IPSWICH
CITY
COUNCIL

AGENDA

of the

GROWTH AND INFRASTRUCTURE COMMITTEE

Held in the Council Chambers
2nd floor – Council Administration Building
45 Roderick Street
IPSWICH QLD 4305

On Tuesday, 12 November 2019
At 9.30 am or within any period of time up to a maximum of 10 minutes after the conclusion of the Economic Development Committee.

MEMBERS OF THE GROWTH AND INFRASTRUCTURE COMMITTEE	
Interim Administrator Greg Chemello **(Chairperson)**	

GROWTH AND INFRASTRUCTURE COMMITTEE AGENDA

9.30 am or within any period of time up to a maximum of 10 minutes after the conclusion of the Economic Development Committee, on

Tuesday, 12 November 2019

Council Chambers

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GROWTH AND INFRASTRUCTURE COMMITTEE NO. 11

12 NOVEMBER 2019

AGENDA

1. LONG TERM INFRASTRUCTURE STRATEGY, FRAMEWORK AND ASSET MANAGEMENT PLANS

This is a report concerning the adoption of the long term Infrastructure Strategy, Framework and Asset Management Plans for the Roads and Transport, Parks and Recreation, Buildings and Facilities and Drainage and Flood Mitigation asset classes. One of the deliverables of Transformation Project 4 (Develop a Leading Practice Asset Management Framework) was to develop the long term Strategy Framework and Asset Management Plans for Council's infrastructure assets.

RECOMMENDATION

That the Interim Administrator of Ipswich City Council resolve:

To adopt the following documents:
Asset Management Strategy
Asset Management Framework
Drainage and Flood Mitigation Asset Management Plan
Parks and Recreation Asset Management Plan
Buildings and Facilities Asset Management Plan
Roads and Transport Asset Management Plan

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2. CITY OF IPSWICH PARKING PRICING STRATEGY

This is a report concerning the development of the *City of Ipswich Parking Pricing Strategy* (the Strategy), a key deliverable of iGO – The City of Ipswich Transport Plan. The Strategy has been prepared to provide guidance for decision-making on parking management in the City of Ipswich, including the management of time restrictions and priced parking.

RECOMMENDATION

That the Interim Administrator of Ipswich City Council resolve:

A. That the *City of Ipswich Parking Pricing Strategy* – as detailed in Attachment 1 of the report by the Transport Planner (Transport Planning) dated 16 August 2019, be adopted.

B. That the Interim Administrator, Chief Executive Officer and General Managers note the recommendations of the *City of Ipswich Parking Pricing Strategy*.

C. That Council officers, as delegated by the Chief Executive Officer, be authorised to commence implementing the *City of Ipswich Parking Pricing Strategy.*

D. That Council officers, as delegated by the Chief Executive Officer, be authorised to commence investigations into the alternative use of parking revenue for the purpose of sustainable transport initiatives as a recommendation contained within the *City of Ipswich Parking Pricing Strategy*.

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3. DEVELOPMENT APPLICATION RECOMMENDATION - 639 REDBANK PLAINS ROAD, REDBANK PLAINS, 4122/2018/CA, MATERIAL CHANGE OF USE FOR A PRELIMINARY APPROVAL INCLUDING A VARIATION REQUEST TO VARY THE EFFECT OF THE IPSWICH PLANNING SCHEME AND RECONFIGURING A LOT

This is a report concerning an application that seeks a combined approval for a Material Change of Use for Preliminary Approval including a Variation Request to vary the effect of the Ipswich Planning Scheme in accordance with section 50(3) of the *Planning Act 2016* {in accordance with the Land Use/Precinct Plan (Large Lot Residential to Residential Low Density (RL2), Recreation and Conservation Zone)}, Reconfiguring a Lot - One (1) lot into two hundred and sixty-three (263) residential lots plus conservation, open space, drainage and roads over nine (9) stages and Carrying out building work not associated with a Material Change of Use (Relocation of a Schedule 2 listed dwelling) at 639 Redbank Plains Road, Redbank Plains.

The subject application requires review by committee and determination by full council in accordance with the Framework for Development Applications and Related Activities Policy as the development application includes a Variation Request.

The proposed development has been assessed with regard to the applicant assessment benchmarks. The proposed development generally complies with the assessment benchmarks or can be conditioned to comply as outlined in the attached Statement of Reasons.

RECOMMENDATION

That the Interim Administrator of Ipswich City Council resolve:

A. That Council (Interim Administrator of Ipswich City Council) resolve to approve development application no. 4122/2019/CA subject to conditions in accordance with section 60 of the *Planning Act 2016.*

B. That the Development Assessment West Manager be authorised to prepare conditions in accordance with section 65 of the *Planning Act 2016.*

C. That the Development Assessment West Manager be authorised to give a decision notice for the application in accordance with section 63 of the *Planning Act 2016.*

D. That the Development Assessment West Manager be authorised to give an infrastructure charges notice for the application in accordance with section 199 of the *Planning Act 2016.*

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4. PROPOSED AMENDMENT TO DELEGATION - EXERCISE THE POWERS OF COUNCIL UNDER THE ECONOMIC DEVELOPMENT ACT 2012

This is a report concerning the Instrument of Delegation and Direction from the Minister for Economic Development Queensland to Ipswich City Council and the delegation 'Exercise the Powers of Council under the Economic Development Act 2012'.

RECOMMENDATION

That the Interim Administrator of Ipswich City Council resolve:

That the delegation, 'Exercise the Powers of Council under the Economic Development Act 2012' from Council to the Chief Executive Officer be amended, as detailed in Attachment 3.

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5. HERITAGE AND MONUMENTS ADVISORY COMMITTEE MEETING NO. 211

This is a report concerning the minutes of the Heritage and Monuments Advisory Committee (meeting number 211) which was held on Thursday, 24 October 2019. As well as providing updates on standing items, the Committee has also recommended the nomination of a replacement representative from the Ipswich Historical Society for approval.

RECOMMENDATION

That the Interim Administrator of Ipswich City Council resolve:

A. That the minutes of the Heritage and Monuments Advisory Committee No. 211 be received and noted.

B. That the nomination of Sally Hetherington as a replacement representative from the Ipswich Historical Society, be approved.

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6. COURT ACTION STATUS REPORT

This is a report concerning a status update with respect to current court actions associated with development planning related matters including one other significant matter of dispute that the Planning and Regulatory Services Department is currently involved with.

RECOMMENDATION

That the Interim Administrator of Ipswich City Council resolve:

That the report be received and the contents noted.

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7. EXERCISE OF DELEGATION

This is a report concerning applications that have been determined by delegated authority for the period 29 August 2019 to 31 October 2019.

RECOMMENDATION

That the Interim Administrator of Ipswich City Council resolve:

That the report be received and the contents noted.

** Item includes confidential papers

and any other items as considered necessary.

Doc ID No: A5671721

ITEM: 1

SUBJECT: LONG TERM INFRASTRUCTURE STRATEGY, FRAMEWORK AND ASSET MANAGEMENT PLANS

AUTHOR: MANAGER INFRASTRUCTURE STRATEGY

DATE: 24 OCTOBER 2019

EXECUTIVE SUMMARY

This is a report concerning the adoption of the long term Infrastructure Strategy, Framework and Asset Management Plans for the Roads and Transport, Parks and Recreation, Buildings and Facilities and Drainage and Flood Mitigation asset classes. One of the deliverables of Transformation Project 4 (Develop a Leading Practice Asset Management Framework) was to develop the long term Strategy Framework and Asset Management Plans for Council's infrastructure assets.

RECOMMENDATION/S

That the Interim Administrator of Ipswich City Council resolve:

To adopt the following documents:

Asset Management Strategy
Asset Management Framework
Drainage and Flood Mitigation Asset Management Plan
Parks and Recreation Asset Management Plan
Buildings and Facilities Asset Management Plan
Roads and Transport Asset Management Plan

RELATED PARTIES

There are no related parties.

ADVANCE IPSWICH THEME LINKAGE

Managing growth and delivering key infrastructure
Listening, leading and financial management
Caring for the community
Caring for the environment

PURPOSE OF REPORT/BACKGROUND

Council is an asset intensive service provider with over $3billion currently invested in infrastructure assets. As a result, Council is exposed to considerable risk due to the magnitude of its investment in these assets.

In accordance with the local government regulations, local governments are required to prepare a long-term Strategy, Framework and Asset Management Plans (AMPs). Ipswich City Council places great emphasis on strategically managing infrastructure assets with a focus on the organisation's long term sustainable delivery of services to the community.

To achieve this, Council has developed a Strategy, Framework and four AMPs that detail the assets, service levels, risks and provide operational and capital expenditure forecasts that will deliver the community outcomes detailed in the Corporate Plan. AMPs are broken down into the following asset classes:

- Drainage and Flood Mitigation
- Parks and Recreation
- Buildings and Facilities
- Roads and Transport.

The Strategy, Framework and AMPs have been prepared based on the International Infrastructure Management Manual (IIMM), the recognised guideline for asset management in Australia. The data utilised within the AMPs is sourced from councils, the physical asset register, audited financial asset register, current asset valuation information and where available current condition base data.

To ensure ongoing sustainability of Council services it is essential to balance the community's expectations with their willingness and capacity to pay for the infrastructure underpinning these services. Maintenance of service levels of infrastructure assets requires appropriate investment across the whole of the asset management lifecycle. In recognition of the need to establish an appropriate balance between developing new assets and maintaining the existing asset base, Council is committed to managing its assets in accordance with industry best practice.

FINANCIAL/RESOURCE IMPLICATIONS

There are no financial/resource implications for the approval of these documents. The respective operational areas of Council have the associated operational budgets for the delivery and management of Council's infrastructure assets. Any shortfalls in renewal expenditure within the long term plans will be managed in accordance with Council's long term financial modelling and risk base assessment of the asset.

RISK MANAGEMENT IMPLICATIONS

Council has a 'duty of care' to the community, its customers, in relation to the management of the assets. There are numerous types of risks Council is concerned about, including

financial, service and safety. The objectives to be achieved in managing risks under the Strategy, Framework and AMPs are:

- maintain levels of service
- mitigate risks to the public
- reduce the number and magnitude of unplanned asset failures.

LEGAL/POLICY BASIS

This report and its recommendations are consistent with the following legislative provisions:
Local Government Act 2009
Local Government Regulation 2012

COMMUNITY AND OTHER CONSULTATION

Consultation has been undertaken with all key stakeholders of Council in relation to the development and management of these documents to ensure that the outputs can be delivered to the community in accordance with outcomes of the Corporate Plan. The Strategy, Framework and AMPs are based on the current adopted service levels that Council provide.

CONCLUSION

Council has an obligation under the Local Government Regulations to adopt a long-term Strategy, Framework and Asset Management Plans (AMPs). Council has prepared a Strategy, Framework and AMPs for the four major Infrastructure asset classes, namely Drainage and Flood Mitigation; Parks and Recreation; Buildings and Facilities; and Roads and Transport. These documents set the framework as to how these assets will be managed into the future to ensure the long term sustainability of Council services.

ATTACHMENTS AND CONFIDENTIAL BACKGROUND PAPERS

1.	ICC Asset Management Strategy
2.	ICC Asset Management Strategy A3 Summary
3.	ICC Strategic Asset Management Framework
4.	ICC Asset Management Framework A3 Summary
5.	ICC Buildings and Facilities AMP
6.	ICC Drainage and Flood Mitigation AMP
7.	ICC Parks and Recreation AMP
8.	ICC Roads and Transport AMP

Tony Dileo
MANAGER INFRASTRUCTURE STRATEGY

I concur with the recommendations contained in this report.

Charlie Dill
GENERAL MANAGER - INFRASTRUCTURE AND ENVIRONMENT

"Together, we proudly enhance the quality of life for our community"

IPSWICH CITY COUNCIL

City of Ipswich

ASSET MANAGEMENT STRATEGY



Version 1

Document Control	

Rev No	Date	Revision Details	Author	Reviewer	Approver
1	22/03/2019	Initial Draft	BAuYeung	HColes	SGillett
2	23/04/2019	Final Draft	BAuYeung	HColes	SGillett

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1 Executive summary

Ipswich City Council (ICC) has a well developed long term community plan which identifies the aspirations of the community and the ways council will deliver them in a series of themes, goals, strategies and actions. It is supported by a 5 year corporate plan, and an annual operational plan, budget and annual report as part of a comprehensive suite of governance documents and processes.

The Asset Management Strategy (AM Strategy) has been identified as a key element of the Strategic Asset Management Framework (SAMF) and has been prepared to assist council in defining and improving the way it delivers services from infrastructure such as roads, bridges, footpaths, stormwater drainage, parks, sporting and other facilities, and buildings.

The goals of the AM Strategy are to:

- ensure the council's infrastructure services are provided in an economically optimal way, with the appropriate level of service to residents, visitors and the environment determined by reference to council's financial sustainability
- safeguard council's assets including physical assets and employees by implementing appropriate asset management processes and providing appropriate financial resources for those assets
- be linked with the long term financial forecast to guide the basis for all service and budget funding decisions
- meet legislative requirements for all council's operations
- ensure resources and operational capabilities are identified and responsibility for asset management is allocated.

2 Introduction

Council is responsible for service delivery in a number of areas including, but not limited to, transportation, drainage, waste collection and disposal, cultural, health and recreational services. Council has acquired and constructed an extensive range of assets include roads, bridges, footpaths, stormwater drainage, parks, sporting and other facilities, and buildings. These infrastructure assets have a current replacement value of over $3 billion.

Assets exist to deliver services to communities, by supporting a program and service delivery model.

The key issues facing local governments throughout Australia are growing service demand and the management of ageing assets in need of renewal and replacement. Their condition and longevity can be difficult to determine. Financing needs can be large, requiring planning for large peaks and troughs in expenditure for renewing and replacing such assets. The demand for new and improved services further adds to the planning and financing complexity.

The creation of new assets also presents challenges in recognising not just the initial capital costs of purchase or construction, but also the need to include in the decision making process the funding of future operating and replacement costs which are necessary to provide the service over the asset's full lifecycle.

In order to deliver these services and assets effectively and efficiently for the benefit of both current and future customers, a structured, systematic approach is needed for the management of all assets involved in service delivery.

Council has traditionally had a strong commitment to asset management (AM) since its involvement in the *Local Government Association of Queensland's LG Asset Program 2006* and the subsequent *State Government's Asset Management Advancement Program* (A-MAP), and it is continuing to develop a range of measures to further improve its capability in this area.

2.1 Purpose

The purpose of the AM Strategy is to specify objectives and outcomes to provide the link between the high level aspirations and guiding principles articulated in the Infrastructure Asset Management Policy (IAM Policy) and the operational and tactical aspects of council's Asset Management Framework AM Framework) especially the development of Asset Management Plans (AMPs). It does this by specifying asset management outcomes, timeframes and dependencies (i.e. why and what council proposes to achieve).

The purpose of the AM Strategy is to develop a set of actions aimed at improved asset management practices by the whole organisation through:

- improved stewardship and accountability for assets
- improved asset data information and ongoing data management
- ensuring more effective utilisation of assets and appropriate service levels
- improved financial effectiveness by implementing more effectively works programs that are based on objective and risk assessment.

2.2 Scope of this strategy

The scope of the AM Strategy is limited to infrastructure assets and those classes of green assets specifically requiring AM. These scope restrictions have been imposed because:

- Council's remaining asset base, non-infrastructure assets such as fleet and plant, Information Communication Technology (ICT) assets and cultural assets represent less than 2 per cent of council's total written down asset value.
- The focus of the National Asset Management and Planning Framework is on infrastructure assets (specifically the financial viability of these assets).

2.3 Links to other corporate documents

Council's AM Strategy is an internally focused enabling strategy designed to work in conjunction with council's other strategies and plans. It is focused on building asset management capability to support the delivery of services to the community.

Council has corporate documents which set its strategic direction, and are reviewed on a regular basis to ensure they embody the current and future aspirations of the community.

- Advance Ipswich 2015 (The Plan)
- Corporate Plan
- Operational Plan

These documents collectively and individually articulate the vision, mission, goals and objectives of council, and are enabled by the annual budget, annual report and other supporting documents.

Not all goals set in the Corporate Plan rely on infrastructure assets for their delivery, however a significant number of actions do involve assets, and robust AM practices are essential to ensure the achievement of these goals.

The Advance Ipswich 2015 (The Plan) builds on the programs and strategies in the previous i2020 and i2031 Community Plans and provides a renewed and contemporary focus for the future of the city. The Plan responds to the current and future changes in the city and the related opportunities and challenges. The Plan is intended to inform and be reflected in council's plans, strategies and community programs. The Plan also sets goals and objectives to be achieved in the planning period. It frames the actions in a structure which links back to the corporate themes. Each theme has a number of broad goals, to be achieved through a range of strategies, each with specific actions planned to deliver a part of the goal. Goals and actions in The Plan which relate specifically to the delivery of services from infrastructure assets are shown in Appendix A.

AM Strategy activities are directed towards addressing the following key focus areas of Advance Ipswich 2015 and Corporate Plan:

Goals		Strategy	
Goal 2	Plan and develop a vibrant and sustainable city that accommodates the needs of a diverse and growing population and economy.	**Strategy 2**	Provide adequate land and infrastructure to support community development and economic activity.
		Strategy 3	Provide a transport system that supports the safe, reliable and sustainable movement of people and goods for all travel modes.
		Strategy 4	The city's heritage is conserved.
		Strategy 5	Provide an integrated open space network that is accessible and meets the recreational needs of residents and visitors.
Goal 3	Create a city that values its past and embraces opportunities to work together for the betterment of the community.	**Strategy 7**	Invest in social infrastructure to build a distinctive Ipswich identity and to maximise economic and social outcomes.
Goal 4	Important areas of native habitat and vegetation are conserved, the city's important waterways are protected and their water quality enhanced, and the city responds appropriately to climate change and uses resources prudently.	**Strategy 1**	Secure and protect areas of native habitat and vegetation.
		Strategy 2	Develop and implement an integrated approach to planning and management of nature conservation matters in partnership with the community, private land owners and government agencies.
		Strategy 3	Protected and manage waterways to achieve enhanced environmental, ecological and water quality outcomes.
		Strategy 4	Enhance urban greening.
		Strategy 5	Use resources effectively and sustainably.
Goal 5	Visionary and accessible leadership is provided that consults and communicates on key decisions and delivers sound financial management and good governance outcomes.	**Strategy 2**	Provide comprehensive and meaningful community engagement to inform council decision making.
		Strategy 4	Maintain a financially sustainable and resilient approach to budgeting.
		Strategy 6	Maintain a consistent and efficient approach to laws and compliance activities across the city.

Source: *Ipswich City Council Advance Ipswich and Corporate Plan 2017-2022*

2.4 Asset management planning process and hierarchy

AM planning is a comprehensive process to ensure assets are managed and maintained in a way that enables affordable services from infrastructure to be provided in an economically optimal and sustainable manner. The process incorporates a framework of documents in a hierarchy:

- linking organisational strategic objectives with the IAM Policy and enablers needed to deliver them
- linking organisational strategic objectives with the levels of service that the assets are required to deliver
- guiding AM priorities, operational activities required on and by the assets to achieve those objectives, and the finances needed to support that work.

Its aims are to achieve short and long term business and stakeholder objectives, including:

- meeting community service requirements and expectations
- minimisation of lifecycle costs
- achievement of operating strategies
- maintenance of asset value.

AM planning commences with defining stakeholder and legal requirements and needs, incorporating these needs into the organisation's strategic plan, developing the levels of service, IAM Policy, AM Strategy, Asset Management Plans (AMPs) and operational plans, linked to a long term financial forecast with a funding plan.

The organisational strategic direction is provided by the Long Term Community Plan, Corporate Plan and Operational Plan.

Those elements of these strategic organisational documents which are delivered through infrastructure assets and services are managed through the processes shown in Figure 1. The service delivery part of the AM process includes a wide range of procedures and is built on a sound knowledge base which includes data registers and information systems.

The diagram below illustrates ICC's AM planning process, including inputs, outputs, documents and interactions.

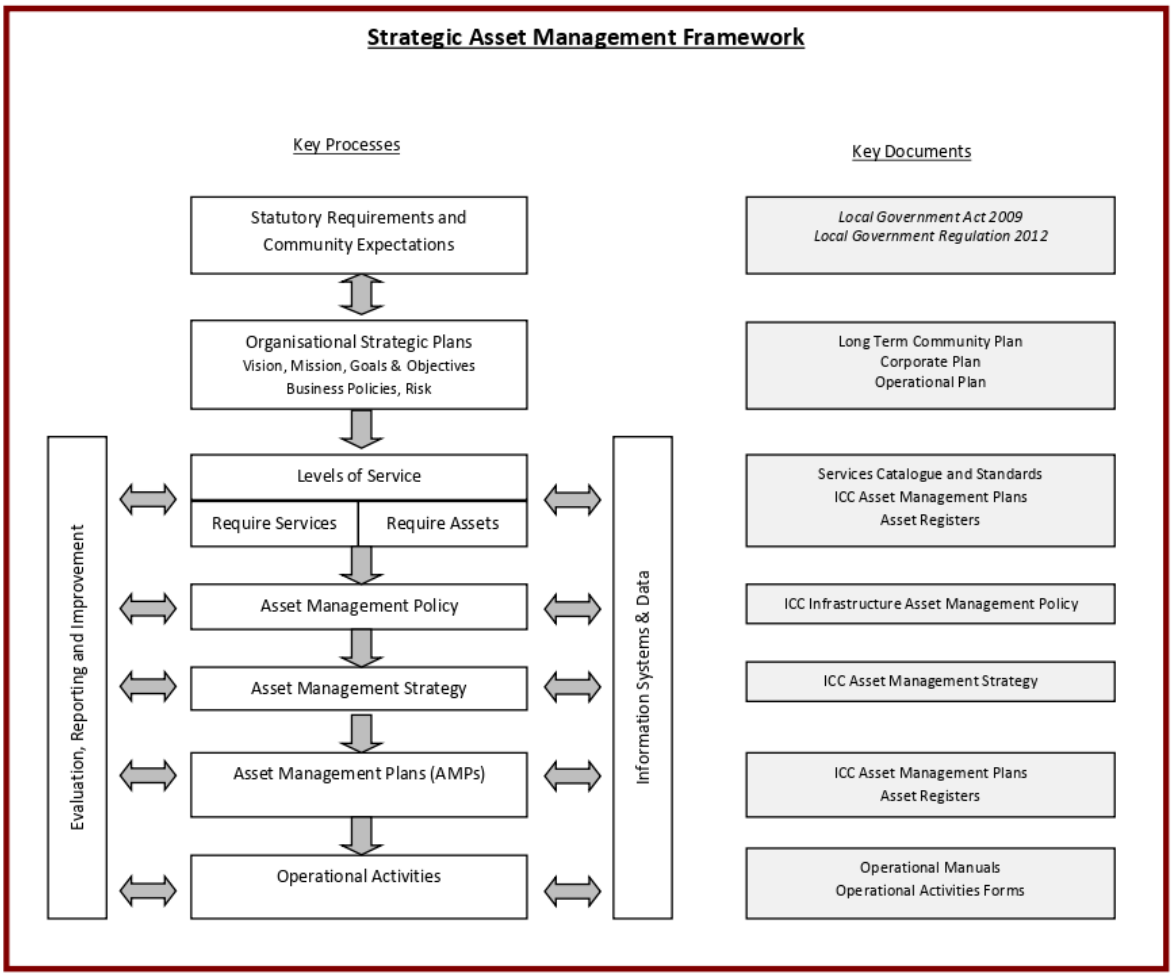


Figure 1: Strategic Asset Management Framework

3 The strategy

3.1 Our asset management vision

To ensure ongoing sustainability of council services it is essential to balance the community's expectations with their willingness and capacity to pay for the infrastructure underpinning these services. Maintenance of service levels of infrastructure assets requires appropriate investment across the whole of the asset management lifecycle. In recognition of the need to establish an appropriate balance between developing new assets and maintaining its existing asset base, council is committed to managing its assets in accordance with industry recognised best practice.

Consequently, council aspires to the following:

'To operate and manage Ipswich City Council (Council) infrastructure assets in accordance with defined levels of service, whilst minimising lifecycle costs.'

Source: *Infrastructure Asset Management Policy*

3.2 Strategic objectives

In keeping with the above, the objectives of this strategy are to:

- develop and maintain effective asset management accountability and direction across the organisation
- capture and maintain relevant and reliable asset related information for effective decision making
- effectively and efficiently manage all physical assets under council's control through each phase of their lifecycle
- maintain strong linkages between the AMPs and the development of the annual budget and long term financial forecast
- engage the community in discussions on desired service levels and ensure asset investment decisions consider the whole-of-life cost and balance the funding for investment in new/upgraded assets with the investment in asset renewal.

3.3 Strategic outcomes

Council's responses to the internal and external drivers discussed in Appendix C will generate a number of actions, however it is important to first identify the specific outcomes this strategy is designed to achieve. Essentially these outcomes can be classified according to the four asset management capabilities identified in the improvement plan:

- accountability and direction
- asset information management
- asset lifecycle management
- service level management.

3.3.1 Accountability and direction

This component of the strategy relates to council's organisational approach to asset management governance and the leadership required to achieve this.

Desired Outcome:

- AM accountabilities are defined, understood and accepted along with clear direction for AM improvement.

3.3.2 Asset information management

The asset information management component of the strategy relates to the requirement to capture and maintain relevant and reliable asset data to allow council to make informed AM decisions.

Desired Outcome:

- Quality asset information informs AM decision making and supports improved AM.

3.3.3 Asset lifecycle management

The strategic lifecycle component recognises the importance of council managing its assets from a whole of asset life perspective.

Desired Outcome:

- Assets are managed from a whole of asset life perspective (i.e. from planning & design through to disposal).

3.3.4 Service level management

In addition to managing the asset base from a whole of life perspective, the service level management component of the strategy commits council to engaging the community in discussions on desired service levels and to ensure asset investment decisions balance the funding for investment in new/upgraded assets with the investment in asset renewal.

Desired Outcome:

- A service level approach is taken to ensure long term infrastructure and financial sustainability.

3.4 Strategic outcomes, key actions, performance measures and reporting

3.4.1 Performance of the strategy

The success or otherwise of this strategy will be determined by the analysis of performance measure information relating to the asset management actions undertaken as part of the implementation plan.

The Asset Management Strategy will be successful when:

1. independent assessment reveals council has achieved a core level of AM practice across all its AM practice areas
2. the corporate AM risk level is reduced to an acceptable level through appropriate mitigation and/or treatment
3. sufficient evidence of ongoing sustainability in both financial and infrastructure asset terms can be obtained (e.g. sustainability indicators).

3.4.2 Strategic outcomes, key actions and performance measures

The following provides a summary of the AM strategic outcomes, performance indicators and key actions that form the basis of this strategy.

Strategy	Performance target	Key actions
Accountability and direction		
AM accountabilities are defined, understood and accepted along with clear direction for asset management improvement.	Governance documents and processes which complement each other, and provide consistent direction to council operations.	Review and update IAM Policy that accurately defines council's intentions and guiding principles in relation to infrastructure AM. Develop an AM Strategy that defines council's AM strategic objectives and key actions. Develop an AM Framework that defines the AM processes and systems that will be used to implement the IAM Policy, Strategy and Plans. Develop a detailed action plan with clear responsibilities and transparent accountabilities. Provide high level oversight of financial and AM responsibilities through the audit committee or CEO reporting to council on development and implementation of SAMF, AMPs and long term financial plan.
Ensure council is meeting all legislative and statutory requirements.	Council meets legislative and statutory requirements.	Review and updating procedures as part of a commitment to continuous improvement.

Strategy	Performance target	Key actions
Asset lifecycle and financial management		
Ensure that the council's infrastructure services are provided in an economically optimal way, with the appropriate level of service to residents, visitors and the environment determined by reference to council's financial sustainability,	Adopt the long term financial plan as the basis for all service and budget funding decisions, Asset lifecycle costs and long term financial planning drives budget deliberations.	Identification of services needed by the community and required funding to optimise whole-of-life costs. AMPs for all infrastructure assets. Develop a sustainable funding model to provide council services.
Implement an improvement plan to ensure long term financial and AM sustainability.	Adopt an improvement plan and report to key stakeholders on the implementation of the improvement plan.	Develop an improvement plan to ensure continuous improvement of AM practices, information and financial management. Undertake AM maturity assessment on a regular basis to support continuous AM improvement.

Strategy	Performance target	Key actions
Asset information management		
Quality asset information informs AM decision making and supports improved AM.	Information on work history, cost, condition and performance at asset type level. Systematic and fully optimised asset system. Improved decision making and greater value for money.	Continue to integrate data and information systems to support informed decision making and AM activities.

Strategy	Performance target	Key actions
Service level management		
Ensure that a service level approach is taken to deliver all infrastructure assets and financial sustainability.	Levels of service and performance measures in place covering a range of service attributes.	Level of service defined for all assets.
Safeguard council's assets including physical assets and employees by implementing appropriate AM processes and providing appropriate financial resources for those assets.	Services delivery is matched to available resources, management processes and operational capabilities.	Ensure resources and operational capabilities are identified and available to implement necessary AM activities..

3.4.3 Corporate governance and asset management

To sustain improvements in AM practice, it is essential council integrates the AM considerations articulated in this strategy with organisational planning, resource allocation and performance management systems governing council's operations.

3.4.4 Budget and long term financial forecasts

To provide quality outcomes in the developing the annual budget and long term financial forecast, the AMPs are a key consideration and input to the annual process. Conversely the outcomes of the budget and long term financial forecast are to feedback into the ongoing review and update of the AMPs.

3.4.5 AM Strategy reporting

The Corporate Performance Management Framework requires quarterly and annual reporting of strategy implementation and progress. This process monitors progress against stated performance measures and informs the annual report and the corporate performance report. As part of the review of the corporate governance framework, consideration will also be given to reporting which draws together all aspects of integrated, long term planning (i.e. AM, community and financial plans).

3.4.6 AM Strategy review arrangements

The AM Strategy will be reviewed biannually to ensure that it is consistent with the current organisational direction, policies and goals. The strategy's implementation plan will be reviewed annually to ensure it aligns with the improvement plan actions of the AMPs.

4 Strategy implementation plan

The implementation of this strategy will require the coordination of related activities across a range of new and existing initiatives/projects. Due to the complexity of these inter-relationships, a Program Evaluation Review Technique (PERT) chart will be developed to show the timing and dependencies between the various activities of the strategy. It is expected that a comprehensive implementation plan that will map council progress from its current level of AM capability to target capabilities (Core level as detailed in International Infrastructure Management Manual (IIMM)) (Table 2 in Appendix B).

The AM Improvement Plan within each AMP is a key component of this strategy. The improvement plan covers identified deficiencies in systems, processes and data, as well as capturing opportunities for improvements. Actions identified in each of the improvement plan will be included in the strategy implementation plan for delivery.

The implementation change management and communications activities of this strategy will be primarily coordinated by AM section of council. Full implementation of the strategy will require an increased level of integration and coordination of asset management considerations throughout council.

4.1.1 Financial and resource requirements

Where possible, existing operational capacity and/or approved programs of work will be used to offset the implementation costs of this strategy. The implementation plan PERT chart will identify activities already part of currently approved projects or could reasonably be considered business as usual activities. It is assumed these activities will not require additional funding therefore no preliminary estimate will be provided. Activities identified as new activity in the implementation plan will require additional funding.

4.1.2 Responsibility and accountability

A coordinated approach is required to achieve the full implementation of the AM Strategy. This coordination will be provided by the AM section of council with performance reporting supplied to the organisation on regular intervals.

The actions described in the strategy implementation plan will require input from all departments across council. A more detail action plan with clear AM activity responsibilities and transparent accountabilities will be developed as per Appendix D for enacting the various elements of this strategy.

5 Appendix A Asset management contribution to corporate goals

Theme: Managing growth and delivering key infrastructure

Goal 2: Plan and develop a vibrant and sustainable city that accommodates the needs of a diverse and growing population and economy.

Strategy 2: Provide adequate land and infrastructure to support community development and economic activity.

Key Actions:

2.2 Facilitate infrastructure planning and delivery arrangements with developers, government agencies and utility providers to ensure infrastructure is delivered in a timely and efficient manner to support both community and economic development.

Strategy 3: Provide a transport system that supports the safe, reliable and sustainable movement of people and goods for all travel modes.

Key Actions:

3.1 Develop and implement an integrated transport plan that provides a platform for enabling sustainable travel choices through the city being well connected for business, freight and visitors; a convenient and competitive public transport system; and more compact and mixed land uses to reduce trip lengths and make public transport, walking and cycling more viable.

Strategy 4: Conserve the city's heritage.

Key Actions:

4.1 Places of cultural heritage significance are identified, protected and used appropriately.

4.2 Council continues to provide a heritage awareness, education and promotions program, including a free heritage adviser service for owners of listed historic properties.

Strategy 5: Provide an integrated open space network that is accessible and meets the recreational needs of residents and visitors.

Key Actions:

5.1 Implement an integrated open space plan that provides land and facilities to meet the community's active and passive recreation and leisure needs.

5.2 Provide access to major waterways through waterside parks and linear open space.

5.3 Utilise the design of open space to provide urban form and to create clearly identifiable urban areas.

Theme: Caring for community

Goal 3: Create a city that values its past and embraces opportunities to work together for the betterment of the community.

Strategy 7: Invest in social infrastructure to build a distinctive Ipswich identity and to maximise economic and social outcomes.

Key Actions:

7.1 Develop and implement an Arts and Culture Strategy to reflect the current and future needs of the city.

7.2 Develop a new Regional Performing Arts Centre in the Ipswich Central Business District (CBD).

7.3 Undertake a feasibility study to inform the establishment of a Children's Museum.

7.4 Ensure the library service is a core element of council's Digital Strategy.

7.5 Provide new and enhance existing council libraries as integrated community hubs providing life-long learning opportunities.

Theme: Caring for environment

Goal 4: Important areas of native habitat are conserved, the city's important waterways are protected and their water quality enchanted, and their water quality enchanted, and the city responds appropriately to climate change and uses resources.

Strategy 1: Secure and protect areas of native habitat and vegetation.

Key Actions:

1.1 Develop and implement Ipswich Enviroplan to secure critical areas of native habitat and vegetation, particularly where such areas form or enhance key conservation corridors.

1.2 Ensure natural area estates are appropriately managed to protect wildlife and environmental values, enhance public awareness and education, and avoid pest infestation and bushfire risk.

1.3 Seek the active involvement of the state government in providing national parks investment in the Ipswich Local Government Area.

Strategy 3: Protect and manage waterways to achieve enhanced environmental, ecological and water quality outcomes.

Key Actions:

3.3 Council maintains a key focus on customer service and meeting the needs of the community.

3.4 Ensure effective catchment and floodplain management.

Strategy 4: Enhance urban greening.

Key Actions:

4.1 Increase tree planting and create urban forests on land under council ownership or control.

4.2 Undertake street tree planting and landscaping and protect significant vegetation within road reserves.

Strategy 5: Use resources efficiently and sustainably.

Key Actions:

5.1 Waste is treated as a resources and is minimised through reducing, reusing and recycling.

5.2 Provide leadership and advocacy in the promotion of renewable and sustainable technologies.

5.3 Water is treated as a precious resource within a total water cycle management framework.

Theme: Listening, leading and financial management

Goal 5: Visionary and accessible leadership is provided that consults and communicates on key decisions and delivers sound financial management and good governance outcomes.

Strategy 2: Provide comprehensive and meaningful community engagement to inform council decision making.

Key Actions:

2.3 Council maintains a key focus on customer service and meeting the needs of the community.

Strategy 4: Maintain a financially sustainable and resilient approach to budgeting.

Key Actions:

4.1 Aim to operate council's finances with a modest surplus.

4.2 Manage and reduce the city's debt on the basis of do not spend more than you earn, and borrow for assets only.

4.3 Focus on achievements that are socially, environmentally and economically sustainable.

4.4 Where possible, provide equitable investment and expenditure across the city, subject to meeting real community needs.

Strategy 6: Maintain consistent and efficient approach to laws and compliance activities across the city.

Key Actions:

6.2 Council will undertake programmed inspections and patrols and will respond to requests made by the community to ensure quality of life is being maintained across the city.

6 Appendix B – Asset management maturity assessment

There are four key asset management capabilities (domains) recommended in the International Infrastructure Management Manual (IIMM). An assessment of the AM maturity level was undertaken in 2009 during the original development of the AMPs. The assessment focused on identified AM domains and practice areas. The domains and practice areas are listed in Table 1 below.

Table 1: AM practice areas

Domains	AM practice areas
Accountability and direction	Policy development Improvement planning AM teams Decision making Risk management Quality management
Service level management.	Levels of service and performance management Demand forecasting
Asset lifecycle management	Operational planning Maintenance planning Capital works planning (new/upgrade and renewal) Forward planning (asset management plans) Financial and funding strategies (long term financial plan) Service delivery mechanisms
Asset information management	Asset and financial data registers Asset condition Information systems

The original result of the AM maturity assessment was presented in figure 2 below. It is expected that as part of the development of the strategy implementation plan, a new AM maturity will be perform to map council progress from its current level of AM capability to the target capabilities as list in Table 2 below.

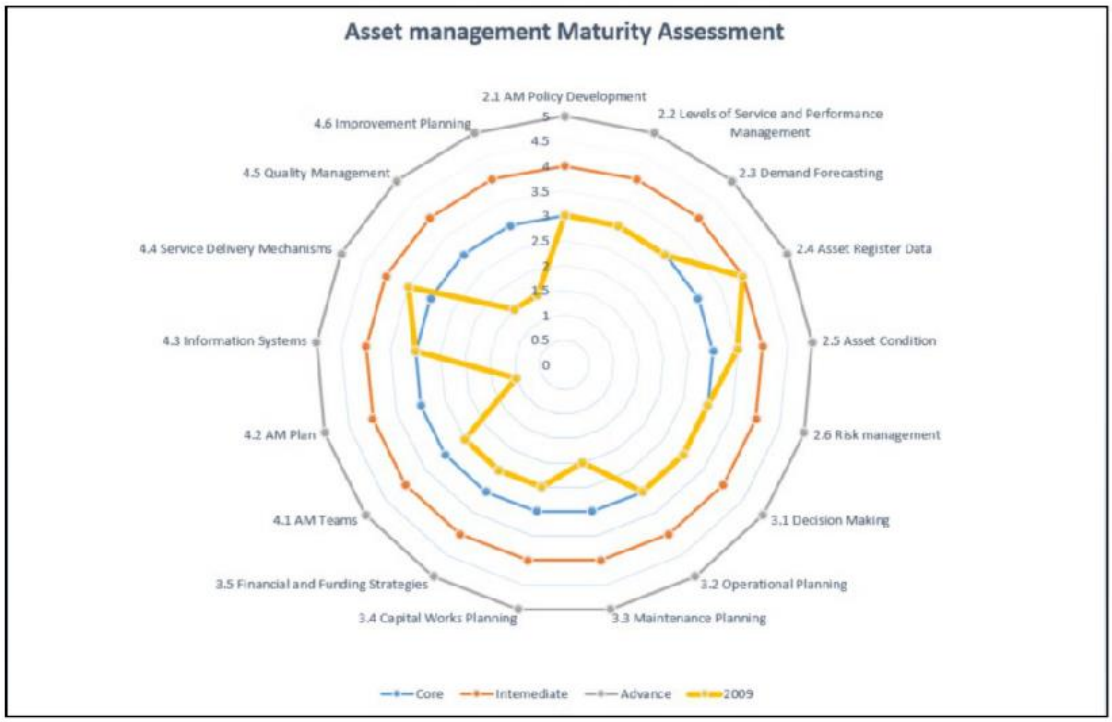


Figure 2: Asset maturity assessment results

Table 2: Target Core Asset Management Competency

+Criteria	Target Core Competency
2.1 IAM policy development	Defined policy statements for all significant activities. Clear linkages to corporate goals. Policy supported by high level action plans with defined responsibilities for delivery.
2.2 Levels of service and performance management	Customer groups defined, and requirements informally understood. Levels of service and performance measures in place covering a range of service attributes. Annual reporting against performance targets.
2.3 Demand forecasting	Demand Forecasting based on robust projection of primary demand factor (e.g.: population growth) and extrapolation of historic trends. Risk associated with demand change broadly understood and documented.
2.4 Asset register data	Sufficient information to complete asset valuation. Basis physical information recorded in spreadsheet or similar (e.g. location, size, type plus asset age/life. Asset hierarchy, asset identification and asset attribute systems documented.
2.5 Asset condition	Condition assessment programme in place for major asset types, prioritised based on asset risk. Data supports asset life assessments. Data management standards and processes documented. Programme for data improvement developed.
2.6 Risk management	Risk framework developed. Critical assets and high risks identified. Documented risk management strategies for critical assets and high risks.
3.1 Decision making	Formal decision making techniques (MCA/BCA) are applied to major projects and programmes.
3.2 Operational planning	Emergency response plan is developed. Demand management is considered in major asset planning. Asset utilisation is measured for critical asset groups and is routinely analysed.
3.3 Maintenance planning	Asset criticality considered in response processes. Fault tracking and closure process. Strategy for prescriptive versus performance based maintenance developed. Key maintenance objectives established and measured.
3.4 Capital works planning	Projects have been collated from a wide range of sources such as hydraulic models, operational staff and risk processes. Capital works projects for the next three years are fully scoped and estimated.
3.5 Financial and funding strategies	Asset revaluations have a C grade data confidence*. 10+ year financial forecasts based on current AMP outputs. Significant assumptions are specific and well-reasoned. Expenditure captured at the level useful for AM analysis.
4.1 AM teams	Cross council coordination occurs through a Steering Group or Committee. AM training occurs for primary staff. The executive team have considered options for AM functions and structures.
4.2 AM plan	Plans contain basic information on assets, service levels, planned works and future improvements. The plans include executive summary, description of services and key/critical assets. Top down condition and performance description, future demand forecast, description of supporting AM processes, 10 year financial forecasts, and 3 year AM improvement plan.
4.3 Information systems	Asset register enables hierarchical reporting (at component level to facility level). Customer requests tracking and planned maintenance functionality enabled. System enables manual reports to be generated for valuation, renewal forecasting.
4.4 Service delivery mechanisms	Contracts in place for external service provisions. Core functions defined.
4.5 Quality management	Defined quality policy and basic quality management system. All critical activity processes documented.
4.6 Improvement planning	Current and future AM performance assessed, and gaps used to drive the improvement actions. Improvement plans identify objectives, timeframes, deliverables, resource requirements and responsibilities.

7 Appendix C – Internal and external asset management drivers

Examples of internal and external drivers impacting asset management practices within council include:

- financial sustainability
- environmental sustainability
- social sustainability
- integrated planning
- current state of infrastructure asset management
- legislation
- population growth
- changing demographics/aging population
- visitor population
- alternatives to assets
- technological change
- risk acceptability.

8 Appendix D –Asset management roles and responsibilities

Council

- to act as stewards for all physical assets owned or controlled by council
- to set and approve corporate IAM Policy and direction
- to approve the Total AMP and monitor outcomes
- to set levels of service, risk and cost standards based on the community's needs and council's ability to fund
- to set (and where required vary) acceptable standards of construction and levels of service for council's assets
- to be aware of and commit to funding infrastructure renewal requirements stated in the annually updated AMP, to ensure the sustainability of the city's infrastructure base
- to ensure investment decisions for new/upgraded infrastructure consider whole-of-life costs, including additional annual operations and maintenance costs.

Chief Executive Officer (via Executive Leadership Team)

- to approve corporate AM Strategy
- to champion asset management practices across the organisation
- to steer the implementation of the IAM Policy, AM Strategy and the AM improvement program, including monitoring outcomes and performance measures
- to review and monitor the preparation, implementation and outputs of AMPs.

Asset custodians

- to develop, update and implement AMPs for the assets under their control, including determination of asset renewal requirements i.e. proposed timing and estimated costs of end of life renewal using the principles of good AM practice
- to determine the whole-of-life costs of proposed new/upgraded infrastructure, including additional annual operations and maintenance costs
- to implement the assigned components of the AM Strategy with agreed resources and review the performance of those strategy elements
- to implement tactical plans (such as maintenance programs and capital works programs) in accordance with the IAM Policy, AM Strategy, approved AMPs and other asset related plans
- to deliver asset based services to agreed levels of service, risk and cost standards
- to present information to the CEO (via Executive Leadership Team) and council relating to asset service levels, lifecycle costs, risks and opportunities
- to record the levels of service set by council, including decision date and reference number, for assets under its control (i.e., in a service level register or similar).

Asset service provider

- to undertake operations devolved by agreement
- to undertake maintenance tasks devolved by asset custodians
- to provide maintenance tasks performance and cost reporting to asset custodians as defined in the service level agreement or suitable alternative form of written agreement
- to provide cost estimates for maintenance specifications to asset custodians
- to develop and implement maintenance schedules based on maintenance specifications
- as required, to undertake detailed operations and maintenance planning (allocation of tasks, plant and materials/services) based on maintenance specifications
- to consult with asset custodians when scheduling works that require the asset to be taken out of service or impact the operation/use of the asset, as defined in the service level agreement or suitable alternative form of written agreement
- to undertake project manager role and associated responsibilities
- to ensure as constructed information that is compliant with council's as constructed data standards, and any other data requirements as specified in the asset custodian's project brief, is provided to the asset custodian at the time of practical completion.

Asset management section of council

- to develop corporate IAM Policy and AM Strategy for consideration by the CEO (via Executive Leadership Team) and council
- to implement assigned components of the AM Strategy with agreed resources and review the performance of those strategy elements
- to coordinate the AM improvement program
- to ensure the IAM Policy and AM Strategy and AMPs are integrated into the corporate governance framework
- to guide and support the development of AMPs
- to annually produce the Total AMP, including renewal requirements, for council adoption
- to provide asset management governance.

Whole of city sources:

- Whole of city funding sources will be used for infrastructure renewal requirements stated in the AMP.
- Whole of city funding sources will be used for operations and maintenance costs of infrastructure assets.

ASSET MANAGEMENT STRATEGY

"To operate and manage Ipswich City Council (Council) infrastructure assets in accordance with defined levels of service, whilst minimising lifecycle costs."

Source: Infrastructure Asset Management Policy

City of Ipswich

STRATEGIC OUTCOMES AND PERFORMANCE MEASURES

Accountability and Direction	Asset Lifecycle and Financial Management	Asset Information Management	Service Level Management
▪ Asset management accountabilities are defined, understood and accepted along with clear direction for asset management improvement. ▪ Ensure Council is meeting all legislative and statutory requirements.	▪ Ensure that the Council's infrastructure services are provided in an economically optimal way, with the appropriate level of service to residents, visitors and the environment determined by reference to Council's financial sustainability. ▪ Implement an improvement plan to ensure long term financial and asset management sustainability.	▪ Quality asset information informs asset management decision making and supports improved asset management.	▪ Ensure that a service level approach is taken to deliver all infrastructure assets and financial sustainability. ▪ Safeguard Council's assets including physical assets and employees by implementing appropriate asset management processes and providing appropriate financial resources for those assets.
Performance Target			
▪ Governance documents and processes which complement each other, and provide consistent direction to Council operations. ▪ Council meets legislative and statutory requirements.	▪ Adopt the long term financial plan as the basis for all service and budget funding decisions. ▪ Asset Life Cycle Costs and long term financial planning drives budget deliberations. ▪ Adopt an improvement plan and report to key stakeholders on the implementation of the improvement plan.	▪ Information on work history, cost, condition and performance at asset type level. ▪ Systematic and fully optimised asset system. ▪ Improved decision making and greater value for money.	▪ Levels of service and performance measures in place covering a range of service attributes. ▪ Services delivery is matched to available resources, management processes and operational capabilities.

ROLES AND RESPONSIBILITIES

Council
- To act as stewards for physical assets
- To set and approve corporate asset management policy
- To set Levels of service based on community needs
- To approve investment for new, upgrade and rehabilitation works

CEO and Executive Leader Team
- To approve corporate Asset Management Strategy
- To champion good asset management practice across the organisation
- To steer the implementation of the Asset Management Policy, Strategy and Improvement Plan
- To review and monitor the preparation, implementation and outputs of the Asset Management Plans

Asset Custodians
- To develop, update and implement Asset Management Plans and capital works program
- To determine the whole-of-life costs of assets
- To implement the assigned components of the Asset Management Strategy
- To monitor and report levels of service

Asset Service Providers
- To undertake maintenance tasks and project manage delivery of capital works and new assets
- To develop and implement Maintenance Schedules and Specifications
- To provide cost estimates for Maintenance Specifications
- To provide maintenance task performance and cost reports

Key Actions

- Review and update AM policy that accurately defines Ipswich City Council's intentions and guiding principles in relation to infrastructure asset management.
- Develop an AM strategy that defines Council's AM strategic objectives and key actions.
- Develop an AM framework that defines the AM processes and systems that will be used to implement the AM Policy, Strategy and Plans.
- Develop a detail action plan with clear responsibilities and transparent accountabilities.
- Provide high level oversight of financial and asset management responsibilities through Audit Committee or CEO reporting to council on development and implementation of SAMF, AMPs and Long-Term Financial Plan.
- Review and updating procedures as part of a commitment to continuous improvement.
- Asset management plans for all infrastructure assets.
- Develop sustainable funding model to provide Council services.
- Develop an improvement plan to ensure continuous improvement of AM practices, information and financial management.
- Undertake AM maturity assessment on a regular basis to support continuous AM improvement.
- Continue to integrate data and information systems to support informed decision making and AM activities.
- Develop levels of service for all assets are defined.
- Ensure resources and operational capabilities are identified and available to implement necessary AM activities in delivering services.
- Identification of services needed by the community and required funding to optimise 'whole of life' costs.



IPSWICH CITY COUNCIL

STRATEGIC ASSET MANAGEMENT FRAMEWORK



Version 1.0

Document Control	

Rev No	Date	Revision Details	Author	Reviewer	Approver
1	22/03/2019	Whole document review of first draft.	BAu-Yeung	HColes	SGillett
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1 Executive summary

This Strategic Asset Management Framework (SAMF) is prepared to assist council in defining and improving the way it delivers services from infrastructure including roads, bridges, footpaths, stormwater drainage, parks, sporting and other facilities, and buildings.

The goal of the SAMF is to establish a framework of governance documents, planning documents, operational procedures and standards which will:

- enable council to show how its asset portfolio will meet the service delivery needs of its community into the future
- enable council's Infrastructure Asset Management Policy (IAM Policy) objectives to be achieved
- ensure the integration of council's Asset Management Plans (AMPs) and practices with its long term strategic visions, as adopted in the Long Term Community Plan, Advance Ipswich 2015 (The Plan).

Ipswich City Council (ICC) has a well-developed Long Term Community Plan which identifies the aspirations of the community and how council will deliver them in a series of themes, goals, strategies and actions. It is supported by a 5 year Corporate Plan, and an annual Operational Plan, budget and long term financial forecast, and annual report as part of a comprehensive suite of governance documents and processes.

This framework aligns these governance documents with the operational programs and activities and will assist council:

- in providing services needed by the community in a financially sustainable manner
- in meeting the requirements of national sustainability frameworks, *Local Government Act 2009* and the *Local Government Regulation 2012.*

The SAMF has been prepared following a review of the council's service delivery practices, asset management (AM) maturity and delivery of council's vision for the future as outlined in the Long Term Community Plan, Advance Ipswich 2015 (The Plan).

2 Introduction

Council is an asset intensive service business with over $3 billion currently invested in assets. As a result, council is exposed to considerable political, managerial and financial risk due to the magnitude of its investment in these assets (particularly long lived infrastructure assets).

Population growth, changing demographics (such as an aging population), rising customer expectations, competing demands for funding and an increasingly demanding external regulatory environment have contributed to a situation where it is essential for council to make well informed AM decisions. These decisions, which involve setting service levels, costs and priorities of asset based services will have far reaching social, environmental and financial implications for the city. Furthermore, State and Commonwealth legislative requirements such as the *Local Government Act (2009), Planning Act (2016)* and the *Disability Services Act (2006)* require council demonstrate its asset related decisions are economically, environmentally and socially sustainable in the longer term.

Council has a well-developed long term community plan which identifies the aspirations of the community and the ways council will deliver them in a series of themes, goals, strategies and actions. It is supported by a 5 year Corporate Plan, and an annual Operational Plan, budget and long term financial forecast, and annual report as part of a comprehensive suite of governance documents and processes.

One of the key challenges facing council is how to sustainably balance investment in new asset intensive services with the need to maintain existing asset intensive services at levels of cost and quality acceptable to the community. Building a sustainable community requires an effective AM regime combining management, financial, economic, and engineering and other practices to its physical assets.

The term Asset Management in this context means the process by which council manages its physical asset base (including long life infrastructure) to achieve a balance between the community's service expectations and their willingness and capacity to pay for the infrastructure and land assets underpinning these services.

Due to the magnitude of council's investment in infrastructure, a robust planning process is required to ensure these assets are maintained and renewed in the most appropriate way on behalf of the community. Given the importance of these assets to the operation of the city, it is essential they are effectively accounted for and well managed to ensure their future sustainability. Failure to adequately manage its long term infrastructure is a key corporate risk capable of compromising council's ability to successfully achieve its strategic goals as articulated in the Corporate Plan.

The Queensland State Government has developed a sustainability reporting regime for local government authorities, emphasising sustainable communities and sustainable councils. This regime is to assist council to reduce any gaps existing between current spending on physical asset maintenance/renewal and the level of expenditure required to ensure ongoing sustainability (e.g. via the development of integrated long term AM, community and financial plans).

This SAMF provides a comprehensive approach to the management of infrastructure assets by identifying and responding to internal and external business drivers facing council.

3 Strategic asset management framework

The SAMF is intended to provide a consolidated view of the most recent corporate documents, planning documents, operational procedures and standards which will:

- ensure a systematic approach to AM activities and practices
- enable council to show how its asset portfolio will meet the service delivery needs of its community into the future
- enable council's AM Policy objectives to be achieved
- ensure the integration of council's AMPs and practices with its long term strategic visions, as adopted in latest long term community plan, Advance Ipswich 2015 (The Plan).

Asset planning and management has seven elements to assist in highlighting key management issues, promotion of prudent, transparent and accountable management of local government assets and in introducing a strategic approach to meet current and emerging challenges. These elements are:

1. AM Policy
2. Strategy and planning
    a) AM Strategy
    b) AMPs
3. governance and management arrangements
4. defining levels of service
5. data and systems
6. skills and processes
7. evaluation.

These elements have been identified as essential parts of AM but are not themselves separate or independent. Many AM processes rely on associated data and systems which are integral to their successful application, and many of these data and systems have other (non-AM related) applications. Similarly, data on its own is not useful unless applied as information to guide decision making processes.

3.1 Infrastructure asset management policy

Council's IAM Policy defines council's overall intentions and guiding principles in relation to infrastructure AM. It provides a formal policy position for council to operate and manage infrastructure assets in accordance with defined levels of service, whilst minimising lifecycle costs.

The SAMF is developed to detail council's AM processes and systems used to implement the policy.

The policy is held within council's corporate records system, is viewable through its intranet site under governance documents and is reviewed in accordance with council policy review processes (currently every 2 years).

3.2 Strategy and planning

3.2.1 Asset management planning process and hierarchy

AM planning is a comprehensive process to ensure assets are managed and maintained to enable affordable services from infrastructure to be provided in an economically optimal and sustainable manner. The process incorporates a framework of documents in a hierarchy:

- linking organisational strategic objectives with the AM policies and enablers needed to deliver them
- linking organisational strategic objectives with the levels of service the assets are required to deliver
- guiding the AM priorities, the operational activities required on and by the assets to achieve those objectives, and the finances needed to support the work.

Its aims are to achieve short term and long term business and stakeholder objectives, including:

- meeting community service requirements and expectations
- minimisation of lifecycle costs
- achievement of operating strategies
- maintenance of asset value.

The diagram below illustrates council's AM planning process, including inputs, outputs, documents and interactions.

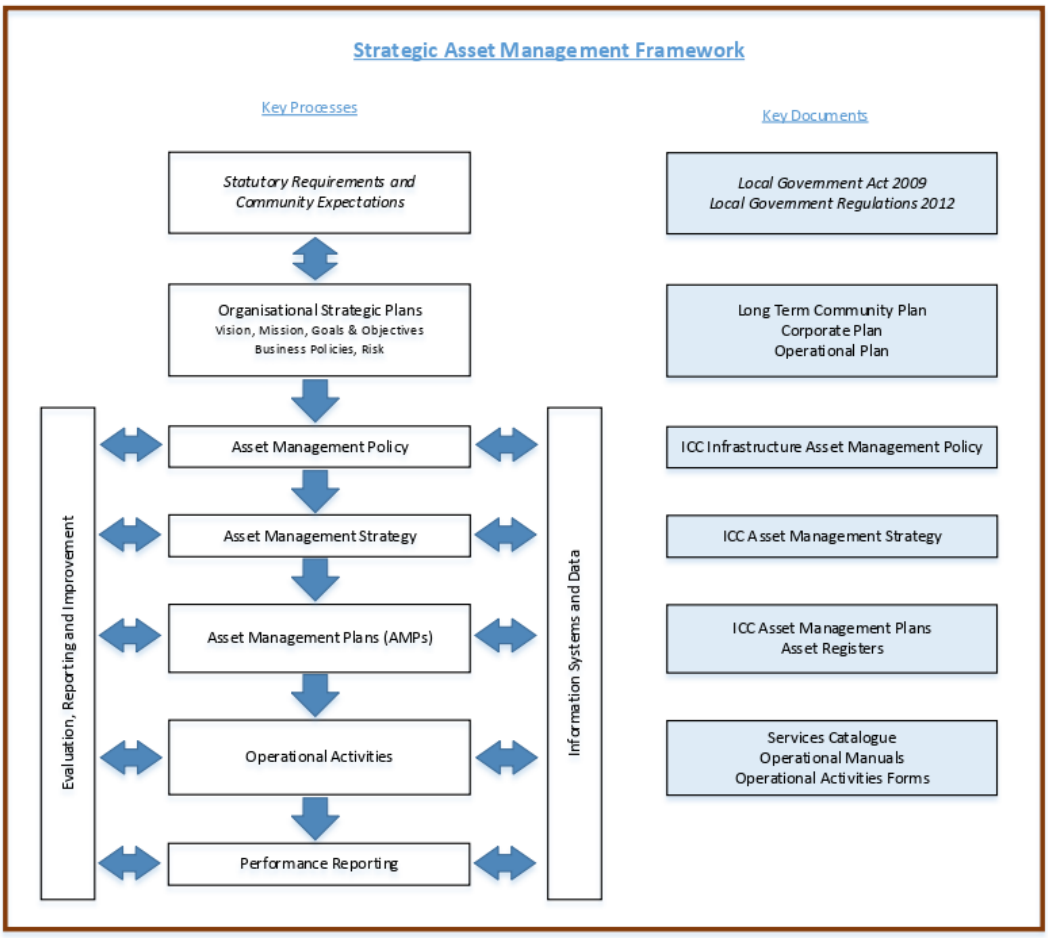


Figure 1: Strategic AM Framework

AM planning commences with defining stakeholder and legal requirements and needs, incorporating these needs into the organisation's strategic plan, developing the levels of service, IAM policy, AM strategy, AMPs and operational plans, linked to a long term financial forecast with a funding plan.

The organisational strategic direction is provided by the Long Term Community Plan, Corporate Plan and Operational Plan.

Those elements of these strategic organisational documents which are delivered through infrastructure assets and services are managed through the processes shown in Figure 1. The service delivery part of the AM process includes a wide range of procedures and is built on a sound knowledge base which includes data registers and information systems.

3.2.2 Asset management strategy

Council's IAM Policy includes the statement:

Council will:

- establish business objectives and strategies for the management of its infrastructure assets and monitor the performance of assets against these objectives and strategies.

The objectives of the AM Strategy are to:

- develop and maintain effective AM accountability and direction across the organisation
- capture and maintain relevant and reliable asset related information for effective decision making
- effectively and efficiently manage all physical assets under council's control through each phase of their lifecycle
- engage the community in discussions on desired service levels and ensure asset investment decisions consider the whole of life cost and balance the funding for investment in new/upgraded assets with the investment in asset renewal.

The AM Strategy includes specific strategies and implantation plan to ensure the AM objectives are delivered and achieved.

3.2.3 Asset management plans (AMPs)

AMPs provide detail of the asset and service description, levels of service, demand forecasts, lifecycle activities, cashflow forecasts, refurbishment strategies, services requirements and budgets for council assets to ensure service and business objectives can be achieved.

Council's AMPs are currently held in council's corporate records system in the original form as submitted in accordance with the requirements of the Department of Local Government and Planning (DLGP) Asset Management Advancement Program 2009 and 2010 (AMAP).

The format of the core AMPs are developed by the International Infrastructure Management Manual (IIMM), which is the basic reference for AM in Australia and is endorsed by the Institute of Public Works Engineering Australia (IPWEA).

Core AMPs were developed for council assets grouped according to the following networks:

- Roads and Transport Network
- Drainage and Flood Mitigation Network
- Buildings and Facilities Network
- Parks and Recreation Network

3.3 Asset management governance and arrangements

Council has a range of policies, procedures and guidelines which provide corporate governance over all council activities, as well as specific controls over AM data and systems.

Council currently has a dedicated AM section which enables a whole-of-organisation approach to AM, responsible for all roads, drainage, buildings, parks and open space within the city.

The role of the AM section is continuing to evolve as the organisation maturity increases over several phases. The Section roles include:

- strategy development and implementation of AM improvement program
- AMP development and implementation
- reviews of data accuracy, levels of service and systems plan development
- AMP operation
- evaluation and monitoring of AMP outputs
- ongoing AMP review and continuous improvement.

The SAMF is an essential part of council's broader corporate strategy and defines how the various elements of council's vision for the future are delivered through its infrastructure assets. There are three principal documents identified in the Local Government and Planning Minister's Council (LGPMC) and other industry sources as fundamental to responsible AM.

These key elements of the SAMF are:

- IAM Policy
- AM Strategy
- AMPs for all infrastructure assets.

These documents provide the specific asset context to the organisational strategic planning documents as shown in Figure 1.

3.4 Service delivery

Council uses infrastructure assets to provide services to the community.

There is not a simple one-to-one relationship between service and asset. Some assets provide more than one service, and some services require more than one type of asset to deliver the service. As an example, pathways, recreation facilities, and sportsfields combine to provide community recreational services. At the same time, pathways also provide an active transport service for the community.

3.4.1 Service definitions

The council's services catalogue is a living document which serves to record all services currently delivered by council. Since the catalogue includes services delivered to both internal and external customers, every activity performed by council is represented somewhere in the catalogue. The Services Catalogue is recorded in council's corporate record system, and is continually refined and updated to reflect council's changing business.

The council's services catalogue uses the following terminology:

Service	A specific consumable offering enabling council to deliver value to its customers.
Activity	The things council does in order to deliver the service (e.g. mowing, pothole patching).
Service level	A particular success measure against which each activity can be measured (e.g. investigation complete within 20 business days).
Target	This specifies the target percentage of services needed to achieve the stated service level.

These definitions are arguably the best available from current literature and have been used with only minor adjustment to develop the supporting methodologies and processes referenced in the SAMF.

It should be noted, almost all these services listed in the council's services catalogue and their associated service levels fall into the category of technical levels of service, as they specifically relate to how council delivers the service and the performance targets used to manage their effectiveness. The terminology of technical and customer levels of service is expanded below.

3.4.2 Levels of service (LOS)

Levels of service (LOS) are the defined service standards for a particular activity or service area (e.g. roads, sporting fields) against which service performance may be measured. Service levels usually relate to quality, quantity, reliability, responsiveness, environmental acceptability and cost. LOS are a key component of council's AM processes. Council defines the LOS it expects to provide to the Ipswich communities through its organisational documents such as the i2031 plan and corporate plan.

The present LOS for council are defined into two categories, community LOS and technical LOS (as indicated below).

Community levels of service measure how the community receives the service and whether council is providing community value.

Community LOS measures used in council's AMPs and SAMF are:

Quality	How good is the service?
Function	Does it meet users' needs?
Capacity/utilisation	Is the service over or under used?

Technical levels of service support the community service levels and relate to the allocation of resources to service activities council undertakes to best achieve the desired community outcomes and demonstrate effective organisational performance.

Technical LOS measures are linked to annual budgets covering a range of operational activities listed in the next section.

Technical LOS are expressed in terms of:

- meeting maintenance activity performance target
- cost effectiveness against budget
- production rates
- community satisfaction.

Asset managers plan, implement and control technical service levels to influence the customer service levels.

3.4.3 Operational activities, processes and methodologies

Operational activities associated with infrastructure technical LOS and performance measures are linked to annual budgets and have been functionally categorised as:

- inspection
- condition assessment
- risk assessment
- defect management
- operation
- maintenance
- renewal
- upgrade

The current council's services catalogue lists many operational activities at a lower level than these functional categories, based on the specific asset type and the particular level of service associated with the type of asset within a hierarchy.

Almost all operational activities performed in the delivery of the services require a documented process in order to ensure the activity is undertaken (and hence the service is delivered) in an agreed, controlled manner. Most also have an under pinning methodology which defines the logic behind the particular process, ensuring consistency and transparency in the decision-making parts of the processes.

Council has developed process maps for a number of activities and these maps provide documentation at different levels of the processes and the systems, personnel, roles, and governance linked to the activities.

Methodologies have been established and have been presented to council for a number of asset types, and this process will be ongoing so all assets are managed at an appropriate level, with due consideration for the criticality of the asset or service provided and the associated risk. These methodologies set out the process by which asset performance is assessed, defects are categorised and remedial works are apportioned and prioritised, as well as the underlying assumptions and criteria used in evaluating management options.

Many also have systems and datasets which form part of the workflow and facilitate the recording of relevant information as well as reporting. These systems are addressed in the following chapter on Data and Systems.

3.4.4 Inspection

Inspection is one of the essential elements of AM. It is the action of reviewing an asset within its operating environment to ensure the asset is functional and safe and to identify imperfections or changes which could impact its continuing service potential. It is carried out as per the frequencies set out in the relevant LOS. Asset inspection for council is defined into two categories, scheduled inspection and ad hoc inspection.

Scheduled inspections usually have predefined inspection frequencies and criteria as per the relevant LOS. Ad hoc inspections are usually undertaken on an as needs basis from internal or external requests. All inspections are supported by the latest data and systems which are available to the inspecting officer at the time of inspection.

3.4.5 Condition assessment

Condition assessment is the act of assessing the state of the asset and its ability to deliver the required service (e.g. as new, or requiring replacement). Understanding the condition of assets, particularly passive assets, is a key requirement of council's integrated SAMF.

Condition assessment usually involves several activities:

- assessing asset condition by physical inspection
- estimating remaining effective economic life
- modelling future asset performance and deterioration based on recorded condition and known performance characteristics
- modelling optional courses of action (e.g. maintain, renew or replace)

- assessing maintenance and/or refurbishment requirements.

Not all asset classes will have full condition monitoring undertaken on a regular basis, and the frequency, extent and complexity of the assessments will be determined by the:

- criticality of the asset class in general
- criticality of individual assets within the class
- adopted level of service for the asset or service.

3.4.6 Risk assessment

Risk assessment in the AM context is the activity and process used to establish risk or criticality rankings for all assets and to determine critical failure modes to assist in prioritisation of future works. It is an integral component of the AM process within council.

Council's Enterprise Risk Management Framework is the basis for all risk assessments.

Risk assessment involves:

- determining likelihood and consequence of asset failure or service delivery failure (level of risk)
- evaluating and prioritising the risk.

3.4.7 Defect management

Defect management is the activity and process carried out to either eliminate or control imperfections within assets which could lead to premature failure of the asset or its failure to deliver its designed service potential. It includes identification, categorisation and prioritisation of defects, programming of repairs and reinstatement of its service delivery capability, through either routine maintenance or a rehabilitation program.

In determining optimal treatment of identified defects, a range of criteria are considered based on the type of defect, the type and criticality of the asset, and the service being provided by the asset.

In general terms, the following criteria are applied:

- only defects meeting documented Intervention Levels are listed for repair/remediation
- remediation treatment and timing is based on delivering minimised lifecycle cost (Capex and/or maintenance over the life of the asset).

3.4.8 Operation

Operation is the active process of utilising an asset which will consume resources such as manpower, energy, chemicals and materials. It is the regular activity to provide services (e.g. opening hours, cleansing frequency, and mowing frequency). Many assets have standard operations which provide a range of services.

3.4.9 Maintenance

Maintenance is the activity necessary to retain an asset as near as practicable to an appropriate service condition (e.g. road patching, unsealed road grading, building and structure repairs). It does not increase the service potential of the asset or keep it in its original condition. Routine maintenance ensures the asset is able to reach its designed life and delays the rehabilitation and replacement of the asset.

3.4.10 Renewal and rehabilitation

Renewal or rehabilitation is the activity to rebuild, refurbish or replace the entire or part of an asset, to restore it to a required functional condition and deliver its original service potential (e.g. road resurfacing and pavement reconstruction, pipeline replacement and building component replacement). Council is continuing to improve its process of asset renewal and rehabilitation with the establishment and continued improvement of rehabilitation prioritisation methodology to ensure the proposed rehabilitation works are delivered in a timely manner based within their respective capital sub-program.

3.4.11 Upgrade / enhancement

Upgrade / enhancement is the activity to provide a higher level of service (e.g. widening a road, sealing an unsealed road, replacing a pipeline with a larger size). The upgrade of existing assets is typically to address growth in demand or changes to the required level of services. For any asset upgrade in council, a full project scoping report is required. A typical scoping report contains a brief summary of the objectives and needs, benefits, costs, assumptions, risks, timeframes and options considered.

3.4.12 New service

New service is the activity to provide a new service not previously existing (e.g. a new library, new shelter, new footpath, etc.). New service is typically to address growth in demand or changes to the required level of services. For any new service in council, a full project scoping report is required. A typical scoping report contains a brief summary of the objectives and needs, benefits, costs, assumptions, risks, timeframes and options considered.

3.5 Data and systems

In order to effectively manage council's assets and the services provided by them, the base information relating to all infrastructure assets needs to be held in a secure, governed, auditable location or locations, and capable of being retrieved, analysed and reported on through a suitable range of information management systems. Council does not have a single system for its assets and management. Instead, a wide range of suitable systems are being used to store, retrieve, analyse and report information about assets. The effective integration of these systems and exchange of information between them is vital to effective AM.

3.5.1 Asset register

The Physical Asset Register (PAR) is the depository of physical information of assets. It records the most fundamental physical attributes of the asset such as location, dimension, construction materials, date constructed, type, function, specification, etc. In council, the majority of the PAR is

held in a geospatial database which can be displayed spatially using a suite of geographic information systems.

The Financial Asset Register or Fixed Asset Register (FAR) is an accounting approach used by an organisation to report on the assets it owns. The information is used to support the preparation of annual financial reports, grant acquittals, asset valuation and audit. The financial information stored in the FAR is usually an aggregate of similar physical assets in the same asset group or class. Council is progressively reviewing the asset hierarchy between the PAR and the FAR to improve the alignment between the physical assets and the financial system.

3.5.2 Technical drawings and engineering plans

Technical drawings and engineering plans are usually provided to council as part of the As Constructed information package following purchase or construction of new assets. The drawings and plans are essential for the technician and engineer to perform any maintenance and/or repair of the assets. Access to the information can be arranged through the AM Section of council.

3.5.3 Operating and maintenance manuals

Where appropriate, operating and maintenance manuals are stored for specific assets or networks which are necessary for the prudent management of assets over their life. These manuals (as the name implies) contain critical information about how the assets should be operated and maintained, and are stored in documented locations which can be accessed by asset managers and technical staff.

3.5.4 Inspection and maintenance schedules

Schedules for both pro-active and reactive inspection and maintenance are developed based on agreed levels of service and particular intervention levels for recorded asset defects.

Cyclic schedules such as for grass cutting, facility cleaning, trash rack cleanouts, and defect or condition inspections are sent to the appropriate actioning officers through a system of electronically generated forms or displays on a mobile device.

3.5.5 Work activities statement

Work activities statement or similar records of work activities are used to transmit instructions on specific work to be undertaken on assets and are created and stored against the appropriate asset level. They are also commonly used as a means of recording actual work quantities performed, allowing the collection of data on a range of AM activities, costs and failure events. The information is stored in Oracle Spatial, the same geospatial database as the PAR. The information can be retrieved and integrated with the PAR to produce useful analysis to continue improve the management of assets.

3.6 Evaluation and improvement

Performance of assets shall be monitored and reported over the life of the assets and, where necessary, appropriate maintenance actions shall be undertaken to ensure the assets are operated within design expectations and deliver services required by customers and stakeholders in accordance with council's business objectives.

3.6.1 Key performance indicators

Evaluation of asset performance will involve continuous or periodic quantitative assessment of the actual physical and economic performance against specific objectives, targets and standards.

The key council performance measures for assessing the success of an integrated AM approach include:

- customer Key Performance Indicators (KPIs)
- product and service KPIs
- asset performance
- asset capability
- financial effectiveness
- asset condition.

3.6.2 Asset management maturity assessment

A key element of the AM process is to ensure the capacity and capability of the organisation is aligned with the corporate needs.

The underlying philosophy for this is, each organisation has differing requirements for its assets, and there will be differing levels of detail and differing performance levels associated with each asset or service. Essentially, an organisation's AM processes should be fit for purpose, targeted at a level which meets the organisation's needs.

IIMM includes a process for evaluating the level of AM capability through an assessment of the AM maturity level which provides a scoring system across a range of core assessment competency criteria. Council will continue to assess its AM maturity level on a biennial basis to ensure council's AM practice meets industry standards and the needs for the community.

3.6.3 Change control process

Processes are in place to manage any changes to levels of service, asset criticality or other data which is linked to other elements of the SAMF, other governance documents, budgets or any other associated systems.

In particular, formal process are in place to monitor changes to legislation and regulations impacting on the strategies for managing the assets, and how this flows through to asset policy, strategy and management including maintenance. Council will maintain a compliance register of relevant legislation and regulations with linkage back to the AM and customer service standards with clear lines of accountability for maintaining the documentation and deploying any updated processes.

3.6.4 Relationship to the budget and long term financial forecast

The AMPs have a bi-directional relation with the budget and long term financial forecast and each are dependent upon the other for their respective development, ongoing review and update. Budgetary decisions in any year are to be integrated and reflected in the AMPs in a timely manner

while the development of each subsequent annual budget and long term financial forecast is to be informed by a contemporary set of AMPs.

3.6.5 Asset management improvement plan

The AM improvement plan is a key element of the AMPs. It is also a key component of the SAMF. The Improvement Plan covers identified deficiencies in systems, processes and data, as well as capturing opportunities for improvements. The improvement plan is also being reviewed and updated as part of the AMP review.

The existing improvement plan consists of the current tasks from the four initial core network AMPs. The aggregation of the initial improvement plan tasks into a single database is being developed to expand its functionality and enable regular reporting and monitoring of actions against all tasks, as well as showing inter-dependencies between tasks.

The key focus areas of the improvement plan include:

- data quality and integrity,
- business processes and procedures,
- service intervention levels, and
- AM assumptions and methodologies.

The full development of the improvement plan and the regular management review of its identified tasks should provide the basis for effective AM into the future, and will form a key element of the SAMF.

4 Acronyms

AM	Asset Management
AMAP	Asset Management Advancement Program
AMP	Asset Management Plan
ARIS	Architecture of Integrated Information Systems
DLGP	Department of Local Government and Planning
FAR	Fixed Asset Register or Financial Asset Register
ICC	Ipswich City Council
IIMM	International Infrastructure Management Manual
IPWEA	Institute of Public Works Engineering Australia
KPI	Key Performance Indicator
LGPMC	Local Government and Planning Ministers' Council
LOS	Levels of Service
PAR	Physical Asset Register
SAMF	Strategic Asset Management Framework

STRATEGIC ASSET MANAGEMENT FRAMEWORK

City of Ipswich

"To inform decision making processes and to provide sustainable services"

KEY ELEMENTS



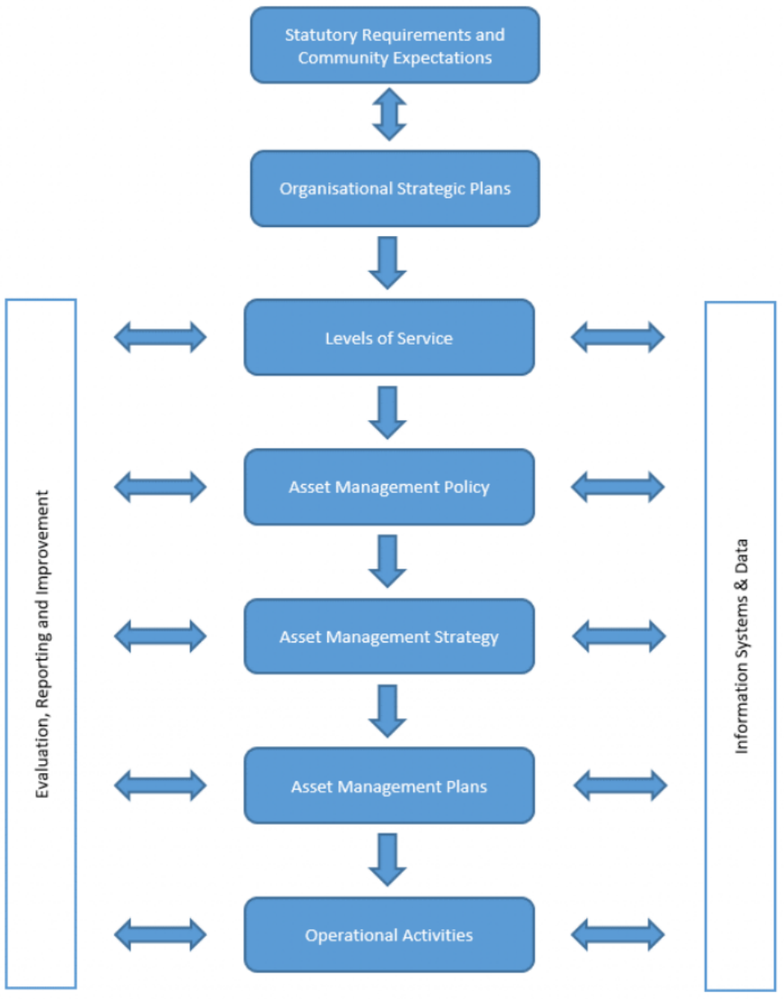
Asset Planning and Management has seven elements to assist in highlighting key management issues, promotion of prudent, transparent and accountable management of local government assets and in introducing a strategic approach to meet current and emerging challenges.

PURPOSE

To provide a consolidated view of the most recent corporate documents, planning documents, operational procedures and standards which will:

- ensure a systematic approach to Asset Management activities and practices,
- enable Council to show how its asset portfolio will meet the service delivery needs of its community into the future,
- enable Council's Asset Management Policy objectives to be achieved, and
- ensure the integration of Council's Asset Management Plans and practices with its long-term strategic visions, as adopted in latest long term community plan, Advance Ipswich.

KEY PROCESSES





KEY DOCUMENTS

- *Local Government Act 2009*
- *Local Government Regulation 2012*
- Advance Ipswich
- Corporate Plan
- Operational Plan
- Services Catalogue and Standards
- Asset Management Policy
- Asset Management Strategy
- Asset Management Plans
- Asset Registers
- Operational Manuals
- Maintenance Specifications

IPSWICH CITY COUNCIL

BUILDING AND FACILITIES

ASSET MANAGEMENT PLAN

2020-2029



Version: 1

July 2019

How to use this Plan

This Asset Management Plan (AMP) is a tactical document to support the purpose defined above. The AMP is set out in the following format to support easy navigation of its contents such that specific information can be readily identified to suit the readers need.

- Executive summary – This provides an overview suitable for obtaining a high-level understanding of the key issues and outcomes of the AMP. This is intended for senior decision makers and is supported by the detail in the following sections that make up the body of the AMP.
- Introduction – This section is the introduction that defines the plans purpose, its scope and how the AMP aligns with corporate objectives and goals. It 'sets the scene' for the AMP and how it relates to the wider organisational plan framework.
- Levels of Service, Growth and Risk - Focus on the definition of service levels, current risks and demand considerations that have been used in developing this AMP. This is the basis on which the following sections have been developed.
- Life Cycle Management Plan – This is the detailed 'output' of the AMP development process. It provides forecasts over a 10-year horizon, of the works required to maintain the current service levels, mitigate identified risks and cater for service growth and increased demand. Data details for this AMP – Defines the AMP's Data inputs and assumptions. It includes Asset Summary, Prior Year Infrastructure Delivery, Asset Age, Asset Condition Assessment criteria and results summary, Asset profiling, Hierarchy, Useful Life and Data Confidence ratings
- Forecast Expenditure and Performance Ration and Sustainability - Focus on the financial aspects of delivering these service levels including anticipated 'financial sustainability' performance. This section is particularly relevant to inform decision making and guide continual improvement in both the AMP and meeting corporate goals.
- Improvement Plan – Provides an action plan to improve future iterations of the AMP, particularly the improvement of the plan's accuracy and reliance as a decision-making tool.
- Findings – Provides a summary of the key issues and actions to be considered by Council. It includes a statement on the reliability and confidence of information to also be considered. Appendices – Information which is required in the AMP as reference is in the appendices. It also includes detailed works programs for new and renewal capital works that align with funding requirements and are to be aligned with short to medium term detailed operational planning.

Revision History

Document Version	Date	Comments	Author	Reviewer	Approver
1.0	19 July 2019	Final	LGordon BAuYeung	Helen Coles	

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Executive Summary

Purpose

The purpose of this Buildings and Facilities Asset Management Plan (BFAMP) is to consolidate Councils understanding of its buildings and facilities assets, service levels, risks, and to provide operational and capital expenditure forecasts that will deliver the community outcomes detailed in the Corporate Plan.

The plan will support informed decision making, guide long-term financial forecast (LTFF), budget requirements and provide a path to further improve the accuracy and confidence in future iterations of this Plan.

Scope

This Asset Management Plan (AMP) covers the Buildings and Facilities assets (the Assets) that support the delivery of services to the Ipswich's community. It has been prepared based on the *International Infrastructure Management Manual (IIMM)* the recognised guideline for asset management in Australia and New Zealand.

This AMP uses data available within council including council's physical asset registers, audited financial asset register and recent asset revaluations information. Where possible, the financial forecast has been supplemented by historical condition data.

The Assets

The Building and Facilities assets are valued at ~$280m and are apportioned into asset categories as detailed in below:

Table 1 - Building and Facilities Asset Class – Category Summary

Asset Type	Quantity	Replacement Value ($'000)
Amenity Buildings	91	$10,926
Commercial Buildings	49	$59,086
Community Buildings	154	$149,849
Operational Buildings	144	$53,432
Sheds	138	$7,049
	Total	**$280,343**

Their Condition

Table 2 - Current Condition Summary

Asset Type	Condition Rating (% of asset base by replacement value)					Total
	As New	Good	Fair	Poor	Very Poor	
Amenity Buildings	0.1	0.6	2.9	0.2	0.1	3.9
Commercial Buildings	0.6	1.0	9.4	7.3	2.8	21.1
Community Buildings	3.1	20.4	24.9	5.1	0.0	53.5
Operational Buildings	0.7	6.2	9.0	3.1	0.0	19.4
Sheds	0.0	0.1	1.8	0.7	0.0	2.5
Totals	**4.5**	**28.3**	**47.9**	**16.5**	**2.9**	**100.0**

Ipswich City Council]

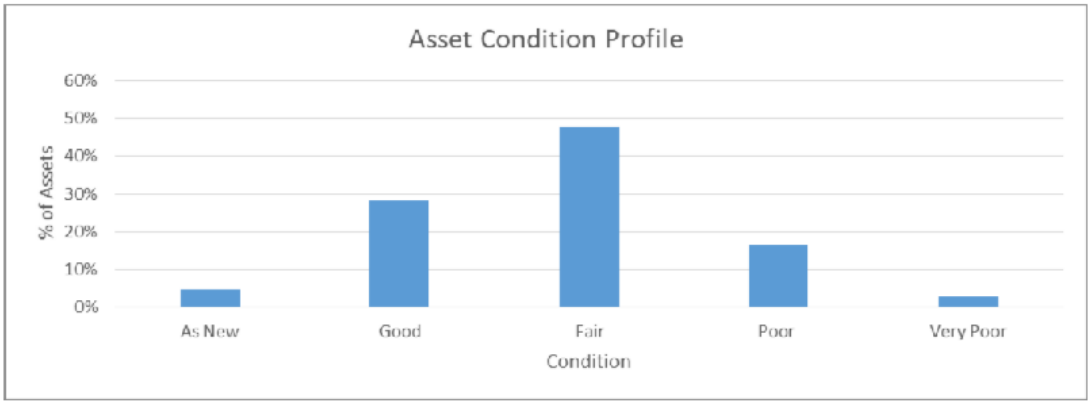


Figure 1 - Asset Condition Profile

General Asset Condition		
Assets with Very Poor Condition	2.87%	$8m
Assets with Poor Condition	16.46%	$46.1m
Total	19.32%	$54.16m

The condition assessments indicate that 19.32% of the Buildings and Facilities assets valued at ~$54.16m are in poor or very poor condition. These assets are inspected frequently for maintenance and incorporated into future rehabilitation programs.

The remaining assets are in good to fair condition requiring standard maintenance activities only.

These condition profiles are based on the 2016/17 Revaluation which has incorporated detailed componentised condition assessment that includes the assessment of age, condition, material types, location, levels of use, consequence of failure, redundancy, and criticality to functioning of the service.

Are We Meeting Our Adopted Service Levels?

The maintenance and operations expenditure projections in this AMP are based on historical spending to achieve the current adopted service levels, and therefore it may be assumed that similar future funding and if supported with appropriate investment in renewals will continue to provide current service levels. Council have adopted Service Levels, the objectives and performance indicators of clearly outlined in Corporate Goals and Objectives Table 8, Community Levels of Service Table 9, and Technical Levels of Service Table 10. This level of planned investment will continue to improve with the introduction of a new asset management system.

Are We Managing Growth?

This AMP uses council's forecast growth from the development industry and historic records in forecasting future maintenance and operation expenditure.

Are We Managing Our Risks?

Council has a 'duty of care' to the community, its customers, in relation to the management of the assets. There are numerous types of risks council is concerned about, including financial, service and safety. The risks were assessed by council based on their likelihood and consequences to generate solutions to mitigate or eliminate them. It is expected that the current maintenance activities will continue to assist in mitigating the service risks to an acceptable level. Additional funding is required to mitigate risks associated with asset management (AM) practices and reliance on this AMP.

The Financials

The forecast expenditure to deliver the planned new/upgrade program, the planned renewals and sustain the current level of operations and maintenance is outlined in *Table 3* below. This gives a 10-year total of ~$366.518m.

Table 3 - 10-Year Forecast Expenditure

Financial Year Ending	Expenditure ($'000)				
	New/Upgrade	Operations	Maintenance	Renewals	Total
2020	$87,530	$4,483	$9,527	$2,261	$103,801
2021	$46,271	$4,754	$10,103	$1,499	$62,627
2022	$8,320	$5,042	$10,715	$1,093	$25,170
2023	$3,180	$5,349	$11,366	$1,850	$21,745
2024	$2,671	$5,674	$12,058	$1,703	$22,107
2025	$4,218	$6,020	$12,794	$1,438	$24,470
2026	$1,413	$6,388	$13,575	$2,387	$23,763
2027	$3,480	$6,779	$14,406	$1,961	$26,626
2028	$1,488	$7,195	$15,288	$2,447	$26,418
2029	$3,660	$7,636	$16,227	$1,930	$29,453
Total	**$162,231**	**$59,321**	**$126,058**	**$18,570**	**$366,181**

The estimated available funding forecast ($366.18m) is outlined in *Table 4 - Available Funding in* .

Table 4 - Available Funding in LTFF

Financial Year Ending	Available Funding ($'000)			
	New/Upgrade	Ops & Maint	Renewals	Total
2020	$87,530	$14,010	$811	$102,351
2021	$46,271	$14,857	$2,570	$63,698
2022	$8,320	$15,758	$884	$24,962
2023	$3,180	$16,715	$1,845	$21,740
2024	$2,671	$17,733	$1,712	$22,116
2025	$4,218	$18,814	$1,439	$24,471
2026	$1,413	$19,963	$2,379	$23,755
2027	$3,480	$21,185	$1,960	$26,625
2028	$1,488	$22,483	$2,453	$26,424
2029	$3,660	$23,863	$1,936	$29,459
Total	**$162,231**	**$185,379**	**$17,989**	**$365,599**

The comparison of the projected 10-year expenditure and the funding included in the LTFF can be seen in *Figure 2*

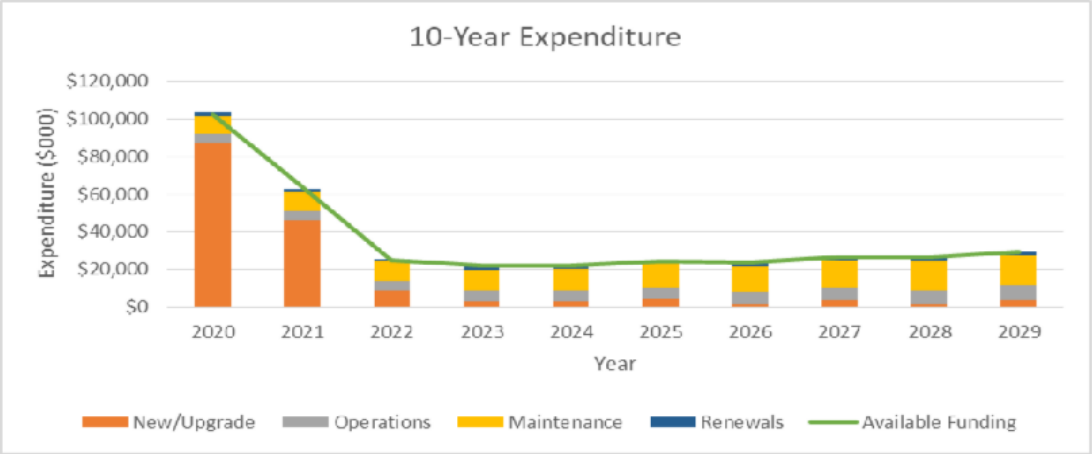


Figure 2 - 10-year Expenditure Forecast

Can We Financially Sustain our Current Levels of Service?

Based on the analysis of council's expenditure requirements for asset renewal, operations and maintenance, there is sufficient funding in the LTFF to sustain current service levels.

Operations and Maintenance	Fully Funded
Asset Renewals	97% Funded
New/upgrade CAPEX	Fully Funded

What Are Our Options?

Currently the focus of future expenditure is on the building of the new administration centre. Council has the following options:

- Re-allocate additional funding to another asset class where the AMP indicates there is a shortfall of funding.
- Increase the service levels and associated operations and maintenance expenditure.

Assumptions

This section details the key assumptions made in preparing and presenting the forecasts of required operating and capital expenditure, asset values, depreciation expense and carrying amounts contained in the BFAMP. It is presented to provide an understanding of the levels of confidence in the information behind the financial forecasts.

Key elements of the financial forecasts (asset values, depreciable amounts, useful lives, asset condition and consumption) have been derived from recent asset valuations and the fixed asset register (FAR) as at 3 July 2019.

The valuation report described above utilised available condition assessment information (verified by sample visual condition assessments) with a corresponding assessment of both the phase and rate of asset consumption. It is anticipated that future enhancements in the determination and utilisation of asset condition information may result in revisions to depreciable amounts and estimated remaining useful lives. Such revisions would alter the scale and timing of projected renewal expenditure.

Planned maintenance and renewal expenditures are based on assumed / inferred levels of service for the Buildings and Facilities Network resulting from experience to date in providing these services to the community. Future anticipated community engagement may result in adjustments to the desired levels of service and thus impact upon future financial forecasts.

The growth and demand of physical assets are based on currently available assumptions which have been derived from the 2019-2020 financial year LTFF assumptions and the capital works program. The future forecast used in this AMP has been refined to reflect the actual growth rates and realistic infrastructure growth from development applications and activities, hence the forecast may not align completely with the published LGIP projections. As such, any future revisions to these assumptions and underlying projections or sequencing will impact the financial forecasts of this AMP.

It is anticipated that the accuracy of financial forecasts may be improved in future revisions of the AMP by ongoing review and refinement of the following actions:

- depreciable amounts and depreciation methodologies
- asset useful lives and consumption
- annual capital and operational budget
- condition assessment methodologies and ratings
- desired levels of service
- growth factors and estimates.

Other Considerations

The renewals requirements are based on valuation data which uses a 'straight line' deterioration or consumption model. Although the assets are approaching the end of their theoretical lives this has not generally been verified through observation. Decisions made using this AMP should consider appropriate reliance on this data. The data is considered 70% accurate. A significant amount of data is based on best estimation.

The financial reporting of operations, maintenance and capital expenditure is not adequate to support detailed asset management activities and planning. This AMP includes assumptions for the allocation of spending to this asset class.

This AMP does not include funding required to support the improvement initiatives identified necessary to improve accuracy and reliance.

There is sufficient funding in the 10-year LTFF to sustainably maintain the current levels of buildings and facilities services.

Actions

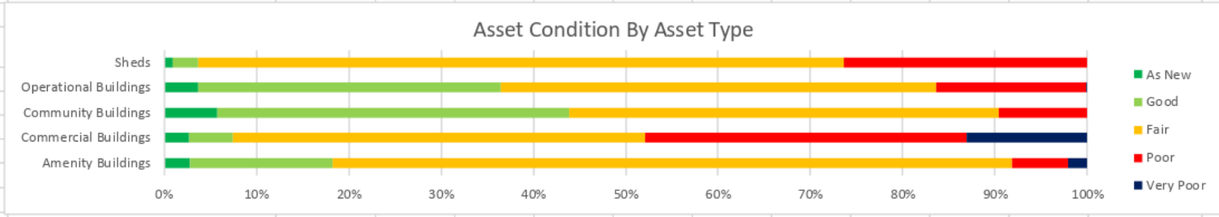
- Council confirm the condition, standard asset lives, and remaining life estimates of its buildings and facilities.
- The LTFF be reviewed to reflect the CAPEX allocation requirements.
- Consideration be given to annualising (levelling) the buildings and facilities funding allocation in the Long-Term Financial Plan at with the works programs being adjusted to comply with this funding level.
- Prior to the adoption of the attached renewal plan, individual projects and the data held in the register be validated by inspection and where discrepancies exist the Plan and the recorded data be amended.
- The initiatives identified in the AMP improvement plan be implemented.

Ipswich City Council
State of the Assets - Buildings and Facilities
22-Jul-19

Asset Value

Asset Class	Value ($'000) Replacement Cost	Accumulated Depreciation	Current Value	Average Annual Asset Consumption
Amenity Buildings	$10,926	$5,204	$5,721	$274
Commercial Buildings	$59,086	$36,777	$22,309	$1,968
Community Buildings	$149,849	$63,265	$86,585	$3,481
Operational Buildings	$53,432	$24,358	$29,074	$1,158
Sheds	$7,049	$4,193	$2,857	$1,158
Total	**$280,343**	**$133,797**	**$146,546**	**$8,039**

Asset Condition



Critical Assumptions

Financial details are based on current asset valuations, information from the Fixed Asset Register (FAR) as at 3 July 2019 and assumptions from the 2019-2020 financial year long-term financial forecast (LTFF).

A proactive inspection progam is in used by the Asset Management Team to ensure long-term sustainable management of all council's builidngs and facilities.
A long-term plan for all Council's leased and rented facilities is being developed.

Current Levels of Service

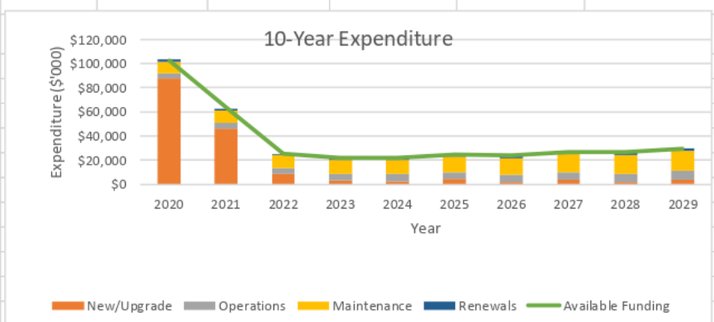
The current levels of service that Buildings and Facilities assets deliver, have been defined, and based upon council's goals and objectives as per the Corporate Plan. They are detailed in the Services Catalogue. Council is currently reviewing the current Services Catalogue, any amendments to it will be communicated and updated in the next version of the Asset Management Plan (AMP).

Financial Forecasts

	Expenditure ($'000) 2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Total
Renewal	$2,261	$1,499	$1,093	$1,850	$1,703	$1,438	$2,387	$1,961	$2,447	$1,930	**$18,570**
New/Upgrade	$87,530	$46,271	$8,320	$3,180	$2,671	$4,218	$1,413	$3,480	$1,488	$3,660	**$162,231**
Maint. & Ops	$14,010	$14,857	$15,758	$16,715	$17,733	$18,814	$19,963	$21,185	$22,483	$23,863	**$185,379**
Total	$103,801	$62,627	$25,170	$21,745	$22,107	$24,470	$23,763	$26,626	$26,418	$29,453	$366,181
	Long Term Financial Forecast ($'000)										
Renewal	$811	$2,570	$884	$1,845	$1,712	$1,439	$2,379	$1,960	$2,453	$1,936	**$17,989**
New/Upgrade	$87,530	$46,271	$8,320	$3,180	$2,671	$4,218	$1,413	$3,480	$1,488	$3,660	**$162,231**
Maint. & Ops	$14,010	$14,857	$15,758	$16,715	$17,733	$18,814	$19,963	$21,185	$22,483	$23,863	**$185,379**
Total	$102,351	$63,698	$24,962	$21,740	$22,116	$24,471	$23,755	$26,625	$26,424	$29,459	$365,599
Surplus	**-$1,450**	**$1,071**	**-$209**	**-$5**	**$9**	**$1**	**-$8**	**-$1**	**$6**	**$6**	**-$581**
Cumulative Surplus	**-$1,450**	**-$379**	**-$588**	**-$594**	**-$585**	**-$584**	**-$592**	**-$593**	**-$587**	**-$581**	**-$581**

Conclusion

The 10-year expenditure forecast for the delivery of services is ~366m. The available funding in the LTFF is ~365m, a shortfall of ~581k. The shortfall will be managed via revisiting prioritisation of the projects. All buildings and facilities are inspected regularly in accordance to their criticality and risks. There will be significant change within the asset class over the coming years with the CBD redevelopment and the proposed sale of a number of council's operation buildings. The management of Council building assets will continually be reviewed to meet council's operation requirements.



Sustainability

		Target	Value
Consumption Ratio	Indicates the Written Down Value of Council's Depreciable assets relative to their 'as new' value in up to date prices (highlights aged condition)	40%-80%	**52%**
10-year Service level Sustainability Ratio	Indicates whether Council's funding for Infrastructure asset dass is sufficient for the long-term delivery of current service levels	>90%	**96%**
New/Upgrade Funding Ratio	Indicates the extent to which the planned new/upgrade projects are funded in the long-term budget allocation.	100%	**100%**
Renewal Funding Ratio	Indicates the extent to which the proposed condition renewal works are funded in the long-term budget allocation.	>90%	**97%**
Operations & Maintenance	Assumed that current expenditure levels for operations and maintenance actibities will be maintained for the 10-year planning period.	100%	**100%**

Introduction

Purpose

The purpose of this Asset Management Plan (AMP) is to:

- consolidate Councils understanding of its assets within this asset class
- document levels of service and risk
- provide short and medium-term capital works plans
- support informed decision making and guide long-term financial forecast (LTFF) and budget requirements
- provide a plan to work towards improved accuracy and confidence in future iterations of this AMP.

Scope

This AMP relates to the management of buildings and facilities assets which are recognised as assets owned by Council. Typical buildings and facilities assets and their current replacement values have been listed in Table 5 - Buildings and facilities assets summary.

Table 5 - Buildings and facilities assets summary

Asset Group	Quantity	Replacement Value ($'000)
Amenity Buildings	91	$10,926
Commercial Buildings	49	$59,086
Community Buildings	154	$149,849
Operational Buildings	144	$53,432
Sheds	138	$7,049
Total		**$280,343**

Quantities and replacement values in this AMP are derived from physical asset registers (PAR), council's financial asset register (FAR) and infrastructure asset valuation reports.

The asset types are presented in accordance with their functional and operational management characteristics.

Corporate Context

Council exists to provide services to the community. Some of these services are provided by infrastructure assets. Council has acquired infrastructure assets through a range of processes, including:

- purchase
- by contract
- construction by council staff
- donation of assets constructed by developers and others to meet increased levels of service.

The basis of council's ownership of infrastructure assets is to deliver services outlined in council's vision, mission, goals and objectives as set out in *Advance Ipswich* and the *Corporate Plan 2017-2022*.

This AMP is prepared under the direction of Council's mission, values, goals and objectives as follows:

Council's vision:

> Our vision, looking forward 20 years, is that people are emotionally connected with a strong sense of belonging and pride in the City. Jobs growth keeps pace with population growth. The City's rate of employment is higher than the Queensland average. Urban development has maximised the opportunities to use public and active transport.

Council's mission:

> Ipswich City Council will:
>
> - use the competitive advantages of the Ipswich economy to provide jobs for the growing population and prosperity for the city through business diversification, adapting and responding to technological advances and creating an attractive economic environment for business investment
> - plan and develop a vibrant and sustainable city that accommodates the needs of a diverse and growing population and economy
> - create a city that values its past and embraces opportunities to work together for the betterment of the community
> - important areas of native habitat are conserved, the city's important waterways are protected and their water quality enhanced, and the city responds appropriately to climate change and uses resources prudently
> - visionary and accessible leadership is provided that consults and communicates on key decisions and delivers sound financial management and good governance outcomes.

Relationship to Other Council Documents and Objectives

This AMP aligns with and should be read in conjunction with the Asset Management Framework as shown in *Figure 3* below:

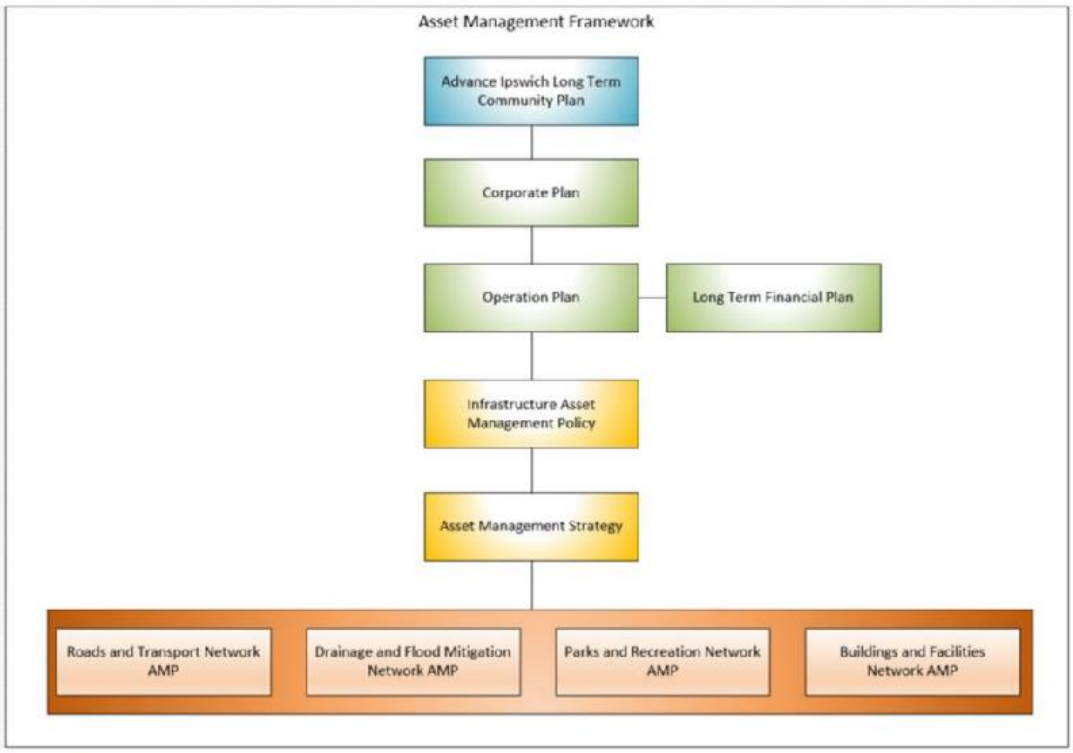


Figure 3 - Asset Management Document Hierarchy

The table below shows the key documents that support this AMP:

Table 5 - Key documents

Document	How Related	Reference
AMP Related Documents		
Asset Management Policy	The Asset Management Policy defines council's overall intentions and guiding principles in relation to infrastructure asset management. It provides a formal policy position for council to operate and manage infrastructure assets in accordance with defined levels of service, whilst minimising lifecycle costs.	Council website
Asset Management Strategy	The Asset Management Strategy includes specific strategies and implantation plan to ensure the asset management objectives are delivered and achieved.	Council website
Asset Management Framework	The Asset Management Framework is to assist council in defining and improving the way it delivers services from infrastructure. It is to establish a framework off governance documents,	Council website

Ipswich City Council]

Document	How Related	Reference
	planning documents, operational procedures and standards of how council manage and operate infrastructure assets.	
Maintenance Specifications	Contains all maintenance and operational specification requirements for assets under this AMP. Details within this document are used to inform inspection and maintenance schedule.	Council storage system
Enterprise Risk Management Framework	The fundamental risk framework used evaluate the risks applicable to this AMP.	Council website
Risk Register	Contains all identified asset related risks applicable to this AMP.	Council storage system
Other Related Documents		
Priority Infrastructure Plan	Contains details regarding areas of growth within the council area and guides technical Levels of Service regarding the provision of assets.	Council website
Land Development Guidelines	Contains design and construction details for new assets	Council website
Condition Assessment Plan	Contains the methodologies, defect assessment procedures, and the condition rating system used to formally assess the structural integrity and appearance of assets.	Council storage system
Hand Over Documents	Captures all of the details of the FM service-delivery model, from asset registers, maintenance schedules and team structure through to roles, responsibilities, term of reference and service provider's details.	Council storage system
Operation and maintenance Manuals	Contains all relevant information to allow practitioners to operate and maintain facilities.	Council storage system
External/Specialist Reports	Building condition/analysis, etc.	Council storage system

Stakeholder Input

Key stakeholders in the asset management process for buildings and facilities are listed in Table 6 below:

Table 6 - Key Stakeholders

Key Stakeholder	Role
Councillors	Represent needs of community; Allocate resources to meet Council's objectives in providing services while managing risks; Ensure organisation is financially sustainable; and Custodians of the assets and services, providing the interface with the community regarding the levels of service and good governance and management practices.
CEO – Chief Executive Officer	Manage organisation operational activities and future planning strategic direction.
General Manager, Infrastructure and Environment Department	Department Head and nominal asset owner
City Maintenance Manager	Responsible for the overall maintenance of the assets.
Principal Officer (Asset Management)	Responsible for the management of all assets and Contribution to Parks and Recreation Network AMP preparation.
Principal Officer (Facilities and Asset Maintenance)	Responsible for the maintenance of assets. Contribution to the AMP preparation and advice on level of services and maintenance issues.
Senior Property Officer	Responsible for offering tenure over Council land and facilities and managing the tenure agreement. Responsible for the acquisition and disposal of Council property.
Senior Spatial Officer	Responsible for advice on asset and spatial information management issues.
Principal Officers, City Maintenance Section	Responsible for the maintenance of assets. Contribution to the AMP preparation and advice on level of services and maintenance issues.
Infrastructure Strategy and Planning Manager	Manager responsible for infrastructure.
Asset Management Manager	Responsible for department budget preparation, asset management issues and review of the AMP.
Planning Officer (Asset Management)	Responsible for the building refurbishment program, asset management issues and review of the AMP.
Senior Planning Office (Asset Management)	Responsible for developing and maintaining strategies, policies and procedures in Asset Management

Legislative Requirements

The Queensland Government recently passed the Local Government (dissolution of Ipswich City Council) Act 2018, enabling government to dismiss Ipswich City Council's Mayor and ten divisional councillors immediately and appoint an Interim Administrator to manage Council until the next scheduled local government elections on Saturday, 28 March 2020.

Newly appointed Interim Administrator and the part-time Interim Management Committee (IMC) are now working collaboratively with council's chief executive officer, executive leadership team and staff to bring positive, ethical change to Ipswich City Council.

Council services will continue to operate efficiently and on time, with its internal administration from the chief executive officer down remaining in place. Reports on all facets of council operations continue to be presented to committees, with the Interim Administrator making decisions in a similar monthly forum as previously, with advice from the IMC.

Council is required to meet many legislative requirements including Federal and State legislation and regulations. Key relevant legislation is outlined in *Table 7* below:

Table 7 - Legislative Requirements

Legislation / Regulation	Requirement
Anti-Discrimination Act 1991	The Act sets out to promote equality of opportunity for everyone by protecting them from unfair discrimination in certain areas of activity and from sexual harassment and certain associated objectionable conduct.
Building Act 1975	Purpose of the Act is to regulate building development approvals, building work, building classification and building certifiers, other purposes
Building Code of Australia, 2010	Relevant Code of Practice for all building design and construction.
Building and Construction Industry Payments Act 2004	An Act to imply terms in construction contracts, to provide for adjudication of payment disputes under construction contracts, and for other purposes.
Building Fire Safety Regulations 2008	The main objects of this regulation are - (a) to ensure persons can evacuate buildings safely and quickly if a fire or hazardous materials emergency happens; and (b) to ensure prescribed fire safety installations for buildings are maintained
Disability Services Act 2006	Objects of Act The objects of this Act are - (a) to acknowledge the rights of people with a disability including by promoting their inclusion in the life of the community generally; and (b) to ensure that disability services funded by the department are safe, accountable and respond to the needs of people with a disability; and (c) to safeguard the rights of adults with an intellectual or cognitive disability including by regulating the use of restrictive practices by funded service providers in relation to those adults - (i) only where it is necessary to protect a person from harm; and, (ii) with the aim of reducing or eliminating the need for use of the restrictive practices
Disaster Management Act 2003	The main objectives of this Act are as follows: • to help communities • mitigate the potential adverse effects of an event; • prepare for managing the effects of an event; and

Ipswich City Council]

Legislation / Regulation	Requirement
	• effectively respond to, and recover from, a disaster or an emergency situation; • to provide for effective disaster management for the State; and • to establish a framework for the management of the State Emergency Service and emergency service units to ensure the effective performance of their functions
Electrical Safety Act 2002	This Act is – (1) directed at eliminating the human cost to individuals, families and the community of death, injury and destruction that can be caused by electricity (2) Accordingly, the purpose of this Act is to establish a legislative framework for – (a) preventing persons from being killed or injured by electricity; and (b) preventing property from being destroyed or damaged by electricity
Environmental Protection Act 1994	The object of this Act is to protect Queensland's environment while allowing for development that improves the total quality of life, both now and in the future, in a way that maintains the ecological processes on which life depends (ecologically sustainable development).
Local Government Act 2009	Sets out role, purpose, responsibilities and powers of local governments including the preparation of a long term financial plan supported by asset management plans for sustainable service delivery.
Local Government (Dissolution of Ipswich City Council) Act 2018	This Act enables government to dismiss Ipswich City Council's mayor and ten divisional councillors immediately and appoint an Interim Administrator to manage Council until the next scheduled local government elections on Saturday, 28 March 2020.
Local Government (Finance, Plans and Reporting) Regulation 2012	This regulation is about community planning and financial management for local governments, including: • engaging the community; • planning community growth and development; • local government rates and charges; • the financial accounts, documents, policies, records and reports of a local government; • local government contracts; and • allocating funds received by the State from the Commonwealth for local government purposes
Local Government (Finance, Plans and Reporting) Regulation 2012	This regulation is about community planning and financial management for local governments, including: • engaging the community; • planning community growth and development; • local government rates and charges; • the financial accounts, documents, policies, records and reports of a local government; • local government contracts; and • allocating funds received by the State from the Commonwealth for local government purposes
Nature Conservation Act 2014	An Act to provide for the conservation of nature.
Plumbing and Drainage Act 2018	An Act about plumbing and drainage, the licensing of plumbers and drainers, on-site sewerage facilities, and for other purposes.

Legislation / Regulation	Requirement
Queensland Heritage Act 1992	An Act to provide for the conservation of Queensland's cultural heritage.
Recreation Areas Management Act 2006	An Act for the establishment, management and use of recreation areas, and for other purposes
Relevant Australian Standards	Sets out standards for all building works including building, plumbing, design and access requirements, electrical all elements of building and construction works.
Residential Services (Accommodation) Act 2002	The object of this Act is to – (1) balance the rights and responsibilities of residents and service providers relating to the provision of accommodation in the course of a residential service (2) The object is to be achieved mainly by - (a) regulating the making, content, operation and ending of residential service agreements; and (b) providing for the resolution of disputes about residential service agreements
Workplace Health and Safety Act 2011	The main object of this Act is to provide for a balanced and nationally consistent framework to secure the health and safety of workers and workplaces

This AMP contributes to supporting council's legislative and Australian Standards requirements.

Appendix 1 - shows the Australian Standards council shall follow for the management of buildings and facilities.

Plan Framework

The BFAMP is structured in accordance with the key elements outlined below:

Levels of Service – specifies the services and levels of service to be provided by council.

Future demand – describes the anticipated future demand for, and related impact upon, service delivery and how this is proposed to be addressed.

Life cycle management – outlines how Council proposes to manage its existing and future buildings and facilities assets to provide the defined levels of service.

Financial summary – specifies the level of funding required to provide the defined levels of service.

Asset Management practices – describes the systems and processes council applies to the management of its buildings and facilities assets.

Risk Management – describes how risks associated with building and facilities assets and service delivery have been identified and managed.

Plan Improvement and Monitoring – describes the asset management improvement strategies proposed by the BFAMP, as well as how the BFAMP will be monitored over time to ensure it is continuing to meet council's objectives.

Figure 4 provides an overview of the general steps undertaken in preparation of the BFAMP.

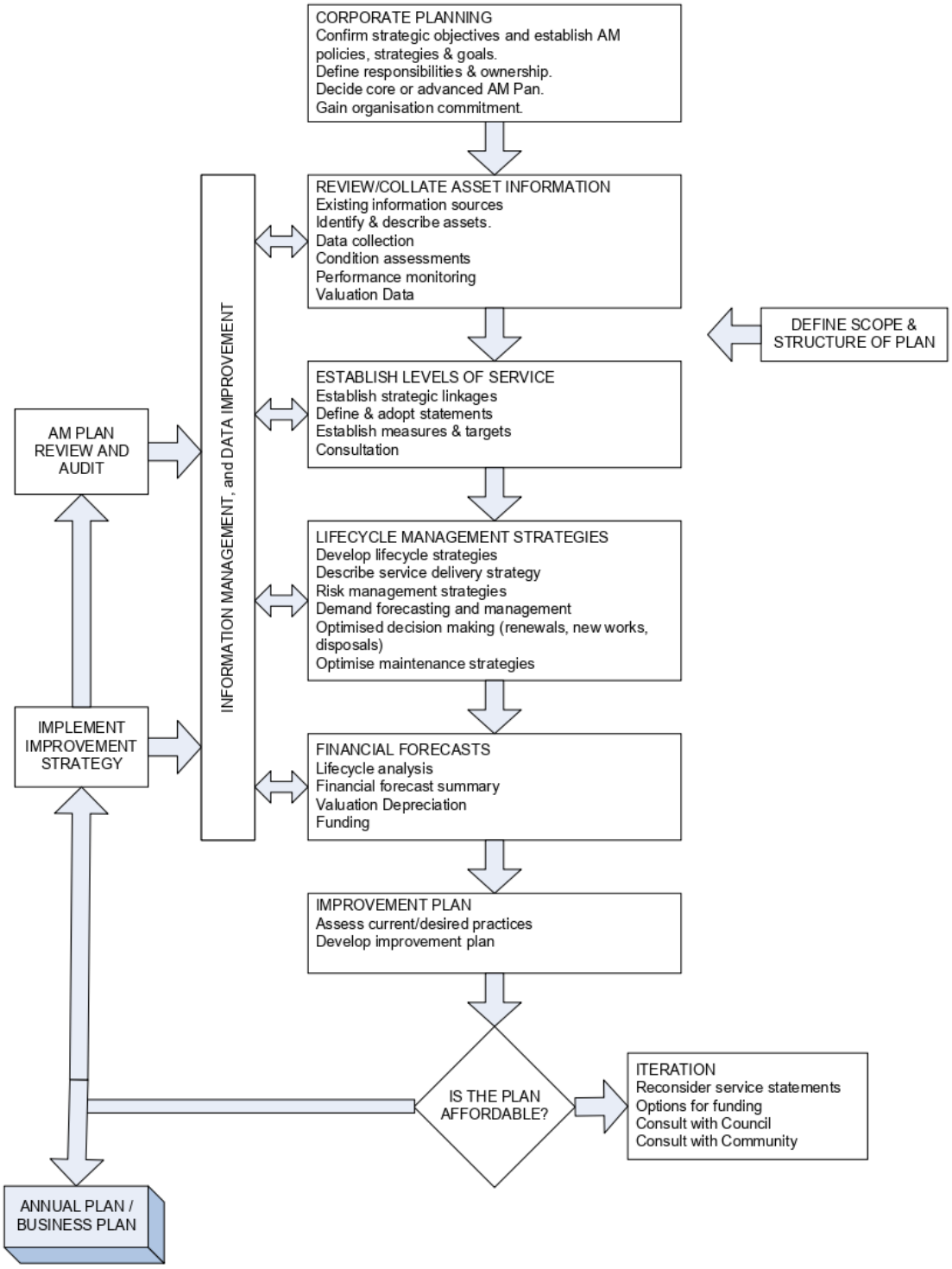


Figure 4 - AMP Preparation RoadMap

Core and Advanced Asset Management

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

The IIMM (p. xiii) defines Core Asset Management as:

'Asset management which relies primarily on the use of an asset register, maintenance management systems, job/resource management, inventory control, condition assessment, simple risk assessment and defined levels of service, in order to establish alternative treatment options and long-term cashflow predictions.'

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

Progress toward the advanced AMP will include actioning of the items identified in the improvement plan.

The IIMM (p. xii) defines Advanced Asset Management as:

'Asset management which employs predictive modelling, risk management and optimised decision-making techniques to establish asset lifecycle treatment options and related long-term cashflow predictions.'

Levels of Service

Service levels are the link between satisfying community needs and the cost of providing the service. Generally, a higher level of service (LOS) costs more to deliver than a lower LOS, although there may be economies of scale. A decision to provide an increased LOS will generally require additional funding to provide the service, while a decision to reduce funding will generally result in lower service levels. Appropriate service levels are defined on the basis of:

- customer expectations
- legislative requirements
- strategic organisational mission and objectives
- availability of resources and financial constraints.

Levels of Service and Performance measurement Documents

Community Plan/Corporate Plan

The Community Plan informs the Corporate Plan and establishes, through community consultation, Council's aspirational goals and objectives for the delivery of transport services.

Asset Management Plan

This Asset Management Plan (AMP) develops technical measures against which the aspirational goals and objectives can be measured (Technical Levels of Service).

Service Level Agreement

The service level agreement (SLA) is a formal agreement between those responsible for the assets and the services they deliver, and the operational areas of Council charged with maintaining, operating, and upgrading existing assets or constructing new infrastructure.

Activity Specification

The activity specification defines the target performance measures for maintenance, operations, or construction activities. It sets routine inspection and maintenance frequencies and for reactive maintenance sets intervention levels, response times and activity duration targets. The details for buildings and facilities management are attached as Appendix A

Maintenance Management Plan

The Maintenance Management Plan (MMP) details how each activity is to be completed and may include the following:

- standard operating procedures
- work instructions
- hazard risk assessment
- references to maintenance manuals (particularly fleet, plant, mechanical and electrical assets).

Corporate Goals and Objectives

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

- taking a life cycle approach
- developing cost-effective management strategies for the long term
- providing a defined level of service and monitoring performance
- understanding and meeting the demands of growth through demand management and infrastructure investment
- managing risks associated with asset failures
- sustainable use of physical resources
- continuous improvement in asset management practices.

Not all goals set in the Corporate Plan rely on infrastructure assets for their delivery, however a significant number of Actions do involve assets, and robust asset management practices are essential to ensure the achievement of these goals. Relevant council goals and objectives as formulated in council's *Corporate Plan 2017-2022* and how these are generally addressed in this AMP are set out in *Table 8* below:

Table 8 - Corporate Goals and Objectives

Goals	Strategy	How Goals and Objectives are addressed in this AMP
Goal 2 – (Managing Growth and Delivering Key Infrastructure)– Plan and develop a vibrant and sustainable city that accommodates the needs of a diverse and growing population and economy.	**Strategy 2** – Provide adequate land and infrastructure to support community development and economic activity.	This AMP facilitates infrastructure planning and delivery arrangements with developers, government agencies and utility providers to ensure infrastructure is delivered in a timely and efficient manner to support both community and economic development. The AMP ensures infrastructure assets are managed and maintained to conserve city's heritage.
	Strategy 4 – The city's heritage is conserved.	
	Strategy 5 - Provide an integrated open space network that is accessible and meets the recreational needs of residents and visitors.	
Goal 3 – (Caring for the Community) Create a city that values its past and embraces opportunities to work together for the betterment of the community.	**Strategy 7** – Invest in social infrastructure to build a distinctive Ipswich identity and to maximise economic and social outcomes. Enhance the capacity of the city's community facilities to link community needs with appropriate services.	The AMP facilitate infrastructure planning and delivery arrangements with key stakeholders to ensure social infrastructure is delivered in a timely and efficient manner to support the demand of the community. The AMP requires council to identify levels of service associated with specific asset classes and requires council to identify what it costs to deliver that level of service. Review of designs of three (3) new community facilities being Redbank Plains South Local Community Centre, Springfield Central Hub Library and Rosewood Library (ensuring maintenance service standards can be met).
Goal 5 - Visionary and accessible leadership is provided that consults and communicates on key decisions and delivers sound financial management and good governance outcomes.	**Strategy 2** – Provide comprehensive and meaningful community engagement to inform Council decision making.	The AMP requires council to identify the levels of service associated with specific asset classes. Council must then ascertain what level of service it can sustainably provide to customers.
	Strategy 4 – Maintain a financially sustainable and resilient approach to budgeting.	The AMP requires council to identify future rehabilitation and new capital funding to ensure financial sustainability to continue delivery the agreed levels of service and infrastructure.
	Strategy 6 – Maintain a consistent and efficient approach to laws and compliance activities across the city.	

Source: Ipswich City Council Advance Ipswich and Corporate Plan 2017-2022

Community Levels of Service

Community Levels of Service relate to subjective service delivery outcomes that the community wants in terms of safety, quality, quantity, reliability, responsiveness, value and legislative compliance. Community levels of service measures used in the AMP are:

- Quality - How good is the service?
- Function - Does it meet users' needs?
- Capacity / utilisation - Is the service over or under used?

Table 9 - Community Levels of Service

Service Level Outcome	Principle Activity	Strategic Elements	Performance Outcome	Assessed by
Capacity and Utilisation	Provide buildings that can be accessed/shared by multiple community groups to ensure high utilisation levels	Managed through bookings or management agreements	Building capacities at higher level	Management agreements/leases/ internal booking systems
Condition	Functional buildings	Regular condition inspections	Condition audits conducted every 3 years	Inspections processes and records supplied by the Lessee
Function	Consider buildings that meet the needs of the community users. (fit for purpose)	Building inspections and condition assessment	Buildings inspected on annually and three yearly	Inspection reports and records
Quality	Provide buildings that meet building regulations & appropriate standards (fit for purpose)	Internal assessments annual and three yearly	Responsiveness to inspection results and requests	Inspection program
Safety	Provide healthy and safe building to community users	Regular servicing of fire & emergency lighting and security systems (critical systems)	All servicing carried out to building standards and regulations	Monthly and annual service reports
	Provide buildings that meet regulations for asbestos	Asbestos registers provided per site and reviewed five yearly along with any new inspections required.	Reviews and inspections carried out to regulations	Legislated

Technical Levels of Service

Technical levels of service support the community levels of service by turning subjective requirements into objective assessments. These technical measures aim to quantify the performance of the assets and services they provide.

Quantifying performance outcomes gives Council valuable insight into the service delivery of the assets and how to best allocate resources to meet desired service outcomes. These Levels of Service are outlined in the *Table 10 - Technical Levels of Service* by asset classification:

Table 10 - Technical Levels of Service

Service Statement	Cost effective improvement of Buildings and Facilities		
Service Factors	Community Levels of Service	Technical Levels of Service	Performance Measures
Capacity/Utilisation			
Buildings	Building compliance	New/upgraded Ensure new/upgraded infrastructure is designed and constructed in accordance with Council's Guidelines.	Buildings and Facilities meet compliance standards
Function			
Buildings	Buildings and Facilities meet the needs of the community. (Fit for Purpose) Heritage listed Council buildings and facilities maintain their relevance to their original design and construction context.	New/Upgrade • Provide new/upgraded building and facilities infrastructure to cater for community growth in accordance with the Priority Infrastructure Plan, and existing community demand • Provide new/upgraded building and facilities infrastructure as required to comply with industry standards or statutory requirements • Ensure new/upgraded building and facilities infrastructure is designed and constructed in accordance with Council's Guidelines.	Not currently measured
Quality			
Buildings	Building refurbishments/renewals are undertaken in accordance with the condition-based intervention levels and maintenance regimes.	Operations & Maintenance • Inspect assets on a routine basis to identify their condition • Inspect assets routinely to identify & address defect and safety concerns • Maintain assets in a tidy, safe, and functional condition • Maintain assets to compliance and Council's guidelines	Major buildings are inspected annually.
		Renewal • Renew/replace building components when they no longer function. • Renew/replace building when structure degrades to a dangerous level.	Remaining buildings are inspected over 3 year period.

Growth

Demand Forecast

Factors affecting demand on the Building and Facilities services can include, but are not necessarily limited to, population / demographic changes, modes of transport, vehicle ownership, location of employment / commercial areas and environmental awareness. Of particular significance to the City of Ipswich is the extent of future growth forecast for the area.

Table 11 below provides an overview of population and dwelling projections through to 2029, as derived from the council's 2019–2020 financial year long-term financial forecast (LTFF) assumptions. The growth projection prepared in this AMP has been refined to reflect the actual growth rates and realistic infrastructure growth from development applications and activities, hence the figures in below tables may not align completely with the Local Government Infrastructure Plan (LGIP) projections.

Table 11 - Population and Dwelling Projections

Projection	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	2028-2029
Dwellings	83,181	86,481	89,881	93,381	96,981	100,681	104,481	108,381	112,381	116,481
Population	224,589	233,499	242,679	252,129	261,849	271,839	282,099	292,629	303,429	214,499

A brief overview of the anticipated demand factors and possible related impacts on the Buildings and Facilities Network service delivery is provided in *Table 12*.

Table 12 - Demand Impact

Demand factor	Current (2019-2020)	Projected (2028-2029)	Possible Impact on Services
Population growth	~224,589	~314,499	Establishment of new community and sporting facilities to meet the increase of population. Expansion of operation assets to meet increase in service levels.
Dwelling growth	~83,181	~116,481	Considerable increase in physical asset stock and related increase in network lifecycle costs.
Employment growth and containment	~5,055,478 sqm	~8,502,929 sqm	Increased journey-to-work demand, possibly offset by greater employment containment and / or modal shifts.
Climate change	Changes in weather event frequency and intensity		Change in network design and construction standards

Changes in Technology

Technology changes are forecast to affect the delivery of services covered by this plan in *Table 13* below.

Table 13 - Changes in Technology and Forecast effect on Service Delivery

Technology Change	Effect on Service Delivery
Security and CCTV surveillance systems	The advent of cheaper CCTV surveillance options enables councils the opportunity to provide safer facilities around the clock.
The average life of critical systems and components has been reduced to 10 years due to the standard of manufacture and innovations in technology. Some systems that you would normally get 15 – 25 years are now obsolete after 10 – 15 years due to innovation in technology and unavailability of parts. Examples of assets that fall into this category are fire indicator panels, lift controllers and air conditioning chillers and condenser units.	Increased capital expenditure due to replacement of an asset before its reached its useful life
Due to legislative requirements alternate energy sources, including energy efficient systems and devices must be incorporated into Council facilities. (solar power and heating, LED lighting)	Decreased demand on peak energy loading and thus lower energy services costs to Council.
Mobile computing	Mobile computing is enabling field personnel to assess and record asset condition on-site and to relay information back to planning personnel. This information facilitates decision making with respect to rehabilitation and maintenance of council assets.
Asset Management systems, lifecycle costing models and asset optimisation models	Asset Management systems facilitate an understanding of assets managed and operated by Work Parks and Recreation. Lifecycle costing models facilitate long term financial planning and optimisation models facilitate allocation of limited funding to assets in need.
LIDAR (Light Detection and Ranging), GPS (Global Positioning Systems)	High technology positioning systems facilitate identification of assets and their location spatially enabling service personnel to locate assets in need of servicing in a short period of time.
Electrical Charging Stations	Enable the way forward for introduction of electric vehicle charging within Council carparks within buildings.

Demand Management Plan

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

Opportunities identified to date for demand management are shown in *Table 14*. Further opportunities will be developed in future revisions of this asset management plan.

Table 14 - Demand Management Plan Summary

Service Activity	Demand Management Plan
Public Toilets	Encourage the installation of developer contributed public toilets in line with council's Desired Standards of Service for Park embellishments.
Procurement	Ensure new buildings are designed for multi-purpose use and varying user groups. (fit for purpose)
	Ensure designs include energy initiatives, i.e. solar power and water systems, LED lighting systems and other sustainable technological solutions.
Use of Facilities (Fit for Purpose)	Educate and encourage sharing of facilities. Audit existing facilities to ascertain utilisation rates. Investigate as part of master planning the development of single central hubs instead of individual facilities, i.e. community buildings, club houses, libraries and halls.

New Assets from Growth

The new assets required to meet growth demands will be acquired from land developments and constructed by council. The value of building and facilities assets contributed by the development industry is not considered material therefore it is not included in this AMP. The growth assets constructed by Council have been included in the capital expenditure forecasts for new assets.

Risk Management

This section of the AMP discloses the corporate approach to asset risk management, which includes a number of phases. Refer to the risk management guidelines for further guidance.

Asset Related Corporate and Directorate Risks

Relevant corporate and directorate risks related to the building and facility assets and services covered within this AMP are outlined in *Table 15*.

Table 15 - Corporate and Directorate Risks

Risk No	Risk Description
1	Health outbreak at Council-owned swim centre (i.e. crypto virus)
2	Failure of critical assets/ systems
3	Loss or damage to property/infrastructure/life

The objectives to be achieved in managing risks under the AMP are:

- maintain levels of service
- mitigate risks to the public
- reduce the number and magnitude of unplanned asset failures.

Risk Management Approach

Risks associated with service delivery provided by the buildings and facilities have been identified and assessed in accordance with the Institute of Public Works Engineering Australia (IPWEA) NAMS.PLUS Asset Management Guidelines and Council's risk impact framework. The risk assessment and impact factor matrices utilised are outlined in *Table 16* and *Table 17*.

Table 16 - Risk Assessment Matrix

	Consequences				
Likelihood	**Insignificant**	**Minor**	**Moderate**	**Major**	**Catastrophic**
Rare	L	L	L	M	M
Unlikely	L	L	M	M	M
Possible	L	M	M	M	H
Likely	M	M	H	H	E
Almost Certain	M	M	H	E	E

E	Extreme Risk	Immediate corrective action
H	High Risk	Prioritised action required
M	Medium Risk	Planned action required
L	Low Risk	Manage by routine procedures

Table 17 - Risk Impact Matrix

RISK CATEGORIES	Minimal (1)	Minor (2)	Moderate (3)	Major (4)	Catastrophic (5)
Financial	• Financial loss (fines, lost revenue/funding, increased cost) <$500,000	• Financial loss (fines, lost revenue/funding, increased cost) >$500,000 - <$2M.	• Financial loss (fines, lost revenue/funding, increased cost) >$2M - <$10M.	• Financial cost (fines, lost revenue/funding, increased cost) >$10M - <$50M.	• Financial cost (fines, lost revenue/funding, increased cost) >$50M.
Legal & Governance	• Low level legal issues (such as mediated contractual disputes), negligible failure to meet statutory timeframes, non-compliances and/or breaches of regulation/agreements; or • Low level potential for complaints; or Negligible governance failure impacting on the achievement of corporate objectives.	• Minor legal issues (such as litigated contractual disputes, minor personal injury/ workers' compensation claims), failure to meet statutory timeframes, non-compliances and/or breaches of regulation/agreements; or • Potential for complaints; or Minor short-term governance failure impacting on the achievement of corporate objectives.	• Serious legal issues (such as serious litigation, major personal injury/workers compensation claims), failure to meet statutory timeframes, non-compliances and/or breach of regulation/agreements; or • Complaint or report to applicable authority with investigation pursued; or • Moderate / serious governance failure impacting on the achievement of corporate objectives.	• Major legal issues, failure to meet statutory timeframes, non-compliances and/or breach of regulation/agreements (such as those resulting in Council decision/action being declared unlawful, requiring significant resources to remediate. (eg widespread impact on Council decisions/actions, or major injunctions/specific performance orders); or • Numerous complaints or reports to applicable authority with investigation pursued; or Major governance failure impacting on the achievement of corporate objectives requiring significant resource allocation to resolve.	• Extensive legal issues, failure to meet statutory timeframes, non-compliances and/or breach of regulations/agreements (such as those arising from class actions, or with widespread and substantial retrospective impact on Council decisions/actions, or extensive injunctions/specific performance orders); or Extensive governance failure impacting on the achievement of a large number of corporate objectives.
Political / Reputation	• Minimal short term adverse local publicity; or Minimal adverse impact on Council partnerships.	• Temporary degradation in public image; or • Minor adverse local publicity; or • Escalation to impacted Councillor; or Minor and temporary adverse impact on Council partnerships, easily rectified.	• Degradation of public image requiring effort/resources to regain; or • Extended adverse local and state publicity; or • Escalation to non-impacted Councillors and Mayor; or Moderate adverse impact on significant Council partnerships requiring moderate effort to rectify.	• Degradation of public image requiring major effort/resources to regain; or • Significant and longer term adverse local, state and national publicity; or • Major adverse impact on strategic Council partnerships requiring significant effort to rectify; or Serious community unrest.	• Large scale and permanent degradation of public image; or • Sustained adverse local, state, national and international publicity; or • Loss of strategic Council partnerships; or Widespread community unrest.
Community and Environment	• No lasting detrimental or negligible / isolated impact on the health and wellbeing of the community; or Environmental damage that is contained on-site and is fully recoverable with no permanent effect on the environment. It will take less than 6 months for full recovery.	• Minor, short-term isolated impact on the health and wellbeing of the community; or Localised environmental damage that can be mitigated onsite. It will take less than 2 years for full recovery.	• Moderate, medium-term, widespread impact on the health and wellbeing of the community; or Significant environmental damage requiring remedial action. It will take up to 10 years for full recovery.	• Serious, long-term, widespread impact on the health and wellbeing of the community; or • Major environmental damage for a matter of environmental significance (local, state or federal).	• Severe / extensive on-going, widespread impact on the health and wellbeing of the community; or Irreversible Catastrophic environmental damage for a matter of environmental significance (state, local or federal). No remediation, mitigation or offset action can undo environmental damage caused and matters of environmental significance may undergo local extinctions.

	Minimal (1)	Minor (2)	Moderate (3)	Major (4)	Catastrophic (5)
Health & Safety	• Injuries treatable with first aid, no other medical treatment required; or • Incident or compensable injury without time lost	• Medical Treatment not requiring hospitalisation; or • Compensable injury requiring medical treatment.	• Medical Treatment requiring hospitalisation; or • Extensive Injuries; or • Notifiable to regulatory authority; or Compensable injury resulting in permanent impairment of 5 – 20% and/or damages claim.	• Permanent Disabilities; or • Single fatality; or • Compensable injury resulting in permanent impairment > 20% and/or damages claim.	• Multiple permanent disabilities and/or fatalities.
Service Delivery / Business Continuity	• Non-essential customer-facing services cannot be delivered for < 1 hour.	• Essential customer-facing services cannot be delivered for < 1 hour; or • Essential customer-facing service(s) experience 50% degradation for < 1day; or Non-essential customer-facing services cannot be delivered for 1 hour – 1 day.	• Essential customer-facing services cannot be delivered for 1 hour – 1 day; or • Essential customer-facing service(s) experience 50% degradation for 1 day-1 week; or Non-essential customer-facing services cannot be delivered for 1 day – 1 week.	• Essential customer-facing services cannot be delivered for 1 day – 1 week; or • Essential customer-facing service(s) experience 50% degradation for 1 week-4 weeks; or • Non-essential customer-facing services cannot be delivered for 1 – 4 weeks.	• Essential customer-facing services cannot be delivered for more than 1 week; or • Non-essential customer-facing service(s) experience 50% degradation for more than 4 weeks; or Non-essential customer-facing services cannot be delivered for more than 4 weeks.
Information Confidentiality, Integrity and Accessibility	• Low-level non-compliance with privacy principles/regulations, (such as localised release or unauthorised access to non-personal confidential information) with no lasting detrimental or negligible impacts; or • Low-level permanent compromise of non-business-critical information (data corruption, errors, inaccuracies, inconsistencies) with negligible impacts; or • Localised permanent loss of non-business-critical information; or • Minimal, short-term disruption of access to information impacting: ○ small customer numbers (< 1 hr.); or non-critical internal operations.	• Minor non-compliance with privacy principles/regulations, (such as localised release or unauthorised access to sensitive non-personal confidential information) with limited detrimental or negligible impacts; or • Localised permanent compromise of non-business-critical information (data corruption, errors, inaccuracies, inconsistencies) with minor impacts; or • Semi-localised permanent loss of non-business-critical information; or • Minor, short-term disruption of access to information impacting: ○ most customers (< 1hr.); or ○ small customer numbers (1 hr. - 1 day); or business-critical internal operations (< 1 day)	• Moderate non-compliance with privacy principles/regulations, (such as widespread release or unauthorised access to highly sensitive non-personal information); or • Widespread permanent compromise of non-business-critical information (data corruption, errors, inaccuracies, inconsistencies) with moderate impacts; or • Permanent and widespread loss of non-business-critical information; or • Moderate short-term disruption of access to information impacting: ○ most customers (1hr. – 1 day); or ○ small customer numbers (1 day – 1 week); or business-critical internal operations (1 day – 1 week).	• Major non-compliance with privacy principles/regulations, (such as localised release or unauthorised access to personal information); or • Localised permanent compromise of business-critical information (data corruption, errors, inaccuracies, inconsistencies) with major impacts; or • Permanent and localised loss of business-critical information; or • Major, medium-term disruption of access to information impacting: ○ most customers (1 day - 1 week); or ○ small customer numbers (1 – 4 weeks); or business-critical internal operations (1-6 weeks).	• Catastrophic non-compliance with privacy principles/regulations, (such as widespread release or unauthorised access to personal information); or • Widespread permanent compromise of business-critical information (data corruption, errors, inaccuracies, inconsistencies) with catastrophic impacts; or • Permanent and widespread loss of business-critical information; or • Catastrophic long-term disruption of access to information impacting: ○ most customers (more than 1 week); or ○ small customer numbers (> 4 weeks); or business-critical internal operations (> 6 weeks).

Identified Risks

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

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

Identified risks, ratings and planned responses by asset type are outlined in *Table 18*.

Table 18 - Risk Management Plan – Buildings and Facilities

Risk ID	Risk Description	Residual Risk Result	Proposed treatment option
BD1	Aquatic Facilities, pool structural and equipment failure	High	Annual inspection and repairs of the fabric, water inlet and outlet pumps and filters
BD2	Chemical spillage, chlorine gas leakage, environmental hazard, public health issues	High	Ensure maintenance of plant occurs and that plant is maintained in good condition
BD3	Buildings, structure & critical component failure	High	Ensure maintenance for building and facilities programmed annually and serviced at identified frequencies
BD4	Buildings not utilised to full potential	High	Ensure buildings are tenanted after purchase and up to eventual removal or demolishment for proposed works
BD5	Not undertaking renewal of buildings at the optimal time	High	Policing of new leases – by parties who drew up the lease
BD6	Building maintenance cost increasing due to inadequate renewal program	High	Ensure newly purchased buildings are leased (comply with insurance policies)
BD7	Projects not being delivered	High	Develop detailed asset management plan and provide adequate funding
BD8	Property destruction (fire)	High	Ensure fire systems are fully functional. Ensure fire standards are met and contracts are enforced for all buildings. Ensure lease conditions are policed and fire alarms installed in residential building.
BD9	Non-compliance with legislation	High	Complete compliance risk analysis and develop appropriate risk treatment plans
BD10	Buildings not suiting the needs of end users. (Fit for Purpose)	Medium	Continue to monitor the condition of buildings and how well they meet the needs of the end user.

These risks are controlled through business as usual activities and therefore no addition budget allocation is required.

Lifecycle Management Plan

The lifecycle management plan details how Council intends to manage and operate the buildings and facilities assets at the defined service levels (see Levels of Service) while optimising lifecycle costs.

Existing Infrastructure Base

Asset Summary

The physical parameters of assets covered by the BFAMP are outlined in further detail in Table 19.

Table 19 - Buildings and Facilities Assets

Asset Group	Quantity	Replacement Value ($'000)
Amenity Buildings	91	$10,926
Commercial Buildings	49	$59,086
Community Buildings	154	$149,849
Operational Buildings	144	$53,432
Sheds	138	$7,049
	Total	**$280,343**

Currently council has a good understanding of property and facility assets within the City. The Master Facility strategy sets the framework for the long-term vision on Councils Administration buildings and Operational depots and this document is currently planned for review in the 2019-2020 financial year. However, council owns a number of properties or facilities that are currently being rented or leased. There has been a gap identified within the data to clearly define the long-term plan for these properties.

These rented or lease assets have been identified and included in this AMP. The management and long-term plan for some of these assets will need to be treated differently to the standard building and facility assets that council would own.

It is planned that these specific properties are identified and a long-term plan is developed for the individual site. The level of the plan per properties or facilities will be dependent upon the value of the asset and the risk to council.

Asset Hierarchy and Useful Life

An asset's useful life is defined as the period over which a depreciable asset is expected to be fully consumed. This period can be significantly impacted by council's maintenance practices.

The useful life of an asset is initially based on the manufacturer's recommended (expected) life. This is subject to change however based on historical evidence of the impact of the local environment on the expected life.

The hierarchy and useful lives of council's standard buildings and facilities are provided in the *Table 20* below:

Table 20 - Buildings and Facilities Asset Lives and Hierarchy

Asset Class	Asset Group	Components	Standard Life (yrs)
Buildings	Amenity Buildings		40
	Commercial Buildings Community Buildings Operational Buildings	Structures	60
		Finishes Services Fittings	30
		Electricals Awnings	25
	Sheds		40

Asset Remaining Useful Life

The remaining useful lives of the assets are based on a combination of the followings:

- 2016-2017 financial year formal valuation condition data
- recent PAR and FAR data
- inspections by a suitable qualified person
- calculated from supplied construction dates and adopted asset lives
- estimated from the condition of the asset as a percentage of the expected life.

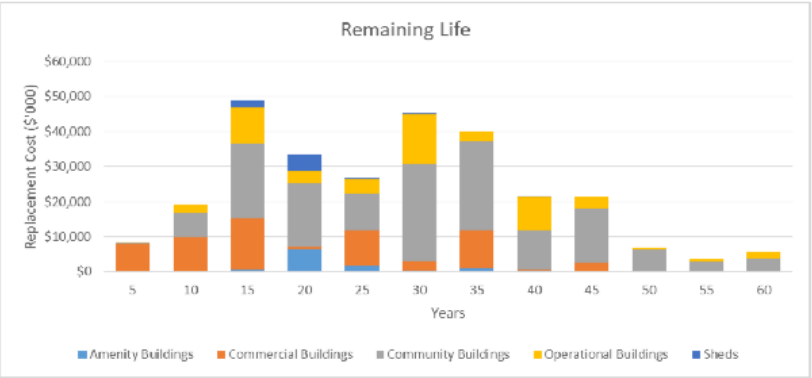


Figure 5 - Asset Remaining Life Profile

From *Figure 5*, there is no backlog of buildings and facilities renewals, with $8.22m requiring attention within the next 5 years.

Age Profile

The age profile of the assets can be seen in *Figure 6*.

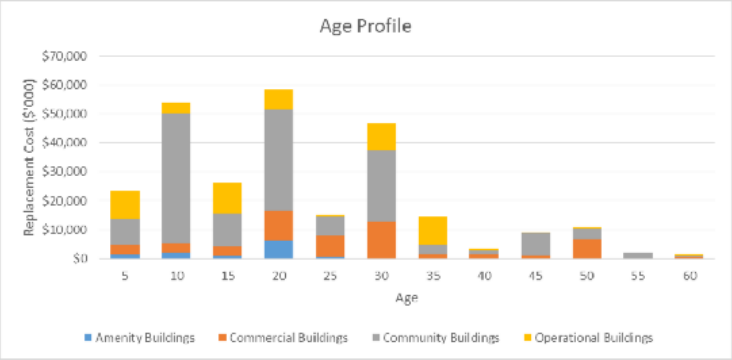


Figure 6 - Asset Age Profile

Asset Condition

Council has adopted a condition assessment method using a 5-point scale rating, varying from 'Very Good' to 'Very Poor' condition as can be seen in table and figures below.

Table 21 – Structural Condition Grading Model

Grade	Condition	%Remaining Useful Life	Description
1	Very Good	>70%	Sound physical condition. No signs of deterioration Only normal maintenance required.
2	Good	70% - >50%	Acceptable physical condition; minor deterioration visible, no short-term failure risk. Minor defects only. Only minor work required, if any.
3	Fair	50% - >10%	Acceptable physical condition; minimal short-term failure risk but potential for deterioration in long-term. Minor defects only. Minor components or isolated sections of the asset may need replacement or repair now but asset functions safely at adequate level of service. Work may be required but asset is serviceable. Maintenance required to restore the asset to an acceptable level of service.
4	Poor	10% - >4%	Significant deterioration evident. Failure likely in short-term. Likely need to replace most or all of the asset. No immediate risk to health or safety but works are required to ensure asset remains safe. Substantial work required in short-term, asset barely serviceable. Asset requires renewal – works to be programmed.
5	Very Poor	<4%	Failed or failure imminent. Immediate need to replace most or the entire asset. Health and safety hazards exist which present a possible risk to public safety, or asset cannot be serviced/operated without risk to personnel. Asset is effectively unserviceable. Major work or replacement required urgently.

Table 22 - Current Condition Summary

Asset Type	Condition Rating (% of asset base by replacement value)					Total
	As New	Good	Fair	Poor	Very Poor	
Amenity Buildings	0.1	0.6	2.9	0.2	0.1	3.9
Commercial Buildings	0.6	1.0	9.4	7.3	2.8	21.1
Community Buildings	3.1	20.4	24.9	5.1	0.0	53.5
Operational Buildings	0.7	6.2	9.0	3.1	0.0	19.4
Sheds	0.0	0.1	1.8	0.7	0.0	2.5
Totals	**4.5**	**28.3**	**47.9**	**16.5**	**2.9**	**100.0**

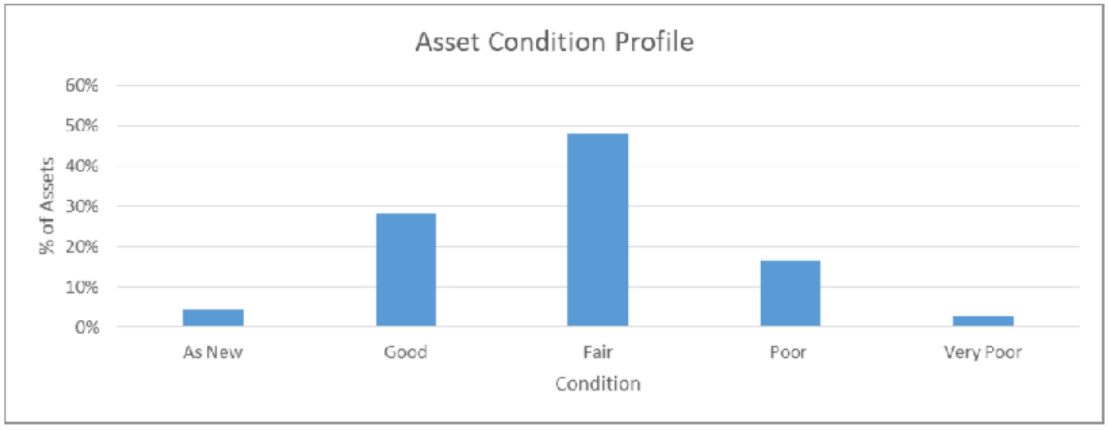


Figure 7 - Asset Condition Profile

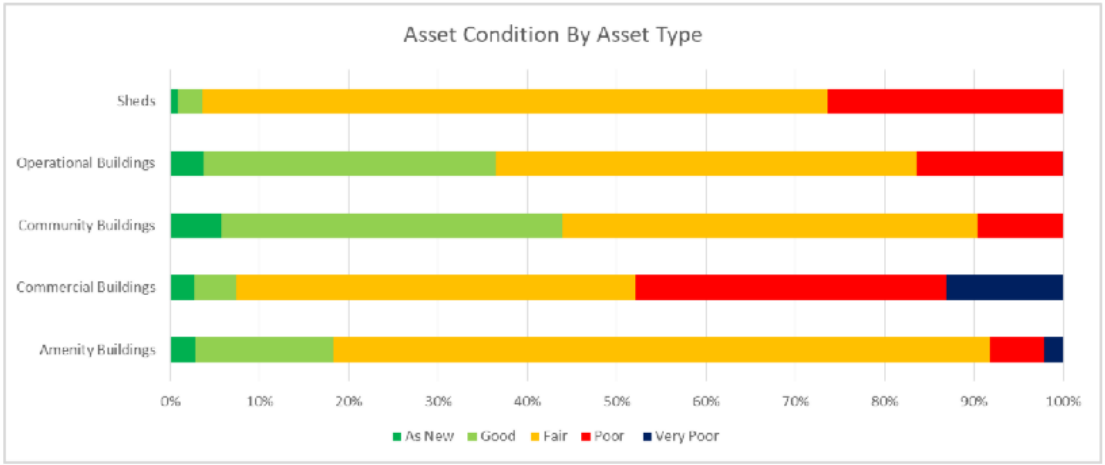


Figure 8 - Asset Condition Profile by Asset Type

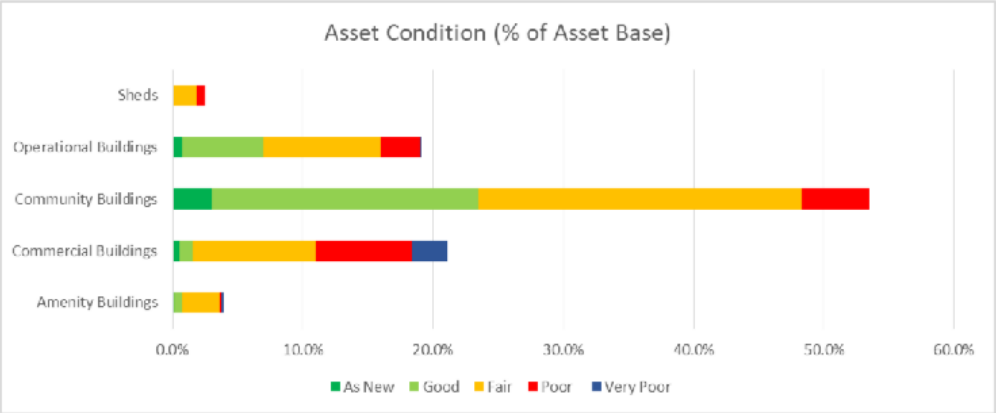


Figure 9 - Asset Condition Profile (% of Asset Base)

General Asset Condition		
Assets with Very Poor Condition	2.87%	~$8m
Assets with Poor Condition	16.46%	~$46.1m
Total	19.32%	~$54.16m

The condition assessments indicate that 19.32% of the buildings and facilities assets valued at ~$54.16m. This figure can be compared to the remaining life assessment of ~$8.22m building assets have 5 or less remaining useful life. There is a misalignment between the financial and technical data relating to buildings and infrastructure assets. As such, the planned capital program is based on a more detail componentised condition assessment which determines the detail renewal projects and scope of works.

Asset Criticality

After assessing the age, condition, material types, location, levels of use, consequence of failure, redundancy, and criticality to functioning of the service, commercial and operational buildings in this AMP are determined to have high asset criticality (rating 3), community and amenity buildings are determined to have medium asset criticality (rating 2), and storage sheds has low asset criticality rating (rating 1).

Data Confidence

The review of the existing asset data has indicated a misalignment between the condition or the asset and its life parameters. This data includes, revaluation data of the assets, financial data and asset register details.

Table 23 - Data Confidence Rating

Grade	Description	Accuracy
1	Accurate	100%
2	Minor Inaccuracies	95%
3	50% Estimated	80%
4	Significant Data Estimated	70%
5	All Data Estimated	60%

(Section 4.3.7 of the IIMM, Version 3.0, 2006)

Based on concerns with the existing data and the associated data management procedures and processes it is difficult to rate the data confidence higher than 4.

Available Funding

The available funding was estimated based on the financial model provided by council. The capital expenditure has been extracted from council's financial model. The assumption being that this level of funding is enough to deliver the current service levels.

The forecasts estimated in this AMP should be used as an indication of expenditure levels and distribution required for the LTFF.

The LTFF funding available for operations, maintenance and infrastructure renewals is shown in *Table 24* and *Figure 10*. The total allocation over the term of the LTFF is ~$365.59mm, with an average of ~$36.56m per annum.

Table 24 - Long Term Financial Forecast

Financial Year Ending	Available Funding ($'000)			
	New/Upgrade	Ops & Maint	Renewals	Total
2020	$87,530	$14,010	$811	$102,351
2021	$46,271	$14,857	$2,570	$63,698
2022	$8,320	$15,758	$884	$24,962
2023	$3,180	$16,715	$1,845	$21,740
2024	$2,671	$17,733	$1,712	$22,116
2025	$4,218	$18,814	$1,439	$24,471
2026	$1,413	$19,963	$2,379	$23,755
2027	$3,480	$21,185	$1,960	$26,625
2028	$1,488	$22,483	$2,453	$26,424
2029	$3,660	$23,863	$1,936	$29,459
Total	**$162,231**	**$185,379**	**$17,989**	**$365,599**

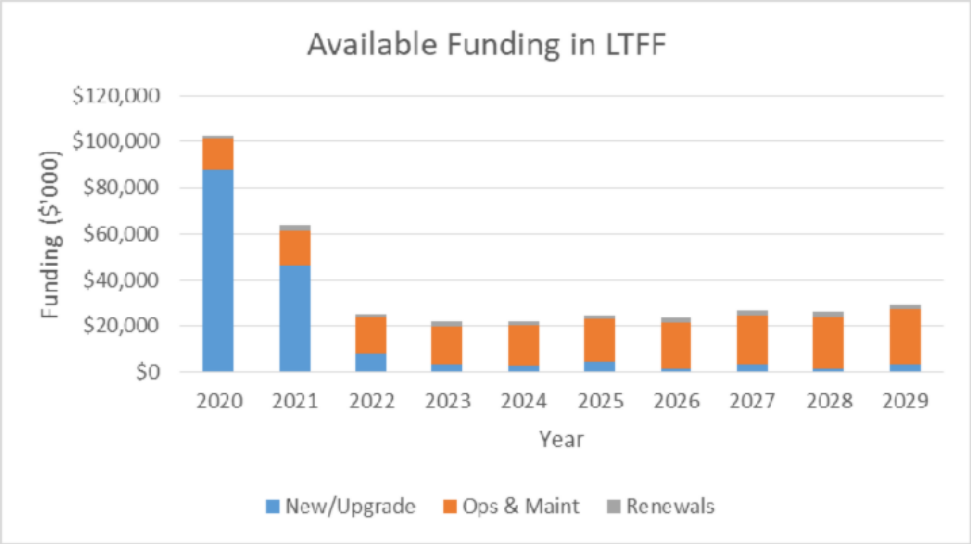


Figure 10 - Buildings and Facilities funding in the Long-Term Financial Plan

Operations & Maintenance

This section is to be based on operations and maintenance requirements as identified from changes in Levels of Service, Funding Issues identified via Operations and Maintenance and consideration of the growth in the asset portfolio

Currently maintenance is managed based on historical information and trends. The maintenance service objectives are to:

- Maintain Council's infrastructure in a safe, serviceable and aesthetic condition to the satisfaction of Council and the community;
- 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 Council's financial capacity and resource capability, while displaying a reasonable "duty of care"; and
- Ensure the provision of a high standard of customer service and that customer requests are responded to quickly and efficiently.

Functions related to the day-to-day running and upkeep of assets, the costs of which are particularly significant for dynamic/short-lived assets.

Maintenance Specifications

The links below contain the maintenance specification details.

Maintenance Specification Details			
Assets covered	**Status**		**Document Reference**
Maintenance Service Standards (Building and Facilities)	Up to Date	100%	A5477397
Building and Facilities Maintenance Service Standard (Leased Properties)	Up to Date	100%	A5477463
Failure Cause Remedies (Buildings and Facilities)	Up to Date	100%	A5477874

Operations & Maintenance Forecast

This section is to be based on operations and maintenance requirements as identified from changes in Levels of Service, Funding Issues identified via Operations and Maintenance and consideration of the growth in the asset portfolio.

Currently maintenance is managed based on historical information and trends. The maintenance service objectives are to:

- Maintain Council's infrastructure in a safe, serviceable and aesthetic condition to the satisfaction of Council and the community;
- 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 Council's financial capacity and resource capability, while displaying a reasonable "duty of care"; and
- Ensure the provision of a high standard of customer service and that customer requests are responded to quickly and efficiently.

The projected operations and maintenance expenditure can be seen in *Figure 11* below.

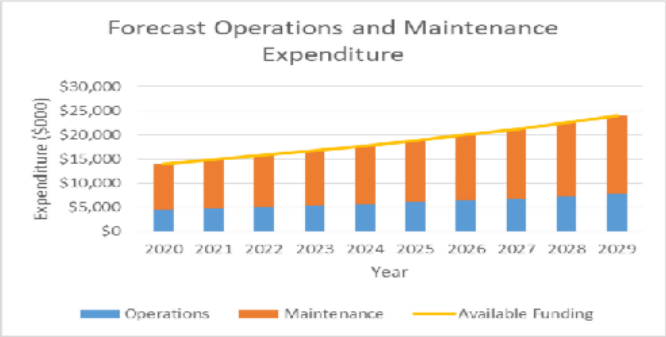


Figure 11 - Operations and Maintenance Expenditure Forecasts

Table 25 - Forecast Operations and Maintenance Expenditure

Financial Year Ending	Expenditure ($'000)			
	Operations	Maintenance	Non-Recurrent	Total
2020	$4,483	$9,527	$0	$14,012
2021	$4,754	$10,103	$0	$14,859
2022	$5,042	$10,715	$0	$15,760
2023	$5,349	$11,366	$0	$16,717
2024	$5,674	$12,058	$0	$17,735
2025	$6,020	$12,794	$0	$18,816
2026	$6,388	$13,575	$0	$19,965
2027	$6,779	$14,406	$0	$21,187
2028	$7,195	$15,288	$0	$22,485
2029	$7,636	$16,227	$0	$23,865
Totals	**$59,321**	**$126,058**	**$0**	**$185,379**

The maintenance ratio is the current maintenance expenditure as a percentage of the current replacement cost of the asset base.

Maintenance Funding Ratio	100%

There is enough funding in the LTFF to maintain the current operations and maintenance activity levels. Additional work in the form of an activity based budget review is required to determine if the current activities meet councils desired service levels.

Operations and Maintenance Conclusion

In recent times, annual maintenance budgets have been increasing in line with estimated growth and price indices, however, it is anticipated that future budgets will be determined on the basis of physical asset stock, defined service levels and calculated unit rates.

Experience to date would suggest that the current level of maintenance expenditure has been sufficient to respond to all identified (through inspections and service requests) maintenance works.

Renewals Planning

Significant refurbishment / rehabilitation / replacement of an asset or component to restore the asset to its required conditional and functional performance, through the identification of an optimal long-term solution.

Approach to Renewals Planning

Include information about the methodology and if relevant, the systems used (i.e. the Moloney Model, IPWEA SRM etc.)

A number of factors were considered in order to provide a holistic approach to prioritising End of Life Renewal programs and projects for this AMP. A brief summary of the considerations taken into account are documented below:

- An assessment into legislative and Australian Standard compliance was undertaken, to ensure programs and projects associated with assets not currently meeting statutory or standard requirements were prioritised over programs and projects that already do.
- Asset criticality was undertaken to identify projects with assets that are more critical to ensuring levels of service are maintained. Some projects were identified as being located within high visual amenity areas and warranted prioritisation over other projects in lower profile areas.
- Once Asset Profiling was completed, a risk assessment was undertaken to identify projects with assets that entailed higher risk and criticality than others.
- Asset condition information was analysed, with higher priority given to projects that involved assets in condition 4 and 5 (poor condition), over those that were 1 to 3 (good/reasonable condition).
- Project dependency was investigated. Projects that required other projects to be completed before others gave rise to re-prioritising some.

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

Assets require renewal or rehabilitation are identified from various sources such as councillor or community requests, end of life analysis, proactive and reactive asset inspections. Candidate proposals and projects are inspected to verify need and to develop a preliminary cost estimate. Verified proposals and projects are ranked by priority against the adopted criteria listed in *Table 26*. The ranked proposals and projects are then included into the Capital Works Program as part of Council's budget preparation for consideration.

Table 26 - Renewal Priority Ranking Criteria – Buildings and Facilities

Criteria	Priority
Safety - May result in medical treatment requiring hospitalisation.	1
Service Delivery - May result in an inability to deliver necessary services.	2
Security- May result in a breach of security, placing persons, property and/or corporate records at risk.	3
Financial - May result in a financial loss of $100K or greater.	4
Reputation - May result in a loss of reputation and attract at least local media coverage.	5
Other - All other projects not meeting the above criteria.	6

The renewals forecasting includes 3 different approaches as follows:

Depreciation (Depreciation Based) Renewals

This is a 'top down' approach that uses the depreciation or 'consumption' rate as a guide to how much Council should be investing in renewals to effectively maintain the assets. This is calculated from the financial register using valuation data. This does not necessarily reflect the technical condition of the assets or the potential impact on the life of the asset due to changes in maintenance and operational practices.

Condition (Condition Based) Renewals

This is a more rigorous 'bottom up' approach that uses the condition of each asset and develops a renewal program on timely investment of expenditure to renew the asset at the end of its life. The forecast renewal expenditure is then more representative of when the expenditure is required.

Planned (Program Based) Renewals

Council's planned renewal expenditure included in the 10-year CAPEX program.

The results of the comparative renewal programs is shown in *Table 27* and *Figure 12* below.

Table 27 - Comparison of forecast Renewal Expenditures

Financial Year Ending	Condition ($'000)	Annualised Condition Renewals ($'000)	Planned ($'000)	Depreciation Renewals ($'000)
2020	$0	$2,740	$2,261	$8,348
2021	$7,919	$2,740	$1,499	$9,398
2022	$0	$2,740	$1,093	$9,587
2023	$0	$2,740	$1,850	$9,659
2024	$304	$2,740	$1,703	$9,719
2025	$3,372	$2,740	$1,438	$9,815
2026	$0	$2,740	$2,387	$9,847
2027	$9,000	$2,740	$1,961	$9,926
2028	$572	$2,740	$2,447	$9,960
2029	$6,237	$2,740.32	$1,930	$10,043
Total	**$27,403**	**$27,403**	**$18,570**	**$96,301**

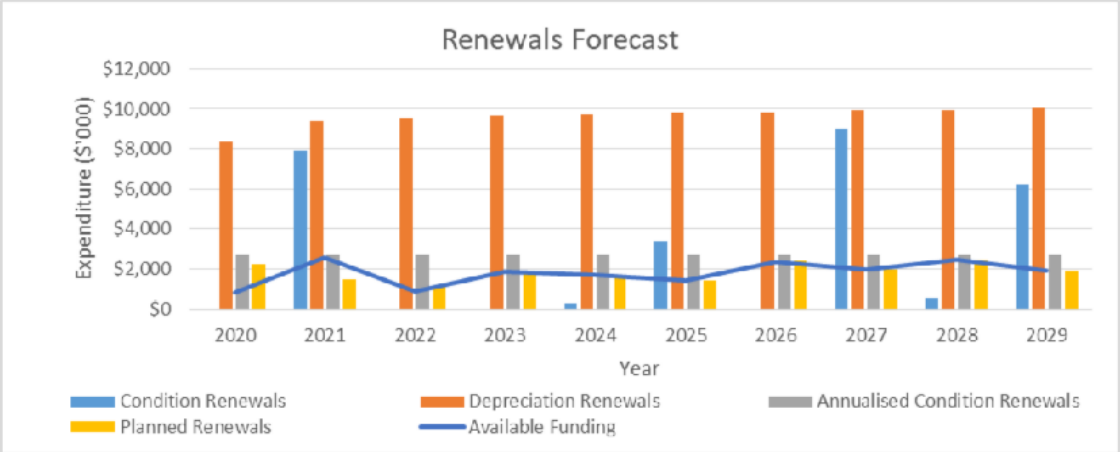


Figure 12 - Comparative Renewal Forecast

Total available funding in the LTFF is ~$17.99m. The planned renewal program is ~18.57m. There is ~$581k shortfall over the 10 years period, therefore there is sufficient funding to deliver the renewal program. The actual funding requirements will be refined during annual budget review and closer to the delivery of renewal projects.

A ratio of the available renewal funding to the forecast expenditure is prepared for the three different assessment methods and is listed in *Table 28*.

Table 28 - Renewal Funding Ratios

Expenditure Type	Depreciation Based	Program Based
Asset Renewal Funding Ratio	0.19	0.97

A ratio of 1 or above indicates that council has fully funded its renewals. The depreciation method is impacted by the fact that a third of the asset base is the proposed new administrative centre, therefore there will be high depreciation with little or no renewal expenditure. The available funding reflects the condition based (End of Life) model. A renewal plan based on the condition of the assets is then prepared and is attached in Appendix B.

New and Upgrade

Provision of, or improvement to, an asset where the outlay can reasonably be expected to provide benefits beyond the year of outlay, including a value management approach that aims to produce the most economic and creative solutions. Council will attempt to identify opportunities for capital expenditure on the asset that will improve efficiencies with the use and functionality of the asset and effectively reduce operational expenses over the life of the asset.

New/Upgrade Prioritisation Approach

New/upgrade projects that involved legislative drivers were prioritised over others that did not, this ensures compliance with statutory requirements.

Once the legislation assessment was completed, projects were assessed against alignment with approved Council plans, policies, and strategies. This was essential to ensure projects were not being developed outside the scope of strategic council documents.

A brief summary of the considerations taken into account are documented below:

- An assessment into legislative and Australian Standard compliance was undertaken, to ensure programs and projects associated with assets not currently meeting statutory or standard requirements were prioritised over programs and projects that already do.
- Asset criticality was undertaken to identify projects with assets that are more critical to ensuring levels of service are maintained. Some projects were identified as being located within high use or service critical areas and warranted prioritisation over other projects in lower profile areas.
- Once Asset Profiling was completed, a risk assessment was undertaken to identify projects with assets that entailed higher risk and criticality than others in accordance to council's Enterprise Risk Management Framework.
- Asset condition information was analysed, with higher priority given to projects that involved assets in poor condition or end of life asset, over those that were in reasonable condition.
- Project dependency was investigated. Projects that required other projects to be completed before others gave rise to re-prioritising some.

Selection Criteria

New assets and upgrade/expansion of existing assets are identified from various sources such as councillor or community requests, various strategic planning documents and LGIP. Candidate proposals and projects are inspected to verify need and to develop a preliminary cost estimate. Verified proposals and projects are ranked by priority against the adopted criteria listed in *Table 29*. The ranked proposals and projects are then included into the Capital Works Program as part of Council's budget preparation for consideration.

Table 29 - New / Upgrade Assets Priority Ranking Criteria

Strategic Driver Criteria	Proposed weighting	Rationale
Current level of service within existing catchment	**30%**	To ensure maximum return on Council's investment in community facilities, it is critical to access the current level of service within existing catchments. Catchments with nil level of service based on adopted service standards will be weighted the highest, whilst catchments with an existing significant level of service will be weighted the lowest.
Project Catchment (District - Citywide)	**20%**	Council provides various forms of community facilities which service the community at a "District" to a "Citywide" Level. Potential projects which have a "Citywide" community service catchment will receive a higher weighting, as opposed to projects servicing a "District" community catchment.
Meeting growth demand	**20%**	Investment is required to meet adopted service levels associated with population growth and participation growth trends.
Compliance / Replacement	**20%**	Compliance Investment is required to meet legislative compliance and statutory building standards. Replacement Investment is required as the asset has reached the end its whole of life cycle.
External Funding	**10%**	Projects are assessed for their "eligibility" for external grant funding opportunities and the "confidence" of securing grant funding, based on available knowledge and precedence.
	100%	

New / Upgrade Forecast

This section is to be based on new/upgrade planning as detailed in the 10-year CAPEX program.

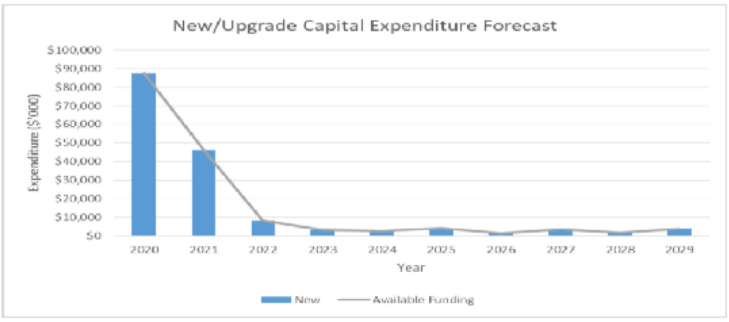


Figure 13 - New/Upgrade Expenditure Forecast

New/Upgrade Capital Works

When planning capital works, council considers:

- the physical capacity of Council's works crews and availability of contractors
- the implications that capital works expenditure has on lifecycle and operating costs
- alternative methods to increasing service delivery/capacity or reducing service demand.

Council considers non-asset solutions before asset solutions to providing services in an effort to reduce costs.

New and Upgrade Conclusion

The LTFF includes funding in 2019-2020 and 2020-2021 financial years for the delivery of council's new administration centre. The LTFF averages for new and upgrade building and facilities is ~$16.2m per annum.

Total funding required to deliver the planned New/upgrade works is $162.23m.

Total available funding in the LTFF is $162.23m therefore there is sufficient funding to deliver the New/upgrade program.

Disposal / Rationalisation

Review of the configuration, type and location of assets and the service delivery process relevant to the activity, when an asset becomes uneconomical to maintain or rehabilitate, or is no longer required.

Disposals and Transfers

Disposal includes any activity associated with disposal of a decommissioned asset including sale, demolition or relocation. Assets identified for possible decommissioning and disposal are shown in *Table 30*. These assets will be further reinvestigated to determine the required levels of service and see what options are available for alternate service delivery, if any.

Table 30 - Assets identified for Disposal

Asset	Reason for Disposal	Timing	Cash flow from disposal
1A Norman Street	End of useful life	2018-2019	Not Available
One Mile – House	In way of Sport Rec development	2011-2012	Not Available
Toilets at Cricket Oval (Lot 2 Redbank Plains Road – L2 RP209604)	End of useful life	2010-2011	-$15,000
Ebbw Vale custom Car Club Building	End of useful life	2018-2019	Not Available
40 School Road - House	Damaged by vandals	2019-2020	Not Available

Where cash flow projections from asset disposals are not available, these will be developed in future revisions of this asset management plan.

Forecast Expenditure

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

Financial Summary

The forecast expenditure to deliver the planned New/upgrade program, the planned renewals and sustain the current level of operations and maintenance is outlined in *Table 31 - 10-Year Forecast Expenditure* below. This gives a 10-year total of ~$366.18m.

Table 31 - 10-Year Forecast Expenditure

Financial Year Ending	New/Upgrade ($'000)	Operations ($'000)	Maintenance ($'000)	Renewals ($'000)	Total ($'000)
2020	$87,530	$4,483	$9,527	$2,261	$103,801
2021	$46,271	$4,754	$10,103	$1,499	$62,627
2022	$8,320	$5,042	$10,715	$1,093	$25,170
2023	$3,180	$5,349	$11,366	$1,850	$21,745
2024	$2,671	$5,674	$12,058	$1,703	$22,107
2025	$4,218	$6,020	$12,794	$1,438	$24,470
2026	$1,413	$6,388	$13,575	$2,387	$23,763
2027	$3,480	$6,779	$14,406	$1,961	$26,626
2028	$1,488	$7,195	$15,288	$2,447	$26,418
2029	$3,660	$7,636	$16,227	$1,930	$29,453
Total	**$162,231**	**$59,321**	**$126,058**	**$18,570**	**$366,181**

The estimated available funding forecast ($354.9m) is outlined in *Table 24*.

The comparison of the projected 10-year expenditure and the funding included in the LTFF can be seen in *Figure 14*.

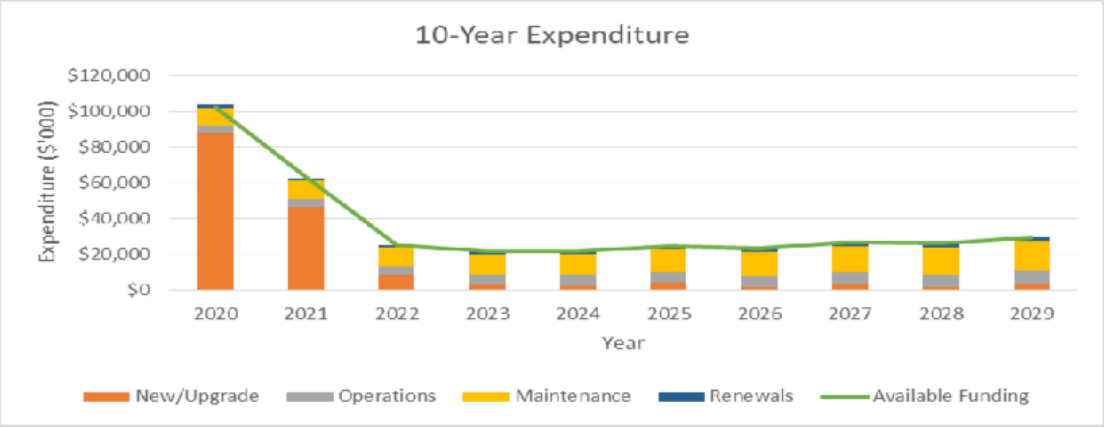


Figure 14 - 10-year Expenditure Forecast

The cumulative gap between the funding and expenditure results in a financial gap of ~581k at the end of the 10-year period. This can be seen in *Figure 15*.

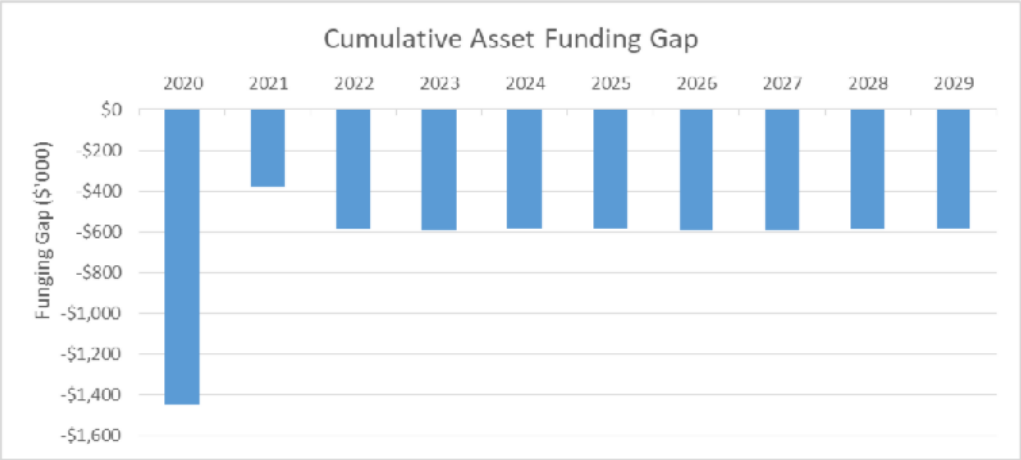


Figure 15 – Funding Gap

Key Assumptions in Financial Forecasts

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

Key elements of the financial forecasts (asset values, depreciable amounts, useful lives, asset condition and consumption) have been derived from recent asset valuations and the FAR as at 3 July 2019. For building assets, componentised condition results are used to formulate the annual capital program.

The valuation report described above utilised available condition assessment information (verified by sample visual condition assessments) with a corresponding assessment of both the phase and rate of asset consumption. It is anticipated that future enhancements in the determination and utilisation of asset condition information may result in revisions to depreciable amounts and estimated remaining useful lives. Such revisions would alter the scale and timing of projected renewal expenditure.

Planned maintenance and renewal expenditures are based on assumed / inferred levels of service for the buildings and facilities network resulting from experience to date in providing these services to the community. Future anticipated community engagement may result in adjustments to the desired levels of service and thus impact upon future financial forecasts.

Forecasts of growth in physical assets are based on currently available assumptions in population and dwelling projections and related sequencing. The growth and demand of physical assets are based on currently available assumptions which have been derived from the 2019-2020 financial year LTFF assumptions and the capital works program. The future forecast used in this AMP has been refined to reflect the actual growth rates and realistic infrastructure growth from development applications and activities, hence the forecast may not align completely with the published LGIP projections. As such, any future revisions to these assumptions and underlying projections or sequencing will impact the financial forecasts of this AMP.

It is anticipated that the accuracy of financial forecasts may be improved in future revisions of the AMP by ongoing review and refinement of the following actions:

- depreciable amounts and depreciation methodologies
- asset useful lives and consumption
- annual capital and operational budget
- condition assessment methodologies and ratings
- desired levels of service
- growth factors and estimates.

Asset Values

The asset values are outlined in *Table 32*. The valuation is based on:

- A review of the asset register;
- Unit rates based on Council's construction costs and published rates; and
- Condition assessments to determine remaining useful life.

Table 32 - Asset Valuations

	Replacement Cost ($000)	Accumulated Depreciation ($000)	Fair Value ($000)	Annual Depreciation ($000)
Buildings and Facilities Assets	$280,343	$133,797	$146,546	$8,039

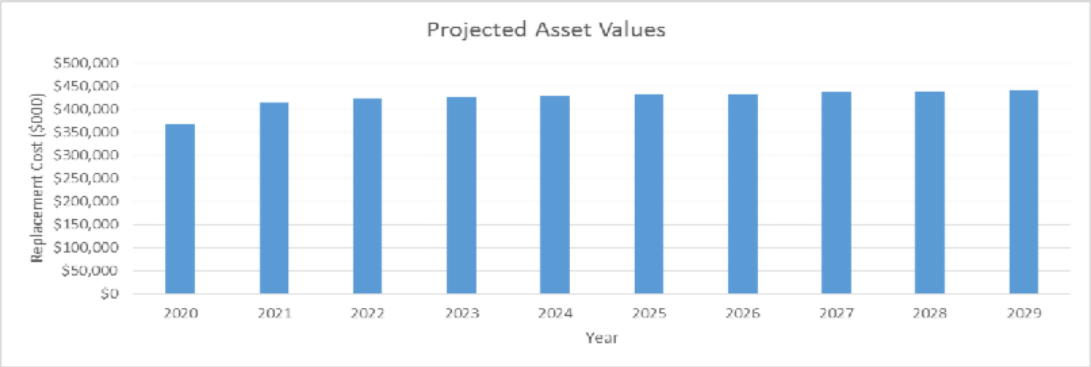


Figure 16 - Asset Valuation Forecast

Asset values are forecast to remain the same no major upgrade capital works are planned at this stage beyond 2022. The significant increase of asset value is a result of the Springfield Field Sporting Clubhouses and new administration building. *Figure 16 - Asset Valuation Forecast* shows the projected asset values over the planning period.

The depreciation expense can be seen in *Figure 17 - Projected Depreciation Expense*. It is anticipated that ~55m of the office buildings within the administration precinct will be disposed or sold.

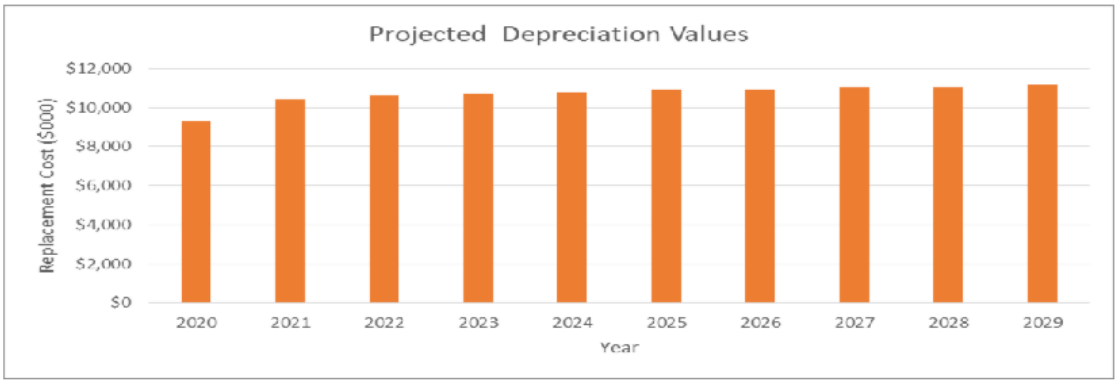


Figure 17 - Projected Depreciation Expense

The value of the depreciated assets will vary over the planning period depending on the rates of addition of new assets, disposal of old assets and consumption and renewal of existing assets. The projected value of

the depreciated assets is expected to increase as the expenditure on renewals is more than the depreciation rate, this can be seen in *Figure 18*.

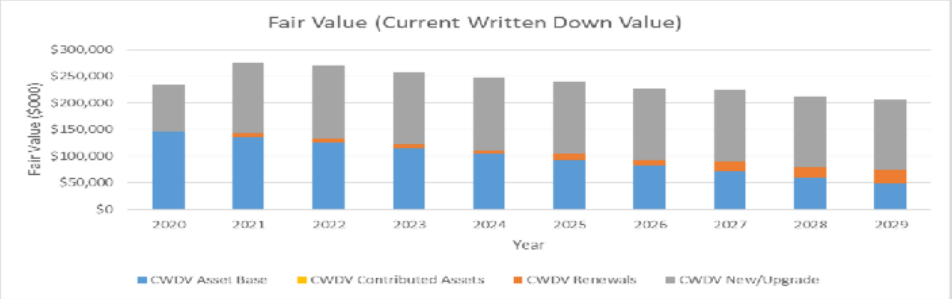


Figure 18 - Projected Value of Depreciated Assets

Performance Ratios and Sustainability

The 'financial sustainability' outputs are provided to demonstrate the trends that the currently anticipated expenditure will have on key measures. Capital expenditure for 2018-2019 financial year is shown in Table 33.

Table 33 - Capital expenditure for 2018-2019 financial year

Year	Capital Renewal Expenditure ($000)	Capital New/Upgrade Expenditure ($000)	Total Capital Expenditure ($000)
2018 -2019	*$695	*$77,220	*$77,915

*Please note. This is based on the 2018-2019 financial year approved budget which has included the CBD revitalisation funding for admin and civic space.

Consumption Ratio

The consumption ratio provides a measure of the percentage of the asset base consumed to date and an indication of how fast the assets are being consumed each year and whether investment may require adjustment.

FORMULA
Written down value of assets/
Gross current renewal costs

IN OTHER WORDS
The current value of the assets divided by what it would cost to renew them

TARGET
Improvement over time
(40% - 80%)

Council = 52.33%

Table 34 -Annual Asset Consumption

Annual Asset Consumption (Depreciation/Depreciable Amount)	2.52%

The Annual Asset Renewal Ratio provides a measure of the rate of investment in renewals and can be an indication of surpluses or shortfalls in expenditure relative to asset age and rates of deterioration.

Table 35 - Annual Asset Renewal

Annual Asset Renewal (Capital Renewal Expenditure/Depreciable Amount)	0.25%

The Annual New & Upgrade ratio provides an indication of the rate of growth of the asset base.

Table 36 - Annual New & Upgrade Ratio

Annual New/Upgrade (Capital New & Upgrade / Depreciable Amount)	38.02%

Service Levels Sustainability Ratio

Knowing the extent and timing of any required increase in outlays and the service consequences if funding is not available will assist council in providing services to their communities in a financially sustainable manner.

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

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

There are three key indicators for service delivery sustainability that have been considered in the analysis of the services provided by this asset class. These indicators are:

Medium term ratios 5 and 10 year

This ratio compares the projected operations, maintenance and capital renewal expenditures to the available funding. The capital renewal estimate is based on 90% of the depreciation of the asset base. This includes the depreciation on planned new and upgraded assets. It is an indication of the expenditure required to deliver current levels of service to existing customers and cater for growth.

Whole of life ratio

This ratio compares the projected operations, maintenance and capital renewal expenditures to the available funding. The Capital renewal estimate is based on the average renewal costs modelled over 100 years. This does not include the depreciation on planned new and upgrade assets. It is an indication of the expenditure required to deliver current levels of service to the current customer base over the life of the current asset base.

These forecast expenditures have been compared to budgeted allocations for the same expenditure types in the 10-year period to identify any funding discrepancies.

FORMULA
Life Cycle Costs (Ops, Maint, Renewal)/
Funding Allocation

IN OTHER WORDS
Average annual ops, maint, and renewal costs
Average allocated funding

TARGET
A percentage greater than 90%

Council
5-year = 100%
10-year = 96%
Whole of Life = 79%

Table 37 - Sustainability

	Condition Based 5 Year Financial Planning Period ($'000)	Condition Based 10 Year Financial Planning Period ($'000)	Condition Based Annualised Whole of Life Costs ($'000)
Forecast Expenditure	$87,293	$212,782	$24,614
Forecast Budget	$86,893	$203,368	$20,336
Funding Surplus	-$400	-$9,414.25	-$5,277
Funding Ratio	~1.0	0.96	0.79

	Planned Works 5 Year Financial Planning Period ($'000)	Planned Works 10 Year Financial Planning Period ($'000)
Forecast Expenditure	$87,293	$203,950
Forecast Budget	$86,893	$203,368
Funding Surplus	-$584	-$581
Funding Ratio	0.99	1.0

The funding ratios seen in Table 37 indicate that based on the target funding ratio of 0.9 or 90% of the depreciation amount, council's service levels are considered sustainable over the next 10-years, however as the buildings and facilities asset age the increased level of renewal, maintenance and operating expenditure will exceed LTFF expenditure allocations. Therefore, council levels of service are not sustainable over the whole of life of the current assets.

Plan Improvement

Performance Measures

The effectiveness of the AMP can be measured in various ways including:

- The degree to which the required cash flows identified in the development of the final plan are incorporated into Council's long-term financial plan and Community/Strategic Planning processes and documents,
- The degree to which 1-5 year detailed works programs, budgets, business plans and organisational structures take into account the 'global' works program trends provided by the asset management plan;
- The degree to which the existing and projected service levels and service consequences (what we cannot do), risks and residual risks are incorporated into the Council's Strategic Plan associated plans,
- The Asset Renewal Funding Ratio achieving the target of 1.0.

Monitoring and Review Procedures

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

Improvement Plan

In preparation of the BFAMP, a range of opportunities for improvement to asset management information, systems and processes have been identified and are outlined in *Table 38*.

This plan has a life of three years and is due for major review in 2022.

Table 38 – Improvement Plan

Category	Improvements	Importance	Responsibilities	Resource Requirements	Achieved By
Asset Management Information System and Knowledge	Review the accuracy and completeness of Buildings and Facilities asset registers. Include componentised condition for all buildings and facilities.	Very High	Asset Management	In-house resources	30 June 2020
	Review and record asset condition for all building and facilities assets.	Very High	Asset Management	In-house resources	30 June 2020
	Review Fixed Asset Register and align amended asset types.	High	Asset Management & Corporate Finance	In-house resources	On-going
	Ongoing review and development of data structure / collection process.	High	Asset Management	In-house resources	On-going
	Review and adopt asset handover process and specifications for internally delivered projects and developer contributed assets.	High	Asset Management, Planning and Development & Corporate Finance	In-house resources	On-going
	Develop and implement an integrated asset management system that will facilitate optimisation of investment in council assets.	High	Asset Management & Corporate IT	In-house & external resources	2021
Asset Planning Process	Develop process flowcharts and procedures associated with asset data collection, financial valuation, rehabilitation, demand calculation.	High	Asset Management, City Maintenance, Planning and Development & Corporate Finance	In-house resources	On-going
	Review as constructed process and ensure asset information is captured promptly in the physical and financial asset registers.	High	Asset Management	In-house resources	On-going
	Develop and implement the asset creation/acquisition process for new assets.	High	Asset Management	In-house resources	On-going
	Develop the asset disposal process and ensure that all stakeholders participate in the process.	High	Asset Management	In-house resources	On-going
	Review long term capital work programs to ensure in line with levels of service and annual budget preparation.	High	Asset Management	In-house resources	On-going

Category	Improvements	Importance	Responsibilities	Resource Requirements	Achieved By
	On-going review of the defect intervention level for infrastructure assets.	Medium	Asset Management & City Maintenance	In-house resources	On-going
	On-going review of the levels of services.	Medium	Asset Management & City Maintenance	In-house resources	On-going
	Review and collect whole of life costing for different asset types.	Medium	Asset Management	In-house resources	On-going
Financial Planning	On-going review and improve on the methodology of long term demand and financial forecast.	Medium	Asset Management & Corporate Finance	In-house resources	On-going
	Identify/develop more accurate long term financial planning models for Operation and Maintenance Costs, Contributed Assets and relativity with population and dwelling growth.	Medium	Asset Management & Corporate Finance & Planning and Development	In-house resources	On-going
	Improve physical asset register and financial asset register to have the ability to store and report contributed assets.	Medium	Asset Management & Corporate Finance	In-house resources	On-going
Review of AMP	Implement a review process for asset management plans and a review of asset management models.	Medium	Asset Management	In-house resources	On-going

Summary of Findings

Growth

The growth resulting from the construction of new building and clubhouses over the 10-year period of this plan has been reflected in the operations and maintenance forecasts and the financial forecasts.

Risk Identification

Identified service delivery and public safety risks are being mitigated in the current budget submissions and funding. No additional risk funding has been identified; however this may change as the asset data and the AMPs maturity.

Asset Data

The FAR is current as at 3 July 2019.

The physical asset information is derived from recent asset valuation data and current PAR.

The accuracy of the BFAMP data is rated at 70%. In particular the data in the physical asset register has major gaps and incomplete attributes which have impacted the accuracy of the valuation and future renewal forecast. It has been identified as a very high priority task in the improvement plan to review and update the physical asset register.

Current condition of the buildings and facilities assets are being monitored via proactive inspections and assets which met intervention levels and rehabilitation threshold are included in the capital program. The inclusion of the asset componentised conditions in the physical asset registers has been highlighted as a very high priority in the improvement plan and a summary of status will be made available in the future version of the AMP.

Maintenance

The maintenance works, and planned renewal program has been developed through regular inspection of the buildings and facilities assets.

The annual maintenance budgets have been increasing in line with estimated growth and price indices, however, it is anticipated that future budgets will be determined on the basis of physical asset stock, defined service levels and calculated unit rates. Experience to date would suggest that the current level of maintenance expenditure has been sufficient to respond to all identified (through inspections and service requests) maintenance works.

There is enough funding in the LTFF to maintain the current operations and maintenance activity levels. Additional work in the form of an activity based budget review is required to determine if the current activities meet Councils desired service levels.

Renewals

The planned renewal is 97% funded over the 10 year period.

The renewals requirements are based on valuation data which uses a 'straight line' deterioration or consumption model. Although the assets are approaching the end of their theoretical lives, the actual conditions of the assets are in better stance in parison to their age. However, the componentised condition data is not yet available for buildings and facilities. On this basis the planned renewal program which is prepared based on componentised condition assessment data has been adopted as the appropriate model until such time as the componentised condition assessments undertaken by council staff are fully recorded in the asset register. Decisions made using this AMP should consider appropriate reliance on this data.

Financials

The financial reporting of operations, maintenance and capital expenditure is not adequate to support detailed asset management activities and planning. This AMP includes assumptions for the allocation of spending to this asset class.

This AMP does not include funding required to support the improvement initiatives identified necessary to improve accuracy and reliance.

There is sufficient funding in the 10-year LTFF to sustainably maintain the current levels of buildings and facilities services.

Plan Improvements

In preparation of this AMP, a range of opportunities for improvement to asset management information, systems and processes have been identified and are outlined in the Improvement Plan.

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Appendix A - Asset Management Practices

Accounting/Financial Systems

Council utilises the Oracle eBusiness suite of financial systems in support of its accounting and financial reporting requirements. Council maintains a general ledger and project accounting ledger within Oracle.

General Ledger

The General Ledger (GL) is Council's key financial register of transactions for operational and capital activities. Its main function is to capture sufficient detail in order for Council to build a Statement of Comprehensive Income (i.e. Profit or Loss) and Statement of Financial Position (i.e. Balance Sheet of assets and liabilities). It also allows for budgeting for key expenses and revenues for a period.

Project Accounting Ledger

The Project Accounting (PA) module of Oracle allows Council to dissect financial transactions in greater detail across different functions and organisations within Council. Project Accounting allows estimates of pieces of work to be captured by project and tasks associated with the project.

Asset Management Systems

Council utilises a range of systems in support of the asset management process, a brief overview of which is provided below.

- The **Fixed Asset Register (FAR)** is Council's financial record of the current valuations and depreciation characteristics for its infrastructure assets (see also Section 7.1. Accounting / Financial Systems).
- **Oracle Spatial** is a database containing the registers of all infrastructure assets, their location and their physical attributes (e.g., size, age, material, composition, etc.).
- **Mobile Form Manager and Mobile Form** is the asset / works management system which supports the issuing work activities, scheduling and assignment of resources to work, recording of work metrics / quality information, and recording of asset condition data. It also provides a range of asset-based reporting functions and is linked by asset number to the physical asset register in Oracle Spatial.
- **MapInfo** is the Geographic Information System (GIS) interface to the physical asset registers in Oracle Spatial for asset data maintenance and updates.
- **iKnow** is the Corporate Geographic Information System (GIS) interface to the physical asset registers in Oracle Spatial for accessing asset information.
- **Delta** is a job management system for asset data management and update of the physical asset registers.

Links to Financial Systems

The Fixed Asset Register (FAR) does not have a one-to-one relationship with the Oracle Spatial physical asset registers. The physical asset registers hold all the detailed attributes and can be readily aligned to a smaller number of aggregated records within the financial asset register, while still retaining all necessary financial reporting capabilities. Financial recognition of new assets is done independently but in coordination with the 'as constructed' process and is processed at a higher level (generally asset group). The assets of the drainage and flood mitigation network are formally valued by qualified asset valuer every 5 year. It is understood that the intervening revaluations will be achieved by the indexation of values by asset group in the FAR.

Accountabilities and Responsibilities for Systems

The Information and Communications Technology Branch of Council's Finance and Corporate Services Department is currently responsible for the maintenance and support of all corporate systems, under

Service Level Agreements with the relevant departments. Further, the Spatial Team of WPR is currently responsible for the maintenance and update of physical asset registers in Oracle Spatial.

Information Flow Requirements and Processes

The key information flows into this asset management plan are:

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

The key information flows from this asset management plan are:

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

Standards and Guidelines

Australian Accounting Standards

Ipswich City Council - Building Maintenance Policy

IPWEA, 2016, 'International Infrastructure Management Manual', Institute of Public Works Engineering Australia, Sydney, www.ipwea.org.au

Queensland Local Government Act 2009

Strategic Asset Management Framework for Ipswich City Council – 2019

Strategy Asset Management Strategy for Ipswich City Council - 2019

National Construction Code of Australia

Disability and Discrimination Act

Appendix B – 10 Year Planned Capital Program

Please note. Below is a high level summary of the 2019-2020 financial year adopted capital program. Please refers to the adopted program for more details and project breakdown.

Project Number	Project Name	Details	Expenditure Type	Expenditure ($'000)										
				2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Total
1	Facility Rehabilitation	Repair and replacement of buildings and structures	Renewal	2,011	-	-	-	-	-	-	-	-	-	2,011
2	Facility Rehabilitation	Repair and replacement of buildings and structures	Renewal	-	1,244	-	-	-	-	-	-	-	-	1,244
3	Facility Rehabilitation	Repair and replacement of buildings and structures	Renewal	-	-	833	-	-	-	-	-	-	-	833
4	Facility Rehabilitation	Repair and replacement of buildings and structures	Renewal	-	-	-	1,585	-	-	-	-	-	-	1,585
5	Facility Rehabilitation	Repair and replacement of buildings and structures	Renewal	-	-	-	-	1,432	-	-	-	-	-	1,432
6	Facility Rehabilitation	Repair and replacement of buildings and structures	Renewal	-	-	-	-	-	1,161	-	-	-	-	1,161
7	Facility Rehabilitation	Repair and replacement of buildings and structures	Renewal	-	-	-	-	-	-	2,103	-	-	-	2,103
8	Facility Rehabilitation	Repair and replacement of buildings and structures	Renewal	-	-	-	-	-	-	-	1,671	-	-	1,671
9	Facility Rehabilitation	Repair and replacement of buildings and structures	Renewal	-	-	-	-	-	-	-	-	2,150	-	2,150
10	Facility Rehabilitation	Repair and replacement of buildings and structures	Renewal	-	-	-	-	-	-	-	-	-	1,626	1,626
11	Corporate Facilities	New facilities	New	7,555	-	-	-	-	-	-	-	-	-	7,555
12	Corporate Facilities	New facilities	New	-	561	-	-	-	-	-	-	-	-	561
13	Corporate Facilities	New facilities	New	-	-	7,176	-	-	-	-	-	-	-	7,176
14	Corporate Facilities	New facilities	New	-	-	-	2,120	-	-	-	-	-	-	2,120
15	Corporate Facilities	New facilities	New	-	-	-	-	273	-	-	-	-	-	273
16	Corporate Facilities	New facilities	New	-	-	-	-	-	2,220	-	-	-	-	2,220
17	Corporate Facilities	New facilities	New	-	-	-	-	-	-	283	-	-	-	283
18	Corporate Facilities	New facilities	New	-	-	-	-	-	-	-	2,320	-	-	2,320

Project Number	Project Name	Details	Expenditure Type	Expenditure ($'000)										
				2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Total
19	Corporate Facilities	New facilities	New	-	-	-	-	-	-	-	-	298	-	298
20	Corporate Facilities	New facilities	New	-	-	-	-	-	-	-	-	-	2,440	2,440
21	Corporate Facilities	Facilities upgrade	New	900	-	-	-	-	-	-	-	-	-	900
22	Corporate Facilities	Facilities upgrade	New	-	1,989	-	-	-	-	-	-	-	-	1,989
23	Corporate Facilities	Facilities upgrade	New	-	-	1,144	-	-	-	-	-	-	-	1,144
24	Corporate Facilities	Facilities upgrade	New	-	-	-	1,060	-	-	-	-	-	-	1,060
25	Corporate Facilities	Facilities upgrade	New	-	-	-	-	2,398	-	-	-	-	-	2,398
26	Corporate Facilities	Facilities upgrade	New	-	-	-	-	-	1,998	-	-	-	-	1,998
27	Corporate Facilities	Facilities upgrade	New	-	-	-	-	-	-	1,130	-	-	-	1,130
28	Corporate Facilities	Facilities upgrade	New	-	-	-	-	-	-	-	1,160	-	-	1,160
29	Corporate Facilities	Facilities upgrade	New	-	-	-	-	-	-	-	-	1,190	-	1,190
30	Corporate Facilities	Facilities upgrade	New	-	-	-	-	-	-	-	-	-	1,220	1,220
31	Local Amenity - Divisional Allocation - Ipswich Cycle Park	Toilet block (18/19) carry over	New	215	-	-	-	-	-	-	-	-	-	215
32	Other - FCS - CBD Revitalisation	Admin building - construction and other	New	59,610	-	-	-	-	-	-	-	-	-	59,610
33	Other - FCS - CBD Revitalisation	Admin building - construction and other	New	-	43,721	-	-	-	-	-	-	-	-	43,721
34	Other - FCS - CBD Revitalisation	Carpark upgrade	New	6,010	-	-	-	-	-	-	-	-	-	6,010
35	Other - FCS - CBD Revitalisation	Library	New	13,240	-	-	-	-	-	-	-	-	-	13,240
36	Waste - Waste Capital	Refuse centre capital works	Renewal	250	-	-	-	-	-	-	-	-	-	250
37	Waste - Waste Capital	Refuse centre capital works	Renewal	-	255	-	-	-	-	-	-	-	-	255

Project Number	Project Name	Details	Expenditure Type	Expenditure ($'000)										
				2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Total
38	Waste - Waste Capital	Refuse centre capital works	Renewal	-	-	260	-	-	-	-	-	-	-	260
39	Waste - Waste Capital	Refuse centre capital works	Renewal	-	-	-	266	-	-	-	-	-	-	266
40	Waste - Waste Capital	Refuse centre capital works	Renewal	-	-	-	-	271	-	-	-	-	-	271
41	Waste - Waste Capital	Refuse centre capital works	Renewal	-	-	-	-	-	277	-	-	-	-	277
42	Waste - Waste Capital	Refuse centre capital works	Renewal	-	-	-	-	-	-	284	-	-	-	284
43	Waste - Waste Capital	Refuse centre capital works	Renewal	-	-	-	-	-	-	-	290	-	-	290
44	Waste - Waste Capital	Refuse centre capital works	Renewal	-	-	-	-	-	-	-	-	297	-	297
45	Waste - Waste Capital	Refuse centre capital works	Renewal	-	-	-	-	-	-	-	-	-	304	304

Appendix C - Acronyms

BFAMP	Building and Facilities Asset Management Plan
AAAC	Average annual asset consumption
AMP	Asset Management Plan
ARI	Average Recurrence Interval
CRC	Current Replacement Cost
DA	Depreciable Amount
IRMP	Infrastructure Risk Management Plan
LCC	Life Cycle Cost
LCE	Life Cycle Expenditure
LGIS	Local Government Infrastructure Services
MMS	Maintenance Management System
PCI	Pavement Condition Index
RV	Residual Value
Vph	Vehicles per hour

Appendix D – Glossary

Annual Service Cost (ASC)

Reporting actual cost. The annual (accrual Cost of providing a service including operations, maintenance, depreciation, finance/opportunity and disposal costs less revenue.

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

Asset

A resource controlled by an entity as a result of past events and from which future economic benefits are expected to flow to the entity. Infrastructure assets are a sub-class of property, plant and equipment which are non-current assets with a life greater than 12 months and enable services to be provided.

Asset class

A group of assets having a similar nature or function in the operations of an entity, and which, for purposes of disclosure, is shown as a single item without supplementary disclosure.

Asset condition assessment

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

Asset management (AM)

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

Average annual asset consumption (AAAC)*

The amount of a council's asset base consumed during a reporting period (generally a year). This may be calculated by dividing the depreciable amount by the useful life (or total future economic benefits/service potential) and totalled for each and every asset OR by dividing the carrying amount (depreciated replacement cost) by the remaining useful life (or remaining future economic benefits/service potential) and totalled for each and every asset in an asset category or class.

Borrowings

A borrowing or loan is a contractual obligation of the borrowing entity to deliver cash or another financial asset to the lending entity over a specified period of time or at a specified point in time, to cover both the initial capital provided and the cost of the interest incurred for providing this capital. A borrowing or loan provides the means for the borrowing entity to finance outlays (typically physical assets) when it has insufficient funds of its own to do so, and for the lending entity to make a financial return, normally in the form of interest revenue, on the funding provided.

Capital expenditure

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

Capital expenditure - expansion

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

Capital expenditure - new

Expenditure which creates a new asset providing a new service/output that did not exist beforehand.

As it increases service potential it may impact revenue and will increase future operations and maintenance expenditure.

Capital expenditure - renewal

Expenditure on an existing asset or on replacing an existing asset, which returns the service capability of the asset up to that which it had originally. It is periodically required expenditure, relatively large (material) in value compared with the value of the components or sub-components of the asset being renewed. As it reinstates existing service potential, it generally has no impact on revenue, but may reduce future operations and maintenance expenditure if completed at the optimum time, e.g. resurfacing or resheeting a material part of a road network, replacing a material section of a drainage network with pipes of the same capacity, resurfacing an oval.

Capital expenditure - upgrade

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

Capital funding

Funding to pay for capital expenditure.

Capital grants

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

Capital investment expenditure

See capital expenditure definition

Capitalisation threshold

The value of expenditure on non-current assets above which the expenditure is recognised as capital expenditure and below which the expenditure is charged as an expense in the year of acquisition.

Carrying amount

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

Component

Specific parts of an asset having independent physical or functional identity and having specific attributes such as different life expectancy, maintenance regimes, risk or criticality.

Cost of an asset

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

Current replacement cost (CRC)

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

Depreciable amount

The cost of an asset, or other amount substituted for its cost, less its residual value.

Depreciated replacement cost (DRC)

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

Depreciation / amortisation

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

Economic life

See useful life definition.

Expenditure

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

Fair value

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

Funding gap

A funding gap exists whenever an entity has insufficient capacity to fund asset renewal and other expenditure necessary to be able to appropriately maintain the range and level of services its existing asset stock was originally designed and intended to deliver. The service capability of the existing asset stock should be determined assuming no additional operating revenue, productivity improvements, or net financial liabilities above levels currently planned or projected. A current funding gap means service levels have already or are currently falling. A projected funding gap if not addressed will result in a future diminution of existing service levels.

Heritage asset

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

Impairment Loss

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

Investment Property

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

a) Use in the production or supply of goods or services or for administrative purposes; or
b) Sale in the ordinary course of business.

Key performance indicator

A qualitative or quantitative measure of a service or activity used to compare actual performance against a standard or other target. Performance indicators commonly relate to statutory limits, safety, responsiveness, cost, comfort, asset performance, reliability, efficiency, environmental protection and customer satisfaction.

Levels of service

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

Life Cycle Cost

Total LCC. The total cost of an asset throughout its life including planning, design, construction, acquisition, operation, maintenance, rehabilitation and disposal costs.

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

Life Cycle Expenditure

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

Maintenance

All actions necessary for retaining an asset as near as practicable to its original condition, including regular ongoing day-to-day work necessary to keep assets operating, e.g. road patching but excluding rehabilitation or renewal. It is operating expenditure required to ensure that the asset reaches its expected useful life.

Planned maintenance

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

Reactive maintenance

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

Significant maintenance

Maintenance work to repair components or replace sub-components that needs to be identified as a specific maintenance item in the maintenance budget.

Unplanned maintenance

Corrective work required in the short-term to restore an asset to working condition so it can continue to deliver the required service or to maintain its level of security and integrity.

Maintenance and renewal gap

Difference between estimated budgets and projected required expenditures for maintenance and renewal of assets to achieve/maintain specified service levels, totalled over a defined time (e.g. 5, 10 and 15 years).

Maintenance and renewal sustainability index

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

Maintenance expenditure

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

Materiality

The notion of materiality guides the margin of error acceptable, the degree of precision required, and the extent of the disclosure required when preparing general purpose financial reports. Information is material if its omission, misstatement or non-disclosure has the potential, individually or collectively, to influence the economic decisions of users taken on the basis of the financial report or affect the discharge of accountability by the management or governing body of the entity.

Modern equivalent asset

Assets that replicate what is in existence with the most cost-effective asset performing the same level of service. It is the most cost efficient, currently available asset which will provide the same stream of services as the existing asset is capable of producing. It allows for technology changes and, improvements and efficiencies in production and installation techniques

Net present value (NPV)

The value to the Council of the cash flows associated with an asset, liability, activity or event calculated using a discount rate to reflect the time value of money. It is the net amount of discounted total cash inflows after deducting the value of the discounted total cash outflows arising from e.g. the continued use and subsequent disposal of the asset after deducting the value of the discounted total cash outflows.

Non-revenue generating investments

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

Operations expenditure

Recurrent expenditure, which is continuously required to provide a service. In common use the term typically includes, e.g. power, fuel, staff, plant equipment, on-costs and overheads but excludes maintenance and depreciation. Maintenance and depreciation is on the other hand included in operating expenses.

Operating expense

The gross outflow of economic benefits, being cash and non-cash items, during the period arising in the course of ordinary activities of an entity when those outflows result in decreases in equity, other than decreases relating to distributions to equity participants.

Pavement management system

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

PMS Score

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

Rate of annual asset consumption

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

Rate of annual asset renewal

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

Rate of annual asset upgrade

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

Recoverable amount

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

Recurrent expenditure

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

Recurrent funding

Funding to pay for recurrent expenditure.

Remaining useful life

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

Residual value

The estimated amount that an entity would currently obtain from disposal of the asset, after deducting the estimated costs of disposal, if the asset were already of the age and in the condition expected at the end of its useful life.

Revenue generating investments

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

Risk management

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

Section or segment

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

Service potential

The total future service capacity of an asset. It is normally determined by reference to the operating capacity and economic life of an asset. A measure of service potential is used in the not-for-profit sector/public sector to value assets, particularly those not producing a cash flow.

Service potential remaining

A measure of the future economic benefits remaining in assets. It may be expressed in dollar values (Fair Value) or as a percentage of total anticipated future economic benefits. It is also a measure of the percentage of the asset's potential to provide services that is still available for use in providing services (Depreciated Replacement Cost/Depreciable Amount).

Strategic Longer-Term Plan

A plan covering the term of office of councillors (4 years minimum) reflecting the needs of the community for the foreseeable future. It brings together the detailed requirements in Council's longer-term plans such as the service management plan and the long-term financial plan. The plan is prepared in consultation with the community and details where Council is at that point in time, where it wants to go, how it is going to get there, mechanisms for monitoring the achievement of the outcomes and how the plan will be resourced.

Specific Maintenance

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

Sub-component

Smaller individual parts that make up a component part.

Useful life

Either:

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

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

Value in Use

The present value of future cash flows expected to be derived from an asset or cash generating unit. It is deemed to be depreciated replacement cost (DRC) for those assets whose future economic benefits are not primarily dependent on the asset's ability to generate net cash inflows, where the entity would, if deprived of the asset, replace its remaining future economic benefits.

Source: IPWEA, 2009, Glossary

Appendix E – Legislative Requirements and Standards

Standards	Requirements
Air conditioning, Ventilation & Refrigeration	
AS/NZ3666.1:2011	Air handling & water Systems of Buildings - Microbial Control, Design, Installation & Commissioning
AS/NZS3666.2:2011	Air handling & Water systems of Buildings - Microbial Control - Operation & Maintenance. This Standard sets out the minimum requirements for routine regular maintenance.
AS/NZS3666.3:2011	Air handling & Water Systems of Buildings - Microbial Control - Performance-Based Maintenance of Cooling Water Systems
AS4254.1-2012	Ductwork for Air-handling Systems in Buildings – Flexible Duct
AS4254.2-2012	Ductwork for Air-handling Systems in Buildings – Rigid Duct
AS1668.2-2012	The Use of Ventilation and Air-Conditioning in Buildings - Ventilation Design and Indoor Air Contaminant Control (excluding requirements for the Health Aspects of Tobacco Smoke Exposure)
AS 1668.2-2012 /Amendment 2-2016	The use of ventilation and air conditioning in buildings - Mechanical ventilation in buildings
AS 1668.2-2012 /Amendment 1-2013	The use of ventilation and air conditioning in buildings - Mechanical ventilation in buildings
AS1668.1-2015	The Use of Ventilation and Air-Conditioning in Buildings - Fire and Smoke Control in Multi-Compartment Buildings
AS/NZS1668.1:2015 /Amendment 1:2018	The use of ventilation and air conditioning in buildings - Fire and smoke control in buildings
AS/NZS 5149.1:2016	Refrigerating Systems & Heat Pumps - Safety & Environmental Requirements – Definitions, classification and selection criteria
AS/NZS 5149.1:2016 /Amendment 1:2018	Refrigerating systems and heat pumps - Safety and environmental requirements - Definitions, classification and selection criteria (ISO 5149-1:2014, MOD)
AS/NZS 5149.2:2016	Refrigerating Systems & Heat Pumps - Safety & Environmental Requirements – Design, construction, testing, marking and documentation
AS/NZS 5149.3:2016	Refrigerating Systems & Heat Pumps – Safety & Environmental requirements - installation site
AS/NZS 5149.4:2016	Refrigerating Systems & Heat Pumps – Safety & Environmental requirements – Operation, maintenance, repair & recovery
Aquatic Centres	
AS1926.1-2012	Swimming Pool Safety - Safety Barriers for Swimming Pools
AS1926.2-2007	Swimming Pool Safety - Location of Safety Barriers for Swimming Pools

AS1926.3-2010	Swimming Pool Safety - Water Recirculation Systems
AS2560.2.5-2007	Guide to Sports' Lighting - Specific Recommendations - Swimming Pools
AS2610.1 - 2007	Spa Pools - Public Spas
AS 2610.1-2007 (R2016)/Amendment 1-2011	Spa Pools - Public Spas
AS/NZS3136:2001	Approval and Tested Specification - Electrical Equipment for Spa and Swimming Pools
AS/NZS 3136:2001 /Amendment 2:2005	Approval and Tested Specification - Electrical Equipment for Spa and Swimming Pools
AS4560-2004	Gas Pool Heaters
AS 4560-2004 (R2016)/Amendment 1-2009	Gas Pool Heaters
AS/NZS60598.2.18:1998	1998 Luminaires - Particular Requirements - Luminaires for Swimming Pools and Similar Applications
Auto Doors	
AS/5007-2007	Powered Doors for pedestrian access and egress
Construction	
AS2047-2014	Windows and Buildings - Selection and Installation
AS 2047-2014 /Amendment 2-2017	Windows and external glazed doors in buildings
AS1657-2018	Fixed Platforms, Walkways, Stairways and Ladders - Design, Construction and Installation
Inspection	
AS4349.3-2010	Inspection of Buildings Part 3: Timber Pest Inspections
Lightning Protection	
AS/NZS1768:2007	Lightning Protection
Cable Systems	
AS/NZS1891.1:2007	Industrial Fall - Arrest Systems and Devices - Harnesses and Ancillary Equipment
AS/NZS 1891.1:2007 /Amendment 2:2008	Industrial Fall - Arrest Systems and Devices - Harnesses and Ancillary Equipment
AS/NZS1891.2:2001	Industrial Fall Arrest Systems and Devices - Horizontal Lifeline and Rail Systems
AS/NZS1891.2: Supplement 1: 2001	Industrial Fall Arrest Systems and Devices - Horizontal Lifeline and Rail Systems - Prescribed Configurations for Horizontal Lifelines
AS/NZS1891.3:1997	Industrial Fall Arrest Systems and Devices - Fall Arrest Devices

AS/NZS1891.4:2009	2000 Industrial Fall Arrest Systems and Devices - Selection Use and Maintenance
AS/NZS4488.1:1997	Industrial Rope Access System - Specifications
AS/NZS 4488.1:1997 (R2017)/Amendment 1:1999	Industrial Rope Access System - Specifications
AS/NZS4488.2:1997	Industrial Rope Access Systems - Selection, Use and Maintenance
Car parks	
AS/NZS2890:2009	Parking Facilities
Plumbing & Drainage	
AS/NZS 3500.1-2018	Plumbing and Drainage Part 1: Water Services
AS/NZS 3500.2:2018	Plumbing and Drainage Part 2: Sanitary Plumbing and Drainage
AS/NZS 3500.3:2018	Plumbing and Drainage - Stormwater Drainage
Fire Systems	
AS1668.1-2015	The Use of Ventilation and Air-Conditioning in Buildings - Fire and Smoke Control in Multi-Compartment Buildings
AS/NZS1668.1:2015 /Amendment 1:2018	The use of ventilation and air conditioning in buildings - Fire and smoke control in buildings
AS1668.3-2001	The Use of Ventilation and Air-Conditioning in Buildings - Smoke Control Systems for Large Single Compartments or Smoke Reservoirs
AS1851:2012(A4)	Routine service of fire protection systems and equipment
AS4428.1-1998	1998 Fire Detection, Warning, Control and Intercom Systems - Control and Indicating Equipment - Fire
AS 4428.1-1998 (R2016)/Amendment 1-2004	Fire detection, warning, control and intercom systems - System design, installation and commissioning - Fire
AS4428.10-1998	Fire Detection, Warning, Control and Intercom Systems - Control and Indicating Equipment - Alarm Investigation
AS4428.3-2010	Fire Detection, Warning, Control and Intercom Systems - Control and Indicating Equipment - Fire Brigade Panel
AS4428.4-2016	Fire Detection, Warning, Control and Intercom Systems - Control and Indicating Equipment - Intercommunications Systems for Emergency Purposes
AS4428.5-1998	Fire Detection, Warning, Control and Intercom Systems - Control and Indicating Equipment - Power Supply Units
AS 4428.5-1998 (R2016)/Amendment 1-2002	Fire Detection, Warning, Control and Intercom Systems - Control and Indicating Equipment - Power Supply Units
AS4428.6-2018	Fire Detection, Warning, Control and Intercom Systems - Control and Indicating Equipment - Alarm Signalling Equipment

AS4428.7-1999	Fire Detection, Warning, Control and Intercom Systems - Control and Indicating Equipment - Air-Handling, Fire Mode Control Panel
AS4428.9-2006	Fire Detection, Warning, Control and Intercom Systems - Control and Indicating Equipment - Requirements for Wire-Free Alarm Zone Circuits
AS1670.1-2018	Fire Detection, Warning, Control and Intercom Systems - System Design, Installation and Commissioning - Fire
AS1670.3-2018	Fire Detection, Warning, Control and Intercom Systems - System Design, Installation and Commissioning - Fire Alarm Monitoring
AS1670.4-2018	Fire Detection, Warning, Control and Intercom Systems - System Design, Installation and Commissioning - Sound Systems and Intercom Systems for Emergency Purposes
AS1851-2012	Routine service of fire protection systems and equipment
AS1735.11-1986	Lifts, Escalators and Moving Walks - Fire-Rated Landing Doors
AS/NZS2293.2:1995	Emergency Evacuation Lighting for Buildings - Inspection and Maintenance
AS2444-2001	Portable Fire Extinguishers and Fire Blankets - Selection and Location
AS2118.1-2017	Automatic Fire Sprinkler Systems - General Systems
AS2118.2-2010	Automatic Fire Sprinkler Systems - Wall Wetting Sprinklers (Drenchers)
AS1682.2-2015	Fire Dampers - Installation
SAA HB46-1993 Handbook	Guide to Residential blaze Safety
Generator Systems	
AS/NZS 3010.2017	Electrical Installations - Generating Sets
AS 3011.2-1992	Electrical Installations - Secondary Batteries installed in Buildings - Sealed Cells
AS 3011.1-1992	Electrical Installations - Secondary Batteries installed in Buildings - Vented Cells
AS 2676.1-1992	Guide to the Installation, Maintenance, Testing and Replacement of Secondary Batteries in Buildings, Part 1: Vented Cells
AS 2676.2-1992	Guide to the Installation, Maintenance, Testing and Replacement of Secondary Batteries in Buildings, Part 2: Sealed Cells
AS 4086.1-1993	Secondary Batteries for Use with Stand-Alone Power Systems, Part 1: General Requirements
AS 4086.2-1997	Secondary Batteries for Use with Stand-Alone Power Systems, Part 2: Installation and Maintenance
AS 4509.1-2009	Stand-Alone Power Systems, Part 1: Safety Requirements
AS 4509.3-1999	Stand-Alone Power Systems, Part 3: Installation and Maintenance

AS 4509.3-1999/Amendment 1-2000	Stand-Alone Power Systems, Part 3: Installation and Maintenance
Grandstands	
AS2560.1 - 2018	Sports Lighting - General principles
AS 2560.2-1 - 2003	Lighting for Outdoor Tennis
AS 2560.2.3 - 2007	Lighting for Football (all codes)
AS 2560.2.4 - 1986	Lighting for Outdoor Netball and Basketball
AS 2560.2.6 - 1994	Lighting for Baseball and Softball
AS 2560.2.8 - 2007	Lighting for Bowling Greens
AS 2560.2.2 - 1986	Sports Lighting - Specific Recommendations - Lighting of Multi-Purpose Indoor Sport Centres
Hardstand Areas	
AS1160-1996	1996 Bituminous Emulsions for the Construction and Maintenance of Pavements
AS3568-1999	Oils for Reducing the Viscosity of Residual Bitumen for Pavements
AS4049.2-2005	Paints and Related Materials - Pavement Marking Materials - Thermoplastic Pavement Marking Materials - For Use With Surface Applied Glass Beads
AS4049.4-2006	Paints and Related Materials - Pavement Marking Materials - High Performance Pavement Marking Systems
AS 4049.1-2005	Paints and Related Materials - Pavement Marking Materials - Solvent-Borne Paint - For Use For Surface Glass Beads
AS4049.3-2005	Paints and Related Materials - Pavement Marking Materials - Waterborne Paint, For Use For Surface Applied Glass Beads
Hot Water Systems	
HB 253/2004	Heated Water Systems
AS/NZS 3500.4:2018	Plumbing and Drainage - Heated Water Services
AS 3500.1-2018	National Plumbing and Drainage Part 1.1: Heated Supply - Performance Requirements
Pressure Equipment Installation	
AS3892 - 2001	Pressure Equipment - Installation
Appliances	
AS/NZS60335.1:2011	Household and Similar Appliances - Safety - General Requirements
AS/NZS3820:2009	Essential Safety Requirements for Low Voltage Electrical Equipment
Lifts	
AS1735.1-2016	Lifts, Escalators and Moving Walks - General Requirements
AS1735.4-1986	Lifts, Escalators and Moving Walks - Known as SAA Lift Code - Service Lifts - Power-Operated

AS1735.11-1986	Lifts, Escalators and Moving Walks - Fire-Rated Landing Doors
Lighting	
AS1798-2014	Lighting Poles and Bracket Arms - Preferred Dimensions
AS/NZS1158.0:2005	Lighting for Roads and Public Spaces - Introduction
AS/NZS1158.1.1:2005	2005 Lighting for Roads and Other Spaces - Vehicular Traffic (Category V) Lighting - Performance and Design Requirements
AS/NZS1158.1.2:2010	Road Lighting - Vehicular Traffic (Category V) Lighting - Guide to Design, installation, Operation and Maintenance
AS/NZS1158.3.1:2005	Lighting for Roads and Public Spaces - Pedestrian Areas (Category P) Lighting - Performance and Design Requirements
AS/NZS1158.4.2015	1987 The Lighting of Urban Roads and Other Public Thoroughfares - Supplementary Lighting at Pedestrian Crossings
AS/NZS1158.6:2015	Lighting for Roads and Public Spaces - Luminaires
AS/NZS1680.0:2009	Interior Lighting -Safe Movement
AS/NZS1680.1:2006	Interior and Workplace Lighting - General Principles and Recommendations
AS/NZS1680.2.1:2008	Interior Lighting - Circulation Spaces and Other General Areas
AS1680.2.2:2008	Interior Lighting - Office and Screen-Based Tasks
AS1680.2.3:2008	Interior Lighting - Educational and Training Facilities
AS/NZS1680.2.4:2017	Interior Lighting - Industrial Tasks and Processes
AS/NZS1680.4:2017	Interior Lighting - Maintenance of Electric Lighting Systems
AS2293.1:2018	Emergency Escape Lighting and Exit Signs for Buildings - System Design, Installation and Operation
AS/NZS2293.2:1995	Emergency Evacuation Lighting for Buildings - Inspection and Maintenance
AS2293.3:2018	Emergency Escape Lighting and Exit Signs for Buildings - Emergency Escape Luminaires and Exit Signs
Electrical	
AS/NZS3000:2018	Electrical Installations (known as the Australian/New Zealand Wiring Rules)
AS/NZS1768:2007	Lightening Protection
AS/NZS3008.1.1:2017	Electrical Installations - Selection of Cables - Cables with Alternating Voltages up to and including 0.6/kV - Typical Australian Installation Conditions
Security/ Electric Fences	
AS/NZ3016:2002	Electrical Installations - Electric Security Fences
UPS Systems	
AS62040.1.1-2003	Uninterruptible Power Systems (UPS) - General and Safety Requirements for UPS used in Operator Access Areas

AS62040.1.2-2003	Uninterruptible Power Systems (UPS) - General and Safety Requirements for UPS used in Restricted Access Locations
AS62040.2-2008	Uninterruptible Power Systems (UPS) - Electromagnetic Compatibility (EMC) Requirements
Sports Fields and Surfaces	
SAA HB 49.2-1993	Handbook - Sporting Facilities Manual - Sporting Surfaces

This AMP contributes to supporting Council's legislative requirements.

IPSWICH CITY COUNCIL

DRAINAGE & FLOOD MITIGATION NETWORK ASSET MANAGEMENT PLAN 2020 - 2029



Version 1.0

July 2019

How to use this Plan

- The Drainage and Flood Mitigation Asset Management Plan (DFM AMP) is a tactical document to support the purpose defined above. The AMP is set out in the following format to support easy navigation of its contents such that specific information can be readily identified to suit the readers need.
- Executive summary – This provides an overview suitable for obtaining a high-level understanding of the key issues and outcomes of the AMP. This is intended for senior decision makers and is supported by the detail in the following sections that make up the body of the AMP.
- Introduction – This section is the introduction that defines the plans purpose, its scope and how the AMP aligns with corporate objectives and goals. It 'sets the scene' for the AMP and how it relates to the wider organisational plan framework.
- Levels of Service, Growth and Risk - Focus on the definition of service levels, current risks and demand considerations that have been used in developing this AMP. This is the basis on which the following sections have been developed.
- Life Cycle Management Plan – This is the detailed 'output' of the AMP development process. It provides forecasts over a 10-year horizon, of the works required to maintain the current service levels, mitigate identified risks and cater for service growth and increased demand. Data details for this AMP – Defines the AMP's Data inputs and assumptions. It includes Asset Summary, Prior Year Infrastructure Delivery, Asset Age, Asset Condition Assessment criteria and results summary, Asset profiling, Hierarchy, Useful Life and Data Confidence ratings
- Forecast Expenditure and Performance Ration and Sustainability - Focus on the financial aspects of delivering these service levels including anticipated 'financial sustainability' performance. This section is particularly relevant to inform decision making and guide continual improvement in both the AMP and meeting corporate goals.
- Findings – Provides a summary of the key issues and actions to be considered by Council. It includes a statement on the reliability and confidence of information to also be considered.
- Improvement Plan – Provides an action plan to improve future iterations of the AMP, particularly the improvement of the plan's accuracy and reliance as a decision-making tool.
- Appendices – Information which is required in the AMP as reference is in the appendices. It also includes detailed works programs for new and renewal capital works that align with funding requirements and are to be aligned with short to medium term detailed operational planning.

Document Control

Revision History

Rev No	Date	Revision Details	Author	Reviewer	Approver
1.0	19 July 2019	Final	GHealy BAu-Yeung	Helen Coles	

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Executive Summary

Purpose

The purpose of this Asset Management Plan (AMP) is to consolidate council's understanding of its drainage and flood mitigation (DFM) assets, service levels, risks, and to provide operational and capital expenditure forecasts that will deliver the community outcomes detailed in the Corporate Plan.

The plan will support informed decision making, guide long term financial forecast budget requirements and provide a path to further improve the accuracy and confidence in future iterations of this Plan.

Scope

This Asset Management Plan (AMP) covers the drainage and flood mitigation assets (the Assets) that support the delivery of services to the Ipswich's community. It has been prepared based on the *International Infrastructure Management Manual (IIMM)* the recognised guideline for asset management in Australia.

This AMP uses data available within council including the physical asset register, council's audited financial asset register and recent asset revaluation information. Where possible, the financial forecast has been supplemented by historical condition data.

The Assets

The current asset replacement cost of DFM assets as at 3 July 2019 is ~$844.59m and are apportioned into asset categories as detailed in Table 1.

Table 1 - Drainage Assets Summary

Asset Class	Asset Group	Asset Type	Quantity	Replacement Value ($'000)
Piped Network	Drainage Mains	Drainage Mains	1,201 km	$668,680
Piped Network	Drainage Structures	Manhole / Chamber, Gully Pits, Headwall, Gross Pollutant Trap, Trash rack, Culvert.	43,681 ea	$135,082
Open Drain Network	Open Drains, Inverts and Levee Banks	Open drains, invert, levee banks	881,840 sqm	$29,353
Flood Mitigation	Detention & Bio Detention Basins	Detention Basin, Bio Retention Basin, Spillway, Sediment Pits.	357 ea	$10,268
Flood Mitigation	Flood Monitoring Station	Flood Monitoring Station	36 ea	$1,208
			Total	**$844,591**

Asset Condition

The condition of the DFM assets has been calculated from the asset's age and remaining life. The results are shown in Figure 1 and summarised below:

Percentage of Very Poor assets	0.99%	~$8.15m
Percentage of Poor assets	3.23%	~$26.57m
Total	4.23%	~$34.7m

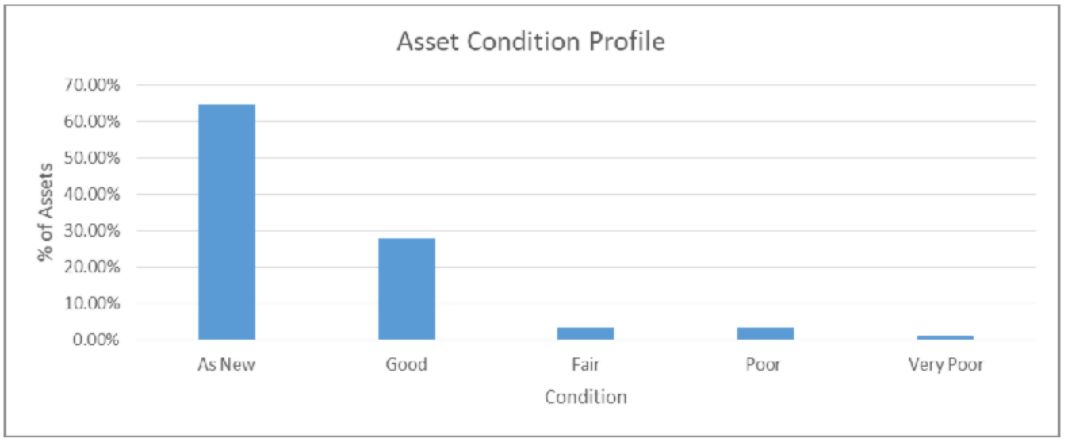


Figure 1 - DFM Assets Condition Profile

The piped network is 95% of the drainage network (by value) and has been identified as the major source of assets in poor and very poor condition based on the age condition profile performed. (Figure 7 - Condition Profile by Drainage and Flood Mitigation Asset Class). These assets will continue to be monitored and included in any programed maintenance or rehabilitation programs.

Are We Meeting Our Adopted Service Levels?

The maintenance and operations expenditure projections in this AMP are based on historical spending to achieve the current adopted service levels, and therefore it may be assumed that similar future funding and if supported with appropriate investment in renewals will continue to provide current service levels. Council have adopted Service Levels, the objectives and performance indicators of clearly outlined in Corporate Goals and Objectives Table 8, Community Levels of Service Table 9, and Technical Levels of Service Table 10. This level of planned investment will continue to improve with the introduction of a new asset management system.

Are We Managing Growth?

The growth generated through developer contributed assets has been included in the operations, maintenance and financial forecasts. The contributed assets estimates are based on council's *Local Government Infrastructure Plan (LGIP)* population forecasts and the long-term financial forecast (LTFF)

The cost for the provision of trunk drainage infrastructure to support development have not been included at this time.

Are We Managing Our Risks?

Council has a 'duty of care' to the community, its customers, in relation to the management of the assets. There are numerous types of risks council is concerned about, including financial, service and safety. The risks were assessed by council based on their likelihood and consequences to generate solutions to mitigate or eliminate them. It is expected that the current maintenance activities will continue to assist in mitigating the service risks to an acceptable level. Additional funding is required to mitigate risks associated with asset management (AM) practices and reliance on this AMP.

The Financials

Based on renewing current assets at the end of their useful lives, meeting current levels of service and to meet the forecast annual demand growth over the next 10 years, the projected asset expenditure requirements are:

- renewals (end of life)
- new and upgrade
- operations and maintenance.

This gives a total required expenditure of ~$103.76m as shown in Table 2.

Table 2 - 10-Year Forecast Expenditure

Financial Year Ending	Risk Treatment ($'000)	New or Upgrade ($'000)	Operations ($'000)	Maintenance ($'000)	Planned Renewals ($'000)	Total ($'000)
2020	$0	$993	$819	$2,593	$5,275	$9,680
2021	$0	$1,705	$869	$2,751	$5,746	$11,070
2022	$0	$1,810	$921	$2,917	$3,640	$9,288
2023	$0	$2,809	$977	$3,094	$4,173	$11,053
2024	$0	$3,052	$1,036	$3,282	$2,180	$9,550
2025	$0	$2,775	$1,099	$3,481	$2,220	$9,576
2026	$0	$2,825	$1,166	$3,694	$2,260	$9,945
2027	$0	$2,900	$1,238	$3,919	$2,320	$10,377
2028	$0	$2,975	$1,313	$4,159	$2,679	$11,127
2029	$0	$3,050	$1,394	$4,414	$3,240	$12,098
Total	**$0**	**$24,894**	**$10,833**	**$34,303**	**$33,733**	**$103,763**

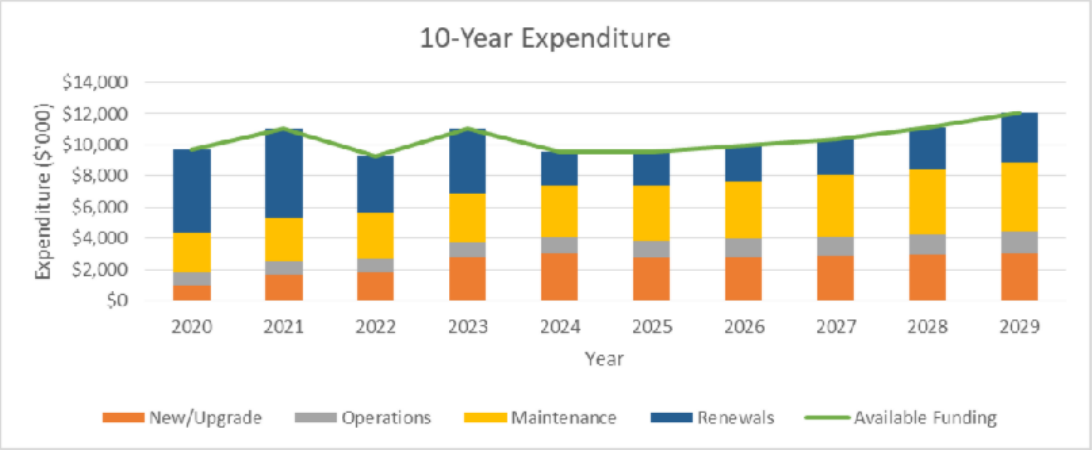


Figure 2 - 10 Year Expenditure Forecasts

What Funding is available in the LTFF?

Council's existing LTFF has allocated funding for DFM capital expenditure as shown in Table 3 below. In preparing this plan is has been assumed that the current levels of operation and maintenance funding will continue.

Table 3 - Long Term Financial Forecast

Financial Year Ending	New/Upgrade ($'000)	Operation & Maintenance ($'000)	Renewals ($'000)	Total ($'000)
2020	$993	$3,412	$5,275	$9,680
2021	$1,705	$3,619	$5,746	$11,070
2022	$1,810	$3,838	$3,640	$9,288
2023	$2,809	$4,071	$4,173	$11,053
2024	$3,052	$4,318	$2,180	$9,550
2025	$2,775	$4,581	$2,220	$9,576
2026	$2,825	$4,860	$2,260	$9,945
2027	$2,900	$5,157	$2,320	$10,377
2028	$2,975	$5,473	$2,679	$11,127
2029	$3,050	$5,808	$3,240	$12,098
Total	**$24,894**	**$45,136**	**$33,733**	**$103,763**

Can We Financially Sustain our Current Levels of Service?

Based on the analysis of council's expenditure requirements for asset renewal, operations and maintenance, there is sufficient funding in the LTFF to sustain current service levels.

Operations and Maintenance	Fully funded
Asset Renewals	Fully Funded
New/upgrade CAPEX	Fully Funded

What Are Our Options?

Currently the focus of future DFM expenditure is on the building of new or upgrading existing DFM assets, not on the maintaining of current service levels. Council has the following options:

- relocate the funding within the asset class
- increase the expenditure on renewal works and reduce the new/upgrade expenditure
- review service levels and associated expenditure
- review and revise the LTFF assumptions and forecast
- improve the data accuracy, in particular the condition of assets.

Other Considerations and Critical Assumptions

The renewals requirements are based on valuation data which uses a 'straight line' deterioration or consumption model. Although the assets are approaching the end of their theoretical lives this has not generally been verified through observation. Decisions made using this AMP should consider appropriate reliance on this data. The data is considered 70% accurate. A significant amount of the condition data is estimated using physical age rather than inspection results.

The financial reporting of operations, maintenance and capital expenditure is not adequate to support detailed asset management activities and planning. This AMP includes assumptions for the allocation of spending to this asset class.

This AMP currently does not include the actual amount of funding required to support the improvement initiatives identified necessary to improve accuracy and reliance. Most of the improvement initiatives and tasks will be undertaken as part of the business as usual operation with in house resources.

The number of assets with 5 years of remaining life suggests that there is a backlog of asset renewal works with assets being maintained beyond their performance life.

It is anticipated that the accuracy of financial forecasts may be improved in future revisions of the AMP by ongoing and refinement of the following areas:

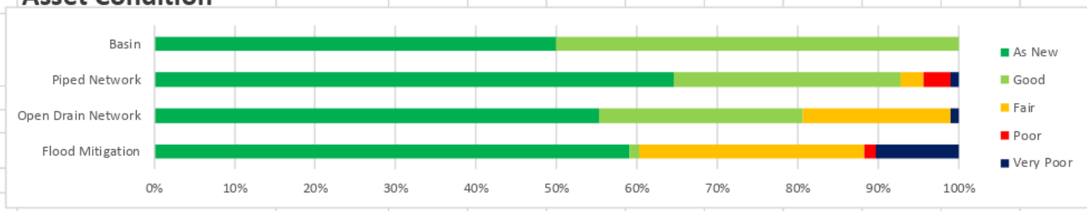
- depreciable amounts and depreciation methodologies
- data accuracy in physical asset register (PAR), asset useful lives and consumption
- annual capital and operational budget
- condition assessment methodologies and ratings
- desired levels of service.

Ipswich City Council
State of the Assets - Drainage and Flood Mitigation
19-Jul-19

Asset Value

Asset Class	Replacement Cost ($000)	Accumulated Depreciation ($000)	Current Value ($000)	Average Annual Asset Consumption ($000)
Basin	$10,268	$459	$9,809	$157
Flood Mitigation	$1,208	$427	$781	$80
Open Drain Network	$29,353	$6,446	$22,908	$219
Piped Network	$803,762	$201,541	$602,221	$8,321
Total	**$844,591**	**$208,873**	**$635,718**	**$8,778**

Asset Condition



The asset condition is predominately based on the age profile of the asset. Due to the nature of the asset, it is expensive to complete a detailed asset inspection for the entire network. A proactive inspection program is currently in place for high risk areas which covers approximately 5% of network. It is planned to expand this program to cover approximately 30% of the network over the next 5 years via a risk model that is currently being developed based upon location and soil type (for example) and will be included in future versions of the Drainage and Flood Mitigation AMP.

Critical Assumptions

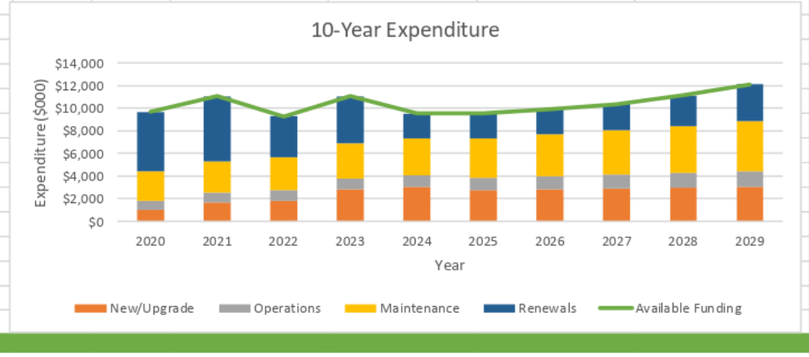
Financial details are based on current asset valuations, information from the Fixed Asset Register (FAR) as at 3 July 2019 and assumptions from the 2019-2020 financial year long-term financial forecast (LTFF).

Current Levels of Service

The current levels of service that transport assets deliver have been defined and are based on council's goals and objectives in the Corporate Plan and detailed in the Services Catalogue. Council is currently reviewing the current Services Catalogue, any amendments to it will be communicated and updated in the next version of the Asset Management Plan (AMP).

Conclusion

As part of the LTFF, Council has funded all planned renewals based on known defects and age replacement profile. As condition data become available from proactive inspection of the network, an improved renewal program will be developed. Allocation of fund includes an allowance for any emergent works identified during the proactive inspections.



Financial Forecasts

	Expenditure ($000)										
	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Total
Renewal	$5,275	$5,746	$3,640	$4,173	$2,180	$2,220	$2,260	$2,320	$2,679	$3,240	**$33,733**
New/Upgrade	$993	$1,705	$1,810	$2,809	$3,052	$2,775	$2,825	$2,900	$2,975	$3,050	**$24,894**
Maint. & Ops	$3,412	$3,619	$3,838	$4,071	$4,318	$4,581	$4,860	$5,157	$5,473	$5,808	**$45,136**
Total	**$9,680**	**$11,070**	**$9,288**	**$11,053**	**$9,550**	**$9,576**	**$9,945**	**$10,377**	**$11,127**	**$12,098**	**$103,763**
Long Term Financial Forecast											
Renewal	$5,275	$5,746	$3,640	$4,173	$2,180	$2,220	$2,260	$2,320	$2,679	$3,240	**$33,733**
New/Upgrade	$993	$1,705	$1,810	$2,809	$3,052	$2,775	$2,825	$2,900	$2,975	$3,050	**$24,894**
Maint. & Ops	$3,412	$3,619	$3,838	$4,071	$4,318	$4,581	$4,860	$5,157	$5,473	$5,808	**$45,136**
Total	**$9,680**	**$11,070**	**$9,288**	**$11,053**	**$9,550**	**$9,576**	**$9,945**	**$10,377**	**$11,127**	**$12,098**	**$103,763**
Surplus	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**
Cumulative Surplus	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	**$0**	

Sustainability

		Target	Value
Consumption Ratio	Indicates the Written Down Value of Council's Depreciable assets relative to their 'as new' value in up to date prices (highlights aged condition)	40%-80%	**76%**
Sustainability Ratio	Indicates whether Council's funding for Infrastructure asset class is sufficient for the long-term delivery of current service levels	>90%	**140%**
New/Upgrade Funding Ratio	Indicates the extent to which the planned new/upgrade projects are funded in the long-term budget allocation.	100%	**100%**
Renewal Funding Ratio	Indicates the extent to which the proposed renewal works are funded in the long-term budget allocation.	>90%	**100%**
Operations & Maintenance	Assumed that current expenditure levels for operations and maintenance actibities will be maintained for the 10-year planning period.	100%	**100%**

The funding ratios compare the levels of funding in the 10-year LTFF against the CCTV defects, assumed assets condition and estimated remaining lives of the DFM asset. The sustainability ratio is based on limited network information, in particular condition data for stormwater drainage mains.

Introduction

Purpose

The purpose of this Asset Management Plan (AMP) is to:

- consolidate councils understanding of its assets within this asset class
- document levels of service and risk
- provide short and medium-term capital works plans
- support informed decision making and guide long-term financial forecast (LTFF) and budget requirements
- provide a plan to work towards improved accuracy and confidence in future iterations of this Plan.

Scope

The Drainage and Flood Mitigation Asset Management Plan (DFMAMP) incorporates the infrastructure asset types outlined in Table 4.

Table 4 - DFMAMP Infrastructure Assets

Asset Class	Asset Group	Asset Types	Quantity	Replacement Value ($'000)
Piped Network	Drainage Mains	Drainage Mains	1,201 km	$668,680
Piped Network	Drainage Structures	Manhole / Chamber, Gully Pits, Headwall, Gross Pollutant Trap, Trash rack, Culvert.	43,681 ea	$135,082
Open Drain Network	Open Drains, Inverts and Levee Banks	Open drains, invert, levee banks	881,840 sqm	$29,353
Flood Mitigation	Detention & Bio Detention Basins	Detention Basin, Bio Retention Basin, Spillway, Sediment Pits.	357 ea	$10,268
Flood Mitigation	Flood Monitoring Station	Flood Monitoring Station	36 ea	$1,208
		Total		**$844,591**

The financial asset register (FAR) is current as at 3 July 2019. The physical asset register (PAR) has been updated as the "as-constructed" details become available. Quantities and replacement values in this AMP are derived from PAR, FAR and infrastructure asset valuation reports. The asset types are presented in accordance with their functional and operational management characteristics.

Corporate Context

The Council exists to provide services to its community. Some of these services are provided by infrastructure assets. Council has acquired infrastructure assets through a range of processes, including:

- purchase
- contract
- construction by council staff
- donation of assets constructed by developers and others.

The basis of Council's ownership of infrastructure assets is to deliver services outlined in Council's vision, mission, goals and objectives as set out in *Advance Ipswich* and the *Corporate Plan 2017-2022*.

Council's vision:

Our vision, looking forward 20 years, is that people are emotionally connected with a strong sense of belonging and pride in the City. Jobs growth keeps pace with population growth. The City's rate of employment is higher than the Queensland average. Urban development has maximised the opportunities to use public and active transport.

Council's mission:

Ipswich City Council will:

- use the competitive advantages of the Ipswich economy to provide jobs for the growing population and prosperity for the city through business diversification, adapting and responding to technological advances and creating an attractive economic environment for business investment
- plan and develop a vibrant and sustainable city that accommodates the needs of a diverse and growing population and economy
- create a city that values its past and embraces opportunities to work together for the betterment of the community
- important areas of native habitat are conserved, the city's important waterways are protected and their water quality enhanced, and the city responds appropriately to climate change and uses resources prudently
- visionary and accessible leadership is provided that consults and communicates on key decisions and delivers sound financial management and good governance outcomes.

Relationship to Other Council Documents and Objectives

This AMP aligns with and should be read in conjunction with the Asset Management Framework of council documents as shown in Figure 3 and Table 5 below.

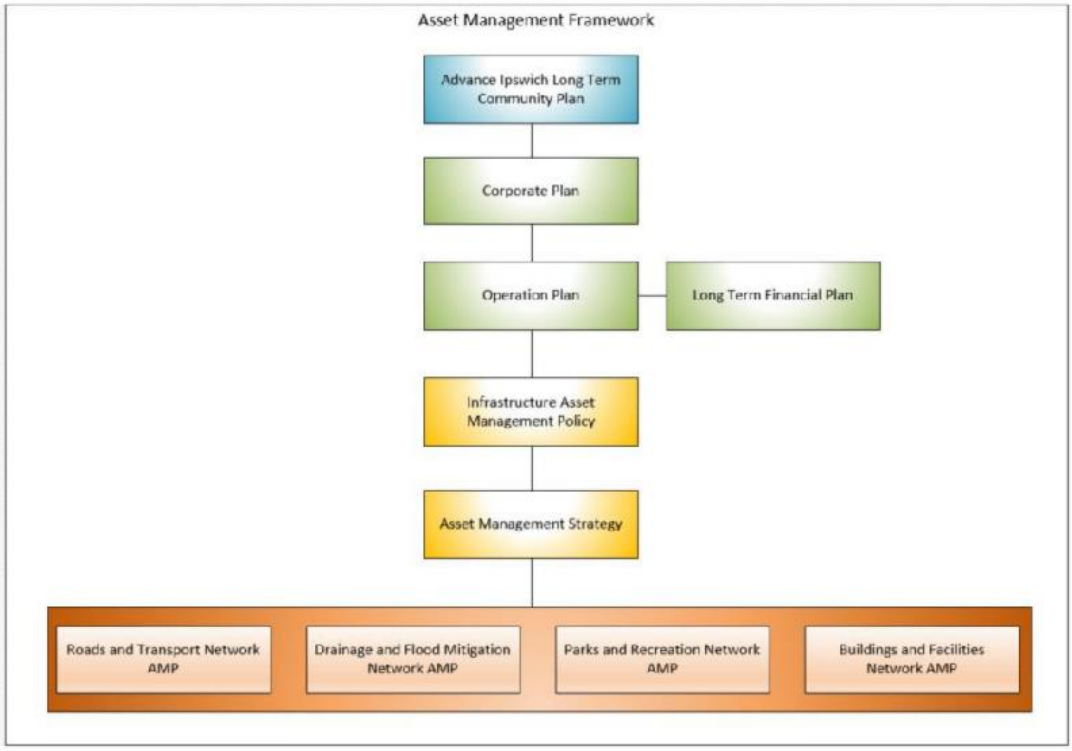


Figure 3 - Asset Management Document Hierarchy

Table 5 below shows the key documents that support this AMP:

Table 5 - Key Documents

Document	How Related	Reference
AMP Related Documents		
Asset Management Policy	The Asset Management Policy defines council's overall intentions and guiding principles in relation to infrastructure asset management. It provides a formal policy position for council to operate and manage infrastructure assets in accordance with defined levels of service, whilst minimising lifecycle costs.	Council website
Asset Management Strategy	The Asset Management Strategy includes specific strategies and implantation plan to ensure the asset management objectives are delivered and achieved.	Council website
Asset Management Framework	The Asset Management Framework is to assist council in defining and improving the way it delivers services from infrastructure. It is to establish a framework off governance documents, planning documents, operational procedures and standards of how council manage and operate infrastructure assets.	Council website

Document	How Related	Reference
Defect and Condition Assessment Plan	CCTV proactive annual contains the methodologies, defect assessment procedures, and intervention level used to formally assess the structural integrity and appearance of assets.	Appendix D
Maintenance and Operational Specifications	Contains all maintenance and operational specification requirements for assets under this AMP. Details within this document are used to inform inspection and maintenance schedule.	Appendix C
Enterprise Risk Management Framework	The fundamental risk framework used evaluate the risks applicable to this AMP.	Council website
Risk Register	Contains all identified asset related risks applicable to this AMP	Council website
Other Related Documents		
Local Government Infrastructure Plan (LGIP)	Contains details regarding areas of growth within the council area and guides technical Levels of Service regarding the provision of assets	Council website
Standard Drawings	Contains design and construction details for new assets	Council website
Land Development Guidelines	Contains design and construction details for new assets	Council website

Stakeholder Input

Key stakeholders in the asset management process for drainage and flood mitigation assets are listed in Table 6 below.

Table 6 - Key Stakeholders – DFMAMP

Position Title	Principal Involvement in Parks and Recreation Network AMP
Councillors	Represent needs of community; Allocate resources to meet Council's objectives in providing services while managing risks; Ensure organisation is financially sustainable; and Custodians of the assets and services, providing the interface with the community regarding the levels of service and good governance and management practices.
CEO	Manage organisation operational activities and future planning strategic direction.
General Manager, Infrastructure and Environment Department	Department Head and nominal asset owner.
Treasury Accounting Manager	Responsible for Council's budget preparation and advice on financial assumptions.
Infrastructure Strategy and Planning Manager	Manager responsible for the design and delivery of new parks and recreation assets.
Asset Management Manager	Responsible for departmental budget preparation, Asset Management issues and review of the AMP.
City Maintenance Manager	Responsible for the overall maintenance of the assets.
Principal Officer (Asset Management)	Responsible for the management of all assets and contribution to Drainage and Flood Mitigation AMP preparation.
Senior Spatial Officer	Responsible for advice on asset and spatial information of Asset Management issues.
Senior Planning Officer (Asset Management)	Contribution to the AMP preparation.
Planning Officer (Asset Management)	Contribution to the AMP preparation.
Spatial Officer	Responsible for the preparation of asset and financial data for the AMP.
Principal Officers (City Maintenance)	Responsible for the maintenance of assets. Contribution to the AMP preparation and advice on level of services and maintenance issues.

The Queensland Government recently passed the *Local Government (dissolution of Ipswich City Council) Act 2018*, enabling government to dismiss Ipswich City Council's mayor and ten divisional councillors immediately and appoint an Interim Administrator to manage Council until the next scheduled local government elections on Saturday, 28 March 2020.

Newly appointed Interim Administrator and the part-time Interim Management Committee (IMC) are now working collaboratively with council's Chief Executive Officer (CEO), Executive Leadership Team and staff to bring positive, ethical change to Ipswich City Council.

Council services will continue to operate efficiently and on time, with its internal administration from the CEO down remaining in place. Reports on all facets of council operations continue to be presented to Committees, with the Interim Administrator making decisions in a similar monthly forum as previous, with advice from the IMC.

Legislative Requirements

Council has to meet many legislative requirements including, but not limited to, Federal and State legislation and regulations as outlined in Table 7.

Table 7 - Legislative Requirements

Legislation / Regulation	Requirement
Local Government Act 2009	The purpose of this Act is to provide for: the way in which a local government is constituted and the nature and extent of its responsibilities and powers; and a system of local government in Queensland that is accountable, effective, efficient and sustainable.
Local Government (Finance, Plans and Reporting) Regulation 2012	This regulation is about community planning and financial management for local governments, including: names of local government areas; classifications of local government areas; boundaries of local government areas and divisions; engaging the community; planning community growth and development; local government rates and charges; the financial accounts, documents, policies, records and reports of a local government; local government contracts; and allocating funds received by the State from the Commonwealth for local government purposes.
Local Government (Dissolution of Ipswich City Council) Act 2018	This Act enables government to dismiss Ipswich City Council's mayor and ten divisional councillors immediately and appoint an Interim Administrator to manage Council until the next scheduled local government elections on Saturday, 28 March 2020.
Planning Act 2016	The purpose of this Act is to establish an efficient, effective, transparent, integrated, coordinated, and accountable system of land use planning (planning), development assessment and related matters that facilitates the achievement of ecological sustainability; protecting ecological processes and natural systems; achieving economic development includes achieving diverse, efficient, resilient and strong economies, including local, regional and State economies, that allow communities to meet their needs but do not compromise the ability of future generations to meet their needs; and to maintain the cultural, economic, physical and social wellbeing of people and communities.
Environmental Protection Act 1994	The objective of this Act is to protect Queensland's environment while allowing for development that improves the total quality of life, both now and in the future, in a way that maintains the ecological processes on which life depends (ecologically sustainable development).

Legislation / Regulation	Requirement
Disaster Management Act 2003	The main objectives of this Act are to help communities mitigate the potential adverse effects of an event; prepare for managing the effects of an event; and effectively respond to, and recover from, a disaster or an emergency situation; to provide for effective disaster management for the State; and to establish a framework for the management of the State Emergency Service and emergency service units to ensure the effective performance of their functions.
State Planning Policy 4/10 Healthy Water	The purpose of this Planning Policy is to ensure that development is planned, designed, constructed and operated to manage stormwater and waste water in ways that help protect the water environmental values specified in the Environmental Protection (Water) Policy 2009.
Workplace Health and Safety Act 2011	The main object of this Act is to provide for a balanced and nationally consistent framework to secure the health and safety of workers and workplaces
Native Title Act 1993	The objective of this Act are to provide for the recognition and protection of native title; and to establish ways in which future dealings affecting native title may proceed and to set standards for those dealings; and to establish a mechanism for determining claims to native title; and to provide for, or permit, the validation of past acts, and intermediate period acts, invalidated because of the existence of native title.
Nature Conservation Act 1992	The objective of this Act is the conservation of nature while allowing for the involvement of indigenous people in the management of protected areas in which they have an interest under Aboriginal tradition or Island custom.

Plan Framework

The DFMAMP is structured in accordance with the key elements outlined below:

Levels of Service – specifies the range and level of services to be provided by Council's roads and transport infrastructure network.

Future Demand – describes the anticipated future demand for, and related impact upon, service delivery and how this is proposed to be addressed.

Lifecycle Management Plan – outlines how Council proposes to manage its existing and future roads and transport infrastructure assets to provide the defined levels of service.

Financial Summary – specifies the level of funding required to provide the defined levels of service.

Asset Management Practices – describes the systems and processes Council applies to the management of its roads and transport infrastructure assets.

Risk Management – describes how risks associated with roads and transport infrastructure assets and service delivery have been identified and managed.

Environmental Management – outlines how environmental issues are addressed in the ongoing management of roads and transport infrastructure assets and service delivery.

Plan Improvement and Monitoring – describes the asset management improvement strategies proposed by the DFMAMP, as well as how the DFMAMP will be monitored over time to ensure it is continuing to meet Council's objectives.

Figure 4 provides an overview of the general steps undertaken in preparation of the DFMAMP:

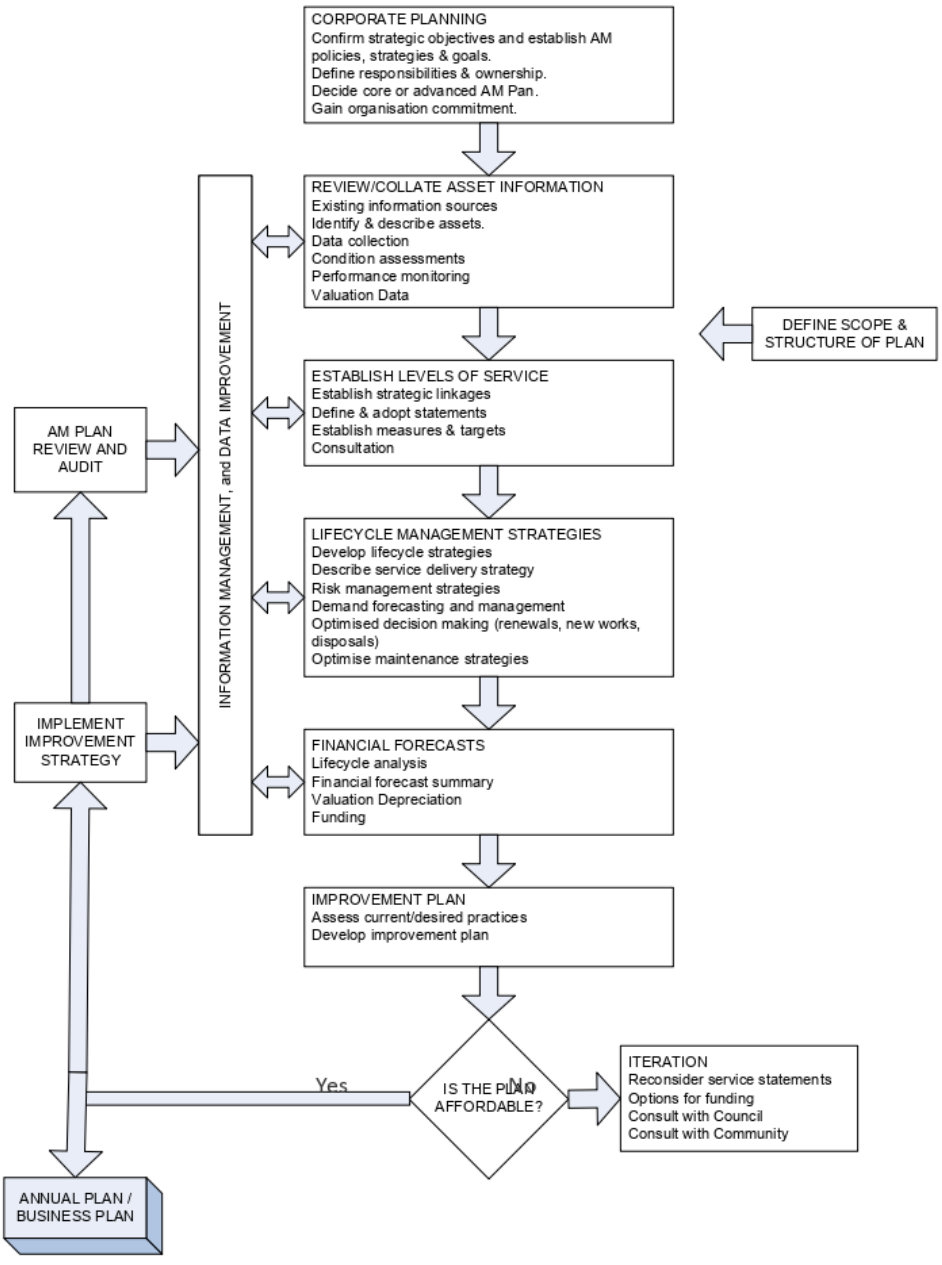


Figure 4 - Road Map for Preparing an Asset Management Plan

Core and Advanced Asset Management

The current DFMAMP can be defined as a 'core' Asset Management Plan in accordance with the International Infrastructure Management Manual (IIMM, 2015). It has been prepared to meet minimum legislative and organisational requirements for sustainable service delivery and long-term financial planning and reporting. Core asset management is a 'top down' approach where analysis is applied at the 'system' or 'network' level.

The IIMM (p. xiii) defines Core Asset Management as:

'Asset management which relies primarily on the use of an asset register, maintenance management systems, job/resource management, inventory control, condition assessment, simple risk assessment and defined levels of service, in order to establish alternative treatment options and long-term cashflow predictions.'

Future revisions of the DFMAMP will move towards 'advanced' asset management. Using a 'bottom up' approach for gathering asset information on individual assets, such an approach will support the optimisation of activities and programs in meeting defined service levels. Progress toward the advanced DFMAMP will include actioning of the items identified in Section 10. Plan Improvement and Monitoring.

The IIMM (p. xii) defines Advanced Asset Management as:

'Asset management which employs predictive modelling, risk management and optimised decision-making techniques to establish asset lifecycle treatment options and related long-term cashflow predictions.'

Levels of Service

Service levels are the link between satisfying community needs and the cost of providing the service. Generally, a higher level of service (LOS) costs more to deliver than a lower LOS, although there may be economies of scale. A decision to provide an increased LOS will generally require additional funding to provide the service, while a decision to reduce funding will generally result in lower service levels. Appropriate service levels are defined on the basis of:

- customer expectations
- legislative requirements
- strategic organisational mission and objectives
- availability of resources and financial constraints.

Levels of Service and Performance measurement Documents

Community Plan/Corporate Plan

The Community Plan informs the Corporate Plan and establishes, through community consultation, council's aspirational goals and objectives for the delivery of transport services.

Asset Management Plan

This Asset Management Plan (AMP) develops technical measures against which the aspirational goals and objectives can be measured (Technical Levels of Service).

Service Level Agreement

The service level agreement (SLA) is a formal agreement between those responsible for the assets and the services they deliver, and the operational areas of council charged with maintaining, operating, and upgrading existing assets or constructing new infrastructure.

Activity Specification

The activity specification defines the target performance measures for maintenance, operations, or construction activities. It sets routine inspection and maintenance frequencies and for reactive maintenance sets intervention levels, response times, and activity duration targets.

Maintenance Management Plan

The Maintenance Management Plan (MMP) details how each activity is to be completed and may include the following:

- standard operating procedures
- work Instructions
- hazard risk assessment
- references to maintenance manuals (particularly fleet, plant, mechanical and electrical assets).

Corporate Goals and Objectives

Relevant Council goals and objectives as formulated in *Council's Corporate Plan 2017-2022* and how these are generally addressed in the DFMAMP are set out in Table 8.

Table 8 - Contribution to Corporate Goals and Objectives – DFMAMP

Goals	Strategy	How Goal and Objectives are addressed in AMP
Goal 2 - Plan and develop a vibrant and sustainable city that accommodates the needs of a diverse and growing population and economy.	**Strategy 2** - Provide adequate land and infrastructure to support community development and economic activity.	The AMP facilitates infrastructure planning and delivery arrangements with key stakeholders to ensure infrastructure is delivered in a timely and efficient manner to meet the levels of services and demand from community. The AMP ensures infrastructure assets are managed and maintained to conserve city's heritage. Accessibility for the open space network is considered during any rehabilitation and renewal works.
	Strategy 4 – The city's heritage is conserved.	
	Strategy 5 - Provide an integrated open space network that is accessible and meets the recreational needs of residents and visitors.	
Goal 3 - Create a city that values its past and embraces opportunities to work together for the betterment of the community.	**Strategy 7** - Invest in social infrastructure to build a distinctive Ipswich identity and to maximise economic and social outcomes.	The AMP facilitate infrastructure planning and delivery arrangements with key stakeholders to ensure social infrastructure is delivered in a timely and efficient manner to support the demand of the community. The AMP requires council to identify levels of service associated with specific asset classes and requires council to identify what it costs to deliver that level of service.
Goal 4 - Important areas of native habitat are conserved, the city's important waterways are protected and their water	**Strategy 1** – Secure and protect areas of native habitat and vegetation.	The AMP ensures infrastructure assets are managed and maintained to protect area of native habitat, vegetation, waterways, and enhanced environmental,
	Strategy 2 – Develop and implement an integrated	

Goals	Strategy	How Goal and Objectives are addressed in AMP
quality enhanced, and the city responds appropriately to climate change and uses resources.	approach to planning and management of nature conservation matters in partnership with the community, private land owners and government agencies.	ecological and water quality outcomes. The AMP provides a transparent process of how council manage and maintain assets to ensure more effective utilisation of assets.
	Strategy 3 – Protected and manage waterways to achieve enhanced environmental, ecological and water quality outcomes.	
	Strategy 4 – Enhance urban greening.	
	Strategy 5 – Use resources effectively and sustainably.	
Goal 5 - Visionary and accessible leadership is provided that consults and communicates on key decisions and delivers sound financial management and good governance outcomes.	**Strategy 2** – Provide comprehensive and meaningful community engagement to inform Council decision making.	The AMP requires council to identify the levels of service associated with specific asset classes. Council must then ascertain what level of service it can sustainably provide to customers.
	Strategy 4 – Maintain a financially sustainable and resilient approach to budgeting.	
	Strategy 6 – Maintain a consistent and efficient approach to laws and compliance activities across the city.	The AMP requires council to identify future rehabilitation and new capital funding to ensure financial sustainability to continue delivery the agreed levels of service and infrastructure.

Source: Ipswich City Council Advance Ipswich and Corporate Plan 2017-2022

Management of Council's drainage and flood mitigation infrastructure assets is targeted at meeting defined levels of service in the most cost effective manner for present and future generations. The key elements of infrastructure asset management are:

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

Community Levels of Service

Community Levels of Service relate to subjective service delivery outcomes that the community wants in terms of safety, quality, quantity, reliability, responsiveness, value and legislative compliance. Community levels of service measures used in the service management plan are:

- Quality - How good is the service?
- Function - Does it meet users' needs?
- Capacity/Utilisation - Is the service over or under used?

These community levels of service promised by Council are outlined in Table 9.

Table 9 - Community Levels of Service

Service Level Outcome	Principle Activity	Strategic Elements	Performance Outcome	Assessed by
Reliability	Reliability and capacity of pipe network.	Reduce pipe breakages and increase response to reported complaints.	Reduce pipe breakages per annum. Reduce response to breakages and written correspondence follow up time.	Response time and number of pipe breakages.
	Capacity of drainage network is adequate.	Risk of flood damage mitigated.	Reduce pipe breakages per annum No OFP obstructions.	Number of pipe breakages and OFPs obstructed.
Quality	No flooding or ponding.	Reduce flooding.	No floodwater related complaints per annum.	Number of floodwater related complaints per annum.
Function	Meet drainage and water reuse standards.	Drain floodwater effectively and efficiently.	Reduce number of pipe breakages.	Number of flood instances and pipe breakages.
Condition	Provide appropriate levels of operations, maintenance and renewal to provide a reliable service.	Survey and condition assess Network.	Network is surveyed regularly.	Frequency with which all assets checked.
	Provide appropriate levels of operations, maintenance and renewal to provide a reliable service.	Maintain drainage assets in usable condition.	Survey pipes regularly.	Frequency with which all infrastructure is checked.

Technical Levels of Service

Technical levels of service support the community levels of service by turning subjective requirements into objective assessments. These technical measures aim to quantify the performance of the assets and services they provide.

Quantifying performance outcomes gives Council valuable insight into the service delivery of the assets and how to best allocate resources to meet desired service outcomes. These technical Levels of Service are outlined in Table *10*.

Table 10 - Technical Levels of Service

Classification	Drainage		
Service Statement	Cost effective improvement of drainage and flood water transport, treatment and disposal with minimal environmental impact		
Service Factors	**Service Objective**	**Technical Levels of Service**	**Performance Measures**
Operation and Maintenance	Stormwater drainage network is maintained in a functioning condition with effective floodwater transport and treatment	Proactive Drainage CCTV • Carry out proactive CCTV inspection of drainage assets and defect logging in accordance with inspection plan (Appendix D).	85% of the proactive inspection are carried out on time and meet the maintenance specifications and standards.
		Stormwater System • Inspection and cleaning of high risk stormwater devices – Prior to predicted wet weather events and monthly between November and March.	100% inspected.
		Gross Pollutant Traps • Inspection and cleaning of pollutant Traps.	100% inspected and cleaned.
		Major Culverts • Proactive Level 2 Inspection – 4 Yearly	100% inspected.
		Referable Dam • routine Inspection and defect logging – Bi-Monthly • annual Inspection and defect logging • comprehensive Inspection – 5 yearly.	100% inspected.
		Reactive inspections and maintenance are carried out in accordance with Council's Service Catalogue and Standards.	85% of reactive inspection and maintenance are completed on time in accordance to Council's Service Catalogue and Standards.
Renewal and Rehabilitation	Drainage and flood mitigation assets are renewed that suit for the purpose, capacity and design standards.	Assets are inspected and assessed in accordance to the agreed defect intervention levels. Works are scoped in project with key stakeholder consultation and high level cost estimate for budget preparation.	90% of the identified rehabilitation works are funded each year. All priority 1 projects are fully funded each year.

New / Upgrade	Drainage and flood mitigation assets are planned that suit for the purpose, capacity and design standards.	Provide new / upgraded infrastructure to cater for community growth in accordance with the Local Government Infrastructure Plan and community demand.	90% of the identified new / upgrade works are funded each year. All new / upgrade infrastructure are designed and constructed in accordance to current standards and requirements.
Function			
Environmental Compliance, affordability and whole of life management	Drainage and floodwater meets all relevant environmental guidelines. Asset whole of life is considered collection Drainage, transport and treatment remains affordable.	Provide new/upgraded infrastructure as required to comply with industry standards or statutory requirements. Ensure new/upgraded infrastructure is designed and constructed in accordance with Council's Guidelines. Ensure asset whole of life is considered for the maintenance and management of the drainage and flood mitigation assets.	90% of identified of new delivery of CAPEX programs 100% Compliance with design standards, guidelines and statutory requirements. Asset whole of life is considered for all works.
Utilisation			
Floodwater re-use	Optimise the reuse of floodwater.	Ensure floodwater reuse is considered during the maintenance, renewal, new / upgrade of the drainage and flood mitigation assets.	100% Compliance with design standards and guidelines. Promote water reuse where possible.

Growth

Demand Forecast

Factors affecting demand on Drainage Network services can include, but are not necessarily limited to, population / demographic changes, modes of transport, vehicle ownership, location of employment / commercial areas and environmental awareness. Of particular significance to the City of Ipswich is the extent of future growth forecast for the area.

Table 11 below provides an overview of population and dwelling projections through to 2029, as derived from the council's 2019–2020 financial year long-term financial forecast (LTFF) assumptions. The growth projection prepared in this AMP has been refined to reflect the actual growth rates and realistic infrastructure growth from development applications and activities, hence the figures in below tables may not align completely with the Local Government Infrastructure Plan (LGIP) projections.

Table 11 - Population and Dwelling Projections

Projection	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	2028-2029
Dwellings	83,181	86,481	89,881	93,381	96,981	100,681	104,481	108,381	112,381	116,481
Population	224,589	233,499	242,679	252,129	261,849	271,839	282,099	292,629	303,429	214,499

A brief overview of the anticipated demand factors and possible related impacts on drainage and flood mitigations network service delivery is provided in Table 12 below.

Table 12 - Projected Impact of Future Demand on Service Delivery

Demand factor	Current (2019)	Projected (2029)	Possible Impact on Services
Population growth	~224,589	~314,499	Increased demand on existing network infrastructure and services. Considerable increase in physical asset stock and related increase in network lifecycle costs.
Dwelling growth	~83,181	~116,481	
Employment growth and containment	~5,055,478 sqm	~8,502,929 sqm	
Climate change	Changes in weather event frequency and intensity		Change in network design and construction standards
Build environment	Increase in impervious surface area		Increase volume and intensity of flows into network and waterways

Changes in Technology

Anticipated technological changes are forecast to affect the delivery of services covered by the DFMAMP in the manner outlined in Table 13.

Table 13 - Anticipated Changes in Technology

Technology Change	Effect on Service Delivery
Ongoing configuration, utilisation and enhancement of and related asset management processes.	Accurate, timely and cost-effective works management for the Drainage and Flood Mitigation Network.
Development and implementation CCTV program also mobile solution for field staff. (Mobile forms)	Enhanced ability to operate independent of location.
Increased sophistication and capacity in asset data capture.	More reliable and timely updating of asset attributes, including condition, performance and defects.
Increased availability and utilisation of asset behaviour / lifecycle modelling solutions.	Improved analysis and forecasting of asset lifecycle behaviour and requirements.
Modification and improvements to infrastructure asset construction and rehabilitation techniques.	Reduction / changes in materials usage and cost as a result of more advanced recycling and construction techniques / processes.

Demand Management Plan

Demand for new services can be addressed through a combination of managing existing assets, upgrading of existing assets, provision of new assets and implementation of demand management techniques. Demand management can include non-asset solutions, insuring against risks and managing failures.

Currently identified opportunities for drainage and flood mitigation network demand management are outlined in Table 14 below. Further opportunities for demand management will be identified in future revisions of the DFMAMP.

Table 14 - Demand Management Plan

Service Activity	Demand Management Plan
Planning	Undertake annual CCTV program for future work. This can be used to prioritise upgrades, rehabilitation and program for new works installation to meet the changing population and demographic.

New Assets from Growth

The new assets required to meet growth demands will be acquired from land developments and constructed by council. The new asset values as forecast by the LGIP assumptions from development contributed assets are summarised in Figure 5 below.

Acquiring these new assets will commit council to fund ongoing operating and maintenance costs for the period during which the related service provision is required. These future costs are identified and considered in developing forecasts of future operating and maintenance expenditure.

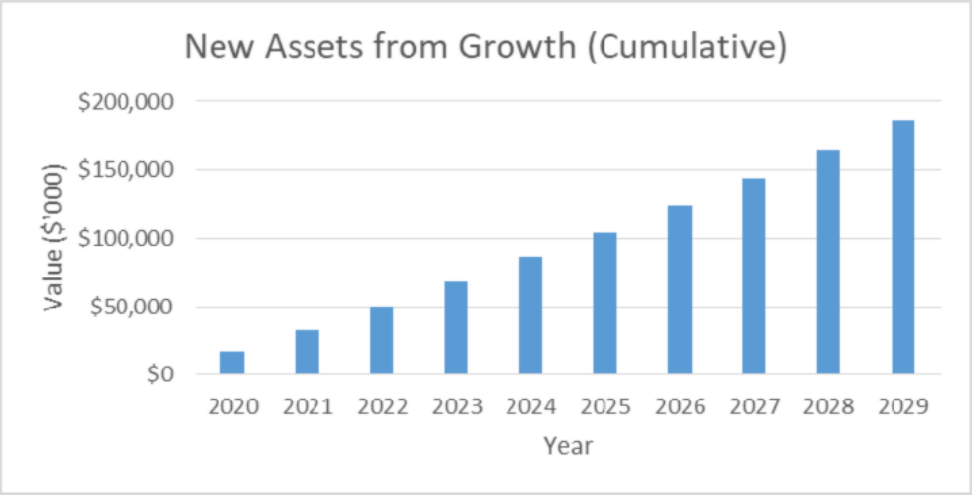


Figure 5 - Annual value of Contributed Assets

Risk Management

Risk Management Objectives

Council is committed to managing identified risks by logically and systematically identifying, analysing, evaluating, treating, monitoring and communicating all risks that directly or indirectly impact positively or negatively on Council's ability to achieve the strategic objectives outlined in Advance Ipswich, Corporate and Operational Plans.

The following objectives are included but not limited to the management if risks under this AMP:

- maintain levels of service
- mitigate risks to the public
- reduce the number and magnitude of unplanned asset failures.

Asset Criticality

In drainage and flood mitigation infrastructure network, the most critical assets are drainage basins which have been classified as referable dams.

A dam is referable if a failure impact assessment demonstrates there would be 2 or more people at risk if the dam was to fail.

As the owner of the referable dams, there are strict legislative and statutory requirements that council as the dam owner has to complied with and follow, including but not limited to:

- establish an emergency action plan
- mandatory inspection and management guidelines.

There are three referrable dams located in the Ipswich Local Government Area:

- Marburg detention basin
- Rosewood detention basin
- Limestone Park detention basin.

Asset Related Corporate and Directorate Risks

Table 15 outlines asset related corporate and directorate risks related to the assets and services covered within this AMP.

Table 15 - Corporate and Directorate Risks

Risk No	Risk Description
1	Flood Damage due to Surface and Sub Surface drainage failure.
2	Failure of an Infrastructure Asset.
3	Loss or Damage to Property/Infrastructure/Life from flooding as a result of incorrect forecasting / modelling.
4	Severe injury or death of staff member / member of the public while working remotely in the field.

Risk Management Approach

Risks associated with service delivery provided by the drainage and flood mitigation network have been identified and assessed in accordance with council's Enterprise Risk Management Framework. The risk assessment and impact factor matrices utilised are outlined in Table 16 and Table 17.

Table 16 - Risk Assessment Matrix

	Consequences				
Likelihood	**Insignificant**	**Minor**	**Moderate**	**Major**	**Catastrophic**
Rare	L	L	L	M	M
Unlikely	L	L	M	M	M
Possible	L	M	M	M	H
Likely	M	M	H	H	E
Almost Certain	M	M	H	E	E

E	Extreme Risk	Immediate corrective action
H	High Risk	Prioritised action required
M	Medium Risk	Planned action required
L	Low Risk	Manage by routine procedures

Table 17 - Risk Impact Matrix

RISK CATEGORIES	Minimal (1)	Minor (2)	Moderate (3)	Major (4)	Catastrophic (5)
Financial	• Financial loss (fines, lost revenue/funding, increased cost) ≤$500,000	• Financial loss (fines, lost revenue/funding, increased cost) >$500,000 - ≤$2M.	• Financial loss (fines, lost revenue/funding, increased cost) >$2M - ≤$10M.	• Financial cost (fines, lost revenue/funding, increased cost) >$10M - ≤$50M.	• Financial cost (fines, lost revenue/funding, increased cost) >$50M.
Legal & Governance	• Low level legal issues (such as mediated contractual disputes), negligible failure to meet statutory timeframes, non-compliances and/or breaches of regulation/agreements; or • Low level potential for complaints; or • Negligible governance failure impacting on the achievement of corporate objectives.	• Minor legal issues (such as litigated contractual disputes, minor personal injury/ workers' compensation claims), failure to meet statutory timeframes, non-compliances and/or breaches of regulation/agreements; or • Potential for complaints; or • Minor short term governance failure impacting on the achievement of corporate objectives.	• Serious legal issues (such as serious litigation, major personal injury/workers compensation claims), failure to meet statutory timeframes, non-compliances and/or breach of regulation/agreements; or • Complaint or report to applicable authority with investigation pursued; or • Moderate / serious governance failure impacting on the achievement of corporate objectives.	• Major legal issues, failure to meet statutory timeframes, non-compliances and/or breach of regulation/agreements (such as those resulting in Council decision/action being declared unlawful, requiring significant resources to remediate. (eg widespread impact on Council decisions/actions, or major injunctions/specific performance orders); or • Numerous complaints or reports to applicable authority with investigation pursued; or • Major governance failure impacting on the achievement of corporate objectives requiring significant resource allocation to resolve.	• Extensive legal issues, failure to meet statutory timeframes, non-compliances and/or breach of regulations/agreements (such as those arising from class actions, or with widespread and substantial retrospective impact on Council decisions/actions, or extensive injunctions/specific performance orders); or • Extensive governance failure impacting on the achievement of a large number of corporate objectives.
Political / Reputation	• Minimal short term adverse local publicity; or • Minimal adverse impact on Council partnerships.	• Temporary degradation in public image; or • Minor adverse local publicity; or • Escalation to impacted Councillor; or • Minor and temporary adverse impact on Council partnerships, easily rectified.	• Degradation of public image requiring effort/resources to regain; or • Extended adverse local and state publicity; or • Escalation to non-impacted Councillors and Mayor; or • Moderate adverse impact on significant Council partnerships requiring moderate effort to rectify.	• Degradation of public image requiring major effort/resources to regain; or • Significant and longer term adverse local, state and national publicity; or • Major adverse impact on strategic Council partnerships requiring significant effort to rectify; or • Serious community unrest.	• Large scale and permanent degradation of public image; or • Sustained adverse local, state, national and international publicity; or • Loss of strategic Council partnerships; or • Widespread community unrest.
Community and Environment	• No lasting detrimental or negligible / isolated impact on the health and wellbeing of the community; or • Environmental damage that is contained on-site and is fully recoverable with no permanent effect on the environment. It will take less than 6 months for full recovery.	• Minor, short-term isolated impact on the health and wellbeing of the community; or • Localised environmental damage that can be mitigated onsite. It will take less than 2 years for full recovery.	• Moderate, medium-term, widespread impact on the health and wellbeing of the community; or • Significant environmental damage requiring remedial action. It will take up to 10 years for full recovery.	• Serious, long-term, widespread impact on the health and wellbeing of the community; or • Major environmental damage for a matter of environmental significance (local, state or federal).	• Severe / extensive on-going, widespread impact on the health and wellbeing of the community; or • Irreversible Catastrophic environmental damage for a matter of environmental significance (state, local or federal). No remediation, mitigation or offset action can undo environmental damage caused and matters of environmental significance may undergo local extinctions.

	Minimal (1)	Minor (2)	Moderate (3)	Major (4)	Catastrophic (5)
Health & Safety	• Injuries treatable with first aid, no other medical treatment required; or • Incident or compensable injury without time lost	• Medical Treatment not requiring hospitalisation; or • Compensable injury requiring medical treatment.	• Medical Treatment requiring hospitalisation; or • Extensive Injuries; or • Notifiable to regulatory authority; or • Compensable injury resulting in permanent impairment of 5 – 20% and/or damages claim.	• Permanent Disabilities; or • Single fatality; or • Compensable injury resulting in permanent impairment > 20% and/or damages claim.	• Multiple permanent disabilities and/or fatalities.
Service Delivery / Business Continuity	• Non-essential customer-facing services cannot be delivered for < 1 hour.	• Essential customer-facing services cannot be delivered for < 1 hour; or • Essential customer-facing service(s) experience 50% degradation for < 1day; or • Non-essential customer-facing services cannot be delivered for 1 hour – 1 day.	• Essential customer-facing services cannot be delivered for 1 hour – 1 day; or • Essential customer-facing service(s) experience 50% degradation for 1 day-1 week; or • Non-essential customer-facing services cannot be delivered for 1 day – 1 week.	• Essential customer-facing services cannot be delivered for 1 day – 1 week; or • Essential customer-facing service(s) experience 50% degradation for 1 week-4 weeks; or • Non-essential customer-facing services cannot be delivered for 1 – 4 weeks.	• Essential customer-facing services cannot be delivered for more than 1 week; or • Non-essential customer-facing service(s) experience 50% degradation for more than 4 weeks; or • Non-essential customer-facing services cannot be delivered for more than 4 weeks.
Information Confidentiality, Integrity and Accessibility	• Low-level non-compliance with privacy principles/regulations, (such as localised release or unauthorised access to non-personal confidential information) with no lasting detrimental or negligible impacts; or • Low-level permanent compromise of non-business-critical information (data corruption, errors, inaccuracies, inconsistencies) with negligible impacts; or • Localised permanent loss of non-business-critical information; or • Minimal, short-term disruption of access to information impacting: o small customer numbers (< 1 hr.); or o non-critical internal operations.	• Minor non-compliance with privacy principles/regulations, (such as localised release or unauthorised access to sensitive non-personal confidential information) with limited detrimental or negligible impacts; or • Localised permanent compromise of non-business-critical information (data corruption, errors, inaccuracies, inconsistencies) with minor impacts; or • Semi-localised permanent loss of non-business-critical information; or • Minor, short-term disruption of access to information impacting: o most customers (< 1hr.); or o small customer numbers (1 hr. - 1 day); or o business-critical internal operations (< 1 day).	• Moderate non-compliance with privacy principles/regulations, (such as widespread release or unauthorised access to highly sensitive non-personal information); or • Widespread permanent compromise of non-business-critical information (data corruption, errors, inaccuracies, inconsistencies) with moderate impacts; or • Permanent and widespread loss of non-business-critical information; or • Moderate short-term disruption of access to information impacting: o most customers (1hr. – 1 day); or o small customer numbers (1 day – 1 week); or o business-critical internal operations (1 day – 1 week).	• Major non-compliance with privacy principles/regulations, (such as localised release or unauthorised access to personal information); or • Localised permanent compromise of business-critical information (data corruption, errors, inaccuracies, inconsistencies) with major impacts; or • Permanent and localised loss of business-critical information; or • Major, medium-term disruption of access to information impacting: o most customers (1 day - 1 week); or o small customer numbers (1 – 4 weeks); or o business-critical internal operations (1-6 weeks).	• Catastrophic non-compliance with privacy principles/regulations, (such as widespread release or unauthorised access to personal information); or • Widespread permanent compromise of business-critical information (data corruption, errors, inaccuracies, inconsistencies) with catastrophic impacts; or • Permanent and widespread loss of business-critical information; or • Catastrophic long-term disruption of access to information impacting: o most customers (more than 1 week); or o small customer numbers (> 4 weeks); or o business-critical internal operations (> 6 weeks).

Identified Risks

Identified risks, ratings and planned responses: A detailed overview of the risk identification and analysis is provided Table 18.

Table 18 - Risk Management Plan – Drainage & Flood Mitigation Network

Asset Type						
Risk	**Possible Cause/s**	**Existing Controls**	**Likelihood**	**Consequence**	**Risk Rating**	**Response**
Stormwater Mains						
Structural failure / collapse	Loss of bedding material, poor construction, inappropriate materials, material degradation, service authority activities	Design / construction standards, inspections (incl. CCTV), dial before you dig service	Rare	Major	Medium	Formalised routine inspection and maintenance processes.
Blockage	Trees, litter, erosion, sedimentation, vandalism	Inspections (incl. CCTV)	Likely	Minor	Medium	Formalised routine inspection and maintenance processes.
Inter-Allotment Drainage						
Structural failure / collapse	Residential building activity, loss of bedding material, poor construction, inappropriate materials, material degradation	Development controls	Possible	Insignificant	Low	Acceptable risk. Continue to manage through existing development controls.

Asset Type						
Risk	**Possible Cause/s**	**Existing Controls**	**Likelihood**	**Consequence**	**Risk Rating**	**Response**
Blockage	Residential building activity, trees, litter, erosion, sedimentation, vandalism	Development controls	Possible	Insignificant	Low	Acceptable risk. Continue to manage through existing development controls.
Stormwater Structures						
Structural failure	Poor construction, material degradation	Design / construction standards, inspections	Rare	Insignificant	Low	Acceptable risk. Continue to manage through design / construction standards and inspection / maintenance processes.
Blockage	Residential building activity, trees, litter, erosion, sedimentation, vandalism	Design / construction standards, development controls	Likely	Moderate	High	Design / construction standards and development controls.
Stormwater Quality Devices						
Blockage	Excessive litter, storm event	Inspections and cleaning	Possible	Moderate	High	Routine inspection and cleaning processes.
Open Drains						
Loss of cross-section through erosion or sedimentation	Storm event, loss of grass cover, poor design or construction	Design / construction standards, inspections and maintenance	Possible	Minor	Medium	Acceptable risk. Continue to manage through design / construction standards and inspection / maintenance processes.

Asset Type						
Risk	**Possible Cause/s**	**Existing Controls**	**Likelihood**	**Consequence**	**Risk Rating**	**Response**
Levee Banks						
Loss of cross-section through erosion or damage	Storm event, loss of grass cover, poor design or construction, nearby building / construction activity	Design / construction standards, inspections and maintenance	Unlikely	Moderate	Medium	Acceptable risk. Continue to manage through design / construction standards and inspection / maintenance processes.
Culverts						
Structural failure / collapse	Excessive wheel loading, loss of cover, material degradation	Design / construction standards, inspections	Rare	Moderate	Medium	Acceptable risk. Continue to manage through design / construction standards and inspection / maintenance processes.
Separation of joints	Reactive soils, poor construction, storm events	Design / construction standards, inspections	Unlikely	Moderate	Medium	Acceptable risk. Continue to manage through design / construction standards and inspection / maintenance processes.
Blockage	Upstream erosion, storm events	Design / construction standards, inspections	Possible	Minor	Medium	Acceptable risk. Continue to manage through design / construction standards and inspection / maintenance processes.
Overtopping	Storm events, insufficient design capacity	Design / construction standards	Possible	Minor	Medium	Acceptable risk. Continue to manage through design / construction standards.

Asset Type						
Risk	**Possible Cause/s**	**Existing Controls**	**Likelihood**	**Consequence**	**Risk Rating**	**Response**
Floodways						
Structural failure / damage	Poor design or construction	Design / construction standards	Unlikely	Minor	Low	Acceptable risk. Continue to manage through design / construction standards.
Vehicle and / or person washed away	Reckless behaviour, inadequate or missing signage	Signage	Possible	Major	High	Provision, inspection and maintenance of adequate signage.
Detention Basins						
Overtopping	Blockage in low-flow outlets, catchment changes affecting design capacity, loss of capacity resulting from ground movement or material loss	Design / construction standards, inspections	Rare	Moderate	Medium	Application of design / construction standards and routine inspections.
Structural failure	Inappropriate / unauthorised earthworks, trees, poor construction, livestock, reduced grass cover	Design / construction standards, inspections, restricted access	Rare	Moderate	Medium	Application of design / construction standards, routine inspections and restricted access
Drowning	Reckless behaviour, inadequate or missing signage	Signage	Unlikely	Major	Medium	Provision, inspection and maintenance of adequate signage.

Asset Type						
Risk	**Possible Cause/s**	**Existing Controls**	**Likelihood**	**Consequence**	**Risk Rating**	**Response**
Flood Monitoring Stations						
Malfunction	Fauna, software / hardware, damage from debris	Remote monitoring, visual inspections	Possible	Major	High	Application of remote monitoring and routine visual inspections.
Drainage and Flood Mitigation Network						
Deferred maintenance backlog	Available funding levels, currency / completeness of asset information	Inspections, defect logging, maintenance budgeting	Almost Certain	Minor	High	Monitor and respond through future revisions of the DFMAMP.
Deferred renewal backlog	Available funding levels, currency / completeness of asset information	Inspections, defect logging, capital budgeting	Almost Certain	Minor	High	Monitor and respond through future revisions of the DFMAMP.

These risks are controlled through business as usual activities and therefore no addition budget allocation is required.

Lifecycle Management Plan

The lifecycle management plan details how Council intends to manage and operate the DFM assets at the defined service levels while optimising lifecycle costs.

Existing Infrastructure Base

Asset Summary

The physical parameters of assets covered by the AMP are outlined in Table 19 below.

Table 19 - Physical Parameters – Drainage and Flood Mitigation Network

Asset Class	Asset Group	Quantity	Replacement Value ($'000)
Piped Network	Drainage Mains	1,201 km	$668,680
Piped Network	Drainage Structures	43,681 ea	$135,082
Open Drain Network	Open Drains, Inverts and Levee Banks	881,840 sqm	$29,353
Flood Mitigation	Detention & Bio Detention Basins	357 ea	$10,268
Flood Mitigation	Flood Monitoring Station	36 ea	$1,208
Total			**$844,591**

Asset Hierarchy and Useful Life

An asset's useful life is defined as the period over which a depreciable asset is expected to be fully consumed. This period can be significantly impacted by council's maintenance practices.

The useful life of an asset is initially based on the manufacturer's or industry's recommended (expected) life. This is subject to change however based on historical evidence of the impact of the local environment on the expected life.

The hierarchy and useful lives of council's assets are provided in Table 20 - Asset Lives and Hierarchy.

It is a standard practice that for assets reaching the end of their standard life the remaining useful life is extended by between 5 and 15 years. The condition of the asset is considered where it is available, however formal procedures to reassess the standard life for the asset type based on local environmental parameters or asset characteristics have not been developed. Therefore, this practice needs further scrutiny and formalisation with its impact on depreciation rates determined.

Table 20 - Asset Lives and Hierarchy

Asset Class	Asset Group	Useful Life	Description
Piped Network	Drainage Mains	100	Drainage Mains - Concrete and RCBC
		80	Drainage Mains - MSCL, Steel and Polyethylene
		70	Drainage Mains - PVC (All) and DICL
		60	Drainage Mains - AC, Brick and Cast Iron
	Drainage Structures	70	Drainage Structures - Gross Pollutant Trap
		100	Drainage Structures - Manhole, Pit, Headwall
		20	Drainage Structures - Trash Rack
Road Drainage	Culvert	100	Drainage Mains - Concrete and RCBC
		80	Drainage Mains - MSCL, Steel and Polyethylene
		70	Drainage Mains - PVC (All) and DICL
		60	Drainage Mains - AC, Brick and Cast Iron
Open Drain Network	Open Drains	100	Open Drain - Concrete / Rock
		80	Open Drain Inverts Concrete
	Levee Bank	Non-Depreciable	Open Drain Inverts Rock
		Non-Depreciable	Open Drain - Earth & Grass
Flood Mitigation	Detention & Bio Detention Basins	Non-Depreciable	DC Detention/Retention Basins
		Non-Depreciable	DC Bio Retention/Filtration Drainage and Pipework under Filter Media
		Non-Depreciable	Drainage Structures - Spillway Concrete
		Non-Depreciable	Drainage Structures - Spillway Rock
		Non-Depreciable	Drainage Structures - Sediment Forebay Concrete
	Flood Monitoring Station	15	Flood Alert Equipment (Gauge, weather station, etc)

Asset Condition

Council has adopted a condition assessment method using a 5-point scale rating, varying from 'Very Good' to 'Very Poor' condition as can be seen in Table 21 below.

Table 21 - Structural Condition Grading Model

Grade	Condition	%Remaining Useful Life	Description
1	Very Good	>70%	Sound physical condition. No signs of deterioration Only normal maintenance required.
2	Good	70% - >50%	Acceptable physical condition; minor deterioration visible, no short-term failure risk. Minor defects only. Only minor work required, if any.
3	Fair	50% - >10%	Acceptable physical condition; minimal short-term failure risk but potential for deterioration in long-term. Minor defects only. Minor components or isolated sections of the asset may need replacement or repair now but asset functions safely at adequate level of service. Work may be required but asset is serviceable. Maintenance required to restore the asset to an acceptable level of service.
4	Poor	10% - >4%	Significant deterioration evident. Failure likely in short-term. Likely need to replace most or all of the asset. No immediate risk to health or safety but works are required to ensure asset remains safe. Substantial work required in short-term, asset barely serviceable. Asset requires renewal – works to be programmed.
5	Very Poor	<4%	Failed or failure imminent. Immediate need to replace most or the entire asset. Health and safety hazards exist which present a possible risk to public safety, or asset cannot be serviced/operated without risk to personnel. Asset is effectively unserviceable. Major work or replacement required urgently.

The condition ratings are derived from recent infrastructure asset valuations. These ratings were collaboratively determined by the valuer and council representatives. Sample visual inspections were undertaken by the valuer to confirm the ratings allocated, therefore the ratings have been assessed as a percentage of the age of the asset and the total life of the asset. The total life being the sum of the asset age and the remaining life.

Therefore, the condition ratings are suitable for financial purposes but not suitable for the development of maintenance and renewal programs.

CCTV investigation works have been undertaken to identify asset defects with renewal and maintenance programs based on defects. The number of defects is not an indication of the condition of the asset, therefore the CCTV records need to be re-assed to determine a condition rating for the drainage assets. This data has been used for the development and prioritising of 10-year renewal programs and annual budget preparation.

Table 22 - Current Condition Summary

Asset Type	Condition (% 0f total Asset Base)					Total
	As New	Good	Fair	Poor	Very Poor	
Monitoring Station	0.08	0.00	0.04	0.00	0.01	0.14
Open Drain	1.45	0.04	0.01	0.00	0.00	1.50
Open Drain Invert	0.37	0.79	0.60	0.00	0.03	1.78
Box Culvert	4.29	1.98	0.32	0.08	0.17	6.84
Box Culvert-STEEL	0.03	0.00	0.00	0.00	0.00	0.03
Gross Pollutant Trap	0.17	0.00	0.00	0.00	0.00	0.17
Headwall	1.05	0.48	0.07	0.05	0.00	1.65
Manhole	2.89	1.25	0.08	0.25	0.03	4.50
Pipe	46.93	20.72	1.94	2.68	0.71	72.97
Pit	6.20	2.44	0.20	0.15	0.03	9.02
Trash Rack	0.02	0.03	0.06	0.03	0.00	0.14
Bio Retention Basin	0.46	0.05	0.00	0.00	0.00	0.51
Detention Basin	0.70	0.00	0.00	0.00	0.00	0.70
Retention Basin	0.04	0.00	0.00	0.00	0.00	0.04
Total	**64.67**	**27.78**	**3.32**	**3.23**	**0.99**	**100.00**

Figure 6 - Condition Profile Drainage and Flood Mitigation Network provides an overview of the asset condition profile as a percentage of the current replacement cost for the Drainage and Flood Mitigation Network.

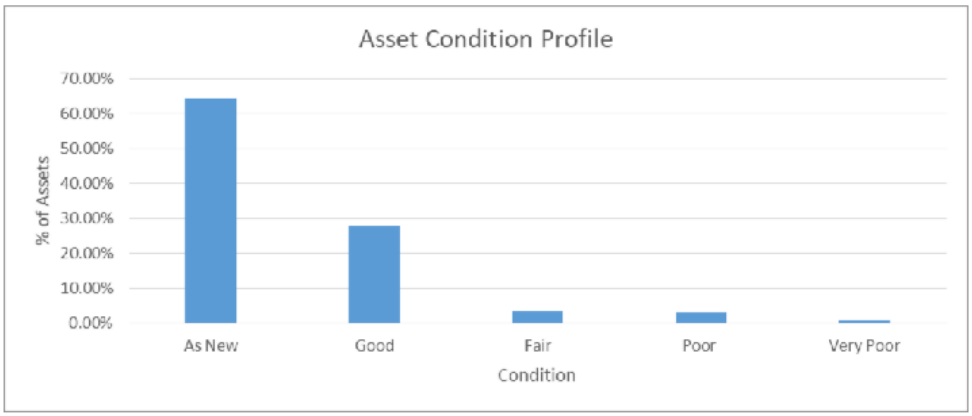


Figure 6 - Condition Profile Drainage and Flood Mitigation Network

Of the assets that have been condition assessed, the condition results show that:

Percentage of Very Poor assets	0.99%	~$8.15m
Percentage of Poor assets	3.23%	~$26.57m
Total	4.23%	~$34.7m

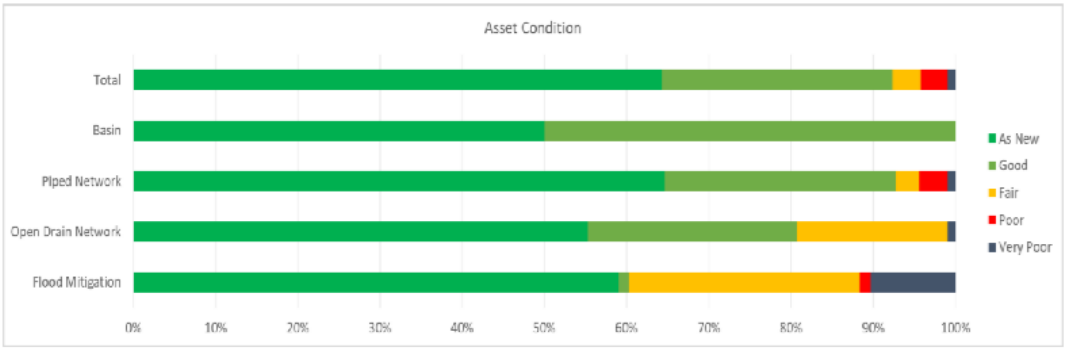


Figure 7 - Condition Profile by Drainage and Flood Mitigation Asset Class

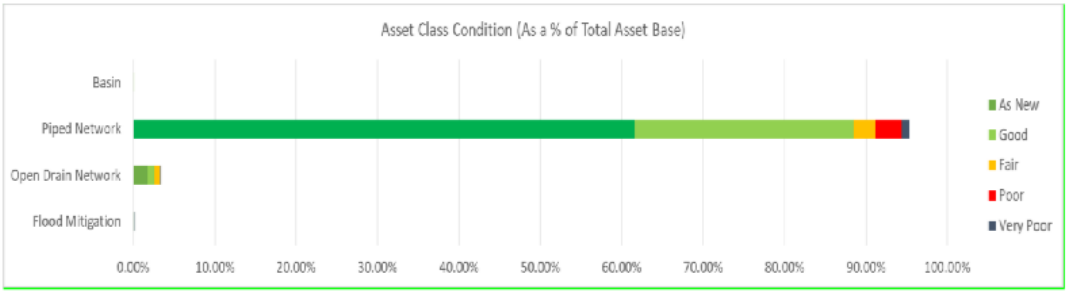


Figure 8 - Condition Profile by Asset Class

Figure 6 and Figure 7 indicates that approximately 4.23% of the drainage and flood mitigation assets are in poor to very poor condition. However, this may not be a true indication of the actual asset condition due to the accuracy of the condition data. The condition information used in this AMP is estimated by physical age/construction date rather than inspection results. It has been identified in the improvement plan as a high priority task to improve the accuracy of the condition information. Recent CCTV inspections are assisting to identify and locate defects and therefore provide more accurate condition assessments of our stormwater assets, in some circumstances assets have been found to be in a condition less than that assessed by age alone. The inclusion of asset conditions in the physical asset registers has been highlighted as a very high priority in the improvement plan and a summary of status will be made available in the future version of the AMP.

Proposed improvements in our asset management including a whole-of-council system will provide the necessary improvements in our data management and close the existing current data gaps.

Figure 8 highlights that the pipe network is 94% of the DMF assets by value. Whilst Figure 8 emphasises the need to address the flood monitoring assets in very poor condition, these assets form only 0.01 % of the asset base.

Age Profile

The age profile of the assets can be seen in Figure 9.

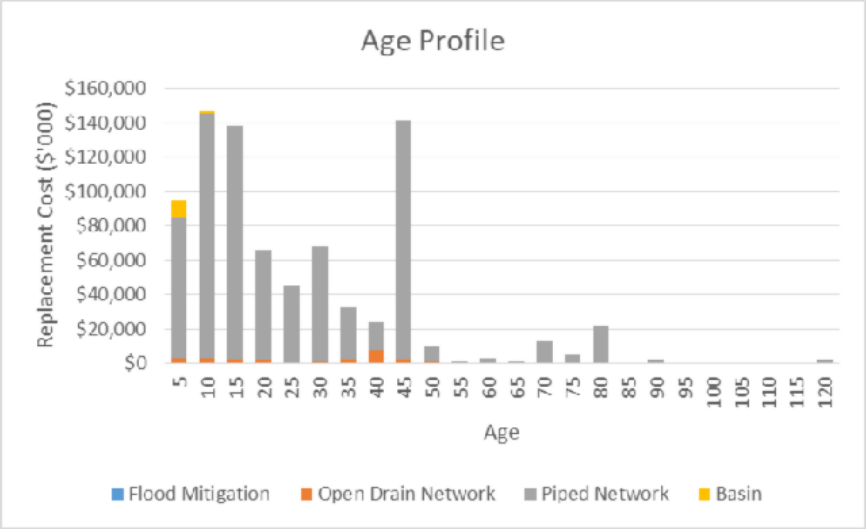


Figure 9 - Asset Age Profile

Asset Remaining Useful Life

The remaining useful lives of the assets are based on:

- inspections by a suitable qualified person
- calculated from supplied construction dates and adopted asset lives
- estimated from the condition of the asset as a percentage of the expected life.

Figure 10 provides an overview of the remaining useful life profile as a percentage of the replacement cost for the Drainage and Flood Mitigation Network.

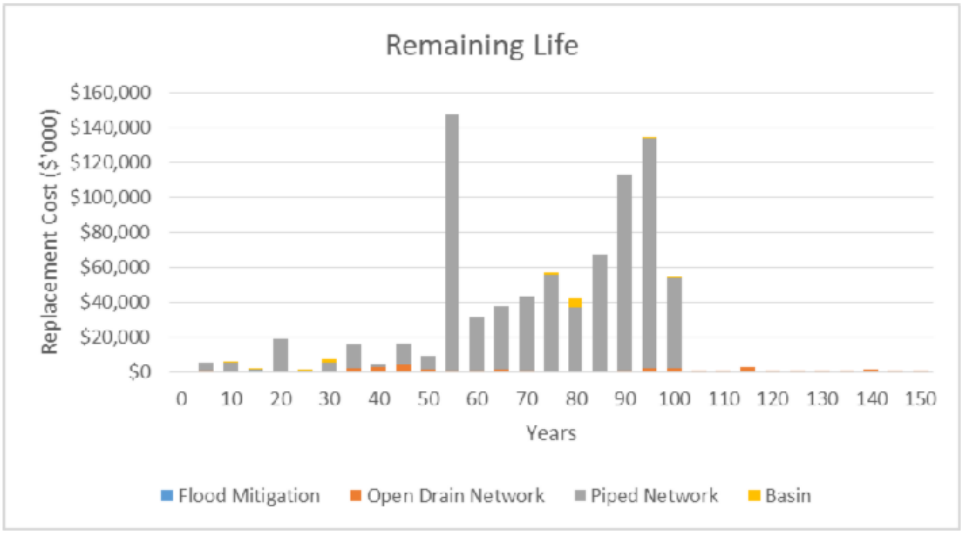


Figure 10 - RUL Profile Drainage and Flood Mitigation Network

The remaining life data indicates that there is no backlog of drainage and flood mitigation works with $5.26m renewals forecast for the next five (5) years. This result has been achieved by ensuring, where possible, that any asset reaching its end of life has the remaining life extended.

The condition data indicates that $34.7m of Drainage and flood mitigation assets are failing or have failed. This does not compare with the remaining life forecasts, therefore, there is a mis-alignment between the financial asset data and the technical asset details.

Data Confidence

The lifecycle assessment is only as precise as the accuracy of the data Council holds. This data includes, revaluation data of the assets, financial data and asset register details.

Table 23 - Data Confidence Rating

Grade	Description	Accuracy
1	Accurate	100%
2	Minor Inaccuracies	95%
3	50% Estimated	80%
4	Significant Data Estimated	70%
5	All Data Estimated	60%

(Section 4.3.7 of the IIMM, Version 3.0, 2006)

Confidence rating for the data provided is grade 4 (70%). There appears to be significant estimates of the data necessary for asset management and poor alignment between the technical data and the financial data. In particular, the overall condition data and completeness of key attributes for the basins. It is important to note that the long term financial forecast is being review and the planned capital program is still in draft.

Proposed improvements in our asset management including a whole-of-council system will provide the necessary improvements in our data management and close the existing current data gaps.

Available Funding

The funding strategy is detailed in Council's 10-year long term financial plan in Table 24.

Table 24 - Long Term Financial Plan

Financial Year Ending	Available Funding ($'000)			
	New/Upgrade	Operation & Maintenance	Renewals	Total
2020	$993	$3,412	$5,275	$9,680
2021	$1,705	$3,619	$5,746	$11,070
2022	$1,810	$3,838	$3,640	$9,288
2023	$2,809	$4,071	$4,173	$11,053
2024	$3,052	$4,318	$2,180	$9,550
2025	$2,775	$4,581	$2,220	$9,576
2026	$2,825	$4,860	$2,260	$9,945
2027	$2,900	$5,157	$2,320	$10,377
2028	$2,975	$5,473	$2,679	$11,127
2029	$3,050	$5,808	$3,240	$12,098
Total	**$24,894**	**$45,136**	**$33,733**	**$103,763**

The operations and maintenance funding assumes that the current funding levels deliver the level of service council requires and this funding will continue for the duration of the plan. In addition, as the asset base increases due to contributed assets the level of funding as increased in alignment with current percentages.

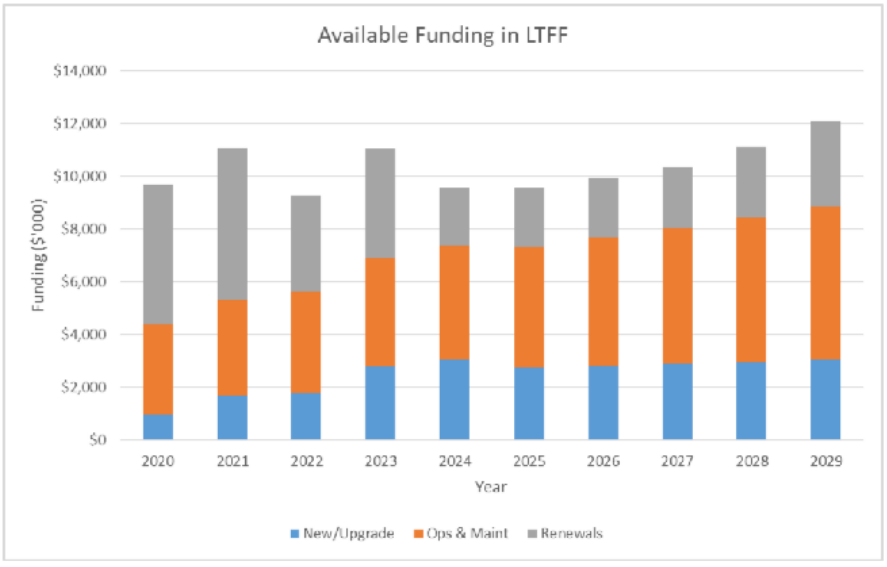


Figure 11 - Available Funding for the Drainage and Flood Mitigation Network

Operations & Maintenance

This section is to be based on operations and maintenance requirements as identified from changes in levels of service, funding Issues identified via operations and maintenance and consideration of the growth in the asset portfolio

Currently maintenance is managed based on historical information and trends. The maintenance service objectives are to:

- maintain council's infrastructure in a safe, serviceable and aesthetic condition to the satisfaction of council and the community
- maintain and preserve the functionality and value of the existing assets
- provide and maintain a safe environment for the community within the constraints of council's financial capacity and resource capability, while displaying a reasonable "duty of care"
- ensure the provision of a high standard of customer service and that customer requests are responded to quickly and efficiently.

Functions related to the day-to-day running and upkeep of assets, the costs of which are particularly significant for dynamic/short-lived assets.

Maintenance Specifications

The links below contain the maintenance specification details.

Maintenance Specification Details		
Assets covered	**Status**	**Document Reference**
CCTV Drainage Mains	Up to Date	A5442744 (Objective)
FCR (Intervention Levels)	Up to date	A5501043 (Objective)

Maintenance includes routine, reactive, planned and cyclic work activities.

Routine maintenance is the regular ongoing work that is necessary to keep assets operating, including instances where portions of the asset fail and need immediate repair to make the asset operational again. This can also be called **Cyclic maintenance**. Currently there is no routine stormwater maintenance

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

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

Standards and Specifications

Maintenance work is carried out in accordance with the Council's Asset Management and Maintenance Section Work Instructions, which are available upon request.

These Work Instructions are specific to each work activity and include the relevant Restoration Standard applicable to the activity in question.

Operations & Maintenance Forecast

Figure 12 provides an overview of forecast operations and maintenance expenditure for the Drainage and Flood Mitigation Network. Total forecast annual operations and maintenance expenditure across all Drainage and Flood Mitigation asset types is shown in Table 25.

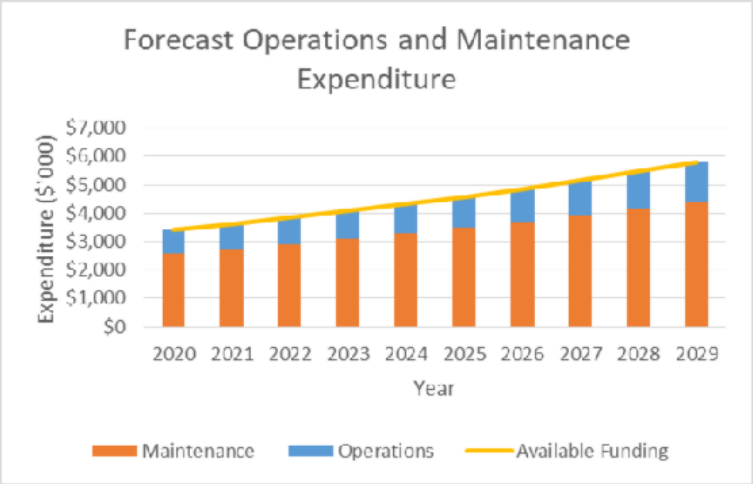


Figure 12 - Planned Operations and Maintenance Budget, Drainage and Flood Mitigation Network

Table 25 - Planned Operations and Maintenance Budget, Drainage and Flood Mitigation Network

Financial Year Ending	Operations ($'000)	Maintenance ($'000)	Non-Recurrent ($'000)	Total ($'000)
2020	$819	$2,593	$0	$3,412
2021	$869	$2,751	$0	$3,619
2022	$921	$2,917	$0	$3,838
2023	$977	$3,094	$0	$4,071
2024	$1,036	$3,282	$0	$4,318
2025	$1,099	$3,481	$0	$4,581
2026	$1,166	$3,694	$0	$4,860
2027	$1,238	$3,919	$0	$5,157
2028	$1,313	$4,159	$0	$5,473
2029	$1,394	$4,414	$0	$5,808
Totals	**$10,833**	**$34,303**	**$0**	**$45,136**

Maintenance Funding Ratio	100%

The current maintenance funding levels appear to be sufficient when compared to the depreciation expense, however appear low as a percentage of the asset base.

There is enough funding in the LTFF to maintain the current operations and maintenance activity levels. Additional work in the form of an activity-based budget review is required to determine if the current activities meet councils desired service levels. It is anticipated in the future years that the maintenance cost will be increased to cater for the increase of relining stormwater mains as prefer repair method, instead of replacement.

Renewals Planning

Significant refurbishment / rehabilitation / replacement of an asset or component to restore the asset to its required conditional and functional performance, through the identification of an optimal long-term solution.

Approach to Renewals Planning

A number of factors were considered in order to provide a holistic approach to prioritising End of Life Renewal programs and projects for this AMP. A brief summary of the considerations taken into account are documented below:

- An assessment into legislative and Australian Standard compliance was undertaken, to ensure programs and projects associated with assets not currently meeting statutory or standard requirements were prioritised over programs and projects that already do.
- Asset criticality was undertaken to identify projects with assets that are more critical to ensuring levels of service are maintained. Some projects were identified as being located within Critical land use warranted prioritisation over other projects.
- Once Asset Profiling was completed, a risk assessment was undertaken to identify projects with assets that entailed higher risk and criticality than others in accordance to Council's Enterprise Risk Management Framework.
- Asset condition and defect information was analysed, with higher priority given to projects that involved assets in poor condition or end of life asset, over those that were in reasonable condition.
- Project dependency was investigated. Projects that required other projects to be completed before others gave rise to re-prioritising some.

Table 26 provides an overview, by asset type, of the method and / or criteria for identification and selection of renewal projects in the future capital works program.

Table 26 - Renewal Planning Methods / Criteria

Asset Type	Method / Criteria for Identification / Selection
Stormwater Mains	Evaluation of inspection and maintenance history against the intervention levels for renewal.
Inter-Allotment Drainage	Evaluation of inspection and maintenance history against the intervention levels for renewal.
Stormwater Structures	Evaluation of inspection and maintenance history against the intervention levels for renewal.
Stormwater Quality Devices	Evaluation of inspection and maintenance history against the intervention levels for renewal.
Open Drains	Evaluation of inspection and maintenance history against the intervention levels for renewal.
Levee Banks	Evaluation of inspection and maintenance history against the intervention levels for renewal.
Culverts	Evaluation of inspection and maintenance history against the intervention levels for renewal.
Floodways	Evaluation of inspection and maintenance history against the intervention levels for renewal.
Detention Basins	Evaluation of inspection and maintenance history against the intervention levels for renewal.
Flood Monitoring Stations	Evaluation of inspection and maintenance history against the intervention levels for renewal.

PRIORITISATION METHODOLOGY:

Drainage Rehabilitation projects are prioritised in accordance with the risk posed to persons and/or property, as determined by the road hierarchy (when located in road reserve) or land use of the property. The relative priorities are outlined in Table 27.

Table 27 - Drainage rehabilitation prioritisation criteria

Priority	Road Hierarchy	Land Use
1	Arterial	CBD, Major Centre, Railway Corridor, Referrable Dam
2	Sub-Arterial	CBD, Major Centre, Railway Corridor, Referrable Dam
3	Major Collector	Tertiary / Secondary Education
4	Minor Collector	Primary Education
5	Local	Local Commercial Centre
6	Local	Park / Reserve Strategic
7	Local	Park / Reserve District
8	Local	Park / Reserve Local
9	No Through	Residential
10	No Through	Drainage Reserve
11	No Through	Vacant

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

Renewal Standards

Renewal work is carried out in accordance with council's work instructions and annual budget process, which are available upon request.

These work instructions are specific to each work activity and include the relevant restoration standard applicable to the activity in question.

Comparative analysis of renewal approaches

The planned renewals program was compared to the asset records using 3 different approaches as follows:

Depreciation Renewals

This is a 'top down' approach that uses the depreciation or 'consumption' rate as a guide to how much council should be investing in renewals to effectively maintain the assets. This is calculated from the financial register using valuation data. This does not necessarily reflect the technical condition of the assets or the potential impact on the life of the asset due to changes in maintenance and operational practices.

Condition Renewals

This is a more rigorous 'bottom up' approach that uses the condition of each asset and develops a renewal program on timely investment of expenditure to renew the asset at the end of its life. The forecast renewal expenditure is then more representative of when the expenditure is required.

Planned Renewals

Council's planned renewal expenditure included in the 10-year CAPEX program which is included in Appendix B.

A comparison of the results from the 3 renewal forecasting models is shown in Figure 13 and Table 28.

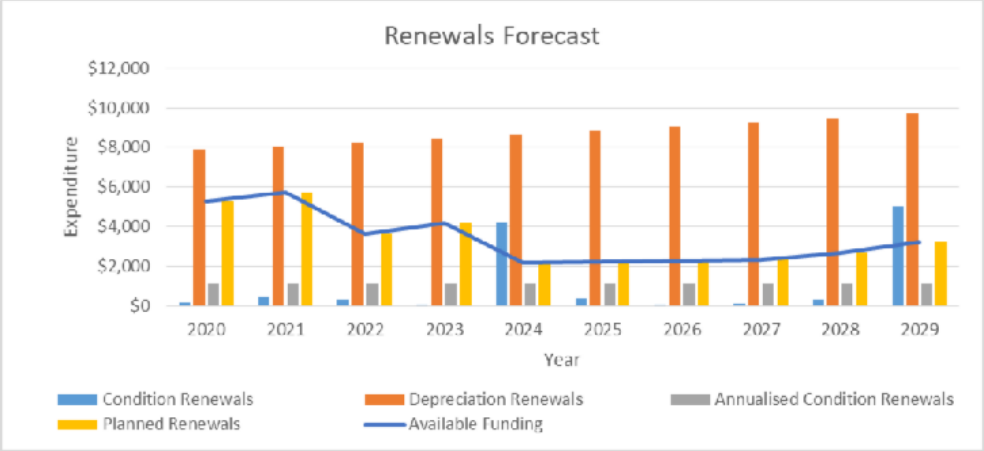


Figure 13 - Comparison of Forecast Renewal Expenditure

Table 28 - Forecast renewal expenditure

Financial Year Ending	Condition Renewals ($'000)	Annualised Condition Renewals ($'000)	Planned Renewals ($'000)	Depreciation Renewals ($'000)
2020	$154	$1,119	$5,275	$7,900
2021	$470	$1,119	$5,746	$8,067
2022	$316	$1,119	$3,640	$8,241
2023	$75	$1,119	$4,173	$8,429
2024	$4,244	$1,119	$2,180	$8,626
2025	$389	$1,119	$2,220	$8,825
2026	$67	$1,119	$2,260	$9,031
2027	$131	$1,119	$2,320	$9,243
2028	$314	$1,119	$2,679	$9,463
2029	$5,030	$1,119	$3,240	$9,689
Total	**$11,188**	**$11,188**	**$33,733**	**$87,513**

The 10-year LTFF funding for renewals is ~$33.7m which is sufficient to fund any of the renewal forecasts.

Renewals Program

Council's planned renewal program has been developed from the CCTV inspection program and validated by Council's suitable qualified staff. The adopted program is attached as Appendix B.

There is sufficient funding in the existing LTFF to fund the DFM assets planned for renewal However, the planned renewal program is reviewed during the annual budget preparation process. Catchment Management Plan (CMP) will be required for older suburbs where the design of the network is out-of-date and under capacity has been identified.

The assumptions of the LTFF is currently being reviewed to considered the under capacity of the CBD drainage network and it is anticipated that the renewal shortfall will be significantly reduced in future version of the AMP with improved condition data which will result in better estimation of depreciation values and renewal timeframe.

It should be noted that the asset condition records do not support the current planned level of renewal expenditure. The results of the CCTV visual inspection has not been used to update the asset register condition data. The improvement work has been identified and included in the improvement plan.

Creation / Acquisition / Upgrade Plan

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

Provide a brief summary of the considerations taken into account when prioritising new/upgrade Projects. The discussion may include some example criteria as documented below:

- New/upgrade projects that involved legislative drivers were prioritised over others that did not, to ensure compliance with statutory requirements.
- Once the legislation assessment was completed, projects were assessed against alignment with approved Council plans, policies, and strategies. This was essential to ensure projects were not being developed outside the scope of strategic Council documents.
- A risk assessment was undertaken, to identify projects with higher risk. This was necessary to identify the consequences and impacts if projects were not undertaken. Projects identified as higher risk were prioritised over those with a lower risk.
- An assessment of community growth and demand based on technical levels of service on services within the Council area was undertaken. This highlighted that projects associated with growth areas such as the northern growth corridor warranted being prioritised over those not located in such an area.
- For projects concerning the upgrade of existing assets, these were given priority over new assets in order to maximise / enhance existing infrastructure before investing in new, additional assets
- Include evidence of a value management approach taking into consideration the Whole of Life costs of each project.

Selection Criteria

New assets and the upgrade / expansion of existing assets are identified from a range of sources including, but not limited to, councillor or community requests, proposals identified by strategic plans and / or partnerships with other organisations. Table *29* provides an overview, by asset type, of the method and / or criteria for identification and selection of new works projects in the future capital works program. Table 30 provide an overview of the methodology and impact ranking rating used for prioritising new drainage works.

Table 29 - New Works Planning Methods / Criteria

Asset Type	Method / Criteria for Identification / Selection
Stormwater Mains	In accordance with Strategic / Local Government Infrastructure Plans and functional requirements associated with drainage upgrades.
Stormwater Structures	In accordance with Strategic / Local Government Infrastructure Plans and functional requirements associated with drainage upgrades.
Stormwater Quality Devices	In accordance with Strategic / Local Government Infrastructure Plans and functional requirements associated with drainage upgrades.
Open Drains	In accordance with Strategic / Local Government Infrastructure Plans and functional requirements associated with drainage upgrades.
Levee Banks	Identified need as a result of inundation.
Culverts	In accordance with Strategic / Local Government Infrastructure Plans and functional requirements associated with drainage upgrades, or identified need as a result of inundation.
Floodways	Identified need from analysis of flood events.
Detention Basins	In accordance with Strategic / Priority Infrastructure Plans and functional requirements associated with drainage upgrades.
Flood Monitoring Stations	Identified need from analysis of flood events.

Table 30 - New Drainage Priority and Impact Rating

Categories	Characteristic Rating (CR)	Characteristic	Impact Rating (IR)	Impact
Drainage Issues	4	Council infrastructure contributing	5	Directly Responsible
			2	Contributing
	2	Existing drainage (including K&C)	3	Under capacity
			2	Inefficient (e.g. too flat)
	5 Further multiply if multiple properties affected	Stormwater enters property (not caused by flooded Creeks/Rivers)	5	Habitable dwelling
			3	Non-habitable structure
			1	Land only
	3	Safety	5	Pedestrian and vehicular
			3	Vehicular
			2	Pedestrian
Environmental Issues	2	Erosion / scour / sediment	5	Severe
			3	Major
			2	Moderate
			1	Minor
	2	General	5	Deep ponding water
			3	Shallow ponding water
			2	Overgrown
			1	Unsightly

Categories	Characteristic Rating (CR)	Characteristic	Impact Rating (IR)	Impact
	3	Maintenance history	3	Frequent
			1	Occasional / reactive
Other	2	Road classification (if issue is with the road only)	5	Arterial
			4	Sub-arterial
			3	Major collector
			2	Minor collector
			1	Local
	2	Nearby public infrastructure likely to be affected by issue	5	School
			5	Shopping centre
			5	Hospital
			3	Transport
			3	Park

Standards and Specifications

New works are carried out in accordance with the relevant design / construction standards, Main Roads specifications, the Queensland Urban Drainage Manual (QUDM) and approved construction plans which are available upon request.

Summary of Future Upgrade / New Assets Expenditure

Figure 14 provides an overview of future planned upgrade / new assets expenditure in accordance with the current 10 year forward plan.

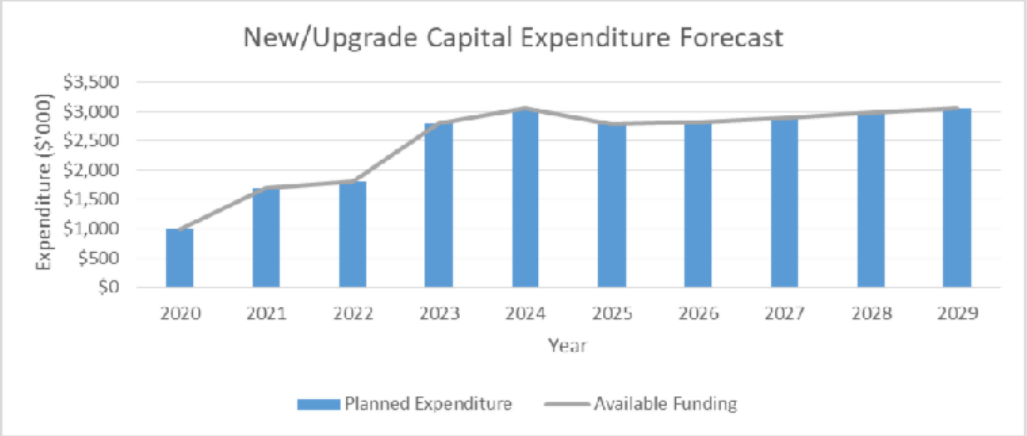


Figure 14 - Planned New Works / Upgrade Expenditure Drainage and Flood Mitigation Network

New assets are to be funded from council's capital works program and grants where available.

The LTFF has enough funding to support the Planned New/Upgrade CAPEX program. The New/Upgrade works programme is attached in Appendix B.

Disposal / Rationalisation

Review of the configuration, type and location of assets and the service delivery process relevant to the activity, when an asset becomes uneconomical to maintain or rehabilitate, or is no longer required.

Disposals and Transfers

There is currently no information regarding any assets that may have been disposed of. It has been assumed that all assets on the register are in use

Disposals Program

There have been no assets identified for disposal however some asset recorded in the asset register no longer exist, therefore a disposal plan will need to be developed once the asset data issues have been addressed. Current asset disposal for drainage assets is considered on a case-by-case scenario during asset rehabilitation and detail design. The disposal cost is included as part of the overall rehabilitation project.

Forecast Expenditure

This section outlines the financial requirements resulting from the information presented in the previous sections of the DFMAMP. The financial projections will be further refined in future revisions of the DFMAMP, as more detailed information becomes available on desired service levels and current / future asset performance.

Financial Summary

The forecast expenditure to deliver the planned new/upgrade program, the planned renewals and sustain the current level of operations and maintenance is outlined in Table 31 below. This gives a 10-year total of ~$103.7m.

Table 31 - 10-Year Forecast Expenditure

Financial Year Ending	Risk Treatment ($'000)	New or Upgrade ($'000)	Operations ($'000)	Maintenance ($'000)	Planned Renewals ($'000)	Total ($'000)
2020	$0	$993	$819	$2,593	$5,275	$9,680
2021	$0	$1,705	$869	$2,751	$5,746	$11,070
2022	$0	$1,810	$921	$2,917	$3,640	$9,288
2023	$0	$2,809	$977	$3,094	$4,173	$11,053
2024	$0	$3,052	$1,036	$3,282	$2,180	$9,550
2025	$0	$2,775	$1,099	$3,481	$2,220	$9,576
2026	$0	$2,825	$1,166	$3,694	$2,260	$9,945
2027	$0	$2,900	$1,238	$3,919	$2,320	$10,377
2028	$0	$2,975	$1,313	$4,159	$2,679	$11,127
2029	$0	$3,050	$1,394	$4,414	$3,240	$12,098
Total	**$0**	**$24,894**	**$10,833**	**$34,303**	**$33,733**	**$103,763**

The estimated available funding forecast is outlined in Table 24 in previous section.

The comparison of the projected 10-year expenditure and the funding included in the LTFF can be seen in Figure 15 below.

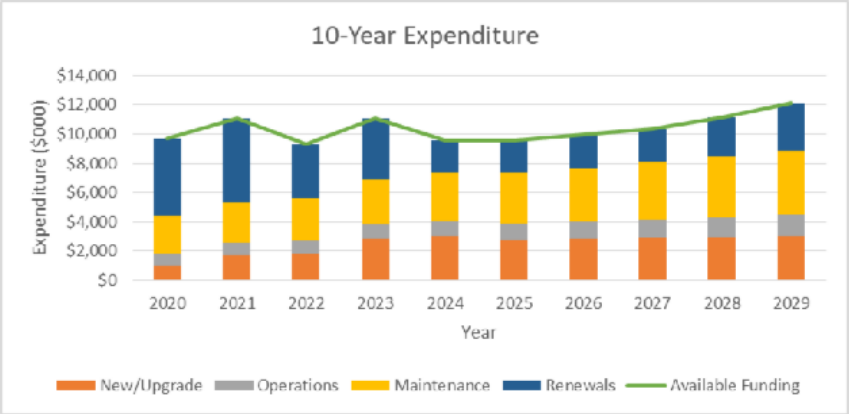


Figure 15 - Expenditure Forecast

Key Assumptions in Financial Forecasts

This section details the key assumptions made in preparing and presenting the forecasts of required operating and capital expenditure, asset values, depreciation expense and carrying amounts contained in the DFMAMP. It is presented to provide an understanding of the levels of confidence in the information behind the financial forecasts.

Key elements of the financial forecasts (asset values, depreciable amounts, useful lives, asset condition and consumption) have been derived from recent valuations and the FAR as at 3 July 2019. It is currently assumed that the planned renewal expenditure provides a better indication of requirements, being based on considerable 'on the ground' experience and information.

The valuation report described above utilised available condition assessment information (verified by sample visual condition assessments) with a corresponding assessment of both the phase and rate of asset consumption. It is anticipated that future enhancements in the determination and utilisation of asset condition information may result in revisions to depreciable amounts and estimated remaining useful lives. Such revisions would alter the scale and timing of projected renewal expenditure.

Planned maintenance and renewal expenditures are based on assumed / inferred levels of service for the drainage and flood mitigation network resulting from experience to date in providing these services to the community. Future anticipated community engagement may result in adjustments to the desired levels of service and thus impact upon future financial forecasts.

Forecasts of growth in physical assets are based on currently available assumptions in population or dwelling projections and related sequencing. Further, to enhance consistency with existing planning instruments, the forecasts have been derived from the 2019-2020 financial year council's LTFF assumptions and capital works program. The future forecast used in this AMP has been refined to reflect the actual growth rates and realistic infrastructure growth from development applications and activities, hence the forecast may not align completely with the published LGIP projections. As such, any future revisions to these assumptions and underlying projections or sequencing will impact the financial forecasts of this AMP.

It is anticipated that the accuracy of financial forecasts may be improved in future revisions of the AMP by ongoing review and refinement of the following actions:

- depreciable amounts and depreciation methodologies
- asset useful lives and consumption
- annual capital and operational budget
- condition assessment methodologies and ratings
- growth factors and estimates
- desired levels of service.

Asset Values

The valuation is based on:

- a review of the asset registers
- council's construction costs and published rates
- annual infrastructure asset valuation and indexation
- condition assessments to determine remaining useful life.

Asset values are forecast to increase in accordance with the growth in physical infrastructure assets resulting from construction / acquisition by Council and contributions from developers. The current replacement cost, accumulated depreciation, fair value and annual depreciation for drainage and flood mitigation network assets from the fixed asset register as at 3 July 2019 are outlined in Table 32.

Table 32 - Asset Valuations

Asset Class	Current Replacement Cost ($'000)	Accumulated Depreciation ($'000)	Fair Value ($'000)	Annual Depreciation ($'000)
DFM Assets	$844,591	$208,873	$635,718	$8,778

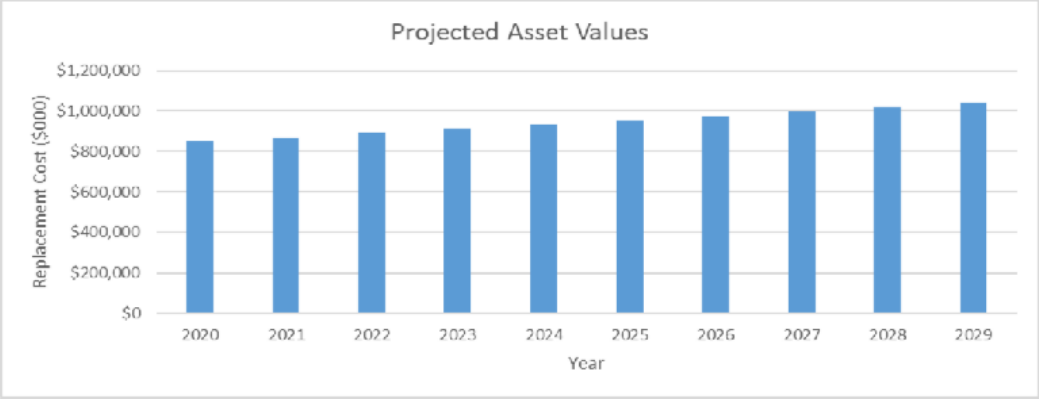


Figure 16 - Asset Valuation Forecast

Asset values are forecast to remain the same no new/upgrade capital works are planned at this stage. Figure 16 shows the projected asset values over the planning period. The depreciation expense can be seen in Figure 17 below.

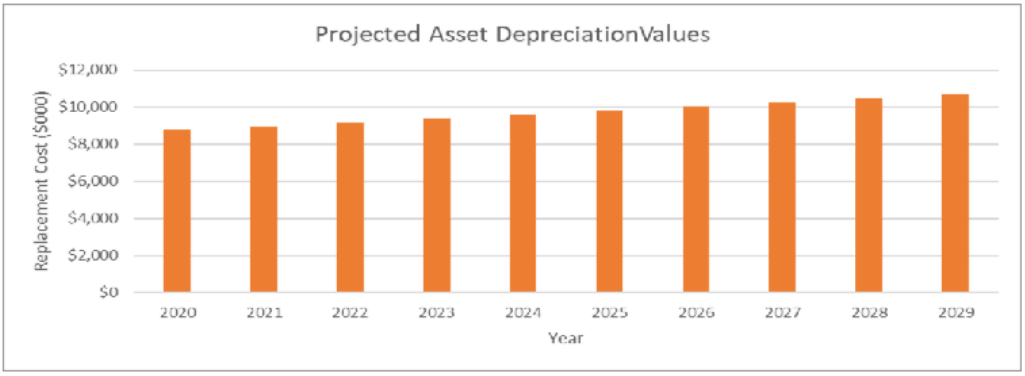


Figure 17: Projected Depreciation Expense

The value of the depreciated assets will vary over the planning period depending on the rates of addition of new assets, disposal of old assets and consumption and renewal of existing assets. The projected value of the depreciated assets is expected to increase as the expenditure on renewals is more than the depreciation rate, this can be seen in Figure 18.

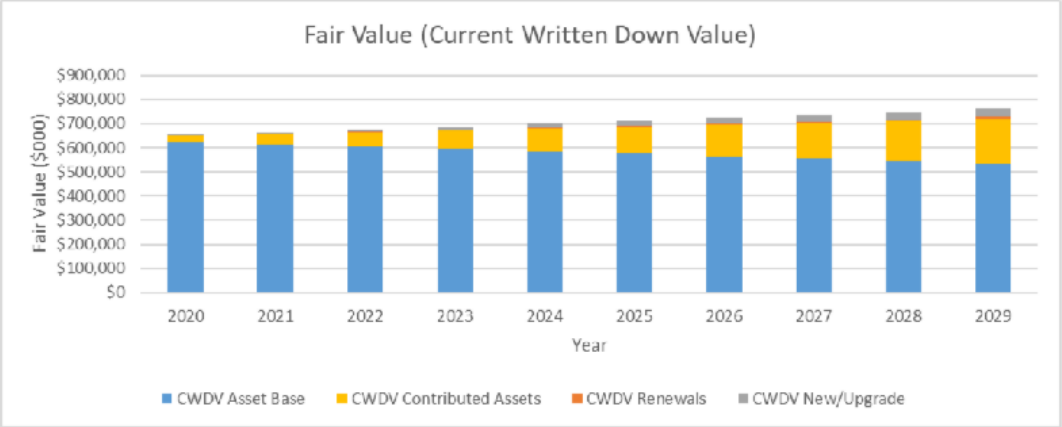


Figure 18 - Projected Value of Depreciated Assets

Performance Ratios and Sustainability

The 'financial sustainability' outputs are provided to demonstrate the trends that the currently anticipated expenditure will have on key measures. Capital Expenditure for 2018-19 is shown in Table 33.

Table 33 - Capital Expenditure 2018-19

Year	Capital Renewal Expenditure ($000)	Capital New/Upgrade Expenditure ($000)	Total Capital Expenditure ($000)
2018-2019	*$2,021	*$765	*$2,786

*Please note. This is based on the 2018-2019 financial year approved budget.

Consumption Ratio

The consumption ratio provides a measure of the percentage of the asset base consumed to date and an indication of how fast the assets are being consumed each year and whether investment may require adjustment.

FORMULA
Written down value of assets/
Gross current renewal costs

IN OTHER WORDS
The current value of the assets divided by What it would cost to renew them

TARGET
improvement over time
(40% - 80%)

Council = 75.77%

Table 34 - Annual Asset Consumption

Annual Asset Consumption (Depreciation/Depreciable Amount)	1.05%

The Annual Asset Renewal Ratio provides a measure of the rate of investment in renewals and can be an indication of surpluses or shortfalls in expenditure relative to asset age and rates of deterioration.

Table 35 - Annual Asset Renewal

Annual Asset Renewal (Capital Renewal Expenditure/Depreciable Amount)	0.25%

The Annual New & Upgrade ratio provides an indication of the rate of growth of the asset base.

Table 36 - Annual New & Upgrade Ratio

Annual New/Upgrade (Capital New & Upgrade / Depreciable Amount)	0.09%

Service Level Sustainability Ratio

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

Long term - Life Cycle Cost

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

Life cycle costs can be compared to life cycle expenditure to give an indicator of sustainability in service provision. Life cycle expenditure includes maintenance plus capital renewal expenditure. Life cycle expenditure will vary depending on the timing of asset renewals.

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

Medium term – 5-year and 10-year financial planning period

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

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

Knowing the extent and timing of any required increase in outlays and the service consequences if funding is not available will assist council in providing services to their communities in a financially sustainable manner.

Generally, the condition renewals program is used in the determination of the sustainability ratios, however due to the confidence issues in the quality of the condition data and remaining life estimates the ratios have been based on the planned renewal expenditure estimates.

Future iterations of this plan will use the condition renewals once the data confidence issues are addressed

The service sustainability indicators are:

FORMULA
Life Cycle Costs (Ops, Maint, Renewal)
Funding Allocation

IN OTHER WORDS
Average annual ops, maint, and renewal costs
Average allocated funding

TARGET
A percentage greater than 90%

Council
5-year = 164%
10-year = 140%
Whole of Life = 60%

Table 37 - Service level Sustainability

	Condition Based 5 Year Financial Planning Period ($'000)	Condition Based 10 Year Financial Planning Period ($'000)	Condition Based Annualised Whole of Life Costs ($'000)
Forecast Expenditure	$24,515	$56,324	$13,109
Forecast Budget	$40,271	$78,869	$7,887
Funding Surplus	$15,757	$22,545	-$5,222
Funding Ratio	1.64	1.4	0.6

	Planned Works 5 Year Financial Planning Period ($'000)	Planned Works 10 Year Financial Planning Period ($'000)
Forecast Expenditure	$40,271	$78,869
Forecast Budget	$40,271	$78,869
Funding Surplus	$0	$0
Funding Ratio	1.0	1.0

Based on the current available data, the funding ratios seen in Table 37 indicate that based on the target funding ratio of 0.9 or 90% of the depreciation amount, council is considered sustainable between 5 to 10 years. However, council, is not sustainable over the whole of life of the current assets based on current condition data presented in the PAR. Future improvement works is required to enhance the quality and accuracy of the condition information for the drainage and flood mitigation assets.

Plan Improvement

Performance Measures

The effectiveness of the DFMAMP can be assessed by the following means:

- The degree to which the required operational and maintenance expenditures identified in the DFMAMP are incorporated into council's LTFF; and
- The degree to which the detailed works programs, budgets, business plans and organisational structures take into account the asset management requirements, trends and opportunities identified in the DFMAMP.
- The degree to which the existing and projected service levels and service consequences (what we cannot do), risks and residual risks are incorporated into the council's Strategic Plan associated plans,
- The Asset Renewal Funding Ratio achieving the target of 1.0.

Monitoring and Review Procedures

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

Improvement Plan

In preparation of the DFMAMP, a range of opportunities for improvement to asset management information, systems and processes have been identified and are outlined in Table 10.1 below.

Table 38 - Improvement Plan

Task No.	Task	Importance	Responsibility	Resources Required	Timeline
1	Review and confirm methodology for condition assessment of all drainage and flood mitigation assets.	Very High	Asset Management	In-house resources	Dec 2019
2	Review, refine and record asset conditions for all drainage infrastructure assets.	Very High	Asset Management	In-house and external resources	Dec 2019
3	Establish information confidence level measures for all asset types and establish an appropriate continuous improvement program in accordance with asset criticality rankings.	High	Asset Management	In-house resources	On-going
4	Probably document the levels of service and support information (intervention levels, maintenance program and specifications, standard operating procedures, etc.)	High	Asset Management City Maintenance	In-house resources	On-going
5	Systematically review and document the current status of information, system and process requirements by asset type.	High	Asset Management	In-house resources	On-going
6	Identify and undertake amendments to physical asset register data structures and records to rectify identified anomalies and progress advanced asset management information requirements.	High	Asset Management	In-house resources	On-going
7	Identify and undertake enhancements to the availability and configuration of corporate / line-of-business applications to progress advanced asset management system requirements.	High	Asset Management	In-house resources and external resources	On-going
8	Identify and undertake enhancements to business processes in support of advanced asset management and system requirements.	High	Asset Management	In-house resources	On-going
9	Review and enhance Drainage and Flood Mitigation as-constructed processes to support the ongoing currency and completeness of infrastructure asset information.	High	Asset Management Planning and Development	In-house resources	On-going
10	Undertake Catchment Management Plan for areas which are under capacity and determine the rehabilitation requirements and costings.	High	Asset Management	In-house resources and external resources	On-going
11	Develop an appropriate methodology for, and undertake, asset-specific research on desired levels of service for Drainage and Flood Mitigation assets.	Medium	Asset Management	In-house resources	On-going

Task No.	Task	Importance	Responsibility	Resources Required	Timeline
12	Review and refine asset depreciable amounts, useful lives and consumption patterns.	Medium	Asset management and Corporate Finance	In-house resources	On-going
13	Review and enhance routine inspection, defect logging and maintenance processes in response to asset risk assessments.	Medium	Asset Management City Maintenance	In-house resources	On-going
14	Monitor and respond to backlogs in asset information processing to ensure the ongoing currency and completeness of infrastructure asset information.	Medium	Asset Management	In-house resources	On-going
15	Introduce risk and criticality ratings in physical asset data in support of the prioritisation of assets and works management activities (including defect management).	Medium	Asset Management	In-house resources	On-going
16	Prepare 'advanced' asset management plans for Drainage and Flood Mitigation asset groups / types.	Medium	Asset Management	In-house resources	On-going
17	Review and refine growth factors, estimates and sequencing.	Medium	Asset Management Planning and Development	In-house resources	On-going

Summary of findings

Risk Identification

Identified service delivery and public safety risks are being mitigated in the current budget submissions and funding. No additional risk funding has been identified, however this may change as the asset data and the AMPs maturity.

Asset Data

The financial asset register (FAR) is current as at 3 July 2019 and may include contributed assets from the development industry for which no "as-constructed" details have been received, therefore these assets have not been included in the physical asset register (PAR) or included in the PAR with incomplete information. The physical asset information is based on the PAR and has been updated as the "as-constructed" details become available.

The condition information used in this AMP is estimated by physical age / construction date rather than inspection results. It has been identified in the improvement plan as a high priority task to improve the accuracy of the condition information. From recent CCTV inspections, the assets in some locations are actually in a much worst condition.

Maintenance

The maintenance works, and planned renewal program has been developed through regular inspection of the Drainage and Flood Mitigation assets.

Renewals

Council's planned renewal program has been developed from the CCTV inspection program and validated by Council's suitable qualified staff. Decisions made using this AMP should consider appropriate reliance on this data. The data is considered 70% accurate. A significant amount of the data is based on estimation, in particular the asset condition data. This has significantly affected the accuracy of the remaining useful life and depreciation of the assets.

The condition renewals analysis is based on valuation data which uses a 'straight line' deterioration or consumption model. Although the assets are approaching the end of their theoretical lives this has not generally been verified through observation.

There is sufficient funding in the existing LTFF to fund the DFM assets planned for renewal However, the planned renewal program is reviewed during the annual budget preparation process. Catchment Management Plan (CMP) will be required for older suburbs where the design of the network is out-of-date and under capacity has been identified.

The assumptions of the LTFF is currently being reviewed to considered the under capacity of the CBD drainage network and it is anticipated that the renewal shortfall will be significantly reduced in future version of the AMP with improved condition data which will result in better estimation of depreciation values and renewal timeframe.

It should be noted that the asset condition records do not support the current planned level of renewal expenditure. The results of the CCTV visual inspection has not been used to update the asset register condition data. The improvement work has been identified and included in the improvement plan.

Financials

The financial reporting of operations, maintenance and capital expenditure is not adequate to support detailed asset management activities and planning. This AMP includes assumptions for the allocation of spending to this asset class.

This AMP does not include funding required to support the improvement initiatives identified necessary to improve accuracy and reliance.

The number of assets with 5 years of remaining life suggests that there is a backlog of asset renewal works with assets being maintained beyond their performance life. A financial accounting decision has been made to extend the asset life by 5 years if the asset is still in service. Future inclusion of the condition information will significantly improve the accuracy of the remaining useful life and the subsequent renewal forecast.

The apportionment of funding in the LTFF requires revision. Any review must consider that the capacity of the drainage network in the CBD is below current design standards and any renewals must address upgrade requirements. The estimation of the contributed assets requires revision, in particular the assumptions of future growth.

Ratios

Consumption ratio is within target.

Sustainability ratios for 5 and 10 year are above target. The asset whole of life sustainability ratio is below target due to inadequate condition data.

Plan Improvements

In preparation of this AMP, a range of opportunities for improvement to asset management information, systems and processes have been identified and are outlined in the Improvement Plan.

References

Institute of Public Works Engineering Australia, 2015, International Infrastructure Management Manual

Institute of Public Works Engineering Australia, 2015, IPWEA Condition Assessment & Asset Performance Guidelines – Practice Note 5 v2

Institute of Public Works Engineering Australia, 2015, Australian Infrastructure Financial Management Guidelines

Ipswich City Council, 2015, Advance Ipswich, https://wire.ipswich.qld.gov.au/Documents/CS/Advance_Ipswich_Community%20Plan.pdf

Ipswich City Council, 2019, Service Catalogue, https://wire.ipswich.qld.gov.au/Documents/CS/Services%20Catalogue.pdf

Ipswich City Council, Corporate Plan 2017-2022, https://wire.ipswich.qld.gov.au/Documents/CS/Corporate%20Plan%202017-2022.pd

Ipswich City Council, Operational Plan 2018/2019, https://wire.ipswich.qld.gov.au/Documents/CS/Operational%20Plan%202018-2019.pdf

Ipswich City Council, Strategic and Service Delivery Framework, http://intranet/documents/f&cs/delivery_framework.pdf

Appendix A – Asset Management Practices

Accounting / Financial Systems

Council utilises the Oracle eBusiness suite of financial systems in support of its accounting and financial reporting requirements. Council maintains a general ledger and project accounting ledger within Oracle.

General Ledger

The General Ledger (GL) is Council's key financial register of transactions for operational and capital activities. Its main function is to capture sufficient detail in order for Council to build a Statement of Comprehensive Income (i.e. Profit or Loss) and Statement of Financial Position (i.e. Balance Sheet of assets and liabilities). It also allows for budgeting for key expenses and revenues for a period.

Project Accounting Ledger

The Project Accounting (PA) module of Oracle allows Council to dissect financial transactions in greater detail across different functions and organisations within Council. Project Accounting allows estimates of pieces of work to be captured by project and tasks associated with the project.

Asset Management Systems

Council utilises a range of systems in support of the asset management process, a brief overview of which is provided below.

- The **Fixed Asset Register (FAR)** is Council's financial record of the current valuations and depreciation characteristics for its infrastructure assets (see also Section 7.1. Accounting / Financial Systems).
- **Oracle Spatial** is a database containing the registers of all infrastructure assets, their location and their physical attributes (e.g., size, age, material, composition, etc.).
- **Mobile Form Manager and Mobile Form** is the asset / works management system which supports the issuing work activities, scheduling and assignment of resources to work, recording of work metrics / quality information, and recording of asset condition data. It also provides a range of asset-based reporting functions and is linked by asset number to the physical asset register in Oracle Spatial.
- **MapInfo** is the Geographic Information System (GIS) interface to the physical asset registers in Oracle Spatial for asset data maintenance and updates.
- **iKnow** is the Corporate Geographic Information System (GIS) interface to the physical asset registers in Oracle Spatial for accessing asset information.
- **DATS** is a job management system for asset data management and update of the physical asset registers.

Links to Financial Systems

The Fixed Asset Register (FAR) does not have a one-to-one relationship with the Oracle Spatial physical asset registers. The physical asset registers hold all the detailed attributes and can be readily aligned to a smaller number of aggregated records within the financial asset register, while still retaining all necessary financial reporting capabilities. Financial recognition of new assets is done independently but in coordination with the 'as constructed' process and is processed at a higher level (generally asset group). The assets of the drainage and flood mitigation network are formally valued by qualified asset valuer every 5 year. It is understood that the intervening revaluations will be achieved by the indexation of values by asset group in the FAR.

Accountabilities and Responsibilities for Systems

The Information and Communications Technology Branch of Council's Finance and Corporate Services Department is currently responsible for the maintenance and support of all corporate systems, under

Service Level Agreements with the relevant departments. Further, the Spatial Team of WPR is currently responsible for the maintenance and update of Physical Asset Registers in Oracle Spatial.

Information Flow Requirements and Processes

The key information flows *into* the DFMAMP are:

- Community outcomes and desired levels of service from the long term Community Plan (Advance Ipswich), Corporate Plan and community engagement processes.
- Technical outcomes and desired levels of service from construction, maintenance and operational guidelines, standards and experience.
- Service Requests from the Customer Engagement System (CES) in relation to the maintenance of and / or enhancement to the Drainage and Flood Mitigation Network.
- Legislative and regulatory requirements from associated instruments.
- Future demand for and growth in infrastructure assets and services from planning instruments and associated projections / sequencing.
- Physical parameters of Drainage and Flood Mitigation assets from Physical Asset Registers (PAR) and related engineering systems.
- Financial parameters of Drainage and Flood Mitigation assets from the Fixed Asset Register (FAR) and related financial systems.
- Financial and condition information from Asset Valuation Report.
- Planned capital and maintenance expenditures from the current budget and forward estimates.

Financial expenditure forecast from the Long Term Financial Plan.

The key information flows *from* the DFMAMP are:

- An overview of current asset systems, processes and responsibilities.
- An analysis of lifecycle costs and projected and planned expenditure, with related assessments of sustainability.
- An analysis of the risks associated with delivering and maintaining the service levels currently defined for Drainage and Flood Mitigation assets.
- An analysis of the environmental management issues associated with delivering and maintaining the service levels currently defined for Drainage and Flood Mitigation assets.
- An overview of the assumptions / limitations in existing information, systems, processes and responsibilities, with suggestions for future enhancement and refinement of the DFMAMP.

It should be noted that the current version of the DFMAMP has been developed on the basis of existing information relative to asset parameters / performance, inferred levels of service and planned maintenance and capital works programs. As such, the extent of information flows *from* the DFMAMP are restricted accordingly. Future revisions of the DFMAMP will directly inform the planned maintenance / capital budgets and related financial modelling in response to enhanced information and analysis, desired levels of service and asset optimisation strategies

Appendix B – 10 Year Planned Capital Program

Please refer to the adopted 2019-2020 financial year capital works program for project breakdown and details.

Service	Asset Class	Project Name	Details	Priority	Expenditure Type	Expenditure ($'000)										
						2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Total
Drainage and Flood Mitigation	Piped Network	Drainage Rehabilitation	Repair, reline or replace of drainage mains and structures from programmed inspection		Renewal	$5,016	$0	$0	$0	$0	$0	$0	$0	$0	$0	$5,016
Drainage and Flood Mitigation	Piped Network	Drainage Rehabilitation	Repair, reline or replace of drainage mains and structures from programmed inspection		Renewal	$0	$5,746	$0	$0	$0	$0	$0	$0	$0	$0	$5,746
Drainage and Flood Mitigation	Piped Network	Drainage Rehabilitation	Repair, reline or replace of drainage mains and structures from programmed inspection		Renewal	$0	$0	$3,640	$0	$0	$0	$0	$0	$0	$0	$3,640
Drainage and Flood Mitigation	Piped Network	Drainage Rehabilitation	Repair, reline or replace of drainage mains and structures from programmed inspection		Renewal	$0	$0	$0	$4,173	$0	$0	$0	$0	$0	$0	$4,173
Drainage and Flood Mitigation	Piped Network	Drainage Rehabilitation	Repair, reline or replace of drainage mains and structures from programmed inspection		Renewal	$0	$0	$0	$0	$2,180	$0	$0	$0	$0	$0	$2,180
Drainage and Flood Mitigation	Piped Network	Drainage Rehabilitation	Repair, reline or replace of drainage mains and structures from programmed inspection		Renewal	$0	$0	$0	$0	$0	$2,220	$0	$0	$0	$0	$2,220
Drainage and Flood Mitigation	Piped Network	Drainage Rehabilitation	Repair, reline or replace of drainage mains and structures from programmed inspection		Renewal	$0	$0	$0	$0	$0	$0	$2,260	$0	$0	$0	$2,260
Drainage and Flood Mitigation	Piped Network	Drainage Rehabilitation	Repair, reline or replace of drainage mains and structures from programmed inspection		Renewal	$0	$0	$0	$0	$0	$0	$0	$2,320	$0	$0	$2,320

Service	Asset Class	Project Name	Details	Priority	Expenditure Type	Expenditure ($'000)										
						2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Total
Drainage and Flood Mitigation	Piped Network	Drainage Rehabilitation	Repair, reline or replace of drainage mains and structures from programmed inspection		Renewal	$0	$0	$0	$0	$0	$0	$0	$0	$2,679	$0	$2,679
Drainage and Flood Mitigation	Piped Network	Drainage Rehabilitation	Repair, reline or replace of drainage mains and structures from programmed inspection		Renewal	$0	$0	$0	$0	$0	$0	$0	$0	$0	$3,240	$3,240
Drainage and Flood Mitigation	Basin	Water Quality Rehabilitation	Water Quality Rehabilitation - Repair of basins		Renewal	$259	$0	$0	$0	$0	$0	$0	$0	$0	$0	$259
Drainage and Flood Mitigation	Flood Mitigation	Flood Mitigation and Drainage	Flood mitigation new and upgrade capital works		New	$250	$0	$0	$0	$0	$0	$0	$0	$0	$0	$250
Drainage and Flood Mitigation	Flood Mitigation	Flood Mitigation and Drainage	Flood mitigation new and upgrade capital works		New	$0	$1,020	$0	$0	$0	$0	$0	$0	$0	$0	$1,020
Drainage and Flood Mitigation	Flood Mitigation	Flood Mitigation and Drainage	Flood mitigation new and upgrade capital works		New	$0	$0	$1,040	$0	$0	$0	$0	$0	$0	$0	$1,040
Drainage and Flood Mitigation	Flood Mitigation	Flood Mitigation and Drainage	Flood mitigation new and upgrade capital works		New	$0	$0	$0	$2,279	$0	$0	$0	$0	$0	$0	$2,279
Drainage and Flood Mitigation	Flood Mitigation	Flood Mitigation and Drainage	Flood mitigation new and upgrade capital works		New	$0	$0	$0	$0	$2,507	$0	$0	$0	$0	$0	$2,507
Drainage and Flood Mitigation	Flood Mitigation	Flood Mitigation and Drainage	Flood mitigation new and upgrade capital works		New	$0	$0	$0	$0	$0	$2,220	$0	$0	$0	$0	$2,220
Drainage and Flood Mitigation	Flood Mitigation	Flood Mitigation and Drainage	Flood mitigation new and upgrade capital works		New	$0	$0	$0	$0	$0	$0	$2,260	$0	$0	$0	$2,260
Drainage and Flood Mitigation	Flood Mitigation	Flood Mitigation and Drainage	Flood mitigation new and upgrade capital works		New	$0	$0	$0	$0	$0	$0	$0	$2,320	$0	$0	$2,320
Drainage and Flood Mitigation	Flood Mitigation	Flood Mitigation and Drainage	Flood mitigation new and upgrade capital works		New	$0	$0	$0	$0	$0	$0	$0	$0	$2,380	$0	$2,380

Service	Asset Class	Project Name	Details	Priority	Expenditure Type	Expenditure ($'000)										
						2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Total
Drainage and Flood Mitigation	Flood Mitigation	Flood Mitigation and Drainage	Flood mitigation new and upgrade capital works		New	$0	$0	$0	$0	$0	$0	$0	$0	$0	$2,440	$2,440
Drainage and Flood Mitigation	Piped Network	Flood Mitigation and Drainage	Local drainage new and upgrade capital works		New	$649	$0	$0	$0	$0	$0	$0	$0	$0	$0	$649
Drainage and Flood Mitigation	Piped Network	Flood Mitigation and Drainage	Local drainage new and upgrade capital works		New	$0	$685	$0	$0	$0	$0	$0	$0	$0	$0	$685
Drainage and Flood Mitigation	Piped Network	Flood Mitigation and Drainage	Local drainage new and upgrade capital works		New	$0	$0	$770	$0	$0	$0	$0	$0	$0	$0	$770
Drainage and Flood Mitigation	Piped Network	Flood Mitigation and Drainage	Local drainage new and upgrade capital works		New	$0	$0	$0	$530	$0	$0	$0	$0	$0	$0	$530
Drainage and Flood Mitigation	Piped Network	Flood Mitigation and Drainage	Local drainage new and upgrade capital works		New	$0	$0	$0	$0	$545	$0	$0	$0	$0	$0	$545
Drainage and Flood Mitigation	Piped Network	Flood Mitigation and Drainage	Local drainage new and upgrade capital works		New	$0	$0	$0	$0	$0	$555	$0	$0	$0	$0	$555
Drainage and Flood Mitigation	Piped Network	Flood Mitigation and Drainage	Local drainage new and upgrade capital works		New	$0	$0	$0	$0	$0	$0	$565	$0	$0	$0	$565
Drainage and Flood Mitigation	Piped Network	Flood Mitigation and Drainage	Local drainage new and upgrade capital works		New	$0	$0	$0	$0	$0	$0	$0	$580	$0	$0	$580
Drainage and Flood Mitigation	Piped Network	Flood Mitigation and Drainage	Local drainage new and upgrade capital works		New	$0	$0	$0	$0	$0	$0	$0	$0	$595	$0	$595
Drainage and Flood Mitigation	Piped Network	Flood Mitigation and Drainage	Local drainage new and upgrade capital works		New	$0	$0	$0	$0	$0	$0	$0	$0	$0	$610	$610
Drainage and Flood Mitigation	Piped Network	Local Amenity - Divisional Allocation - Tristania Street Drainage	Drainage improvements		New	$94	$0	$0	$0	$0	$0	$0	$0	$0	$0	$94

Appendix C - Asset Defect and Condition Assessment Plan

PURPOSE

The purpose of a CCTV stormwater inspection is that the operator shall investigate, describe, identify and report on the defects or features in accordance with the criteria prescribed.

Where required, specialised instruments, apparatus and/or software shall be used to facilitate measurement of parameters in compliance with requirements.

DATA COLLECTION AND CODING OF OBSERVATIONS

This Section refers to the Operational requirements including the following:

- accreditation of operators
- minimum requirements of the CCTV equipment
- operation specification of the CCTV equipment
- reporting.

Accreditation of Operators and Supporting Staff

Operators responsible for identifying and recording defects, preparing reports and operating equipment shall hold a suitable qualification issued by a Registered Training Organisation (RTO). Refer to **WSA 05-2008 Section 2.2 Training and Accreditation of Personnel**

CCTV Camera

Generally specification is as per **WSA 05-2008 Section 2.5 - CCTV Camera** and therefore includes the following:

- capability (steerable) refer **WSA 05-2008 Section 2.5.2**
- picture quality refer **WSA 05-2008 Section 2.5.3**
- video format refer **WS.A 05-2008 Section 2.10.3**
- photographs refer **WSA 05-2008 Section 2.10.4.**

Camera Operation

Standardised operation of the CCTV camera is to be operated as per **WSA 05-2008 Section 2.6 Camera Operation**.

Particular care is to be taken with regards to the following:

Camera Position

- The camera lens shall be maintained centrally (within +/- 10%) of the diameter or vertical and horizontal dimensions.

- Care will be required in conduits when a considerable amount of silt or debris is present. In some cases it may be acceptable to lower the camera lens to avoid the camera toppling over.
- For additional information, refer **WSA 05-2008 Section 2.6.1**

Camera Speed

- The maximum speed of the camera travelling within the conduit (all sizes) is 0.2 metres per second.
- The speed of the camera is to be such that the operator can anticipate arrival at all defects and features, which is dependent of the condition and/ or cleanliness of the conduit.
- For additional information, refer **WSA 05-2008 Section 2.6.2**

Pipe Survey or Observation Procedure

- At the start of the survey, the Maintenance Hole (MH) is to be checked for attributes and defects. There are a number of observations, attributes and defects that must be addressed before proceeding.
- The Survey and therefore the video are to start as close as possible to the face of the MH. As a standard MH has a diameter of 1 050mm, the start chainage should be approximately 0.6m.
- Before proceeding along the conduit, the camera is to focus on the surface of the conduit and check for defects whilst rotating the camera through 3 60 degrees paying particular attention at the 3, 6, 9 & 12 o'clock positions for the start of Longitudinal Cracks or Fractures.
- While the camera is travelling between each joint, the camera is to view (or point) directly along the conduit axis while ensuring that the surface of the conduit at 45 degrees to the axis is in focus at all times. While the camera is travelling along the conduit, the operator is to pay particular attention to the 3, 6, 9 & 12 o'clock positions for any defects.
- If defects are observed while the camera is travelling along the conduit, the operator is to stop the travel of the camera and record the defect.
- All joints must be checked for defects whilst rotating the camera through 360 degrees paying particular attention at the 3, 6, 9 & 12 o'clock positions for the start of Longitudinal Cracks.
- If the start of a Longitudinal Crack or Fracture has been recorded, particular attention must be taken to record the finish chainage.
- If a Longitudinal Crack or Fracture has been observed whilst travelling along the conduit midway between joints, the camera is to be rotated to focus on the crack and then the camera is reversed to locate the start chainage of the crack.
- During the survey, if up to 20% or central focal area of the lens is covered by cobweb, dirt or other substance, which is preventing a clear view of the conduit and defects, the lens is to be cleaned. If the camera is withdrawn to clean the lens, then the survey can be resumed from the chainage where the camera was withdrawn, however the video must be a single video file.
- Just prior to the end of the conduit, before entering into the maintenance hole (MH), the camera is to focus on the surface of the conduit and check for defects whilst rotating the camera through 360 degrees paying particular attention at

the 3, 6, 9 & 12 o'clock positions for the finish of any Longitudinal Cracks or Fractures.

- While the camera is positioned in the end MH, the MH is to be observed and any defects to be recorded in the MH section of the Wincan reporting system.
- Defects recorded are to be in accordance with the ICC defects list at the end of this document.

Linear Measurement

Generally specification for Linear Measurement is as per **WSA 05-2008 Section 2.7 Linear Measurement**

Data Display during Video Playback

For further information, refer to **WSA 05-2008 Section 2.8 Data Display during Video Playback**

For the start of the video the following information is to be displayed for a period of not less than 30 seconds:

- Gasset Number, e.g. 998201
- Start MH or Node Number, e.g. 12345
- Finish MH or Node Number, e.g. 12346
- Direction of Inspection, e.g. Upstream
- Date of inspection, e.g. 22-03-2010
- Time, e.g. 13:16
- Street, e.g. Queen St
- Suburb, e.g. Goodna
- Pipe Shape, e.g. Round (or Box)
- Pipe Diameter/Height (mm), e.g. 450 (or 1200 x 600)
- Pipe Material, e.g. Concrete
- Company & Operator, e.g. ABC-John Doe
- Camera, e.g. Instaphoto Compact

During the survey, the following data is to be displayed:

- The camera's longitudinal position (chainage) along the conduit, automatically updated
- MH or Node reference numbers and direction, e.g. 12345 _12346
- Direction of Inspection, i.e. a dial or graphical indicator that shows the camera's position with respect to the viewing angle.

Maximum Depth of Flow

Conduit inspections are to be carried out in dry weather so that the invert can be inspected. Water flowing down the conduit is not to be recorded as a water level, only water that is ponding and therefore not flowing, is to be recorded as a water level. If water begins to flow during the course of an inspection and it is safe to do so, the inspection can be completed.

If the pipe is sagged and the water level increases as the camera travels along the conduit, record the water level in increments of 10%. Only continue after the camera is submerged if it is likely that the camera will become unsubmerged in a short distance. This defect is to be reported immediately for possible urgent maintenance action.

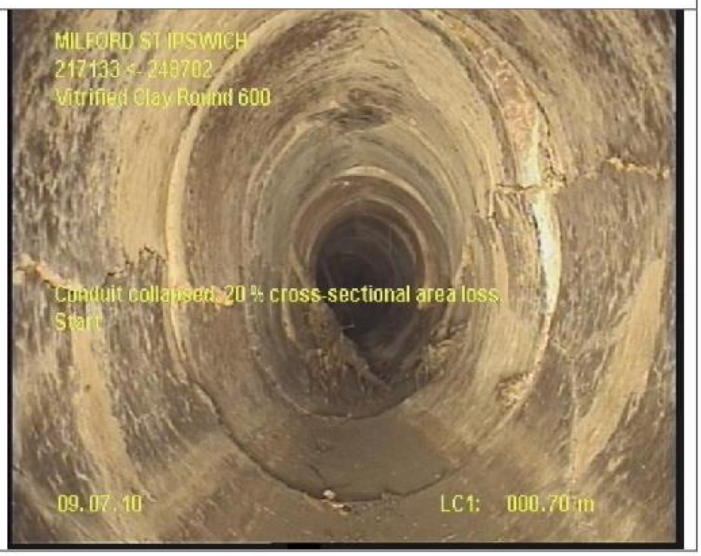
Refer to **WSA 05-2008 Section 2.9 Maximum Depth of Flow** for further information.

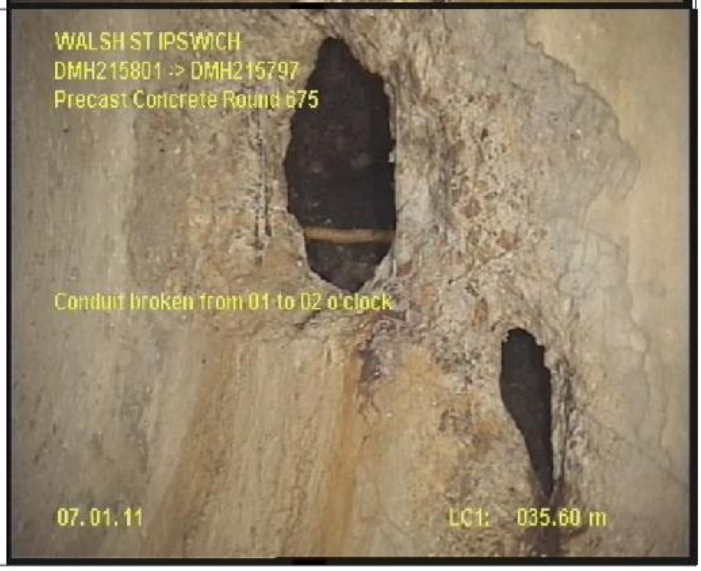
Inspection Report

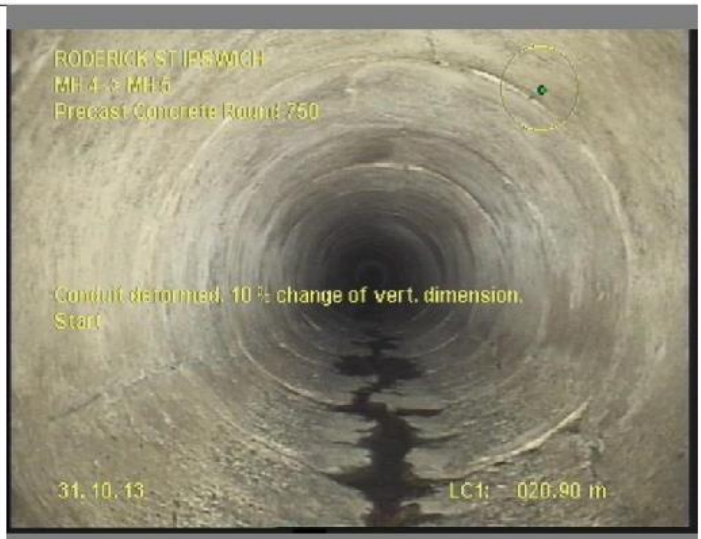
Refer to **WSA 05-2008 Section 2.10 Inspection Report**.

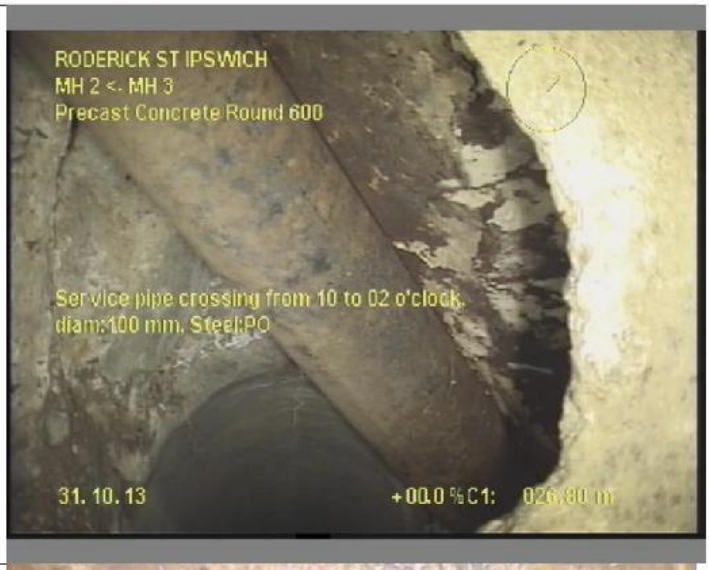
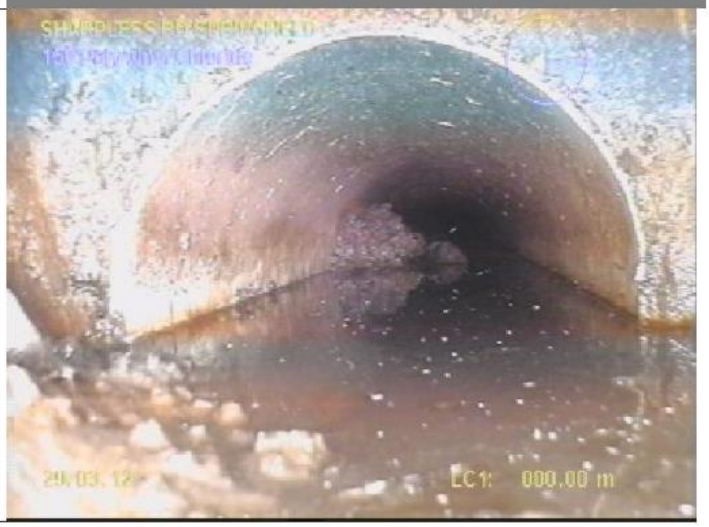
Defects are to be recorded in the manner above described for all defect types listed below.

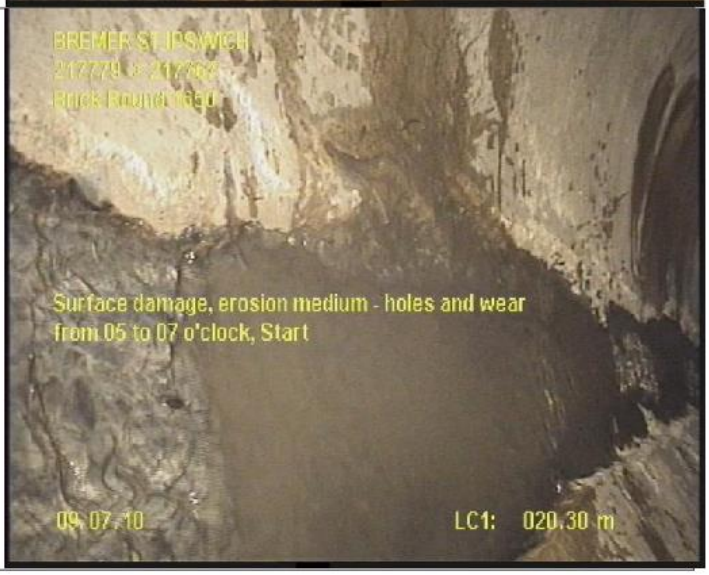
The ICC Defect Types for Stormwater Assets

Defect Type	Intervention Level	Examples
Crushed Conduit	Any	

Intrusion by Services Allowing Loss of Material	**Any**	
Joint Displacement Allowing Loss of Material	**Any**	
Hole in Conduit Allowing Loss of Material	**Any**	

Ovoid Shape (Deformed Intact Conduit)	**Any**	
Radial Cracking Allowing Loss of Material	**Any**	
Reinforcing Exposed	**Any**	

Intrusion by Services Blocking Cross Section	**>20%**	
Debris Buildup Blocking Cross Section	**>20%**	

Intrusion by tree roots	**Any**	
Invert Scour or Erosion	**>10mm Depth**	

Longitudinal Cracking Allowing Lost of Material	**Any**	
Crocodile Cracking Allowing Loss of Material	**Any**	

References

Condition Assessment & Asset Performance Guidelines (Practice Note 5)

Stormwater Drainage (IPWEA-NAMS.AU)

Reference No: WSA 05-2008

Appendix D – Maintenance and Operation Specifications

(Source: City of Ipswich Services Catalogue)

Service	Activity	Service Level	Target
INFRASTRUCTURE ASSET IMPROVEMENT			85% of requests is completed on time.
Respond to Requests for Drainage Improvements	Respond to requests for investigation to install and/or significantly improve drainage infrastructure such as new or improved stormwater, pipes, headwalls, gully pits/traps etc.	60 business days	
ASSET MANAGEMENT PLANNING			
Establish Asset-Related Service Levels	Establish desired levels of service (customer and technical) for infrastructure asset-related service provision.	Review Annually	
Plan Drainage	Develop, implement, monitor and update plans, strategies and policies that will inform and shape long term investment and sustainable development of the City's drainage network.	Review Annually	
Disaster Management and Response Planning (External)	Maintain Disaster Management Plan Development and review of a disaster management plan to achieve interagency co-ordination and address response and recovery issues.	Review Plans Annually	
Develop Creek Corridor/Improvement Plan	Develop and implement creek corridor/improvement plans for local waterways, including the coordination and monitoring of activities in relation to the management of local waterways.	1 x sub-catchment per year	
Floodplain Management	Develop, implement, monitor and update plans, studies, strategies and policies that will inform and shape long term flood management and mitigation.	Reviewed and report on annually	

Coordinate Riparian Revegetation Projects	Work in partnership with land holders and community groups to revegetate riparian corridors.	In accordance with grant requirements	
Stormwater and Drainage Planning	Develop, implement, monitor and update plans, strategies and policies that will inform and shape long term investment and sustainable development of the City's drainage network.	Review and report annually	
Water Cycle Planning	Develop, implement, monitor and update plans, studies, strategies and policies that will inform and shape long term investment and sustainable management of the water cycle in Ipswich.	Review and report annually	
OPERATION AND MAINTENANCE SERVICES			
Inspect and Maintain Gross Pollutant traps	Inspection and cleaning of pollutant Traps	6 Monthly	
Maintain Stormwater Systems	Inspection and cleaning of high risk stormwater devices	Prior to predicted storm event. Monthly during November to march	
Respond to Requests for Drainage Maintenance	Respond to requests for maintenance missing / damaged repair clearing / cleaning blocked / blockage of drainage systems or infrastructure: flooding road, footpath, stormwater easements, box culverts, in/outlets, pipe crossing roof water / runoff, manhole / grates.	High risk: Inspect and make safe 1 business day. High risk: Repair within 30 business days. Non-urgent: Inspect within 4 business days. Non-urgent: Repair within 30 business days.	

Respond to Council Facility Plumbing	Requests	Urgent: 1 Business Day Non-Urgent: 30 Business Days New Minor Work: 30Business Days	
Inspection and Condition Assessment			
Service	**Activity**	**Current Service Level / Frequency**	**Performance Target**
Stormwater			
Inspection - CCTV Program	inspections and defect logging	Annually	85%
Inspection - CCTV	Condition assessment	5 years	85%
Culverts			
Inspection - Minor Culverts	Routine inspections and defect logging	Reactive	85%
Inspection - Major Culverts	Routine inspections and defect logging	Reactive	85%
	Proactive Level 2 inspections	4 years	100%
Dams			
Inspection - Dams Referable	Routine inspections and defect logging	BI-Monthly	100%
	Annual Inspection	Annually	100%
	Comprehensive Inspection	5 years	100%
Detention Basins			
Inspection – Detention Basins	Routine inspections and defect logging	Reactive	85%
Open Drains			
Inspection - Open Drain and Channel	Routine inspections and defect logging	Reactive	85%
Wetlands			
Inspection - Wetlands	Routine inspections and defect logging	Reactive	85%

Appendix E - Acronyms

AAAC	Average annual asset consumption
AMP	Asset Management Plan
ARI	Average Recurrence Interval
CRC	Current Replacement Cost
CWMS	Community Wastewater Management Systems
DA	Depreciable Amount
EF	Earthworks/Formation
IRMP	Infrastructure Risk Management Plan
LCC	Life Cycle Cost
LCE	Life Cycle Expenditure
LGIS	Local Government Infrastructure Services
MMS	Maintenance Management System
PCI	Pavement Condition Index
RV	Residual Value
Vph	Vehicles per hour

Appendix F – Glossary

Annual Service Cost (ASC)

Reporting actual cost. The annual (accrual Cost of providing a service including operations, maintenance, depreciation, finance/opportunity and disposal costs less revenue.

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

Asset

A resource controlled by an entity as a result of past events and from which future economic benefits are expected to flow to the entity. Infrastructure assets are a sub-class of property, plant and equipment which are non-current assets with a life greater than 12 months and enable services to be provided.

Asset class

A group of assets having a similar nature or function in the operations of an entity, and which, for purposes of disclosure, is shown as a single item without supplementary disclosure.

Asset condition assessment

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

Asset management (AM)

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

Average annual asset consumption (AAAC)*

The amount of a council's asset base consumed during a reporting period (generally a year). This may be calculated by dividing the depreciable amount by the useful life (or total future economic benefits/service potential) and totalled for each and every asset OR by dividing the carrying amount (depreciated replacement cost) by the remaining useful life (or remaining future economic benefits/service potential) and totalled for each and every asset in an asset category or class.

Borrowings

A borrowing or loan is a contractual obligation of the borrowing entity to deliver cash or another financial asset to the lending entity over a specified period of time or at a specified point in time, to cover both the initial capital provided and the cost of the interest incurred for providing this capital. A borrowing or loan provides the means for the borrowing entity to finance outlays (typically physical assets) when it has insufficient funds of its own to do so, and for the lending entity to make a financial return, normally in the form of interest revenue, on the funding provided.

Capital expenditure

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

Capital expenditure - expansion

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

Capital expenditure - new

Expenditure which creates a new asset providing a new service/output that did not exist beforehand. As it increases service potential it may impact revenue and will increase future operations and maintenance expenditure.

Capital expenditure - renewal

Expenditure on an existing asset or on replacing an existing asset, which returns the service capability of the asset up to that which it had originally. It is periodically required expenditure, relatively large (material) in value compared with the value of the components or sub-components of the asset being renewed. As it reinstates existing service potential, it generally has no impact on revenue, but may reduce future operations and maintenance expenditure if completed at the optimum time, e.g. resurfacing or resheeting a material part of a road network, replacing a material section of a drainage network with pipes of the same capacity, resurfacing an oval.

Capital expenditure - upgrade

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

Capital funding

Funding to pay for capital expenditure.

Capital grants

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

Capital investment expenditure

See capital expenditure definition

Capitalisation threshold

The value of expenditure on non-current assets above which the expenditure is recognised as capital expenditure and below which the expenditure is charged as an expense in the year of acquisition.

Carrying amount

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

Component

Specific parts of an asset having independent physical or functional identity and having specific attributes such as different life expectancy, maintenance regimes, risk or criticality.

Cost of an asset

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

Current replacement cost (CRC)

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

Depreciable amount

The cost of an asset, or other amount substituted for its cost, less its residual value.

Depreciated replacement cost (DRC)

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

Depreciation / amortisation

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

Economic life

See useful life definition.

Expenditure

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

Fair value

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

Funding gap

A funding gap exists whenever an entity has insufficient capacity to fund asset renewal and other expenditure necessary to be able to appropriately maintain the range and level of services its existing asset stock was originally designed and intended to deliver. The service capability of the existing asset stock should be determined assuming no additional operating revenue, productivity improvements, or net financial liabilities above levels currently planned or projected. A current funding gap means service levels have already or are currently falling. A projected funding gap if not addressed will result in a future diminution of existing service levels.

Heritage asset

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

Impairment Loss

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

Investment Property

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

a) Use in the production or supply of goods or services or for administrative purposes; or
b) Sale in the ordinary course of business.

Key performance indicator

A qualitative or quantitative measure of a service or activity used to compare actual performance against a standard or other target. Performance indicators commonly relate to statutory limits, safety, responsiveness, cost, comfort, asset performance, reliability, efficiency, environmental protection and customer satisfaction.

Levels of service

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

Life Cycle Cost

1. Total LCC. The total cost of an asset throughout its life including planning, design, construction, acquisition, operation, maintenance, rehabilitation and disposal costs.
2. Average LCC. The life cycle cost (LCC) is average cost to provide the service over the longest asset life cycle. It comprises annual operations, maintenance and asset consumption expense, represented by depreciation expense. The Life Cycle Cost does not indicate the funds required to provide the service in a particular year.

Life Cycle Expenditure

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

Maintenance

All actions necessary for retaining an asset as near as practicable to its original condition, including regular ongoing day-to-day work necessary to keep assets operating, e.g. road patching but excluding rehabilitation or renewal. It is operating expenditure required to ensure that the asset reaches its expected useful life.

Planned maintenance

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

Reactive maintenance

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

Significant maintenance

Maintenance work to repair components or replace sub-components that needs to be identified as a specific maintenance item in the maintenance budget.

Unplanned maintenance

Corrective work required in the short-term to restore an asset to working condition so it can continue to deliver the required service or to maintain its level of security and integrity.

Maintenance and renewal gap

Difference between estimated budgets and projected required expenditures for maintenance and renewal of assets to achieve/maintain specified service levels, totalled over a defined time (e.g. 5, 10 and 15 years).

Maintenance and renewal sustainability index

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

Maintenance expenditure

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

Materiality

The notion of materiality guides the margin of error acceptable, the degree of precision required and the extent of the disclosure required when preparing general purpose financial reports. Information is material if its omission, misstatement or non-disclosure has the potential, individually or collectively, to influence the economic decisions of users taken on the basis of the financial report or affect the discharge of accountability by the management or governing body of the entity.

Modern equivalent asset

Assets that replicate what is in existence with the most cost-effective asset performing the same level of service. It is the most cost efficient, currently available asset which will provide the same stream of services as the existing asset is capable of producing. It allows for technology changes and, improvements and efficiencies in production and installation techniques

Net present value (NPV)

The value to the Council of the cash flows associated with an asset, liability, activity or event calculated using a discount rate to reflect the time value of money. It is the net amount of discounted total cash inflows after deducting the value of the discounted total cash outflows arising from e.g. the continued use and subsequent disposal of the asset after deducting the value of the discounted total cash outflows.

Non-revenue generating investments

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

Operations expenditure

Recurrent expenditure, which is continuously required to provide a service. In common use the term typically includes, e.g. power, fuel, staff, plant equipment, on-costs and overheads but excludes maintenance and depreciation. Maintenance and depreciation is on the other hand included in operating expenses.

Operating expense

The gross outflow of economic benefits, being cash and non-cash items, during the period arising in the course of ordinary activities of an entity when those outflows result in decreases in equity, other than decreases relating to distributions to equity participants.

Pavement management system

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

PMS Score

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

Rate of annual asset consumption

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

Rate of annual asset renewal

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

Rate of annual asset upgrade

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

Recoverable amount

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

Recurrent expenditure

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

Recurrent funding

Funding to pay for recurrent expenditure.

Remaining useful life

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

Residual value

The estimated amount that an entity would currently obtain from disposal of the asset, after deducting the estimated costs of disposal, if the asset were already of the age and in the condition expected at the end of its useful life.

Revenue generating investments

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

Risk management

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

Section or segment

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

Service potential

The total future service capacity of an asset. It is normally determined by reference to the operating capacity and economic life of an asset. A measure of service potential is used in the not-for-profit sector/public sector to value assets, particularly those not producing a cash flow.

Service potential remaining

A measure of the future economic benefits remaining in assets. It may be expressed in dollar values (Fair Value) or as a percentage of total anticipated future economic benefits. It is also a measure of the percentage of the asset's potential to provide services that is still available for use in providing services (Depreciated Replacement Cost/Depreciable Amount).

Strategic Longer-Term Plan

A plan covering the term of office of councillors (4 years minimum) reflecting the needs of the community for the foreseeable future. It brings together the detailed requirements in Council's longer-term plans such as the service management plan and the long-term financial plan. The plan is prepared in consultation with the community and details where Council is at that point in time, where it wants to go, how it is going to get there, mechanisms for monitoring the achievement of the outcomes and how the plan will be resourced.

Specific Maintenance

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

Sub-component

Smaller individual parts that make up a component part.

Useful life

Either:

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

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

Value in Use

The present value of future cash flows expected to be derived from an asset or cash generating unit. It is deemed to be depreciated replacement cost (DRC) for those assets whose future economic benefits are not primarily dependent on the asset's ability to generate net cash inflows, where the entity would, if deprived of the asset, replace its remaining future economic benefits.

Source: IPWEA, 2009, Glossary

IPSWICH CITY COUNCIL

PARKS AND RECREATION

ASSET MANAGEMENT PLAN

2020-2029



Version 1

July 2019

How to use this Plan

This Asset Management Plan (AMP) is a tactical document to support the purpose defined above. The AMP is set out in the following format to support easy navigation of its contents such that specific information can be readily identified to suit the readers need.

- Executive summary – This provides an overview suitable for obtaining a high-level understanding of the key issues and outcomes of the AMP. This is intended for senior decision makers and is supported by the detail in the following sections that make up the body of the AMP.
- Introduction – This section is the introduction that defines the plans purpose, its scope and how the AMP aligns with corporate objectives and goals. It 'sets the scene' for the AMP and how it relates to the wider organisational plan framework.
- Levels of Service, Growth and Risk - Focus on the definition of service levels, current risks and demand considerations that have been used in developing this AMP. This is the basis on which the following sections have been developed.
- Life Cycle Management Plan – This is the detailed 'output' of the AMP development process. It provides forecasts over a 10-year horizon, of the works required to maintain the current service levels, mitigate identified risks and cater for service growth and increased demand. Data details for this AMP – Defines the AMP's Data inputs and assumptions. It includes Asset Summary, Prior Year Infrastructure Delivery, Asset Age, Asset Condition Assessment criteria and results summary, Asset profiling, Hierarchy, Useful Life and Data Confidence ratings
- Forecast Expenditure and Performance Ration and Sustainability - Focus on the financial aspects of delivering these service levels including anticipated 'financial sustainability' performance. This section is particularly relevant to inform decision making and guide continual improvement in both the AMP and meeting corporate goals.
- Improvement Plan – Provides an action plan to improve future iterations of the AMP, particularly the improvement of the plan's accuracy and reliance as a decision-making tool.
- Findings – Provides a summary of the key issues and actions to be considered by Council. It includes a statement on the reliability and confidence of information to also be considered.
- Appendices – Information which is required in the AMP as reference is in the appendices. It also includes detailed works programs for new and renewal capital works that align with funding requirements and are to be aligned with short to medium term detailed operational planning.

Document Control

Revision History

Rev No	Date	Revision Details	Author	Reviewer	Approver
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Executive Summary

Purpose

The purpose of this Parks and Recreation Asset Management Plan (PRAMP) is to consolidate council's understanding of its parks and recreation assets, service levels, risks, and to provide operational and capital expenditure forecasts that will deliver the community outcomes detailed in the Corporate Plan.

The plan will support informed decision making, guide long-term financial forecast, budget requirements and provide a path to further improve the accuracy and confidence in future iterations of this AMP.

Scope

This Asset Management Plan (AMP) covers the parks and recreation assets (the Assets) that support the delivery of services to the Ipswich's community. It has been prepared based on the *International Infrastructure Management Manual (IIMM)* the recognised guideline for asset management in Australia.

This AMP uses data available within council including council's physical asset registers, audited financial asset register and recent asset revaluations information. Where possible, the financial forecast has been supplemented by historical condition data.

The Assets

The parks and recreation assets are valued at ~$272.8m and are apportioned into asset categories as detailed in Table 1.

Table 1 - Parks and Recreation Infrastructure Asset Classes

Asset Class	Financial Asset Register Current Replacement Cost as at 3 July 2019 ($'000)	Physical Asset Register Current Replacement Cost ($'000)
Land Improvements	*$103,663	^$41,202
Other Structures	$104,487	$93,139
Park and Street Furniture	$4,412	$3,723
Playing Surfaces	$36,825	$33,124
Equipment	$23,460	$22,345
Total	**$272,847**	****$193,533**

*Includes landscape and streetscape assets which are non-depreciable.

^Does not includes soft assets.

**Replacement cost from 2016-2017 asset valuation of the physical asset register.

The financial asset register (FAR) is current as at 3 July 2019 and includes contributed assets from the development industry for which no "as-constructed" details have been received, therefore these assets have not been included in the physical asset register (PAR). In addition, landscaping has been recognised in the FAR but not in the PAR. The PAR has been updated as the "as-constructed" details become available.

General Asset Condition

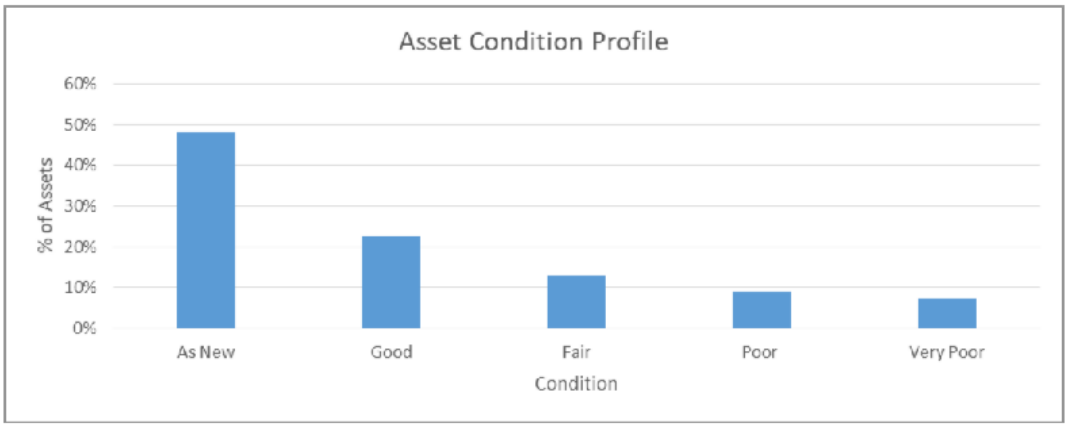


Figure 1 - Assets Condition Profile

Percentage of parks and recreation assets in very poor condition	7.27%	~$14m
Percentage of parks and recreation assets in poor condition	9.02%	~$17.46m

This data is calculated on age based profiles, these assets are proactively inspected on regular intervals based on the asset hierarchy. These assets will continue to be monitored and included in any programed maintenance or rehabilitation programs. Through the implementation of an integrated asset management system the condition profile will improve based on the combination of age based and condition based modelling.

Are We Meeting Our Adopted Service Levels?

The maintenance and operations expenditure projections in this AMP are based on historical spending to achieve the current adopted service levels, and therefore it may be assumed that similar future funding and if supported with appropriate investment in renewals will continue to provide current service levels. Council have adopted Service Levels, the objectives and performance indicators of clearly outlined in Corporate Goals and Objectives Table 8, Community Levels of Service Table 9, and Technical Levels of Service Table 10. This level of planned investment will continue to improve with the introduction of a new asset management system.

Are We Managing Growth?

The growth generated through developer contributed assets has been included in the operations, maintenance and financial forecasts. The contributed assets estimates are based on council's *Local Government Infrastructure Plan (LGIP)* population forecasts and the long-term financial forecast (LTFF).

Are We Managing Our Risks?

Council has a 'duty of care' to the community, its customers, in relation to the management of the assets. There are numerous types of risks council is concerned about, including financial, service and safety. The risks were assessed by council based on their likelihood and consequences to generate solutions to mitigate or eliminate them. It is expected that the current maintenance activities will continue to assist in mitigating the service risks to an acceptable level. Additional funding is required to address the improvement activities required to mitigate data quality and confidence risks associated with current asset management (AM) practices.

The Financials

Based on renewing current assets at the end of their useful lives, meeting current levels of service and to meet growth over the next 10 years, the projected asset expenditure requirements are as shown in Table 2 and Figure 2.

Table 2 - 10 Year Forecast Expenditure

Financial Year Ending	Risk Treatment	New or Upgrade ($'000)	Operations ($'000)	Maintenance ($'000)	Planned Renewals ($'000)	Total ($'000)
2020	*$0*	$47,653	$3,287	$29,581	$5,780	$86,301
2021	*$0*	$11,144	$3,486	$31,370	$4,372	$50,371
2022	*$0*	$15,474	$3,697	$33,271	$2,865	$55,307
2023	*$0*	$20,479	$3,921	$35,293	$4,940	$64,633
2024	*$0*	$24,594	$4,160	$37,441	$3,648	$69,843
2025	*$0*	$27,942	$4,414	$39,725	$5,360	$77,441
2026	*$0*	$15,251	$4,684	$42,152	$3,877	$65,964
2027	$0	$15,109	$4,970	$44,731	$12,212	$77,022
2028	$0	$22,414	$5,275	$47,472	$3,881	$79,042
2029	$0	$16,562	$5,598	$50,385	$6,308	$78,853
Total	**$0**	**$216,622**	**$43,491**	**$391,420**	**$53,243**	**$704,777**

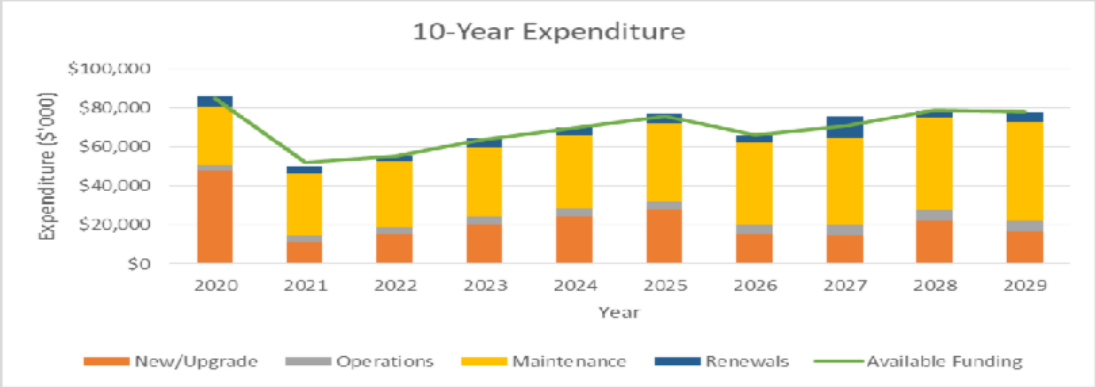


Figure 2 - 10 Year Expenditure Forecasts

What Funding is available in the LTFF?

Council's LTFF has allocated funding for parks and recreation asset expenditure as shown in Table 3.

Table 3 - Long Term Financial Forecast

Financial Year Ending	New/Upgrade ($'000)	Operations & Maintenance ($'000)	Renewals ($'000)	Total ($'000)
2020	$47,653	$32,868	$4,154	$84,675
2021	$11,144	$34,855	$5,881	$51,880
2022	$15,474	$36,968	$2,862	$55,304
2023	$20,479	$39,214	$4,291	$63,984
2024	$24,594	$41,602	$3,554	$69,750
2025	$27,942	$44,139	$3,499	$75,580
2026	$15,251	$46,835	$4,154	$66,240
2027	$15,109	$49,701	$5,852	$70,662
2028	$22,414	$52,746	$3,769	$78,929
2029	$16,562	$55,983	$5,595	$78,140
Total	**$216,622**	**$434,911**	**$43,611**	**$695,144**

Can We Financially Sustain our Current Levels of Service?

The 10-year expenditure forecast for the delivery of services is ~$704.7m. The available funding in the LTFF is ~$695.1m, a shortfall of ~$9.6m. Shortfall will be managed by proactive inspection of parks and recreation assets at time of forecast replacement based on condition, it is envisaged that this will result in some asset replacements being pushed out. The renewal profile will be revisited when improvements are made to the asset system.

What Are Our Options?

Current options for council are:

- improve council's parks and recreation data prior to making changes to the current planned activities
- reduce current service levels
- do not undertake new/upgrade works
- allocate more funding to this service.

Other Considerations and Critical Assumptions

This section details the key assumptions made in preparing and presenting the forecasts of required operating and capital expenditure, asset values, depreciation expense and carrying amounts contained in the PRAMP. It is presented to provide an understanding of the levels of confidence in the information behind the financial forecasts.

Key elements of the financial forecasts (asset values, depreciable amounts, useful lives, asset condition and consumption) have been derived from recent asset valuation and the fixed asset register (FAR) as at 3 July 2019.

The valuation report described above utilised available condition assessment information (verified by sample visual condition assessments) with a corresponding assessment of both the phase and rate of asset consumption. It is anticipated that future enhancements in the determination and utilisation of asset condition information may result in revisions to depreciable amounts and estimated remaining useful lives. Such revisions would alter the scale and timing of projected renewal expenditure.

Planned maintenance and renewal expenditures are based on assumed / inferred levels of service for the park and recreation network resulting from experience to date in providing these services to the community. Future anticipated community engagement may result in adjustments to the desired levels of service and thus impact upon future financial forecasts.

The growth and demand of physical assets are based on currently available assumptions which have been derived from the 2019-2020 financial year LTFF assumptions and the capital works program. The future forecast used in this AMP has been refined to reflect the actual growth rates and realistic infrastructure growth from development applications and activities, hence the forecast may not align completely with the published LGIP projections. As such, any future revisions to these assumptions and underlying projections or sequencing will impact the financial forecasts of this AMP.

It is anticipated that the accuracy of financial forecasts may be improved in future revisions of the AMP by ongoing and refinement of the following areas:

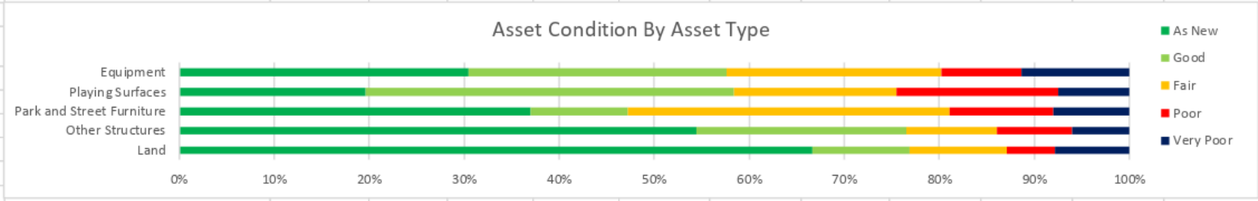
- depreciable amounts and depreciation methodologies
- asset useful lives and consumption
- annual capital and operational budget
- condition assessment methodologies and ratings
- desired levels of service
- growth factors and estimates.

Ipswich City Council
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Asset Value

Asset Class	Value ($'000) Replacement Cost	Accumulated Depreciation	Current Value	Average Annual Asset Consumption
Land	$103,663	$20,373	$83,290	$1,613
Other Structures	$104,487	$32,548	$71,939	$3,145
Park and Street Furnitu	$4,412	$2,094	$2,318	$156
Playing Surfaces	$36,825	$20,849	$15,976	$2,171
Equipment	$23,460	$10,521	$12,939	$1,456
Total	**$272,847**	**$86,385**	**$186,462**	**$8,542**

Asset Condition



Parks and recreation assets are proactively inspected in accordance to their hierarchy and risk. Due to system constraints, the condition data is based on age profile only. The improvement of real condition data will be incorporated and included in the next version of the AMP.

Critical Assumptions

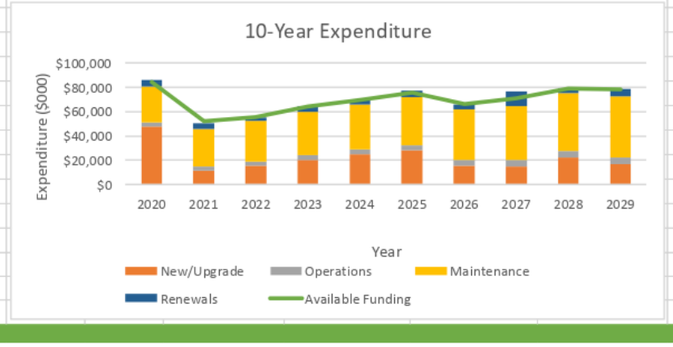
Financial details are based on current asset valuations, information from the Fixed Asset Register (FAR) as at 3 July 2019 and assumptions from the 2019-2020 financial year long-term financial forecast (LTFF).

Current Levels of Service

The current levels of service that transport assets deliver have been defined and are based on council's goals and objectives in the Corporate Plan, Asset Landscape Maintenance Specifications and detailed in the Services Catalogue. Council is currently reviewing the current Services Catalogue, any amendments to it will be communicated and updated in the next version of the Asset Management Plan (AMP).

Conclusion

The 10-year expenditure forecast for the delivery of services is ~$704.7m. The available funding in the LTFF is ~$695.1m, a shortfall of ~$9.6m. Shortfall will be managed by proactive inspection of parks and recreation assets at time of forecast replacement based on condition, it is envisaged that this will result in some asset replacements being pushed out. The renewal profile will be revisited when improvements are made to the asset system.



Financial Forecasts

Expenditure ($'000)	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Total
Renewal	$5,780	$4,372	$2,865	$4,940	$3,648	$5,360	$3,877	$12,212	$3,881	$6,308	**$53,243**
New/Upgrade	$47,653	$11,144	$15,474	$20,479	$24,594	$27,942	$15,251	$15,109	$22,414	$16,562	**$216,622**
Maint. & Ops	$32,868	$34,855	$36,968	$39,214	$41,602	$44,139	$46,835	$49,701	$52,746	$55,983	**$434,911**
Total	$86,301	$50,371	$55,307	$64,633	$69,843	$77,441	$65,964	$77,022	$79,042	$78,853	$704,777
Long Term Financial Forecast ($'000)											
Renewal	$4,154	$5,881	$2,862	$4,291	$3,554	$3,499	$4,154	$5,852	$3,769	$5,595	**$43,611**
New/Upgrade	$47,653	$11,144	$15,474	$20,479	$24,594	$27,942	$15,251	$15,109	$22,414	$16,562	**$216,622**
Maint. & Ops	$32,868	$34,855	$36,968	$39,214	$41,602	$44,139	$46,835	$49,701	$52,746	$55,983	**$434,911**
Total	$84,675	$51,880	$55,304	$63,984	$69,750	$75,580	$66,240	$70,662	$78,929	$78,140	$695,144
Surplus	**-$1,626**	**$1,509**	**-$3**	**-$649**	**-$94**	**-$1,861**	**$277**	**-$6,360**	**-$112**	**-$713**	**-$9,632**
Cumulative Surplus	**-$1,626**	**-$117**	**-$119**	**-$768**	**-$862**	**-$2,724**	**-$2,447**	**-$8,807**	**-$8,919**	**-$9,632**	

Sustainability

		Target	Value
Consumption Ratio	Indicates the Written Down Value of Council's Depreciable assets relative to their 'as new' value in up to date prices (highlights aged condition)	40%-80%	**64%**
10-year Service level Sustainability Ratio	Indicates whether Council's funding for Infrastructure asset dass is sufficient for the long-term delivery of current service levels	>90%	**100%**
New/Upgrade Funding Ratio	Indicates the extent to which the planned new/upgrade projects are funded in the long-term budget allocation.	100%	**100%**
Renewal Funding Ratio	Indicates the extent to which the proposed condition renewal works are funded in the long-term budget allocation.	>90%	**82%**
Operations & Maintenance	Assumed that current expenditure levels for operations and maintenance actibities will be maintained for the 10-year planning period.	100%	**100%**

Introduction

Purpose

The purpose of this Asset Management Plan (AMP) is to:

- consolidate Councils understanding of its assets within this asset class
- document levels of service and risk
- provide short and medium-term capital works plans
- support informed decision making and guide long-term financial forecast (LTFF) and budget requirements
- provide a plan to work towards improved accuracy and confidence in future iterations of this AMP.

Scope

This AMP incorporates the infrastructure asset classes, groups and types outlined in Table 4 and Table 5.

Table 4 - Parks and Recreation Infrastructure Asset Classes

Asset Class	Financial Asset register Current Replacement Cost ($'000)	Physical Asset Register Current Replacement Cost ($'000)
Land Improvements	*$103,663	^$41,202
Other Structures	$104,487	$93,139
Park and Street Furniture	$4,412	$3,723
Playing Surfaces	$36,825	$33,124
Equipment	$23,460	$22,345
Total	**$272,847**	****$193,533**

*Includes landscape and streetscape assets which are non-depreciable.

^Does not includes soft assets.

**Replacement cost from 2016-2017 asset valuation of the physical asset register.

The financial asset register (FAR) is current as at 3 July 2019 and includes contributed assets from the development industry for which no "as-constructed" details have been received, therefore these assets have not been included in the physical asset register (PAR). In addition, landscaping has been recognised in the FAR but not in the PAR. The PAR has been updated as the "as-constructed" details become available.

Table 5 - Park and Recreation Assets

Asset Class	Asset Group	Asset Type
Equipment	Aquatic Equipment	Aquatic Equipment
	Irrigation System and Equipment	Irrigation System and Equipment
	Landfill Monitoring Equipment	Landfill Monitoring Well, Bore or Vent
	Playground and Exercise Equipment	Playground Equipment
		Exercise Equipment
	Water Quality and Soil Moisture Monitoring Equipment	Water Quality and Soil Moisture Monitoring Equipment
	Flood Monitoring Equipment	*Flood Alert Station (This is included in Drainage and Mitigation AMP)*
Land Improvements	Landscape Gardens and Street Scape*	Landscape Gardens and Street Scape
	Boundary Elements	Fence, Gate, Chicane, Handrail, Bollard, Edging, Retaining Wall
	Track	BMX, Walking Tack (Unsealed), Service Track (Unsealed) and Fire Trails
Other Structures	Archway / Arbour	Archway / Arbour
	Barbecue	Barbecue
	Bike Rack	Bike Rack
	Bin Enclosure	Bin Enclosure
	Driveway / Carpark	Driveway / Carpark
	Platform	Deck, Viewing Platform, Stage
	Drinking Fountain	Drinking Fountain
	Feature Object	Sandstone Block, Statute, Sculpture, Feature Wall, Water Feature
	Flag Pole	Flag Pole
	Goal Post	Goal Post
	Grandstand / Spector Seating	Grandstand / Spector Seating
	Hardstand	Hardstand
	Memorials / Monuments	Memorials / Monuments
	Public and Sport Field Lighting	Park Lighting and Fittings, Street Lightings and Fittings, Sportfield Lightings and Fittings
	Scoreboard	Scoreboard
	Shading Structures	Shade Sail, Shelter
	Swimming Pool and Lagoon	Swimming Pool, Lagoon
	Water Tank	Water Tank
	Water Tap	Water Tap
	Wheel Stop	Wheel Stop
	Windmill	Windmill
Park and Street Furniture	Seat	Seat
	Table	Table
Playing Surfaces	Softfall	Softfall
	Ground Cover	Ground Cover
	Sport Court / Fields	Skate Bowl, Basketball Court, Netball Court, Tennis Court, Combination Court, Bocce Court, Sport Field, Athletics Oval, Baseball Diamond, Bowling Green, Cricket Wicket, Croquet Lawn

*Non-depreciable assets

Quantities and replacement values in this AMP are derived from PAR, FAR and infrastructure asset valuation reports. The asset types are presented in accordance with their functional and operational management characteristics.

Corporate Context

Council exists to provide services to its community. Some of these services are provided by infrastructure assets. Council has acquired infrastructure assets through a range of processes, including:

- purchase
- contract
- construction by council staff
- donation of assets constructed by developers and others.

The basis of council's ownership of infrastructure assets is to deliver services outlined in council's vision, mission, goals and objectives as set out in *Advance Ipswich* and the *Corporate Plan 2017-2022*.

Council's vision:

> Our vision, looking forward 20 years, is that people are emotionally connected with a strong sense of belonging and pride in the City. Jobs growth keeps pace with population growth. The City's rate of employment is higher than the Queensland average. Urban development has maximised the opportunities to use public and active Parks and Recreation.

Council's mission:

> Ipswich City Council will:
>
> - use the competitive advantages of the Ipswich economy to provide jobs for the growing population and prosperity for the city through business diversification, adapting and responding to technological advances and creating an attractive economic environment for business investment
> - plan and develop a vibrant and sustainable city that accommodates the needs of a diverse and growing population and economy
> - create a city that values its past and embraces opportunities to work together for the betterment of the community
> - important areas of native habitat are conserved, the city's important waterways are protected and their water quality enhanced, and the city responds appropriately to climate change and uses resources prudently.
> - visionary and accessible leadership is provided that consults and communicates on key decisions and delivers sound financial management and good governance outcomes.

Source: Ipswich City Council Advance Ipswich and Corporate Plan 2017-2022

Relationship to Other Council Documents and Objectives

This AMP aligns with and should be read in conjunction with the Asset Management Framework as shown in Figure 3 and key documents outlined in Table 6 below:

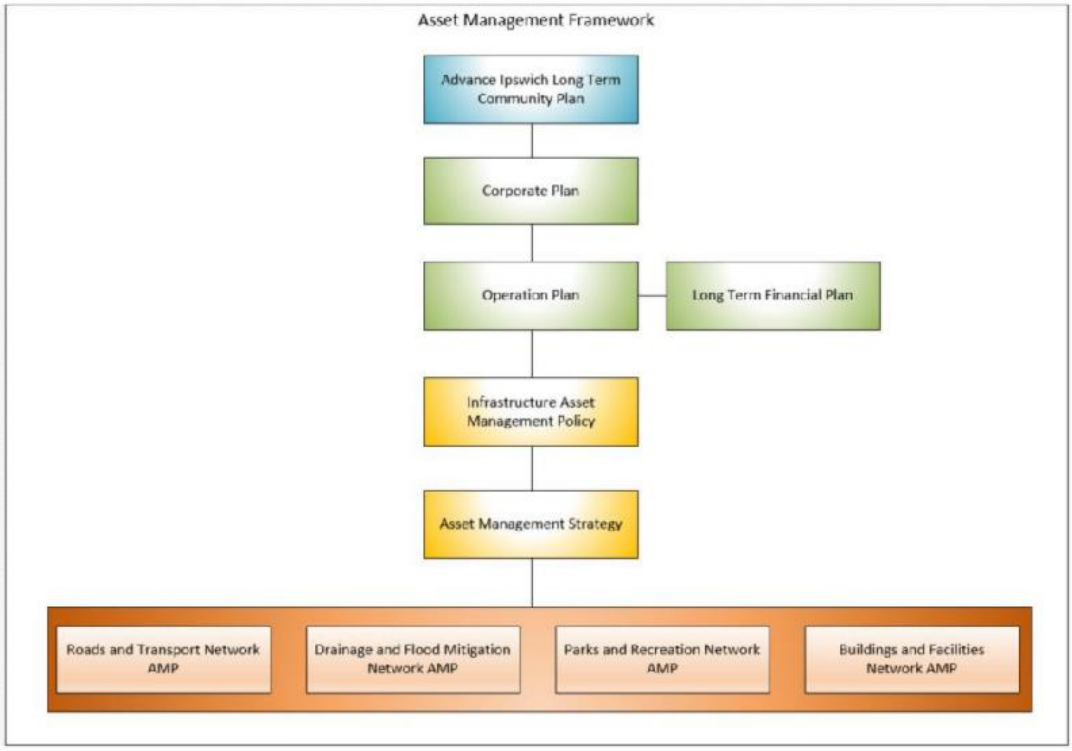


Figure 3 - Asset Management Document Hierarchy

Table 6 - Key Documents

Document	How Related	Reference
AMP Related Documents		
Asset Management Policy	The Asset Management Policy defines council's overall intentions and guiding principles in relation to infrastructure asset management. It provides a formal policy position for council to operate and manage infrastructure assets in accordance with defined levels of service, whilst minimising lifecycle costs.	Council website
Asset Management Strategy	The Asset Management Strategy includes specific strategies and implantation plan to ensure the asset management objectives are delivered and achieved.	Council website

Document	How Related	Reference
Asset Management Framework	The Asset Management Framework is to assist council in defining and improving the way it delivers services from infrastructure. It is to establish a framework off governance documents, planning documents, operational procedures and standards of how council manage and operate infrastructure assets.	Council website
Maintenance Specifications Asset and Landscape Maintenance Standards	Contains all maintenance and operational specification requirements for assets under this AMP. Details within this document are used to inform inspection and maintenance schedule.	Council System Objective) (A5502903)
Enterprise Risk Management Framework	The fundamental risk framework used evaluate the risks applicable to this AMP.	Council website
Risk Register	Contains all identified asset related risks applicable to this AMP.	Identified Risks Section in this AMP
Services Catalogue and Standards	The Ipswich City Council Services Catalogue and Standards details all services provided by council, including service levels and targets.	Council website
Other Related Documents		
Local Government Infrastructure Plan	Contains details regarding areas of growth within the council area and guides technical Levels of Service regarding the provision of assets.	Council website
Standard Drawings	Contains design and construction details for new assets.	Council website
Ipswich Streetscape Design Guide	The Ipswich Streetscape Design guide includes information on the soft elements and hard elements to be provided within streets. Streetscape works associated with development are required to be consistent with the guide.	Council website
Ipswich Regional Centre Strategy Streetscape Materials Specification	Contains specifications for materials and design set out for the streetscape works associated with development within the Ipswich City Centre.	Council website
Electrical Requirements for Park & Facility Embellishments	Contains technical electrical requirements for parks and facility embellishment.	Council website

Stakeholder Input

Key stakeholders in the asset management process for parks and recreation infrastructure assets are listed in Table 7 below.

Table 7 - Key Stakeholders

Position Title	Principal Involvement in Parks and Recreation Network AMP
Councillors	Represent needs of community. Allocate resources to meet council's objectives in providing services while managing risks. Ensure organisation is financially sustainable. Custodians of the assets and services, providing the interface with the community regarding the levels of service and good governance and management practices.
CEO	Manage organisation operational activities and future planning strategic direction.
General Manager, Infrastructure and Environment Department	Department Head and nominal asset owner.
Treasury Accounting Manager	Responsible for Council's budget preparation and advice on financial assumptions.
Infrastructure Strategy and Planning Manager	Manager responsible for the design and delivery of new parks and recreation assets.
Asset Management Manager	Responsible for departmental budget preparation, asset management issues and review of the AMP.
City Maintenance Manager	Responsible for the overall maintenance of the assets.
Principal Officer (Asset Management)	Responsible for the management of all assets and Contribution to Parks and Recreation Network AMP preparation.
Senior Spatial Officer	Responsible for advice on asset and spatial information of asset management issues.
Planning Officer (Asset Management)	Contribution to the AMP preparation.
Spatial Officer	Responsible for the preparation of asset and financial data for the AMP.
Principal Officers, City Maintenance Section	Responsible for the maintenance of assets. Contribution to the AMP preparation and advice on level of services and maintenance issues.
Senior Planning Officer (Asset Management)	Responsible for developing and maintaining strategies, policies and procedures in Asset Management
Senior Property Officer	Responsible for offering tenure over Council land and facilities and managing the tenure agreement. Responsible for the acquisition and disposal of Council property.

Legislative Requirements

The Queensland Government recently passed the Local Government (Dissolution of Ipswich City Council) Act 2018, enabling government to dismiss Ipswich City Council's mayor and ten divisional councillors immediately and appoint an Interim Administrator to manage Council until the next scheduled local government elections on Saturday, 28 March 2020.

Newly appointed Interim Administrator and the part-time Interim Management Committee (IMC) are now working collaboratively with council's chief executive officer, executive leadership team and staff to bring positive, ethical change to Ipswich City Council.

Council services will continue to operate efficiently and on time, with its internal administration from the chief executive officer down remaining in place. Reports on all facets of council operations continue to be presented to committees, with the Interim Administrator making decisions in a similar monthly forum as previously, with advice from the IMC.

Council must meet many legislative requirements including, but not limited to, Federal and State legislation and regulations as outlined in Table 8 below.

Table 8 - Legislative Requirements

Legislation / Regulation	Requirement
Local Government Act 2009	The purpose of this Act is to provide for: the way in which a local government is constituted and the nature and extent of its responsibilities and powers; and a system of local government in Queensland that is accountable, effective, efficient and sustainable.
Local Government Regulation 2012	This regulation is about community planning and financial management for local governments, including: names of local government areas; classifications of local government areas; boundaries of local government areas and divisions; engaging the community; planning community growth and development; local government rates and charges; the financial accounts, documents, policies, records and reports of a local government; local government contracts; and allocating funds received by the State from the Commonwealth for local government purposes.
Local Government (Dissolution of Ipswich City Council) Act 2018	This Act enables government to dismiss Ipswich City Council's mayor and ten divisional councillors immediately and appoint an Interim Administrator to manage Council until the next scheduled local government elections on Saturday, 28 March 2020.

Legislation / Regulation	Requirement
Planning Act 2016	The purpose of this Act is to establish an efficient, effective, transparent, integrated, coordinated, and accountable system of land use planning (planning), development assessment and related matters that facilitates the achievement of ecological sustainability; protecting ecological processes and natural systems; achieving economic development includes achieving diverse, efficient, resilient and strong economies, including local, regional and State economies, that allow communities to meet their needs but do not compromise the ability of future generations to meet their needs; and to maintain the cultural, economic, physical and social wellbeing of people and communities.
Environmental Protection Act 1994	The objective of this Act is to protect Queensland's environment while allowing for development that improves the total quality of life, both now and in the future, in a way that maintains the ecological processes on which life depends (ecologically sustainable development).
Native Title Act 1993	The objective of this Act are to provide for the recognition and protection of native title; and to establish ways in which future dealings affecting native title may proceed and to set standards for those dealings; and to establish a mechanism for determining claims to native title; and to provide for, or permit, the validation of past acts, and intermediate period acts, invalidated because of the existence of native title.
Nature Conservation Act 1992	The objective of this Act is the conservation of nature while allowing for the involvement of indigenous people in the management of protected areas in which they have an interest under Aboriginal tradition or Island custom.
Disaster Management Act 2003	The main objectives of this Act are to help communities mitigate the potential adverse effects of an event; prepare for managing the effects of an event; and effectively respond to, and recover from, a disaster or an emergency situation; to provide for effective disaster management for the State; and to establish a framework for the management of the State Emergency Service and emergency service units to ensure the effective performance of their functions.
Workplace Health and Safety Act 2011	The main object of this Act is to provide for a balanced and nationally consistent framework to secure the health and safety of workers and workplaces
State Planning Policies	The purpose of the Planning Policy is to ensure that development is planned, designed, constructed and operated to manage water quality, cultural heritage, biodiversity, etc.

Plan Framework

The PRAMP is structured in accordance with the key elements outlined below:

Levels of Service – specifies the range and level of services to be provided by council.

Future Demand – describes the anticipated future demand for, and related impact upon, service delivery and how this is proposed to be addressed.

Lifecycle Management Plan – outlines how Council proposes to manage its existing and future roads and Parks and Recreation infrastructure assets to provide the defined levels of service.

Financial Summary – specifies the level of funding required to provide the defined levels of service.

Asset Management Practices – describes the systems and processes council applies to the management of its roads and Parks and Recreation infrastructure assets.

Risk Management – describes how risks associated with parks and recreation infrastructure assets and service delivery have been identified and managed.

Plan Improvement and Monitoring – describes the asset management improvement strategies proposed by the PRAMP, as well as how the PRAMP will be monitored over time to ensure it is continuing to meet council's objectives.

Figure 4 provides an overview of the general steps undertaken in the preparation of the PRAMP:

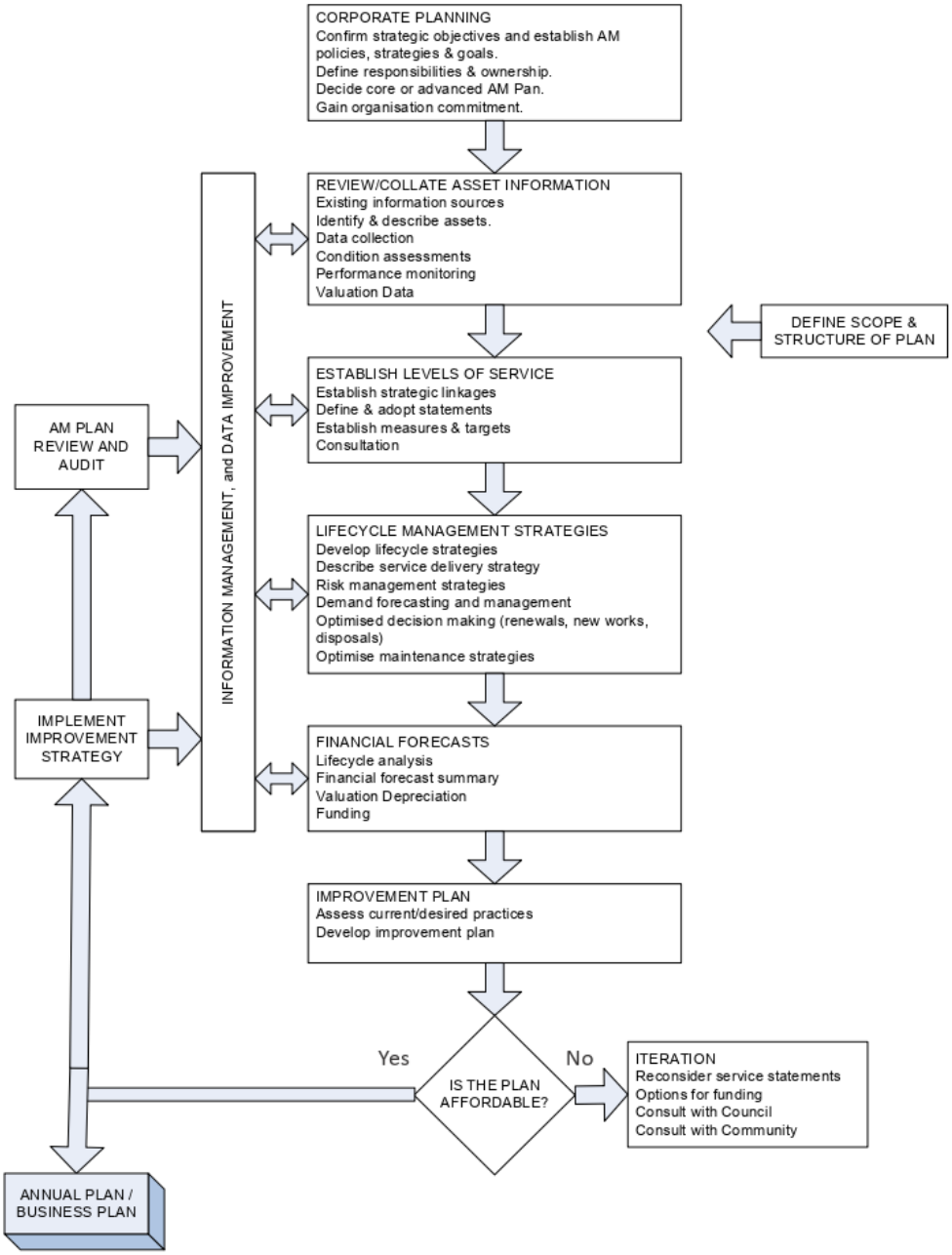


Figure 4 - Road Map for Preparing an Asset Management Plan

Core and Advanced Asset Management

The current PRAMP can be defined as a 'core' Asset Management Plan in accordance with the *International Infrastructure Management Manual (IIMM)*. It has been prepared to meet minimum legislative and organisational requirements for sustainable service delivery and long term financial planning and reporting. Core asset management is a 'top down' approach where analysis is applied at the 'system' or 'network' level.

The IIMM (p. xiii) defines Core Asset Management as:

'Asset management which relies primarily on the use of an asset register, maintenance management systems, job/resource management, inventory control, condition assessment, simple risk assessment and defined levels of service, in order to establish alternative treatment options and long-term cashflow predictions.'

Future revisions of the PRAMP will move towards 'advanced' asset management. Using a 'bottom up' approach for gathering asset information on individual assets, such an approach will support the optimisation of activities and programs in meeting defined service levels. Progress toward the advanced PRAMP will include actioning of the items identified in the improvement plan.

The IIMM (p. xii) defines Advanced Asset Management as:

'Asset management which employs predictive modelling, risk management and optimised decision-making techniques to establish asset lifecycle treatment options and related long-term cashflow predictions.'

Levels of Service

Service levels are the link between satisfying community needs and the cost of providing the service. Generally, a higher level of service (LOS) costs more to deliver than a lower LOS, although there may be economies of scale. A decision to provide an increased LOS will generally require additional funding to provide the service, while a decision to reduce funding will generally result in lower service levels. Appropriate service levels are defined on the basis of:

- customer expectations
- legislative requirements
- strategic organisational mission and objectives
- availability of resources and financial constraints.

Levels of Service and Performance measurement Documents

Community Plan/Corporate Plan

The Community Plan informs the Corporate Plan and establishes, through community consultation, Council's aspirational goals and objectives for the delivery of parks and recreation services.

Asset Management Plan

This Asset Management Plan (AMP) develops technical measures against which the aspirational goals and objectives can be measured (Technical Levels of Service).

Service Level Agreement

The service level agreement (SLA) is a formal agreement between those responsible for the assets and the services they deliver, and the operational areas of council charged with maintaining, operating, and upgrading existing assets or constructing new infrastructure.

Activity Specification

The activity specification defines the target performance measures for maintenance, operations, or construction activities. It sets routine inspection and maintenance frequencies and for reactive maintenance sets intervention levels, response times, and activity duration targets.

Maintenance Management Plan

The Maintenance Management Plan (MMP) details how each activity is to be completed and may include the following:

- standard operating procedures
- work instructions
- hazard risk assessment
- references to maintenance manuals (particularly fleet, plant, mechanical and electrical assets).

Corporate Goals and Objectives

Relevant council goals and objectives and how these are addressed in this asset management plan are outlined in Table 9:

Table 9 - Council Goals and how these are addressed in this Plan

Goals	Strategy	How Goal and Objectives are addressed in AMP
Goal 2 - Plan and develop a vibrant and sustainable city that accommodates the needs of a diverse and growing population and economy.	**Strategy 2** - Provide adequate land and infrastructure to support community development and economic activity.	The AMP facilitates infrastructure planning and delivery arrangements with key stakeholders to ensure infrastructure is delivered in a timely and efficient manner to meet the levels of services and demand from community. The AMP supports council's parks and recreation plan and other strategies to facilitate infrastructure planning and delivery to promote sustainable travel and active Parks and Recreation. The AMP ensures infrastructure assets are managed and maintained to conserve city's heritage. Accessibility for the open space network is considered during any rehabilitation and renewal works.
	Strategy 3 - Provide a Parks and Recreation system that supports the safe, reliable and sustainable movement of people and goods for all travel modes.	
	Strategy 4 – The city's heritage is conserved.	
	Strategy 5 - Provide an integrated open space network that is accessible and meets the recreational needs of residents and visitors.	
Goal 3 - Create a city that values its past and embraces opportunities to work together for the betterment of the community.	**Strategy 7** - Invest in social infrastructure to build a distinctive Ipswich identity and to maximise economic and social outcomes.	The AMP facilitates infrastructure planning and delivery arrangements with key stakeholders to ensure social infrastructure is delivered in a timely and efficient manner to support the demand of the community. The AMP identifies levels of service associated with specific asset classes and requires council to identify what it costs to deliver that level of service.
Goal 4 - Important areas of native habitat are conserved, the city's important waterways are protected and their water quality enchanted, and their water quality enchanted, and the city responds appropriately to climate change and uses resources.	**Strategy 1** – Secure and protect areas of native habitat and vegetation.	The AMP ensures infrastructure assets are managed and maintained to protect area of native habitat, vegetation, waterways, and enhanced environmental, ecological and water quality outcomes. The AMP provides a transparent process of how council manage and maintain assets to ensure more effective utilisation of assets.
	Strategy 2 – Develop and implement an integrated approach to planning and management of nature conservation matters in partnership with the community, private land owners and government agencies.	
	Strategy 3 – Protected and manage waterways to achieve enhanced environmental, ecological and water quality outcomes.	
	Strategy 4 – Enhance urban greening.	
	Strategy 5 – Use resources effectively and sustainably.	

Goal 5 - Visionary and accessible leadership is provided that consults and communicates on key decisions and delivers sound financial management and good governance outcomes.	**Strategy 2** – Provide comprehensive and meaningful community engagement to inform council decision making.	The AMP identifies the levels of service associated with specific asset classes. Council must then ascertain what level of service it can sustainably provide to customers.
	Strategy 4 – Maintain a financially sustainable and resilient approach to budgeting.	
	Strategy 6 – Maintain a consistent and efficient approach to laws and compliance activities across the city.	The AMP identifies future rehabilitation and new capital funding to ensure financial sustainability to continue delivery the agreed levels of service and infrastructure.

Source: Ipswich City Council Advance Ipswich and Corporate Plan 2017-2022

Management of council's parks and recreation assets is targeted at meeting defined levels of service in the most cost-effective manner for present and future generations. The key elements of infrastructure asset management are:

- taking a life cycle approach
- developing cost-effective management strategies for the long term
- providing a defined level of service and monitoring performance
- understanding and meeting the demands of growth through demand management and infrastructure investment
- managing risks associated with asset failures
- sustainable use of physical resources
- continuous improvement in asset management practices.

Community Levels of Service

Community Levels of Service relate to subjective service delivery outcomes that the community wants in terms of safety, quality, quantity, reliability, responsiveness, value and legislative compliance. Community levels of service measures used in the service management plan are:

- Quality - How good is the service?
- Function - Does it meet users' needs?
- Capacity/Utilisation - Is the service over or under used?

These community levels of service promised by council are outlined in Table 10 - Community Levels of Service.

Table 10 - Community Levels of Service

Service Factors	Service Objective	Performance Measure
Quality		
Parks, Open Space and Natural Areas	Parks, Open Space and Natural Areas are attractive places for the community.	Facilities and areas are maintained appropriately for usage. (e.g. grass length, etc.). Associated assets are in functional condition and inspected in accordance to agreed frequency.
Sporting Areas	Sporting areas are suitable for recreation and sporting usage.	Sporting areas playing surfaces and facilities are appropriate for usage (grass type, grass length, linemarking, etc.). Associated assets are in functional condition and inspected in accordance to agreed frequency.
Playgrounds and Equipment	Playgrounds and equipment are safe and attractive.	Playgrounds provide a safe and attractive play activity for children and community. Equipment is safe and constructed in accordance to standards. Assets are in functional condition and inspected in accordance to agreed frequency.
Function		
Parks, Open Space and Natural Areas	Parks, Open Space and Natural Areas hierarchy meet community's needs for passive recreation.	Parks, Open Space and Natural Areas are in convenient locations with easy access with appropriate size and supporting assets for usage.
Sporting Areas	Sporting areas hierarchy is appropriate for recreation and sporting competition requirements.	Sporting areas are appropriate located and designed with sufficient playing surface area and supporting assets for usage.
Playgrounds and Equipment	Playground and equipment are designed and provided appropriately for park hierarchy and demographic.	Playgrounds are located within community travel distance with appropriate size for usage. Play equipment meets standard and requirements.
Capacity/Utilisation		
Parks, Open Space and Natural Areas	Parks, Open Space and Natural Areas usage are appropriate to hierarchy.	Congestion and overuse of Parks, Open Space and Natural Areas are minimal. 80% of parks, open space and natural areas are fully utilised and provided in an efficient manner.
Sporting Areas	Sporting Areas usage is appropriate to hierarchy.	Congestion and overuse of Sporting Areas are minimal. Booking waiting list is acceptable. 80% of sporting areas are fully utilised and provided in an efficient manner.
Playgrounds and Equipment	Playgrounds and equipment usage are appropriate to hierarchy.	Playgrounds and equipment are well used and congestion is minimal. 80% of playgrounds are fully utilised and provided in an efficient manner.

Technical Levels of Service

Technical levels of service support the community levels of service by turning subjective requirements into objective assessments. These technical measures aim to quantify the performance of the assets and services they provide. Quantifying performance outcomes gives Council valuable insight into the service delivery of the assets and how to best allocate resources to meet desired service outcomes. These technical Levels of Service are outlined by asset classification in Table 11 - Technical Levels of Service.

Table 11 - Technical Levels of Service

Service Factors	Service Objective	Desired Levels of Service	Target Performance Measures
Operations and Maintenance	Parks, Open Space, Natural Areas, Sporting Areas, Playgrounds and Equipment and associated supporting assets meet user needs and maintained in functional condition.	Proactive park asset Inspection is based on park hierarchy[1]: • Citywide Parks – monthly • District Parks – 2 monthly • Local Parks – 3 monthly Walk Track inspection is based on the adopted Australian track classes.[2] • WT1 – 1 to 3 weekly • WT2, WT3, WT4 – 6 weekly • WT5 & WT6 – yearly Levels of service for firebreak, service tracks, bushland area and amenity zones are currently being reviewed. Updated levels of service will be included in future version of the AMP. Lawn areas are maintained in accordance to adopted grass quality type[3]. • Premium Quality Grass Area (GA1) – 34 cuts per year • High Quality Grass Area (GA2) – 22 cuts per year • Regular Quality Grass Area (GA3) – 16 cuts per year • Low Quality Grass Area (GA4) – 6 cuts per year Landscape gardens are maintained in accordance to adopted landscape garden type:[4] • Premium Presentation Garden Area (LG1) – weekly • High/Moderate Presentation Garden Area or Streetscape (LG2) – 3 weekly	85% of the areas are inspected on time and meet the maintenance specifications and standards. 85% of reactive maintenance are completed on time in accordance to Council's Service Catalogue and Standards.

[1] Detail inspection regime for activity breakdown can be viewed in the Asset and Landscape Maintenance Standards.
[2] Walking track frequency is being reviewed and developed. Please refer to the latest maintenance standards.
[3] The number of cuts is indicative measure for the typical quality grass type. The actual number of cuts will depend on seasonal conditions and local environmental factors.
[4] Maintenance frequency is indicative measure for the typical landscape garden type. The actual number of maintenance may vary and will depend on seasonal and local environmental factors.

Service Factors	Service Objective	Desired Levels of Service	Target Performance Measures
		• Moderate/Low Presentation Garden Area (LG3) – 6 weekly Routine Park Maintenance is based on park hierarchy. • Citywide Parks – 34 visits per year or weekly during the growing season • District Parks – 22 visits per year or fortnightly during the growing season • Local Parks – 16 visits per year or every 3 weeks during growing season Graffiti Hotspot Area Proactive Inspection is based on graffiti reported and frequency of occurrence. • Very Frequent (1 or more graffiti incidents reported each week) - weekly • Frequent - (2 or less graffiti incidents reported every fortnight) – 2 weekly • Somewhat Frequent (1 graffiti incident report each month) – monthly Electrical infrastructure assets are inspected and maintained in accordance to the frequency as listed in the Asset and Landscape Maintenance Standards Manual and the relevant Australian Standards. • Electrical Tag and RCD's Test – annually • Electrical Inspection - Community Facilities – annually • Electrical Inspection Council Operational Facilities – biannually BBQ visual inspection and cleaning – minimum weekly. Reactive inspection and maintenance are carried out in accordance with Council's Service Catalogue and Standards. All defects / required works are identified based on agreed failures, causes and resolution listed in Appendix C.	
Renewal and Rehabilitation	Infrastructure assets are renewed that suit for the purpose, capacity and design standards.	Assets are inspected and assessed in accordance to the agreed defect intervention levels. Works are scoped in project with key stakeholder consultation and high level cost estimate for budget preparation.	90% of the identified rehabilitation works are funded each year. All softfall renewal works are fully funded each year.
Upgrade / New	Recreation facilities are appropriate for community preferences and needs – facilities provision matches demand	Provision of Parks, Open Space, Natural Areas, Sporting Areas, Playgrounds and Equipment and supporting infrastructure in accordance with desired standard of service.	90% of new infrastructure are funded each year in accordance with strategies/master plans. All new infrastructure are designed and constructed in accordance to current standards and requirements (Appendix F)

Growth

Demand Forecast

Factors affecting demand on parks, open space and recreation network services can include, but are not necessarily limited to, population / demographic changes, location of employment / commercial areas and sport and recreation preferences. Of particular significance to the City of Ipswich is the extent of future growth forecast for the area.

Table 12 below provides an overview of population and dwelling projections through to 2029, as derived from the council's 2019–2020 financial year long-term financial forecast (LTFF) assumptions. The growth projection prepared in this AMP has been refined to reflect the actual growth rates and realistic infrastructure growth from development applications and activities, hence the figures in below tables may not align completely with the Local Government Infrastructure Plan (LGIP) projections.

Table 12 - Population and Dwelling Projections

Projection	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	2028-2029
Dwellings	83,181	86,481	89,881	93,381	96,981	100,681	104,481	108,381	112,381	116,481
Population	224,589	233,499	242,679	252,129	261,849	271,839	282,099	292,629	303,429	214,499

A brief overview of the anticipated demand factors and possible related impacts on Parks and Recreation Network service delivery is provided in Table 13.

Table 13 - Projected Impact of Future Demand on Service Delivery

Demand factor	Current (2019-2020)	Projected (2028-2029)	Possible Impact on Services
Population growth	~224,589	~314,499	Increased demand on existing network infrastructure and services. New infrastructure and services will be required for the changing population and demographic.
Dwelling growth	~83,181	~116,481	
Employment growth and containment	~5,055,478 sqm	~8,502,929 sqm	
Sport and Recreation Preferences	The public is becoming more aware of the natural environment and demand for access to natural area and open space recreation areas is increasing.	Greater awareness of the benefits of physical activity and its contribution to healthy lifestyle.	Greater demand for parks, open spaces, and natural reserves. In addition, greater demand for nature based recreation areas and associated assets.

Changes in Technology

Technology changes and forecast that affect the delivery of services covered by this plan are listed in Table 14.

Table 14 - Changes in Technology and Forecast effect on Service Delivery

Technology Change	Effect on Service Delivery
Security and CCTV surveillance systems	The advent of cheaper CCTV surveillance options enables councils the opportunity to provide safer facilities around the clock.
Sensing technology	Sensing technology such as moisture sensors enables irrigation systems to provide optimal usage of limited resources such as water
Mobile computing	Mobile computing is enabling field personnel to assess and record asset condition on-site and to relay information back to planning personnel. This information facilitates decision making with respect to rehabilitation and maintenance of council assets.
Increased sophistication and capacity in asset data capture.	More reliable and timely updating of asset attributes, including condition, performance and defects.
Asset management systems, lifecycle costing models and asset optimisation models	Asset management systems facilitate an understanding of assets managed and operated by Health Parks and Recreation. Lifecycle costing models facilitate long term financial planning and optimisation models facilitate allocation of limited funding to assets in need.
LIDAR (Light Detection And Ranging), GPS (Global Positioning Systems)	High technology positioning systems facilitate identification of assets and their location spatially enabling service personnel to locate assets in need of servicing in a short period of time.
Modification and improvements to infrastructure asset construction and rehabilitation techniques.	Reduction / changes in materials usage and cost as a result of more advanced recycling and construction techniques / processes.

Demand Management Plan

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

Opportunities identified to date for demand management are shown in Table 15. Further opportunities will be developed in future revisions of this asset management plan.

Table 15 - Demand Management Plan Summary

Service Activity	Demand Management Plan
Planning	Undertake open space, sport and park master planning to determine demand (demographics of community, future growth areas). This can be used to prioritise upgrades, rehabilitation and program for new equipment installation to meet the changing population and demographic. Ensure new areas are suitable for a range of activities rather than specific to a particular sport and recreation activity thus encouraging multiple use of a facility and area. Undertake regular review of the open space and recreation study to prioritise areas for upgrade and disposal. Undertake review of the nature based conservation strategy to ensure that areas are set aside to maintain biodiversity of flora and fauna. Consider regional coordination between councils for facility procurement
Species selection	Change plant species to native/indigenous to reduce maintenance costs

New Assets from Growth

The new assets required to meet growth will be acquired from land developments and constructed by council. The new asset values as forecast by the LGIP assumptions from development contributed assets are summarised in Figure 5.

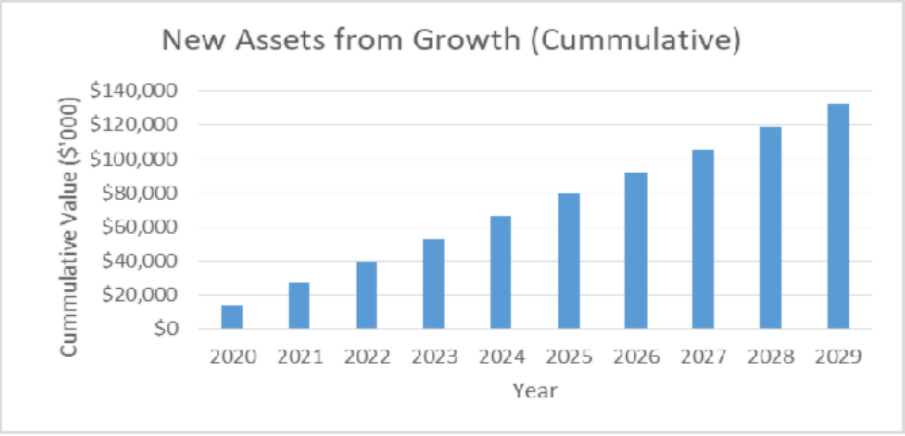


Figure 5 - New Assets from Growth

Acquiring these new assets will commit council to fund ongoing operations and maintenance costs for the period that the service provided from the assets is required. These future costs are identified and considered in developing forecasts of future operating and maintenance costs.

Risk Management

This section of the AMP discloses the corporate approach to asset risk management, which includes a number of phases. Refer to the risk management guidelines for further guidance.

Asset Related Corporate and Directorate Risks

The related corporate and directorate risks related to the assets and services covered within this AMP are listed in Table 16.

Table 16 - Corporate and Directorate Risks

Risk No	Risk Description
1	Injury or death caused by grass mowing activities.
2	Environmental damage from chemical spraying activities.
3	Injury from illegally dumped dangerous items or substances.
4	Injury to members of public on outdoor Sporting Fields.
5	Injury or death caused by operations of mobile plant.
6	Drowning at council-owned swim centre.
7	Health outbreak at council-owned swim centre (e.g. crypto virus).
8	Failure of an infrastructure asset.
9	Exposure to poisonous gas and/or explosion at council-controlled landfill site.
10	Severe injury or death of staff member / member of the public while working remotely in the field.
11	Public exposure to health risks associated with urbanised flying fox roosts.
12	Missing or lost people in a natural area.
13	Fire damage to public and private assets in the Natural Area Estate or adjoining property.

Risk Management Objectives

The objectives to be achieved in managing risks under the AMP are:

- maintain levels of service
- mitigate risks to the public
- reduce the number and magnitude of unplanned asset failures.

Risk Management Approach

Risks associated with service delivery provided by the parks and recreation network have been identified and assessed in accordance with the Ipswich City Council's Enterprise Risk Management Framework dated March 2018. The risk assessment and impact factor matrices utilised are outlined in Table 17 and Table 18.

Table 17 - Risk Assessment Matrix

	Consequences				
Likelihood	Insignificant	Minor	Moderate	Major	Catastrophic
Rare	L	L	L	M	M
Unlikely	L	L	M	M	M
Possible	L	M	M	M	H
Likely	M	M	H	H	E
Almost Certain	M	M	H	E	E

E	Extreme Risk	Immediate corrective action
H	High Risk	Prioritised action required
M	Medium Risk	Planned action required
L	Low Risk	Manage by routine procedures

Table 18 - Risk Impact Matrix

RISK CATEGORIES	Minimal (1)	Minor (2)	Moderate (3)	Major (4)	Catastrophic (5)
Financial	• Financial loss (fines, lost revenue/funding, increased cost) ≤$500,000	• Financial loss (fines, lost revenue/funding, increased cost) >$500,000 - ≤$2M.	• Financial loss (fines, lost revenue/funding, increased cost) >$2M - ≤$10M.	• Financial cost (fines, lost revenue/funding, increased cost) >$10M - ≤$50M.	• Financial cost (fines, lost revenue/funding, increased cost) >$50M.
Legal & Governance	• Low level legal issues (such as mediated contractual disputes), negligible failure to meet statutory timeframes, non-compliances and/or breaches of regulation/agreements; or • Low level potential for complaints; or • Negligible governance failure impacting on the achievement of corporate objectives.	• Minor legal issues (such as litigated contractual disputes, minor personal injury/ workers' compensation claims), failure to meet statutory timeframes, non-compliances and/or breaches of regulation/agreements; or • Potential for complaints; or • Minor short term governance failure impacting on the achievement of corporate objectives.	• Serious legal issues (such as serious litigation, major personal injury/workers compensation claims), failure to meet statutory timeframes, non-com+pliances and/or breach of regulation/agreements; or • Complaint or report to applicable authority with investigation pursued; or • Moderate / serious governance failure impacting on the achievement of corporate objectives.	• Major legal issues, failure to meet statutory timeframes, non-compliances and/or breach of regulation/agreements (such as those resulting in Council decision/action being declared unlawful, requiring significant resources to remediate. (eg widespread impact on Council decisions/actions, or major injunctions/specific performance orders); or • Numerous complaints or reports to applicable authority with investigation pursued; or • Major governance failure impacting on the achievement of corporate objectives requiring significant resource allocation to resolve.	• Extensive legal issues, failure to meet statutory timeframes, non-compliances and/or breach of regulations/agreements (such as those arising from class actions, or with widespread and substantial retrospective impact on Council decisions/actions, or extensive injunctions/specific performance orders); or • Extensive governance failure impacting on the achievement of a large number of corporate objectives.
Political / Reputation	• Minimal short term adverse local publicity; or • Minimal adverse impact on Council partnerships.	• Temporary degradation in public image; or • Minor adverse local publicity; or • Escalation to impacted Councillor; or • Minor and temporary adverse impact on Council partnerships, easily rectified.	• Degradation of public image requiring effort/resources to regain; or • Extended adverse local and state publicity; or • Escalation to non-impacted Councillors and Mayor; or • Moderate adverse impact on significant Council partnerships requiring moderate effort to rectify.	• Degradation of public image requiring major effort/resources to regain; or • Significant and longer term adverse local, state and national publicity; or • Major adverse impact on strategic Council partnerships requiring significant effort to rectify; or • Serious community unrest.	• Large scale and permanent degradation of public image; or • Sustained adverse local, state, national and international publicity; or • Loss of strategic Council partnerships; or • Widespread community unrest.
Community and Environment	• No lasting detrimental or negligible / isolated impact on the health and wellbeing of the community; or • Environmental damage that is contained on-site and is fully recoverable with no permanent effect on the environment. It will take less than 6 months for full recovery.	• Minor, short-term isolated impact on the health and wellbeing of the community; or • Localised environmental damage that can be mitigated onsite. It will take less than 2 years for full recovery.	• Moderate, medium-term, widespread impact on the health and wellbeing of the community; or • Significant environmental damage requiring remedial action. It will take up to 10 years for full recovery.	• Serious, long-term, widespread impact on the health and wellbeing of the community; or • Major environmental damage for a matter of environmental significance (local, state or federal).	• Severe / extensive on-going, widespread impact on the health and wellbeing of the community; or • Irreversible Catastrophic environmental damage for a matter of environmental significance (state, local or federal). No remediation, mitigation or offset action can undo environmental damage caused and matters of environmental significance may undergo local extinctions.

	Minimal (1)	Minor (2)	Moderate (3)	Major (4)	Catastrophic (5)
Health & Safety	• Injuries treatable with first aid, no other medical treatment required; or • Incident or compensable injury without time lost	• Medical Treatment not requiring hospitalisation; or • Compensable injury requiring medical treatment.	• Medical Treatment requiring hospitalisation; or • Extensive Injuries; or • Notifiable to regulatory authority; or Compensable injury resulting in permanent impairment of 5 – 20% and/or damages claim.	• Permanent Disabilities; or • Single fatality; or • Compensable injury resulting in permanent impairment > 20% and/or damages claim.	• Multiple permanent disabilities and/or fatalities.
Service Delivery / Business Continuity	• Non-essential customer-facing services cannot be delivered for < 1 hour.	• Essential customer-facing services cannot be delivered for < 1 hour; or • Essential customer-facing service(s) experience 50% degradation for < 1 day; or Non-essential customer-facing services cannot be delivered for 1 hour – 1 day.	• Essential customer-facing services cannot be delivered for 1 hour – 1 day; or • Essential customer-facing service(s) experience 50% degradation for 1 day-1 week; or Non-essential customer-facing services cannot be delivered for 1 day – 1 week.	• Essential customer-facing services cannot be delivered for 1 day – 1 week; or • Essential customer-facing service(s) experience 50% degradation for 1 week-4 weeks; or • Non-essential customer-facing services cannot be delivered for 1 – 4 weeks.	• Essential customer-facing services cannot be delivered for more than 1 week; or • Non-essential customer-facing service(s) experience 50% degradation for more than 4 weeks; or • Non-essential customer-facing services cannot be delivered for more than 4 weeks.
Information Confidentiality, Integrity and Accessibility	• Low-level non-compliance with privacy principles/regulations, (such as localised release or unauthorised access to non-personal confidential information) with no lasting detrimental or negligible impacts; or • Low-level permanent compromise of non-business-critical information (data corruption, errors, inaccuracies, inconsistencies) with negligible impacts; or • Localised permanent loss of non-business-critical information; or • Minimal, short-term disruption of access to information impacting: o small customer numbers (< 1 hr.); or o non-critical internal operations.	• Minor non-compliance with privacy principles/regulations, (such as localised release or unauthorised access to sensitive non-personal confidential information) with limited detrimental or negligible impacts; or • Localised permanent compromise of non-business-critical information (data corruption, errors, inaccuracies, inconsistencies) with minor impacts; or • Semi-localised permanent loss of non-business-critical information; or • Minor, short-term disruption of access to information impacting: o most customers (< 1hr.); or o small customer numbers (1 hr. - 1 day); or o business-critical internal operations (< 1 day)	• Moderate non-compliance with privacy principles/regulations, (such as widespread release or unauthorised access to highly sensitive non-personal information); or • Widespread permanent compromise of non-business-critical information (data corruption, errors, inaccuracies, inconsistencies) with moderate impacts; or • Permanent and widespread loss of non-business-critical information; or • Moderate short-term disruption of access to information impacting: o most customers (1hr. – 1 day); or o small customer numbers (1 day – 1 week); or o business-critical internal operations (1 day – 1 week).	• Major non-compliance with privacy principles/regulations, (such as localised release or unauthorised access to personal information); or • Localised permanent compromise of business-critical information (data corruption, errors, inaccuracies, inconsistencies) with major impacts; or • Permanent and localised loss of business-critical information; or • Major, medium-term disruption of access to information impacting: o most customers (1 day - 1 week); or o small customer numbers (1 – 4 weeks); or o business-critical internal operations (1-6 weeks).	• Catastrophic non-compliance with privacy principles/regulations, (such as widespread release or unauthorised access to personal information); or • Widespread permanent compromise of business-critical information (data corruption, errors, inaccuracies, inconsistencies) with catastrophic impacts; or • Permanent and widespread loss of business-critical information; or • Catastrophic long-term disruption of access to information impacting: o most customers (more than 1 week); or o small customer numbers (> 4 weeks); or o business-critical internal operations (> 6 weeks).

Identified Risks

The risk report resulting from the risk assessment is included as Table 19.

Table 19 - Risk Report

Asset at Risk	Risk Description	Risk Consequence	Likelihood	Inherent Risk Rating	Risk Treatment Plan	Estimated Cost / Resources
Furniture	Personal injuries: falling, burning, splinter	Catastrophic	Possible	High	Review standards and materials used and placement of item. Proactive asset inspection.	Business as usual. Covered under normal operation.
Shelters	Personal injuries: falling	Catastrophic	Possible	High	Periodic maintenance and proactive asset inspection.	Business as usual. Covered under normal operation.
Shelters	Graffiti/wilful damage	Minor	Almost Certain	Medium	Graffiti hot spots inspection and graffiti removed under service standards.	Business as usual. Covered under normal operation.
Playground Equipment	Personal injuries: sunburn, equipment malfunction, slip trips, burns, pinching	Catastrophic	Possible	High	Proactive asset inspection. Review standards and materials used and placement of item.	Business as usual. Covered under normal operation.
Playground Equipment	Graffiti/wilful damage	Minor	Almost Certain	Medium	Proactive asset inspection. Graffiti hot spots inspection and graffiti removed under service standards.	Business as usual. Covered under normal operation.
Monument & Heritage Structures	Graffiti/wilful damage	Minor	Almost Certain	Medium	Proactive asset inspection and graffiti removed under service standards.	Business as usual. Covered under normal operation.
Swimming Pools and wet play areas	Drowning and injuries	Catastrophic	Possible	High	Proactive asset inspection. Make sure sufficient signage is in place. Review standards and materials used.	Business as usual. Covered under normal operation.
Streetscapes	Street tree failure (branches or actual tree). Vegetation encroachment.	Catastrophic	Possible	High	Proactive inspection and vegetation maintenance under service standards.	Business as usual. Covered under normal operation.
Recreation Grounds & Sporting Grounds & Reserves	Insufficient grass cover / wilful damaged.	Moderate	Possible	Medium	Proactive asset inspection and routine maintenance.	Business as usual. Covered under normal operation.

Asset at Risk	Risk Description	Risk Consequence	Likelihood	Inherent Risk Rating	Risk Treatment Plan	Estimated Cost / Resources
Former Landfill	Health - groundwater contamination	Catastrophic	Possible	High	Ensure regular testing and maintenance of monitoring equipment on site.	Business as usual. Covered under normal operation.
Former Landfill	Health - surface water Contamination	Catastrophic	Possible	High	Ensure that regular testing programs are in place and an effective response is devised upon discovery of an issue	Business as usual. Covered under normal operation.
Barbeques (BBQ)	Gas bottle blowing up, burns, food contamination	Catastrophic	Possible	High	Proactive asset inspection and routine maintenance.	Business as usual. Covered under normal operation.
Boat Ramps	Slippery, poor condition. Personal injuries: falling	Catastrophic	Possible	High	Proactive asset inspection. Review standards and materials used and placement of item.	Business as usual. Covered under normal operation.
Fences	Personal Injuries: falling, children climbing over.	Catastrophic	Possible	High	Proactive asset inspection and ensure all high risk fences are included in inspection regime.	Business as usual. Covered under normal operation.
Landfill	Gas seepage from sites	Catastrophic	Possible	High	Testing of sites for gas seepage and limit the amount of development around former landfill	Business as usual. Covered under normal operation.
Skate Bowls	Injuries, drug overdose and dealing, graffiti	Catastrophic	Possible	High	Proactive asset inspection. Improve surveillance, better design and location when replacing existing asset. More security at high risk sites.	Business as usual. Covered under normal operation.
Playground Softfall	Injuries, needle stick injury, burn, slip trips, health hazard from animal faeces	Catastrophic	Possible	High	Proactive asset inspection and routine maintenance. Review standards and materials used.	Business as usual. Covered under normal operation.
Walking and BMX Tracks	Injury and personal safety	Catastrophic	Possible	High	Routine maintenance of track condition. Signage and identify high risk parks.	Business as usual. Covered under normal operation.
Fire Trail Network	Injury and personal safety	Catastrophic	Possible	High	Routine maintenance of track condition. Signage and identify high risk parks.	Business as usual. Covered under normal operation.

Lifecycle Management Plan

The lifecycle management plan details how Council intends to manage and operate the Parks and Recreation Network assets at the defined service levels (see Levels of Service section) while optimising lifecycle costs.

Existing Infrastructure Base

Asset Summary

The physical parameters of assets covered by the PRAMP are outlined in Table 20 with further detail in Table 21.

Table 20 - Parks and Recreation Asset Classes

Asset Class	Financial Asset register Current Replacement Cost ($'000)
Land Improvements	*$103,663
Other Structures	$104,487
Park and Street Furniture	$4,412
Playing Surfaces	$36,825
Equipment	$23,460
Total	**$272,847**

*Includes landscape and streetscape assets which are non-depreciable.

Table 21 - Parks and Recreation Infrastructure Asset Group and Current Replacement Cost

Asset Class	Asset Group	Asset Type	Quantity	UOM	Current Replacement Cost ($'000)
Equipment	Aquatic Equipment	Aquatic Equipment	Not Available		$1,071
	Irrigation System and Equipment	Irrigation System and Equipment	Not Available		$8,155
	Landfill Monitoring Equipment	Landfill Monitoring Well, Bore or Vent	Not Available		$69
	Playground and Exercise Equipment	Playground Equipment	1469	ea	$14,055
		Exercise Equipment	190	ea	
	Water Quality and Soil Moisture Monitoring Equipment	Water Quality and Soil Moisture Monitoring Equipment	Not Available		$111
	Landscape Gardens and Street Scape*	Landscape Gardens and Street Scape	1415.5	ha	$38,030
Land Improvements	Boundary Elements	Fence, Gate, Chicane, Handrail, Bollard, Edging, Retaining Wall	297	km	$64,434
	Track	BMX and Walking Tack (Unsealed)	Not Available		$1,199
	Archway / Arbour	Archway / Arbour	23	ea	$83
	Barbecue	Barbecue	196	ea	$1,204

Asset Class	Asset Group	Asset Type	Quantity	UOM	Current Replacement Cost ($'000)
Other Structures	Bike Rack	Bike Rack	36	ea	$95
	Bin Enclosure	Bin Enclosure	Not Available		$187
	Driveway / Carpark	Driveway / Carpark	193,487	sqm	$15,940
	Platform	Deck, Viewing Platform, Stage	2,790	sqm	$2,040
	Drinking Fountain	Drinking Fountain	285	ea	$1,343
	Feature Object	Sandstone Block, Statute, Sculpture, Feature Wall, Water Feature	406	ea	$3,805
	Flag Pole	Flag Pole	47	ea	$68
	Goal Post	Goal Post	302	ea	$1,248
	Grandstand / Spector Seating	Grandstand / Spector Seating	15	ea	$2,652
	Hardstand	Hardstand	133,179	sqm	$6,179
	Memorials / Monuments	Memorials / Monuments			$3,578
	Public and Sport Field Lighting	Park Lighting and Fittings, Street Lightings and Fittings, Sportsfield Lightings and Fittings	Not Available		$37,629
	Scoreboard	Scoreboard	16	ea	$370
	Shading Structures	Shade Sail, Shelter	1095	ea	$15,172
	Swimming Pool and Lagoon	Swimming Pool, Lagoon	7	ea	$12,100
	Water Tank	Water Tank	36	ea	$218
	Water Tap	Water Tap	Not Available		$519
	Wheel Stop	Wheel Stop	261	ea	$55
	Windmill	Windmill	1	ea	$3
	Seat	Seat	1773	ea	$2,010
Park and Street Furniture	Table	Table	804	ea	$2,402
	Softfall	Softfall	77,486	sqm	$9,117
Playing Surfaces	Ground Cover	Ground Cover	Not Available		$35
	Sport Court / Fields	Skate Bowl, Basketball Court, Netball Court, Tennis Court, Combination Court, Bocce Court, Sport Field, Athletics Oval, Baseball Diamond, Bowling Green, Cricket Wicket, Croquet Lawn	443,860	sqm	$27,673
		Total			**$272,847**

*Non-depreciable assets

Due to the incompleteness of key attributes of the park and recreation assets, the quantity of some assets are not readily available in this version of the AMP. It has been identified in the improvement plan as very high priority task to improve the asset data in the physical asset registers.

Asset Hierarchy and Useful Life

An asset's useful life is defined as the period over which a depreciable asset is expected to be fully consumed. This period can be significantly impacted by council's maintenance practices.

The useful life of an asset is initially based on the manufacturer's recommended (expected) life. This is subject to change however based on historical evidence of the impact of the local environment on the expected life.

The hierarchy and useful lives of council's assets are provided in Table 22

Table 22 - Asset Hierarchy and useful lives

Asset Class	Asset Group	Asset Type	Material	Useful Life (Yr)
Plant and Equipment	Aquatic Equipment	Aquatic Equipment 5 Yr	Various	5
		Aquatic Equipment 10 Yr	Various	10
	Playground and Exercise Equipment	Playground and Exercise Equipment	Various	15
	Landfill Monitoring Equipment	Landfill Monitoring Equipment	Metal	30
	Water Quality and Soil Moisture Monitoring Equipment	Water Quality and Soil Moisture Monitoring Equipment	Various	20
	Irrigation System and Equipment	Irrigation System and Equipment	Various	20
Land Improvements	Landscape Gardens and Street Scape	Landscape Gardens and Street Scape	Grass	Non Depreciable
	Boundary Elements	Fence, Gate Chicane, Handrail	Concrete	60
			Metal	30
			Timber	20
		Bollard	Concrete	60
			Metal	30
			Timber	20
		Edging	Concrete	60
			Pavers	50
			Timber	30

Asset Class	Asset Group	Asset Type	Material	Useful Life (Yr)
			Metal	20
			Rubber	20
			Sandstone	60
		Retaining Wall	Concrete / Rock	100
			Timber	20
			Brick	60
	Track	Walking and BMX Track	Earth	Non Depreciable
Other Structures	Archway / Arbour	Archway / Arbour	Metal	30
			Timber	20
	BBQ	BBQ	Metal	20
	Rubbish Bin	Rubbish Bin	Metal	20
	Bin Enclosure	Bin Enclosure	Metal	20
	Drinking Fountain	Drinking Fountain	Metal	20
	Water Tap	Water Tap	Metal	30
	Water Tank	Water Tank	Plastic	30
	Shading Structures	Shelter / Rotunda	Concrete / Stone / Brick / Fibreglass	50
			Metal	40
			Timber	30
		Shade Sail	Metal	15
	Bike Rack	Bike Rack	Metal	30
	Feature Object	Sandstone Block, Statute / Sculpture, Feature Wall, Water Feature	Various	100
	Public and Sport Lighting	Park, Street and Sportsfield Lightings and Fittings	Various	25
	Memorials / Monuments	Memorials / Monuments	Various	100
	Flag Pole	Flag Pole	Metal	25
	Wind Mill	Wind Mill	Metal	30
	Hardstand	Handstand	Concrete / Rock	100
			Other materials	60

Asset Class	Asset Group	Asset Type	Material	Useful Life (Yr)
	Driveway / Carpark	Driveway, Carpark	Concrete	80
			Asphalt	30
			Gravel	10
	Wheel Stop	Wheel Stop	Concrete	60
	Grandstand and Spector Seating	Grandstand and Spector Seating	Concrete	60
			Steel	30
			Timber	20
	Platform	Deck and Viewing Platform	Timber	60
		Stage	Various	50
	Scoreboard	Scoreboard	Various	30
	Goal Post	Goal Post	Metal	30
	Swimming Pool	Swimming Pool and Lagoon	Various	60
Park and Street Furniture	Table	Table	Concrete	60
			Metal	30
			Timber	20
	Seat	Seat	Concrete	60
			Metal	30
			Timber	20
Playing Surfaces	Softfall	Softfall	Organic	6
			Polyurethane / Rubber	10
	Athletics Oval	Athletics Oval	Grass	40
	Baseball Diamond / Field	Baseball Diamond / Field	Grass	40
	Basketball Court	Basketball Court	Concrete	60
			Asphalt	30
	Bocce Court	Bocce Court	Clay	40
	Bowling Green	Bowling Green	Grass	40
	Combination Court	Combination Court	Concrete	60
			Asphalt	30
	Cricket Wicket	Cricket Wicket	Concrete	60
			Synthetic	20
			Grass	40
	Croquet Lawn	Croquet Lawn	Grass	40
	Netball Court	Netball Court	Concrete	60

Asset Class	Asset Group	Asset Type	Material	Useful Life (Yr)
			Asphalt	30
			Grass	40
	Skate Bowl	Skate Bowl	Concrete	60
	Sport Fields	Sport Fields	Grass	40
	Tennis Court	Tennis Court	Concrete	60
			Clay	40
			Asphalt	30
			Synthetic	20

Age Profile

The age profile of the assets are based on:

- 2016-2017 financial year formal valuation condition data
- combination of the recent PAR and FAR data.

The age profile of the assets is provided in Figure 6.

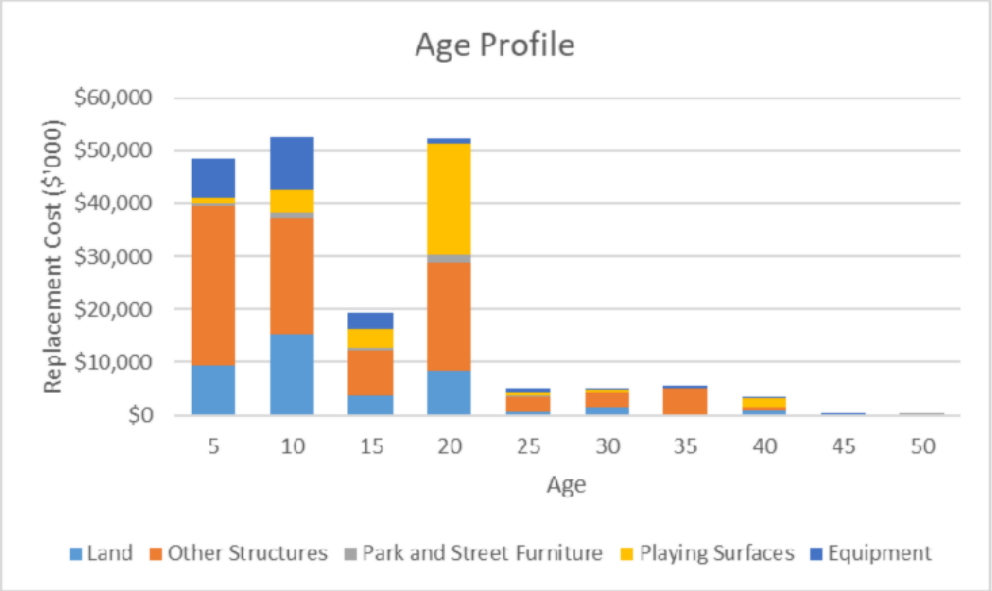


Figure 6 - Asset Age Profile

The above graph indicates that 90% of council's Parks and Recreations Assets are less than 20 years old.

Asset Remaining Useful Life

The remaining useful lives of the assets are based on a combination of the followings:

- 2016-2017 financial year formal valuation condition data
- recent PAR and FAR data
- inspections by a suitable qualified person
- calculated from supplied construction dates and adopted asset lives
- estimated from the condition of the asset as a percentage of the expected life.

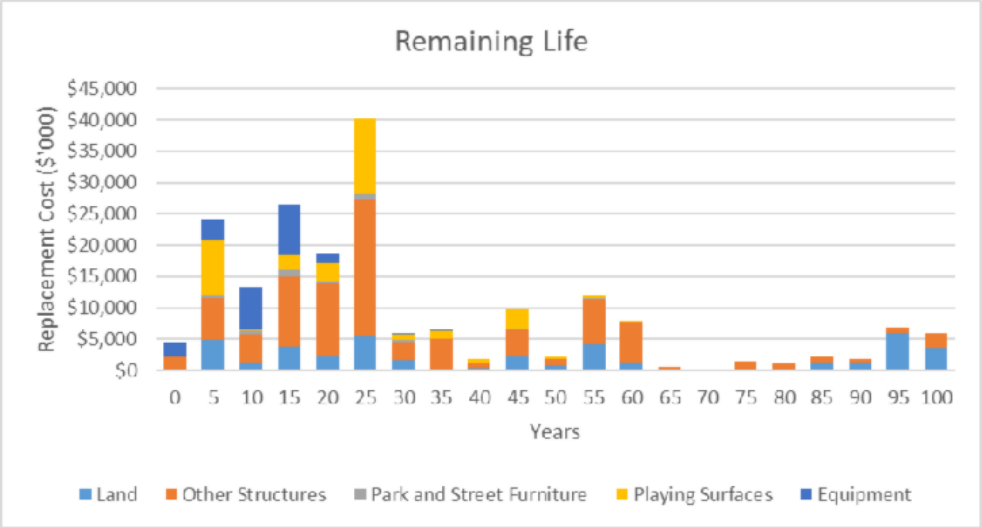


Figure 7 - Asset Remaining Life Profile

From Figure 7, there is a backlog of parks and recreation renewals of $4.61m, with an additional $24.24m requiring attention within the next 5 years giving a total value of $28.76m.

The backlog value of $4.61m is misleading as 334 ($2.07m) of the 454 assets are fully depreciated with no fair value. The status of these assets needs to be determined before any remedial action is proposed.

The remaining useful life of the park and recreation is determined by compare the age of the assets with standard life of the asset. In reality, there are a large proportion of the current assets are in fair and function condition which are beyond their end of life. Comprehensive asset condition assessment will be required and has been identified as a major improvement task in the improvement plan for future versions of the AMP.

Asset Condition

Council has adopted a condition assessment using a 5-point scale rating, varying from 'Very Good' to 'Very Poor' condition as can be seen in tables and figures below.

Table 23 - Structural Condition Grading Model

Grade	Condition	%Remaining Useful Life	Description
1	Very Good	>70%	Sound physical condition. No signs of deterioration Only normal maintenance required.
2	Good	70% - >50%	Acceptable physical condition; minor deterioration visible, no short-term failure risk. Minor defects only. Only minor work required, if any.
3	Fair	50% - >10%	Acceptable physical condition; minimal short-term failure risk but potential for deterioration in long-term. Minor defects only. Minor components or isolated sections of the asset may need replacement or repair now but asset functions safely at adequate level of service. Work may be required but asset is serviceable. Maintenance required to restore the asset to an acceptable level of service.
4	Poor	10% - >4%	Significant deterioration evident. Failure likely in short-term. Likely need to replace most or all of the asset. No immediate risk to health or safety but works are required to ensure asset remains safe. Substantial work required in short-term, asset barely serviceable. Asset requires renewal – works included in rehabilitation program.
5	Very Poor	<4%	Failed or failure imminent. Immediate need to replace most or the entire asset. Health and safety hazards exist which present a possible risk to public safety, or asset cannot be serviced/operated without risk to personnel. Asset is effectively unserviceable. Major work or replacement required urgently or works to be included in the rehabilitation program.

Table 24 - Current Condition Summary

Asset Type	Condition Rating (% of asset base by replacement value)					Total
	As New	Good	Fair	Poor	Very Poor	
Land Improvements	14.2	2.2	2.2	1.1	1.7	21.3
Other Structures	26.2	10.6	4.6	3.8	2.9	48.1
Park and Street Furniture	0.7	0.2	0.7	0.2	0.2	1.9
Playing Surfaces	3.4	6.6	2.9	2.9	1.3	17.1
Equipment	3.5	3.1	2.6	1.0	1.3	11.5
Totals	**48.0**	**22.8**	**12.9**	**9.0**	**7.3**	**100.0**

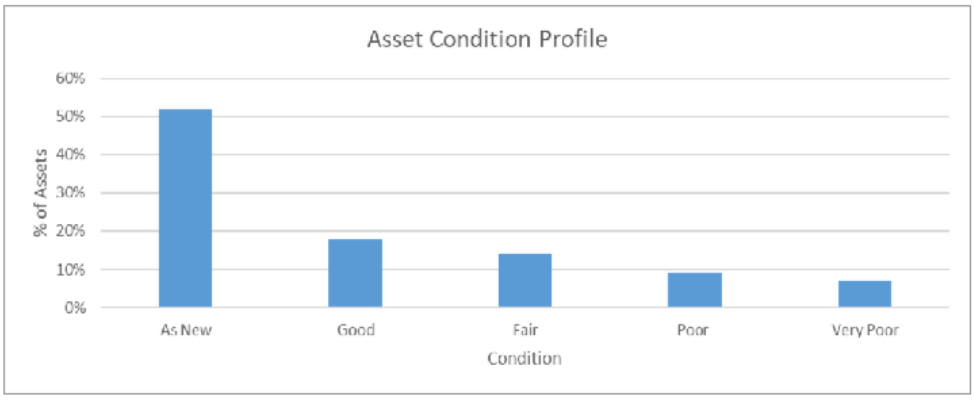


Figure 8 - Asset Condition Profile

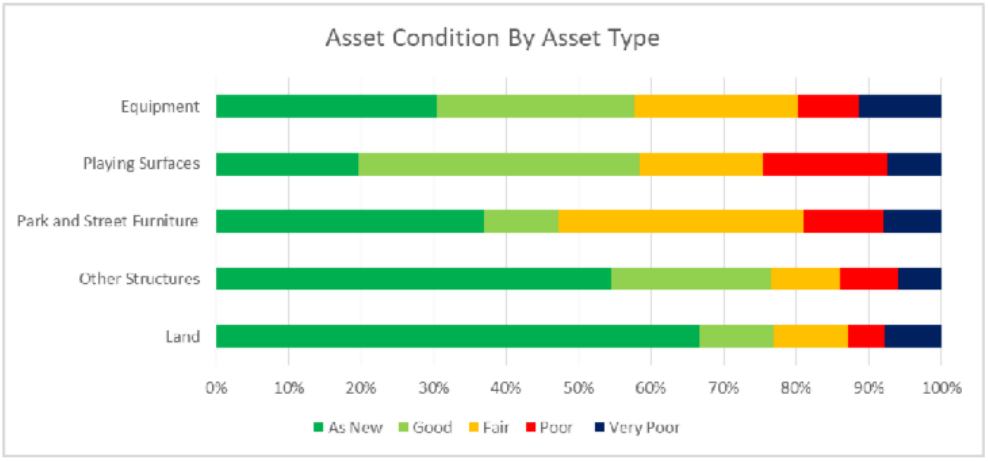


Figure 9 - Asset Condition Profile by Asset Type

General Asset Condition

Assets with Very Poor Condition	7.27%	~$14m
Assets with Poor Condition	9.02%	~$17.46m
Total	16.30%	~$31.53m

The condition assessments indicate that 16.30% of the Parks and Recreation assets valued at ~$31.5m are in a poor condition or worse. In reality, there are a large proportion of the current assets are in fair and function condition which are beyond their end of life. Comprehensive asset condition assessment will be required and has been identified as a major improvement task in the improvement plan for future versions of the AMP.

Condition Monitoring

This section relates to the physical condition of the assets included within this plan. Monitoring of asset condition is critical to help identify assets that are about to fail, or which may require a maintenance treatment to ensure the asset will continue to deliver its service potential. Current condition of the parks and recreation assets are being monitored via proactive inspections and assets which met intervention levels and rehabilitation threshold are included in the capital program. The inclusion of the asset conditions in the physical asset registers has been highlighted as a very high priority in the improvement plan and a summary of status will be made available in the future version of the AMP.

Asset Criticality

After assessing the age, condition, material types, location, levels of use, consequence of failure, redundancy, and criticality to functioning of the service, the asset criticality of the assets within the RPAMP are determined to be medium.

Data Confidence

The lifecycle assessment is only as precise as the accuracy of the data Council holds. This data includes, revaluation data of the assets, financial data and asset register details.

Table 25 - Data Confidence Rating

Grade	Description	Accuracy
1	Accurate	100%
2	Minor Inaccuracies	95%
3	50% Estimated	80%
4	Significant Data Estimated	70%
5	All Data Estimated	60%

(Section 4.3.7 of the IIMM, Version 3.0, 2006)

The accuracy of the PRAMP data is 70%. In particular the data in the physical asset register has major gaps and incomplete attributes which have impacted the accuracy of the valuation and future renewal forecast. It has been identified as a very high priority task in the improvement plan to review and update the physical asset register.

Available Funding

The available funding was estimated based on the financial model provided by council. The capital expenditure has been extracted from council's financial model. The assumption being that this level of funding is enough to deliver the current service levels.

The forecasts estimated in this AMP should be used as an indication of expenditure levels and distribution required for the LTFF.

The LTFF funding available for operations, maintenance and infrastructure renewals is shown in Table 26 and Figure 10. The total allocation over the term of the LTFF is ~$695.14m or ~$69.5m per annum. The also includes portion of the 2018-2019 financial year funding carry over.

Table 26 - Long Term Financial Forecast

Financial Year Ending	New/Upgrade ($'000)	Operations & Maintenance ($'000)	Renewals ($'000)	Total ($'000)
2020	$47,653	$32,868	$4,154	$84,675
2021	$11,144	$34,855	$5,881	$51,880
2022	$15,474	$36,968	$2,862	$55,304
2023	$20,479	$39,214	$4,291	$63,984
2024	$24,594	$41,602	$3,554	$69,750
2025	$27,942	$44,139	$3,499	$75,580
2026	$15,251	$46,835	$4,154	$66,240
2027	$15,109	$49,701	$5,852	$70,662
2028	$22,414	$52,746	$3,769	$78,929
2029	$16,562	$55,983	$5,595	$78,140
Total	**$216,622**	**$434,911**	**$43,611**	**$695,144**

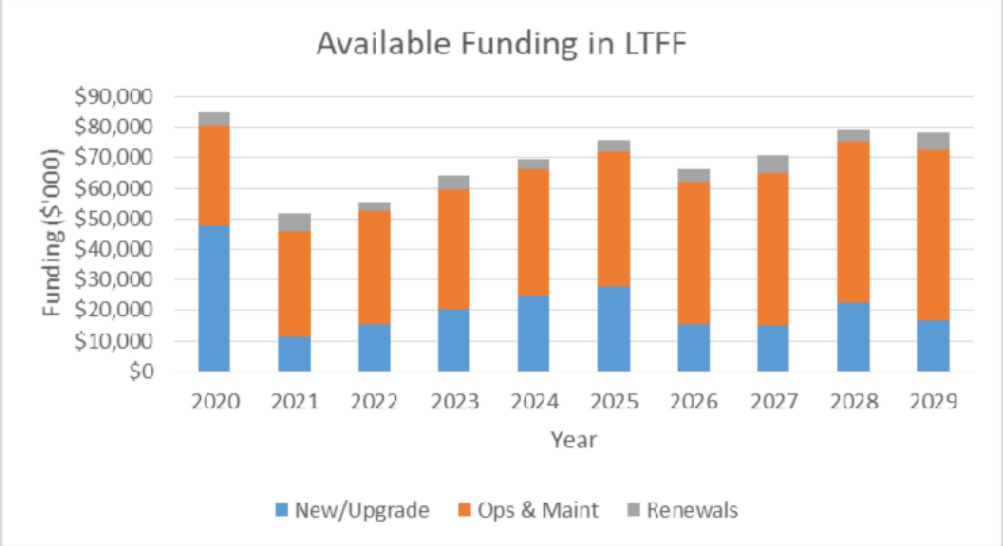


Figure 10 - Parks and Recreation funding in the LTFF

Operations & Maintenance

This section is to be based on operations and maintenance requirements as identified from changes in Levels of Service, Funding Issues identified via Operations and Maintenance and consideration of the growth in the asset portfolio

Currently maintenance is managed based on historical information and trends. The maintenance service objectives are to:

- maintain council's infrastructure in a safe, serviceable and aesthetic condition to the satisfaction of council and the community
- maintain and preserve the functionality and value of the existing assets
- provide and maintain a safe environment for the community within the constraints of council's financial capacity and resource capability, while displaying a reasonable "duty of care"
- ensure the provision of a high standard of customer service and that customer requests are responded to quickly and efficiently.

Functions related to the day-to-day running and upkeep of assets, the costs of which are particularly significant for dynamic/short-lived assets.

Maintenance Specifications

The links below contain the maintenance specification details.

Maintenance Specification Details			
Assets / Areas covered	**Status**		**Document Reference**
Parks, Open Space and Sporting Area - Grass/Lawn, Landscape Gardens, Streetscape	Up to Date[5]		Asset and Landscape Maintenance Standards (A5502903)
Natural Area – Amenity Zone, Buffer Zone, Maintenance Zone, Special Zone, Firebreaks, Service Tracks	Being reviewed and updated.		Asset and Landscape Maintenance Standards (A5502903)
General Assets – Fencing, Furniture, BBQ, etc.	Up to Date		Asset and Landscape Maintenance Standards (A5502903)

[5] Whilst the maintenance standards and specifications may be up-to-date, the WPR Asset/Landscape Maintenance Standard Manual has been identified for major review.

Routine Maintenance Plan

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

Maintenance Plan

Maintenance includes reactive, planned and cyclic work activities.

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

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

Cyclic maintenance is replacement of higher value components / sub-components of assets that is undertaken on a regular (e.g. gravel road re-sheeting). This work generally falls below the capital / maintenance threshold.

Operations & Maintenance Forecast

The projected operations and maintenance expenditure can be seen in Figure 11 and Table 27.

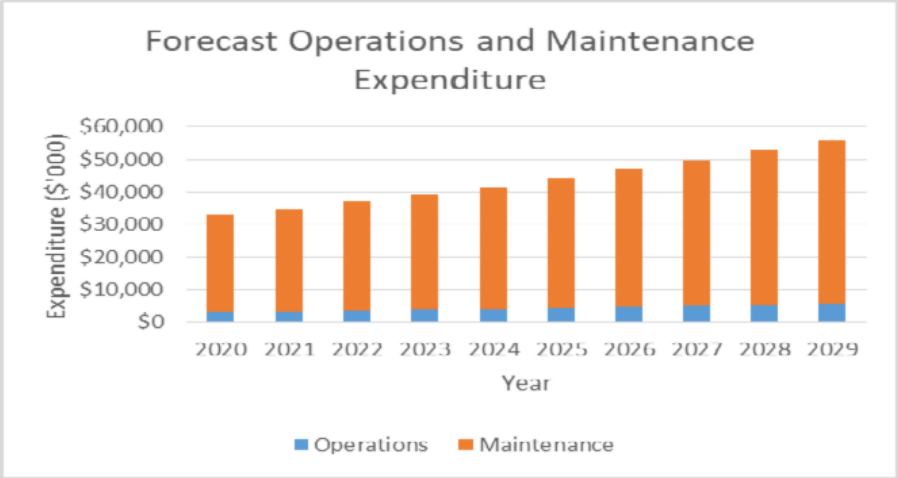


Figure 11 - Operations and Maintenance Expenditure Forecasts

Table 27 - Forecast Operations and Maintenance Expenditure

Financial Year Ending	Operations ($'000)	Maintenance ($'000)	Non-Recurrent ($'000)	Total ($'000)
2020	$3,287	$29,581	$0	$32,870
2021	$3,486	$31,370	$0	$34,857
2022	$3,697	$33,271	$0	$36,970
2023	$3,921	$35,293	$0	$39,216
2024	$4,160	$37,441	$0	$41,604
2025	$4,414	$39,725	$0	$44,141
2026	$4,684	$42,152	$0	$46,837
2027	$4,970	$44,731	$0	$49,703
2028	$5,275	$47,472	$0	$52,749
2029	$5,598	$50,385	$0	$55,985
Totals	**$43,491**	**$391,420**	**$0**	**$434,911**

Maintenance Funding Ratio	100%

Council is currently fully funding all its required maintenance.

The current maintenance expenditure of $29.58m is roughly 10 times the$ $2.8m benchmark (calculated from the depreciation expense of assets in condition 3, 4 and 5).

The benchmark figure has been reduced due to the number of assets that were expensed on purchase/acquisition or are full depreciated but still in service.

The significant benchmark variation suggests that both the levels of maintenance funding and the asset depreciation parameters (fair value, asset remaining lives and standard lives) for the parks and recreation asset class needs review.

Renewals Planning

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

Approach to Renewals Planning

Renewal will be undertaken using 'low-cost' renewal methods where practical. The aim of 'low-cost' renewals is to restore the service potential or future economic benefits of the asset by renewing the assets at a cost less than replacement cost. In some instances, the replacement cost may exceed the original replacement cost to meet current design and legislative standards.

A number of factors were considered in order to provide a holistic approach to prioritising End of Life Renewal programs and projects for this AMP. A brief summary of the considerations taken into account are documented below:

- An assessment into legislative and Australian Standard compliance was undertaken, to ensure programs and projects associated with assets not currently meeting statutory or standard requirements were prioritised over programs and projects that already do.
- Asset criticality was undertaken to identify projects with assets that are more critical to ensuring levels of service are maintained. Some projects were identified as being located within high use or service critical areas and warranted prioritisation over other projects in lower profile areas.
- Once Asset Profiling was completed, a risk assessment was undertaken to identify projects with assets that entailed higher risk and criticality than others in accordance to Council's Enterprise Risk Management Framework.
- Asset condition information was analysed, with higher priority given to projects that involved assets in poor condition or end of life asset, over those that were in reasonable condition.
- Project dependency was investigated. Projects that required other projects to be completed before others gave rise to re-prioritising some.

Assets require renewal or rehabilitation are identified from various sources such as councillor or community requests, end of life analysis, proactive and reactive asset inspections. Candidate proposals and projects are inspected to verify need and to develop a preliminary cost estimate. Verified proposals and projects are ranked by priority against the adopted criteria listed in Table 28 and Table 29. The ranked proposals and projects are then included into the capital works program as part of council's budget preparation for consideration.

Table 28 - Renewal Priority Ranking Criteria – Parks, Open Space and Natural Areas

Criteria	Priority
Softfall Renewal / Replacement	1
Citywide (Parks, Open Space and Natural Areas)	2
District (Parks, Open Space and Natural Areas)	3
Local (Parks, Open Space and Natural Areas)	4

Table 29 - Renewal Priority Ranking Criteria – Sporting Areas and Supporting Facilities

Criteria	Priority
Safety - May result in medical treatment requiring hospitalisation.	1
Service Delivery - May result in an inability to deliver necessary services.	2
Security- May result in a breach of security, placing persons, property and/or corporate records at risk.	3
Financial - May result in a financial loss of $100K or greater.	4
Reputation - May result in a loss of reputation and attract at least local media coverage.	5
Other - All other projects not meeting the above criteria.	6

Renewal Standards

Renewal work is carried out in accordance with Asset/Landscape Maintenance Standards, Council's Standard Drawings and the Standards.

Comparative analysis of renewals program

The planned renewals program generated by the PMS was compared to the asset records using 3 different approaches as follows:

Depreciation Renewals

This is a 'top down' approach that uses the depreciation or 'consumption' rate as a guide to how much Council should be investing in renewals to effectively maintain the assets. This is calculated from the financial register using valuation data. This does not necessarily reflect the technical condition of the assets or the potential impact on the life of the asset due to changes in maintenance and operational practices.

Condition Renewals

This is a more rigorous 'bottom up' approach that uses the condition of each asset and develops a renewal program on timely investment of expenditure to renew the asset at the end of its life. The forecast renewal expenditure is then more representative of when the expenditure is required.

Planned Renewals

Council's planned renewal expenditure included in the 10-year CAPEX program.

The results of the comparative renewal programs are shown in Figure 12 and Table 30 below.

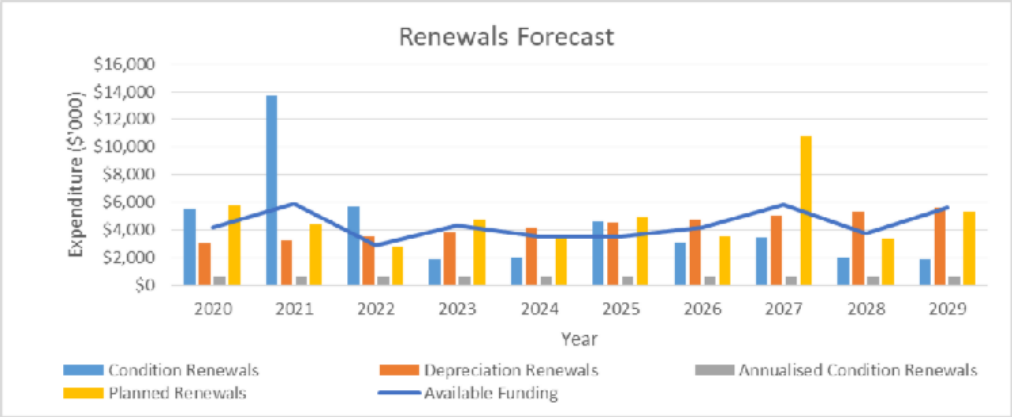


Figure 12 - Comparative Renewal Forecast

Table 30 - Comparison of forecast Renewal Expenditures

Financial Year Ending	Condition Renewals ($'000)	Annualised Condition Renewals ($'000)	Planned Renewals ($'000)	Depreciation Renewals ($'000)
2020	$5,505	$4,378	$5,780	$3,015
2021	$13,736	$4,378	$4,372	$3,233
2022	$5,672	$4,378	$2,865	$3,490
2023	$1,899	$4,378	$4,940	$3,793
2024	$2,027	$4,378	$3,648	$4,132
2025	$4,576	$4,378	$5,360	$4,502
2026	$3,080	$4,378	$3,877	$4,758
2027	$3,415	$4,378	$12,212	$5,013
2028	$1,992	$4,378	$3,881	$5,335
2029	$1,878	$4,378	$6,308	$5,607
Total	**$43,779**	**$43,779**	**$53,243**	**$42,878**

A ratio of the available renewal funding to the forecast expenditure is prepared for the three different assessment methods and is listed in Table 31 below.

Table 31 - Renewal Funding Ratio

Expenditure Type	Depreciation Based	Condition Based	Program Based
Asset Renewal Funding Ratio	1.02	0.82	0.82

A ratio above 1 indicates that council has fully funded its renewals. The depreciation method is impacted by the level of assets that have reached the end of their useful life but are still in service, therefore there will be reduced depreciation with little or no renewal expenditure.

Total available funding in the LTFF is ~$43.6m therefore there should be enough funding to deliver any of the modelled renewal assessment programs. Shortfall will be managed by proactive inspection of parks and recreation assets at time of forecast replacement based on condition, it is envisaged that this will result in some asset replacements being pushed out. The renewal profile will be revisited when improvements are made to the asset system.

The assessment of the remaining life and condition rating data indicates that the financial data has been used to determine the asset condition that is recorded in the asset register. Due to technical difficulties, physical age has been used in this AMP for analysis. However, the maintenance works, and planned renewal program has been developed through regular and proactive inspection of the parks and recreation assets. The use of actual condition will be included in future version of the AMP.

On this basis the planned renewal program has been adopted as the appropriate model until such time as the condition assessments undertaken by maintenance staff are recorded in the asset register.

The Planned renewal program is attached in Appendix B.

Creation / Acquisition / Upgrade Plan

New works are those works that create a new asset that did not previously exist, or works which upgrade or improve an existing asset beyond its existing capacity. They may result from growth, social or environmental needs. Assets may also be acquired at no cost to Council from land development. Apart from the assets contributed from developers, Council may also construct new or upgrade assets from various funding sources to meet levels of service, growth demand and other drivers, such as statutory or legislative compliance requirements.

A brief summary of the considerations taken into account are documented below:

- An assessment into legislative and Australian Standard compliance was undertaken, to ensure programs and projects associated with assets not currently meeting statutory or standard requirements were prioritised over programs and projects that already do.
- Asset criticality was undertaken to identify projects with assets that are more critical to ensuring levels of service are maintained. Some projects were identified as being located within high use or service critical areas and warranted prioritisation over other projects in lower profile areas.
- Once Asset Profiling was completed, a risk assessment was undertaken to identify projects with assets that entailed higher risk and criticality than others in accordance to Council's Enterprise Risk Management Framework.
- Asset condition information was analysed, with higher priority given to projects that involved assets in poor condition or end of life asset, over those that were in reasonable condition.
- Project dependency was investigated. Projects that required other projects to be completed before others gave rise to re-prioritising some.

Identified projects are assessed against the criteria listed in Table 32 - New Assets Priority Ranking Criteria below.

Selection Criteria

New assets and upgrade/expansion of existing assets are identified from various sources such as councillor or community requests, various strategic planning documents and LGIP. Candidate proposals and projects are inspected to verify need and to develop a preliminary cost estimate. Verified proposals and projects are ranked by priority against the adopted criteria listed in Table 32 - New Assets Priority Ranking Criteria. The ranked proposals and projects are then included into the Capital Works Program as part of Council's budget preparation for consideration.

Table 32 - New Assets Priority Ranking Criteria

Strategic Driver	Percentage Weighting	Rationale
Compliance / Replacement/ Improvement	**25%**	Compliance Investment is required to meet legislative compliance and statutory building standards. Replacement Investment is required as the asset has reached the end its whole of life cycle. Improvement Investment is required to increase performance of asset in regards to resource use efficiency.
External Funding/ Rapid Return on Investment	**20%**	External Funding Projects are assessed for their "eligibility" for external grant funding opportunities and the "confidence" of securing grant funding, based on available knowledge and precedence. Rapid Return on Investment Projects are assessed based on their predicted Return on Investment (Payback Period)
Optimisation of existing facilities	**10%**	To ensure maximum return on Council's investment in community facilities, it is critical to assess the optimisation and sustainability of existing facilities, prior to building new facilities, to responsibly inform Council's ongoing investment decisions.
Project Catchment (Local - Regional)	**10%**	Council provides various forms of community facilities which service the community at a "Local" to a "Citywide / Regional" Level. Potential projects which have a "Citywide / Regional" community service catchment will receive a higher weighting, as opposed to projects servicing a "District" community catchment.
Meeting growth demand	**10%**	Investment is required to meet adopted service levels associated with population growth and participation growth trends.
Current level of service within existing catchment	**10%**	To ensure maximum return on Council's investment in community facilities, it is critical to access the current level of service within existing catchments. Catchments with nil level of service based on adopted service standards will be weighted the highest, whilst catchments with an existing significant level of service will be weighted the lowest.
Commemoration value	**10%**	The community celebrates key commemorative mile stones from a "Local" to a "Regional" catchment Level. Potential projects which are aligned at a "Regional" community level will receive a higher weighting, as opposed to projects which are aligned to a "Local" community level.
Multi-use benefit to community	**5%**	To ensure maximum return on Council's investment in community facilities, it is critical to access the multi-use benefit to the community. Potential projects which can demonstrate a significant level of benefit will be weighted the projects, whilst projects with the least benefits will be weighted the lowest.
	100%	

Standards and specifications

Standards and specifications for new assets and for upgrade/expansion of existing assets are constructed in accordance with the specifications and standards listed in the Asset and Landscape Maintenance Standards, Council's standard drawings and other relevant standards.

New / Upgrade Forecast

This section is to be based on new/upgrade planning as detailed in the 10-year CAPEX program.

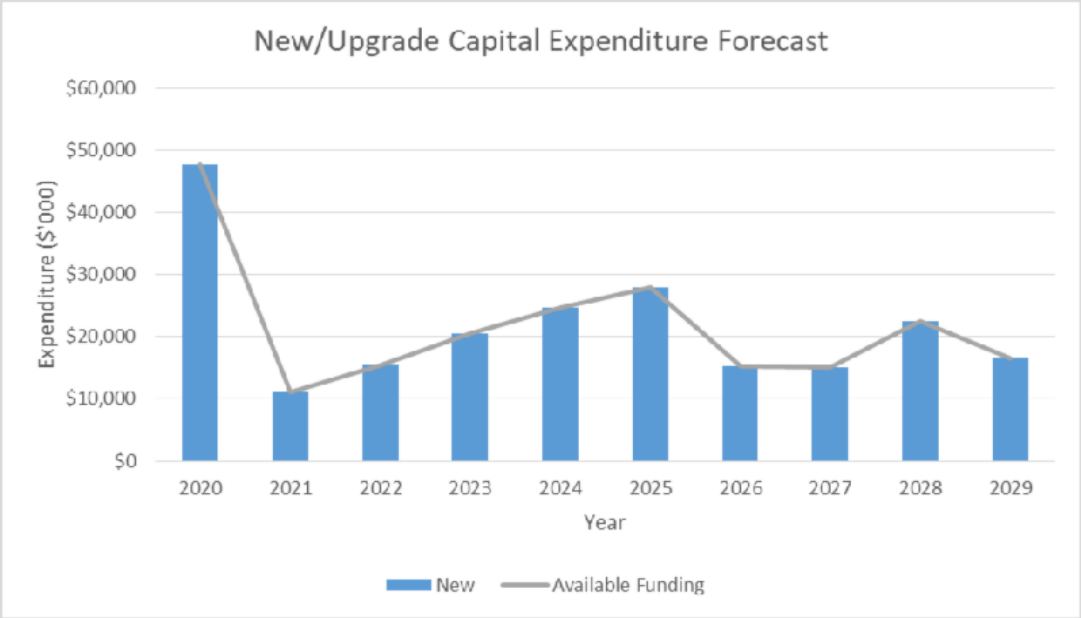


Figure 13 - New/Upgrade Expenditure Forecast

New/Upgrade Capital Works

When planning capital works, council considers:

- the physical capacity of council's works crews and availability of contractors
- the implications that capital works expenditure has on lifecycle and operating costs
- alternative methods to increasing service delivery/capacity or reducing service demand.

Council considers non-asset solutions before asset solutions to providing services in an effort to reduce costs.

The new/upgrade works includes the cost of the CBD civic space redevelopment.

New and Upgrade Conclusion

Total funding required to deliver the planned New/upgrade works is ~$216.6m.

Total available funding in the LTFF is ~$216.6m therefore there is sufficient funding to deliver all the New/upgrade program based on current data.

Disposal / Rationalisation

Disposal includes any activity associated with disposal of a decommissioned asset including sale, demolition or relocation. Assets identified for possible decommissioning and disposal are shown in Table 33 - Assets identified for Disposal. These assets will be further reinvestigated to determine the required levels of service and see what options are available for alternate service delivery, if any.

Table 33 - Assets identified for Disposal

Asset	Reason for Disposal	Timing
Organic Softfall	Cyclic replacement	2019-2019
Rubber Softfall	End of useful life	2019-2019

Where cash flow projections from asset disposals are not available, these will be developed in future revisions of this asset management plan. The current disposal costs have been included in the rehabilitation budget for each project.

Forecast Expenditure

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

Financial Summary

The forecast expenditure to deliver the planned New/upgrade program, the planned renewals and sustain the current level of operations and maintenance is outlined in Table 34 below. This gives a 10-year total of ~$700.5m.

Table 34 - 10-Year Forecast Expenditure

Financial Year Ending	Risk Treatment	New or Upgrade ($'000)	Operations ($'000)	Maintenance ($'000)	Planned Renewals ($'000)	Total ($'000)
2020	$0	$47,653	$3,287	$29,581	$5,780	$86,301
2021	$0	$11,144	$3,486	$31,370	$4,372	$50,371
2022	$0	$15,474	$3,697	$33,271	$2,865	$55,307
2023	$0	$20,479	$3,921	$35,293	$4,940	$64,633
2024	$0	$24,594	$4,160	$37,441	$3,648	$69,843
2025	$0	$27,942	$4,414	$39,725	$5,360	$77,441
2026	$0	$15,251	$4,684	$42,152	$3,877	$65,964
2027	$0	$15,109	$4,970	$44,731	$12,212	$77,022
2028	$0	$22,414	$5,275	$47,472	$3,881	$79,042
2029	$0	$16,562	$5,598	$50,385	$6,308	$78,853
Total	**$0**	**$216,622**	**$43,491**	**$391,420**	**$53,243**	**$704,777**

The estimated available funding forecast (~$695.1m) is outlined in Table 26.

The comparison of the projected 10-year expenditure and the funding included in the LTFF can be seen in Figure 14.

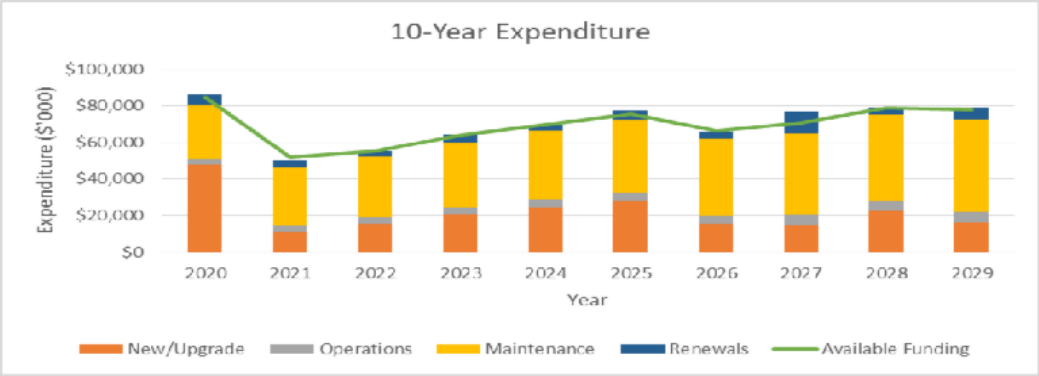


Figure 14 - 10-year Expenditure Forecast

The cumulative gap between the funding and expenditure results in a financial gap of ~$9.6m at the end of the 10-year period. This can be seen in Figure 15.

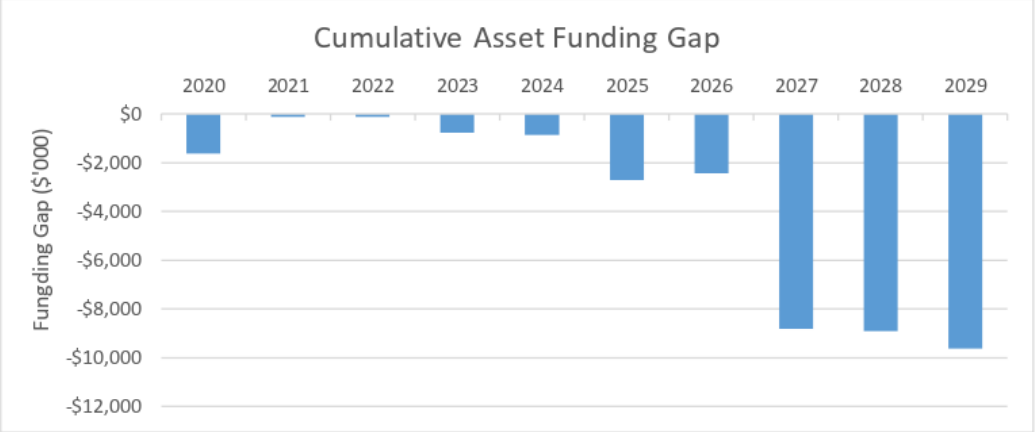


Figure 15 – Funding Gap

Key Assumptions in Financial Forecasts

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

Key elements of the financial forecasts (asset values, depreciable amounts, useful lives, asset condition and consumption) have been derived from the recent asset valuations and the FAR as at 3 July 2019. It is currently assumed that the planned renewal expenditure provides a better indication of requirements, being based on considerable 'on the ground' experience and information.

The valuation report described above utilised available condition assessment information (verified by sample visual condition assessments) with a corresponding assessment of both the phase and rate of asset consumption. It is anticipated that future enhancements in the determination and utilisation of asset condition information may result in revisions to depreciable amounts and estimated remaining useful lives. Such revisions would alter the scale and timing of projected renewal expenditure.

Planned maintenance and renewal expenditures are based on assumed / inferred levels of service for the park and recreation network resulting from experience to date in providing these services

to the community. Future anticipated community engagement may result in adjustments to the desired levels of service and thus impact upon future financial forecasts.

Forecasts of growth in physical assets are based on currently available assumptions in population or dwelling projections and related sequencing. Further, to enhance consistency with existing planning instruments, the forecasts have been derived from the 2019-2020 financial year council's LTFF assumptions and capital works program. The future forecast used in this AMP has been refined to reflect the actual growth rates and realistic infrastructure growth from development applications and activities, hence the forecast may not align completely with the published LGIP projections. As such, any future revisions to these assumptions and underlying projections or sequencing will impact the financial forecasts of this AMP.

It is anticipated that the accuracy of financial forecasts may be improved in future revisions of the AMP by ongoing review and refinement of the following actions:

- depreciable amounts and depreciation methodologies
- asset useful lives and consumption
- annual capital and operational budget
- condition assessment methodologies and ratings
- desired levels of service
- growth factors and estimates.

Asset Values

The asset values are outlined in Table 35. The valuation is based on:

- a review of the asset register
- unit rates from construction costs and published rates
- condition assessments to determine remaining useful life.

Table 35 - Asset Valuations

Asset Class	Value ($'000)			
	Replacement Cost ($'000)	Accumulated Depreciation ($'000)	Fair Value ($'000)	Annual Depreciation ($'000)
Parks and Recreation	$272,847	$86,385	$186,462	$8,542

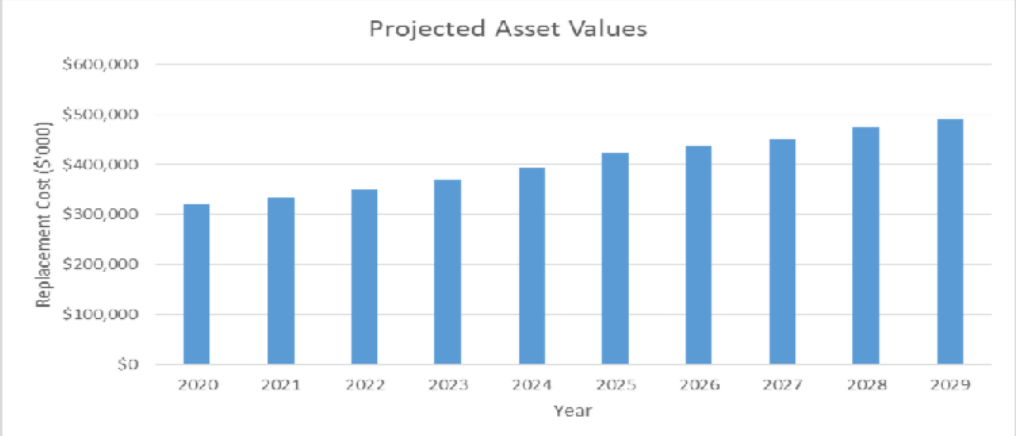


Figure 16 - Asset Valuation Forecast

Asset values are projected based on the new/upgrade capital works are planned at this stage. Figure 16 shows the projected asset values over the planning period which also included the contributed assets from development. The depreciation expense can be seen in Figure 17 below.

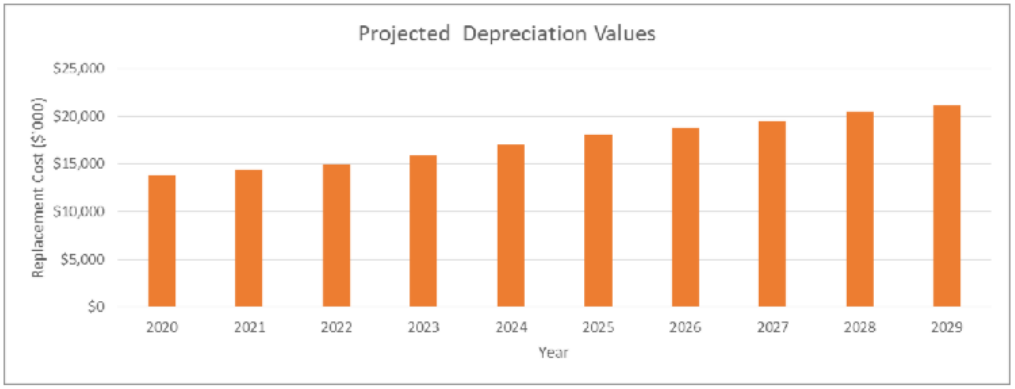


Figure 17 - Projected Depreciation Expense

The value of the depreciated assets will vary over the planning period depending on the rates of addition of new assets, disposal of old assets and consumption and renewal of existing assets. The projected value of the depreciated assets is expected to increase as the expenditure on renewals is more than the depreciation rate, this can be seen in Figure 18.

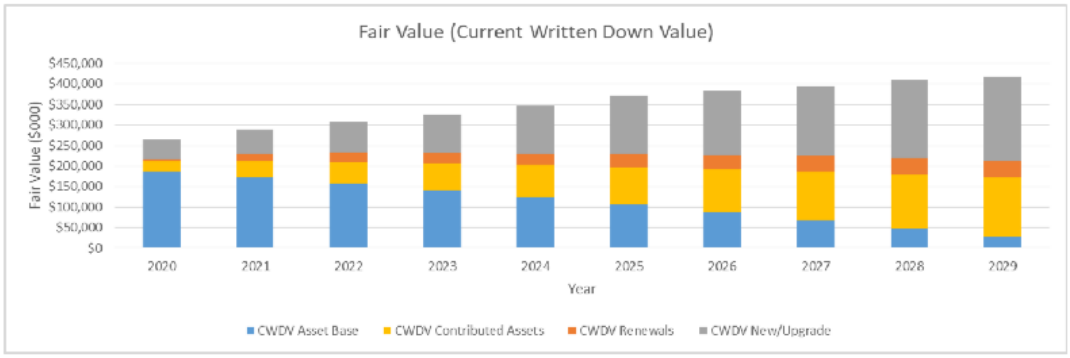


Figure 18 - Projected Value of Depreciated Assets

Performance Ratios and Sustainability

The 'financial sustainability' outputs are provided to demonstrate the trends that the currently anticipated expenditure will have on key measures. Capital expenditure for 2018-2019 financial year is shown in Table 36.

Table 36 - Capital expenditure for 2018-2019 financial year

Year	Capital Renewal Expenditure ($'000)	Capital New/Upgrade Expenditure ($'000)	Total Capital Expenditure ($'000)
2018-2019	*$4,275	*$14,240	*$18,515

*Please note. This is based on the 2018-2019 financial year approved budget.

Consumption Ratio

The consumption ratio provides a measure of the percentage of the asset base consumed to date and an indication of how fast the assets are being consumed each year and whether investment may require adjustment.

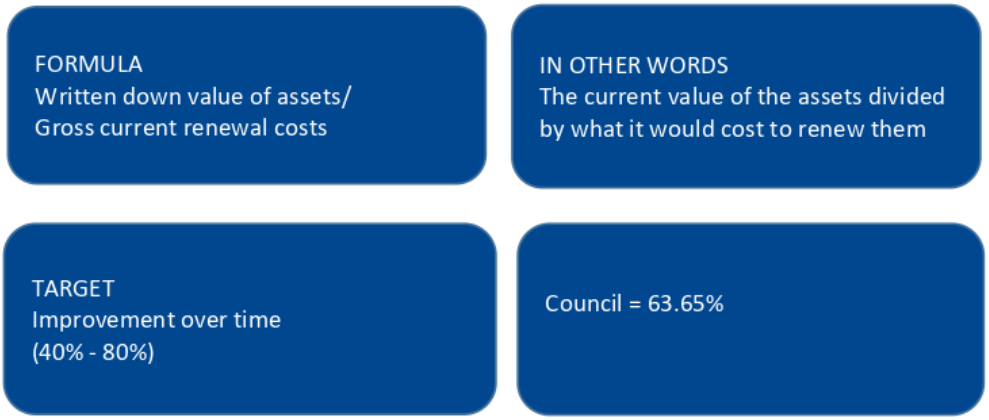


Table 37 - Annual Asset Consumption

Annual Asset Consumption (Depreciation/Depreciable Amount)	3.80%

The Annual Asset Renewal Ratio provides a measure of the rate of investment in renewals and can be an indication of surpluses or shortfalls in expenditure relative to asset age and rates of deterioration.

Table 38 - Annual Asset Renewal

Annual Asset Renewal (Capital Renewal Expenditure/Depreciable Amount)	2.21%

The Annual New & Upgrade ratio provides an indication of the rate of growth of the asset base.

Table 39 - Annual New & Upgrade Ratio

Annual New/Upgrade (Capital New & Upgrade / Depreciable Amount)	7.94%

Service Level Sustainability Ratio

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

Long term - Life Cycle Cost

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

Life cycle costs can be compared to life cycle expenditure to give an indicator of sustainability in service provision. Life cycle expenditure includes maintenance plus capital renewal expenditure. Life cycle expenditure will vary depending on the timing of asset renewals.

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

Medium term – 5-year and 10-year financial planning period

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

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

Knowing the extent and timing of any required increase in outlays and the service consequences if funding is not available will assist council in providing services to their communities in a financially sustainable manner.

Generally, the condition renewals program is used in the determination of the sustainability ratios, however due to the confidence issues in the quality of the condition data and remaining life estimates the ratios have been based on the planned renewal expenditure estimates.

Future iterations of this plan will use the condition renewals once the data confidence issues are addressed.

The service sustainability indicators are:

FORMULA
Life Cycle Costs (ops, maint, renewal)
Funding Allocation

IN OTHER WORDS
Average annual ops, maint, and renewal costs
Average allocated funding

TARGET
A percentage greater than 90%

Council
5-year = 96%
10-year = 100%
Whole of Life = 94%

Table 40 - Financial Basis for Sustainability indicators

	Condition Based 5 Year Financial Planning Period ($'000)	Condition Based 10 Year Financial Planning Period ($'000)	Condition Based Annualised Whole of Life Costs ($'000)
Forecast Expenditure	$214,345	$478,691	$50,841

Forecast Budget	$206,249	$478,522	$47,852
Funding Surplus	-$8,096	-$168	-$2,989
Funding Ratio	0.96	~1.0	0.94

	Planned Works 5 Year Financial Planning Period ($'000)	Planned Works 10 Year Financial Planning Period ($'000)
Forecast Expenditure	$207,110	$488,154
Forecast Budget	$206,248	$478,522
Funding Surplus	-$862	-$9,632
Funding Ratio	1.0	0.98

The funding ratios seen in Table 40 indicate that based on the target funding ratio of 0.9 or 90% of the depreciation amount, council's parks and recreation service levels are considered sustainable.

Plan Improvement

Performance Measures

The effectiveness of the Parks and Recreation Network AMP can be assessed by the following means:

- The degree to which the required operational and maintenance expenditures identified in the Parks and Recreation Network AMP are incorporated into council's LTFF.
- The degree to which the detailed works programs, budgets, business plans and organisational structures take into account the asset management requirements, trends and opportunities identified in the PRAMP.
- The degree to which the existing and projected service levels and service consequences (what we cannot do), risks and residual risks are incorporated into the council's Strategic Plan associated plans.
- The Asset Renewal Funding Ratio achieving the target of 1.0.

Monitoring and Review Procedures

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

Improvement Plan

In preparation of this AMP, a range of opportunities for improvement to asset management information, systems and processes have been identified and are outlined in Table 41 below.

Table 41 - Improvement Plan

Category	Improvements	Importance	Responsibilities	Resource Requirements	Achieved By
Asset Management Information System and Knowledge	Review the accuracy and completeness of Parks and Recreation asset registers.	Very High	Asset Management	In-house resources	30 June 2020
	Review and record asset condition for all park and recreation assets.	Very High	Asset Management	In-house resources	30 June 2020
	Review Fixed Asset Register and align amended asset types.	High	Asset Management & Corporate Finance	In-house resources	On-going
	Ongoing review and development of data structure / collection process.	High	Asset Management	In-house resources	On-going
	Review and adopt asset handover process and specifications for internally delivered projects and developer contributed assets.	High	Asset Management, Planning and Development & Corporate Finance	In-house resources	On-going
	Develop and implement an integrated asset management system.	High	Asset Management & Corporate IT	In-house & external resources	2021
Asset Planning Process	Develop process flowcharts and procedures associated with asset data collection, financial valuation, rehabilitation, demand calculation.	Very High	Asset Management, City Maintenance, Planning and Development & Corporate Finance	In-house resources	On-going
	Review as constructed process and ensure asset information is captured promptly in the physical and financial asset registers.	High	Asset Management & Corporate Finance & Planning and Development	In-house resources	On-going
	Develop and implement the asset creation/acquisition process for new assets.	High	Asset Management	In-house resources	On-going
	Develop the asset disposal process and ensure that all stakeholders participate in the process.	High	Asset Management	In-house resources	On-going
	Review long term capital work programs to ensure in line with levels of service and annual budget preparation.	High	Asset Management	In-house resources	On-going

Category	Improvements	Importance	Responsibilities	Resource Requirements	Achieved By
	On-going review of the defect intervention level for infrastructure assets.	Medium	Asset Management & City Maintenance	In-house resources	On-going
	On-going review of the levels of services.	Medium	Asset Management & City Maintenance	In-house resources	On-going
	Review and collect whole of life costing for different asset types.	Medium	Asset Management	In-house resources	On-going
Financial Planning	On-going review and improve on the methodology of long term demand and financial forecast.	Medium	Asset Management & Corporate Finance	In-house resources	On-going
	Identify/develop more accurate long term financial planning models for Operation and Maintenance Costs, Contributed Assets and relativity with population and dwelling growth.	Medium	Asset Management & Corporate Finance & Planning and Development	In-house resources	On-going
	Improve physical asset register and financial asset register to have the ability to store and report contributed assets.	Medium	Asset Management & Corporate Finance	In-house resources	On-going
Review of AMP	Implement a review process for asset management plans and a review of asset management models.	Medium	Asset Management	In-house resources	On-going

Summary of Findings

Growth

The forecast lineal growth resulting from contributed assets is $144.4m over the 10-year period of this plan. This growth has been reflected in the operations and maintenance forecasts and the financial forecasts.

Risk Identification

Identified service delivery and public safety risks are being mitigated in the current budget submissions and funding. No additional risk funding has been identified, however this may change as the asset data and the AMPs maturity.

Asset Data

The financial asset register (FAR) is current as at 3 July 2019 and may include contributed assets from the development industry for which no "as-constructed" details have been received, therefore these assets have not been included in the physical asset register (PAR) or included in the PAR with incomplete information. In addition, landscaping has been recognised in the FAR but not in the PAR.

The physical asset information is based on the PAR and has been updated as the "as-constructed" details become available.

There is inconsistency in the asset types, components and the details to be held against each. It is clear through the mis-alignment of the asset registers that a corporate asset data specification and associated procedures that meet FAR, Par and GIS needs requires development. This will also ensure consistency in meeting data collection, management, reporting and review requirements.

The condition data based on physical age and inspections has been used to forecast an asset's life parameters however this does not align with the financial book values for depreciation and fair value.

Assets with Very Poor Condition	7.27%	$14m
Assets with Poor Condition	9.02%	$17.5m
Total	16.30%	$31.5m

The age profile indicates that 90% of council's parks and recreations Assets are less than 20 years old.

The condition assessments indicate that 16.30% of the parks and recreation assets valued at $31.5m are significantly deteriorated, failing or have failed.

Current condition of the parks and recreation assets are being monitored via proactive inspections and assets which met intervention levels and rehabilitation threshold are included in the capital program. The inclusion of the asset conditions in the physical asset registers has been highlighted as a very high priority in the improvement plan and a summary of status will be made available in the future version of the AMP.

The accuracy of the PRAMP data is rated at 70%. In particular the data in the physical asset register has major gaps and incomplete attributes which have impacted the accuracy of the valuation and future renewal forecast. It has been identified as a very high priority task in the improvement plan to review and update the physical asset register.

The assessment of the remaining life and condition rating data indicates that the financial data has been used to determine the asset condition that is recorded in the asset register. Further improvement works are required to ensure the condition data is used to determine remaining useful life for the parks and recreation assets.

Maintenance

The maintenance works and program have been developed through regular inspection of the Parks and Recreation assets.

The current maintenance expenditure of $29.58m is roughly 10 times the$ $2.8M benchmark (calculated from the depreciation expense of assets in condition 3, 4 and 5). The benchmark figures has been reduced due to the number of assets that were expensed on purchase/acquisition or are full depreciated but still in service.

The significant benchmark variation suggests that both the levels of maintenance funding and the asset depreciation parameters (fair value, asset remaining lives and standard lives) for the Parks and recreation asset class needs review. The definition of what are operations activities (mowing, gardening, vegetation cutback, cleaning, etc.) and what are maintenance activities needs to clarified and implemented with operations staff trained to record expenditure appropriately.

Renewals

Based on the current remaining life data there is a backlog of parks and recreation renewals of $4.61m, with an additional $24.24m requiring attention within the next 5 years giving a total value of $28.76m

The backlog value of $4.61m is misleading as 334 ($2.07m) of the 454 assets are fully depreciated with no fair value. The status of these assets needs to be determined before any remedial action is proposed.

Total forecast expenditure is ~$53.2m and the available funding in the LTFF is ~$43.6m, a shortfall of ~$9.6m. Shortfall will be managed by proactive inspection of parks and recreation assets at time of forecast replacement based on condition, it is envisaged that this will result in some asset replacements being pushed out. The renewal profile will be revisited when improvements are made to the asset system.

New/Upgrade

Planned new/upgrade program considered in AMP. The CBD civic space redevelopment project has been included.

Financials

The inclusion of the new/upgrade works in the AMP are in addition to LGIP projects and funding. The planned capital works are fully funded.

Ratios

Sustainability ratio is above target, therefore is sufficient funding in the LTFF to maintain current service levels over the next 10-year period including covering maintenance growth expenditures.

Plan Improvements

In preparation of the Parks and Recreation Network AMP, a range of opportunities for improvement to asset management information, systems and processes have been identified and are outlined in the Improvement Plan.

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Appendix A - Asset Management Practices

Accounting/Financial Systems

Council utilises the Oracle eBusiness suite of financial systems in support of its accounting and financial reporting requirements. Council maintains a general ledger and project accounting ledger within Oracle.

General Ledger

The General Ledger (GL) is Council's key financial register of transactions for operational and capital activities. Its main function is to capture sufficient detail in order for Council to build a Statement of Comprehensive Income (i.e. Profit or Loss) and Statement of Financial Position (i.e. Balance Sheet of assets and liabilities). It also allows for budgeting for key expenses and revenues for a period.

Project Accounting Ledger

The Project Accounting (PA) module of Oracle allows Council to dissect financial transactions in greater detail across different functions and organisations within Council. Project Accounting allows estimates of pieces of work to be captured by project and tasks associated with the project.

Asset Management Systems

Council utilises a range of systems in support of the asset management process, a brief overview of which is provided below.

- The **Fixed Asset Register (FAR)** is Council's financial record of the current valuations and depreciation characteristics for its infrastructure assets (see also Section 7.1. Accounting / Financial Systems).
- **Oracle Spatial** is a database containing the registers of all infrastructure assets, their location and their physical attributes (e.g., size, age, material, composition, etc.).
- **Mobile Form Manager and Mobile Form** is the asset / works management system which supports the issuing work activities, scheduling and assignment of resources to work, recording of work metrics / quality information, and recording of asset condition data. It also provides a range of asset-based reporting functions and is linked by asset number to the physical asset register in Oracle Spatial.
- **MapInfo** is the Geographic Information System (GIS) interface to the physical asset registers in Oracle Spatial for asset data maintenance and updates.
- **iKnow** is the Corporate Geographic Information System (GIS) interface to the physical asset registers in Oracle Spatial for accessing asset information.
- **Delta** is a job management system for asset data management and update of the physical asset registers.

Links to Financial Systems

The Fixed Asset Register (FAR) does not have a one-to-one relationship with the Oracle Spatial physical asset registers. The physical asset registers hold all the detailed attributes and can be readily aligned to a smaller number of aggregated records within the financial asset register, while still retaining all necessary financial reporting capabilities. Financial recognition of new assets is done independently but in coordination with the 'as constructed' process and is processed at a higher level (generally asset group). The assets of the drainage and flood mitigation network are formally valued by qualified asset valuer every 5 year. It is understood that the intervening revaluations will be achieved by the indexation of values by asset group in the FAR.

Accountabilities and Responsibilities for Systems

The Information and Communications Technology Branch of Council's Finance and Corporate Services Department is currently responsible for the maintenance and support of all corporate systems, under Service Level Agreements with the relevant departments. Further, the Spatial Team of WPR is currently responsible for the maintenance and update of physical asset registers in Oracle Spatial.

Information Flow Requirements and Processes

The key information flows into this asset management plan are:

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

The key information flows from this asset management plan are:

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

Standards and Guidelines

- Australian Accounting Standards
- IPWEA, 2016, 'International Infrastructure Management Manual', Institute of Public Works Engineering Australia, Sydney, www.ipwea.org.au
- Queensland Local Government Act 2009
- Strategic Asset Management Framework for Ipswich City Council – 2019
- Strategy Asset Management Strategy for Ipswich City Council - 2019

Appendix B – 10 Year Planned Capital Program

Please refer to the adopted 2019-2020 financial year capital program for project breakdown and details.

Project No	Project Name	Details	Expenditure Type	Expenditure ($'000)										
				2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Total
1	Parks Rehabilitation	Repair and replacement of park assets including softfall top-up and replacement.	Renewal	4,031	-	-	-	-	-	-	-	-	-	4,031
2	Parks Rehabilitation	Repair and replacement of park assets including softfall top-up and replacement.	Renewal	-	1,954	-	-	-	-	-	-	-	-	1,954
3	Parks Rehabilitation	Repair and replacement of park assets including softfall top-up and replacement.	Renewal	-	-	1,945	-	-	-	-	-	-	-	1,945
4	Parks Rehabilitation	Repair and replacement of park assets including softfall top-up and replacement.	Renewal	-	-	-	3,107	-	-	-	-	-	-	3,107
5	Parks Rehabilitation	Repair and replacement of park assets including softfall top-up and replacement.	Renewal	-	-	-	-	2,903	-	-	-	-	-	2,903
6	Parks Rehabilitation	Repair and replacement of park assets including softfall top-up and replacement.	Renewal	-	-	-	-	-	1,833	-	-	-	-	1,833
7	Parks Rehabilitation	Repair and replacement of park assets including softfall top-up and replacement.	Renewal	-	-	-	-	-	-	2,468	-	-	-	2,468
8	Parks Rehabilitation	Repair and replacement of park assets including softfall top-up and replacement.	Renewal	-	-	-	-	-	-	-	11,078	-	-	11,078
9	Parks Rehabilitation	Repair and replacement of park assets including softfall top-up and replacement.	Renewal	-	-	-	-	-	-	-	-	3,153	-	3,153
10	Parks Rehabilitation	Repair and replacement of park assets including softfall top-up and replacement.	Renewal	-	-	-	-	-	-	-	-	-	4,769	4,769

Project No	Project Name	Details	Expenditure Type	Expenditure ($'000)										
				2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Total
11	Sport Facility Rehabilitation	Repair and replacement of sport facilities and assets including sportfield.	Renewal	1,508	-	-	-	-	-	-	-	-	-	1,508
12	Sport Facility Rehabilitation	Repair and replacement of sport facilities and assets including sportfield.	Renewal	-	2,142	-	-	-	-	-	-	-	-	2,142
13	Sport Facility Rehabilitation	Repair and replacement of sport facilities and assets including sportfield.	Renewal	-	-	529	-	-	-	-	-	-	-	529
14	Sport Facility Rehabilitation	Repair and replacement of sport facilities and assets including sportfield.	Renewal	-	-	-	1,089	-	-	-	-	-	-	1,089
15	Sport Facility Rehabilitation	Repair and replacement of sport facilities and assets including sportfield.	Renewal	-	-	-	-	528	-	-	-	-	-	528
16	Sport Facility Rehabilitation	Repair and replacement of sport facilities and assets including sportfield.	Renewal	-	-	-	-	-	3,305	-	-	-	-	3,305
17	Sport Facility Rehabilitation	Repair and replacement of sport facilities and assets including sportfield.	Renewal	-	-	-	-	-	-	615	-	-	-	615
18	Sport Facility Rehabilitation	Repair and replacement of sport facilities and assets including sportfield.	Renewal	-	-	-	-	-	-	-	902	-	-	902
19	Sport Facility Rehabilitation	Repair and replacement of sport facilities and assets including sportfield.	Renewal	-	-	-	-	-	-	-	-	491	-	491
20	Sport Facility Rehabilitation	Repair and replacement of sport facilities and assets including sportfield.	Renewal	-	-	-	-	-	-	-	-	-	687	687
21	Landfill Rehabilitation	Repair and replacement of monitoring equipment and land rehabilitation	Renewal	241	-	-	-	-	-	-	-	-	-	241
22	Landfill Rehabilitation	Repair and replacement of monitoring equipment and land rehabilitation	Renewal	-	275	-	-	-	-	-	-	-	-	275
23	Landfill Rehabilitation	Repair and replacement of monitoring equipment and land rehabilitation	Renewal	-	-	390	-	-	-	-	-	-	-	390
24	Landfill Rehabilitation	Repair and replacement of monitoring equipment and land rehabilitation	Renewal	-	-	-	744	-	-	-	-	-	-	744

Project No	Project Name	Details	Expenditure Type	Expenditure ($'000)										
				2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Total
25	Landfill Rehabilitation	Repair and replacement of monitoring equipment and land rehabilitation	Renewal	-	-	-	-	217	-	-	-	-	-	217
26	Landfill Rehabilitation	Repair and replacement of monitoring equipment and land rehabilitation	Renewal	-	-	-	-	-	222	-	-	-	-	222
27	Landfill Rehabilitation	Repair and replacement of monitoring equipment and land rehabilitation	Renewal	-	-	-	-	-	-	794	-	-	-	794
28	Landfill Rehabilitation	Repair and replacement of monitoring equipment and land rehabilitation	Renewal	-	-	-	-	-	-	-	232	-	-	232
29	Landfill Rehabilitation	Repair and replacement of monitoring equipment and land rehabilitation	Renewal	-	-	-	-	-	-	-	-	238	-	238
30	Landfill Rehabilitation	Repair and replacement of monitoring equipment and land rehabilitation	Renewal	-	-	-	-	-	-	-	-	-	851	851
31	Local Amenity- Divisional Allocation - Colleges Crossing Recreation Reserve	Shade Sail Upgrade	New	87										87
32	Local Amenity- Divisional Allocation - Limestone Park Lighting	Carpark lighting	New	25										25
33	Local Amenity- Divisional Allocation - Old Logan Road Sculptures	Sculptures	New	75										75
34	Local Amenity- Divisional Allocation - Paddington Park Playground	Playground upgrade	New	130										130
35	Local Amenity- Divisional Allocation - Riverside Park	Boat ramp	New	40										40
36	Local Amenity- Divisional Allocation - Redbank Plains Recreation Reserve	Shade Sail	New	135										135
37	Local Amenity- Divisional Allocation - Tivoli Sporting Complex	Batting cages	New	31										31
38	Other - FCS - CBD Redevelopment	CBD Redevelopment - Civic space - construction and other costs	New	25,709										25,709
39	Strategic Parks and Sports	New parks and improvements	New	14,490										14,490
40	Strategic Parks and Sports	New parks and improvements	New		1,807									1,807
41	Strategic Parks and Sports	New parks and improvements	New			2,038								2,038
42	Strategic Parks and Sports	New parks and improvements	New				1,505							1,505

Project No	Project Name	Details	Expenditure Type	Expenditure ($'000)										
				2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Total
43	Strategic Parks and Sports	New parks and improvements	New					1,363						1,363
44	Strategic Parks and Sports	New parks and improvements	New						2,720					2,720
45	Strategic Parks and Sports	New parks and improvements	New							1,696				1,696
46	Strategic Parks and Sports	New parks and improvements	New								870			870
47	Strategic Parks and Sports	New parks and improvements	New									2,083		2,083
48	Strategic Parks and Sports	New parks and improvements	New										915	915
49	Local Parks and Sports	New parks and improvements	New	397										397
50	Local Parks and Sports	New parks and improvements	New		1,118									1,118
51	Local Parks and Sports	New parks and improvements	New			2,854								2,854
52	Local Parks and Sports	New parks and improvements	New				2,788							2,788
53	Local Parks and Sports	New parks and improvements	New					1,363						1,363
54	Local Parks and Sports	New parks and improvements	New						1,832					1,832
55	Local Parks and Sports	New parks and improvements	New							1,413				1,413
56	Local Parks and Sports	New parks and improvements	New								1,914			1,914
57	Local Parks and Sports	New parks and improvements	New									1,488		1,488
58	Local Parks and Sports	New parks and improvements	New										2,013	2,013
59	Developer Funded Parks	New parks and improvements	New	897										897
60	Developer Funded Parks	New parks and improvements	New		5,190									5,190
61	Developer Funded Parks	New parks and improvements	New			6,802								6,802
62	Developer Funded Parks	New parks and improvements	New				12,826							12,826

Project No	Project Name	Details	Expenditure Type	Expenditure ($'000)										
				2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Total
63	Developer Funded Parks	New parks and improvements	New					9,483						9,483
64	Developer Funded Parks	New parks and improvements	New						12,646					12,646
65	Developer Funded Parks	New parks and improvements	New							8,701				8,701
66	Developer Funded Parks	New parks and improvements	New								8,700			8,700
67	Developer Funded Parks	New parks and improvements	New									15,065		15,065
68	Developer Funded Parks	New parks and improvements	New										9,760	9,760
69	Natural Environment/Stormwater	New improvements and infrastructure	New	1,685										1,685
70	Natural Environment/Stormwater	New improvements and infrastructure	New		1,938									1,938
71	Natural Environment/Stormwater	New improvements and infrastructure	New			2,486								2,486
72	Natural Environment/Stormwater	New improvements and infrastructure	New				2,061							2,061
73	Natural Environment/Stormwater	New improvements and infrastructure	New					3,706						3,706
74	Natural Environment/Stormwater	New improvements and infrastructure	New						3,108					3,108
75	Natural Environment/Stormwater	New improvements and infrastructure	New							2,452				2,452
76	Natural Environment/Stormwater	New improvements and infrastructure	New								2,610			2,610
77	Natural Environment/Stormwater	New improvements and infrastructure	New									2,737		2,737
78	Natural Environment/Stormwater	New improvements and infrastructure	New										2,806	2,806
79	Enviroplan	New improvements and infrastructure	New	2,852										2,852
80	Enviroplan	New improvements and infrastructure	New		311									311
81	Enviroplan	New improvements and infrastructure	New			483								483
82	Enviroplan	New improvements and infrastructure	New				769							769

Project No	Project Name	Details	Expenditure Type	Expenditure ($'000)										
				2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Total
83	Enviroplan	New improvements and infrastructure	New					8,134						8,134
84	Enviroplan	New improvements and infrastructure	New						7,081					7,081
85	Enviroplan	New improvements and infrastructure	New							424				424
86	Enviroplan	New improvements and infrastructure	New								435			435
87	Enviroplan	New improvements and infrastructure	New									446		446
88	Enviroplan	New improvements and infrastructure	New										458	458
89	Streetscape Improvements	New improvements and infrastructure	New	1,100										1,100
90	Streetscape Improvements	New improvements and infrastructure	New		780									780
91	Streetscape Improvements	New improvements and infrastructure	New			811								811
92	Streetscape Improvements	New improvements and infrastructure	New				530							530
93	Streetscape Improvements	New improvements and infrastructure	New					545						545
94	Streetscape Improvements	New improvements and infrastructure	New						555					555
95	Streetscape Improvements	New improvements and infrastructure	New							565				565
96	Streetscape Improvements	New improvements and infrastructure	New								580			580
97	Streetscape Improvements	New improvements and infrastructure	New									595		595
98	Streetscape Improvements	New improvements and infrastructure	New										610	610

Appendix C – Defect Intervention Levels

Asset Class	Asset Group	Asset Type	Defect	Intervention Level	Resolution
Equipment	Aquatic Equipment	Aquatic Equipment	Aquatic Equipment Not Working / Damaged	Any	Repair / Replace
					Refer to Rehab Program
	Playground and Exercise Equipment	Balance Toy	Footing Damaged	Any	Repair / Replace
			Balance Toy Damaged	Any	Repair / Replace
			Paint peeling	> 25%	Paint / Treat
			Graffiti	Any	Remove / Paint Over
		Climbing Structures and Nets	Chains / Ropes Damaged / Worn	Any	Repair / Replace
			Fall Zone Dimension	Any	Undertake Full Compliance Inspection
			Frame Damaged	Any	Repair / Replace
					Refer to Rehab Program
			Paint peeling	> 25%	Paint / Treat
			Vegetation Encroachment	Any	Trim / Remove Vegetation
			Graffiti	Any	Remove / Paint Over
		Combination Unit	Bushes Damaged / Worn	Any	Repair / Replace
			Component Damaged / Missing	Any	Repair / Replace
			Dangerous Insect Infestation	Any	Clean / Spray
			Paint peeling	> 25%	Paint / Treat
			Panel Damaged	Any	Repair / Replace
					Refer to Rehab Program
			Platform Damaged	Any	Repair / Replace

Asset Class	Asset Group	Asset Type	Defect	Intervention Level	Resolution
					Refer to Rehab Program
			Post Caps Missing	Any	Replace missing caps to posts
			Post damaged	Any	Repair / Replace
					Refer to Rehab Program
			Unit non-standard / modified	Any	Repair / Replace
					Refer to Rehab Program
			Vegetation Encroachment	Any	Trim / Remove Vegetation
			Graffiti	Any	Remove / Paint Over
		Slide	Bedway Damaged	Any	Repair / Replace
			Entrapment - Finger	Any	Plug entrapment hole
					Undertake Full Compliance Inspection
			Entrapment - General	Any	Undertake Full Compliance Inspection
			Exit Height	> 300 mm	Add new softfall
					Rake / churn softfall
					Undertake Full Compliance Inspection
			Fall Zone Dimension	Any	Undertake Full Compliance Inspection
			Frame Damaged	Any	Repair / Replace
					Refer to Rehab Program
			Platform Damaged	Any	Repair / Replace
					Refer to Rehab Program

Asset Class	Asset Group	Asset Type	Defect	Intervention Level	Resolution
			Post damaged	Any	Repair / Replace
					Refer to Rehab Program
			Step Damaged / Missing	Any	Repair / Replace
			Vegetation Encroachment	Any	Trim / Remove Vegetation
			Graffiti	Any	Remove / Paint Over
		Spin Toy / Carousel	Chains / Ropes Damaged / Worn	Any	Repair / Replace
			Entrapment - Finger	Any	Plug entrapment hole
					Undertake Full Compliance Inspection
			Entrapment - General	Any	Undertake Full Compliance Inspection
			Fall Zone Dimension	Any	Undertake Full Compliance Inspection
			Paint peeling	> 25%	Paint / Treat
			Platform Damaged	Any	Repair / Replace
					Refer to Rehab Program
			Post damaged	Any	Repair / Replace
					Refer to Rehab Program
			Vegetation Encroachment	Any	Trim / Remove Vegetation
			Graffiti	Any	Remove / Paint Over
		Spring Toy	Footing Damaged	Any	Repair / Replace
			Out-of-Service / Repair History Excessive	Any	Refer to Rehab Program
			Paint peeling	> 25%	Paint / Treat

Asset Class	Asset Group	Asset Type	Defect	Intervention Level	Resolution
			Seat Missing / Damaged	Any	Repair / Replace
			Spring Damaged	Any	Repair / Replace
			Spring Deflection Excessive	Any	Repair / Replace
					Refer to Rehab Program
			Spring Loose	Any	Tighten bolts / screws
			Vegetation Encroachment	Any	Trim / Remove Vegetation
			Graffiti	Any	Remove / Paint Over
		Swing - Traditional	Bushes Damaged / Worn	Any	Repair / Replace
		Swing - Liberty	Chains / Ropes Damaged / Worn	Any	Repair / Replace
		Swing - Pendulum	Entrapment - Finger	Any	Plug entrapment hole
					Undertake Full Compliance Inspection
			Entrapment - General	Any	Undertake Full Compliance Inspection
			Fall Zone Dimension	Any	Undertake Full Compliance Inspection
			Paint peeling	> 25%	Paint / Treat
			Post damaged	Any	Repair / Replace
					Refer to Rehab Program
			Safety Chain Cover Missing / Damaged	Any	Replace plastic cover for safety chain
			Safety Chain Missing / Damaged	Any	Replace safety chain
			Seat Missing / Damaged	Any	Repair / Replace
			Shackle Damaged / Worn	Any	Repair / Replace

Asset Class	Asset Group	Asset Type	Defect	Intervention Level	Resolution
			Vegetation Encroachment	Any	Trim / Remove Vegetation
			Graffiti	Any	Remove / Paint Over
		Playhouse and Playtoy	Playhouse / Playtoy Missing / Damaged	Any	Repair / Replace
					Refer to Rehab Program
			Component Damaged / Missing	Any	Repair / Replace
			Dangerous Insect Infestation	Any	Clean / Spray
			Paint peeling	> 25%	Paint / Treat
			Graffiti	Any	Remove / Paint Over
		Cableway	Cable Damaged / Worn	Any	Repair / Replace Cable
					Refer to Rehab Program
			Cable Rollers Damaged / Worn	Any	Repair / Replace Rollers
			Cable Traveller Damaged / Worn	Any	Repair Traveller
			Cable Traveller Limiter Stops Damaged / Worn	Any	Repair Traveller Limited Stops
			Frame Damaged	Any	Repair
					Refer to Rehab Program
			Paint peeling	> 25%	Paint / Treat
			Vegetation Encroachment	Any	Trim / Remove Vegetation
			Graffiti	Any	Remove / Paint Over
		Water Play Equipment	Water Play Equipment Not Working / Damaged	Any	Repair / Replace
					Refer to Rehab Program
			Graffiti	Any	Remove / Paint Over
		Exercise Equipment	Loose bolts / nuts / screws	Any	Tighten bolts / screws

Asset Class	Asset Group	Asset Type	Defect	Intervention Level	Resolution
			Paint peeling	> 25%	Paint / Treat
			Structural Cracking / Movement	Any	Repair / Replace
					Refer to Rehab Program
			Graffiti	Any	Remove / Paint Over
	Landfill Monitoring Equipment	Landfill Monitoring Well	Landfill Monitoring Equipment Missing / Damaged	Any	Repair / Replace
		Landfill Monitoring Bore			Refer to Rehab Program
		Landfill Monitoring Vent	Graffiti	Any	Remove / Paint Over
	Water Quality and Soil Moisture Monitoring Equipment	Water Quality and Soil Moisture Monitoring Equipment	Water Quality and Soil Moisture Monitoring Equipment Missing / Damaged	Any	Repair / Replace
					Refer to Rehab Program
			Graffiti	Any	Remove / Paint Over
	Irrigation System and Equipment	Irrigation - Controller	Controller Damaged / Not Operational	Any	Repair / Replace
		Irrigation - Pipe / Valve	Water Supply Not Operational	Any	Repair / Replace
		Soil Moisture Senor	Soil Moisture Sensor Damaged / Not Operational	Any	Repair / Replace
			Sprinkler Damaged / Not Operational	> 10%	Repair / Replace
		Sprinker	Graffiti	Any	Remove / Paint Over
Land Improvements	Land Improvement	Landscape Gardens	Plantings Damaged / Missing	> 25%	Renew / replenish plantings
		Streetscape			Refer to Rehab Program
		Open Space	Undersurfacing	Any	Remove and Replace
			Debris / Rubbish Build Up	Any	Remove Material
			Graffiti	Any	Remove / Paint Over
		Fence	Paint peeling	> 2 sq m	Paint / Treat

Asset Class	Asset Group	Asset Type	Defect	Intervention Level	Resolution
	Boundary Elements		Section Damaged / Missing	Any	Repair / Replace
					Repair / Replace metal
					Repair / Replace timber
					Refer to Rehab Program
			Graffiti	Any	Remove / Paint Over
		Gate	Chain Missing	Any	Repair / Replace
			Gate Damaged / Missing	Any	Repair / Replace
					Repair / Replace metal
					Repair / Replace timber
			Lock Damaged / Missing	Any	Replace
			Paint peeling	> 25%	Paint / Treat
			Graffiti	Any	Remove / Paint Over
		Chicane	Paint peeling	> 2 sq m	Paint / Treat
			Section Damaged / Missing	Any	Repair / Replace
					Repair / Replace metal
					Repair / Replace timber
					Refer to Rehab Program
			Graffiti	Any	Remove / Paint Over
		Handrail	Paint peeling	> 5 m	Paint / Treat
			Rail / Post - Damaged / Missing	Any	Repair / Replace
					Repair / Replace metal
					Repair / Replace timber

Asset Class	Asset Group	Asset Type	Defect	Intervention Level	Resolution
			Railing / Barriers Rusting (Loss of Material)	Any	Remove Rust and Treat
					Refer to Rehab Program
			Railing / Barriers Rusting (Surface Rust)	Any	Remove Rust and Treat
			Rail / Post non-compliant with disability regulations		Refer to Rehab Program
			Graffiti	Any	Remove / Paint Over
		Bollard	Bollard Damaged / Missing	Any	Repair / Replace
					Repair / Replace metal
					Repair / Replace timber
			Graffiti	Any	Remove / Paint Over
			Locking Mechanism Damaged / Missing	Any	Repair / Replace
		Edging	Edging Damaged / Missing	> 2m	Repair / Replace
					Refer to Rehab Program
			Graffiti	Any	Remove / Paint Over
		Retaining Wall	Distortion in Wall (Horizontal or Vertical Displacement)	Pass Vertical	Repair / Replace
					Refer to Rehab Program
			Misaligned joints between facial units (blocks, sleepers, boulders ,etc)	Any	Repair / Replace
					Refer to Rehab Program
				≥ 20%	Repair / Replace

Asset Class	Asset Group	Asset Type	Defect	Intervention Level	Resolution
			Structural Disintegration – Timber rot, cracks , white ants or spalls in concrete or stone masonry		Refer to Rehab Program
			Missing blocks, sleepers, boulders ,etc	Any	Repair / Replace
			Roots penetration of wall	Any	Repair / Replace
					Remove and Replace incorporating root
			Drainage outlets not operating properly (aggi pipes , weepholes, etc)	Any	Repair / Replace
					Clean
			Ponding of water over backfill adjacent to wall (Top and Bottom)	Any	Repair / Replace
					Refer to Rehab Program
			Erosion/Loss of Fill (Scours and Washouts)	Any	Fill with suitable material
					Sweeping
					Refer to Rehab Program
			Graffiti	Any	Remove / Paint Over
	Track	Walking Track	Walking Track Damaged	> 1 sq m	Repair / Replace
		BMX Track	BMX Track Damaged	> 1 sq m	Repair / Replace
Other Structures	Archway / Arbour	Archway / Arbor	Archway / Arbor Damaged	Any	Repair / Replace
			Paint peeling	> 25%	Paint / Treat

Asset Class	Asset Group	Asset Type	Defect	Intervention Level	Resolution
	BBQ	BBQ - Electric BBQ - Gas BBQ - Woodfire	Fuel Source Not Operational	Any	Inspect Elec BBQ not working & Repair
					Repair solar panels
					Replace gas bottle(s)
			Hotplate Damaged	Any	Repair / Replace
			Out-of-Service / Repair History Excessive	Any	Refer to Rehab Program
			Paint peeling	> 25%	Paint / Treat
			Structure Damaged	Any	Repair / Replace
					Refer to Rehab Program
			Graffiti	Any	Remove / Paint Over
	Rubbish Bin	Rubbish Bin - Metal	Base slab damaged	> 2 sq m	Repair / Replace
			Bin Damaged (Not useable)	Not useable	Repair / Replace
			Bin Missing	Any	Replace
			Locking device damaged	Any	Repair / Replace
			Post damaged	Any	Repair / Replace
			Graffiti	Any	Remove / Paint Over
	Bin Enclosure	Bin Enclosure	Bin Enclosure Damaged	Any	Repair / Replace
			Base slab damaged	> 2 sq m	Repair / Replace
			Locking device damaged	Any	Repair / Replace
			Graffiti	Any	Remove / Paint Over
	Drinking Fountain	Drinking Fountain	Bubbler / Tap damaged	Any	Repair / Replace

Asset Class	Asset Group	Asset Type	Defect	Intervention Level	Resolution
	Water Tap	Water Tap	Bubbler / Tap leaking	Any	Inspect & Repair
			Drainage Pit Blocked	Any	Clean out drainage pit
			Low water pressure in bubbler / tap	Any	Inspect & Repair
			Tap stand concrete base damaged	Any	Repair / Replace
			Tap Stand Damaged	Any	Repair / Replace
			Graffiti	Any	Remove / Paint Over
	Water Tank	Water Tank	Water Tank Damaged / Leaking	Any	Repair / Replace
			Base slab damaged	> 2 sq m	Repair / Replace
			Pump Damaged /Not working	Any	Inspect & Repair
			Graffiti	Any	Remove / Paint Over
	Shading Structures	Shelter / Rotunda	Base slab damaged	> 2 sq m	Repair / Replace
			Gutters / Downpipe Damaged	Any	Repair / Replace
			Paint peeling	> 25%	Paint / Treat
			Post damaged	Any	Repair / Replace
			Roof Trusses / Fascias Damaged	Any	Repair / Replace
					Repair / Replace metal
					Repair / Replace timber
			Roofing Damaged	Any	Repair / Replace
			Graffiti	Any	Remove / Paint Over
		Shade Sail	Anti-climb caps Damaged / Missing	Any	Repair / Replace
			Out-of-Service / Repair History Excessive	Any	Refer to Rehab Program
			Paint peeling	> 25%	Paint / Treat

Asset Class	Asset Group	Asset Type	Defect	Intervention Level	Resolution
			Post damaged	Any	Repair / Replace
			Shade Cloth Torn	Any	Remove and Replace
					Repair
			Graffiti	Any	Remove / Paint Over
	Bike Rack	Bike Rack	Bike Rack Damaged / Missing	Any	Repair / Replace
			Graffiti	Any	Remove / Paint Over
	Feature Object	Sandstone Block	Faeature Object / Statute / Sculpture Damaged	Any	Repair / Replace
		Statute / Sculpture			Refer to Rehab Program
		Feature Wall	Base slab damaged	> 2 sq m	Repair / Replace
		Water Feature	Graffiti	Any	Remove / Paint Over
	Lighting	Park Lighting and Fittings	Access Door Corroded	Any	Repair / Replace
		Street Lighting and Fittings	Access Door Damaged	Any	Repair / Replace
		Sportfield Lighting and Fittings	Access Door Missing	Any	Repair / Replace
			Access Door Not Secured	Any	Repair / Replace
			Electrical Cable Damaged	Any	Repair / Replace
			Electrical Component Damaged	Any	Repair / Replace
			Switchboard Corroded	Any	Repair / Replace
			Switchboard Damaged	Any	Repair / Replace
			Bracket Corroded	Any	Repair / Replace
			Bracket Damaged	Any	Repair / Replace
			Bracket Loose	Any	Repair / Replace

Asset Class	Asset Group	Asset Type	Defect	Intervention Level	Resolution
			Bracket Missing	Any	Repair / Replace
			Bracket Out of Alignment	Any	Repair / Replace
			Gasket Damaged	Any	Repair / Replace
			Gasket Missing	Any	Repair / Replace
			Lamp Damaged	Any	Repair / Replace
			Lamp Missing	Any	Repair / Replace
			Lamp Not Functioning	Any	Repair / Replace
			Luminaire Corroded	Any	Repair / Replace
			Luminaire Damaged	Any	Repair / Replace
			Luminaire Out of Alignment	Any	Repair / Replace
			Reflector Damaged	Any	Repair / Replace
			Spigot Entry Damaged	Any	Repair / Replace
			Visor / Cover Corroded	Any	Repair / Replace
			Visor / Cover Discoloured	Any	Repair / Replace
			Visor / Cover Loose	Any	Repair / Replace
			Visor / Cover Missing	Any	Repair / Replace
			Base Plate Corroded	Any	Repair / Replace
			Base Plate Damaged	Any	Repair / Replace
			Bolts Corroded	Any	Repair / Replace
			Footings Damaged	Any	Repair / Replace
			Footings Eroded	Any	Repair / Replace
			Pole Damaged	Any	Repair / Replace

Asset Class	Asset Group	Asset Type	Defect	Intervention Level	Resolution
			Spigot Damaged	Any	Repair / Replace
	Memorials / Monuments	Memorials / Monuments	Memorials / Monuments Damaged	Any	Repair / Replace
					Refer to Rehab Program
			Inscription Faded	> 25%	Repair / Replace
			Structural Cracking / Movement	Any	Repair / Replace
					Refer to Rehab Program
			Paint peeling	> 2 sq m	Paint / Treat
			Pointing / Mortar Missing	> 25%	Repair / Replace
			Graffiti	Any	Remove / Paint Over
	Flag Pole	Flag Pole	Flag Pole Damaged	Any	Repair / Replace
			Graffiti	Any	Remove / Paint Over
	Wind Mill	Wind Mill	Wind Mill Damaged	Any	Repair / Replace
			Graffiti	Any	Remove / Paint Over
	Dais	Dais	Dais Damaged	Any	Repair / Replace
			Graffiti	Any	Remove / Paint Over
	Hardstand	Handstand	Asphalt or Bitumen Potholed	> 15 mm	Asphalt Infill
					Refer to Rehab Program
			Crossfall Excessive	> 20%	Remove and Replace
					Refer to Rehab Program
			Edge Drop-off	> 50 mm	Asphalt Infill
					Fill with Loam

Asset Class	Asset Group	Asset Type	Defect	Intervention Level	Resolution
					Fill with suitable material
			Vertical Displacement	> 15 mm	Asphalt Infill
					Grinding
					Minor repairs
					Refer to Rehab Program
			Water Ponding	> 15 mm	Asphalt Infill
					Drain Low Spot
					Refer to Rehab Program
			Loose Material	Any	Sweeping
			Section Disintegration with Loss of Material	> 1 sq m	Repair / Replace
					Refer to Rehab Program
			Structural Cracking / Movement	Any	Repair / Replace
					Refer to Rehab Program
			Graffiti	Any	Remove / Paint Over
	Driveway / Carpark	Driveway Carpark	Linemarking Faded		Re-mark lines
			Surface Potholed	> 100 mm	Repair Potholes
			Surface Disintegration with Loss of Material	> 1 sq m	Repair Pavement
					Refer to Rehab Program
			Graffiti	Any	Remove / Paint Over
	Wheel Stop	Wheel Stop	Wheel Damaged	Any	Repair / Replace
		Grandstand	Structural Cracking / Movement	Any	Repair / Replace

Asset Class	Asset Group	Asset Type	Defect	Intervention Level	Resolution
	Grandstand and Spector Seating	Spector Seating			Refer to Rehab Program
			Paint peeling	> 2 sq m	Paint / Treat
			Footing / Base slab damaged	> 2 sq m	Repair / Replace
			Seat Missing / Damaged	Any	Repair / Replace
			Graffiti	Any	Remove / Paint Over
	Platform	Deck Viewing Platform Stage	Paint peeling	> 2 sq m	Paint / Treat
			Structural Cracking / Movement	Any	Repair / Replace
					Refer to Rehab Program
			Timber Rot	Any	Repair / Replace timber
			Graffiti	Any	Remove / Paint Over
	Scoreboard	Scoreboard	Scoreboard Not working / Damaged	Any	Inspect & Repair
					Refer to Rehab Program
	Goal Post	Goal Post / Tennis Posts, Netball / Basketball Hoop	Structural Cracking / Movement	Any	Repair / Replace
					Refer to Rehab Program
			Paint peeling	> 2 sq m	Paint / Treat
			Netball / Basketball Hoop Missing / Damaged	Any	Repair / Replace
			Net Missing / Damaged	Any	Repair / Replace
			Graffiti	Any	Remove / Paint Over
		Swimming Pool	Tiles Cracked / Loose / Missing	Any	Repair / Replace

Asset Class	Asset Group	Asset Type	Defect	Intervention Level	Resolution
	Swimming Pool	Lagoon			Refer to Rehab Program
			Starting Block Damaged	Any	Repair / Replace
					Refer to Rehab Program
			Structural Cracking / Movement	Any	Repair / Replace
					Refer to Rehab Program
			Pool Drainage Blocked / Not working	Any	Inspect & Repair
					Refer to Rehab Program
Park and Street Furniture	Table	Seat / Table / Bench	Footing / Base slab damaged	> 2 sq m	Repair
	Seat		Paint peeling	> 25%	Paint / Treat
			Seat / Table / Bench damaged	Any	Repair
			Graffiti	Any	Remove / Paint Over
Playing Surfaces	Softfall	Softfall / Undersurfacing	Softfall Depth	< 300 mm	Add new softfall
					Rake / churn softfall
			Softfall Drainage Blocked	Any	Reinstate Drainage
					Refer to Rehab Program
			Softfall over-compacted	Any	Rake / churn softfall
					Refer to Rehab Program
			Undersurfacing Damaged / Missing	Any	Repair / Replace
					Refer to Rehab Program

Asset Class	Asset Group	Asset Type	Defect	Intervention Level	Resolution
			Undersurfacing Fall Attenuation	Any	Undertake Full Compliance Inspection
					Refer to Rehab Program
			Vegetation Encroachment	Any	Trim / Remove Vegetation
			Graffiti	Any	Remove / Paint Over
	Ground Cover	Syntheric Grass	Syntheric Grass Damaged	> 0.5 sqm	Repair / Replace
			Graffiti	Any	Remove / Paint Over
	Sport Court	Skate Bowl Basketball Court Netball Court Tennis Court Combination Court Bocce Court	Court Marking Faded	> 20%	Re-mark lines
			Debris / Rubbish Build Up	Any	Remove Material
			Surfacing Damaged	> 10%	Repair
					Refer to Rehab Program
			Vertical Displacement	> 5 mm	Repair / Replace
					Refer to Rehab Program
			Graffiti	Any	Remove / Paint Over
	Sport Field	Sports Field Athletics Oval Baseball Diamond Bowling Green Cricket Wicket Croquet Lawn	Field Marking Faded	> 20%	Re-mark lines
			Debris / Rubbish Build Up	Any	Remove Material
			Surfacing Damaged	> 10%	Repair
					Refer to Rehab Program
			Cricket Wicket Missing / Damaged	Any	Repair / Replace
			Cricket Batting Cage Damaged	Any	Repair / Replace
			Graffiti	Any	Remove / Paint Over

Appendix D - Acronyms

AAAC	Average annual asset consumption
AMP	Asset Management Plan
ARI	Average Recurrence Interval
CRC	Current Replacement Cost
DA	Depreciable Amount
EF	Earthworks/Formation
IRMP	Infrastructure Risk Management Plan
LCC	Life Cycle Cost
LCE	Life Cycle Expenditure
LGIS	Local Government Infrastructure Services
MMS	Maintenance Management System
PCI	Pavement Condition Index
RV	Residual Value

Appendix E – Glossary

Annual Service Cost (ASC)

Reporting actual cost. The annual (accrual Cost of providing a service including operations, maintenance, depreciation, finance/opportunity and disposal costs less revenue.

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

Asset

A resource controlled by an entity as a result of past events and from which future economic benefits are expected to flow to the entity. Infrastructure assets are a sub-class of property, plant and equipment which are non-current assets with a life greater than 12 months and enable services to be provided.

Asset class

A group of assets having a similar nature or function in the operations of an entity, and which, for purposes of disclosure, is shown as a single item without supplementary disclosure.

Asset condition assessment

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

Asset management (AM)

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

Average annual asset consumption (AAAC)*

The amount of a council's asset base consumed during a reporting period (generally a year). This may be calculated by dividing the depreciable amount by the useful life (or total future economic benefits/service potential) and totalled for each and every asset OR by dividing the carrying amount (depreciated replacement cost) by the remaining useful life (or remaining future economic benefits/service potential) and totalled for each and every asset in an asset category or class.

Borrowings

A borrowing or loan is a contractual obligation of the borrowing entity to deliver cash or another financial asset to the lending entity over a specified period of time or at a specified point in time, to cover both the initial capital provided and the cost of the interest incurred for providing this capital. A borrowing or loan provides the means for the borrowing entity to finance outlays (typically physical assets) when it has insufficient funds of its own to do so, and for the lending entity to make a financial return, normally in the form of interest revenue, on the funding provided.

Capital expenditure

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

Capital expenditure - expansion

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

Capital expenditure - new

Expenditure which creates a new asset providing a new service/output that did not exist beforehand. As it increases service potential it may impact revenue and will increase future operations and maintenance expenditure.

Capital expenditure - renewal

Expenditure on an existing asset or on replacing an existing asset, which returns the service capability of the asset up to that which it had originally. It is periodically required expenditure, relatively large (material) in value compared with the value of the components or sub-components of the asset being renewed. As it reinstates existing service potential, it generally has no impact on revenue, but may reduce future operations and maintenance expenditure if completed at the optimum time, e.g. resurfacing or resheeting a material part of a road network, replacing a material section of a drainage network with pipes of the same capacity, resurfacing an oval.

Capital expenditure - upgrade

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

Capital funding

Funding to pay for capital expenditure.

Capital grants

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

Capital investment expenditure

See capital expenditure definition

Capitalisation threshold

The value of expenditure on non-current assets above which the expenditure is recognised as capital expenditure and below which the expenditure is charged as an expense in the year of acquisition.

Carrying amount

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

Component

Specific parts of an asset having independent physical or functional identity and having specific attributes such as different life expectancy, maintenance regimes, risk or criticality.

Cost of an asset

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

Current replacement cost (CRC)

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

Depreciable amount

The cost of an asset, or other amount substituted for its cost, less its residual value.

Depreciated replacement cost (DRC)

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

Depreciation / amortisation

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

Economic life

See useful life definition.

Expenditure

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

Fair value

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

Funding gap

A funding gap exists whenever an entity has insufficient capacity to fund asset renewal and other expenditure necessary to be able to appropriately maintain the range and level of services its existing asset stock was originally designed and intended to deliver. The service capability of the existing asset stock should be determined assuming no additional operating revenue, productivity improvements, or net financial liabilities above levels currently planned or projected. A current funding gap means service levels have already or are currently falling. A projected funding gap if not addressed will result in a future diminution of existing service levels.

Heritage asset

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

Impairment Loss

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

Investment Property

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

a) Use in the production or supply of goods or services or for administrative purposes; or
b) Sale in the ordinary course of business.

Key performance indicator

A qualitative or quantitative measure of a service or activity used to compare actual performance against a standard or other target. Performance indicators commonly relate to statutory limits, safety, responsiveness, cost, comfort, asset performance, reliability, efficiency, environmental protection and customer satisfaction.

Levels of service

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

Life Cycle Cost

Total LCC. The total cost of an asset throughout its life including planning, design, construction, acquisition, operation, maintenance, rehabilitation and disposal costs.

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

Life Cycle Expenditure

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

Maintenance

All actions necessary for retaining an asset as near as practicable to its original condition, including regular ongoing day-to-day work necessary to keep assets operating, e.g. road patching but excluding rehabilitation or renewal. It is operating expenditure required to ensure that the asset reaches its expected useful life.

Planned maintenance

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

Reactive maintenance

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

Significant maintenance

Maintenance work to repair components or replace sub-components that needs to be identified as a specific maintenance item in the maintenance budget.

Unplanned maintenance

Corrective work required in the short-term to restore an asset to working condition so it can continue to deliver the required service or to maintain its level of security and integrity.

Maintenance and renewal gap

Difference between estimated budgets and projected required expenditures for maintenance and renewal of assets to achieve/maintain specified service levels, totalled over a defined time (e.g. 5, 10 and 15 years).

Maintenance and renewal sustainability index

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

Maintenance expenditure

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

Materiality

The notion of materiality guides the margin of error acceptable, the degree of precision required and the extent of the disclosure required when preparing general purpose financial reports. Information is material if its omission, misstatement or non-disclosure has the potential, individually or collectively, to influence the economic decisions of users taken on the basis of the financial report or affect the discharge of accountability by the management or governing body of the entity.

Modern equivalent asset

Assets that replicate what is in existence with the most cost-effective asset performing the same level of service. It is the most cost efficient, currently available asset which will provide the same stream of services as the existing asset is capable of producing. It allows for technology changes and, improvements and efficiencies in production and installation techniques

Net present value (NPV)

The value to the Council of the cash flows associated with an asset, liability, activity or event calculated using a discount rate to reflect the time value of money. It is the net amount of discounted total cash inflows after deducting the value of the discounted total cash outflows arising from e.g. the continued use and subsequent disposal of the asset after deducting the value of the discounted total cash outflows.

Non-revenue generating investments

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

Operations expenditure

Recurrent expenditure, which is continuously required to provide a service. In common use the term typically includes, e.g. power, fuel, staff, plant equipment, on-costs and overheads but excludes maintenance and depreciation. Maintenance and depreciation is on the other hand included in operating expenses.

Operating expense

The gross outflow of economic benefits, being cash and non-cash items, during the period arising in the course of ordinary activities of an entity when those outflows result in decreases in equity, other than decreases relating to distributions to equity participants.

Pavement management system

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

PMS Score

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

Rate of annual asset consumption

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

Rate of annual asset renewal

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

Rate of annual asset upgrade

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

Recoverable amount

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

Recurrent expenditure

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

Recurrent funding

Funding to pay for recurrent expenditure.

Remaining useful life

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

Residual value

The estimated amount that an entity would currently obtain from disposal of the asset, after deducting the estimated costs of disposal, if the asset were already of the age and in the condition expected at the end of its useful life.

Revenue generating investments

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

Risk management

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

Section or segment

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

Service potential

The total future service capacity of an asset. It is normally determined by reference to the operating capacity and economic life of an asset. A measure of service potential is used in the not-for-profit sector/public sector to value assets, particularly those not producing a cash flow.

Service potential remaining

A measure of the future economic benefits remaining in assets. It may be expressed in dollar values (Fair Value) or as a percentage of total anticipated future economic benefits. It is also a measure of the percentage of the asset's potential to provide services that is still available for use in providing services (Depreciated Replacement Cost/Depreciable Amount).

Strategic Longer-Term Plan

A plan covering the term of office of councillors (4 years minimum) reflecting the needs of the community for the foreseeable future. It brings together the detailed requirements in Council's longer-term plans such as the service management plan and the long-term financial plan. The plan is prepared in consultation with the community and details where Council is at that point in time, where it wants to go, how it is going to get there, mechanisms for monitoring the achievement of the outcomes and how the plan will be resourced.

Specific Maintenance

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

Sub-component

Smaller individual parts that make up a component part.

Useful life

Either:

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

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

Value in Use

The present value of future cash flows expected to be derived from an asset or cash generating unit. It is deemed to be depreciated replacement cost (DRC) for those assets whose future economic benefits are not primarily dependent on the asset's ability to generate net cash inflows, where the entity would, if deprived of the asset, replace its remaining future economic benefits.

Source: IPWEA, 2009, Glossary

Appendix F – Legislative Requirements and Standards

Council is required to meet many legislative requirements including Federal and State legislation and regulations. Below tables include key relevant standards, but not limited to:

Standards	Requirements
Air conditioning, Ventilation & Refrigeration	
AS/NZ3666.1:2011	Air handling & water Systems of Buildings - Microbial Control, Design, Installation & Commissioning
AS/NZS3666.2:2011	Air handling & Water systems of Buildings - Microbial Control - Operation & Maintenance. This Standard sets out the minimum requirements for routine regular maintenance.
AS/NZS3666.3:2011	Air handling & Water Systems of Buildings - Microbial Control - Performance-Based Maintenance of Cooling Water Systems
AS4254.1-2012	Ductwork for Air-handling Systems in Buildings – Flexible Duct
AS4254.2-2012	Ductwork for Air-handling Systems in Buildings – Rigid Duct
AS1668.2-2012	The Use of Ventilation and Air-Conditioning in Buildings - Ventilation Design and Indoor Air Contaminant Control (excluding requirements for the Health Aspects of Tobacco Smoke Exposure)
AS 1668.2-2012 /Amendment 2-2016	The use of ventilation and air conditioning in buildings - Mechanical ventilation in buildings
AS 1668.2-2012 /Amendment 1-2013	The use of ventilation and air conditioning in buildings - Mechanical ventilation in buildings
AS1668.1-2015	The Use of Ventilation and Air-Conditioning in Buildings - Fire and Smoke Control in Multi-Compartment Buildings
AS/NZS1668.1:2015 /Amendment 1:2018	The use of ventilation and air conditioning in buildings - Fire and smoke control in buildings
AS/NZS 5149.1:2016	Refrigerating Systems & Heat Pumps - Safety & Environmental Requirements – Definitions, classification and selection criteria
AS/NZS 5149.1:2016 /Amendment 1:2018	Refrigerating systems and heat pumps - Safety and environmental requirements - Definitions, classification and selection criteria (ISO 5149-1:2014, MOD)
AS/NZS 5149.2:2016	Refrigerating Systems & Heat Pumps - Safety & Environmental Requirements – Design, construction, testing, marking and documentation
AS/NZS 5149.3:2016	Refrigerating Systems & Heat Pumps – Safety & Environmental requirements - installation site
AS/NZS 5149.4:2016	Refrigerating Systems & Heat Pumps – Safety & Environmental requirements – Operation, maintenance, repair & recovery
Aquatic Centres	
AS1926.1-2012	Swimming Pool Safety - Safety Barriers for Swimming Pools

AS1926.2-2007	Swimming Pool Safety - Location of Safety Barriers for Swimming Pools
AS1926.3-2010	Swimming Pool Safety - Water Recirculation Systems
AS2560.2.5-2007	Guide to Sports' Lighting - Specific Recommendations - Swimming Pools
AS2610.1 - 2007	Spa Pools - Public Spas
AS 2610.1-2007 (R2016)/Amendment 1-2011	Spa Pools - Public Spas
AS/NZS3136:2001	Approval and Tested Specification - Electrical Equipment for Spa and Swimming Pools
AS/NZS 3136:2001 /Amendment 2:2005	Approval and Tested Specification - Electrical Equipment for Spa and Swimming Pools
AS4560-2004	Gas Pool Heaters
AS 4560-2004 (R2016)/Amendment 1-2009	Gas Pool Heaters
AS/NZS60598.2.18:1998	1998 Luminaires - Particular Requirements - Luminaires for Swimming Pools and Similar Applications
Auto Doors	
AS/5007-2007	Powered Doors for pedestrian access and egress
Construction	
AS2047-2014	Windows and Buildings - Selection and Installation
AS 2047-2014 /Amendment 2-2017	Windows and external glazed doors in buildings
AS1657-2018	Fixed Platforms, Walkways, Stairways and Ladders - Design, Construction and Installation
Inspection	
AS4349.3-2010	Inspection of Buildings Part 3: Timber Pest Inspections
Lightning Protection	
AS/NZS1768:2007	Lightning Protection
Cable Systems	
AS/NZS1891.1:2007	Industrial Fall - Arrest Systems and Devices - Harnesses and Ancillary Equipment
AS/NZS 1891.1:2007 /Amendment 2:2008	Industrial Fall - Arrest Systems and Devices - Harnesses and Ancillary Equipment
AS/NZS1891.2:2001	Industrial Fall Arrest Systems and Devices - Horizontal Lifeline and Rail Systems

AS/NZS1891.2: Supplement 1: 2001	Industrial Fall Arrest Systems and Devices - Horizontal Lifeline and Rail Systems - Prescribed Configurations for Horizontal Lifelines
AS/NZS1891.3:1997	Industrial Fall Arrest Systems and Devices - Fall Arrest Devices
AS/NZS1891.4:2009	2000 Industrial Fall Arrest Systems and Devices - Selection Use and Maintenance
AS/NZS4488.1:1997	Industrial Rope Access System - Specifications
AS/NZS 4488.1:1997 (R2017)/Amendment 1:1999	Industrial Rope Access System - Specifications
AS/NZS4488.2:1997	Industrial Rope Access Systems - Selection, Use and Maintenance
Car parks	
AS/NZS2890:2009	Parking Facilities
Plumbing & Drainage	
AS/NZS 3500.1-2018	Plumbing and Drainage Part 1: Water Services
AS/NZS 3500.2:2018	Plumbing and Drainage Part 2: Sanitary Plumbing and Drainage
AS/NZS 3500.3:2018	Plumbing and Drainage - Stormwater Drainage
Fire Systems	
AS1668.1-2015	The Use of Ventilation and Air-Conditioning in Buildings - Fire and Smoke Control in Multi-Compartment Buildings
AS/NZS1668.1:2015 /Amendment 1:2018	The use of ventilation and air conditioning in buildings - Fire and smoke control in buildings
AS1668.3-2001	The Use of Ventilation and Air-Conditioning in Buildings - Smoke Control Systems for Large Single Compartments or Smoke Reservoirs
AS1851:2012(A4)	Routine service of fire protection systems and equipment
AS4428.1-1998	1998 Fire Detection, Warning, Control and Intercom Systems - Control and Indicating Equipment - Fire
AS 4428.1-1998 (R2016)/Amendment 1-2004	Fire detection, warning, control and intercom systems - System design, installation and commissioning - Fire
AS4428.10-1998	Fire Detection, Warning, Control and Intercom Systems - Control and Indicating Equipment - Alarm Investigation
AS4428.3-2010	Fire Detection, Warning, Control and Intercom Systems - Control and Indicating Equipment - Fire Brigade Panel
AS4428.4-2016	Fire Detection, Warning, Control and Intercom Systems - Control and Indicating Equipment - Intercommunications Systems for Emergency Purposes
AS4428.5-1998	Fire Detection, Warning, Control and Intercom Systems - Control and Indicating Equipment - Power Supply Units

AS 4428.5-1998 (R2016)/Amendment 1-2002	Fire Detection, Warning, Control and Intercom Systems - Control and Indicating Equipment - Power Supply Units
AS4428.6-2018	Fire Detection, Warning, Control and Intercom Systems - Control and Indicating Equipment - Alarm Signalling Equipment
AS4428.7-1999	Fire Detection, Warning, Control and Intercom Systems - Control and Indicating Equipment - Air-Handling, Fire Mode Control Panel
AS4428.9-2006	Fire Detection, Warning, Control and Intercom Systems - Control and Indicating Equipment - Requirements for Wire-Free Alarm Zone Circuits
AS1670.1-2018	Fire Detection, Warning, Control and Intercom Systems - System Design, Installation and Commissioning - Fire
AS1670.3-2018	Fire Detection, Warning, Control and Intercom Systems - System Design, Installation and Commissioning - Fire Alarm Monitoring
AS1670.4-2018	Fire Detection, Warning, Control and Intercom Systems - System Design, Installation and Commissioning - Sound Systems and Intercom Systems for Emergency Purposes
AS1851-2012	Routine service of fire protection systems and equipment
AS1735.11-1986	Lifts, Escalators and Moving Walks - Fire-Rated Landing Doors
AS/NZS2293.2:1995	Emergency Evacuation Lighting for Buildings - Inspection and Maintenance
AS2444-2001	Portable Fire Extinguishers and Fire Blankets - Selection and Location
AS2118.1-2017	Automatic Fire Sprinkler Systems - General Systems
AS2118.2-2010	Automatic Fire Sprinkler Systems - Wall Wetting Sprinklers (Drenchers)
AS1682.2-2015	Fire Dampers - Installation
SAA HB46-1993 Handbook	Guide to Residential blaze Safety
Generator Systems	
AS/NZS 3010.2017	Electrical Installations - Generating Sets
AS 3011.2-1992	Electrical Installations - Secondary Batteries installed in Buildings - Sealed Cells
AS 3011.1-1992	Electrical Installations - Secondary Batteries installed in Buildings - Vented Cells
AS 2676.1-1992	Guide to the Installation, Maintenance, Testing and Replacement of Secondary Batteries in Buildings, Part 1: Vented Cells
AS 2676.2-1992	Guide to the Installation, Maintenance, Testing and Replacement of Secondary Batteries in Buildings, Part 2: Sealed Cells
AS 4086.1-1993	Secondary Batteries for Use with Stand-Alone Power Systems, Part 1: General Requirements

AS 4086.2-1997	Secondary Batteries for Use with Stand-Alone Power Systems, Part 2: Installation and Maintenance
AS 4509.1-2009	Stand-Alone Power Systems, Part 1: Safety Requirements
AS 4509.3-1999	Stand-Alone Power Systems, Part 3: Installation and Maintenance
AS 4509.3-1999/Amendment 1-2000	Stand-Alone Power Systems, Part 3: Installation and Maintenance
Grandstands	
AS2560.1 - 2018	Sports Lighting - General principles
AS 2560.2-1 - 2003	Lighting for Outdoor Tennis
AS 2560.2.3 - 2007	Lighting for Football (all codes)
AS 2560.2.4 - 1986	Lighting for Outdoor Netball and Basketball
AS 2560.2.6 - 1994	Lighting for Baseball and Softball
AS 2560.2.8 - 2007	Lighting for Bowling Greens
AS 2560.2.2 - 1986	Sports Lighting - Specific Recommendations - Lighting of Multi-Purpose Indoor Sport Centres
Hardstand Areas	
AS1160-1996	1996 Bituminous Emulsions for the Construction and Maintenance of Pavements
AS3568-1999	Oils for Reducing the Viscosity of Residual Bitumen for Pavements
AS4049.2-2005	Paints and Related Materials - Pavement Marking Materials - Thermoplastic Pavement Marking Materials - For Use With Surface Applied Glass Beads
AS4049.4-2006	Paints and Related Materials - Pavement Marking Materials - High Performance Pavement Marking Systems
AS 4049.1-2005	Paints and Related Materials - Pavement Marking Materials - Solvent-Borne Paint - For Use For Surface Glass Beads
AS4049.3-2005	Paints and Related Materials - Pavement Marking Materials - Waterborne Paint, For Use For Surface Applied Glass Beads
Hot Water Systems	
HB 253/2004	Heated Water Systems
AS/NZS 3500.4:2018	Plumbing and Drainage - Heated Water Services
AS 3500.1-2018	National Plumbing and Drainage Part 1.1: Heated Supply - Performance Requirements
Pressure Equipment Installation	
AS3892 - 2001	Pressure Equipment - Installation
Appliances	
AS/NZS60335.1:2011	Household and Similar Appliances - Safety - General Requirements

AS/NZS3820:2009	Essential Safety Requirements for Low Voltage Electrical Equipment
Lifts	
AS1735.1-2016	Lifts, Escalators and Moving Walks - General Requirements
AS1735.4-1986	Lifts, Escalators and Moving Walks - Known as SAA Lift Code - Service Lifts - Power-Operated
AS1735.11-1986	Lifts, Escalators and Moving Walks - Fire-Rated Landing Doors
Lighting	
AS1798-2014	Lighting Poles and Bracket Arms - Preferred Dimensions
AS/NZS1158.0:2005	Lighting for Roads and Public Spaces - Introduction
AS/NZS1158.1.1:2005	2005 Lighting for Roads and Other Spaces - Vehicular Traffic (Category V) Lighting - Performance and Design Requirements
AS/NZS1158.1.2:2010	Road Lighting - Vehicular Traffic (Category V) Lighting - Guide to Design, installation, Operation and Maintenance
AS/NZS1158.3.1:2005	Lighting for Roads and Public Spaces - Pedestrian Areas (Category P) Lighting - Performance and Design Requirements
AS/NZS1158.4.2015	1987 The Lighting of Urban Roads and Other Public Thoroughfares - Supplementary Lighting at Pedestrian Crossings
AS/NZS1158.6:2015	Lighting for Roads and Public Spaces - Luminaires
AS/NZS1680.0:2009	Interior Lighting -Safe Movement
AS/NZS1680.1:2006	Interior and Workplace Lighting - General Principles and Recommendations
AS/NZS1680.2.1:2008	Interior Lighting - Circulation Spaces and Other General Areas
AS1680.2.2:2008	Interior Lighting - Office and Screen-Based Tasks
AS1680.2.3:2008	Interior Lighting - Educational and Training Facilities
AS/NZS1680.2.4:2017	Interior Lighting - Industrial Tasks and Processes
AS/NZS1680.4:2017	Interior Lighting - Maintenance of Electric Lighting Systems
AS2293.1:2018	Emergency Escape Lighting and Exit Signs for Buildings - System Design, Installation and Operation
AS/NZS2293.2:1995	Emergency Evacuation Lighting for Buildings - Inspection and Maintenance
AS2293.3:2018	Emergency Escape Lighting and Exit Signs for Buildings - Emergency Escape Luminaires and Exit Signs
Electrical	
AS/NZS3000:2018	Electrical Installations (known as the Australian/New Zealand Wiring Rules)
AS/NZS1768:2007	Lightening Protection

AS/NZS3008.1.1:2017	Electrical Installations - Selection of Cables - Cables with Alternating Voltages up to and including 0.6/kV - Typical Australian Installation Conditions
Security/ Electric Fences	
AS/NZ3016:2002	Electrical Installations - Electric Security Fences
UPS Systems	
AS62040.1.1-2003	Uninterruptible Power Systems (UPS) - General and Safety Requirements for UPS used in Operator Access Areas
AS62040.1.2-2003	Uninterruptible Power Systems (UPS) - General and Safety Requirements for UPS used in Restricted Access Locations
AS62040.2-2008	Uninterruptible Power Systems (UPS) - Electromagnetic Compatibility (EMC) Requirements
Sports Fields and Surfaces	
SAA HB 49.2-1993	Handbook - Sporting Facilities Manual - Sporting Surfaces

IPSWICH CITY COUNCIL

ROADS AND TRANSPORT NETWORK

ASSET MANAGEMENT PLAN

2020 – 2029





July 2019

Version 1.1

How to use this Plan

The Roads and Transport Asset Management Plan is a tactical document to support the purpose of this document. The AMP is set out in the following format to support easy navigation of its contents such that specific information can be readily identified to suit the readers need.

- Executive summary – This provides an overview suitable for obtaining a high-level understanding of the key issues and outcomes of the AMP. This is intended for senior decision makers and is supported by the detail in the following sections that make up the body of the AMP.
- Introduction – This section is the introduction that defines the plans purpose, its scope and how the AMP aligns with corporate objectives and goals. It 'sets the scene' for the AMP and how it relates to the wider organisational plan framework.
- Levels of Service, Growth and Risk - Focus on the definition of service levels, current risks and demand considerations that have been used in developing this AMP. This is the basis on which the following sections have been developed.
- Life Cycle Management Plan – This is the detailed 'output' of the AMP development process. It provides forecasts over a 10-year horizon, of the works required to maintain the current service levels, mitigate identified risks and cater for service growth and increased demand. Data details for this AMP defines the AMP's data inputs and assumptions. It includes Asset Summary, Prior Year Infrastructure Delivery, Asset Age, Asset Condition Assessment criteria and results summary, Asset profiling, Hierarchy, Useful Life and Data Confidence ratings.
- Forecast Expenditure and Performance Ration and Sustainability - Focus on the financial aspects of delivering these service levels including anticipated 'financial sustainability' performance. This section is particularly relevant to inform decision making and guide continual improvement in both the AMP and meeting corporate goals.
- Findings – Provides a summary of the key issues and actions to be considered by Council. It includes a statement on the reliability and confidence of information to also be considered.
- Improvement Plan – Provides an action plan to improve future iterations of the AMP, particularly the improvement of the plan's accuracy and reliance as a decision-making tool.
- Appendices – Information which is required in the AMP as reference is in the appendices. It also includes detailed works programs for new and renewal capital works that align with funding requirements and are to be aligned with short to medium term detailed operational planning.

Document Control

Revision History

Rev No	Date	Revision Details	Author	Reviewer	Approver
1.0	22 July 2019	Final	UKharel GCocks BAuYeung	Helen Coles	

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Executive Summary

Purpose

The purpose of this Asset Management Plan (AMP) is to consolidate Councils understanding of its transport assets, service levels, risks, and to provide operational and capital expenditure forecasts that will deliver the community outcomes detailed in the Corporate Plan.

The plan will support informed decision making, guide long-term financial forecast, budget requirements and provide a path to further improve the accuracy and confidence in future iterations of this AMP.

Scope

This Asset Management Plan (AMP) covers the road and transport assets that support the delivery of services to the Ipswich's community. It has been prepared based on the *International Infrastructure Management Manual (IIMM)* the recognised guideline for asset management in Australia.

This AMP uses data available within council including council's physical asset registers, audited financial asset register and recent asset revaluations information. Where possible, the financial forecast has been supplemented by historical condition data.

The Assets

The Transport assets are valued at ~$1,329.98m and are apportioned into asset categories as detailed in Table 1.

Table 1 - Transport Assets Summary

Asset Class	Asset Type	Financial Asset Register Replacement Cost as at 3 July2019 ($000)
Roads	Sealed Pavement Surface	$157,177
Roads	Sealed Pavement Base	$421,484
Roads	Sealed Pavement Subbase	
Roads	Sealed Pavement Formation	$201,448
Roads	Unsealed Pavement Base	$25,497
Roads	Unsealed Pavement Formation	$9,302
Bridges	Pedestrian Bridge	$24,343
Bridges	Vehicular Bridge	$96,990
Kerb and Channel Network	Kerb and Channel	$11,7973
Pathway Network	Footpath	$209,043
Pathway Network	Kerb Ramp	
Pathway Network	Tactile Indicators	
Pathway Network	Steps / Stairs	
Pathway Network	Ramp	
Traffic Facilities	Bus Shelter	$2,294
Traffic Facilities	Parking Meter	$1,324
Traffic Facilities	Sign	$14,941
Traffic Facilities	Traffic Island	$16,335
Traffic Facilities	Traffic Signals	$29,264
Traffic Facilities	Guardrail	$2,562
Total		**$1,329,980**

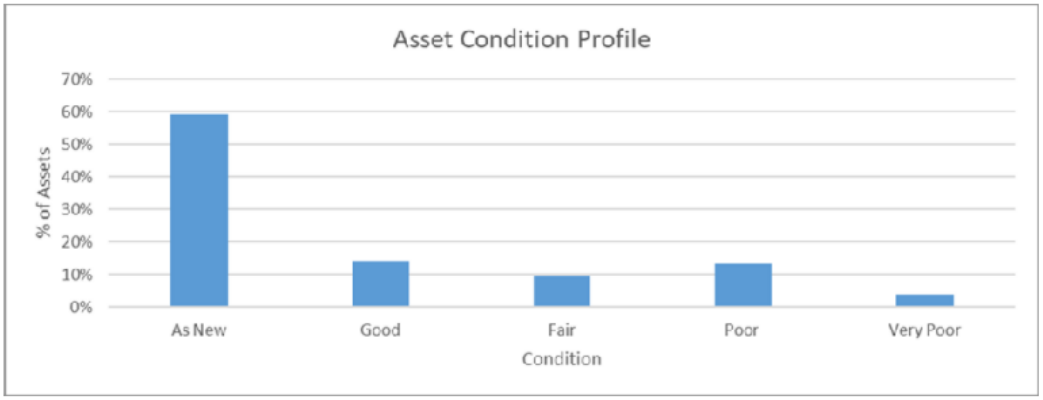


Figure 1 - Assets Condition Profile

General Asset Condition		
Percentage of Transport Assets in Very Poor Condition	3.89%	~$43.56m
Percentage of Transport Assets in Poor Condition	13.14%	~$147.35m
Total of poor and very poor transport assets	17.03%	~$190.91m

These assets will continue to be monitored and included in any programed maintenance or rehabilitation programs.

Are We Meeting Our Adopted Service Levels?

The maintenance and operations expenditure projections in this AMP are based on historical spending to achieve the current adopted service levels, and therefore it may be assumed that similar future funding and if supported with appropriate investment in renewals will continue to provide current service levels. Council have adopted Service Levels, the objectives and performance indicators of clearly outlined in Corporate Goals and Objectives Table 8, Community Levels of Service Table 9, and Technical Levels of Service Table 10. This level of planned investment will continue to improve with the introduction of a new asset management system.

Are We Managing Growth?

The current assets are expected to meet the required service capacity for increased population, council must consider the future implications that a growing asset base has on its operations and maintenance costs.

Are We Managing Our Risks?

Council has a 'duty of care' to the community, its customers, in relation to the management of the assets. There are numerous types of risks council is concerned about, including financial, service and safety. The risks were assessed by council based on their likelihood and consequences to generate solutions to mitigate or eliminate them. It is expected that the current maintenance activities will continue to assist in mitigating the service risks to an acceptable level. Additional funding is required to mitigate risks associated with AM practices and reliance on this AMP.

The Financials

Based on renewing current assets at the end of their useful lives, meeting current levels of service and to meet growth over the next 10 years, the projected asset expenditure requirements are as shown in Table 2 and Figure 2.

Table 2 - 10 Year Forecast Expenditure

Financial Year Ending	Risk Treatment	New / Upgrade ($000)	Operations ($000)	Maintenance ($000)	Planned Renewals ($000)	Total ($000)
2020	$0	$39,079	$741	$7,982	$79,786	$127,588
2021	$0	$37,603	$786	$8,464	$54,759	$101,612
2022	$0	$44,318	$834	$8,977	$57,293	$111,422
2023	$0	$48,494	$885	$9,523	$71,131	$130,032
2024	$0	$46,488	$938	$10,102	$43,876	$101,405
2025	$0	$69,944	$996	$10,719	$50,802	$132,460
2026	$0	$72,717	$1,057	$11,373	$61,848	$146,995
2027	$0	$30,680	$1,121	$12,069	$66,178	$110,049
2028	$0	$36,851	$1,190	$12,809	$66,029	$116,878
2029	$0	$35,149	$1,263	$13,595	$56,483	$106,490
Total	**$0**	**$461,323**	**$9,811**	**$105,613**	**$608,184**	**$1,184,931**

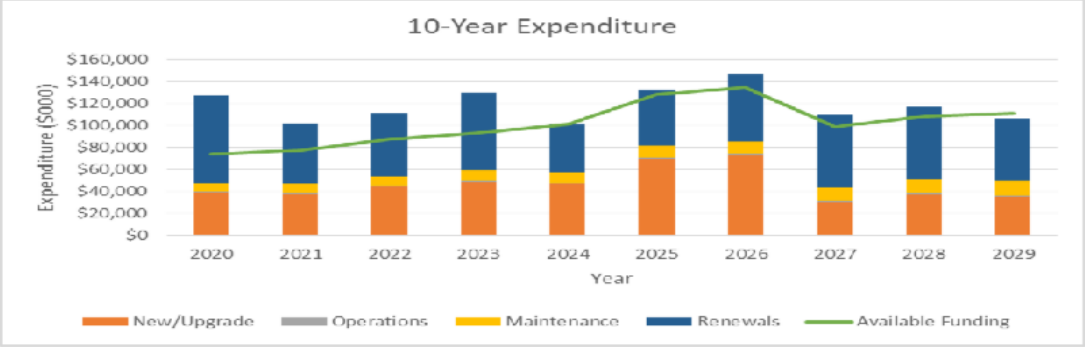


Figure 2 - 10 Year Expenditure Forecasts

What Funding is available in the LTFF?

Council's long-term financial forecast (LTFF) has allocated funding for transport expenditure as shown in Table 3.

Table 3 - Long Term Financial Forecast

Financial Year Ending	New/Upgrade ($'000)	Operations & Maintenance ($'000)	Renewals ($'000)	Total ($'000)
2020	$39,079	$8,723	$26,284	$74,086
2021	$37,603	$9,250	$31,019	$77,872
2022	$44,318	$9,811	$33,664	$87,793
2023	$48,494	$10,407	$34,075	$92,976
2024	$46,488	$11,041	$43,399	$100,928
2025	$69,944	$11,714	$46,705	$128,363
2026	$72,717	$12,430	$49,425	$134,572
2027	$30,680	$13,190	$55,393	$99,263
2028	$36,851	$13,999	$57,228	$108,078
2029	$35,149	$14,858	$61,245	$111,252
Total	**$461,323**	**$115,424**	**$438,437**	**$1,015,184**

Can We Financially Sustain our Current Levels of Service?

Based on the analysis of council's expenditure requirements for asset renewal, operations and maintenance, there is insufficient funding in the existing 10-year LTFF to sustain current service levels. The 10-year expenditure forecast for the delivery of services is ~1,184.9m. The available funding in the LTFF is ~$1,015m, a shortfall of ~$169.7m.

What Are Our Options?

Current options for council are:

- consult with community to understand the expectation of service level
- increase funding level
- focus rehabilitation programs driven by risk and asset hierarchy
- improve efficiency of maintenance and management of renewal, upgrade and new projects
- investigate alternative cost effective treatment from life cycle cost perspective and implement preventative and proactive maintenance program
- monitor asset condition proactively and update valuation to predict investment levels required to operate
- maintain and renew assets in the long term to meet community needs.

Assumptions

Key elements of the financial forecasts (asset values, depreciable amounts, useful lives, asset condition and consumption) have been derived from recent asset valuation and the fixed asset register (FAR) as at 3 July 2019. It is currently assumed that the planned renewal expenditure provides a better indication of requirements, being based on considerable 'on the ground' experience and information.

The valuation report described above utilised available condition assessment information (verified by sample visual condition assessments) with a corresponding assessment of both the phase and rate of asset consumption, with the exception of sealed road. Condition of sealed road was extracted from council's Pavement Management System (PMS). It is anticipated that future enhancements in the determination and utilisation of asset condition information may result in revisions to depreciable amounts and estimated remaining useful lives. Such revisions would alter the scale and timing of projected renewal expenditure.

Planned maintenance and renewal expenditures are based on assumed / inferred levels of service for the roads and transport network resulting from experience to date in providing these services to the community. Future anticipated community engagement may result in adjustments to the desired levels of service and thus impact upon future financial forecasts.

The growth and demand of physical assets are based on currently available assumptions which have been derived from the 2019-2020 financial year LTFF assumptions and the capital works program. The future forecast used in this AMP has been refined to reflect the actual growth rates and realistic infrastructure growth from development applications and activities, hence the forecast may not align completely with the published LGIP projections. As such, any future revisions to these assumptions and underlying projections or sequencing will impact the financial forecasts of this AMP.

It is anticipated that the accuracy of financial forecasts may be improved in future revisions of the AMP by ongoing and refinement of the following areas:

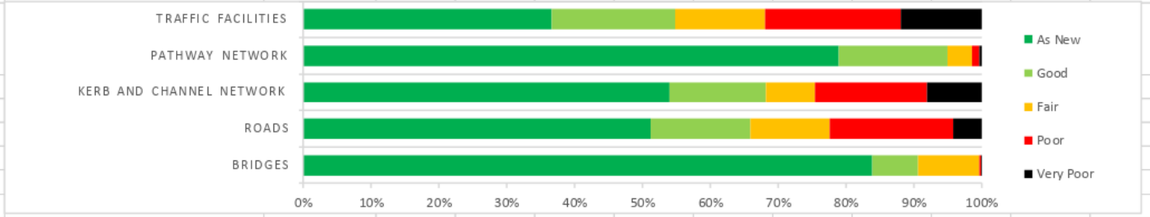
- depreciable amounts and depreciation methodologies
- asset useful lives and consumption
- annual capital and operational budget
- condition assessment methodologies and ratings
- desired levels of service
- growth factors and estimates.

Ipswich City Council
State of the Assets - Roads and Transport
23-Jul-19

Asset Value

Asset Class	Replacement Cost ($'000)	Accumulated Depreciation ($'000)	Current Value ($'000)
Bridges	$121,333	$29,345	$91,988
Roads	$814,909	$232,174	$582,735
Kerb and Channel Ne	$117,973	$42,819	$75,155
Pathway Network	$209,043	$43,104	$165,939
Traffic Facilities	$66,722	$31,109	$35,613
Total	**$1,329,980**	**$378,551**	**$951,429**

Asset Condition



Road asset condition data is based on output from th SMEC Pavement Management System (PMS) and age based conditon data for other assets. The road condition data is reviewed and updated every 4 years (CURRENTLY IN PROGRESS). Programmed inspection for the majority of the pathway network occurs. Bridges are proactive reviewed and inspected every 3 years

Critical Assumptions

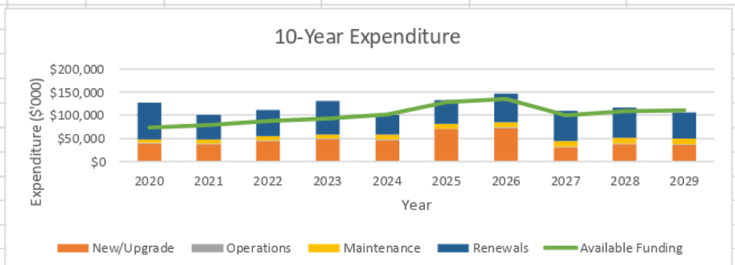
Financial details are based on current asset valuation, information from the Fixed Asset Register (FAR) as at 3 July 2019, assumptions from the 2019-2020 financial long-term financial forecast (LTFF) and the SMEC Pavement Management System (PMS).

Current Levels of Service

The current levels of service that roads and transport assets deliver have been defined and are based on council's goals and objectives as per the Corporate Plan, and detailed in the Services Catalogue. Council is currently reviewing the current Services Catalogue, any amendments to it will be communicated and updated in the next version of the Asset Management Plan (AMP).

Conclusion

The 10-year expenditure forecast for the delivery of services is ~1,184.9m. The available funding in the LTFF is ~$1,015m, a shortfall of ~$169.7m. Therefore, there is insufficient funding to sustainably deliver all roads and transport infrastructure projects identified in the 10 year capital program. The inclusion of refined asset condition data will be included in the next generation of the AMP. As an output of the condition data for roads, a review of the intervention levels will be conducted based on this data to achieve the optimal level of treatment. This will refine the expenditure requirements and refine the funding gap.



Financial Forecasts

Expenditure ($'000)	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Total
Renewal	$79,786	$54,759	$57,293	$71,131	$43,876	$50,802	$61,848	$66,178	$66,029	$56,483	$608,184
New/Upgrade	$39,079	$37,603	$44,318	$48,494	$46,488	$69,944	$72,717	$30,680	$36,851	$35,149	$461,323
Maint. & Ops	$8,723	$9,250	$9,811	$10,407	$11,041	$11,714	$12,430	$13,190	$13,999	$14,858	$115,424
Total	$127,588	$101,612	$111,422	$130,032	$101,405	$132,460	$146,995	$110,048	$116,878	$106,490	$1,184,931
Long Term Financial Forecast											
Renewal	$26,284	$31,019	$33,664	$34,075	$43,399	$46,705	$49,425	$55,393	$57,223	$61,245	$438,437
New/Upgrade	$39,079	$37,603	$44,318	$48,494	$46,488	$69,944	$72,717	$30,680	$36,851	$35,149	$461,323
Maint. & Ops	$8,723	$9,250	$9,811	$10,407	$11,041	$11,714	$12,430	$13,190	$13,999	$14,858	$115,424
Total	$74,086	$77,872	$87,793	$92,976	$100,928	$128,363	$134,572	$99,263	$108,078	$111,252	$1,015,184
Surplus	-$53,502	-$23,740	-$23,629	-$37,056	-$477	-$4,097	-$12,423	-$10,785	-$8,801	$4,762	-$169,747
Cumulative Surplus	-$53,502	-$77,242	-$100,870	-$137,926	-$138,403	-$142,500	-$154,923	-$165,708	-$174,509	-$169,748	

Sustainability

		Target	Value
Consumption Ratio	Indicates the Written Down Value of Council's Depreciable assets relative to their 'as new' value in up to date prices (highlights aged condition)	40%-80%	**65%**
Sustainability Ratio	Indicates whether Council's funding for Infrastructure asset class is sufficient for the long-term delivery of current service levels	>90%	**77%**
New/Upgrade Funding Ratio	Indicates the extent to which the planned new/upgrade projects are funded in the long-term budget allocation.	100%	**100%**
Renewal Funding Ratio	Indicates the extent to which the proposed renewal works are funded in the long-term budget allocation.	>90%	**72%**
Operations & Maintenance	Assumed that current expenditure levels for operations and maintenance actibities will be maintained for the 10-year planning period.	100%	**100%**

Introduction

Purpose

The purpose of this Asset Management Plan (AMP or RTAMP) is to:

- consolidate Councils understanding of its assets within this asset class
- document levels of service and risk
- provide short and medium-term capital works plans
- support informed decision making and guide long-term financial forecast (LTFF) and budget requirements
- provide a plan to work towards improved accuracy and confidence in future iterations of this AMP.

Scope

The RTAMP incorporates the infrastructure asset types outlined in Table 4 - RTAMP Infrastructure Assets.

Table 4 - RTAMP Infrastructure Assets

Asset Class	Asset Type	Financial Asset Register Replacement Cost as at 3 July2019 ($000)
Roads	Sealed Pavement Surface	$157,177
Roads	Sealed Pavement Base	$421,484
Roads	Sealed Pavement Subbase	
Roads	Sealed Pavement Formation	$201,448
Roads	Unsealed Pavement Base	$25,497
Roads	Unsealed Pavement Formation	$9,302
Bridges	Pedestrian Bridge	$24,343
Bridges	Vehicular Bridge	$96,990
Kerb and Channel Network	Kerb and Channel	$11,7973
Pathway Network	Footpath	$209,043
Pathway Network	Kerb Ramp	
Pathway Network	Tactile Indicators	
Pathway Network	Steps / Stairs	
Pathway Network	Ramp	
Traffic Facilities	Bus Shelter	$2,294
Traffic Facilities	Parking Meter	$1,324
Traffic Facilities	Sign	$14,941
Traffic Facilities	Traffic Island	$16,335
Traffic Facilities	Traffic Signals	$29,264
Traffic Facilities	Guardrail	$2,562
Total		**$1,329,980**

The length of the significant asset types is shown in Figure 3.

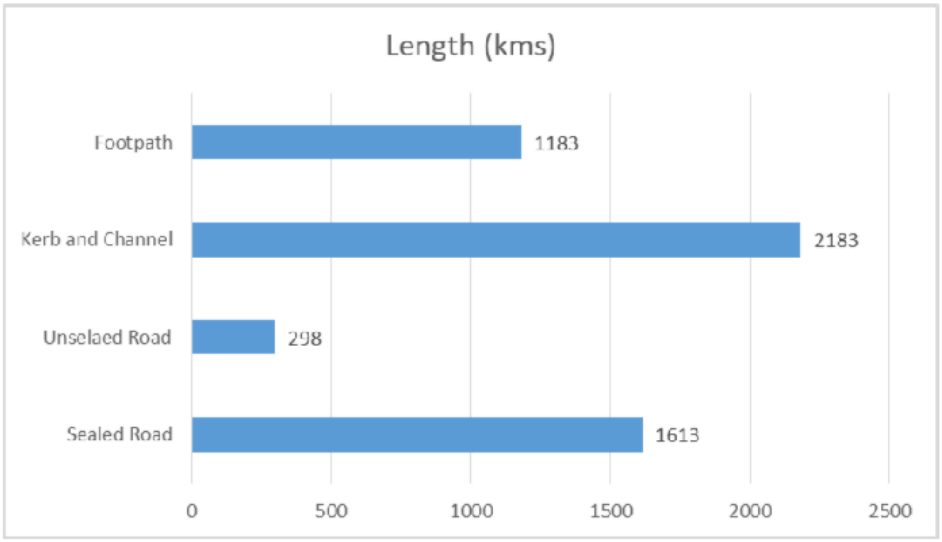


Figure 3 Total length of Asset

The quantities and replacement values shown above have been derived from the 'Valuation of Infrastructure Assets' report by CARDNO in 2019 and the fixed asset register as at 2 April 2019.

The asset groups and types outlined are in accordance with their functional and operational management characteristics. It should be noted that this categorisation is generally, but not entirely, consistent with asset hierarchical structures currently maintained within Council's infrastructure physical asset registers. There are, however, asset attributes within the infrastructure physical asset registers that support the categorisations.

Infrastructure asset types not incorporated in this AMP are outlined in Table 5.

Table 5 - RTAMP Exclusions

Asset Group	Asset Type	Reason
ROADS	Carparks	Included in Parks & Recreation AMP
ROADSIDE FURNITURE	Roadside seats, bollard, fences, retaining wall, etc.	Included in Parks & Recreation AMP
ROAD DRAINAGE	Culverts, Floodways	Included in Drainage & Flood Mitigation Network AMP

Corporate Context

Council exists to provide services to its community. Some of these services are provided by infrastructure assets. Council has acquired infrastructure assets through a range of processes, including:

- purchase
- contract
- construction by council staff
- donation of assets constructed by developers and others.

The basis of council's ownership of infrastructure assets is to deliver services outlined in council's vision, mission, goals and objectives as set out in *Advance Ipswich* and the *Corporate Plan 2017-2022*.

Council's vision:

> Our vision, looking forward 20 years, is that people are emotionally connected with a strong sense of belonging and pride in the City. Jobs growth keeps pace with population growth. The City's rate of employment is higher than the Queensland average. Urban development has maximised the opportunities to use public and active Parks and Recreation.

Council's mission:

> Ipswich City Council will:
>
> - use the competitive advantages of the Ipswich economy to provide jobs for the growing population and prosperity for the city through business diversification, adapting and responding to technological advances and creating an attractive economic environment for business investment
> - plan and develop a vibrant and sustainable city that accommodates the needs of a diverse and growing population and economy
> - create a city that values its past and embraces opportunities to work together for the betterment of the community
> - important areas of native habitat are conserved, the city's important waterways are protected and their water quality enhanced, and the city responds appropriately to climate change and uses resources prudently.
> - visionary and accessible leadership is provided that consults and communicates on key decisions and delivers sound financial management and good governance outcomes.

Source: Ipswich City Council Advance Ipswich and Corporate Plan 2017-2022

Relationship to Other Council Documents and Objectives

This AMP aligns with and should be read in conjunction with the framework of council documents as shown in Figure 4 - Asset Management Document Hierarchy.

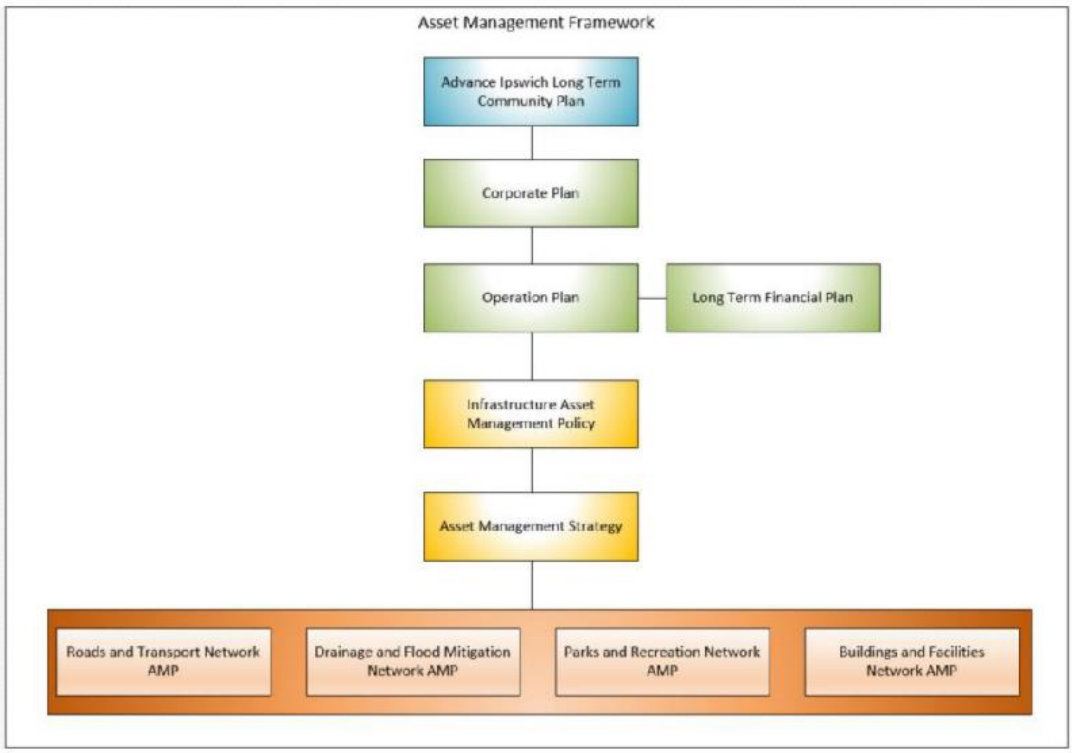


Figure 4 - Asset Management Document Hierarchy

Table 6 - Related Documents is a list of key documents that support or are supported by this AMP.

Table 6 - Related Documents

Document	How Related	Reference
AMP Related Documents		
Enterprise Risk Management Framework	The fundamental risk framework used evaluate the risks applicable to this AMP.	Council website
Risk Register	Contains all identified asset related risks applicable to this AMP.	Identified Risks Section in this AMP
SMEC Pavement Management System (SMEC PMS)	Contains an integrated computer system which combines a powerful relational database, a sophisticated road deterioration predication model and an optimisation module to analyse, optimise and schedule maintenance and rehabilitation for a road network. It also contains a road inventory management module and facilities for records and reports.	SMEC PMS
Level 2 Condition Rating Inspection	An inspection to assess and rate the condition of bridge structures	DTMR Structure Inspection Manual

Document	How Related	Reference
Level 3 Special Inspection	An inspection to provide improved knowledge of the condition, load capacity, in-service performance or any other characteristic beyond the scope of other types of inspection.	DTMR Structure Inspection Manual
Local Government Infrastructure Plan	Contains details regarding areas of growth within the Council area and guides technical Levels of Service regarding the provision of assets	Council website
Ipswich Planning Scheme 2006	The Local Government for the City of Ipswich has prepared this planning scheme as a framework for managing development in a way that advances the purpose of the Integrated Planning Act 1997 (IPA).	Council website
Services Catalogue	The Ipswich City Council Services Catalogue details all external and internal services provided by Council, including service levels and targets.	Council website
Standard Drawings	Contains design and construction details for new assets	Council website
External/Specialist Reports	Pavement Analysis, Engineering Investigation and Study etc.	Various

Stakeholder Input

Key stakeholders in the asset management process for roads and transport assets are listed in Table 7.

Table 7 - RTAMP Key Stakeholders

Position Title	Principal Involvement in RTAMP
Councillors	Represent needs of community. Allocate resources to meet council's objectives in providing services while managing risks. Ensure organisation is financially sustainable. Custodians of the assets and services, providing the interface with the community regarding the levels of service and good governance and management practices.
CEO	Manage organisation operational activities and future planning strategic direction.
General Manager, Infrastructure and Environment Department	Department Head and nominal asset owner.
Asset Management Manager	Responsible for departmental budget preparation, asset management issues and review of the AMP.
Treasury Accounting Manager	Responsible for Council's budget preparation and advice on financial assumptions.
Infrastructure Strategy and Planning Manager	Responsible for transport and infrastructure investment planning, capital portfolio planning as well as management and operations of the traffic network and traffic systems.

Position Title	Principal Involvement in RTAMP
Program and Technical Services Manager	Responsible for planning and design of all projects in the annual Council Capital Works Portfolio.
City Maintenance Manager	Responsible for the overall maintenance of the assets.
Principal Officer (Asset Management)	Responsible for the management of all assets and contribution to Transport AMP preparation.
Principal Officers (City Maintenance)	Responsible for the maintenance of assets. Contribution to the AMP preparation and advice on level of services and maintenance issues.
Asset Management Engineers	Responsible for the AMP
Senior Spatial Officer	Responsible for advice on asset and spatial information of asset management issues.
Spatial Officer	Responsible for the preparation of asset and financial data for the AMP.
Senior Planning Officer (Asset Management)	Responsible for developing and maintaining strategies, policies and procedures in Asset Management

Legislative Requirements

The Queensland Government recently passed the Local Government (dissolution of Ipswich City Council) Act 2018, enabling the State Government to dismiss Ipswich City Council's mayor and ten divisional councillors immediately and appoint an Interim Administrator to manage Council until the next scheduled local government elections on Saturday, 28 March 2020.

Newly appointed Interim Administrator and the part-time Interim Management Committee (IMC) are now working collaboratively with Council's chief executive officer, executive leadership team and staff to bring positive, ethical change to Ipswich City Council.

Council services will continue to operate efficiently and on time, with its internal administration from the chief executive officer down remaining in place. Reports on all facets of Council operations continue to be presented to committees, with the Interim Administrator making decisions in a similar monthly forum as previously, with advice from the IMC.

Council is required to meet many legislative requirements including, but not limited to, Federal and State legislation and regulations as outlined in Table 8 - Legislative Requirements.

Table 8 - Legislative Requirements

Legislation / Regulation	Requirement
Local Government Act 2009	The purpose of this Act is to provide for: the way in which a local government is constituted and the nature and extent of its responsibilities and powers; and a system of local government in Queensland that is accountable, effective, efficient and sustainable.
Local Government Regulation 2012	This regulation is about community planning and financial management for local governments, including: names of local government areas; classifications of local government areas; boundaries of local government areas and divisions; engaging the community; planning community growth and development; local government rates and charges; the financial accounts, documents, policies, records and reports

Legislation / Regulation	Requirement
	of a local government; local government contracts; and allocating funds received by the State from the Commonwealth for local government purposes.
Local Government (Dissolution of Ipswich City Council) Act 2018	This Act enables government to dismiss Ipswich City Council's mayor and ten divisional councillors immediately and appoint an Interim Administrator to manage Council until the next scheduled local government elections on Saturday, 28 March 2020.
Planning Act 2016	The purpose of this Act is to establish an efficient, effective, transparent, integrated, coordinated, and accountable system of land use planning (planning), development assessment and related matters that facilitates the achievement of ecological sustainability; protecting ecological processes and natural systems; achieving economic development includes achieving diverse, efficient, resilient and strong economies, including local, regional and State economies, that allow communities to meet their needs but do not compromise the ability of future generations to meet their needs; and to maintain the cultural, economic, physical and social wellbeing of people and communities.
Environmental Protection Act 1994	The objective of this Act is to protect Queensland's environment while allowing for development that improves the total quality of life, both now and in the future, in a way that maintains the ecological processes on which life depends (ecologically sustainable development).
Disaster Management Act 2003	The main objectives of this Act are to help communities mitigate the potential adverse effects of an event; prepare for managing the effects of an event; and effectively respond to, and recover from, a disaster or an emergency situation; to provide for effective disaster management for the State; and to establish a framework for the management of the State Emergency Service and emergency service units to ensure the effective performance of their functions.
Transport Planning and Coordination Act 1994	The objectives of this Act are, within the government's overall policy agenda, to improve the economic, trade and regional development performance of Queensland; and the quality of life of Queenslanders; achieving overall transport effectiveness and efficiency through strategic planning and management of transport resources.
Transport Infrastructure Act 1994	The overall objective of this Act is, consistent with the objectives of the Transport Planning and Coordination Act 1994, to provide a regime that allows for and encourages effective integrated planning and efficient management of a system of transport infrastructure.
Transport Operations (Road Use Management) Act 1995	The overall objectives of this Act are, consistent with the objectives of the Transport Planning and Coordination Act 1994, to provide for the effective and efficient management of road use in the State; provide a scheme for managing the use of the State's roads that will promote the effective and

Legislation / Regulation	Requirement
	efficient movement of people, goods and services; contribute to the strategic management of road infrastructure in ways consistent with the Transport Infrastructure Act 1994; improve road safety and the environmental impact of road use in ways that contribute to overall transport effectiveness and efficiency; and support a reasonable level of community access and mobility in support of government social justice objectives; and provide for the effective and efficient management of vehicle use in a public place.
Manual Of Uniform Traffic Control Devices	The Manual of Uniform Traffic Control Devices, within the meaning of the Transport Operations (Road Use Management) Act 1995, contains the design of, and the methods, standards and procedures in relation to every sign, signal, marking, light or device installed on a road.
Disability Discrimination Act 1992	The objectives of this Act are to eliminate, as far as possible, discrimination against persons on the ground of disability in the areas of: work, accommodation, education, access to premises, clubs and sport; the provision of goods, facilities, services and land; existing laws; and the administration of Commonwealth laws and programs; and to ensure, as far as practicable, that persons with disabilities have the same rights to equality before the law as the rest of the community; and to promote recognition and acceptance within the community of the principle that persons with disabilities have the same fundamental rights as the rest of the community.

Plan Framework

The RTAMP is structured in accordance with the key elements outlined below:

- **Levels of Service** – specifies the range and level of services to be provided by council.
- **Future Demand** – describes the anticipated future demand for, and related impact upon, service delivery and how this is proposed to be addressed.
- **Lifecycle Management Plan** – outlines how Council proposes to manage its existing and future roads and Parks and Recreation infrastructure assets to provide the defined levels of service.
- **Financial Summary** – specifies the level of funding required to provide the defined levels of service.
- **Asset Management Practices** – describes the systems and processes council applies to the management of its roads and Parks and Recreation infrastructure assets.
- **Risk Management** – describes how risks associated with parks and recreation infrastructure assets and service delivery have been identified and managed.
- **Plan Improvement and Monitoring** – describes the asset management improvement strategies proposed by the PRAMP, as well as how the PRAMP will be monitored over time to ensure it is continuing to meet council's objectives.

Figure 5 provides an overview of the general steps undertaken in the preparation of the AMP.

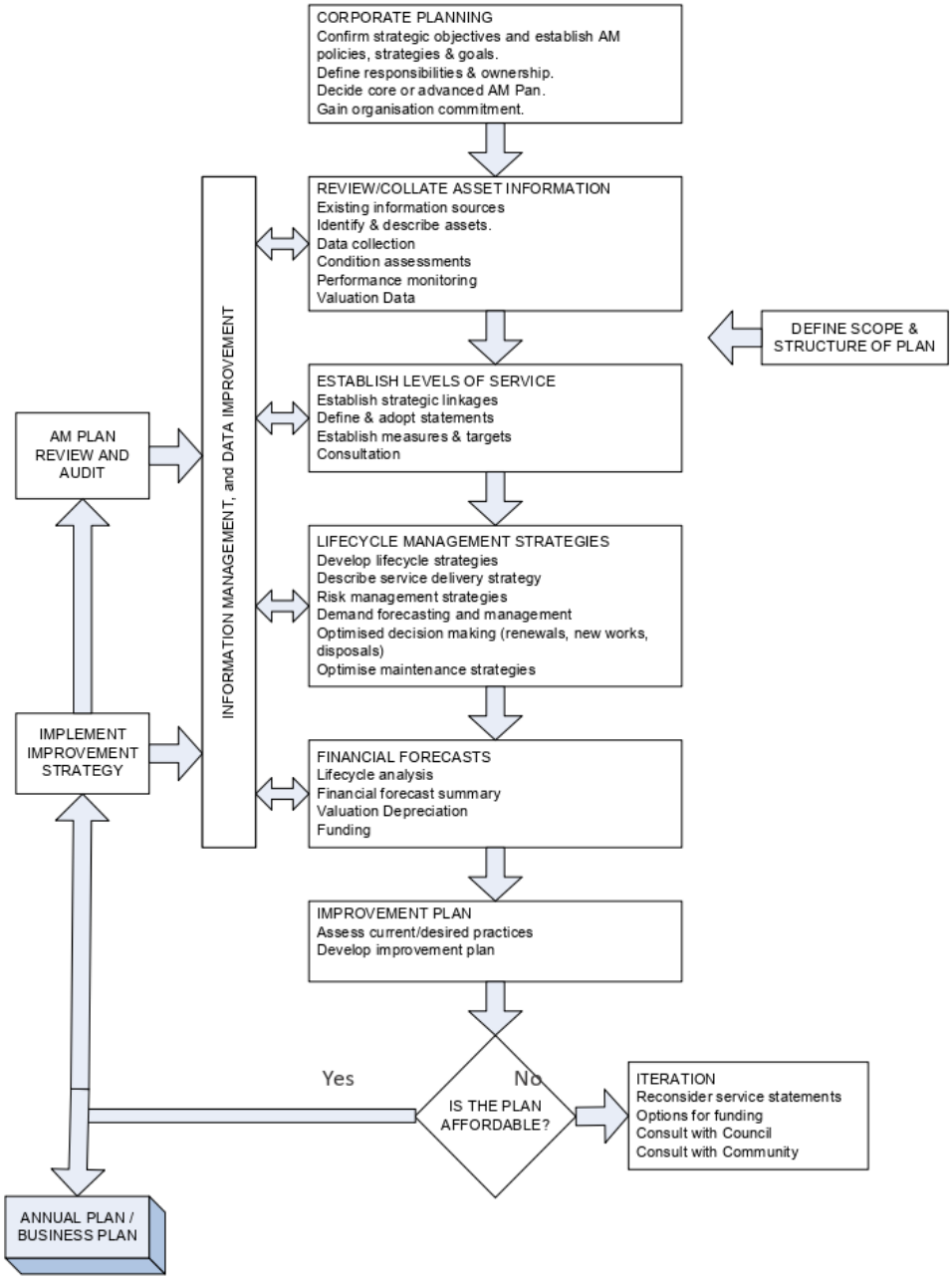


Figure 5 - Road Map for Preparing an Asset Management Plan

Core and Advanced Asset Management

The current RTAMP can be defined as a 'core' Asset Management Plan (AMP) in accordance with the *International Infrastructure Management Manual (IIMM*). It has been prepared to meet minimum legislative and organisational requirements for sustainable service delivery and long-term financial planning and reporting. Core asset management is a 'top down' approach where analysis is applied at the 'system' or 'network' level.

The IIMM (p. xiii) defines Core Asset Management as:

'Asset management which relies primarily on the use of an asset register, maintenance management systems, job/resource management, inventory control, condition assessment, simple risk assessment and defined levels of service, in order to establish alternative treatment options and long-term cashflow predictions.'

Future revisions of the RTAMP will move towards 'advanced' asset management. Using a 'bottom up' approach for gathering asset information on individual assets, such an approach will support the optimisation of activities and programs in meeting defined service levels. Progress toward the advanced RTAMP will include actioning of the items identified under "Plan Improvement and Monitoring" Section.

The IIMM (p. xii) defines Advanced Asset Management as:

'Asset management which employs predictive modelling, risk management and optimised decision-making techniques to establish asset lifecycle treatment options and related long-term cashflow predictions.'

Levels of Service

Service levels are the link between satisfying community needs and the cost of providing the service. Generally, a higher Level of Service (LOS) costs more to deliver than a lower LOS, although there may be economies of scale. A decision to provide an increased LOS will generally require additional funding to provide the service, while a decision to reduce funding will generally result in lower service levels. Appropriate service levels are defined on the basis of:

- customer expectations
- legislative requirements
- strategic organisational mission and objectives
- availability of resources and financial constraints.

Levels of Service and Performance measurement Documents

Community Plan/Corporate Plan

The Community Plan informs the Corporate Plan and establishes, through community consultation, Council's aspirational goals and objectives for the delivery of parks and recreation services.

Asset Management Plan

This Asset Management Plan (AMP) develops technical measures against which the aspirational goals and objectives can be measured (Technical Levels of Service).

Service Level Agreement

The service level agreement (SLA) is a formal agreement between those responsible for the assets and the services they deliver, and the operational areas of council charged with maintaining, operating, and upgrading existing assets or constructing new infrastructure.

Activity Specification

The activity specification defines the target performance measures for maintenance, operations, or construction activities. It sets routine inspection and maintenance frequencies and for reactive maintenance sets intervention levels, response times, and activity duration targets.

Maintenance Management Plan

The Maintenance Management Plan (MMP) details how each activity is to be completed and may include the following:

- standard operating procedures
- work instructions
- hazard risk assessment
- references to maintenance manuals (particularly fleet, plant, mechanical and electrical assets).

Corporate Goals and Objectives

Relevant council goals and objectives and how these are addressed in this asset management plan are outlined in Table 9:

Table 9 - Contribution to Corporate Goals and Objectives – RTAMP

Goals	Strategy	How Goal and Objectives are addressed in AMP
Goal 2 - Plan and develop a vibrant and sustainable city that accommodates the needs of a diverse and growing population and economy.	**Strategy 2** - Provide adequate land and infrastructure to support community development and economic activity.	The AMP facilitates infrastructure planning and delivery arrangements with key stakeholders to ensure infrastructure is delivered in a timely and efficient manner to meet the levels of services and demand from community. The AMP supports council's parks and recreation plan and other strategies to facilitate infrastructure planning and delivery to promote sustainable travel and active Parks and Recreation. The AMP ensures infrastructure assets are managed and maintained to conserve city's heritage. Accessibility for the open space network is considered during any rehabilitation and renewal works.
	Strategy 3 - Provide a transport system that supports the safe, reliable and sustainable movement of people and goods for all travel modes.	
	Strategy 4 – The city's heritage is conserved.	
	Strategy 5 - Provide an integrated open space network that is accessible and meets the recreational needs of residents and visitors.	
Goal 3 - Create a city that values its past and embraces opportunities to work together for the betterment of the community.	**Strategy 7** - Invest in social infrastructure to build a distinctive Ipswich identity and to maximise economic and social outcomes.	The AMP facilitates infrastructure planning and delivery arrangements with key stakeholders to ensure social infrastructure is delivered in a timely and efficient manner to support the demand of the community. The AMP identifies levels of service associated with specific asset classes and requires council to identify what it costs to deliver that level of service.
Goal 4 - Important areas of native habitat are conserved, the city's important waterways are protected and their water quality enhanced and the city responds	**Strategy 1** – Secure and protect areas of native habitat and vegetation.	The AMP ensures infrastructure assets are managed and maintained to protect area of native habitat, vegetation, waterways, and enhanced environmental, ecological and water quality outcomes. The AMP provides a transparent process of how council manage and maintain assets to ensure more effective utilisation of assets.
	Strategy 2 – Develop and implement an integrated approach to planning and management of nature conservation matters in partnership with the community, private land owners and government agencies.	

Goals	Strategy	How Goal and Objectives are addressed in AMP
appropriately to climate change and uses resources.	**Strategy 3** – Protected and manage waterways to achieve enhanced environmental, ecological and water quality outcomes.	
	Strategy 4 – Enhance urban greening.	
	Strategy 5 – Use resources effectively and sustainably.	
Goal 5 - Visionary and accessible leadership is provided that consults and communicates on key decisions and delivers sound financial management and good governance outcomes.	**Strategy 2** – Provide comprehensive and meaningful community engagement to inform Council decision making.	The AMP identifies the levels of service associated with specific asset classes. Council must then ascertain what level of service it can sustainably provide to customers.
	Strategy 4 – Maintain a financially sustainable and resilient approach to budgeting.	
	Strategy 6 – Maintain a consistent and efficient approach to laws and compliance activities across the city.	The AMP identifies future rehabilitation and new capital funding to ensure financial sustainability to continue delivery the agreed levels of service and infrastructure.

Source: Ipswich City Council Advance Ipswich and Corporate Plan 2017-2022

Management of council's roads and transport infrastructure assets is targeted at meeting defined levels of service in the most cost-effective manner for present and future generations. The key elements of infrastructure asset management are:

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

Community Levels of Service

Community Levels of Service relate to subjective service delivery outcomes that the community wants in terms of safety, quality, quantity, reliability, responsiveness, value and legislative compliance. Community levels of service measures used in the service management plan are:

- Quality - How good is the service?
- Function - Does it meet users' needs?
- Capacity/Utilisation - Is the service over or under used?

These community levels of service promised by Council are outlined in Table 10.

Table 10 - Community Levels of Service

Service Level Outcome	Principle Activity	Strategic Elements	Performance Outcome	Assessed by
Reliability	Effectively maintained council roads (sealed and unsealed), bridges, footpaths and other traffic assets	Roads, drains, footpaths, bridges and cycleways are reliable, free flowing and safe	A well-connected, well designed and free flowing road network	Number of Requests
Quality		Transport network is of good quality and safe	Long-term asset management planning of roads and road-related infrastructure	Compliance with standards and guidelines Condition of roads & associated assets Number of Requests
Function		People can access what they need.	Appropriate infrastructure to support access to services, information and facilities	Survey of travel times within the LGA Number of Requests
Condition		Roads, footpaths, bridges and cycleways are in good condition	Stewardship of assets through effective planning for asset provision, maintenance and renewal	Inspections and condition rating Number of Requests

Technical Levels of Service

Technical levels of service support the community levels of service by turning subjective requirements into objective assessments. These technical measures aim to quantify the performance of the assets and services they provide.

Quantifying performance outcomes gives council valuable insight into the service delivery of the assets and how to best allocate resources to meet desired service outcomes. These technical Levels of Service are outlined in Table 11.

Table 11 - Technical Levels of Service

Asset Class	Transport		
Service Statement	Council has Effectively maintained Roads and Footpaths that are fit for purpose.		
Performance Measure	Community feedback through surveys or requests and the average condition of the road network.		
Service Factors	**Community Levels of Service**	**Technical Levels of Service**	**Performance Measures**
Quality			
Condition	Well maintained roads. Do not pond water. Looks well Maintained.	Operations & Maintenance • Inspect assets on a routine basis to identify their condition. • Inspect assets on a routine basis to identify and address any defect and safety concerns. • Maintain assets in a tidy, safe, and functional condition.	85% compliance with the maintenance Activities Specification and deliverables
		Renewal • Renew/replace when the ride ability becomes unacceptable and maintenance becomes more expensive than reseal/rehabilitation. • Renew/replace road pavement at, or nearing, its end of useful life.	Road Condition. 90% delivery of renewal programs of the overall transport network subject to physical delivery capacity.
Function			
Access	Road design complies with applicable standards. Adequate Capacity.	New/Upgrade • Provide new/upgraded infrastructure to cater for community growth in accordance with community demand. • Provide new/upgraded infrastructure as required to comply with industry standards or statutory requirements. • Ensure new/upgraded infrastructure is designed and constructed in accordance with Council's Guidelines.	90% delivery of CAPEX programs of the overall transport network subject to physical delivery capacity. 100% Compliance with design standards and guidelines.

Asset Class	Transport
Service Statement	Council has Effectively maintained Roads and Footpaths that are fit for purpose.
Performance Measure	Community feedback through surveys or requests and the average condition of the road network.

Service Factors	Community Levels of Service	Technical Levels of Service	Performance Measures
Capacity/Utilisation			
Cost Effectiveness	Maintenance delivered as scheduled and on budget. Re-use of materials. Use highly productive road construction techniques and machinery.	Renewal/New/upgraded • Ensure infrastructure is designed and constructed in accordance with Council's Guidelines and relevant standards. Where appropriate, re-use or recycle of existing materials.	All maintenance delivered on budget. 85% compliance with SLA and Activity Specifications. 100% Compliance with design standards and guidelines.

Council has defined level of service for various operational and maintenance activities including inspection frequencies, response times and intervention levels. The inspection frequencies and response times are included in Appendix D.

The current intervention levels/ failure, cause and resolution (FCR) are recorded in council's record management system (objective: A5501043). The adopted FCRs are seen to be generally acceptable but, as an ongoing improvement, these service levels are reviewed time to time.

Growth

Demand Forecast

Factors affecting demand on roads and transport network services can include, but are not necessarily limited to, population / demographic changes, modes of transport, vehicle ownership, location of employment / commercial areas and environmental awareness. Of particular significance to the City of Ipswich is the extent of future growth forecast for the area.

Table 12 below provides an overview of population and dwelling projections through to 2029, as derived from the council's 2019–2020 financial year long-term financial forecast (LTFF) assumptions. The growth projection prepared in this AMP has been refined to reflect the actual growth rates and realistic infrastructure growth from development applications and activities, hence the figures in below tables may not align completely with the Local Government Infrastructure Plan (LGIP) projections.

Table 12 - Population and Dwelling Projections

Projection	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	2024-2025	2025-2026	2026-2027	2027-2028	2028-2029
Dwellings	83,181	86,481	89,881	93,381	96,981	100,681	104,481	108,381	112,381	116,481
Population	224,589	233,499	242,679	252,129	261,849	271,839	282,099	292,629	303,429	214,499

A brief overview of the anticipated demand factors and possible related impacts on Roads and Transport Network service delivery is provided in Table 13.

Table 13 - Projected Impact of Future Demand on Service Delivery

Demand factor	Current (2019-2020)	Projected (2028-2029)	Possible Impact on Services
Population growth	~224,589	~314,499	Increased demand / congestion on existing transport services and accelerated demand for new and alternative transportation options.
Dwelling growth	~83,181	~116,481	Considerable increase in physical asset stock and related increase in network lifecycle costs.
Employment growth and containment	~5,055,478 sqm 65,000 jobs 50.8% work outside Ipswich	~8,502,929 sqm 170,000 jobs Increased containment	Increased journey-to-work demand possibly offset by greater employment containment and / or modal shifts.
Transit oriented development	NA	Increase	Increased access to and utilisation of public transport and related decrease in private vehicle trips.
Modal share	Reduction in private vehicle modal share.		Change in demand on the nature and extent of transport services in accordance with shifts in modal share.

Changes in Technology

Anticipated technological changes are forecasted to affect the delivery of services covered by the RTAMP in the manner outlined in Table 14.

Table 14 - Anticipated Changes in Technology

Technology Change	Effect on Service Delivery
Ongoing configuration, utilisation and enhancement of asset management processes.	Accurate, timely and cost-effective works management for the Roads and Transport Network.
Development and implementation of a mobile ICT solution for field staff.	Enhanced ability to operate independent of location.
Increased sophistication and capacity in asset data capture.	More reliable and timely updating of asset attributes, including condition, performance and defects.
Increased availability and utilisation of asset behaviour / lifecycle modelling solutions.	Improved analysis and forecasting of asset lifecycle behaviour and requirements.
Modification and improvements to road construction and rehabilitation techniques.	Reduction / changes in materials usage and cost as a result of more advanced recycling and construction techniques / processes.

Demand Management Plan

Demand for new services can be addressed through a combination of managing existing assets, upgrading of existing assets, provision of new assets and implementation of demand management techniques. Demand management can include non-asset solutions, insuring against risks and managing failures.

Currently identified opportunities for roads and transport network demand management are outlined in Table 15. Further opportunities for demand management will be identified in future revisions of the RTAMP.

Table 15 - Demand Management Plan

Service Activity	Demand Management Plan
Nature and scale of provision for roads and transport infrastructure and services.	Land use planning instruments / processes that facilitate and encourage alternative forms of transport (other than private motor vehicle). Examples include, but are not limited to, transect-based planning, transit-oriented development and higher density / infill development targets.

New Assets from Growth

The new assets required to meet growth demands will be acquired from land developments and constructed by council. The scale of projected growth in the roads and transport network through to 2029 is outlined in Figure 6 below. The values represent the estimated gross current replacement value and depreciable amount expressed in current dollar values. Growth estimates have been derived from average bills of quantity sampled from development works projects and subsequently applied to current land use zoning and sequencing.



Figure 6 – New Assets from Growth – Roads and Transport Network

Acquiring these new assets will commit council to fund ongoing operating and maintenance costs for the period during which the related service provision is required. These future costs have been quantified and considered in developing forecasts of future operating and maintenance expenditure.

Risk Management

The risk management objectives to be achieved under this AMP include:

- addressing any identified corporate asset management risks
- maintaining current levels of service
- mitigating risks to the public
- Reducing the number and magnitude of unplanned asset failures

Asset Related Corporate and Directorate Risks

The related corporate and directorate risks related to the assets and services covered within this AMP are listed in Table 16.

Table 16 - Corporate Risks Relating to Transport Asset Management

Risk No	Risk Description
1	Failure of an infrastructure asset.
2	Injury Death or damage from failure of road maintenance.

The corporate risk register details the following treatments and controls that are addressed in this AMP

Risk Management Approach

Risks associated with service delivery provided by the roads and transport network are identified and assessed in accordance with the Ipswich City Council's Enterprise Risk Management Framework dated March 2018. The risk assessment and impact factor matrices utilised are outlined in Table 17 and Table 18 below.

Table 17 - Risk Assessment Matrix

	Consequences				
Likelihood	**Insignificant**	**Minor**	**Moderate**	**Major**	**Catastrophic**
Rare	L	L	L	M	M
Unlikely	L	L	M	M	M
Possible	L	M	M	M	H
Likely	M	M	H	H	E
Almost Certain	M	M	H	E	E

E	Extreme Risk	Immediate corrective action
H	High Risk	Prioritised action required
M	Medium Risk	Planned action required
L	Low Risk	Manage by routine procedures

Table 18 - Risk Impact Matrix

RISK CATEGORIES	Minimal (1)	Minor (2)	Moderate (3)	Major (4)	Catastrophic (5)
Financial	• Financial loss (fines, lost revenue/funding, increased cost) ≤$500,000	• Financial loss (fines, lost revenue/funding, increased cost) >$500,000 - ≤$2M.	• Financial loss (fines, lost revenue/funding, increased cost) >$2M - ≤$10M.	• Financial cost (fines, lost revenue/funding, increased cost) >$10M - ≤$50M.	• Financial cost (fines, lost revenue/funding, increased cost) >$50M.
Legal & Governance	• Low level legal issues (such as mediated contractual disputes), negligible failure to meet statutory timeframes, non-compliances and/or breaches of regulation/agreements; or • Low level potential for complaints; or • Negligible governance failure impacting on the achievement of corporate objectives.	• Minor legal issues (such as litigated contractual disputes, minor personal injury/ workers' compensation claims), failure to meet statutory timeframes, non-compliances and/or breaches of regulation/agreements; or • Potential for complaints; or • Minor short term governance failure impacting on the achievement of corporate objectives.	• Serious legal issues (such as serious litigation, major personal injury/workers compensation claims), failure to meet statutory timeframes, non-compliances and/or breach of regulation/agreements; or • Complaint or report to applicable authority with investigation pursued; or • Moderate / serious governance failure impacting on the achievement of corporate objectives.	• Major legal issues, failure to meet statutory timeframes, non-compliances and/or breach of regulation/agreements (such as those resulting in Council decision/action being declared unlawful, requiring significant resources to remediate. (eg widespread impact on Council decisions/actions, or major injunctions/specific performance orders); or • Numerous complaints or reports to applicable authority with investigation pursued; or • Major governance failure impacting on the achievement of corporate objectives requiring significant resource allocation to resolve.	• Extensive legal issues, failure to meet statutory timeframes, non-compliances and/or breach of regulations/agreements (such as those arising from class actions, or with widespread and substantial retrospective impact on Council decisions/actions, or extensive injunctions/specific performance orders); or • Extensive governance failure impacting on the achievement of a large number of corporate objectives.
Political / Reputation	• Minimal short term adverse local publicity; or • Minimal adverse impact on Council partnerships.	• Temporary degradation in public image; or • Minor adverse local publicity; or • Escalation to impacted Councillor; or • Minor and temporary adverse impact on Council partnerships, easily rectified.	• Degradation of public image requiring effort/resources to regain; or • Extended adverse local and state publicity; or • Escalation to non-impacted Councillors and Mayor; or • Moderate adverse impact on significant Council partnerships requiring moderate effort to rectify.	• Degradation of public image requiring major effort/resources to regain; or • Significant and longer term adverse local, state and national publicity; or • Major adverse impact on strategic Council partnerships requiring significant effort to rectify; or • Serious community unrest.	• Large scale and permanent degradation of public image; or • Sustained adverse local, state, national and international publicity; or • Loss of strategic Council partnerships; or • Widespread community unrest.

	Minimal (1)	Minor (2)	Moderate (3)	Major (4)	Catastrophic (5)
Community and Environment	• No lasting detrimental or negligible / isolated impact on the health and wellbeing of the community; or • Environmental damage that is contained on-site and is fully recoverable with no permanent effect on the environment. It will take less than 6 months for full recovery.	• Minor, short-term isolated impact on the health and wellbeing of the community; or • Localised environmental damage that can be mitigated onsite. It will take less than 2 years for full recovery.	• Moderate, medium-term, widespread impact on the health and wellbeing of the community; or • Significant environmental damage requiring remedial action. It will take up to 10 years for full recovery.	• Serious, long-term, widespread impact on the health and wellbeing of the community; or • Major environmental damage for a matter of environmental significance (local, state or federal).	• Severe / extensive on-going, widespread impact on the health and wellbeing of the community; or • Irreversible Catastrophic environmental damage for a matter of environmental significance (state, local or federal). No remediation, mitigation or offset action can undo environmental damage caused and matters of environmental significance may undergo local extinctions.
Health & Safety	• Injuries treatable with first aid, no other medical treatment required; or • Incident or compensable injury without time lost	• Medical Treatment not requiring hospitalisation; or • Compensable injury requiring medical treatment.	• Medical Treatment requiring hospitalisation; or • Extensive Injuries; or • Notifiable to regulatory authority; or • Compensable injury resulting in permanent impairment of 5 – 20% and/or damages claim.	• Permanent Disabilities; or • Single fatality; or • Compensable injury resulting in permanent impairment > 20% and/or damages claim.	• Multiple permanent disabilities and/or fatalities.
Service Delivery / Business Continuity	• Non-essential customer-facing services cannot be delivered for < 1 hour.	• Essential customer-facing services cannot be delivered for < 1 hour; or • Essential customer-facing service(s) experience 50% degradation for < 1day; or • Non-essential customer-facing services cannot be delivered for 1 hour – 1 day.	• Essential customer-facing services cannot be delivered for 1 hour – 1 day; or • Essential customer-facing service(s) experience 50% degradation for 1 day-1 week; or • Non-essential customer-facing services cannot be delivered for 1 day – 1 week.	• Essential customer-facing services cannot be delivered for 1 day – 1 week; or • Essential customer-facing service(s) experience 50% degradation for 1 week-4 weeks; or • Non-essential customer-facing services cannot be delivered for 1 – 4 weeks.	• Essential customer-facing services cannot be delivered for more than 1 week; or • Non-essential customer-facing service(s) experience 50% degradation for more than 4 weeks; or • Non-essential customer-facing services cannot be delivered for more than 4 weeks.

	Minimal (1)	Minor (2)	Moderate (3)	Major (4)	Catastrophic (5)
Information Confidentiality, Integrity and Accessibility	• Low-level non-compliance with privacy principles/regulations, (such as localised release or unauthorised access to non-personal confidential information) with no lasting detrimental or negligible impacts; or • Low-level permanent compromise of non-business-critical information (data corruption, errors, inaccuracies, inconsistencies) with negligible impacts; or • Localised permanent loss of non-business-critical information; or • Minimal, short-term disruption of access to information impacting: o small customer numbers (< 1 hr.); or o non-critical internal operations.	• Minor non-compliance with privacy principles/regulations, (such as localised release or unauthorised access to sensitive non-personal confidential information) with limited detrimental or negligible impacts; or • Localised permanent compromise of non-business-critical information (data corruption, errors, inaccuracies, inconsistencies) with minor impacts; or • Semi-localised permanent loss of non-business-critical information; or • Minor, short-term disruption of access to information impacting: o most customers (< 1hr.); or o small customer numbers (1 hr. - 1 day); or o business-critical internal operations (< 1 day).	• Moderate non-compliance with privacy principles/regulations, (such as widespread release or unauthorised access to highly sensitive non-personal information); or • Widespread permanent compromise of non-business-critical information (data corruption, errors, inaccuracies, inconsistencies) with moderate impacts; or • Permanent and widespread loss of non-business-critical information; or • Moderate short-term disruption of access to information impacting: o most customers (1hr. – 1 day); or o small customer numbers (1 day – 1 week); or o business-critical internal operations (1 day – 1 week).	• Major non-compliance with privacy principles/regulations, (such as localised release or unauthorised access to personal information); or • Localised permanent compromise of business-critical information (data corruption, errors, inaccuracies, inconsistencies) with major impacts; or • Permanent and localised loss of business-critical information; or • Major, medium-term disruption of access to information impacting: o most customers (1 day - 1 week); or o small customer numbers (1 – 4 weeks); or o business-critical internal operations (1-6 weeks).	• Catastrophic non-compliance with privacy principles/regulations, (such as widespread release or unauthorised access to personal information); or • Widespread permanent compromise of business-critical information (data corruption, errors, inaccuracies, inconsistencies) with catastrophic impacts; or • Permanent and widespread loss of business-critical information; or • Catastrophic long-term disruption of access to information impacting: o most customers (more than 1 week); or o small customer numbers (>4 weeks); or o business-critical internal operations (> 6 weeks).

Identified Risks

Identified risks, ratings and planned responses by asset type are outlined in Table 19 below.

Table 19 - Risk Management Plan – Roads and Transport Network

Asset Type		
Risk	**Rating**	**Planned Response**
Structural failure / collapse	High	Formalised routine inspection and maintenance processes.
Structural damage	Medium	Acceptable risk. Continue to manage through design standards for flood immunity.
Closure / lack of availability	Medium	Acceptable risk. Continue to manage through design standards for flood immunity.

Asset Type		
Risk	**Rating**	**Planned Response**
Incidental / non-structural damage	Medium	Acceptable risk. No specific controls identified.
Washout / loss of gravel pavement	Medium	Acceptable risk. Continue to manage through design / construction standards.
Obstruction / closure	Low	Acceptable risk. No specific controls identified.
Vehicle accident	Medium	Acceptable risk. Continue to manage through inspection and maintenance processes.
Major pavement failure	Low	Acceptable risk. Continue to manage through inspections and design / construction standards.
Surface failure	Low	Acceptable risk. Continue to manage through inspections and design / construction standards.
Graffiti	Medium	Acceptable risk. Continue to manage through surveillance and material selection.
Malfunction	High	Acceptable risk. Continue to manage through inspections and design / construction standards.
Structural damage	Medium	Acceptable risk. Continue to manage through design / construction standards.
Theft	Medium	Acceptable risk. Continue to manage through design / construction standards.
Litter / detritus	Medium	Acceptable risk. Continue to manage through inspections and customer service requests.
Deferred maintenance backlog	High	Monitor and respond through future revisions of the RTAMP.
Deferred renewal backlog	High	Monitor and respond through future revisions of the RTAMP.

Risk Identification, Analysis and Response

The risk identification, analysis and response resulting from the risk assessment is included as Appendix C.

Lifecycle Management Plan

The lifecycle management plan details how council intends to manage and operate the Roads and Transport Network assets at the defined service levels (see Levels of Service) while optimising lifecycle costs.

Existing Infrastructure Base

This section provides an overview of the existing infrastructure assets included in the AMP. It is intended that the description provided is sufficient for the report user/reader to easily understand the asset age, value and condition of Council's existing infrastructure asset base. Ideally this section should also provide details as to any material changes to the asset base from previous years (i.e. changes, trends and highlights).

Asset Summary

The physical parameters of assets covered by the RTAMP are outlined in Table 20. It should be noted that, during preparation of the RTAMP, some minor inconsistencies / errors in physical asset register data were identified. These will be addressed as part of the review and enhancement of physical asset register data as outlined in the improvement plan.

Table 20 - RTAMP Infrastructure Assets

Class	Asset Type	Quantity	UOM	Financial Asset Register Replacement Cost as at 3 July2019 ($000)
Roads	Sealed Pavement Surface	1,613	km	$157,177
Roads	Sealed Pavement Base			$421,484
Roads	Sealed Pavement Subbase			
Roads	Sealed Pavement Formation			$201,448
Roads	Unsealed Pavement Base	298	km	$25,497
Roads	Unsealed Pavement Formation			$9,302
Bridges	Pedestrian Bridge & Boardwalk	211	ea	$24,343
Bridges	Vehicular Bridge	46	ea	$96,990
Kerb and Channel Network	Kerb and Channel	2,183	km	$11,7973
Pathway Network	Footpath	1,183	km	$209,043
Pathway Network	Kerb Ramp	36,554	Sqm	
Pathway Network	Tactile Indicators	1,045	Sqm	
Pathway Network	Steps / Stairs	2,781	Sqm	
Pathway Network	Ramp	2,031	Sqm	
Traffic Facilities	Bus Shelter	229	ea	$2,294
Traffic Facilities	Parking Meter	110	ea	$1,324
Traffic Facilities	Sign	37652	ea	$14,941
Traffic Facilities	Traffic Island	3590	ea	$16,335
Traffic Facilities	Traffic Signals	104	ea	$29,264
Traffic Facilities	Guardrail	15.6	km	$2,562
		Total		**$1,329,980**

The length of the significant asset types is shown in Figure 7.

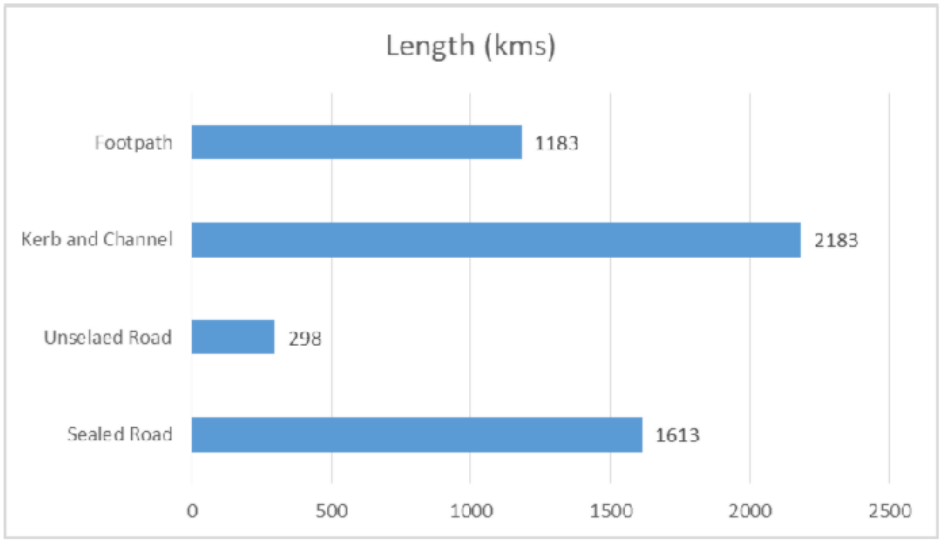


Figure 7 - Total length of Asset

Asset Hierarchy and Useful Life

An asset's useful life is defined as the period over which a depreciable asset is expected to be fully consumed. This period can be significantly impacted by council's maintenance practices. The useful life of an asset is initially based on the manufacturer's recommended (expected) life. This is subject to change however based on historical evidence of the impact of the local environment on the expected life. The hierarchy and useful lives of council's assets are provided in Table 21.

Table 21 - Asset Lives and Hierarchy

Asset Class	Recommend Asset Type	Description	Useful Life (Yr)
Roads	Sealed Road - Formation	Sealed Roads Formation	100
	Sealed Road - Pavement	Pavement Base	80
		Pavement Sub-base	80
	Sealed Road - Seal	AC & Spray Seal	15
		Brick Pavers	50
		Reinforced Concrete	80
	Unsealed Road - Formation	Unsealed Roads Formation	100
	Unsealed Road - Pavement	Unsealed Roads Pavement	20
Pathway Network	Footpath and Bikeway	Asphalt	30
		Concrete	60
		Gravel	10
		Paver	50
		Polyurethane	60
	Steps, Stairs and Ramps	Concrete	60
		Gravel	60
		Pavers & Steel	50
		Rock	70
		Timber	30
	Tactile Indicators	Concrete	50
		Polyurethane	10
		Steel	10
Bridges	Vehicular Bridge	Concrete and Composite	100

Asset Class	Recommend Asset Type	Description	Useful Life (Yr)
		Steel	80
		Timber	75
	Pedestrian Bridge and Boardwalk	Concrete and Composite	100
		Steel	50
		Timber	30
Traffic Facilities	Traffic Island, Median and Roundabout	Brick Pavers	60
		Asphalt	30
		Concrete	80
		Landscape	60
	Traffic Signal	Traffic Signals	20
	Parking Meter	Parking Meter	10
	Sign	Metal	25
	Bus Shelter	Metal	25
	Guardrail	Metal	30
Kerb and Channel	Kerb and Channel	Asphalt	60
		Concrete and Rock	80

Asset Condition

Roads

Road condition data is collected every 4 years by an external contractor for surface roughness, lane rutting and surface defects using a computer assisted defect collection program. This data is audited for accuracy and consistency before being loaded into the Pavement Management System (PMS). Once loaded it is modelled by the software algorithms in the PMS based on the World Bank's Highway Design and Maintenance Standard Model (HDM).

Council has adopted a condition assessment method using a 5-point scale rating, varying from the SMEC model therefore the existing PCI model has been modified to align with the condition assessment criteria for the other Transport asset classes. This was achieved by merging the excellent and very good asset condition ratings to a single 'Very Good' standard rating.

The road condition at any point in time can be estimated by referring to the Pavement Condition Index (PCI) calculated and stored in the PMS. The PCI is a score from positive 10 to negative infinity that can generally be interpreted as follows:

PCI	Road Condition
10 to 8	Excellent
8 to 6	Very Good
6 to 4	Good
4 to 2	Fair
2 to 0	Poor
<0	Very Poor

The most recent condition audit was done in 2019.

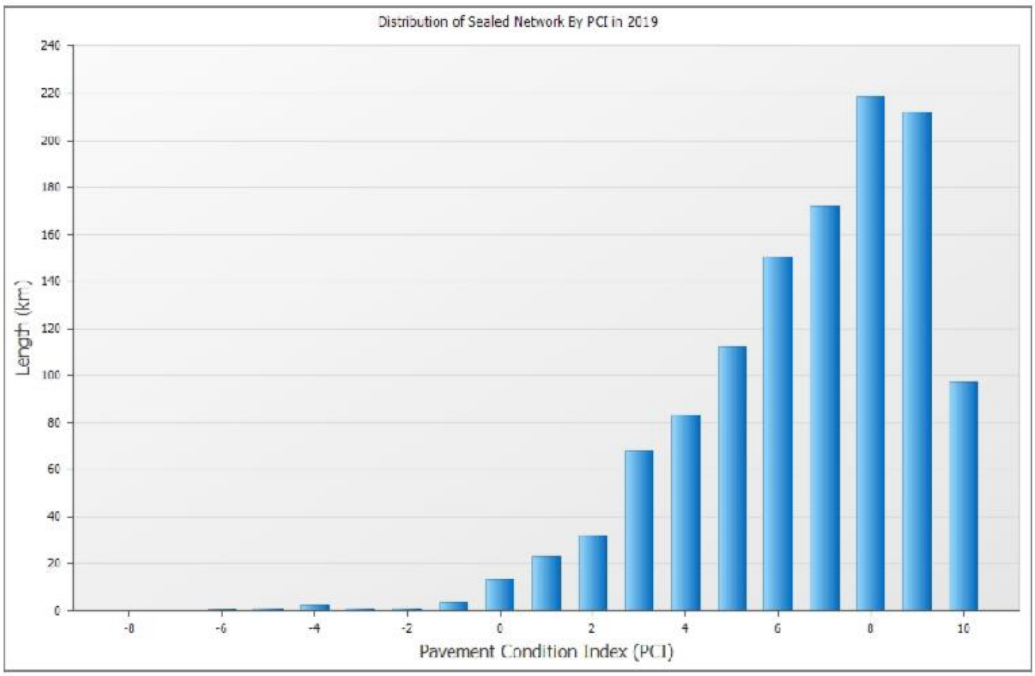


Figure 8 - Current Pavement Condition Index (PCI)

Figure 9 - Average Pavement Condition Index (PCI) trends – Strategic Roads provide an overview of the trend in average PCI for Strategic Roads. There is generally a forecast slowing downward trend with the exception of Major Arterial roads which, due to its poor condition and high criticality, is forecast to require a major injection of funds from 2024. The flattening of the curve towards the end of the 10 year forecast is dependent on continued funding.

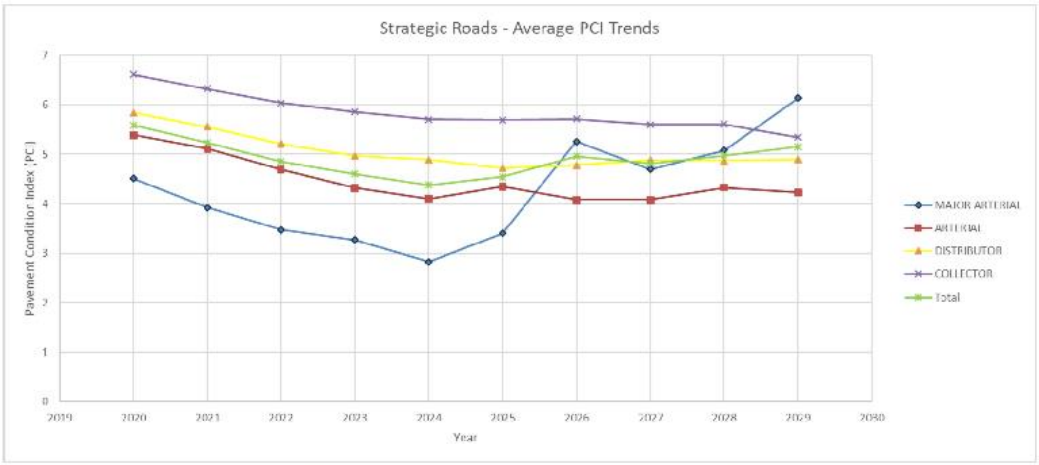


Figure 9 - Average Pavement Condition Index (PCI) trends – Strategic Roads

Table 24 below gives an overview of asset current condition and average age of council road network.

Table 22 - Road Network Current Condition and Average Age

Road Category	Hierarchy	Length (m)	Area (m2)	Average PCI	Average Age (years)
Strategic	Major Arterial	28,044	334,229	4.4	17.7
	Arterial	58,896	696,324	5.5	23.7
	Distributor	258,636	2,557,595	6.1	17.8
	Collector	273,705	2,029,685	6.9	13.6
Local	Collector	347,049	3,081,575	6.4	16
	Local	2,149,947	15,354,166	6.8	16.1
	No Through Road	444,042	2,871,791	6.9	18.3

Figure 10 - Average Pavement Condition Index (PCI) trends – Local Roads provide an overview of the trend in average PCI for Local Roads. There is a forecast slowing downward trend in condition for local roads subject to funding continuing at the predicted level. There is a forecast downward trend for all local roads, however there is a general slowing of the rate of decline towards the end of the 10 years that indicates an improvement in the condition trend if funding is maintained.

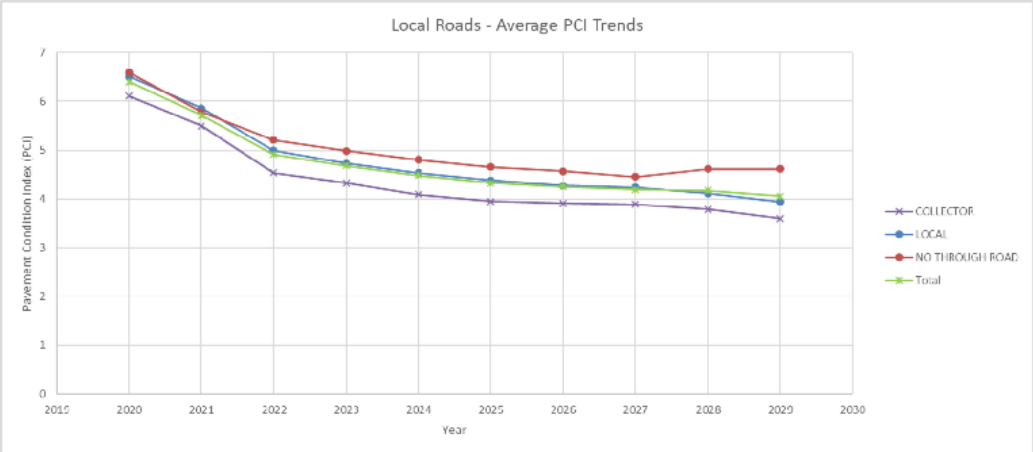


Figure 10 - Average Pavement Condition Index (PCI) trends – Local Roads

Bridges

The DTMR Bridge Inspection manual has been adopted by Council regarding the condition assessment of its bridges.

The assessment ratings are standardised on 1 to 5, however a rating 5 indicates that the bridge has failed therefore the management of the bridge is to ensure that this rating is not achieved.

All other Transport Assets

All transport asset condition rating scores have been aligned with Council's condition grading model as detailed in Table 23.

Table 23 - Structural Condition Grading Model

Grade	Condition	%Remaining Useful Life	Description
1	Very Good	>70%	Sound physical condition. No signs of deterioration Only normal maintenance required.
2	Good	70% - >50%	Acceptable physical condition; minor deterioration visible, no short-term failure risk. Minor defects only. Only minor work required, if any.
3	Fair	50% - >10%	Acceptable physical condition; minimal short-term failure risk but potential for deterioration in long-term. Minor defects only. Minor components or isolated sections of the asset may need replacement or repair now but asset functions safely at adequate level of service. Work may be required but asset is serviceable. Maintenance required to restore the asset to an acceptable level of service.
4	Poor	10% - >4%	Significant deterioration evident. Failure likely in short-term. Likely need to replace most or all of the asset. No immediate risk to health or safety but works are required to ensure asset remains safe. Substantial work required in short-term, asset barely serviceable. Asset requires renewal – works to be programmed.
5	Very Poor	<4%	Failed or failure imminent. Immediate need to replace most or the entire asset. Health and safety hazards exist which present a possible risk to public safety, or asset cannot be serviced/operated without risk to personnel. Asset is effectively unserviceable. Major work or replacement required urgently.

Current Condition

Table 24 - Current Condition Summary

Asset Type	Condition (as a percentage of the asset base)				
	As New	Good	Fair	Poor	Very Poor
Sealed Pavement Surface	7.3	2.8	2.8	0.4	0.2
Sealed Pavement Base	3.9	5.1	3.7	7.5	2.1
Sealed Pavement Subbase	10.4	0.1			
Sealed Pavement Formation	6.9	0.1			
Unsealed Pavement Base				2.2	
Unsealed Pavement Formation					
Boardwalk					
Pedestrian Bridge	1.3	0.1	0.4		
Vehicular Bridge	6.9	0.2	0.5	0.3	0.2
Kerb and Channel	5.7	1.5	0.8	1.7	0.8
Footpath	13.5	2.9	0.7	0.2	0.1
Kerb Ramp	0.6				
Tactile Indicators					
Steps / Stairs	0.6				
Ramp					
Bus Shelter					0.1
Parking Meter				0.1	
Sign	0.3	0.2	0.2	0.1	0.3
Traffic Island	1.2	0.1		0.1	
Traffic Signals	0.4	0.6	0.4	0.7	0.2
Guardrail		0.1			
Total	**59.0**	**13.9**	**9.5**	**13.5**	**4.1**

Figure 11 - Condition Profile - Roads and Transport Network provides an overview of the asset condition profile as a percentage of the total depreciable amount for the Roads and Transport Network.

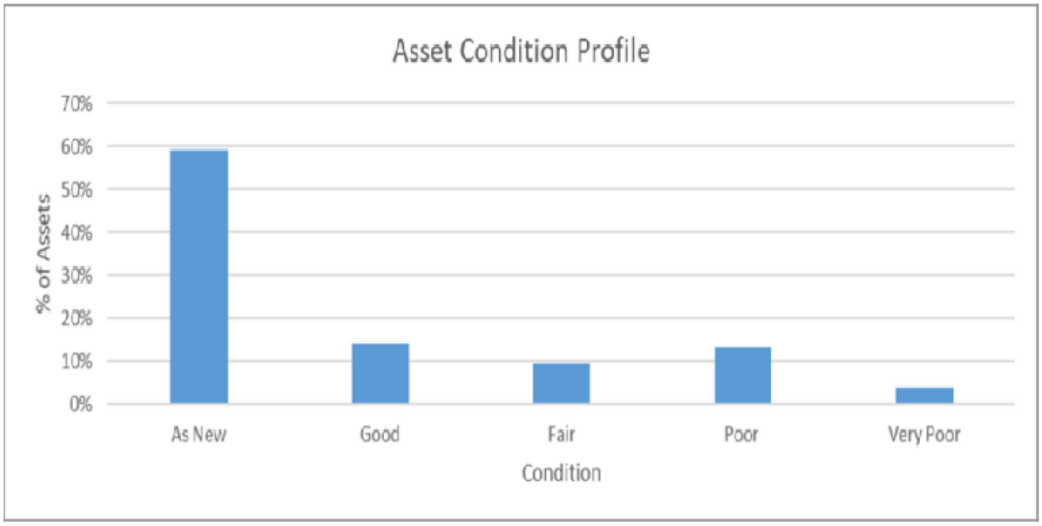


Figure 11 - Condition Profile - Roads and Transport Network

General Asset Condition

Percentage of Transport Assets in Very Poor Condition	3.89%	~$43.56m
Percentage of Transport Assets in Poor Condition	13.14%	~$147.35m
Total of poor and Very Poor transport assets	17.03%	~$190.91m

Figure 12 and Figure 13 provide a summary of the asset condition ratings for the transport asset classes.

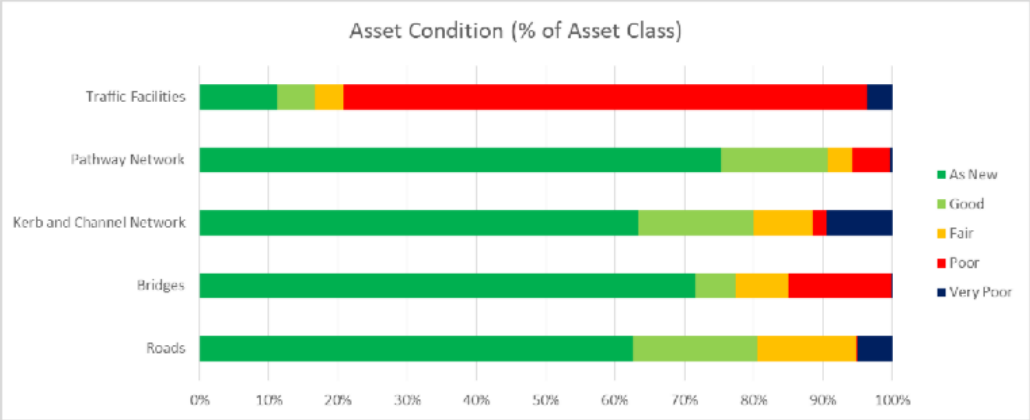


Figure 12 - Condition Profile by asset class

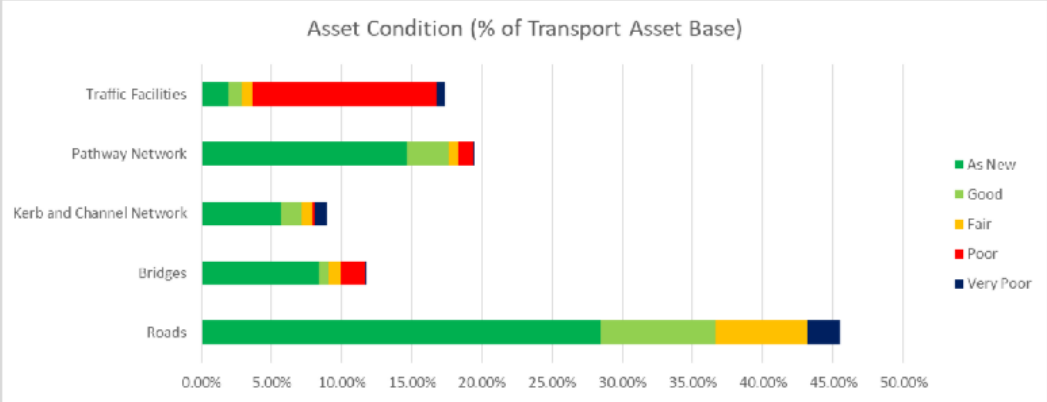


Figure 13 - Transport Assets Condition Profile

Age Profile

The current age profile of the transport assets can be seen in Figure 14.

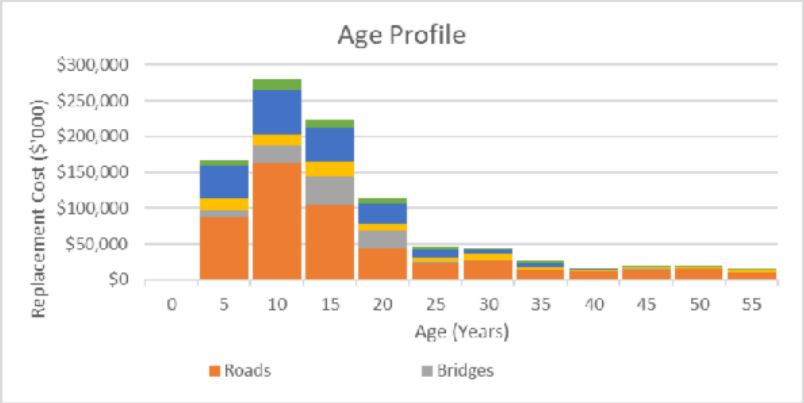


Figure 14 - Asset Age Profile

Figure 15 provide an overview of the trend in average age for Strategic Roads. There has been an overall downward trend in average age (albeit tracking upward in recent years). This would be due to forecast increased funding due to the effort needed to manage the road condition.

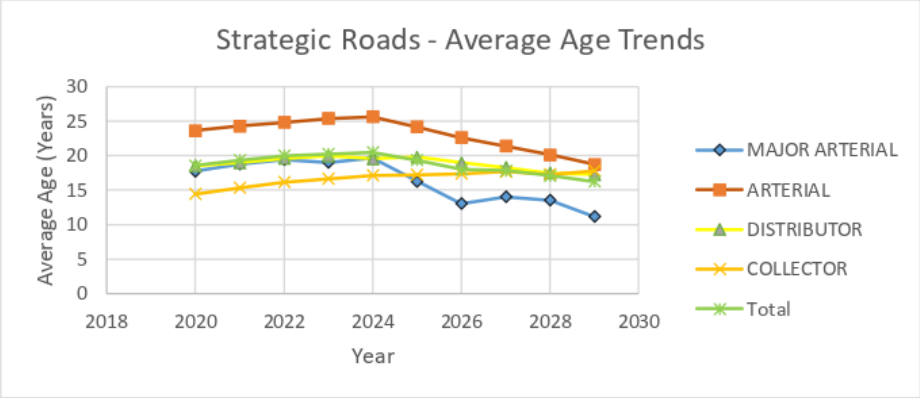


Figure 15 - Average Age Trends – Strategic Roads

Figure 16 - Average Age Trends – Local Roads provide an overview of the trend in average age for Local Roads. The average age for Local Roads is trending upwards indicating a need for increased funding in future years.

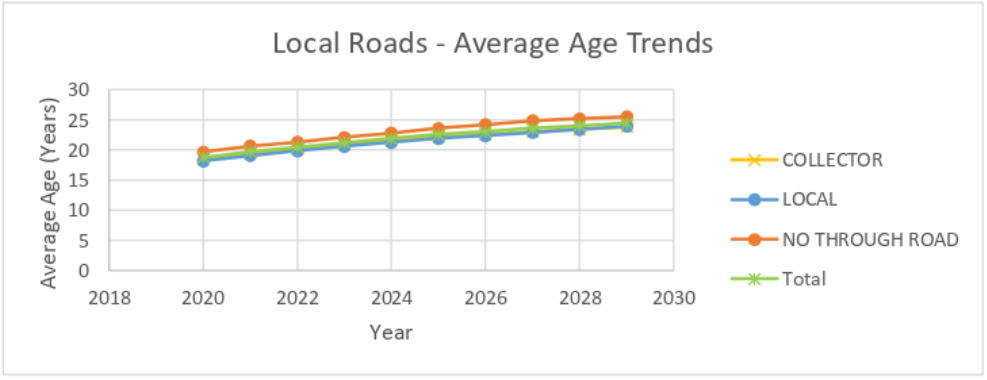


Figure 16 - Average Age Trends – Local Roads

The overall effect of these trends on the sealed roads network is presented in Figure 17 below. It shows a continuing decline in the road network condition over the next 10 years, however the average age has also reduced slightly which should assist future funding to restrain the falling condition. The key factors influencing the trends in average age and PCI will be identified and investigated in more detail in future revisions of the RTAMP.

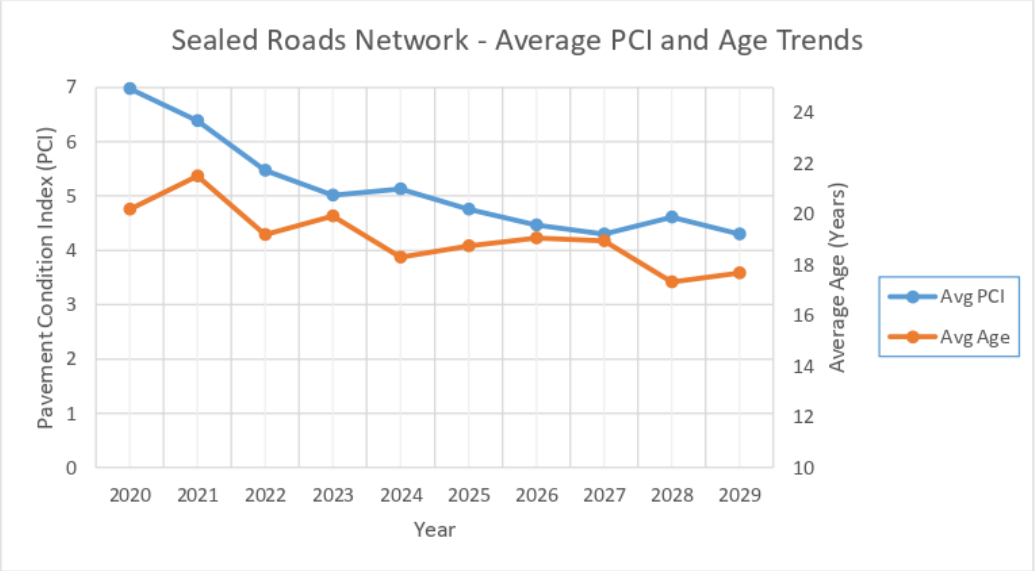


Figure 17 - Average PCI and Age Trends – Sealed Roads Network

Asset Remaining Useful Life

The remaining useful lives of the assets are based on:

- inspections by a suitable qualified person
- calculated from supplied construction dates and adopted asset lives
- estimated from the condition of the asset as a percentage of the expected life.

Figure 18 provides an overview of the remaining useful life profile for the Transport Network.

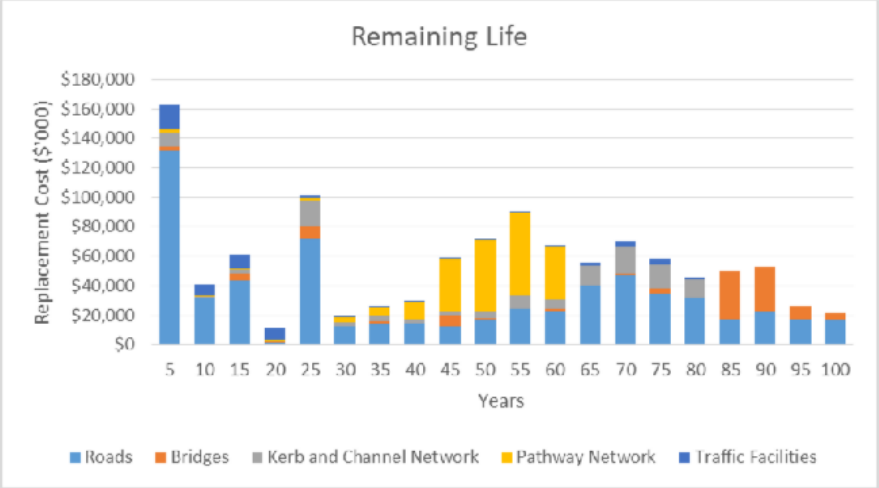


Figure 18 - RUL Profile - Roads and Transport Network

The remaining useful life data from the finance system indicates that there is no backlog of renewal works and ~$162.7m of renewals will be required in the next 5 years. The condition data from the technical asset data has identified assets to the value ~$190.91m that are failing or have failed. These two disparate data sources differ by ~$28m and require action to align council's financial data and technical condition data.

Asset Criticality

The criticality of the asset is an indication of its importance in delivering the service to the community. It is used to program asset inspections (condition and defect), determine maintenance frequencies and prioritise renewal programs. Figure 19 shows an example scoring system used for profiling the criticality of transport assets. Each criterion can be weighted to provide an overall score for each asset or asset type.

After assessing the age, condition, material types, location, levels of use, consequence of failure, redundancy and criticality to functioning of the service, a standard criticality of 4 has been applied to vehicular bridge assets with all other assets given a 2 rating. These will be further developed and reviewed in future iterations of this AMP.

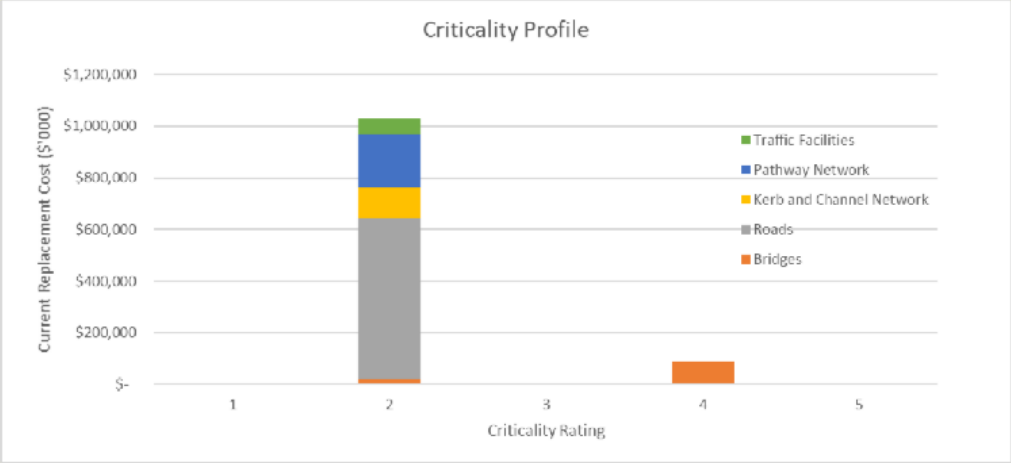


Figure 19 - Criticality Profile

Data Confidence

The lifecycle assessment is only as precise as the accuracy of the data Council holds. This data includes, revaluation data of the assets, financial data and asset register details.

Table 25 - Data Confidence Rating

Grade	Description	Accuracy
1	Accurate	100%
2	Minor Inaccuracies	95%
3	50% Estimated	80%
4	Significant Data Estimated	70%
5	All Data Estimated	60%

(Section 4.3.7 of the IIMM, Version 3.0, 2006)

Available Funding

The available funding was estimated based on the financial model provided by council. The capital expenditure has been extracted from the LTFF, however the operations and maintenance expenditure funding forecasts are imbedded in the model data and not clearly identified by asset class. Therefore, these operational expenditure funding forecasts are based on current levels of expenditure. The assumption being that this level of funding is enough to deliver the current service levels.

The forecasts estimated in this AMP should be used as an indication of expenditure levels and distribution required for the LTFF.

The LTFF funding available for operations, maintenance and infrastructure renewals is shown in Table 26 and Figure 20. The total allocation over the term of the LTFF is ~$1,049m or $104.9m per annum.

Table 26 - Long Term Financial Forecast

Financial Year Ending	New/Upgrade ($'000)	Operations & Maintenance ($'000)	Renewals ($'000)	Total ($'000)
2020	$39,079	$8,723	$26,284	$74,086
2021	$37,603	$9,250	$31,019	$77,872
2022	$44,318	$9,811	$33,664	$87,793
2023	$48,494	$10,407	$34,075	$92,976
2024	$46,488	$11,041	$43,399	$100,928
2025	$69,944	$11,714	$46,705	$128,363
2026	$72,717	$12,430	$49,425	$134,572
2027	$30,680	$13,190	$55,393	$99,263
2028	$36,851	$13,999	$57,228	$108,078
2029	$35,149	$14,858	$61,245	$111,252
Total	**$461,323**	**$115,424**	**$438,437**	**$1,015,184**

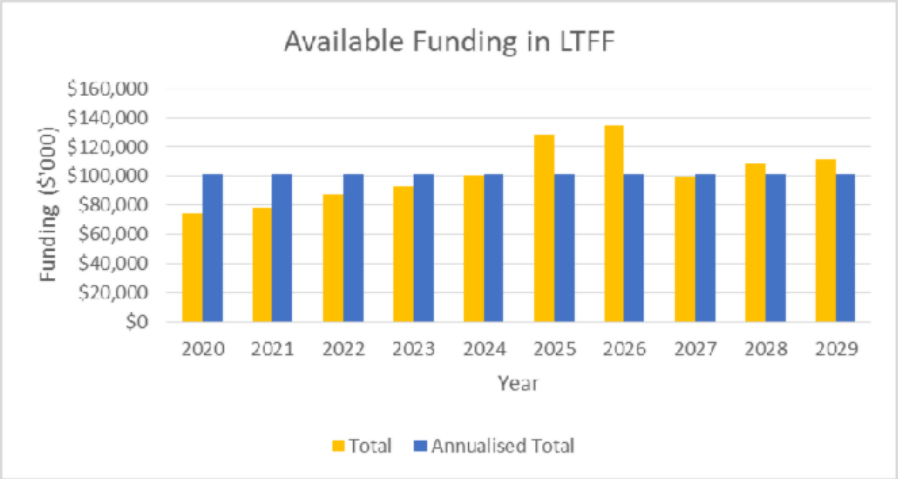


Figure 20 - Transport Network funding in the Long-Term Financial Plan

Operations & Maintenance

This section is to be based on operations and maintenance requirements as identified from changes in levels of service, funding issues identified via operations and maintenance and consideration of the growth in the asset portfolio

Currently maintenance is managed based on historical information and trends. The maintenance service objectives are to:

- Maintain council's infrastructure in a safe, serviceable and aesthetic condition to the satisfaction of council and the community.
- Maintain and preserve the functionality and value of the existing assets.
- Provide and maintain a safe environment for the community within the constraints of council's financial capacity and resource capability, while displaying a reasonable "duty of care".
- Ensure the provision of a high standard of customer service and that customer requests are responded to quickly and efficiently.

Functions related to the day-to-day running and upkeep of assets, the costs of which are particularly significant for dynamic/short-lived assets.

Maintenance Specifications

Maintenance work is carried out in accordance with the City Maintenance Work Instructions.

These work instructions are specific to each work activity and include the relevant restoration standard applicable to the activity in question.

Maintenance Plan

Maintenance includes reactive, planned and cyclic work activities.

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

Planned maintenance is routine or regular ongoing work that is necessary to keep assets operating, including instances where portions of the asset fail and need immediate repair to make the asset operational again. It is generally repair work that is identified and managed through a maintenance management system (MMS). MMS activities include inspection, assessing the condition against failure / breakdown experience, prioritising, scheduling, actioning the work and reporting what was done, to develop a maintenance history and improve maintenance and service delivery performance.

In order to continue to maintain and improve the levels of service to the community, it is essential that where practical, maintenance work be programmed ahead of time based on the service and intervention levels for particular asset types. Proactive inspections occur on the assets based on risk and hierarchy to assist in prioritising work. Priorities will be allocated to road defects as follows:

- Safety Defects – these defects normally constitute a safety problem to the road user. The intervention level has been reached and exceeded.
- Useability – these defects attend the serviceability and structural capacity of the asset. They are likely to escalate to safety defects in the near future.
- Preventative – these defects, unless rectified, may escalate into Useability defects in the future.

Cyclic maintenance is replacement of higher value components / sub-components of assets that is undertaken on a regular (eg gravel road re-sheeting). This work generally falls below the capital / maintenance threshold.

Unmaintained Roads

Council will consider work on unmaintained roads based on risk and benefits to the community, within the available funding allocated. This will be reviewed annually as part of the budget planning cycle.

Prioritisation of Gravel Roads for a Maintenance Program including gravel resheeting, pothole patching and rutting repair

All formed and gravel roads throughout the City are inspected by experienced Maintenance Superintendents. The aim of the inspections is to ascertain the current condition of the roads in relation to maintenance defects, allocate an initial maintenance priority based on the type of defects, and their severity. At the conclusion of the inspections the results are analysed, leading to the development of a gravel maintenance program. It is recognised that any maintenance program must be flexible to allow for changes in the needs. Consequently, the program is under constant review with re-inspections of roads undertaken both proactively and reactively. Depending on the inspection outcome, the road may be upgraded in priority rating or may remain at the same priority allocated from the previous inspection. Priorities are based on intervention levels of defects identified.

Operations & Maintenance Forecast

The projected operations and maintenance expenditure can be seen in Figure 21.

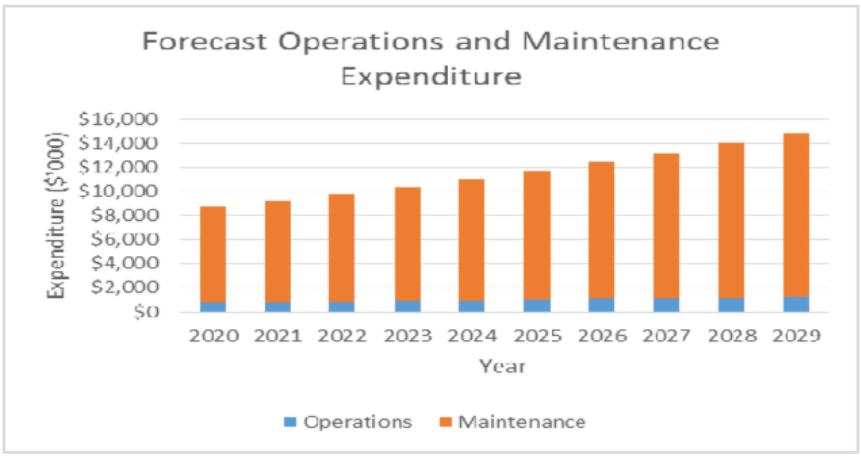


Figure 21 - Operations and Maintenance Expenditure Forecasts

Table 27 - Forecast Operations and Maintenance Expenditure

Financial Year Ending	Operations ($'000)	Maintenance ($'000)	Non-Recurrent ($'000)	Total ($'000)
2020	$741	$7,982	$0	$8,725
2021	$786	$8,464	$0	$9,252
2022	$834	$8,977	$0	$9,813
2023	$885	$9,523	$0	$10,409
2024	$938	$10,102	$0	$11,043
2025	$996	$10,719	$0	$11,716
2026	$1,057	$11,373	$0	$12,432
2027	$1,121	$12,069	$0	$13,193
2028	$1,190	$12,809	$0	$14,001
2029	$1,263	$13,595	$0	$14,860
Totals	**$9,811**	**$105,613**	**$0**	**$115,424**

Maintenance Funding Ratio	100%

Council is currently fully funding all its required maintenance.

Operations and Maintenance Conclusion

In recent times, annual roads and transport maintenance budgets have been increasing in line with estimated growth and price indices, however, it is anticipated that future budgets will be determined on the basis of physical asset stock, defined service levels and calculated unit rates.

Experience to date would suggest that the current level of maintenance expenditure has been sufficient to respond to all identified (through inspections and service requests) maintenance works. There is enough funding in the LTFF to maintain the current operations and maintenance activity levels. Additional work in the form of an activity-based budget review is required to determine if the current activities meet councils desired service levels.

Renewals Planning

Significant refurbishment / rehabilitation / replacement of an asset or component to restore the asset to its required conditional and functional performance, through the identification of an optimal long-term solution.

Approach to Renewals Planning

Renewal will be undertaken using 'low-cost' renewal methods where practical. The aim of 'low-cost' renewals is to restore the service potential or future economic benefits of the asset by renewing the assets at a cost less than replacement cost. In some instances, the replacement cost may exceed the original replacement cost to meet current design and legislative standards.

A number of factors are considered in order to provide a holistic approach to prioritising renewal programs and projects for this AMP. A brief summary of the considerations taken into account are documented below:

- An assessment into legislative and Australian Standard compliance is undertaken, to ensure programs and projects associated with assets not currently meeting statutory or standard requirements are prioritised over programs and projects that already do.
- Asset criticality is undertaken to identify projects with assets that are more critical to ensuring levels of service are maintained.
- Once asset profiling is completed, a risk assessment is undertaken to identify projects with assets that entail higher risk and criticality than others.

- Asset condition and defect information is analysed, with higher priority given to projects that involve assets in condition 4 and 5 (poor condition), over those that are 1 to 3 (good/reasonable condition).
- Project dependency is investigated.

Assets requiring renewal or rehabilitation are identified from various sources such as councillor or community requests, end of life analysis, proactive and reactive asset inspections and Pavement Management System optimisation modelling.

Candidate proposals and projects are inspected to verify need and to develop a preliminary cost estimate. Verified proposals and projects are ranked by priority against the adopted criteria below. The ranked proposals and projects are then included into the capital works program as part of council's budget preparation for consideration.

Sealed Road

The system used in Council to generate the future works programs is the SMEC Pavement Management System (PMS) which incorporates the World Bank's HDM model for performing the investment optimisation functions and generating the road rehabilitation programs for inclusion in annual budgets. The PMS has been in use in Council for around twenty years and the parameters used in its operations are regularly reviewed.

Council's asset register of all sealed road network is split up into ~8,612 manageable sections. These sections or segments are of a length that allows the most efficient and effective management of the road asset – generally from block to block in an urban context or a maximum of 500 metres in rural areas. Each segment is usually homogeneous, with a fixed seal width, pavement type and depth, age and other physical attributes.

The PMS produces predictions for every road segment over its full life cycle. Maintenance and rehabilitation costs are input to allow life cycle costing to be undertaken which produces a long-term program of works with associated costs. The PMS obtains an optimal solution on a network basis using the defined optimisation criteria; i.e. the best alternative is selected from all feasible combinations of alternatives that can be achieved with the constraints set.

In developing the works program, the PMS uses the historic, current and predicted pavement conditions and maintenance costs for each road section and also accommodates a range of scenarios relating to funding and levels of service.

The use of such a systematic approach, consistently applied to road programming means that when changes are required such as through budget constraints or new levels of service, these changes can be reflected in the program as required.

Bridges

Bridge Rehabilitation projects are prioritised in accordance with the recommended timeframe from the proactive inspection reports for remediation of the defects as per Table 28 below. Where there are multiple defects requiring remediation, the project will be prioritised in accordance with the highest ranked individual defect priority.

Table 28 - Renewal Priority Ranking Criteria - Bridges

Priority	Recommended Defect Remediation Timeframe
1	Immediately
2	Within 12 months
3	Within 2 years

Footpath and Kerb & Channel:

The renewal programming criteria for footpaths and kerb & channel are similar. Both assets are proposed to be considered for rehabilitation in response to identified defects meeting the intervention levels or where a positive return on investment can be identified.

Where the remediation of the identified defects requires reconstruction of assets and the extent of the segment/s requiring reconstruction exceeds 20 square metre for footpath and 20 lineal metre for kerb and channel in total, it is proposed that the works be programmed as a rehabilitation project, rather than undertaken as routine maintenance.

In support of meeting financial sustainability targets, it will be necessary to provide a relative priority to the rehabilitation projects. It is proposed that the following three tier prioritisation criteria be applied.

1. Project Identification

The proposed rehabilitation projects are generated from two sources; namely, rectification of defects requiring reconstruction, or an identified lifecycle cost benefit. Priority will be given to those projects that are sourced from identified defects, with cost benefit projects only being undertaken once all defect related projects have been funded.

2. Location of Project

The rehabilitation projects will be further prioritised in accordance with the risk management principles applied in developing the inspection areas and frequencies (see Appendix F). Thus, projects will be undertaken in priority order based on the following locational hierarchy.

1. CBD Primary Commercial, CBD Medical Services, Major Centres
2. Special Uses – Railway Stations
3. Special Uses – School/Educational (Secondary and Tertiary Institutions)
4. Special Uses – School/Educational (Primary Institutions)
5. Local Retail and Commercial (Local Neighbourhood Shopping)
6. All Other Areas

3. Magnitude of Lifecycle Cost Benefit

Finally, if in any given program year, financial sustainability constraints allow some, but not all, projects within a source/location category to be undertaken, a relative priority within the category will be assigned. This relative priority will be based on the magnitude of the lifecycle cost savings anticipated to be achieved by undertaking the project. That is, projects within the same source/location category will be undertaken in the order of highest to lowest anticipated cost benefit as per Table 29 below.

Table 29 - Footpath and Kerb & Channel Project Prioritisation Matrix

Priority	Source	Location	Cost Benefit
1	Defect	CBD, Major Centres	Descending Order
2	Defect	Railway Stations	Descending Order
3	Defect	Secondary and Tertiary Institutions	Descending Order
4	Defect	Primary Institutions	Descending Order
5	Defect	Local Retail and Commercial	Descending Order
6	Defect	All Other Areas	Descending Order
7	Lifecycle Cost	CBD, Major Centres	Descending Order
8	Lifecycle Cost	Railway Stations	Descending Order
9	Lifecycle Cost	Secondary and Tertiary Institutions	Descending Order
10	Lifecycle Cost	Primary Institutions	Descending Order
11	Lifecycle Cost	Local Retail and Commercial	Descending Order
12	Lifecycle Cost	All Other Areas	Descending Order

Street Furniture

Street Furniture is a collective term that refers to items installed in the road reserve for various purposes (e.g. guardrail, retaining walls, bollards, lights, signs, benches, etc.).

Street furniture rehabilitation projects are identified in response to issues that may pose a risk to council and/or impair the safe and effective functioning of the site.

Street furniture rehabilitation projects are prioritised in accordance with Table 30 below. The flashing school zone signs, pavement markings, traffic signage and guardrails are considered the highest priority, being required for the ongoing operability of that network and consequent safety of the corresponding road sections.

All other projects are prioritised according to the road hierarchy, except traffic signals. Traffic signals are prioritised in accordance with traffic volumes, being the Annual Average Daily Traffic (AADT) as recorded PMS. These volumes are a combination of actual traffic counts (where available) and extrapolations from the nearest actual counts where they are not available for the signalised intersections in question. Higher priority is given to higher volume intersections.

Table 30 - Street Furniture Rehabilitation Prioritisation Criteria

Priority	Criteria
1	Flashing School Zone Signs, Pavement Markings, Traffic Signage, Guardrails.
2	Arterial
3	Sub-Arterial
4	Major Collector
5	Minor Collector
6	Local

Renewal Standards

Renewal work is carried out in accordance with the relevant engineering industry standards.

Summary of Future Renewal Expenditure

Current modelling results from SMEC indicate that renewal funding should be between $36 million - $66 million for at least the next 10 years. This is based on the averaged overall general trend of various scenarios run this year

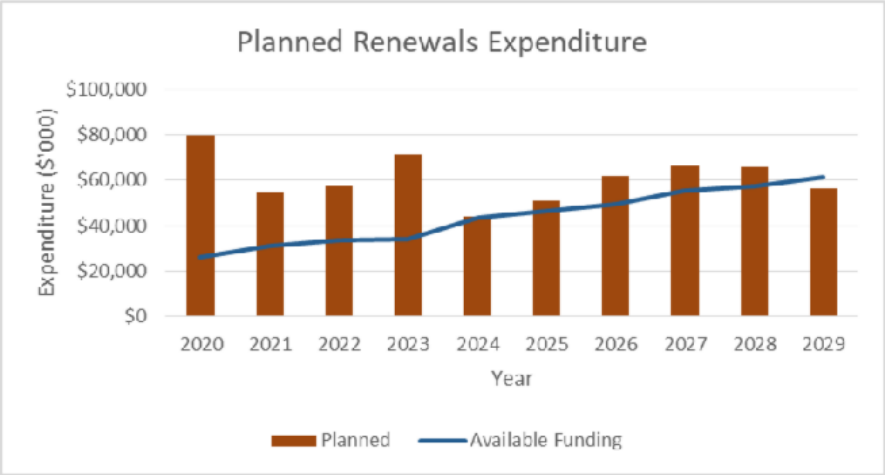


Figure 22 - Planned Renewal Expenditure – Roads and Transport Network

In some instances, assets identified for renewal will not be included in the capital works program thus resulting in it being deferred for reprioritisation in the following financial year.

Renewal expenditure is funded from council's capital works budget and grants where available.

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

Comparative analysis of renewals forecasts

The program generated by the PMS was compared to the asset records using 3 different approaches as follows:

Depreciation Renewals

This is a 'top down' approach that uses the depreciation or 'consumption' rate as a guide to how much Council should be investing in renewals to effectively maintain the assets. This is calculated from the financial register using valuation data. This does not necessarily reflect the technical condition of the assets or the potential impact on the life of the asset due to changes in maintenance and operational practices.

Condition Renewals

This is a more rigorous 'bottom up' approach that uses the condition of each asset and develops a renewal program on timely investment of expenditure to renew the asset at the end of its life. The forecast renewal expenditure is then more representative of when the expenditure is required.

Planned Renewals

Council's planned renewal expenditure included in the 10-year CAPEX program.

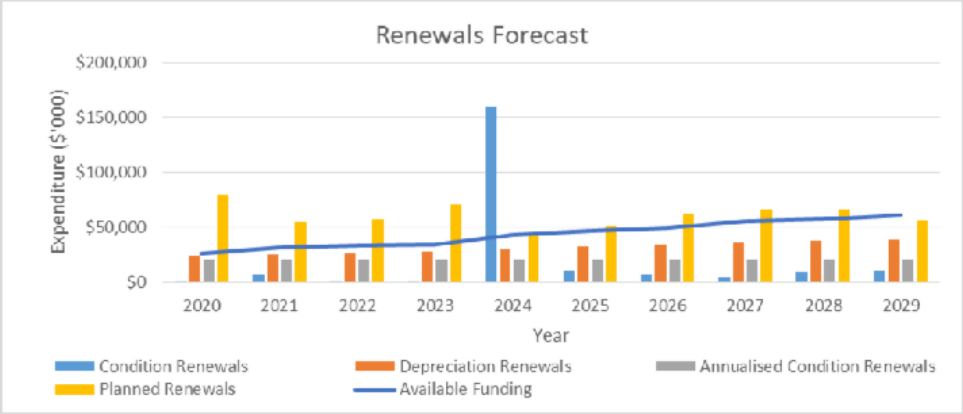


Figure 23 - Renewal Forecasts

The comparative expenditure levels shown in Figure 23 - Renewal Forecasts are summarised in

Renewal Method	10-year Expenditure Forecast ($'000)
Depreciation	$311,259
Condition	$209,458
Planned	$608,184

The depreciation and Condition (end of life) renewal forecasts are based on the financial data supplemented by the condition data from SMEC. Roads have been componentised in financial and technical registers. Bridges componentised in technical register only with all other transport assets being treated as a complete item.

In addition, the planned works for roads infrastructure are modelled using unlimited funding which assumes that all preventative renewals will be undertaken at the optimum time to preserve the life in the pavement.

This optimised intervention minimises the lifecycle cost but when considered in isolation appears excessive. This option has forecast expenditure on the roads network at an average of ~$20.9m per annum or ~$209m over the 10-year program.

The condition data available in SMEC needs to be included in the finance system and used to develop realistic remaining lives and depreciation schedules.

The 2024-year shows ~$161m is required for condition renewals, this has been created by adding 5 years of life to every asset nearing or reaching its end of life. Such practices result in increased renewal backlogs, reduced service levels, increased maintenance costs and poor financial modelling.

The works program generated from SMEC is the most reliable renewal program, however the level of funding in years 3 to 10 needs to be reviewed annually against available funding, the depreciation model, and the run to failure condition model.

Creation / Acquisition / Upgrade Plan

New works are those works that create a new asset that did not previously exist, or works which upgrade or improve an existing asset beyond its existing capacity. They may result from growth, social or environmental needs. Assets may also be acquired at no cost to council from land development. These contributed assets are considered in this AMP.

Provide a brief summary of the considerations taken into account when prioritising new/upgrade Projects. The discussion may include some example criteria as documented below:

- New/upgrade projects that involved legislative drivers were prioritised over others that did not, to ensure compliance with statutory requirements.
- Once the legislation assessment was completed, projects were assessed against alignment with approved Council plans, policies, and strategies. This was essential to ensure projects were not being developed outside the scope of strategic Council documents.
- A risk assessment was undertaken, to identify projects with higher risk. This was necessary to identify the consequences and impacts if projects were not undertaken. Projects identified as higher risk were prioritised over those with a lower risk.
- An assessment of community growth and demand based on technical levels of service on services within the Council area was undertaken. This highlighted that projects associated with growth areas such as the northern growth corridor warranted being prioritised over those not located in such an area.
- For projects concerning the upgrade of existing assets, these were given priority over new assets in order to maximise / enhance existing infrastructure before investing in new, additional assets
- Include evidence of a value management approach taking into consideration the Whole of Life costs of each project

Selection Criteria

New assets and the upgrade / expansion of existing assets are identified from a range of sources including, but not limited to, councillor or community requests, proposals identified by strategic plans and / or partnerships with other organisations. Table 31 provides an overview, by asset type, of the method and / or criteria for identification and selection of new works projects in the future capital works program.

Table 31 - New Works Planning Methods / Criteria

Asset Type	Method / Criteria for Identification / Selection
Vehicular Bridges	In accordance with Strategic and Priority Infrastructure Plans.
Pedestrian Bridges	In accordance with Strategic and Priority Infrastructure Plans.
Unsealed Roads	Demand for rural access to new dwellings.
Sealed Roads	In accordance with Strategic and Priority Infrastructure Plans.
Kerb & Channel	New kerb and channel projects are funded in the annual capital portfolio and grouped together in the 'kerb and channel sub-program'. As part of the 2012-2013 financial year budget development process, council made the strategic decision to accelerate the construction of kerb and channel across the city by taking a longer term focus of increasing funds allocated to the kerb and channel sub-program over and above historical investment levels. This initiative is colloquially referred to as the 'Accelerated kerb and channel sub-program'.
Guardrail	Identified need as a result of safety audits.
Retaining Walls	Identified need as a result of safety audits.
Other Furniture	Identified need as a result of safety audits and community requests.
Traffic Signals	Traffic flow / capacity demands and / or safety considerations.
Traffic Signs	Safety / traffic management needs.
Traffic Islands	Safety / traffic management needs.
Bus Shelters	Changes in public transport patterns.
Parking Meters	Traffic management needs.
Footpaths / Bikeways	In accordance with Strategic and Priority Infrastructure Plans and identified as a result of community requests.

Standards and Specifications

New works are carried out in accordance with the relevant design and construction standards, Main Roads specifications and approved construction plans which are available upon request.

Figure 24 provides an overview of future planned upgrade and new assets expenditure in accordance with the current 10-year forward plan.

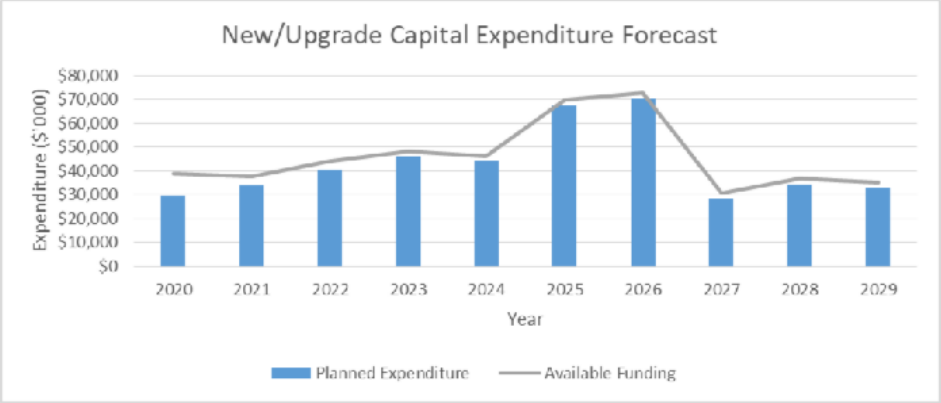


Figure 24 - Planned New Works / Upgrade Expenditure – Roads and Transport Network

New assets are to be funded from council's capital works program and grants where available.

This section is to be based on new or upgrade planning and include the upgrade component of any renewal projects.

Disposal / Rationalisation

Review of the configuration, type and location of assets and the service delivery process relevant to the activity, when an asset becomes uneconomical to maintain or rehabilitate, or is no longer required.

Disposals and Transfers

There is currently no information regarding any assets that may have been disposed of. It has been assumed that all assets on the register are in use

Disposals Program

There have been no assets identified for disposal however some asset recorded in the asset register no longer exist, therefore a disposal plan will need to be developed once the asset data issues have been addressed.

Forecast Expenditure

Financial Summary

The forecast expenditure to deliver the planned new/upgrade program, the condition renewal plan and sustain the current level of operations and maintenance is outlined in Table 32. This gives a 10-year total of ~$1,184.9m.

Table 32 - 10 Year Forecast Expenditure

Financial Year Ending	Risk Treatment	New / Upgrade ($'000)	Operations ($'000)	Maintenance ($'000)	Planned Renewals ($'000)	Total ($'000)
2020	$0	$39,079	$741	$7,982	$79,786	$127,588
2021	$0	$37,603	$786	$8,464	$54,759	$101,612
2022	$0	$44,318	$834	$8,977	$57,293	$111,422
2023	$0	$48,494	$885	$9,523	$71,131	$130,032
2024	$0	$46,488	$938	$10,102	$43,876	$101,405
2025	$0	$69,944	$996	$10,719	$50,802	$132,460
2026	$0	$72,717	$1,057	$11,373	$61,848	$146,995
2027	$0	$30,680	$1,121	$12,069	$66,178	$110,049
2028	$0	$36,851	$1,190	$12,809	$66,029	$116,878
2029	$0	$35,149	$1,263	$13,595	$56,483	$106,490
Total	**$0**	**$461,323**	**$9,811**	**$105,613**	**$608,184**	**$1,184,931**

The renewals expenditure forecast is based on the planned renewals expenditure.

The estimated available funding forecast from previous financial statements is outlined in Table 26. This gives a 10-year total of $1,049.34m.

The comparison of the projected 10-year expenditure and the funding included in the LTFF can be seen in Figure 25.

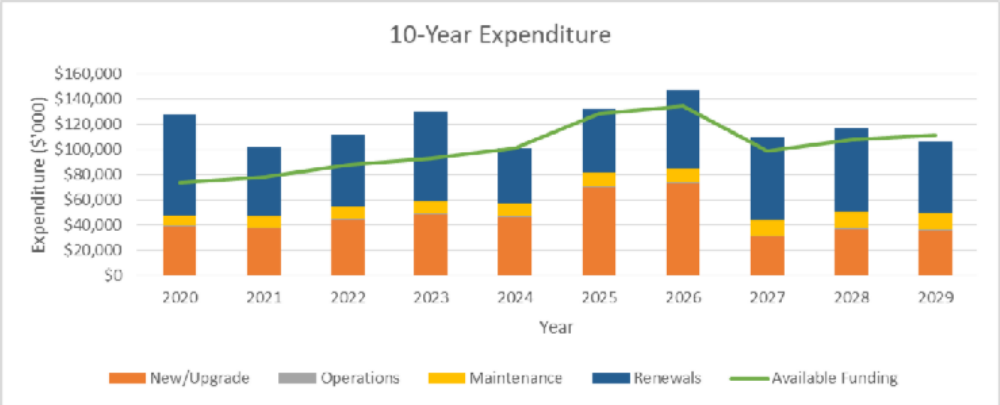


Figure 25 - Expenditure Forecast

The cumulative gap between the funding and expenditure results in a financial gap of ~$169.7m at the end of the 10-year period. This can be seen in Figure 26.

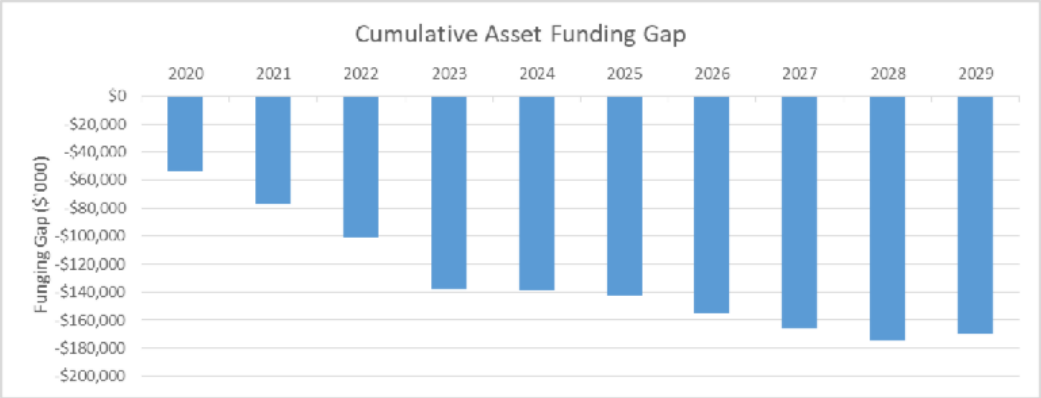


Figure 26 - Funding Gap

Key Assumptions in Financial Forecasts

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

Key elements of the financial forecasts (asset values, depreciable amounts, useful lives, asset condition and consumption) have been derived from the recent asset valuations and the FAR as at 3 July 2019. It is currently assumed that the planned renewal expenditure provides a better indication of requirements, being based on considerable 'on the ground' experience and information.

The valuation report described above utilised available condition assessment information (verified by sample visual condition assessments) with a corresponding assessment of both the phase and rate of asset consumption. It is anticipated that future enhancements in the determination and utilisation of asset condition information may result in revisions to depreciable amounts and estimated remaining useful lives. Such revisions would alter the scale and timing of projected renewal expenditure.

Planned maintenance and renewal expenditures are based on assumed / inferred levels of service for the roads and transport network resulting from experience to date in providing these services

to the community. Future anticipated community engagement may result in adjustments to the desired levels of service and thus impact upon future financial forecasts.

Forecasts of growth in physical assets are based on currently available assumptions in population or dwelling projections and related sequencing. Further, to enhance consistency with existing planning instruments, the forecasts have been derived from the 2019-2020 financial year council's LTFF assumptions and capital works program. The future forecast used in this AMP has been refined to reflect the actual growth rates and realistic infrastructure growth from development applications and activities, hence the forecast may not align completely with the published LGIP projections. As such, any future revisions to these assumptions and underlying projections or sequencing will impact the financial forecasts of this AMP.

It is anticipated that the accuracy of financial forecasts may be improved in future revisions of the AMP by ongoing review and refinement of the following actions:

- depreciable amounts and depreciation methodologies
- asset useful lives and consumption
- annual capital and operational budget
- condition assessment methodologies and ratings
- desired levels of service
  growth factors and estimates.

Asset Values

The valuation is based on:

- a review of the asset register
- unit rates from construction costs and published rates
- condition assessments to determine remaining useful life.

Table 33 - Asset Valuations

Asset Class	Replacement Cost ($'000)	Accumulated Depreciation ($'000)	Fair Value ($'000)
Transport Assets	1,329,980	378,551	951,429

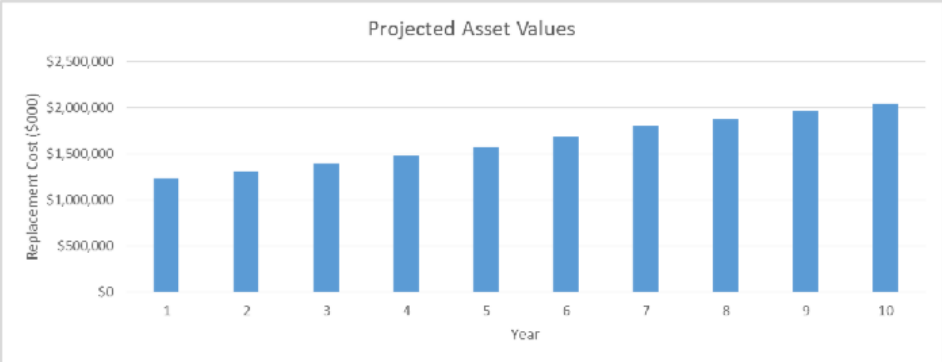


Figure 27 - Asset Valuation Forecast

Asset values are forecast to increase with the new/upgrade works and contributed assets from the development industry. Figure 27 shows the projected asset values over the planning period. The associated movement in the depreciation expense can be seen in Figure 28.

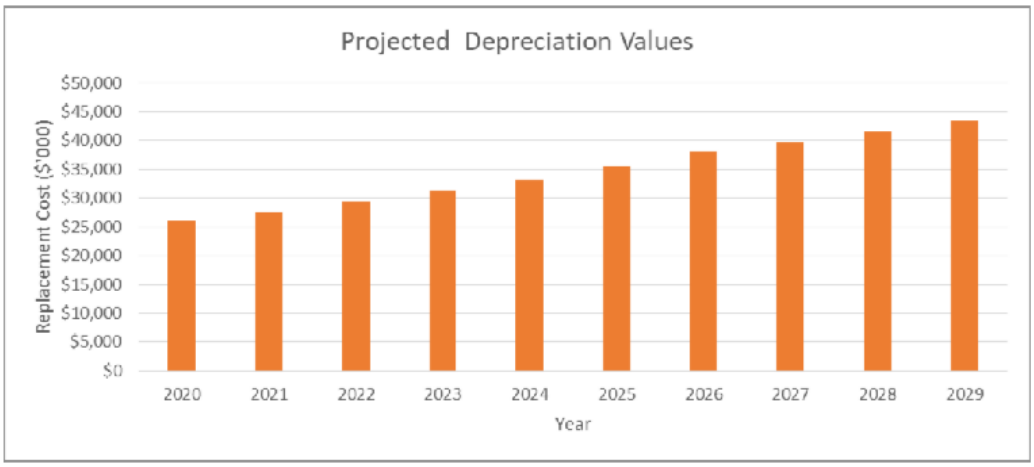


Figure 28 - Projected Depreciation Expense

The value of the depreciated assets will vary over the planning period depending on the rates of addition of new assets, disposal of old assets and consumption and renewal of existing assets. The projected value of the depreciated assets is expected to increase as the expenditure on renewals is more than the depreciation rate, this can be seen in Figure 29.

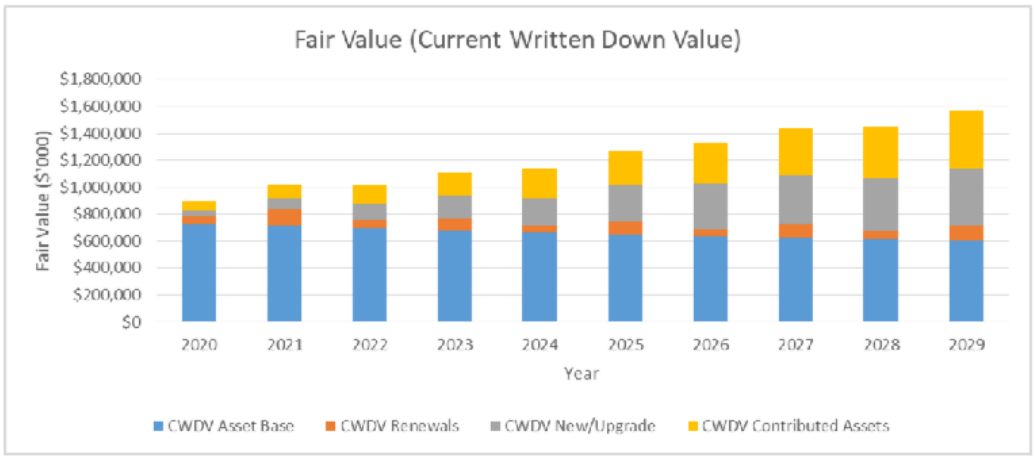


Figure 29 - Projected Value of Depreciated Assets

Performance Ratios and Sustainability

The 'financial sustainability' outputs are provided to demonstrate the trends that the currently anticipated expenditure will have on key measures. Capital Expenditure for 2018-19 is shown in Table 34.

Table 34 - Capital Expenditure 2018-19

Year	Capital Renewal Expenditure ($'000)	Capital New/Upgrade Expenditure ($'000)	Total Capital Expenditure ($'000)
2018-2019	*$25,706	*$30,112	*$55,819

*Please note. This is based on the 2018-2019 financial year approved budget.

Consumption Ratio

The consumption ratio provides a measure of the percentage of the asset base consumed to date and an indication of how fast the assets are being consumed each year and whether investment may require adjustment.

FORMULA Written down value of assets/ Gross current renewal costs	IN OTHER WORDS The current value of the assets divided by What it would cost to renew them
TARGET improvement over time (40% - 80%)	Council = 64.83%

Table 35 - Annual Asset Consumption

Annual Asset Consumption (Depreciation/Depreciable Amount)	2.18%

The Annual Asset Renewal Ratio provides a measure of the rate of investment in renewals and can be an indication of surpluses or shortfalls in expenditure relative to asset age and rates of deterioration.

Table 36 - Annual Asset Renewal

Annual Asset Renewal (Capital Renewal Expenditure/Depreciable Amount)	2.29%

The Annual New & Upgrade ratio provides an indication of the rate of growth of the asset base.

Table 37 - Annual New & Upgrade Ratio

Annual New/Upgrade (Capital New & Upgrade / Depreciable Amount)	2.76%

Service Levels Sustainability Ratio

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

Long term - Life Cycle Cost

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

Life cycle costs can be compared to life cycle expenditure to give an indicator of sustainability in service provision. Life cycle expenditure includes maintenance plus capital renewal expenditure. Life cycle expenditure will vary depending on the timing of asset renewals.

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

Medium term – 5-year and 10-year financial planning period

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

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

Knowing the extent and timing of any required increase in outlays and the service consequences if funding is not available will assist council in providing services to their communities in a financially sustainable manner.

Generally, the condition renewals program is used in the determination of the sustainability ratios, however due to the confidence issues in the quality of the condition data and remaining life estimates the ratios have been based on the planned renewal expenditure estimates.

Future iterations of this plan will use the condition renewals once the data confidence issues are addressed.

The service sustainability indicators are:

FORMULA Life Cycle Costs (Ops, Maint, Renewal) Funding Allocation	IN OTHER WORDS Average annual ops, maint, and renewal costs Average allocated funding
TARGET A percentage greater than 90%	Council 5-year = 100% 10-year = 170% Whole of Life = 154%

Table 38 - Sustainability

	Condition Based 5 Year Financial Planning Period ($'000)	Condition Based 10 Year Financial Planning Period ($'000)	Condition Based Annualised Whole of Life Costs ($'000)
Forecast Expenditure	$217,766	$324,882	$35,940
Forecast Budget	$217,673	$553,860	$55,386
Funding Surplus	-$92	$228,978	$19,455
Funding Ratio	1.00	1.7	1.54

	Planned Works 5 Year Financial Planning Period ($'000)	Planned Works 10 Year Financial Planning Period ($'000)
Forecast Expenditure	$356,076	$723,608
Forecast Budget	$217,673	$553,860
Funding Surplus	-$138,402	-$169,747
Funding Ratio	0.61	0.77

The funding ratios seen in Table 38 indicate that based on the target funding ratio of 0.9 or 90% of the depreciation amount, council planned work is outside the 90% sustainability target over the 10 year period. It is also below the target over the 5 year period due to backlog of works. The inclusion of refined asset condition data will be included in the next generation of the AMP. As an output of the condition data review for roads, a review of the intervention levels will be conducted based on this data to achieve the optimal level of treatment. This will refine the expenditure requirements and refine the funding gap. The level of planned works has been set based on reducing the current backlog of renewal works over the next 10-years while also addressing new renewal works. Once the backlog has been addressed the planned funding can be reduced to meet annual renewal programs.

Plan Improvement

Performance Measures

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

- The degree to which the required cash flows identified in the development of the final plan are incorporated into the LTFF .
- The degree to which 1-5 year detailed works programs, budgets, business plans and organisational structures take into account the 'global' works program trends provided by the AMP.
- The degree to which the existing and projected service levels and service consequences (what we cannot do), risks and residual risks are incorporated into the council's Strategic Plan associated plans.
- The Asset Renewal Funding Ratio achieving the target of 1.0.

Monitoring and Review Procedures

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

Improvement Plan

In preparation of the RTAMP, a range of opportunities for improvement to asset management information, systems and processes have been identified and are outlined in Asset Improvement Plan below.

Table 39 - Improvement Plan

Task No.	Task	Responsibility	Resources Required	Timeline
1	Determine a criticality ranking for all Roads and Transport asset types, to be utilised in the prioritised allocation of resources to advanced asset management planning (including all other tasks identified in the Improvement Plan).	Asset Management	In house + External contractor/s	Ongoing
2	Review and refine the description of projects within the capital works program to enhance alignment with renewal / upgrade categorisations.	Asset Management	In house	Ongoing
3	Review and refine the analysis of Service Request data, to provide enhanced information in support of defining / measuring customer levels of service by asset type.	Asset Management	In house	Ongoing
4	Establish information confidence level measures for all asset types and establish an appropriate continuous improvement program in accordance with asset criticality rankings.	Asset Management	In house	Ongoing
5	Systematically review and document the current status of information, system and process requirements by asset type.	Asset Management	In house	Ongoing
6	Identify and undertake amendments to physical asset register data structures and records to rectify identified anomalies and progress advanced asset management information requirements.	Asset Management	In house	Ongoing
7	Identify and undertake enhancements to the availability and configuration of corporate / line-of-business applications to progress advanced asset management system requirements.	Asset Management	In house + Software / Hardware	Ongoing
8	Develop an appropriate methodology for, and undertake, asset-specific research on desired levels of service for Roads and Transport assets.	Asset Management	In house + Research / Engagement Consultant	Ongoing
10	Review and refine asset condition assessment methodologies and ratings.	Asset Management	In house	Ongoing
11	Review and refine asset depreciable amounts, useful lives and consumption patterns.	Asset Management	In house	Ongoing
12	Review and refine growth factors, estimates and sequencing.	Asset Management	In house	Ongoing
13	Review and enhance routine inspection, defect logging and maintenance processes in response to asset risk assessments.	Asset Management	In house	Ongoing
14	Prepare 'advanced' asset management plans for Roads and Transport asset groups / types.	Asset Management	In house	Ongoing
15	Review and enhance Roads and Transport as-constructed processes to support the ongoing currency and completeness of infrastructure asset information.	Asset Management	In house	Ongoing

Task No.	Task	Responsibility	Resources Required	Timeline
16	Monitor and respond to backlogs in asset information processing to ensure the ongoing currency and completeness of infrastructure asset information.	Asset Management	In house	Ongoing
17	Establish proactive routine inspection program for bridges, major culverts and boardwalks	Asset Management	In house + External contractor/s	Ongoing
18	Investigate the benefits of procuring a suitable bridge and culvert asset management system	Asset Management	In house + External contractor/s	Ongoing

Summary of Findings

Risk Identification

Identified service delivery and public safety risks are being mitigated in the current budget submissions and funding. No additional risk funding has been identified, however this may change as the asset data and the AMPs maturity.

Asset Data

The financial asset register (FAR) is current as at 3 July 2019 and may include contributed assets from the development industry for which no "as-constructed" details have been received, therefore these assets have not been included in the physical asset register (PAR) or included in the PAR with incomplete information. In addition, landscaping has been recognised in the FAR but not in the PAR.

The physical asset information is based on the PAR and has been updated as the "as-constructed" details become available.

Currently Council's records show that the general transport assets condition is as follows:

Percentage of Transport Assets in Very Poor Condition	3.89%	~$43.56m
Percentage of Transport Assets in Poor Condition	13.14%	~$147.35m
Total of poor and very poor transport assets	17.03%	~$190.91m

This suggests that ~17% or ~$190.91m of the transport assets are significantly deteriorated, failing or have failed.

Current condition of the roads and transport assets are being monitored via proactive inspections and assets which met intervention levels and rehabilitation threshold are included in the capital program. In addition to the proactive inspections, council also uses SMEC Pavement Management System to generate sealed road capital program which incorporates the World Bank's HDM model for performing the investment optimisation functions.

The inclusion of the asset conditions in the physical asset registers has been highlighted in the improvement plan and a summary of status will be made available in the future version of the AMP.

Maintenance

In recent times, annual roads and transport maintenance budgets have been increasing in line with estimated growth and price indices, however, it is anticipated that future budgets will be determined on the basis of physical asset stock, defined service levels and calculated unit rates. Council is currently fully funding all its required maintenance. Additional work in the form of an activity-based budget review is required to determine if the current activities meet councils desired service levels.

Renewal

The remaining useful life data from the finance system indicates that there is no backlog of renewal works and $162.7M of renewals will be required in the next 5 years. However, this is a result of the extension of remaining lives to assets which have reached or about to reach end of theoretical life but are still in service during the recent asset valuation. It occurs as the remaining useful life used in this AMP is based mainly on age (apart from sealed road) rather than conditions from inspections. Hence, a spike of condition renewal forecast in 2024. The works program generated from SMEC is the most reliable renewal program for sealed road, however the level of funding in years 3 to 10 needs to be reviewed annually against available funding, the depreciation model, and the run to failure condition model.

New/Upgrade

Total available funding for new/upgrade works over the 10-year period is ~$461m, which is sufficient to fund the new/upgrade works. However, the level of funding would need to be reviewed annually to avoid shortfall and ensure sustainably deliver the transport infrastructure.

Financial

The 10-year expenditure forecast for the delivery of services is ~1,184.9m. The available funding in the LTFF is ~$1,015m, a shortfall of ~$169.7m. Therefore, there is insufficient funding to sustainably deliver all the transport infrastructure and projects identified in the 10 year capital program. The inclusion of refined asset condition data will be included in the next generation of the AMP. As an output of the condition data for roads, a review of the intervention levels will be conducted based on this data to achieve the optimal level of treatment. This will refine the expenditure requirements and refine the funding gap.

Ratios

The funding ratios reinforce that there is a shortfall of funding in the LTFF to maintain council's current service levels for the next 10 years.

Plan Improvements

In preparation of this AMP, a range of opportunities for improvement to asset management information, systems and processes have been identified and are outlined in the Improvement Plan.

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Appendix A - ASSET MANAGEMENT PRACTICES

Accounting / Financial Systems

Council utilises the Oracle eBusiness suite of financial systems in support of its accounting and financial reporting requirements. Council maintains a general ledger and project accounting ledger within Oracle.

General Ledger

The General Ledger (GL) is Council's key financial register of transactions for operational and capital activities. Its main function is to capture sufficient detail in order for Council to build a Statement of Comprehensive Income (i.e. Profit or Loss) and Statement of Financial Position (i.e. Balance Sheet of assets and liabilities). It also allows for budgeting for key expenses and revenues for a period.

Project Accounting Ledger

The Project Accounting (PA) module of Oracle allows Council to dissect financial transactions in greater detail across different functions and organisations within Council. Project Accounting allows estimates of pieces of work to be captured by project and tasks associated with the project.

Asset Management Systems

Summary of Asset Systems

Council utilises a range of systems in support of the asset management process, a brief overview of which is provided below.

- The **Fixed Asset Register (FAR)** is Council's financial record of the current valuations and depreciation characteristics for its infrastructure assets (see also Section 7.1. Accounting / Financial Systems).
- **Oracle Spatial** is a database containing the registers of all infrastructure assets, their location and their physical attributes (e.g., size, age, material, composition, etc.).
- **Mobile Form Manager and Mobile Form** is the asset / works management system which supports the issuing work activities, scheduling and assignment of resources to work, recording of work metrics / quality information, and recording of asset condition data. It also provides a range of asset-based reporting functions and is linked by asset number to the physical asset register in Oracle Spatial.
- **MapInfo** is the Geographic Information System (GIS) interface to the physical asset registers in Oracle Spatial for asset data maintenance and updates.
- **iKnow** is the Corporate Geographic Information System (GIS) interface to the physical asset registers in Oracle Spatial for accessing asset information.
- **DATS** is a job management system for asset data management and update of the physical asset registers.
- **SMEC Pavement Management System (PMS)** analyses pavement condition information and generates recommended works programs based on predictive modelling of future road seal and pavement deterioration, together with optimised treatment options and funding availability.

Links to Financial Systems

The Fixed Asset Register (FAR) does not have a one-to-one relationship with the Oracle Spatial physical asset registers. The physical asset registers hold all the detailed attributes and can be readily aligned to a smaller number of aggregated records within the financial asset register, while still retaining all necessary financial reporting capabilities. Financial recognition of new assets is done independently but in coordination with the 'as constructed' process and is processed at a higher level (generally asset group). The assets of the drainage and flood mitigation network are formally valued by qualified asset valuer every 5 year. It is understood that the intervening revaluations will be achieved by the indexation of values by asset group in the FAR.

Accountabilities and Responsibilities for Systems

The Information and Communications Technology Branch of Council's Finance and Corporate Services Department is currently responsible for the maintenance and support of all corporate systems, under Service Level Agreements with the relevant departments. Further, the Spatial Team of WPR is currently responsible for the maintenance and update of physical asset registers in Oracle Spatial.

Information Flow Requirements and Processes

The key information flows into this asset management plan are:

- The asset register data on size, age, value, remaining life of the network;
- Financial parameters from the FAR;
- The unit rates for categories of work/material;
- The adopted service levels;
- Condition and asset information from SMEC Pavement Management System;
- Projections of various factors affecting future demand for services;
- Correlations between maintenance and renewal, including decay models and assumptions;
- Legislative and regulatory requirements from associated instruments;
- Data on new assets acquired by council.

The key information flows from this asset management plan are:

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

Appendix B – 10 Year Planned Capital Program

Please note. The 10 year Capital Program is currently being reviewed. The draft program included in this AMP is to provide a point in time assessment and forecast.

Asset Class	Project Name	Details	Expenditure Type	Expenditure ($'000)										
				2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Total
Road	Sealed Rd Rehab	Spray seal and reconstruction	Renewal	66,045	-	-	-	-	-	-	-	-	-	66,045
Road	Sealed Rd Rehab	Spray seal and reconstruction	Renewal	-	42,877	-	-	-	-	-	-	-	-	42,877
Road	Sealed Rd Rehab	Spray seal and reconstruction	Renewal	-	-	46,402	-	-	-	-	-	-	-	46,402
Road	Sealed Rd Rehab	Spray seal and reconstruction	Renewal	-	-	-	56,726	-	-	-	-	-	-	56,726
Road	Sealed Rd Rehab	Spray seal and reconstruction	Renewal	-	-	-	-	33,259	-	-	-	-	-	33,259
Road	Sealed Rd Rehab	Spray seal and reconstruction	Renewal	-	-	-	-	-	39,206	-	-	-	-	39,206
Road	Sealed Rd Rehab	Spray seal and reconstruction	Renewal	-	-	-	-	-	-	50,134	-	-	-	50,134
Road	Sealed Rd Rehab	Spray seal and reconstruction	Renewal	-	-	-	-	-	-	-	49,995	-	-	49,995
Road	Sealed Rd Rehab	Spray seal and reconstruction	Renewal	-	-	-	-	-	-	-	-	53,110	-	53,110
Road	Sealed Rd Rehab	Spray seal and reconstruction	Renewal	-	-	-	-	-	-	-	-	-	43,187	46,079
Pathway Network	Footpath Rehab	Repair and reconstruction	Renewal	819	-	-	-	-	-	-	-	-	-	819
Pathway Network	Footpath Rehab	Repair and reconstruction	Renewal	-	928	-	-	-	-	-	-	-	-	928
Pathway Network	Footpath Rehab	Repair and reconstruction	Renewal	-	-	520	-	-	-	-	-	-	-	520
Pathway Network	Footpath Rehab	Repair and reconstruction	Renewal	-	-	-	759	-	-	-	-	-	-	759
Pathway Network	Footpath Rehab	Repair and reconstruction	Renewal	-	-	-	-	545	-	-	-	-	-	545
Pathway Network	Footpath Rehab	Repair and reconstruction	Renewal	-	-	-	-	-	555	-	-	-	-	555

Asset Class	Project Name	Details	Expenditure Type	Expenditure ($'000)										
				2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Total
Pathway Network	Footpath Rehab	Repair and reconstruction	Renewal	-	-	-	-	-	-	565	-	-	-	565
Pathway Network	Footpath Rehab	Repair and reconstruction	Renewal	-	-	-	-	-	-	-	3,090	-	-	3,090
Pathway Network	Footpath Rehab	Repair and reconstruction	Renewal	-	-	-	-	-	-	-	-	1,012	-	1,012
Pathway Network	Footpath Rehab	Repair and reconstruction	Renewal	-	-	-	-	-	-	-	-	-	610	610
Traffic Facilities	Traffic Facilities Rehab	Repair and replacement	Renewal	2,101	-	-	-	-	-	-	-	-	-	2,101
Traffic Facilities	Traffic Facilities Rehab	Repair and replacement	Renewal	-	3,405	-	-	-	-	-	-	-	-	3,405
Traffic Facilities	Traffic Facilities Rehab	Repair and replacement	Renewal	-	-	2,872	-	-	-	-	-	-	-	2,872
Traffic Facilities	Traffic Facilities Rehab	Repair and replacement	Renewal	-	-	-	2,963	-	-	-	-	-	-	2,963
Traffic Facilities	Traffic Facilities Rehab	Repair and replacement	Renewal	-	-	-	-	2,180	-	-	-	-	-	2,180
Traffic Facilities	Traffic Facilities Rehab	Repair and replacement	Renewal	-	-	-	-	-	2,220	-	-	-	-	2,220
Traffic Facilities	Traffic Facilities Rehab	Repair and replacement	Renewal	-	-	-	-	-	-	2,401	-	-	-	2,401
Traffic Facilities	Traffic Facilities Rehab	Repair and replacement	Renewal	-	-	-	-	-	-	-	2,465	-	-	2,465
Traffic Facilities	Traffic Facilities Rehab	Repair and replacement	Renewal	-	-	-	-	-	-	-	-	2,529	-	2,529
Traffic Facilities	Traffic Facilities Rehab	Repair and replacement	Renewal	-	-	-	-	-	-	-	-	-	2,593	2,593
Gravel Road	Gravel Road Rehab	Gravel resheeting and road drainage upgrade	Renewal	2,300	-	-	-	-	-	-	-	-	-	2,300
Gravel Road	Gravel Road Rehab	Gravel resheeting and road drainage upgrade	Renewal	-	2,397	-	-	-	-	-	-	-	-	2,397
Gravel Road	Gravel Road Rehab	Gravel resheeting and road drainage upgrade	Renewal	-	-	2,288	-	-	-	-	-	-	-	2,288
Gravel Road	Gravel Road Rehab	Gravel resheeting and road drainage upgrade	Renewal	-	-	-	2,332	-	-	-	-	-	-	2,332
Gravel Road	Gravel Road Rehab	Gravel resheeting and road drainage upgrade	Renewal	-	-	-	-	2,398	-	-	-	-	-	2,398
Gravel Road	Gravel Road Rehab	Gravel resheeting and road drainage upgrade	Renewal	-	-	-	-	-	2,442	-	-	-	-	2,442
Gravel Road	Gravel Road Rehab	Gravel resheeting and road drainage upgrade	Renewal	-	-	-	-	-	-	2,486	-	-	-	2,486
Gravel Road	Gravel Road Rehab	Gravel resheeting and road drainage upgrade	Renewal	-	-	-	-	-	-	-	2,552	-	-	2,552
Gravel Road	Gravel Road Rehab	Gravel resheeting and road drainage upgrade	Renewal	-	-	-	-	-	-	-	-	2,618	-	2,618

Asset Class	Project Name	Details	Expenditure Type	Expenditure ($'000)										
				2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Total
Gravel Road	Gravel Road Rehab	Gravel resheeting and road drainage upgrade	Renewal	-	-	-	-	-	-	-	-	-	2,684	2,684
Bridge and Culvert	Bridge and Culvert Rehab	Repair and replacement	Renewal	1,994	-	-	-	-	-	-	-	-	-	1,994
Bridge and Culvert	Bridge and Culvert Rehab	Repair and replacement	Renewal	-	1,142	-	-	-	-	-	-	-	-	1,142
Bridge and Culvert	Bridge and Culvert Rehab	Repair and replacement	Renewal	-	-	4,160	-	-	-	-	-	-	-	4,160
Bridge and Culvert	Bridge and Culvert Rehab	Repair and replacement	Renewal	-	-	-	3,207	-	-	-	-	-	-	3,207
Bridge and Culvert	Bridge and Culvert Rehab	Repair and replacement	Renewal	-	-	-	-	3,406	-	-	-	-	-	3,406
Bridge and Culvert	Bridge and Culvert Rehab	Repair and replacement	Renewal	-	-	-	-	-	4,129	-	-	-	-	4,129
Bridge and Culvert	Bridge and Culvert Rehab	Repair and replacement	Renewal	-	-	-	-	-	-	3,955	-	-	-	3,955
Bridge and Culvert	Bridge and Culvert Rehab	Repair and replacement	Renewal	-	-	-	-	-	-	-	4,060	-	-	4,060
Bridge and Culvert	Bridge and Culvert Rehab	Repair and replacement	Renewal	-	-	-	-	-	-	-	-	4,403	-	4,403
Bridge and Culvert	Bridge and Culvert Rehab	Repair and replacement	Renewal	-	-	-	-	-	-	-	-	-	5,009	5,009
Kerb and Channel	Kerb and Channel Rehab	Repair and replacement	Renewal	370	-	-	-	-	-	-	-	-	-	370
Kerb and Channel	Kerb and Channel Rehab	Repair and replacement	Renewal	-	2,253	-	-	-	-	-	-	-	-	2,253
Kerb and Channel	Kerb and Channel Rehab	Repair and replacement	Renewal	-	-	2,080	-	-	-	-	-	-	-	2,080
Kerb and Channel	Kerb and Channel Rehab	Repair and replacement	Renewal	-	-	-	2,120	-	-	-	-	-	-	2,120
Kerb and Channel	Kerb and Channel Rehab	Repair and replacement	Renewal	-	-	-	-	3,815	-	-	-	-	-	3,815
Kerb and Channel	Kerb and Channel Rehab	Repair and replacement	Renewal	-	-	-	-	-	3,885	-	-	-	-	3,885
Kerb and Channel	Kerb and Channel Rehab	Repair and replacement	Renewal	-	-	-	-	-	-	3,955	-	-	-	3,955
Kerb and Channel	Kerb and Channel Rehab	Repair and replacement	Renewal	-	-	-	-	-	-	-	4,060	-	-	4,060
Kerb and Channel	Kerb and Channel Rehab	Repair and replacement	Renewal	-	-	-	-	-	-	-	-	4,165	-	4,165
Kerb and Channel	Kerb and Channel Rehab	Repair and replacement	Renewal	-	-	-	-	-	-	-	-	-	4,270	4,270

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Asset Class	Project Name	Details	Expenditure Type	Expenditure ($'000)										
				2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Total
Transport and Traffic	Strategic Transport	New and upgrade of capital works	New	19,342	-	-	-	-	-	-	-	-	-	19,342
Transport and Traffic	Strategic Transport	New and upgrade of capital works	New	-	29,472	-	-	-	-	-	-	-	-	29,472
Transport and Traffic	Strategic Transport	New and upgrade of capital works	New	-	-	37,063	-	-	-	-	-	-	-	37,063
Transport and Traffic	Strategic Transport	New and upgrade of capital works	New	-	-	-	40,658	-	-	-	-	-	-	40,658
Transport and Traffic	Strategic Transport	New and upgrade of capital works	New	-	-	-	-	38,442	-	-	-	-	-	38,442
Transport and Traffic	Strategic Transport	New and upgrade of capital works	New	-	-	-	-	-	61,757	-	-	-	-	61,757
Transport and Traffic	Strategic Transport	New and upgrade of capital works	New	-	-	-	-	-	-	64,790	-	-	-	64,790
Transport and Traffic	Strategic Transport	New and upgrade of capital works	New	-	-	-	-	-	-	-	22,543	-	-	22,543
Transport and Traffic	Strategic Transport	New and upgrade of capital works	New	-	-	-	-	-	-	-	-	28,503	-	28,503
Transport and Traffic	Strategic Transport	New and upgrade of capital works	New	-	-	-	-	-	-	-	-	-	26,591	26,591
Transport and Traffic	Road Safety and Operations	New and upgrade of capital works	New	3,208	-	-	-	-	-	-	-	-	-	3,208
Transport and Traffic	Road Safety and Operations	New and upgrade of capital works	New	-	1,575	-	-	-	-	-	-	-	-	1,575
Transport and Traffic	Road Safety and Operations	New and upgrade of capital works	New	-	-	1,640	-	-	-	-	-	-	-	1,640
Transport and Traffic	Road Safety and Operations	New and upgrade of capital works	New	-	-	-	2,136	-	-	-	-	-	-	2,136
Transport and Traffic	Road Safety and Operations	New and upgrade of capital works	New	-	-	-	-	2,196	-	-	-	-	-	2,196
Transport and Traffic	Road Safety and Operations	New and upgrade of capital works	New	-	-	-	-	-	2,237	-	-	-	-	2,237
Transport and Traffic	Road Safety and Operations	New and upgrade of capital works	New	-	-	-	-	-	-	2,277	-	-	-	2,277
Transport and Traffic	Road Safety and Operations	New and upgrade of capital works	New	-	-	-	-	-	-	-	2,337	-	-	2,337
Transport and Traffic	Road Safety and Operations	New and upgrade of capital works	New	-	-	-	-	-	-	-	-	2,398	-	2,398
Transport and Traffic	Road Safety and Operations	New and upgrade of capital works	New	-	-	-	-	-	-	-	-	-	2,458	2,458
Transport and Traffic	Sustainable Travel	New and upgrade of capital works	New	7,069	-	-	-	-	-	-	-	-	-	7,069

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Asset Class	Project Name	Details	Expenditure Type	Expenditure ($'000)										
				2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Total
Transport and Traffic	Sustainable Travel	New and upgrade of capital works	New	-	3,138	-	-	-	-	-	-	-	-	3,138
Transport and Traffic	Sustainable Travel	New and upgrade of capital works	New	-	-	2,035	-	-	-	-	-	-	-	2,035
Transport and Traffic	Sustainable Travel	New and upgrade of capital works	New	-	-	-	3,580	-	-	-	-	-	-	3,580
Transport and Traffic	Sustainable Travel	New and upgrade of capital works	New	-	-	-	-	3,670	-	-	-	-	-	3,670
Transport and Traffic	Sustainable Travel	New and upgrade of capital works	New	-	-	-	-	-	3,730	-	-	-	-	3,730
Transport and Traffic	Sustainable Travel	New and upgrade of capital works	New	-	-	-	-	-	-	3,390	-	-	-	3,390
Transport and Traffic	Sustainable Travel	New and upgrade of capital works	New	-	-	-	-	-	-	-	3,480	-	-	3,480
Transport and Traffic	Sustainable Travel	New and upgrade of capital works	New	-	-	-	-	-	-	-	-	3,570	-	3,570
Transport and Traffic	Sustainable Travel	New and upgrade of capital works	New	-	-	-	-	-	-	-	-	-	3,660	3,660
Kerb and Channel	Local Amenity - Kerb and Channel	New and upgrade of capital works	New	2,277	-	-	-	-	-	-	-	-	-	2,277
Kerb and Channel	Local Amenity - Kerb and Channel	New and upgrade of capital works	New	-	3,418	-	-	-	-	-	-	-	-	3,418
Kerb and Channel	Local Amenity - Kerb and Channel	New and upgrade of capital works	New	-	-	3,580	-	-	-	-	-	-	-	3,580
Kerb and Channel	Local Amenity - Kerb and Channel	New and upgrade of capital works	New	-	-	-	2,120	-	-	-	-	-	-	2,120
Kerb and Channel	Local Amenity - Kerb and Channel	New and upgrade of capital works	New	-	-	-	-	2,180	-	-	-	-	-	2,180
Kerb and Channel	Local Amenity - Kerb and Channel	New and upgrade of capital works	New	-	-	-	-	-	2,220	-	-	-	-	2,220
Kerb and Channel	Local Amenity - Kerb and Channel	New and upgrade of capital works	New	-	-	-	-	-	-	2,260	-	-	-	2,260
Kerb and Channel	Local Amenity - Kerb and Channel	New and upgrade of capital works	New	-	-	-	-	-	-	-	2,320	-	-	2,320
Kerb and Channel	Local Amenity - Kerb and Channel	New and upgrade of capital works	New	-	-	-	-	-	-	-	-	2,380	-	2,380
Kerb and Channel	Local Amenity - Kerb and Channel	New and upgrade of capital works	New	-	-	-	-	-	-	-	-	-	2,440	2,440
Road	Local Amenity - Divisional Allocation - Champions Way	Intersection improvement	New	100	-	-	-	-	-	-	-	-	-	100

Asset Class	Project Name	Details	Expenditure Type	Expenditure ($'000)										
				2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	Total
Footpath	Local Amenity - Divisional Allocation - Upper John Street	Footpath	New	44	-	-	-	-	-	-	-	-	-	44
Road	Other - FCS - CBD Revitalisation	Nicholas St/Union Place	New	6,239	-	-	-	-	-	-	-	-	-	6,239
Footpath	Other - FCS - CBD Revitalisation	Principal supplied paving	New	800	-	-	-	-	-	-	-	-	-	800

Appendix C – Risk Identification, Analysis and Response

Asset Type						
Risk	**Possible Cause/s**	**Existing Controls**	**Likelihood**	**Consequence**	**Risk Rating**	**Response**
Vehicular Bridges						
Structural failure / collapse	Material degradation, aggressive environment, poor / inadequate maintenance	Inspection and maintenance processes	Rare	Catastrophic	High	Formalised routine inspection and maintenance processes.
Structural damage	Flood event	Design standards for flood immunity	Rare	Major	Medium	Acceptable risk. Continue to manage through design standards for flood immunity.
Closure / lack of availability	Flood event	Design standards for flood immunity	Possible	Minor	Medium	Acceptable risk. Continue to manage through design standards for flood immunity.
Incidental / non-structural damage	Vehicle accident, natural event	Nil	Possible	Minor	Medium	Acceptable risk. No specific controls identified.
Pedestrian Bridges						
Structural failure / collapse	Material degradation, aggressive environment, poor / inadequate maintenance	Inspection and maintenance processes	Rare	Moderate	Medium	Formalised routine inspection and maintenance processes.
Structural damage	Flood event	Design standards for flood immunity	Rare	Minor	Low	Acceptable risk. Continue to manage through design standards for flood immunity.

Asset Type						
Risk	**Possible Cause/s**	**Existing Controls**	**Likelihood**	**Consequence**	**Risk Rating**	**Response**
Closure / lack of availability	Flood event	Design standards for flood immunity	Possible	Insignificant	Low	Acceptable risk. Continue to manage through design standards for flood immunity.
Incidental / non-structural damage	Vehicle accident, natural event	Nil	Possible	Insignificant	Low	Acceptable risk. No specific controls identified.
Unsealed Roads						
Washout / loss of gravel pavement	Natural event	Design / construction standards	Possible	Minor	Medium	Acceptable risk. Continue to manage through design / construction standards.
Obstruction / closure	Natural event	Nil	Unlikely	Insignificant	Low	Acceptable risk. No specific controls identified.
Vehicle accident	Unravelling of gravel surface	Inspection and maintenance processes	Unlikely	Moderate	Medium	Acceptable risk. Continue to manage through inspection and maintenance processes.
Sealed Roads						
Major pavement failure	Poor design or construction, traffic volume / load exceeding design	Design / construction standards, inspection and maintenance processes	Unlikely	Minor	Low	Acceptable risk. Continue to manage through inspections, maintenance and design / construction standards.
Surface failure	Poor design or construction, traffic volume / load exceeding design	Design / construction standards, inspection and maintenance processes	Possible	Insignificant	Low	Acceptable risk. Continue to manage through inspections, maintenance and design / construction standards.
Closure / lack of availability	Vehicle accident, natural event	Nil	Almost certain	Insignificant	Medium	Acceptable risk. No specific controls identified.

Asset Type						
Risk	**Possible Cause/s**	**Existing Controls**	**Likelihood**	**Consequence**	**Risk Rating**	**Response**
Kerb & Channel						
Structural failure	Reactive soils, trees, poor construction	Design / construction standards	Rare	Minor	Low	Acceptable risk. Continue to manage through design / construction standards.
Guardrail						
Structural damage	Vehicle accident, natural event	Nil	Likely	Minor	Medium	Acceptable risk. No specific controls identified.
Obsolescence	New / revised standards	Nil	Possible	Minor	Medium	Acceptable risk. No specific controls identified.
Retaining Walls						
Structural failure / collapse	Natural event, poor / obsolete design or construction	Design / construction standards, inspection and maintenance processes	Possible	Moderate	High	Acceptable risk. Continue to manage through inspections and design / construction standards.
Graffiti	Vandals	Surveillance, material selection	Likely	Minor	Medium	Acceptable risk. Continue to manage through surveillance and material selection.
Roadside Furniture						
Structural damage / vandalism	Vehicle accident, natural event, vandals	Surveillance, material selection	Likely	Insignificant	Medium	Acceptable risk. Continue to manage through surveillance and material selection.
Graffiti	Vandals	Surveillance, material selection	Likely	Minor	Medium	Acceptable risk. Continue to manage through surveillance and material selection.
Obsolescence	New / revised standards, design trends	Nil	Possible	Minor	Medium	Acceptable risk. No specific controls identified.

Asset Type						
Risk	**Possible Cause/s**	**Existing Controls**	**Likelihood**	**Consequence**	**Risk Rating**	**Response**
Traffic Signals						
Malfunction	Power supply, software / hardware, vehicle accident, natural event, fauna	Design / construction standards, inspection and maintenance processes	Likely	Moderate	High	Acceptable risk. Continue to manage through inspections and design / construction standards.
Structural damage	Vehicle accident, natural event, poor design or construction	Design / construction standards	Possible	Minor	Medium	Acceptable risk. Continue to manage through design / construction standards.
Traffic Signs						
Material degradation	Natural event, climate	Design standards	Unlikely	Minor	Low	Acceptable risk. Continue to manage through design / construction standards.
Physical damage / vandalism	Vehicle accident, natural event, vandals	Surveillance, material selection	Likely	Moderate	High	Acceptable risk. Continue to manage through surveillance and material selection.
Graffiti	Vandals	Surveillance, material selection	Almost certain	Moderate	High	Acceptable risk. Continue to manage through surveillance and material selection.
Theft	Popular names, vandals	Design / construction standards	Possible	Minor	Medium	Acceptable risk. Continue to manage through surveillance and design / construction standards.
Traffic Islands						
Structural damage	Vehicle accident, trees	Design / construction standards	Possible	Insignificant	Low	Acceptable risk. Continue to manage through design / construction standards.

Asset Type						
Risk	**Possible Cause/s**	**Existing Controls**	**Likelihood**	**Consequence**	**Risk Rating**	**Response**
Bus Shelters						
Physical damage / vandalism	Vehicle accident, natural event, vandals	Surveillance, material selection	Possible	Insignificant	Low	Acceptable risk. Continue to manage through surveillance and material selection.
Graffiti	Vandals	Surveillance, material selection	Almost certain	Insignificant	Medium	Acceptable risk. Continue to manage through surveillance material selection.
Parking Meters						
Malfunction	Material degradation, vehicle accident, vandals	Surveillance, design / construction standards	Almost certain	Insignificant	Medium	Review and revise regulated parking / parking meter strategy and routine inspections.
Obsolescence	New / revised standards or technology	Nil	Almost certain	Moderate	High	Review and revise regulated parking / parking meter strategy.
Footpaths / Bikeways						
Structural damage	Reactive soils, trees, poor construction, residential building activity, service authority works	Design / construction standards, road opening permits, inspections	Possible	Minor	Medium	Formalised routine inspection and maintenance processes.
Litter / detritus	Littering, trees	Inspections, customer service requests	Likely	Insignificant	Medium	Acceptable risk. Continue to manage through inspections and customer service requests.
Graffiti	Vandals	Surveillance	Rare	Insignificant	Low	Acceptable risk. Continue to manage through surveillance.
Excessive cross fall	Poor design or construction	Design / construction standards	Likely	Minor	Medium	Application of design / construction standards.

Asset Type						
Risk	**Possible Cause/s**	**Existing Controls**	**Likelihood**	**Consequence**	**Risk Rating**	**Response**
Edge drop off	Erosion, natural event, heavy pedestrian use, poor design or construction	Design / construction standards, inspection and maintenance processes	Likely	Minor	Medium	Formalised routine inspection and maintenance processes.
Conflict between pedestrian and cycle users	Non-compliance with shared use protocols	Shared use signage	Unlikely	Minor	Low	Acceptable risk. Continue to manage through design / construction standards and shared use signage.
Roads and Transport Network						
Deferred maintenance backlog	Available funding levels, currency / completeness of asset information	Inspections, defect logging, maintenance budgeting	Almost Certain	Minor	High	Monitor and respond through future revisions of the RTAMP.
Deferred renewal backlog	Available funding levels, currency / completeness of asset information	Inspections, defect logging, capital budgeting	Almost Certain	Minor	High	Monitor and respond through future revisions of the RTAMP.

Appendix D – Detail Levels of Service and Service Specifications

Service Response Time			
Service	**Activity**	**Service Level**	**Target**
INFRASTRUCTURE ASSET IMPROVEMENT			
Respond to Requests for Major Road Improvements	Respond to requests to construct and/or significantly improve road network.	45 Business Days	
Respond to Requests for Minor Road Improvements	Respond to requests for improvement to road infrastructure – widening, resealing, sealing gravel road, constructing a garbage truck turnaround. Does not include maintenance or traffic islands, roundabouts, speed bumps/traffic issues.	45 Business Days	
Respond to Requests for Road Safety Improvements	Respond to requests for improvements for traffic and road safety including line-marking, traffic calming devices, speed limits, signage, and pedestrian crossings	45 Business Days	
Respond to Requests for Bridge Improvements	Respond to requests for investigation to construct and/or significantly improve bridges.	45 Business Days	
Respond to Requests for Footpath Improvements	Respond to requests for investigation to construct and/or significantly improve footpath infrastructure.	45 Business Days	
Respond to Requests for Bikeway Improvements	Respond to requests to construct and/or significantly improve footpath or bikeway infrastructure.	45 Business Days	
Respond to Requests for Kerb and Channel Improvement	Respond to requests to construct and/or significantly improve kerb and channel infrastructure such as constructing new kerb and channel.	45 Business Days	
Respond to Requests for Roadside Furniture Improvements	Respond to request for investigation to install and/or significantly improve roadside furniture such as bollards, seats etc. Excludes bus stops and bus shelters.	45 Business Days	

Service Response Time			
Service	**Activity**	**Service Level**	**Target**
INFRASTRUCTURE ASSET IMPROVEMENT			
Respond to Requests for Streetlight Improvements	Respond to requests to install and/or significantly improve street lighting such as new or additional street lighting, street light covers etc.	60 Business Days	
ASSET MANAGEMENT PLANNING			
Forecast Infrastructure Asset Demand	Model the likely future demand for infrastructure asset-related service provision based on variables such as projected growth and social/ technological change.	Reviewed Annually	
Manage Infrastructure Asset Demand	Investigate, model and implement demand management strategies for infrastructure asset-related service provision.	Reviewed Annually	
Plan Infrastructure Asset Disposal	Develop, model and maintain the program of proposed future infrastructure asset disposal.	Reviewed Annually	
Plan Infrastructure Asset Improvement	Identify, model and implement cost-effective improvements to the systems, processes and information utilised in infrastructure asset-related service provision.	Reviewed Annually	
Plan Infrastructure Asset Maintenance	Determine and implement strategies for the cost-effective maintenance of infrastructure assets.	Reviewed Annually	
Plan Infrastructure Asset Operation	Determine and implement strategies for the cost-effective operation of infrastructure assets.	Reviewed Annually	
OPERATION AND MAINTENANCE SERVICES			
Respond to Requests for Maintenance of Bikeways	Respond to Requests for Maintenance of Bikeways	High Risk- Inspect and Make Safe within 1 Business Day	
		High Risk- Repair within 30 Business Days	
		Non-Urgent- Inspect within 4 Business Days	

Service Response Time			
Service	**Activity**	**Service Level**	**Target**
INFRASTRUCTURE ASSET IMPROVEMENT			
		Non-Urgent- Repair within 30 Business Days	
Respond to Requests for Bridge Maintenance	Respond to Requests for Bridge Maintenance	High risk: Inspect and make safe 1 business day	
		High risk: Repair within 45 business days	
		Non-urgent: Inspect within 4 business days	
		Non-urgent: Repair within 45 business days	
Respond to Requests for Footpath Maintenance	Respond to Requests for Footpath Maintenance such as holes, toe trippers, broken/damaged concrete, depressions, etc.	High risk: Inspect and make safe 1 business day	
		High risk: Repair within 30 business days	
		Non-urgent: Inspect within 4 business days	
		Non-urgent: Repair within 30 business days	
Inspect Gravel Roads	Inspection of gravel road network to determine maintenance priority.	Gravel road network inspected every 6 months	
		Inspect impacted area within 5 business days of major rain / storm event	
Respond to Requests for Gravel Road Maintenance	Respond to requests to maintain gravel roads such as grading, wash outs, ruts, shoulder maintenance etc.	High risk: Inspect and make safe 1 business day	
		High risk: Repair within 25 business days	
		Non-urgent: Inspect within 4 business days	

Service Response Time			
Service	**Activity**	**Service Level**	**Target**
INFRASTRUCTURE ASSET IMPROVEMENT			
		Non-urgent: Repair within 40 business days	
Respond to Requests for Maintenance of Kerb and Channel	Respond to Requests for Maintenance of Kerb and Channel such as cracked, broken, chipped etc.	High risk: Inspect and make safe 1 business day	
		High risk: Repair within 30 business days	
		Non-urgent: Inspect within 4 business days	
		Non-urgent: Repair within 30 business days	
Maintain Line-Marking	A proactive program to maintain and repaint lines.	Long lines (centre lines) repainted every 2 years	
Respond to Line-Marking Requests	Maintain faded or unclear line-marking.	High risk: Inspect and make safe 1 business day	
		High risk: Repair within 60 business days	
		Non-urgent: Inspect within 4 business days	
		Non-urgent: Repair within 60 business days	
Maintenance and/or Replacement of Parking Meters	Respond to Requests for Maintenance and/or Replacement of Parking Meters	Fault Inspection within 4 business hours	
		Replacement within 8 business hours	
Road Maintenance	Respond to Requests for Pothole Repair	High risk: Inspect and make safe 1 business day	
		High risk: Repair within 5 business days	
		Non-urgent: Inspect within 4 business days	

Service Response Time			
Service	**Activity**	**Service Level**	**Target**
INFRASTRUCTURE ASSET IMPROVEMENT			
		Non-urgent: Repair within 15 business days	
	Respond to requests for maintenance of sealed roads such as ruts, failures, depressions, bumps, scouring etc. This does not include potholes.	High risk: Inspect and make safe 1 business day	
		Non-urgent: Inspect within 4 business days	
		Repair: Low/medium requests within 30 business days	
Respond to Requests for Sign Maintenance	Includes missing, stolen, defective or damaged signs including regulatory signs etc. parking signs, no right turn etc., or non-regulatory signs e.g. street name, keep left etc.	Stop or Give-Way signs: 1 Business Day	
		Medium Risk Regulatory Signs: 15 Business Days	
		Non Regulatory Signs: 30 Business Days	
Respond to Requests for Traffic Signal Maintenance	Respond to Requests for Traffic Signal Maintenance including urgent requests for lights flashing amber or out completely.	High risk: Inspect and make safe 2 hours	
		Non-urgent: Inspect within 4 business days	
		Medium Risk: Repair within 4 business days	
		Low Risk: Repair within 30 business days	
		(Source: City of Ipswich Services Catalogue)	
Inspection and Condition Assessment			
ROADS			
Inspection - Unsealed Roads	Routine inspections and defect logging	Biannual	Biannual
Inspection - Sealed Road	Condition assessment	4 years	Every 4 years

Service Response Time			
Service	**Activity**	**Service Level**	**Target**
INFRASTRUCTURE ASSET IMPROVEMENT			
BRIDGES			
Inspection - Vehicular Bridges	Routine inspections and defect logging	Ad hoc	Annually
	Proactive Level 2 inspections	3 years	Every 3 years
Inspection - Pedestrian Bridges	Routine inspections and defect logging	Ad hoc	Annually
	Proactive Level 2 inspections	4 years	Every 4 years
KERB & CHANNEL			
Inspection – Kerb & Channel	Visual condition assessment	Ad hoc	Every 4 years
TRAFFIC ISLAND, MEDIAN AND ROUNDABOUT			
Inspection - Traffic Island, Median and Roundabout	Visual condition assessment	Ad hoc	Every 4 years
GUARDRAIL			
Inspection – Vehicular Bridge Guardrail (as component of bridge structure)	Proactive Level 2 inspections	3 years	Every 3 years
Inspection – Pedestrian Bridge Guardrail (as component of bridge structure)	Proactive Level 2 inspections	4 years	Every 4 years
Inspection – Guardrail other that bridge guardrail	Routine Inspection	Ad hoc	Annually
RETAINING WALL			
Inspection - Retaining Walls	Routine inspections and defect logging	Ad hoc	Annually
TRAFFIC SIGNAL			
Inspection - Traffic Signal	Routine Inspection (Contractor)	3 months	Every 3 months
TRAFFIC SIGNS			
Inspection Traffic Signs - All Major Roads	Check integrity of all signs	3 months	
Inspection Traffic Signs - All Schools	Check integrity of all signs	3 months	
Inspection Traffic Signs - All Minor Roads	Check integrity of all signs	12 months	
Inspection Traffic Signs - All Gravel Roads	Check integrity of all signs	12 months	

Service Response Time			
Service	**Activity**	**Service Level**	**Target**
INFRASTRUCTURE ASSET IMPROVEMENT			
BUS SHELTER (Contractor managed)			
Inspection – Bus Shelter	General inspection and cleaning	Advertising Shelters – weekly Non – Advertising Shelters - fortnightly	
Inspection – Bus Shelter	Damage/faults/acts of vandalism where a hazard may compromise personal safety (e.g. broken/shattered glass, electrical fault etc.)	- Undertake an inspection of the subject shelter within 3 hours of notification and take action to minimise any hazard (e.g. the erection of a warning sign); an d - Commence repairs within 48 hours of the inspection.	
Inspection – Bus Shelter	Damage/faults/acts of vandalism that substantially prevents the use of the shelter (e.g. broken light fixtures, structure damage)	- Undertake an inspection of the subject shelter within 4 hours of notification and take action to minimise any hazard (e.g. the erection of a warning sign); an d - Commence repairs within 48 hours of the inspection.	
Inspection – Bus Shelter	Graffiti on shelters with is considered obscene or offensive	Remove graffiti within 12 hrs. of notification	
Inspection – Bus Shelter	Graffiti on shelters - other	Remove graffiti within 72 hrs. of notification	
PARKING METERS			
Parking Meters	Contractor managed	99% of the machines to be operating at all times.	

Service Response Time			
Service	**Activity**	**Service Level**	**Target**
INFRASTRUCTURE ASSET IMPROVEMENT			
PATHWAYS			
Inspection Pathway - Zone 1	CBD Primary Commercial, CBD Medical Services, Major Centres & Railway Stations	3 months	3 monthly
Inspection Pathway - Zone 2	School/Educational Institutions (Primary and Secondary Schools & Tertiary Institutions)	6 months	6 monthly
Inspection Pathway - Zone 3	Local Retail and Commercial (Local Neighbourhood Shopping)	12 months	12 monthly
Inspection Pathway - Zone 4	Other	On request	On request
GRAFFITI REMOVAL (PUBLIC PLACES) (External)			
Respond to service requests for graffiti removal from Council managed assets including skate parks.	Remove graffiti – Offensive material	Remove within 1 business day	
Respond to service requests for graffiti removal from Council managed assets including skate parks.	Remove graffiti - Other	Remove within 10 business days	
Inspection Graffiti	Graffiti Hotspot Inspection	In accordance to the hotspot location listing and frequency assigned for each location.	

Source: City of Ipswich Services Catalogue

Appendix E - Acronyms

AAAC	Average annual asset consumption
AMP	Asset Management Plan
ARI	Average Recurrence Interval
CRC	Current Replacement Cost
DA	Depreciable Amount
EF	Earthworks/Formation
IRMP	Infrastructure Risk Management Plan
LCC	Life Cycle Cost
LCE	Life Cycle Expenditure
LGIS	Local Government Infrastructure Services
MMS	Maintenance Management System
PCI	Pavement Condition Index
RV	Residual Value
Vph	Vehicles per hour

Appendix F – Glossary

Annual Service Cost (ASC)

Reporting actual cost. The annual (accrual Cost of providing a service including operations, maintenance, depreciation, finance/opportunity and disposal costs less revenue.

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

Asset

A resource controlled by an entity as a result of past events and from which future economic benefits are expected to flow to the entity. Infrastructure assets are a sub-class of property, plant and equipment which are non-current assets with a life greater than 12 months and enable services to be provided.

Asset class

A group of assets having a similar nature or function in the operations of an entity, and which, for purposes of disclosure, is shown as a single item without supplementary disclosure.

Asset condition assessment

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

Asset management (AM)

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

Average annual asset consumption (AAAC)*

The amount of a council's asset base consumed during a reporting period (generally a year). This may be calculated by dividing the depreciable amount by the useful life (or total future economic benefits/service potential) and totalled for each and every asset OR by dividing the carrying amount (depreciated replacement cost) by the remaining useful life (or remaining future economic benefits/service potential) and totalled for each and every asset in an asset category or class.

Borrowings

A borrowing or loan is a contractual obligation of the borrowing entity to deliver cash or another financial asset to the lending entity over a specified period of time or at a specified point in time, to cover both the initial capital provided and the cost of the interest incurred for providing this capital. A borrowing or loan provides the means for the borrowing entity to finance outlays (typically physical assets) when it has insufficient funds of its own to do so, and for the lending entity to make a financial return, normally in the form of interest revenue, on the funding provided.

Capital expenditure

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

Capital expenditure - expansion

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

Capital expenditure - new

Expenditure which creates a new asset providing a new service/output that did not exist beforehand. As it increases service potential it may impact revenue and will increase future operations and maintenance expenditure.

Capital expenditure - renewal

Expenditure on an existing asset or on replacing an existing asset, which returns the service capability of the asset up to that which it had originally. It is periodically required expenditure, relatively large (material) in value compared with the value of the components or sub-components of the asset being renewed. As it reinstates existing service potential, it generally has no impact on revenue, but may reduce future operations and maintenance expenditure if completed at the optimum time, e.g. resurfacing or resheeting a material part of a road network, replacing a material section of a drainage network with pipes of the same capacity, resurfacing an oval.

Capital expenditure - upgrade

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

Capital funding

Funding to pay for capital expenditure.

Capital grants

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

Capital investment expenditure

See capital expenditure definition

Capitalisation threshold

The value of expenditure on non-current assets above which the expenditure is recognised as capital expenditure and below which the expenditure is charged as an expense in the year of acquisition.

Carrying amount

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

Component

Specific parts of an asset having independent physical or functional identity and having specific attributes such as different life expectancy, maintenance regimes, risk or criticality.

Cost of an asset

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

Current replacement cost (CRC)

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

Depreciable amount

The cost of an asset, or other amount substituted for its cost, less its residual value.

Depreciated replacement cost (DRC)

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

Depreciation / amortisation

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

Economic life

See useful life definition.

Expenditure

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

Fair value

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

Funding gap

A funding gap exists whenever an entity has insufficient capacity to fund asset renewal and other expenditure necessary to be able to appropriately maintain the range and level of services its existing asset stock was originally designed and intended to deliver. The service capability of the existing asset stock should be determined assuming no additional operating revenue, productivity improvements, or net financial liabilities above levels currently planned or projected. A current funding gap means service levels have already or are currently falling. A projected funding gap if not addressed will result in a future diminution of existing service levels.

Heritage asset

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

Impairment Loss

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

Investment Property

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

a) Use in the production or supply of goods or services or for administrative purposes; or
b) Sale in the ordinary course of business.

Key performance indicator

A qualitative or quantitative measure of a service or activity used to compare actual performance against a standard or other target. Performance indicators commonly relate to statutory limits, safety, responsiveness, cost, comfort, asset performance, reliability, efficiency, environmental protection and customer satisfaction.

Levels of service

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

Life Cycle Cost

Total LCC. The total cost of an asset throughout its life including planning, design, construction, acquisition, operation, maintenance, rehabilitation and disposal costs.

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

Life Cycle Expenditure

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

Maintenance

All actions necessary for retaining an asset as near as practicable to its original condition, including regular ongoing day-to-day work necessary to keep assets operating, e.g. road patching but excluding rehabilitation or renewal. It is operating expenditure required to ensure that the asset reaches its expected useful life.

Planned maintenance

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

Reactive maintenance

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

Significant maintenance

Maintenance work to repair components or replace sub-components that needs to be identified as a specific maintenance item in the maintenance budget.

Unplanned maintenance

Corrective work required in the short-term to restore an asset to working condition so it can continue to deliver the required service or to maintain its level of security and integrity.

Maintenance and renewal gap

Difference between estimated budgets and projected required expenditures for maintenance and renewal of assets to achieve/maintain specified service levels, totalled over a defined time (e.g. 5, 10 and 15 years).

Maintenance and renewal sustainability index

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

Maintenance expenditure

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

Materiality

The notion of materiality guides the margin of error acceptable, the degree of precision required and the extent of the disclosure required when preparing general purpose financial reports. Information is material if its omission, misstatement or non-disclosure has the potential, individually or collectively, to influence the economic decisions of users taken on the basis of the financial report or affect the discharge of accountability by the management or governing body of the entity.

Modern equivalent asset

Assets that replicate what is in existence with the most cost-effective asset performing the same level of service. It is the most cost efficient, currently available asset which will provide the same stream of services as the existing asset is capable of producing. It allows for technology changes and, improvements and efficiencies in production and installation techniques

Net present value (NPV)

The value to the Council of the cash flows associated with an asset, liability, activity or event calculated using a discount rate to reflect the time value of money. It is the net amount of discounted total cash inflows after deducting the value of the discounted total cash outflows arising from e.g. the continued use and subsequent disposal of the asset after deducting the value of the discounted total cash outflows.

Non-revenue generating investments

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

Operations expenditure

Recurrent expenditure, which is continuously required to provide a service. In common use the term typically includes, e.g. power, fuel, staff, plant equipment, on-costs and overheads but excludes maintenance and depreciation. Maintenance and depreciation is on the other hand included in operating expenses.

Operating expense

The gross outflow of economic benefits, being cash and non-cash items, during the period arising in the course of ordinary activities of an entity when those outflows result in decreases in equity, other than decreases relating to distributions to equity participants.

Pavement management system

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

PMS Score

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

Rate of annual asset consumption

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

Rate of annual asset renewal

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

Rate of annual asset upgrade

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

Recoverable amount

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

Recurrent expenditure

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

Recurrent funding

Funding to pay for recurrent expenditure.

Remaining useful life

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

Residual value

The estimated amount that an entity would currently obtain from disposal of the asset, after deducting the estimated costs of disposal, if the asset were already of the age and in the condition expected at the end of its useful life.

Revenue generating investments

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

Risk management

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

Section or segment

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

Service potential

The total future service capacity of an asset. It is normally determined by reference to the operating capacity and economic life of an asset. A measure of service potential is used in the not-for-profit sector/public sector to value assets, particularly those not producing a cash flow.

Service potential remaining

A measure of the future economic benefits remaining in assets. It may be expressed in dollar values (Fair Value) or as a percentage of total anticipated future economic benefits. It is also a measure of the percentage of the asset's potential to provide services that is still available for use in providing services (Depreciated Replacement Cost/Depreciable Amount).

Strategic Longer-Term Plan

A plan covering the term of office of councillors (4 years minimum) reflecting the needs of the community for the foreseeable future. It brings together the detailed requirements in Council's longer-term plans such as the service management plan and the long-term financial plan. The plan is prepared in consultation with the community and details where Council is at that point in time, where it wants to go, how it is going to get there, mechanisms for monitoring the achievement of the outcomes and how the plan will be resourced.

Specific Maintenance

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

Sub-component

Smaller individual parts that make up a component part.

Useful life

Either:

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

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

Value in Use

The present value of future cash flows expected to be derived from an asset or cash generating unit. It is deemed to be depreciated replacement cost (DRC) for those assets whose future economic benefits are not primarily dependent on the asset's ability to generate net cash inflows, where the entity would, if deprived of the asset, replace its remaining future economic benefits.

Source: IPWEA, 2009, Glossary

Doc ID No: A5694556

ITEM: 2

SUBJECT: CITY OF IPSWICH PARKING PRICING STRATEGY

AUTHOR: TRANSPORT PLANNER (TRANSPORT PLANNING)

DATE: 16 AUGUST 2019

EXECUTIVE SUMMARY

This is a report concerning the development of the *City of Ipswich Parking Pricing Strategy* (the Strategy), a key deliverable of iGO – The City of Ipswich Transport Plan. The Strategy has been prepared to provide guidance for decision-making on parking management in the City of Ipswich, including the management of time restrictions and priced parking.

RECOMMENDATION/S

That the Interim Administrator of Ipswich City Council resolve:

A. That the *City of Ipswich Parking Pricing Strategy* – as detailed in Attachment 1 of the report by the Transport Planner (Transport Planning) dated 16 August 2019, be adopted.

B. That the Interim Administrator, Chief Executive Officer and General Managers note the recommendations of the *City of Ipswich Parking Pricing Strategy*.

C. That Council officers, as delegated by the Chief Executive Officer, be authorised to commence implementing the *City of Ipswich Parking Pricing Strategy.*

D. That Council officers, as delegated by the Chief Executive Officer, be authorised to commence investigations into the alternative use of parking revenue for the purpose of sustainable transport initiatives as a recommendation contained within the *City of Ipswich Parking Pricing Strategy*.

RELATED PARTIES

Excluding the technical consultant, MRCagney Pty Ltd, no external parties were involved in the development of the Strategy or Implementation Guideline.

There is no declaration of conflicts of interest regarding this report.

ADVANCE IPSWICH THEME LINKAGE

Managing growth and delivering key infrastructure

PURPOSE OF REPORT/BACKGROUND

Background

At its Ordinary Meeting on 24 May 2016, Council adopted iGO - The City of Ipswich Transport Plan (iGO) as its master plan to shape Ipswich's transport future [refer Item 4 tabled at the City Infrastructure and Emergency Management Committee Meeting No. 2016(02)].

The following 'parking' actions within iGO were the key drivers for the development of a Parking Pricing Strategy for the City of Ipswich*:*

"P6: *Develop a Parking Pricing Strategy for the Ipswich City Centre*" and

"P7: *Investigate the merits of using parking revenue to fund sustainable transport*".

These actions are a reflection of Action 18 of the *Ipswich City Council Parking Strategy* (Parking Strategy) which was endorsed by Council at its ordinary meeting on 14 June 2011. Action 18 of the Parking Strategy states the following:

"Develop a Parking Revenue Policy that includes specific detail on where the revenue will be spent, such as travel demand management measures".

Premise

Parking is one of the biggest challenges facing local governments, including the City of Ipswich, given the impacts of population growth, increased traffic and congestion, and the associated demands on transport infrastructure (including parking) can often require significant attention, resources and investment.

Council provides more than 3,500 parking spaces in the Ipswich City Centre, which includes both on-street and off-street spaces. Of these parking spaces, approximately 710 spaces are subject to priced parking while the remaining are either unrestricted or managed using time restrictions.

In the past, priced parking areas have been established on an ad-hoc basis in response to high parking demands and in isolation of an overarching policy. Council's review of priced parking in the past has been sporadic, mostly limited to simple increases based on the Consumer Price Index (CPI).

The Strategy provides a framework for priced parking, allowing Council to respond to different parking contexts in a systematic and consistent manner.

City of Ipswich Parking Pricing Strategy

The *City of Ipswich Parking Pricing Strategy* (as shown in Attachment 1) has been prepared to provide guidance for decision-making on parking management in the City of Ipswich, including the management of time restrictions and priced parking.

The Strategy establishes a strategic direction for Council to adopt as an approach to managing parking which will allow consistent and uniform responses to the implementation

of priced parking and the management of time restrictions in the Ipswich City Centre, Springfield Town Centre and activity centres experiencing parking pressures. The Strategy provides direction for parking management that is consistent with working towards Council's long-term strategic goals by aligning parking objectives with established policy for sustainable transport as outlined in iGO.

The Strategy identifies seven (7) broad recommendations that have been designed to assist Council to manage priced parking within activity centres and the application of supporting parking management tools. The broad recommendations within the Strategy are summarised and outlined below:

1. Adopt the City of Ipswich Parking Management Framework

The Strategy recommends that the Parking Management Framework (on-street) and Parking Management Framework (off-street) be adopted as appropriate tools to assist in making informed and responsive decisions in relation to the management of parking within activity centres.

The Parking Management Frameworks (on-street and off-street) are based on occupancy (parking demand) triggers. Within each Parking Management Framework there are three (3) different occupancy ranges that are intended to provide a trigger for actioning the appropriate parking management intervention (i.e. introduction of priced parking or adjustment of existing controls - refer to Table 1 below). These intervention triggers are based on industry best practice.

Table 1: Parking Management Framework - occupancy ranges for parking management interventions

	Average peak period parking space occupancy (% of spaces occupied within an area during four peak hours of parking demand within a single day – typically weekday)		
Parking Management Framework (On-street)	<65% Intervention recommended	65%-85% No intervention recommended – optimal range	>85% Intervention recommended
Parking Management Framework (Off-street)	<60% Intervention recommended	60%-90% No intervention recommended - optimal range	>90% Intervention recommended

2. Fee structures

The Strategy recommends that no changes are required to the current pricing structure in the short-term. The modification of the current pricing structure in the immediate short-term would likely have greater dis-benefits (i.e. confusion over parking prices / application) than any potential benefits, particularly considering current parking demands. Therefore, changes are not recommended at this point in time. However, as parking demand increases over time this is likely to change.

3. Price adjustments to parking

The Strategy recommends taking a conservative approach to price adjustments to parking, until such time that the relationship between parking demand and pricing within

the City of Ipswich context is better established. Parking price adjustments of 15-25% should be initially tested and trialled (if recommended by the Parking Management Framework) to understand the impacts of such changes.

4. Parking revenue distribution

The Strategy recommends that Council use revenue accrued through its priced parking regime to invest in facilities and programmes to encourage a shift to sustainable modes of transport. This could include the expansion of Council's existing on and off-street cycling network, streetscape improvement works and behavioural change programmes and incentives for residents to shift to walking, cycling or public transport.

The investigation of alternative uses for parking revenue is supported by the following transport policy documents:

- iGO – City of Ipswich Transport Plan (Parking Action P7)
- iGO Active Transport Action Plan (Action 2.4)
- iGO Public Transport Advocacy and Action Plan (Action 4.2)

Furthermore, the reinvestment of parking revenue into sustainable transport initiatives is deemed to be a best practice parking trend and has been undertaken by the City of Gold Coast amongst several other cities locally and abroad. This practice also generates a greater acceptance of paid parking, providing a link between paid parking and tangible transport benefits.

5. Periodically review data

The implementation of the Parking Management Frameworks are dependent on parking survey (occupancy) data. The Strategy has recommended that parking demand in the Ipswich City Centre and Springfield Town Centre be reviewed at least every 12 months to support application of Council's Parking Management Framework. This is an increase from Council's existing data collection regime, which occurs every two years.

6. Enforcement

The Strategy highlights the importance of parking enforcement in the effective management of parking within the City's activity centres. The strategy recommends that parking enforcement aligns with any changes made using the Parking Management Frameworks.

7. Parking technology

The Strategy recommends that Council investigate modernising its parking management systems, as identified within the iGO *Intelligent Transport Systems Strategy*.

City of Ipswich Parking Pricing Strategy – Implementation Guideline for Activity Centres

A summary version of the Strategy titled as the *City of Ipswich Parking Pricing Strategy – Implementation Guideline for Activity Centres* has also been developed (as shown in Attachment 2). This summary document has been developed with the iGO branding that can also be used as a more concise communication tool. The Implementation Guideline provides

a summary of the key messages within the Strategy and provides further guidance to Council officers implementing the Parking Management Frameworks forming part of the Strategy.

LEGAL/POLICY BASIS

This report and its recommendations are consistent with the strategic direction outlined in the endorsed iGO - City of Ipswich Transport Plan, the Ipswich City Council Parking Strategy 2011 and the iGO Intelligent Transport Systems Strategy.

RISK MANAGEMENT IMPLICATIONS

The Strategy will provide Council with the appropriate justification to implement certain changes/parking interventions in a transparent manner, based on parking demand, rather than on an ad-hoc basis that has been the process historically. Therefore the Strategy will provide guidance and will ensure that decision making on parking management aligns with a strategic direction.

For the implementation of the Strategy to be successful, effective community engagement and support is paramount. If effective community engagement is not undertaken, Council could expect an increase in negative media publicity, and service requests, which has implications to Council's resourcing.

There is a risk that support for the Strategy may decline or change direction under new leadership following newly elected representation in March 2020 if they're not properly informed. The project team intend to mitigate this risk by ensuring that the new Mayor and Councillors are well briefed on the implications of iGO and the importance of the Strategy for the management of Council's parking assets.

FINANCIAL/RESOURCE IMPLICATIONS

Capital Finance

No additional capital funding is sought at this time. However, being a recommendation of the Strategy, it is proposed that Council officers investigate the alternative use of parking revenue (currently allocated to general revenue) for the purposes of sustainable transport initiative projects (refer to Recommendation 4 within the Strategy).

It should be noted that the expansion of parking areas and the modernisation of Council's parking management systems will have considerable cost implications in the future.

Operational Finance

No additional operational funding is sought at this time, however it is proposed that commencing in the 2020-2021 Financial Year, annual parking occupancy surveys are undertaken to capture parking trend data so Council can make much more informed decisions on parking pricing. Previous parking surveys have cost in the order of $50,000.

COMMUNITY AND OTHER CONSULTATION

Officers from various departments within Council were involved in the development of parking management objectives, used to inform the strategic direction of the Strategy.

An objectives workshop was undertaken on 12 February 2019 and included officers within the following Council departments:

- Former Works, Parks and Recreation Department (Business Accounting and Asset Management Branch);
- Former Health, Security and Regulatory Services Department (Compliance Branch); and
- Former Infrastructure Services Department (Infrastructure Planning Branch).

In addition, following these workshops there were numerous working papers developed by the consultant. These working papers were distributed amongst all of the workshop members for comment. Once a draft was developed, the Strategy was circulated amongst the various internal stakeholders outlined above for review and comment prior to finalising.

The Corporate Services Department (in particular the Finance Branch) were also consulted to understand the full implications of using parking revenue to fund sustainable transport initiative projects. Whilst acknowledging the community benefits associated with the use of parking revenue for transport initiatives, the Corporate Services Department were not supportive of hypothecating a portion of parking revenue for the purposes of sustainable transport initiative projects, as this potentially takes existing funding away from higher priority projects, initiatives or operational matters.

However, as previously mentioned, the hypothecation of parking revenue for projects with a nexus to parking (i.e. sustainable transport initiative projects) is considered a best practice process and is currently implemented by the City of Gold Coast. According to the latest transport research, hypothecation increases the likelihood of public acceptance of charges (including paid parking).

CONCLUSION

The City of Ipswich Parking Pricing Strategy (the Strategy) has been prepared as a key action from iGO – The City of Ipswich Transport Plan. The Strategy has been developed to provide guidance for decision-making on parking management within the City of Ipswich, including the management of time restrictions and priced parking within activity centres. The Strategy has seven (7) overarching recommendations that will assist Council to manage parking much more strategically with the focus of ensuring there is a balance between the expected population growth and parking demands across the City well into the future.

ATTACHMENTS AND CONFIDENTIAL BACKGROUND PAPERS

1.	City of Ipswich Parking Pricing Strategy ⇩
2.	City of Ipswich Parking Pricing Strategy Implementation Guideline for Activity Centres ⇩

James MacArthur
TRANSPORT PLANNER (TRANSPORT PLANNING)

I concur with the recommendations contained in this report.

Mary Torres
INFRASTRUCTURE STRATEGY AND PLANNING MANAGER

I concur with the recommendations contained in this report.

Tony Dileo
MANAGER INFRASTRUCTURE STRATEGY

I concur with the recommendations contained in this report.

Charlie Dill
GENERAL MANAGER - INFRASTRUCTURE AND ENVIRONMENT

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City of Ipswich Parking Pricing Strategy

Final Report

Prepared for: Ipswich City Council

Prepared by: MRCagney Pty Ltd, Brisbane, Australia

Document Information

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Status	Final Report
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Quality Assurance Register

Issue	Description	Prepared by	Reviewed by	Authorised by	Date
a	Draft Report	TL	DW	DW	03/06/2019
1	Draft Final Report	TL	DW	DW	21/06/2019
2	Final Report	RB/DW	DW	DW	30/06/2019
3	Final Report (minor edits)	DW	DW	DW	05/07/2019

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Executive Summary

The City of Ipswich Parking Pricing Strategy has been prepared to provide guidance for decision-making on parking management in the City of Ipswich, including the management of time restrictions and priced parking in the Ipswich City Centre and Springfield Town Centre.

The strategy establishes a strategic direction for Ipswich City Council ('Council') to adopt in its approach to managing parking which will allow consistent and uniform responses to priced parking implementation and management of time restrictions in each centre.

The strategy provides direction for parking management that is consistent with working towards Council's long-term strategic goals by aligning parking objectives with established policy for sustainable transport, as outlined in Council's transport strategy iGO. In developing this strategy, MRCagney has:

- Undertaken a review of existing Council policy documents relevant to the Ipswich City Centre and Springfield Town Centre including plans and strategies for car parking, transport and land use, including the Council-wide transport strategy, iGO;
- Attended meetings and workshops with Council officers;
- Undertaken an assessment of the parking environments in both the Ipswich City Centre and Springfield Town Centre, including analysis of parking demand, review of parking inventory and assessment of operational parking controls;
- Undertaken a review of best practice case studies for parking management regimes used in other council jurisdictions to understand successful approaches to on-street parking management, parking technology and parking revenue distribution;
- Developed parking objectives that align with Council's established goals for sustainable transport and active and vibrant activity centres;
- Developed a Priced Parking Framework to guide systematic and consistent decision-making for the implementation of priced parking and the adjustment of existing parking controls in the Ipswich City Centre and Springfield Town Centre; and
- Developed a suite of recommendations to improve parking management outcomes for the centre of Ipswich and Springfield.

Assessment of the parking environments in the Ipswich City Centre and Springfield Town Centre has provided information about the level of demand for parking spaces currently experienced in each respective centre. This process has highlighted the level of parking supply relative to existing parking demands experienced in each centre and helped inform development of appropriate recommendations which are expected to improve parking management practices for Council.

This strategy identifies a total of seven (7) broad recommendations which have been designed to assist Council with managing priced parking the Ipswich City Centre and the Springfield Town Centre and the application of supporting parking management tools. The recommendations are intended to assist Ipswich City Council with working towards achieving its long-term objectives for transport which includes a shift to sustainable modes of transport. The recommendations are listed as follows:

1. **Adopt City of Ipswich Parking Management Framework**
   Application of a framework for priced parking allows Council to respond to different parking contexts in a systematic and consistent manner in both centres. It is recommended that Council apply the framework when considering expanding parking regimes or introducing priced parking in the Ipswich City Centre and the Springfield Town Centre. The framework allows for uniform decision-making where reformed parking management may be necessary and seeks to provide guidance on:

- **Triggers** – Occupancy-based triggers have been developed to ensure that appropriate parking management actions can be implemented to respond to different parking environments. There are three different occupancy ranges (parking demand) that are intended to provide a trigger for actioning the appropriate parking management intervention (introduction of priced parking or adjustment of existing controls).
- **Parking demand/alternative uses** – Where parking facilities are poorly utilised (below 65% peak period occupancy), Council can consider re-developing under-performing off-street parking or repurposing on-street parking to more active uses (expanded footpaths, public realm investments or improved bicycle facilities).

Council will be preparing a guideline to assist with the implementation of Parking Management Framework.

2. **Fee structures**
   The current structure for priced parking within the City of Ipswich is considered to be generally appropriate, particularly considering the relatively moderate levels of overall parking demand observed and analysed previously. Modification of the current pricing structure in the immediate short-term would likely have greater dis-benefits (i.e. confusion over parking prices / application) than any potential benefits, particularly considering current parking demands, and is therefore not recommended at this time.

3. **Price Adjustments**
   To affect parking demand changes of 10-15%, it is recommended to adopt pricing changes of 15-25%, as a conservative approach, until the relationship between parking demand and pricing within the City of Ipswich context is better established. Parking price adjustments (where appropriate) should be trialled, with parking surveys before, during and after to understand the impacts of any changes.

4. **Parking revenue distribution**
   It is recommended that Council use revenue accrued through its priced parking regime to invest in facilities and programmes to encourage a shift to sustainable modes of transport. This may include the expansion of Council's existing on and off-street cycling network, streetscape improvement works in each centre and behavioural change programmes and incentives for residents to shift to walking, cycling or public transport.

5. **Periodically review data**
   It is recommended that the parking demand in each centre is reviewed at least every 12 months to support application of Council's priced parking framework. Surveys may be carried out at more regular intervals (3-6 months) if there is evidence that parking demands are changing rapidly. The use of internal Council resources is encouraged to conduct 'observational surveys' prior to procurement of formal surveys. Where changes to parking management are being contemplated, particularly for implementation, expansion or adjustment of priced parking, formal surveys before and after implementation are recommended.

6. **Enforcement**
   Effective enforcement is a necessary complement for effective parking controls. It is recommended that enforcement practices continue in accordance with the newly adopted approach outlined herein.

7. **Parking technology**
   Emerging improvements for parking management systems supported by advances in available technology and, as identified in the iGO *Intelligent Transport Systems Strategy* should be investigated.

1 Introduction

1.1 Purpose

Car parking is an important component of Ipswich's transport system with travel by car the dominant mode of travel used by Ipswich residents. For every trip that begins in a car, a car space must become available at its final destination. Car parking policy can be a valuable tool in influencing transport outcomes and people's transport choices and play an important role in shaping a vibrant, welcoming and successful urban centre.

Ipswich City Council is actively involved in parking through its roles in:

- Managing public on- and off-street parking facilities through setting time limits, pricing and accompanying enforcement of parking controls;
- Providing parking spaces as part of the street network and with dedicated off-street facilities at activity centres and as part of Council-managed community facilities;
- Regulating minimum on-site parking requirements for development; and
- Influencing and advocating other organisations involved in the provision of parking such as shopping centres and state government agencies that provide parking at locations such as railway stations.

The Parking Pricing Strategy has been prepared to assist Council with decision-making relating to priced parking implementation in the Ipswich City Centre and Springfield Town Centre.

The purpose of this Strategy is to establish a strategic direction that guides a consistent and effective approach for parking management, including the application of parking tools (priced parking and time restrictions) for Council-owned on- and off-street parking. The strategy is designed to work towards achieving Council's guiding principles and objectives for transport and implementing key initiatives for car parking outlined in the City of Ipswich Transport Plan (branded as 'iGO').

1.2 Scope

The strategy provides direction for parking management that is consistent with working towards Council's broader aspirations for the municipality by aligning parking objectives with established policy for sustainable transport, as outlined in iGO.

Underpinning this strategy is preparation of a framework which is intended to guide decision-making to support consistent parking outcomes in both centres. The framework allows Council to respond to different parking issues in each centre by considering the application of appropriate actions to support consistent and effective parking management.

Preparation of the strategy has involved a review of strategic policy documents for transport and land use in the municipality as well as a review of parking occupancy, time restrictions and parking revenue in each centre.

This strategy is linked to Council's broader objectives for sustainable transport and acknowledges the role that strong and robust parking management can have on economic and social outcomes for the City of Ipswich.

This strategy is structured as follows:

1. **Introduction** – purpose, scope and approach of the strategy;
2. **Background** – reviews Council's existing policies for transport and provides information about the importance of parking management for the City of Ipswich;
3. **Current parking scenario** – reviews parking demand and time restrictions in each centre;
4. **Successful approaches to car parking in activity centres** – provides information and guidance regarding the role of priced parking and the importance of effective parking management (including pricing) in centres;
5. **Framework for priced parking** – develops a set of objectives to provide a working 'definition of success' for parking management outcomes as well as a framework to guide decision-making for priced parking;
6. **Implementing priced parking** – provides guidance for implementing priced parking;
7. **Distributing funds from priced parking** – provides examples of how authorities divert funding from parking to sustainable transport initiatives; and
8. **Recommendations for parking management** – provides a summary of the recommendations detailed in this strategy.

2 Background

2.1 Context

The City of Ipswich is a Local Government Area (LGA) located west of the Brisbane metropolitan area. The current population is approximately 215,000 which is set to grow to around 435,000 by 2031 and 520,000 by 2041. As significant growth is expected within the LGA, planning for the various aspects of transport (including parking policies) for residents and workers is key to being able to balance users' demand with available resources.

The City of Ipswich Transport Plan, branded as 'iGO', is outlined below, and provides strategic guidance on how Council will look to manage the transport task within existing and emerging areas.

2.2 iGO

iGO is Ipswich City Council's existing policy for transport. It outlines Council's aspirations to advance the city's transport network to accommodate a future population of 435,000 people by shifting trips to more sustainable modes of transport.

With forecasted population growth in the City of Ipswich, iGO is an important policy document that focusses on integrating land use with transport to advance the transport system and foster the development of strong, compact and connected mixed-use activity centres and complete communities.

Car parking has been recognised as a critical element of the transport system requiring careful management, particularly in regard to how Council provides and manages on-street and off-street car parking in its activity centres. The strategy recognises that effective car parking policy can improve streetscape amenity, support sustainable modes of transport and reduce issues arising from traffic congestion and car dependency, which will be important considerations as the city undergoes future growth.

The plan articulates how Council must take a more strategic approach to the provision and management of car parking, particularly in the Ipswich City Centre and Springfield Town Centre, to support Council's long-term strategic objectives.

2.3 Importance of parking management

Car parking is one of the biggest challenges facing local governments like the Ipswich City Council, as the impacts of population growth, increased traffic and congestion, and the associated demands on transport infrastructure (including parking) can often require significant attention, resources and investment.

Council provides more than 3,500 car parking spaces in the Ipswich City Centre, which includes both on-street and off-street spaces. Of these car parking spaces, approximately 710 spaces are subject to priced parking enforcement while the remaining are understood to be both unrestricted and managed using time restrictions.

Council's existing transport policy recognises that individual travel trends will need to change in the future to accommodate population growth. Transitioning the transport network (including pedestrian movements) from one that is predominantly car oriented to one that is more sustainable, will be critical to ensure liveability can be enhanced in the future.

Currently, around 85% of all trips in the City of Ipswich are made by private vehicles and household car ownership rates are understood to be increasing. This reliance on the car, particularly for short trips and journeys to work and education, will have serious implications for traffic congestion, parking demand, economic development, the environment, safety and public health.

A successful Parking Pricing Strategy will ensure a consistent and logical approach in managing priced parking within the City of Ipswich, which is one of many elements that will address some of these existing and future transport challenges and assist in nurturing vibrancy, activity and prosperity for the Ipswich City Centre and Springfield Town Centre.

3 Current parking scenario

This section provides information about the existing car parking environment in both Ipswich and Springfield centres and presents a summary of existing parking demands. A plan outlining the parking locations and a detailed review of time restrictions has also been undertaken, with the findings and recommendations for minor changes provided in Appendix A of this report.

The existing parking scenario analysis was carried out using surveyed data for parking occupancy and parking meter data. The data was obtained for Saturday (27 October 2018), Tuesday (30 October 2018) and Thursday (1 November 2018), and to understand parking demand experienced in each centre on both weekdays and weekends. The surveys were conducted for both the Ipswich City Centre and the Springfield Town Centre areas on concurrent days.

For the Ipswich City Centre area, parking demand data has been categorised using the same parking precincts as defined with iGO to ensure consistency across both documents.

3.1 Ipswich City Centre

The surveyed occupancy data for Ipswich City Centre was summarised by calculating the average parking occupancy for Tuesday, Thursday and Saturday survey periods. The average occupancy per day was compared with the supply volume (by precinct) is demonstrated in Figure 3-1 (and Table 3-1 overleaf) which considered both on-street and off-street parking spaces managed by Council.

Figure 3-1: Ipswich City Centre - Average Parking Occupancy (Tuesday, Thursday and Saturday)

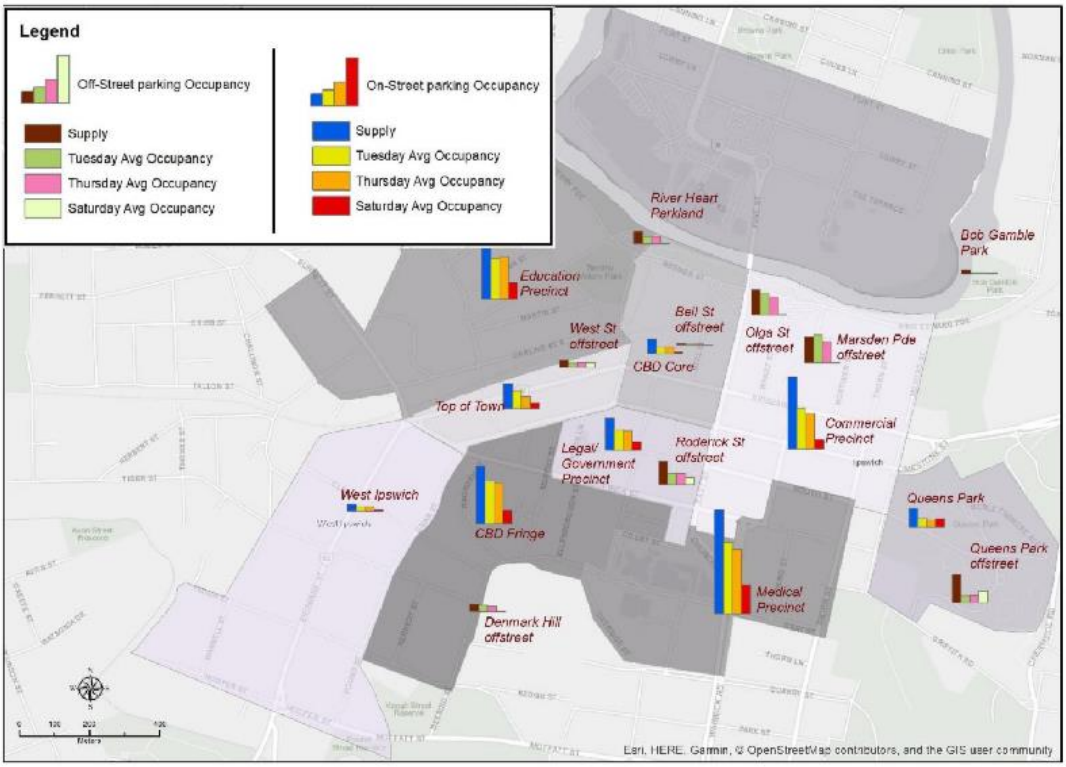


Table 3-1: Ipswich City Centre – Summary of Occupancy Data

Type	Name		Saturday		Tuesday		Thursday	
		Supply	Avg	Max	Avg	Max	Avg	Max
		Occupancy Volume						
On-street	CBD CORE	96	11	20	45	59	47	69
On-street	CBD FRINGE	383	89	115	281	344	268	339
On-street	COMMERCIAL	475	62	90	267	325	234	302
On-street	EDUCATION	495	110	138	267	355	282	372
On-street	LEGAL & GOVT	212	54	92	134	169	126	184
On-street	MEDICAL	684	191	241	469	562	423	530
On-street	QUEENS PARK	121	53	77	56	92	43	84
On-street	TOP OF TOWN	162	36	49	113	128	77	100
On-street	WEST IPSWICH	41	8	13	30	37	27	39
Off-street	Bell St off-street	14	3	7	8	11	8	12
Off-street	Bob Gamble Park	24	4	10	3	5	2	8
Off-street	Denmark Hill off-street	50	4	5	42	49	37	50
Off-street	Marsden Parade off-street	173	2	3	184	213	141	198
Off-street	Olga St	165	4	6	145	164	120	163
Off-street	Queens Park off-street	191	77	121	46	69	47	94
Off-street	River Heart Parkland	82	5	8	47	57	46	69
Off-street	Roderick St off-street	154	48	89	75	104	72	124
Off-street	West St off-street	50	32	43	30	41	31	51
		Occupancy Percentage (%)						
On-street	CBD CORE	96	12%	21%	47%	61%	49%	72%
On-street	CBD FRINGE	383	23%	30%	73%	90%	70%	89%
On-street	COMMERCIAL	475	13%	19%	56%	68%	49%	64%
On-street	EDUCATION	495	22%	28%	54%	72%	57%	75%
On-street	LEGAL & GOVT	212	25%	43%	63%	80%	59%	87%
On-street	MEDICAL	684	28%	35%	68%	82%	62%	77%
On-street	QUEENS PARK	121	44%	64%	46%	76%	36%	69%
On-street	TOP OF TOWN	162	22%	30%	69%	79%	47%	62%
On-street	WEST IPSWICH	41	20%	32%	72%	90%	66%	95%
Off-street	Bell St off-street	14	23%	50%	57%	79%	57%	86%
Off-street	Bob Gamble Park	24	17%	42%	13%	21%	9%	33%
Off-street	Denmark Hill off-street	50	8%	10%	83%	98%	73%	100%
Off-street	Marsden Parade off-street	173	1%	2%	106%	123%	81%	114%
Off-street	Olga St	165	2%	4%	88%	99%	73%	99%
Off-street	Queens Park off-street	191	40%	63%	24%	36%	24%	49%
Off-street	River Heart Parkland	82	6%	10%	58%	70%	56%	84%
Off-street	Roderick St off-street	154	31%	58%	49%	68%	47%	81%
Off-street	West St off-street	50	64%	86%	59%	82%	63%	102%

Table 3-1 provides a summary of parking demand across each parking precinct in the Ipswich City Centre. The highest number of unoccupied on-street parking was found in the Commercial, Education and Medical precincts which suggests that existing car parking supply in these locations is generally under-utilised.

The occupancy data analysis reveals that there is a significant imbalance between parking supply and parking demand across each defined precinct with parking supply comfortably satisfying existing parking demands. While there may be localised areas that have higher parking demand, or limited parking supply, overall parking occupancies across the precincts are relatively moderate.

Detailed comparisons between parking supply and demand, segregated into maximum and average parking occupancy for each surveyed day has been undertaken to illustrate the parking demand across different locations, as shown in Figure 3-2 and Figure 3-3.

Figure 3-2: Ipswich City Centre – On-Street Parking Supply and Occupancy

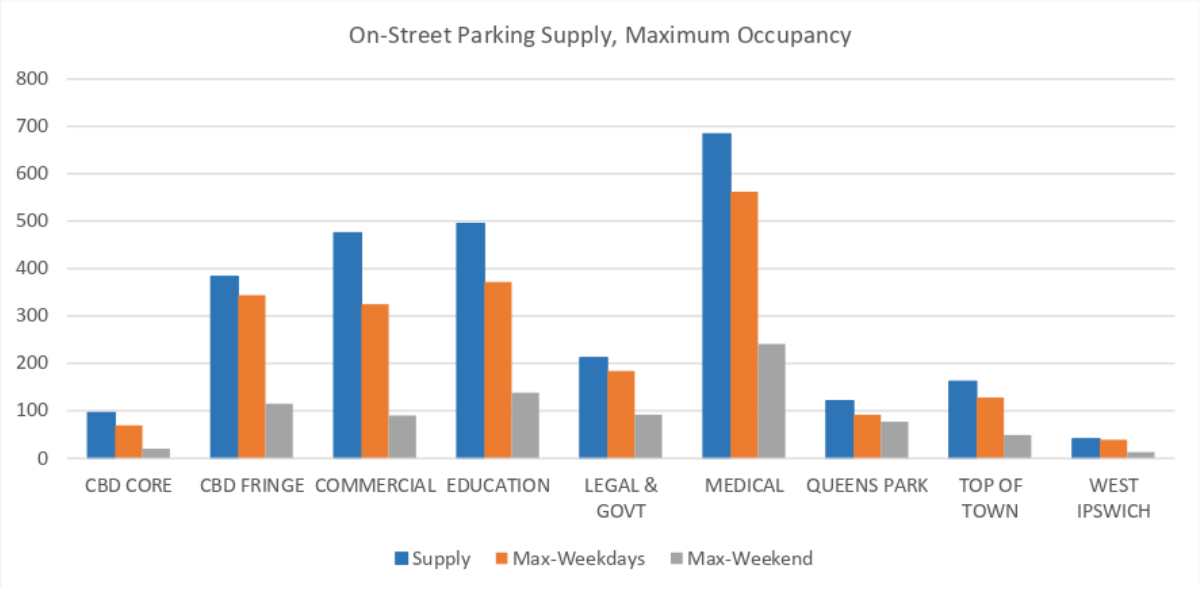
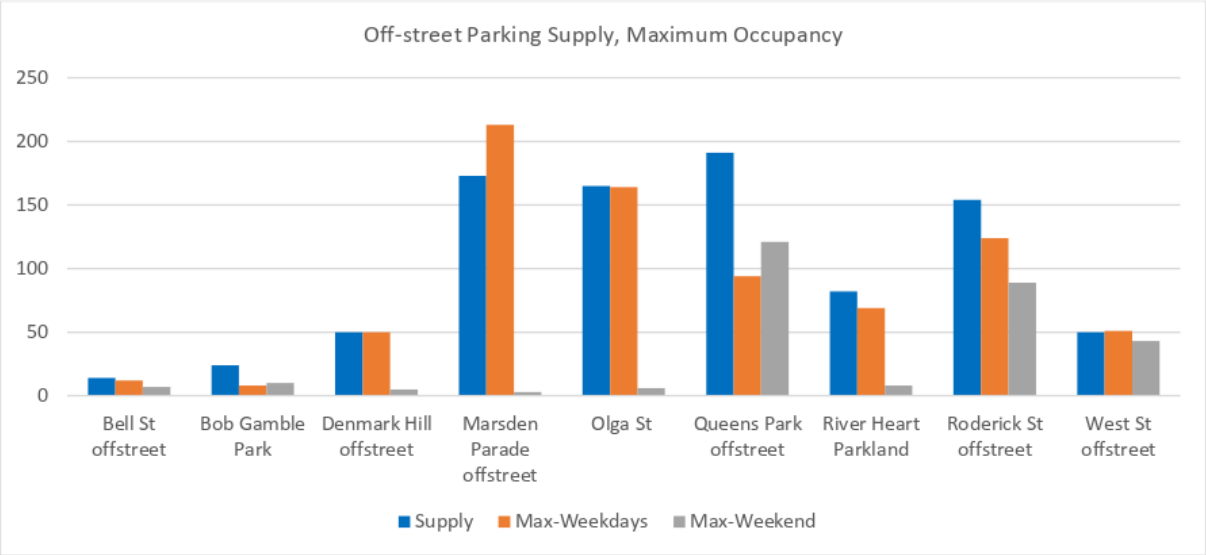


Figure 3-3: Ipswich City Centre – Off-Street Parking Supply and Occupancy



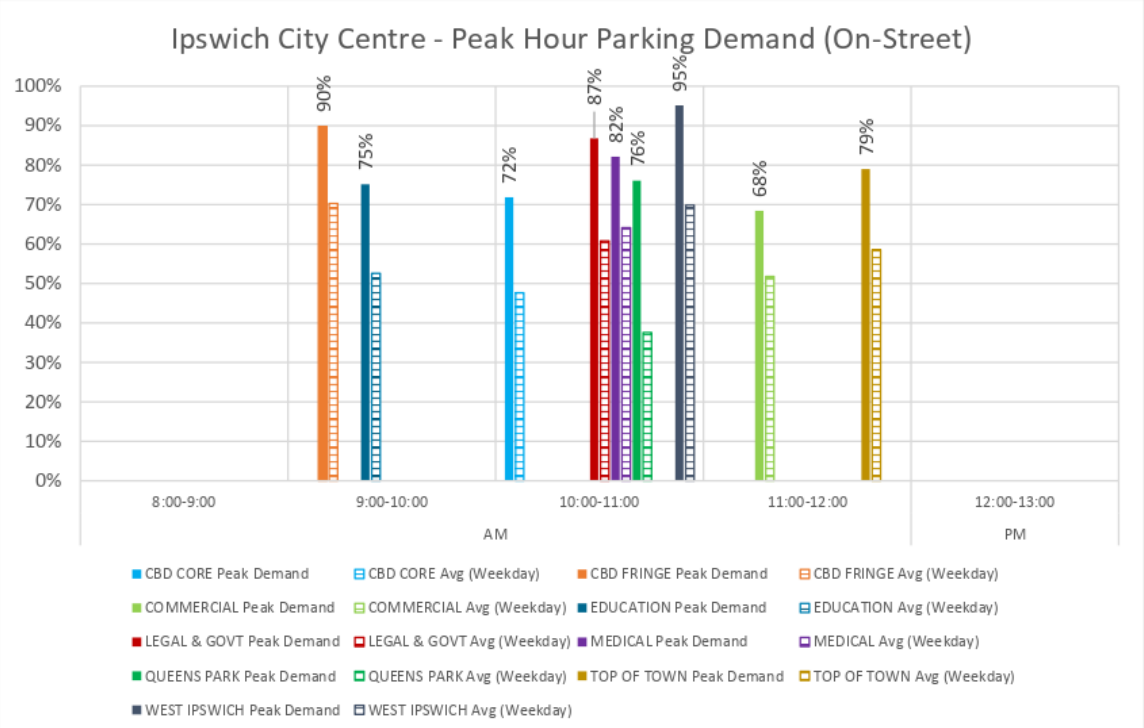
Overall, it can be seen that parking demand is higher on weekdays (Tuesday and Thursday) compared to weekends (Saturday) which can be attributed to employee parking, and off-street parking is favoured over on-street due to the longer-term parking controls satisfying the needs of commuters and employees in the Ipswich City Centre.

Higher parking demand during weekdays is not uncommon for key activity centres like Ipswich City Centre given the key land uses and users which traditionally generate significantly higher weekday demands.

The analysis of parking demand has also identified peak parking demand experienced in the Ipswich City Centre. The identified peak parking occupancy duration shows how different land use types attract variations in peak parking demand throughout the day. For estimating the peak parking demand, the highest percentage of occupancy volumes were used to identify the peak hour.

Figure 3-4 shows the peak parking demand for a range of land-uses in Ipswich City Centre for on-street parking.

Figure 3-4: Ipswich City Centre – Peak Parking Demand (On-Street)



Notes:

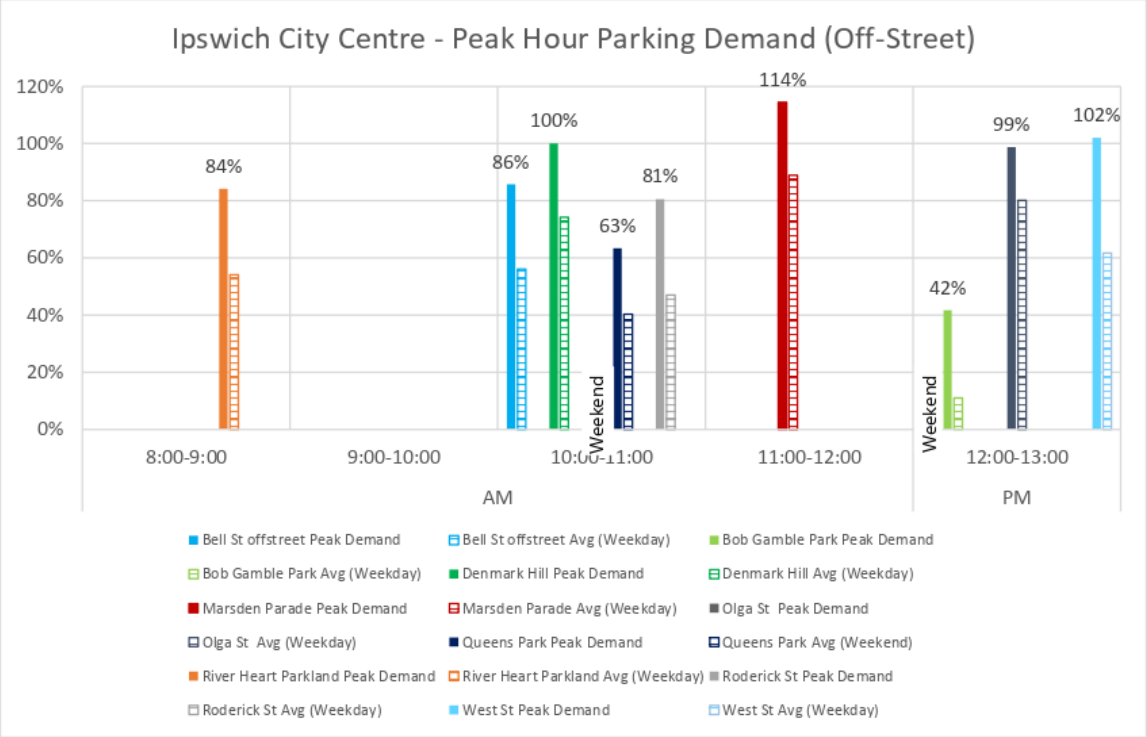
On-street peak parking demand for all precincts lies in AM of weekdays from 9:00 to 12:00 AM.

No peak demand for PM hour is observed.

The West Ipswich peak parking occupancy is not representative of the entire precinct as only a limited number of streets were surveyed.

Figure 3-5 overleaf shows the off-street parking demand in peak hours.

Figure 3-5: Ipswich City Centre – Peak Parking Demand (Off-Street)



Notes:

Off-street peak parking demand lies both in AM and PM hours of weekdays and weekends from 8:00 AM to 13:00 PM.

No peak demand in rest of the PM hours is observed.

The weekend peak demand was observed for Queens Park and Bob Gamble Park only.

The off-street parking demands indicate a relatively high peak utilisation across the various locations, however, average parking occupancy across the day (typically weekday) was significantly lower. It is noted that the Marsden Parade off-street parking area experienced peak parking demand beyond the formal parking supply on both surveyed weekdays and has an average (weekday) parking occupancy approaching 90% of the supply.

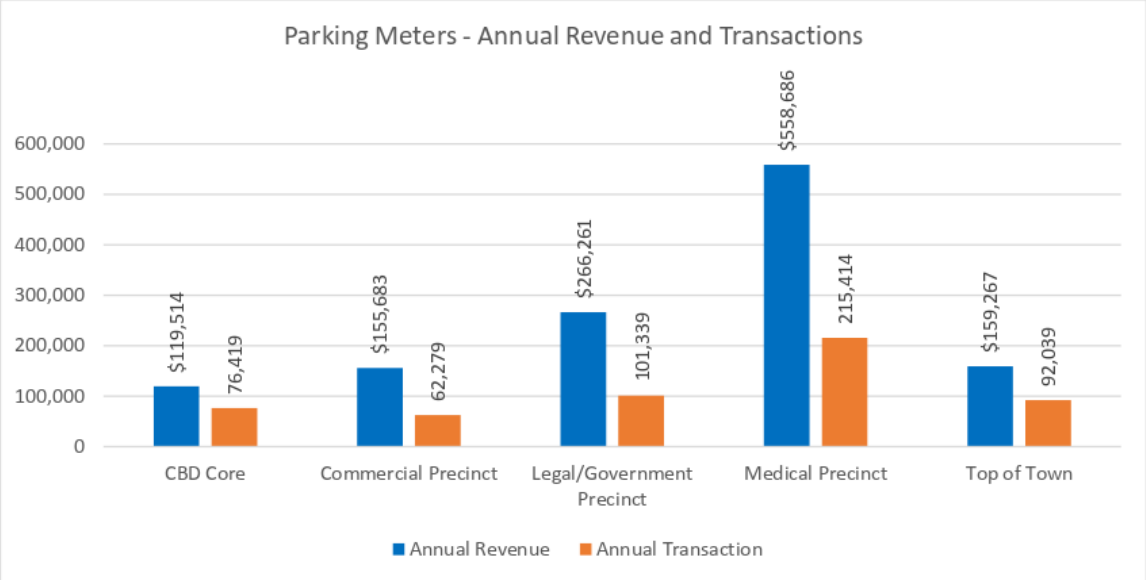
Similarly, the Olga Street off-street carpark parking demand peaks at almost 100% of capacity, with an average occupancy of approximately 80% during the weekdays. While the Denmark Hill and West Street off-street carparks have peak occupancies of approximately 100%, the average occupancy is significantly lower, and the overall size of the parking supply is relatively small.

3.1.1 Ipswich City Centre parking revenue

In addition to the parking occupancy analysis undertaken in this section, further analysis has been carried out to compare the annual transactions and monetary amount generated by each precinct in Ipswich City Centre. A summary of the parking revenue generated within each parking precinct of the Ipswich City Centre study area is provided in Figure 3-6, with a total of approximately $1.29 million collected overall within the City of Ipswich in the 2018 calendar year.

The parking precinct that saw the highest amount of parking revenue raised was the Medical precinct which raised approximately $558,000. This is not uncommon because hospitals are unique parking demand generators due to the need for access by private vehicle for patients, staff and visitors. Furthermore, Figure 3-6 suggests that, as a proportion of annual revenue, there aren't as many transactions when compared to other parking locations because hospitals traditionally attract longer term demands.

Figure 3-6: Ipswich City Centre – Parking Meter Transactions and Revenue by Parking Precinct (2018)



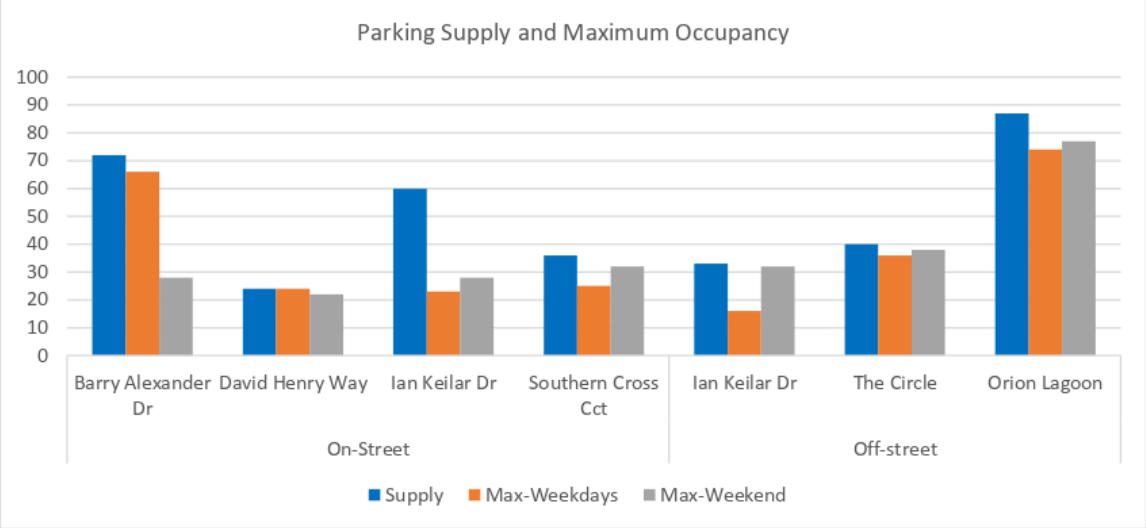
Examining the number of priced parking transactions in comparison to the overall parking supply, it was noted that the CBD Core, Legal / Government and Top of Town Precincts had, on average three (3) transactions per day, while the Medical Precinct had just over two (2) transactions per day on average and the Commercial parking precinct had just under one (1) transaction per day on average. In terms of the parking meter revenue generated, it is noted from Figure 3-6, that the average revenue per transaction for the Medical, Legal/Government and Commercial Precincts ranged between $2.49 and $2.62, and were relatively higher than the other precincts (i.e. CBD Core and Top of Town) which were between $1.56 and $1.73 (respectively).

It is also to be noted that costs are incurred for operating the existing priced parking systems as well as maintenance / upgrading of equipment. Current annual costs for operation of the existing priced parking systems (primarily the current parking meters within the City of Ipswich) are noted as approximately $350,000 per annum (p.a.) which covers hosting, maintenance and transaction costs. In addition to the on-going operational costs, infrastructure upgrades occur approximately every five years, which are equivalent to an annual cost of approximately $100,000 p.a. Therefore, the cost of operating the existing priced parking system is approximately $450,000 p.a. or approximately 35% of the revenue.

3.2 Springfield Town Centre

This section reviews and analyses the parking demand in the Springfield Town Centre. Figure 3-7 presents the parking demand experienced across the centre for both weekdays and weekends. It is also noted that the parking demand varies significantly across each location due to different land use types and likely trip generators. Table 3-2 overleaf summarises the occupancy data for the Springfield Town Centre.

Figure 3-7: Springfield Town Centre – Parking Supply and Average Occupancy (All Surveyed Days)



The analysis of the Springfield Town Centre parking occupancy data indicates that the average occupancy of parking during weekdays and weekends share some similarities, with parking supply comfortably meeting demand during weekdays at Ian Keilar Dr and Southern Cross Cct.

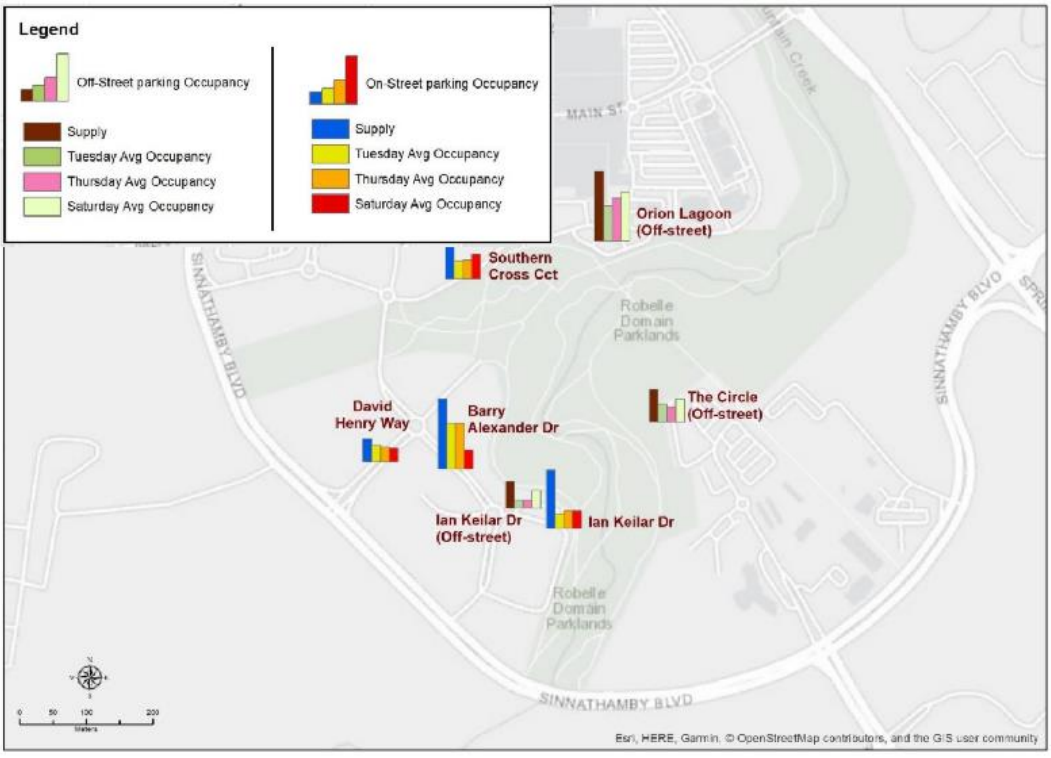
Barry Alexander Drive having lower occupancy on weekends and, conversely, parking on Ian Keilar Drive (off-street) parking showing higher occupancy on weekend as compared to weekdays.

Additionally, the spatial distribution of parking supply and average occupancy volumes for each surveyed day has been mapped and is presented in Figure 3-8 overleaf. It confirms that across the study area, parking supply is excessively high against existing demands and that at any given time, motorists will not be inconvenienced when searching for available parking. This is particularly the case at Orion Lagoon, Barry Alexander Dr and Ian Keilar Dr.

Table 3-2: Springfield Town Centre – Summary of Occupancy Data

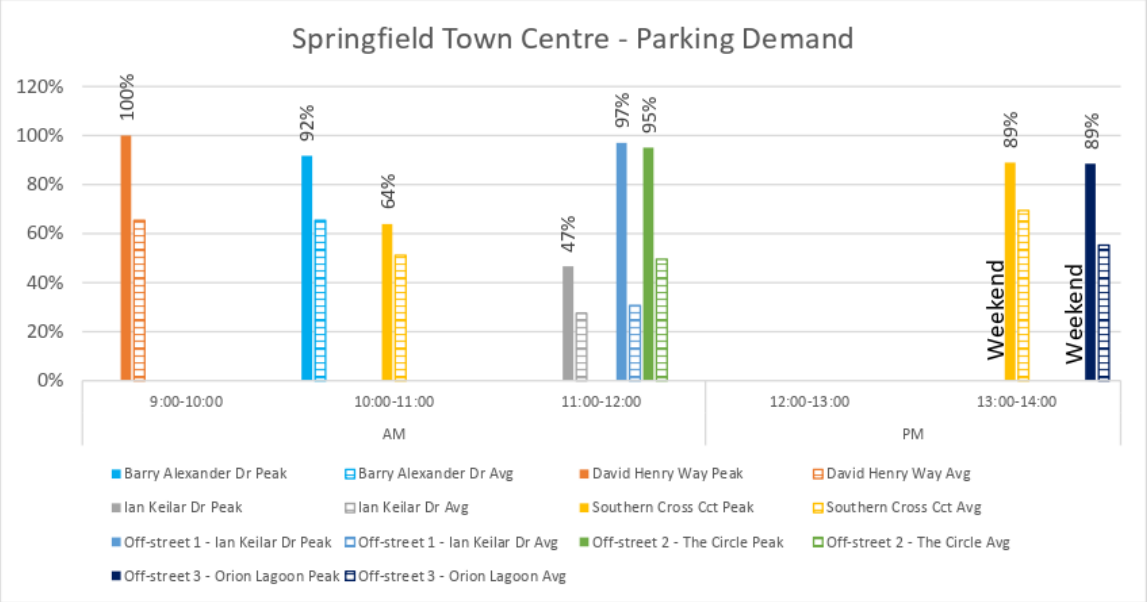
Type	Name	Supply	Saturday		Tuesday		Thursday	
			Average	Max	Average	Max	Average	Max
			Occupancy Volume					
On-Street	Barry Alexander Dr	72	20	28	47	60	47	66
On-Street	David Henry Way	24	14	22	17	23	15	24
On-Street	Ian Keilar Dr	60	18	28	15	20	18	23
On-Street	Southern Cross Cct	36	25	32	18	23	19	25
Off-street	Ian Keilar Dr	33	22	32	10	16	10	14
Off-street	The Circle	40	28	38	22	36	18	36
Off-street	Orion Lagoon	87	61	77	44	68	53	74
			Occupancy Percentage (%)					
On-Street	Barry Alexander Dr	72	28%	39%	66%	83%	65%	92%
On-Street	David Henry Way	24	57%	92%	70%	96%	61%	100%
On-Street	Ian Keilar Dr	60	30%	47%	26%	33%	29%	38%
On-Street	Southern Cross Cct	36	69%	89%	50%	64%	53%	69%
Off-street	Ian Keilar Dr	33	66%	97%	31%	48%	31%	42%
Off-street	The Circle	40	70%	95%	54%	90%	45%	90%
Off-street	Orion Lagoon	87	70%	89%	50%	78%	60%	85%

Figure 3-8: Springfield Town Centre- Average Parking Occupancy (Tuesday, Thursday and Saturday)



Peak parking demand for the Springfield Town Centre has been analysed and is presented in Figure 3-9 overleaf.

Figure 3-9: Springfield Town Centre – Peak Parking Demand



Note: Peak parking demand was observed for AM in weekdays and for PM in weekends.

The peak parking demand for the Springfield Town Centre presented in Figure 3-9 shows that peak demand for weekdays predominantly lies in AM hours while peak demand during weekend periods favours PM hours (13:00 to 14:00 PM).

The highest demand was recorded at David Henry Way (100%) from 9:00 to 10:00 AM on weekday periods while the lowest peak demand was recorded at Ian Keilar Drive (42%). The peak demand for Southern Cross Circuit and Barry Alexander Drive is identified from 10:00 to 11:00 AM in weekdays. Peak parking demand for the other locations in the study area are recorded between 11:00 AM to 12:00 Noon during weekdays which is typical for activity centre locations.

It is noted that the Orion Lagoon peak parking occupancy was 89% (average occupancy of approximately 70%) during the weekend survey, which was conducted in late October 2018. While the timing of the survey would be considered to represent an average demand across the year, it is likely that parking demand would be somewhat seasonal with lower demand during winter (colder) months and higher parking demand during summer (warmer) months and/or during school holiday periods. Therefore, consideration should be given to the seasonal fluctuation of parking demands for activity-based land-uses.

4 Successful approaches to car parking in activity centres

Effective car parking management is a useful tool that optimises parking space in areas of high parking demand to ensure parking availability, turnover and accessibility. Parking management is also an effective element of the broader transport system and, when well enforced, can support Council in achieving its broader transport objectives by reducing traffic congestion, encouraging the use of sustainable transport modes and supporting vibrant and walkable activity centres.

This section provides an overview of the various elements of parking management that need to be considered and understood when developing supporting policies for transport, including priced parking.

4.1 The impacts associated with excessive parking supply

The investment in off-street public parking has traditionally been considered an appropriate response to high demand for parking in each activity centre. As a result, both the Ipswich City Centre and Springfield Town Centre now have a large supply of public off-street car parking dispersed around each centre. This parking supply is not highly utilised at all times, particularly during off-peak times and during weekends, meaning visitors are generally able to easily secure convenient parking.

While an excessive supply of parking typically induces car trips to a centre and subconsciously determines the transport mode of residents, there are a myriad of issues associated with this approach, which can lead to unfavourable outcomes, namely:

- **Vehicle intrusion** – an oversupply of parking encourages vehicle use, short car trips within the city centre, and increased traffic. As a result, cars have a greater impact on amenity and safety.
- **Inefficient use of land** – surface car parks prevent high value land from being used for a range of higher value uses, including infill development or public open space.
- **Urban form and place quality** – car parks (particularly surface car parks) contribute to dispersed and disconnected urban forms and inactive street frontages. Excessive car parking is a significant barrier to making attractive and interesting places.
- **Less walkable places** – large surface car parks result in spread out town centres, disconnected destinations and long walking distances.
- **Retail prosperity** – less walkable town centres that encourage short vehicle trips do not support vibrant and prosperous retail. Town centres prosper when people walk and stay for extended periods, however, an oversupply of parking encourages short stays, lower value 'convenience' trips and minimal visitor interaction with the street, shop fronts, and broader community.

Best practice approaches to the supply of public parking have successfully been implemented to support bold sustainability, liveability and sustainable transport objectives for local government areas around the world. These approaches are uniformly based on a holistic consideration of the accessibility needs of complete precincts, together with a host of sustainability, urban design and transport objectives, as opposed to simply looking at parking as a problem in isolation of broader factors.

While Council's management of parking facilities (on- and off-street) is important, the way Council provides parking is an equally important consideration that should be understood. Regarding Council's role as a

provider of public parking, there are some common principles and best practice approaches to parking supply that Council needs to consider as it reforms its approach to parking management, including:

- **Consolidated parking facilities** – Parking is provided in a small number of consolidated facilities (generally multi-level) rather than multiple dispersed surface car parks. This reduces the land dedicated to parking and permits a more compact and walkable urban form.
- **Peripheral parking facilities** – Consolidated car parks are located on the periphery of the precinct, reducing the intrusion of cars within the site, and discouraging short car trips.
- **Appropriately scaled facilities** – Parking facilities are designed to conform with the surrounding urban form. The supply of parking within consolidated facilities is designed to support mode share and broader sustainable travel objectives, rather than satisfy demand.
- **Unbundled parking** – Parking spaces are not included in the sale of dwellings. Instead, people who own cars are able to buy spaces in consolidated facilities separately at the market rate.

While Council's provision of car parking is different to Council's management of parking, there are important links between the level of parking provision in a centre and the impetus to manage parking more efficiently. This needs to be understood in order to develop an effective and strategic response through parking management policy as the overall supply of parking – through Council's provision of car parking – has direct implications and linkages to broader parking management outcomes.

4.2 The role of parking management

Parking management refers to the tools that local governments use to achieve desired parking outcomes and meet stated objectives for transport and land use. Therefore, parking management can be used both as a tool to optimise parking space in activity centres and as a strategy to achieve broader transport objectives, including reducing traffic congestion and encouraging a shift to sustainable or public transport.

Parking management tools typically include time restrictions and pricing which are applied in areas that attract high parking demand. These areas generally include activity centres and retail areas but can also include areas adjacent to train stations, public institutions, hospitals and employment areas.

In the absence of parking management tools, motorists are not encouraged to limit their stay to a certain time. This can create a perception that there is an under-supply of parking spaces because some motorists may find it difficult to secure an available parking space. These scenarios can lead to community and stakeholder expectations placed on Council to invest in new parking facilities which are invariably a significant cost. Avoiding these scenarios reinforces the importance of an effective parking management regime.

Generally, parking management objectives are articulated in a Council-wide parking strategy or policy which can directly be applied at a precinct or activity centre-level. Strategic documents for parking include guidance on managing public parking through interventions for pricing and time restrictions. Parking management also involves broader themes generally linked to Council's established objectives and long-term goals, such as:

- Linking car parking with broader objectives for transport and land use, including mode shift targets and sustainable transport goals;
- Using car parking management to improve the public realm by reducing the impact of car parking in activity centres and articulating Council's goals for streetscapes, parklets and public realm design; and
- Shifting community assumptions that car parking is 'free' or a 'public infrastructure' to an appreciation where parking is seen as a market good.

Effective parking management can be a useful policy tool for achieving sustainable transport objectives. This relates to achieving an optimal amount of supply that encourages alternative modes of transport as opposed to an unmanaged parking environment that further stimulates private vehicle travel.

4.3 Time limit parking controls

In determining the most appropriate response to setting time restrictions in each study area, the Austroads *Guide to Traffic Management – Part 11: Parking*, as provided in Table 4-1, have been reviewed. These guidelines can be used as a reference tool when setting appropriate time restrictions, as guidance is not based solely on the overall parking demand experienced within the area being assessed. Consideration also needs to be given to the land-use context of the surrounding area.

Table 4-1: Parking time limit guidelines

Time Period	Applications of these Periods
5-minute	• Areas with very high arrival rates, for example where passengers are dropped off, but some waiting is likely • May apply in cinemas, post offices and hotels and pay potentially be used in business districts and schools
10-minute or ¼ hour (15-minute)	• For areas with high turnover outside commercial facilities providing a high level of convenience such as banks, post offices, milk bars and newsagents • For pick-up and set-down outside schools • Only appropriate for motorists who go to one address
½ hour (30-minute)	• For areas directly outside local shops that rely on providing a reasonably high level of convenience to maintain a competitive market position • There is usually a high demand and one-hour parking would result in inadequate parking turnover • Half-hour restriction allows people to go to 2-3 shops
1 hour (60-minute)	• Areas outside major shopping centres and in other locations where there is a demand for parking and the activity is likely to take longer than half an hour (e.g. commercial developments providing professional and personal services) • This type of parking is able to be diverted to off-street locations, but parking access needs to be clearly visible from the frontage road
2 hour (120-minute)	• Sometimes appropriate outside major shopping centres although it can result in enforcement difficulties with some motorists staying excessively long times • More likely to be applicable in areas with developments containing professional and personal services • Also applicable on streets where a resident parking permit scheme applies, and time limited parking is available for non-residents • The 2 hour limits results in commuter parking being removed • This type of parking can also be diverted into off-street car parks, access to the car park can be provided via other streets but access arrangements need to be clearly identifiable from arterial roads
4 hour (240-minute) *Also applicable for 3 hour (180-minute)*	• Appropriate where it is desired to stop all-day commuter parking but allow parking by other local people • This type of parking can also be diverted into off-street car parks. While it desirable that car park access is identifiable from the arterial road, it will often be acceptable to assume that motorists are relatively well informed regarding the access arrangements for the site
No time limit (all day) *Unrestricted*	• Usually generated by employees or park and ride motorists and will occur across all types of development • Does not require signs to be used to indicate that parking is permitted where there is no time limit or no user limitation

Source: Damen, P. & Huband, A. (2008). Guide to Traffic Management Part 11: Parking. Sydney, Australia: Austroads.

A review of time restrictions was carried out by using surveyed data for the Ipswich City Centre and Springfield Town Centre locations, to identify whether there were areas of parking that could potentially have adjustments to current time restrictions to better manage parking turnover. The overall parking occupancy of 'Unrestricted' spaces will be reviewed in considering potential parking time limit adjustments (provided in Appendix A).

4.4 When to introduce priced parking

Common practice typically sees priced parking introduced once the effectiveness of time restrictions has been exhausted, making priced parking the final stage in the hierarchy of parking management interventions for public parking spaces (both on and off-street). The steps Council can take when considering changes to parking controls typically responds to the following scenarios:

- If high parking occupancy becomes problematic in an area of unrestricted parking, the application of time restrictions should first be introduced ahead of the consideration of priced parking;
- If high parking occupancy becomes problematic in an area managed under time restrictions, the application of tighter time restrictions can be introduced and monitored ahead of the introduction of priced parking; and
- If high parking occupancy continues to be problematic following the application of tighter time restrictions, then priced parking is recommended.

Priced parking is best implemented as part of precinct-wide integrated parking reforms that also includes improved user information, review of time restrictions, wayfinding and improved enforcement of parking regulations.

Common practice for introducing priced parking is the trigger of consistently high parking demand (~85% occupancy or above) in relation to available parking supply. High parking demand is typically experienced in activity centres that attract visitors for a variety of retail, social and cultural purposes but can also exist in areas of high employment, particularly hospitals or public institutions.

4.5 Priced parking benefits

In understanding how priced parking can support Council's broader objectives for transport, liveability and land use, known benefits that are widely acknowledged as direct outcomes of a priced parking regime:

- **Mode shift** – Priced parking influences mode choice, meaning residents who can access activity centres by walking, cycling or public transport will do so to avoid paying for parking.
- **Turnover and utilisation** – Priced parking supports efficient utilisation and encourages regular turnover to ensure sufficient parking availability at all times.
- **Equity** – Priced parking ensures that parking is always available to those who require it most, including disabled parking and special needs parking.
- **Town centre amenity** – Priced parking contributes to vibrant town centres and the public realm by accommodating visitors and supporting kerbside activity.
- **Road network** – Priced parking reduces the amount of traffic on the local street network due to discouraging short trips made by private vehicle where walking, cycling or public transport are viable options.
- **Fringe parking and walkability** – Priced parking encourages longer-term parkers to use less convenient spaces (i.e. off-street or fringe locations) to increase activity on local streets.
- **Development** – Priced parking reduces the number of spaces needed to meet demand, reducing total parking costs, and allowing more compact development.
- **Revenue** – Priced parking revenue is accrued by Council and used to fund sustainable transport infrastructure and initiatives, or investment in streetscapes and the public realm.

4.6 Developing a consistent approach to priced parking

To date, priced parking areas have been established on an ad-hoc basis in response to high parking demands and in isolation of any guidance from an overarching policy. Further, review of parking pricing has been constrained to simple increases based on Consumer Price Index (CPI) and does not provide appropriate mechanisms for the potential for increases/decreases in the rate of priced parking.

A consistent approach to the management and application of priced parking will provide a clear policy rationale for expanding areas subject to priced parking, altering existing priced regimes or adjusting time restrictions to achieve an effective and consistent response to parking management that can also contribute to Council's broader policy for transport.

Furthermore, developing a consistent approach to priced parking will simplify the decision-making process will allow Council to respond systematically and uniformly to issues relating to high parking demand in different parking contexts.

4.7 Developing triggers for priced parking

A framework for priced parking will allow Council to respond to different parking contexts in a systematic and consistent manner. A common method for councils to respond consistently to parking challenges is through the application of parking 'triggers'. The most basic 'trigger' for considering introduction of priced parking is high parking demand, in relation to available parking supply. High parking demand locations are commonly activity centres that attract large numbers of visitors, such as shopping strips like the Ipswich City Centre or Springfield Town Centre. They may also include areas close to public transport, educational institutions, hospitals and recreational centres and emerging activity centres.

Triggers also allow councils to respond to unique parking issues that may be become prevalent in certain areas of the municipality. A parking framework where triggers can be applied ensures consistency and transparency for parking management and is the most effective approach to priced parking, as opposed to practices that may see priced parking introduced through ad-hoc or reactive practices.

Occupancy-based measures provide good trigger mechanisms by being based on survey data that provides a common and systematic mechanism for triggering application (or at least consideration) of priced parking. This type of data-based mechanism has advantages over 'reactive'-type trigger mechanisms (e.g. requests from shop keepers, residents or other businesses/organisations) or ad-hoc application across selected areas.

Typically, occupancy rates for parking obtained through survey data may be the most appropriate information source for determining implementation triggers. A common occupancy rate used by councils as a trigger for the introduction of priced parking is 85%. This rate is an appropriate level of demand where adjustments to existing time restrictions are no longer the most effective management tool.

In New Zealand, Auckland Transport's Parking Strategy (2015) uses occupancy-rate measures to not only trigger implementation of priced parking, but to trigger shifts along the full range of interventions within the parking management hierarchy. Auckland Transport use an 85% peak period occupancy measure as the trigger for considering introduction of more stringent management interventions. Introduction of priced parking is recommended in contexts where existing time restrictions are failing to achieve peak period occupancy of less than 85%, as shown in Table 4-2 overleaf.

Table 4-2: On-street parking intervention triggers, Auckland Transport

Issue	Trigger Point	Response
Demand pressure in currently unrestricted areas	Demand for on-street parking regularly exceeds 85% at peak times.	• Introduce time restrictions suitable to local demand or paid parking to encourage turnover of spaces; or • Establish new residential parking schemes
Demand pressure in residential areas	Parking demand regularly exceeds 85% of available supply in residential areas at peak times where off-street parking options are constrained (e.g. heritage zones, or areas where off-street parking constraints apply).	• Introduce or alter time restrictions (suited to local demand) to encourage turnover of spaces (with resident parking permit schemes where appropriate); or • Establish new residential parking schemes; or • Introduce paid parking areas to manage the high demand.
Demand pressure in areas with time restrictions	Occupancy levels for time-restricted spaces regularly exceed 85% at peak times.	• Investigate opportunities to reduce the time restriction and/or introduce additional time restrictions on adjacent streets; or • Introduce paid parking with no time limits and use demand responsive pricing
Demand pressure in areas with paid parking	Occupancy rates for paid parking in on-street spaces regularly exceed 85% at peak times.	• Increase parking charges, in line with Policy 1C • Consider provision of additional off-street paid parking consistent with the investment criteria.

A systematic policy supported by data may ease the political acceptability of introducing new priced parking areas. There are a number of factors for Council to consider in making decisions on specific trigger points for priced parking:

1. What is an appropriate average occupancy rate (and over what time period and geographic extent) to trigger implementation?
2. What data collection / monitoring regime is needed to support the use of occupancy-based triggers?
3. What local changes or contextual factors (other than occupancy rates) could be considered as a trigger for review of parking management or prior to implementation of changes?

Regarding **point (1)**, the average peak-period occupancy universally used to trigger priced parking is 85% which is generally recommended as an ideal target occupancy rate for on-street parking within most contexts. However, some priced parking regimes have been introduced for other reasons - see Horsham case study in Appendix C of this report.

An 85% trigger point means that even at peak demand periods, around one in seven spaces is empty and available for users. When parking occupancy rises significantly above this level it becomes difficult for users to find a space, requiring them to circle around to search for parking, time their trips earlier to avoid the rush, or park on nearby residential streets.

Conversely, when occupancy of un-priced parking falls significantly below this level in commercial centres, it may indicate an over-supply of publicly available parking. This presents opportunities for alternative uses of parking spaces (both on-street and off-street) which may include reallocating kerbside space for other uses or consolidating surface parking spaces to suitable locations that can contribute to vibrant and active centres by increasing the level of pedestrian footfall across the centre by enabling 'park once and walk' behaviour.

With regard to **point (2)**, using occupancy-based triggers does require a systematic approach to ongoing data collection and monitoring of on-street and public off-street parking occupancy. It is recommended parking surveys typically be conducted on an annual basis, particularly where significant proportions of a precinct parking are highly occupied (i.e. approaching or exceeding 85%). The costs and feasibility of data collection should inform the regularity of occupancy monitoring. Spot observations by Council officers can provide a cost-effective means of gathering data on a regular (i.e. every 3 or 6 months) basis.

With regard to **point (3)**, consideration of a review of parking management in an area (including potential for priced parking) should not entirely depend on occupancy levels but could also be triggered by or consider a range of contextual factors that may impact on the decision to review parking and the most appropriate regulatory regime for the area. These factors include, but are not necessarily limited to, the following:

- **Land use changes:** Redevelopment that changes the nature of an area through density or use, or changes to zoning of planning scheme controls that are likely to lead to significant redevelopment (particularly commercial/retail/mixed use).
- **Parking supply:** Significant changes to the supply of on-street parking in a commercial, mixed use or retail area through reallocation of road space to other uses.
- **The costs of enforcement**: Relative to expected revenues from parking pricing: If revenues are not sufficient to cover the costs of collecting parking machine revenues and enforcing payment, alternative management regimes like time limits are likely to be preferred.
- **Public transport**: Parking prices should respond accordingly to investment in public transport infrastructure or provision of more frequent services, which may apply to commuter parking.

4.8 Recommended triggers for priced parking

For the City of Ipswich, there are three core factors relevant to decision-making on the implementation of priced parking locations. In determining the most appropriate trigger for priced parking for each centre, the following factors should be considered in decision-making:

- **Parking occupancy** - An indicator of demand for parking at the location. It is suggested that an 'average peak-period occupancy' metric is utilised - which is calculated as the average % of parking spaces across a precinct occupied during the highest four (peak) hours of parking demand, typically during the weekday. Parking demand on weekends (typically Saturday) should also be considered, particularly in relation to activity-based parking demand areas.
- **Activity Centre –** Ipswich City Centre and Springfield Town centre are uniquely different centres that may both require tailored approaches to the use of priced parking rather than an application of a uniform approach.
- **Land use category -** The dominant land use types within each centre and whether different parking rates may apply within different land use contexts – hospital, education, activity centre.

In addition, several other contextual factors should be considered when determining appropriate locations for priced parking. These factors can influence parking demand significantly and are also linked closely with transport mode shift and other land use/transport objectives of Council. These factors include proximity to city centre; proximity to public transport; quality of active transport alternatives; and risk of spillover parking into adjacent areas. Each factor represents important considerations that can influence whether people decide to drive over other modes of transport and therefore should be considered when setting priced parking regimes.

5 Developing a framework for priced parking

At present, Ipswich City Council has no systematic process for making decisions on the alteration of existing priced parking in the Ipswich City Centre or the expansion of priced parking into new areas across the local government area (LGA).

A successfully implemented Parking Pricing Strategy will deliver a set of positive outcomes and assist Council to achieve a broader policy agenda for liveability, economic development and sustainable transport in the City of Ipswich. In recognising the benefits associated with priced parking regimes on town centre vitality, transport mode shift and economic development.

The following points reflect possible outcomes expected from a successfully implemented policy of this nature:

- **Mode shift -** Car parking policy enables Council to achieve broader transport objectives including achieving a long-term mode shift to more sustainable forms of transport. This is achieved through a variety of outcomes including changes to land use, parking fee adjustments, adjustments to parking supply, rationalisation of residential permit schemes and future public transport investment in the area.
- **Hierarchy -** A positive shift is recognisable in the hierarchy that supports Council's stated objectives from iGO (Parking User Priority Hierarchy) for priority users in shopping streets and residential streets while increasing the importance of public transport, walking and cycling for everyday travel needs
- **Revenue -** Car parking revenue remains consistent across the year to ensure associated costs are managed and revenue is available for additional projects / initiatives which may include public realm improvements or transport improvements for walking and cycling projects and / or public transport services.
- **Small business satisfaction -** Small business and local traders are satisfied with the provision of parking available to access their business and can easily grasp the policy rationale that determines fee levels and car parking supply as it applies to them. Local business supports Council's car parking policy and understands its application.
- **Town centre vitality** - Car parking is rationalised and considers the impact it can have on the vitality of activity centres and neighbourhood centres. Time-restrictions, priced parking and supply management are coordinated strategically to ensure adjacent land uses benefit. Car parking in town centres should support the public realm, not hinder it, and streetscapes are active all year round to ensure each centre remains a welcoming and vital place for all visitors.

This section develops a framework for priced parking which has been designed to provide guidance to Council for the implementation of new priced parking, the alteration of existing priced parking or the adjustment of time restrictions in the Ipswich City Centre or Springfield Town Centre.

5.1 The purpose of priced parking in the City of Ipswich

Successfully implemented and effective priced parking regimes are widely acknowledged as delivering a range of broader benefits. In acknowledging the advantages of priced parking, as a minimum, the purpose of a priced parking strategy for the City of Ipswich will:

- Focus on achieving efficient utilisation of parking resources via a range of management tools such as hourly or daily pricing, permits, time limits, and parking enforcement;
- Prioritise the needs of specific users, such as people with disabilities, delivery vehicles or contractors;
- Provide information to users (e.g. parking guidance on access roads and straightforward rules for users); and
- Enable flexibility and sharing (e.g. adjust parking management or availability in response to changes in demand or special event requirements).

5.2 Parking pricing strategy objectives

This section presents parking management objectives that have been prepared to guide Council decision-making and to articulate the role that parking management plays in achieving Council's broader policy goals.

Seven (7) parking objectives, based on iGO, have been prepared which provide a working 'definition of success' for parking management outcomes and to ensure that a strategic approach is embedded in all decision-making on matters relating to car parking within the City of Ipswich.

The following seven objectives have been prepared to articulate Council's strategic approach to car parking and recognise that a successfully adopted car parking management regime typically:

1. Facilitates the balanced provision of car parking in activity centres and ensures parking is accessible to those who require it the most.
2. Ensures the highest and best use of kerbside space.
3. Contributes to active and vibrant retail areas and activity centres by increasing turnover of parking space where required.
4. Reduces traffic congestion and reliance on private vehicles and encourages the use of more sustainable forms of transport.
5. Progressively shifts longer-term parking demand to more peripheral locations to promote more pedestrian focussed activity centres.
6. Ensures the cost to provide public parking is recognised and considered in people's travel choice.
7. Provides opportunity for investing parking revenue into sustainable transport & public realm initiatives.

The objectives articulate Council's desired outcomes or 'what success looks like' and are to be applied in the context of car parking in each activity centre. Building on the above listed objectives, further elaboration of each objective is provided in Table 5-1 overleaf by drawing them to Council's existing high-level transport objectives detailed in iGO.

Table 5-1: Parking management objectives

Parking Management Objectives	*iGO Reference*	*Other comments*
1. Facilitates the balanced provision of car parking in activity centres and ensures parking is accessible to those who require it the most.	"Strategically manage car parking to support economic vitality, balance the parking needs of all users and promote sustainable transport use" *iGO, page 142 (Parking Policy Focus)*	Public parking in the City of Ipswich is shared by a range of different users, all with a range of different needs. The prevailing suburban form of the City of Ipswich and the region's limited access to public transport means many people will continue to rely on publicly available parking in activity centres, however, over time this level of supply will need to reflect the growing participation in sustainable modes of transport.
2. Ensures the highest and best use of kerbside space.	"Space on the road network is prioritised, designed and managed for all of the different types of road users with regard to the overall strategic transport intent" *iGO, page 99 (Roads Policy Focus)*	Parking management is an important mechanism within activity centres to ensure the needs of different users are facilitated. It can provide pick up and drop off space, conveniently located on-street parking, space for deliveries, room for riding bikes, or space for expanded footpaths and streetscaping. Maintaining fair access to those with the greatest need while delivering the highest value to the broader community will be a direct outcome of a successfully implemented pricing strategy.
3. Contributes to active and vibrant retail areas and activity centres by increasing turnover of parking space where required.	"Ipswich's urban form creates high levels of accessibility to key destinations such as employment, education, retail, health care and recreation." *iGO, page ix (iGO Objective 5)*	Car parking is rationalised and considers the impact it can have on the vitality of activity centres and neighbourhood centres. Time-restrictions, priced parking and supply management are coordinated strategically to ensure adjacent land uses benefit.
4. Reduces traffic congestion and reliance on private vehicles and encourages the use of more sustainable forms of transport.	"The provision and operation of parking spaces will need to be strategically managed to encourage travel behaviour changes to more sustainable transport modes to assist with achieving the mode share targets of iGO." *iGO, page 142 (Parking Policy Focus)*	Parking Pricing Strategy will support Council with its ambitions to encourage greater use of sustainable transport, particularly walking and cycling. It will also be used to reduce the externality costs associated with over-provision of un-priced parking including traffic congestion caused from 'cruising' for parking spaces.

Parking Management Objectives	*iGO Reference*	*Other comments*
5. Progressively shifts longer-term parking demand to more peripheral locations to promote more pedestrian focussed activity centres.	"The construction of more and more facilities for longer stay parking is not the sustainable way of the future as it promotes car use for commuter trips, creates traffic congestion and is detrimental to business activities." *iGO, page 12 (issues)*	The management of on-street car parking is important to ensure that parking is being used as efficiently as possible, to ensure public safety and amenity, promote turnover and allow for the effective loading of goods and passengers. On-street parking is to be managed to prioritise these users while longer-term demands can be accommodated at consolidated parking facilities at more peripheral locations. Strategically located parking facilities encourage 'park once and walk' behaviour which allows motorists to make multiple trips within a centre by foot instead of 'cruising' for available parking at each different destination which is proven to add to town centre congestion.
6. Ensures the cost to provide public parking is recognised and considered in people's travel choice.	"As the city grows, there will need to be a shift in culture from expecting a free car park to having to park further away and/or having the privilege to pay for it." *iGO, page 141 (Parking Challenges)*	Reformed parking management will allow parking to be viewed as a valuable resource for which demand should be actively managed to achieve multiple economic and social objectives. Council parking management focuses on managing demand within limited supply using a range of tools such as time limits and pricing rather than attempting to provide unrestricted supply to meet demand.
7. Provides opportunity for investing parking revenue into sustainable transport & public realm initiatives.	"In order to improve facilities that support sustainable travel modes, a portion of revenue from parking meters and fines could be used to improve footpaths, bikeways and bike parking. These benefits would promote the use of active transport and result in improved amenity in these areas" *iGO, page 140 (Parking Opportunities)* *IGO ATAP, page 91 (Action 2.4)*	Typically, priced parking revenue recoups the costs associated with operation and maintenance of ticketed parking systems and infringement while additional revenue can be used for investment in public realm initiatives and infrastructure to encourage residents to shift to sustainable modes of transport.

5.3 The on-street parking management framework

A framework has been developed as an appropriate management tool to assist Council in making informed and responsive decisions in relation to the management of on-street parking, including priced parking. The framework is to be used as a management tool to inform decision making with regard to changing time restrictions or introducing / expanding priced parking area within the on-street parking supply. It also suggests that other contextual factors should be considered when introducing new parking management tools – i.e. proximity to public transport services or potential for spillover into adjacent residential areas.

The framework confirms that priced parking is a suitable parking management tool to introduce when on-street parking demand reaches 85% occupancy across a four-hour peak demand period. This is consistent with guidance provided in iGO which states parking management measures may need to be considered when parking demand reaches 85% occupancy, including the introduction or altering of time restrictions, the introduction of priced parking or the consideration of increasing the fee of existing priced parking regimes.

Similarly, where on-street parking demand is relatively low - less than 65% occupancy across a four-hour peak demand period – consideration should be given to making adjustments to parking management controls, which would typically the form of changes to parking time limits. While the easing of parking prices (if in operation) may be considered where parking demand is relatively low, it is generally recommended that alternative approaches, such as parking supply rationalisation are adopted to achieve ideal occupancy levels.

Other guidance for developing approaches to priced parking is found in the iGO *Intelligent Transport Systems Strategy* which provides information about managing parking demand by adjusting prices up or down to achieve an average utilisation of between 60% and 80% - comparable to the 65% to 85% range espoused above.

Priced parking is to be accompanied by time restrictions that can encourage turnover and prioritise short-stay users rather than commuters, however, it is generally not considered to be appropriate in established residential areas. Despite parking occupancy often being high in these areas, priced parking is not generally recommended in these areas as encouraging parking turnover has less benefit than in activity centres or mixed-use areas.

Priced parking is also generally not considered to be appropriate in contexts where average peak occupancy is less than 75%. In these locations, time restrictions are a more suitable management tool, particularly for retaining local vibrancy around activity centres.

Table 5-2 overleaf provides guidance to Council for decision-making the management of on-street parking within the Ipswich City Centre, which has been designed as a framework to assist with the implementation and expansion of priced parking or adjustment of time restrictions. A similar framework for on-street parking within the Springfield Town Centre is provided in Table 5-3 following.

The framework is to be supported by guidelines which can be followed when assessing different parking contexts in each centre. Council will be preparing a guideline to assist with the implementation of Parking Management Framework. Additional guidance for the implementation of the Framework is provided in Section 6 of this strategy.

Table 5-2: Parking Management Framework – Ipswich City Centre (on-street)

Precinct	Priority Parking Users	Appropriate time restrictions	Average peak-period parking space occupancy (% of spaces occupied within an area during four peak hours of parking demand within a single day – typically weekday)		
			<65%	65%-85%	>85%
CBD Core	• Loading/unloading for goods & deliveries • Disability parking • Loading passengers • Short-stay parking	15m - 2P	1. Consider easing priced parking fee level (if in operation) 2. Consider easing time restrictions (1P - 2P) with acknowledgement of the parking time limit guidelines in Table 4-1 3. Consider alternative uses/ or decommissioning parking space – e.g. street trees, wider footpaths, or conversion to loading zone, EV charging station, share car parking etc.	Maintain time restrictions and priced parking (if in operation).	1. Consider introducing priced parking (if not in operation) 2. Consider tightening time restrictions (15m – 1P) with acknowledgement of the parking time limit guidelines in Table 4-1 3. Consider increasing fee levels for priced parking
Top of Town	• Loading/unloading for goods & deliveries • Disability parking • Short- to medium-stay parking • Loading passengers	15m - 4P	1. Consider easing time restrictions (2P - 4P) with acknowledgement of the parking time limit guidelines in Table 4-1 2. Consider easing priced parking fee level (if in operation) 3. Consider alternative uses/ or decommissioning parking space – e.g. street trees, wider footpaths, or conversion to loading zone, EV charging station, share car parking etc.	Maintain time restrictions and priced parking (if in operation).	1. Consider tightening time restrictions (15m – 2P) with acknowledgement of the parking time limit guidelines in Table 4-1 2. Consider introducing priced parking (if not in operation) 3. Consider increasing fee levels for priced parking
Commercial	• Loading/unloading for goods & deliveries • Disability parking • Short- to medium-stay parking • Residential parking • Loading passengers • Long-stay parking	15m – Unrestricted	1. Consider easing time restrictions (4P - UR) with acknowledgement of the parking time limit guidelines in Table 4-1 2. Consider easing priced parking fee level (if in operation) 3. Consider alternative uses/ or decommissioning parking space – e.g. street trees, wider footpaths, or conversion to loading zone, EV charging station, share car parking etc.	Maintain time restrictions and priced parking (if in operation).	1. Consider tightening time restrictions (15m – 4P) with acknowledgement of the parking time limit guidelines in Table 4-1 2. Consider introducing priced parking (if not in operation) 3. Consider increasing fee levels for priced parking

Precinct	Priority Parking Users	Appropriate time restrictions	Average peak-period parking space occupancy (% of spaces occupied within an area during four peak hours of parking demand within a single day – typically weekday)		
			<65%	65%-85%	>85%
Medical	• Disability parking • Loading passengers • Short- to medium-stay parking • Loading/unloading for goods & deliveries • Residential parking	15m - 4P	1. Consider easing time restrictions (3P – 4P) with acknowledgement of the parking time limit guidelines in Table 4-1 2. Consider easing priced parking fee level (if in operation) 3. Consider alternative uses/ or decommissioning parking space – e.g. street trees, wider footpaths, or conversion to loading zone etc.	Maintain time restrictions and priced parking (if in operation).	1. Consider tightening time restrictions (15m – 3P) with acknowledgement of the parking time limit guidelines in Table 4-1 2. Consider introducing priced parking (if not in operation) 3. Consider increasing fee levels for priced parking.
Legal/Government	• Disability parking • Loading passengers • Short- to medium-stay parking	15m - 4P	1. Consider easing time restrictions (2P – 4P) with acknowledgement of the parking time limit guidelines in Table 4-1 2. Consider easing priced parking fee level (if in operation) 3. Consider alternative uses/ or decommissioning parking space – e.g. street trees, wider footpaths, or conversion to loading zone, EV charging station etc.	Maintain time restrictions and priced parking (if in operation).	1. Consider tightening time restrictions (15m – 2P) with acknowledgement of the parking time limit guidelines in Table 4-1 2. Consider introducing priced parking (if not in operation) 3. Consider increasing fee levels for priced parking
Education	• Disability parking • Loading passengers • Short- to medium-stay parking • Residential parking • Loading/unloading for goods & deliveries • Long-stay parking	15m - Unrestricted	1. Consider easing time restrictions (4P – UR) with acknowledgement of the parking time limit guidelines in Table 4-1 2. Consider easing priced parking fee level (if in operation) 3. Consider alternative uses/ or decommissioning parking space – e.g. street trees, wider footpaths, or conversion to loading zones etc.	Maintain time restrictions and priced parking (if in operation).	1. Consider tightening time restrictions (15m – 4P) with acknowledgement of the parking time limit guidelines in Table 4-1 2. Consider introducing priced parking (if not in operation) 3. Consider increasing fee levels for priced parking

Precinct	Priority Parking Users	Appropriate time restrictions	Average peak-period parking space occupancy (% of spaces occupied within an area during four peak hours of parking demand within a single day – typically weekday)		
			<65%	65%-85%	>85%
CBD Fringe	• Residential parking • Short- to medium-stay parking • Long-stay parking	15m - Unrestricted	1. Consider easing time restrictions (4P – UR) with acknowledgement of the parking time limit guidelines in Table 4-1 2. Consider easing priced parking fee level (if in operation) 3. Consider consolidation or decommissioning of existing Council-owned parking facilities.	Maintain time restrictions and priced parking (if in operation).	1. Consider tightening time restrictions (15m – 4P) with acknowledgement of the parking time limit guidelines in Table 4-1 2. Consider introducing priced parking (if not in operation) 3. Consider increasing fee levels for priced parking
West Ipswich	• Short- to medium-stay parking • Loading/unloading for goods & deliveries • Residential parking • Disability parking • Loading passengers • Long-stay parking	15m - Unrestricted	1. Consider easing time restrictions (4P – UR) with acknowledgement of the parking time limit guidelines in Table 4-1 2. Consider easing priced parking fee level (if in operation) 3. Consider alternative uses/ or decommissioning parking space – e.g. street trees, wider footpaths, or conversion to loading zones etc.	Maintain time restrictions and priced parking (if in operation).	1. Consider tightening time restrictions (15m – 4P) with acknowledgement of the parking time limit guidelines in Table 4-1 2. Consider introducing priced parking (if not in operation 3. Consider increasing fee levels for priced parking
North Ipswich	• Disability parking • Loading/unloading for goods & deliveries • Short- to medium-stay parking • Residential parking • Long-stay parking • Loading passengers	15m - Unrestricted	1. Consider easing time restrictions (4P – UR) with acknowledgement of the parking time limit guidelines in Table 4-1 2. Consider easing priced parking fee level (if in operation) 3. Consider alternative uses/ or decommissioning parking space – e.g. street trees, wider footpaths, or conversion to loading zones etc.	Maintain time restrictions and priced parking (if in operation).	1. Consider stronger time restrictions and/or residential parking permits 2. Consider introducing priced parking (if not in operation) with acknowledgement of the parking time limit guidelines in Table 4-1 3. Consider increasing price level for priced parking

Note: Council will consider the introduction of priced parking or expand/increase existing priced parking based on overall demand on a precinct-level, where (further) adjustments to time restrictions are not considered practical. For priced parking and/or the introduction or management of time restrictions, Council will apply these on a street-by-street basis, considering localised parking uses / demands.

Table 5-3: Parking Management Framework - Springfield Town Centre (on-street)

Dominant land-use of area	Priority Parking Users	Appropriate time restrictions	Average peak-period parking space occupancy (% of spaces occupied within an area during four peak hours of parking demand within a single day – typically weekday)		
			<65%	65%-85%	>85%
Activity Centre	• Loading/unloading for goods & deliveries • Disability parking • Loading passengers • Short-stay parking	15m - 2P	1. Consider easing time restrictions (1P - 2P) with acknowledgement of the parking time limit guidelines in Table 4-1 2. Consider easing priced parking fee level (if in operation) 3. Consider alternative uses/ or decommissioning parking space – e.g. street trees, wider footpaths, or conversion to loading zone, EV charging station, shared vehicle parking etc.	Maintain time restrictions and priced parking (if in operation).	1. Consider introducing priced parking (if not in operation) 2. Consider tightening time restrictions (15m – 1P) with acknowledgement of the parking time limit guidelines in Table 4-1 3. Consider increasing fee levels for priced parking.
Commercial	• Loading/unloading for goods & deliveries • Disability parking • Short- to medium-stay parking • Loading passengers	15m - 4P	1. Consider easing time restrictions (2P – 4P) with acknowledgement of the parking time limit guidelines in Table 4-1 2. Consider easing priced parking fee level (if in operation) 3. Consider alternative uses/ or decommissioning parking space – e.g. street trees, wider footpaths, or conversion to loading zone, EV charging station, shared vehicle parking etc.	Maintain time restrictions and priced parking (if in operation).	1. Consider tightening time restrictions (15m – 2P) with acknowledgement of the parking time limit guidelines in Table 4-1 2. Consider introducing priced parking (if not in operation) 3. Consider increasing fee levels for priced parking

Dominant land-use of area	Priority Parking Users	Appropriate time restrictions	Average peak-period parking space occupancy (% of spaces occupied within an area during four peak hours of parking demand within a single day – typically weekday)		
			<65%	65%-85%	>85%
Medical	• Disability parking • Loading passengers • Short- to medium-stay parking • Loading/unloading for goods & deliveries	15m - 4P	1. Consider easing time restrictions (2P – 4P) with acknowledgement of the parking time limit guidelines in Table 4-1 2. Consider easing priced parking fee level (if in operation) 3. Consider alternative uses/ or decommissioning parking space – e.g. street trees, wider footpaths, or conversion to loading zone etc.	Maintain time restrictions and priced parking (if in operation).	1. Consider tightening time restrictions (15m – 2P) with acknowledgement of the parking time limit guidelines in Table 4-1 2. Consider introducing priced parking (if not in operation) 3. Consider increasing fee levels for priced parking
Education	• Disability parking • Loading passengers • Short- to medium-stay parking • Loading/unloading for goods & deliveries • Long-stay parking	15m - Unrestricted	1. Consider easing time restrictions (4P – UR) with acknowledgement of the parking time limit guidelines in Table 4-1 2. Consider easing priced parking fee level (if in operation) 3. Consider alternative uses/ or decommissioning parking space – e.g. street trees, wider footpaths, or conversion to loading zone etc.	Maintain time restrictions and priced parking (if in operation).	1. Consider tightening time restrictions (15m – 4P) with acknowledgement of the parking time limit guidelines in Table 4-1 2. Consider introducing priced parking (if not in operation 3. Consider increasing fee levels for priced parking

Note: Council will consider the introduction of priced parking or expand/increase existing priced parking based on overall demand on a precinct-level, where (further) adjustments to time restrictions are not considered practical. For priced parking and/or the introduction or management of time restrictions, Council will apply these on a street-by-street basis, considering localised parking uses / demands.

5.4 Managing off-street parking

Ipswich City Council provides parking in several off-street facilities in activity centres to help facilitate access for the community, mostly surface car parks that facilitate easy car access and convenient parking for users.

While surface (or at-grade) parking facilities accommodate large parking demands, parking in this configuration is expensive to provide, uses large areas and contributes to disconnected urban forms that increase walking distances typically resulting uninviting places for people to walk, stop and stay. Furthermore, large surface car parks provide a significant amount of parking in poorly accessible locations that are unsafe and poorly activated at night. Ultimately, however, there is greater value in an off-street parking supply being re-purposed for other land-uses which will provide better economic and/or social value.

5.4.1 A case for priced parking within off-street parking facilities

The majority of Council-owned off-street parking facilities within the Ipswich City Centre have unrestricted parking, with off-street parking associated with Council administration offices within the Legal & Government Precinct having parking limits of 1- and 2-hours applied to facilitate turnover of parking to cater for the parking demands of Council customers. It is also noted that the Marsden Parade off-street parking areas are unrestricted with a large portion of the adjacent on-street parking also unrestricted.

Given the proximity of this parking supply to the city centre, the current unrestricted parking supply and the relatively high utilisation (measured at greater than 100% in some instances), review of current parking management strategies is suggested. The review of current parking management would extend to consideration of priced parking - in conjunction with priced parking for the adjacent on-street parking. An example of this approach can be found within Toowoomba Regional Council with the Water Street carpark providing a priced parking supply for CBD employees and visitors on the city centre edge.

An additional consideration is relative pricing between on-street and off-street parking supplies. It is generally recommended that off-street parking supplies should be priced at a moderate proportion (70%-80%) to the price of adjacent on-street priced parking in order to encourage longer-stay parking in off-street locations and higher turnover in on-street locations. An example of the price differential between on-street and off-street parking is provided by the Canadian city of Victoria, British Columbia, which prices its on-street parking at $1 for the first hour and $2 for each subsequent hour, while parkade (off-street) parking is priced at $1 per hour.

5.4.2 Introduction of priced parking for off-street parking facilities

Consistent with the recommended approach for managing on-street parking within the City of Ipswich, a similar management approach to off-street parking is also advised. Most off-street parking areas in the Ipswich City Centre and Springfield Town Centre act as extensions to the overall parking supply and are typically being well utilised.

Where parking demands are high for off-street parking, it is recommended that Council apply parking management tools to manage demand and work towards achieving peak occupancy targets. Unlike on-street parking where the trigger for priced parking is the target level of parking occupancy of 85%, a suitable level of demand to trigger priced parking for off-street parking is 90% due to the relatively lower turnover of off-street parking (based on longer or no time limits). This means that the off-street facility is well used but visitors can still access available parking conveniently. Parking occupancy of 60% for off-street parking is considered an appropriate lower bound of efficient operations, and values below this require measures to improve utilisation.

Table 5-4 overleaf provides a framework that Council should consider when seeking to better manage off-street parking facilities in the City of Ipswich.

Table 5-4: Parking Management Framework – City of Ipswich (off-street - Council Owned & Operated)

Type of off-street facility	Priority Parking Users	Appropriate time restrictions	Average peak-period parking space occupancy (% of spaces occupied within an area during four peak hours of parking demand within a single day)		
			<60%	60%-90%	>90%
Off-street (Short-medium Stay)	• Disability parking • Short- to medium-stay parking	1P – 4P	1. Consider easing time restrictions (2P-4P) with acknowledgement of the parking time limit guidelines in Table 4-1. 2. Consider easing priced parking fee levels (if in operation)/ or removal of priced parking. 3. Consider alternative uses for parking space – e.g. EV charging stations, shared vehicle parking etc.	Maintain time restrictions and priced parking (if in operation).	1. Consider isolated tightened time restrictions (1P-2P) 2. Consider introducing priced parking (if not in operation) 3. Consider increasing fee levels for priced parking
Off-street (Long Stay)	• Disability parking • Long-stay parking	*4P - UR (*4P can be appropriate if in isolation)	1. Consider easing time restrictions (9P/UR) with acknowledgement of the parking time limit guidelines in Table 4-1 2. Consider easing priced parking fee levels (if in operation)/ or removal of priced parking. 3. Consider alternative uses for parking space – e.g. EV charging stations, shared vehicle parking etc.	Maintain time restrictions and priced parking (if in operation).	1. Consider isolated tightened time restrictions (4P) 2. Consider introducing priced parking (if not in operation). 3. Consider increasing fee levels for priced parking

Note: The following fee structures should be used for Council owned & operated off-street parking:
- Short- to medium-stay: Hourly Fee Structure
- Long-stay: All-day Fee Structure or Hourly Fee Structure (depending on location and parking system capabilities) - hourly rate with all-day cap may also be appropriate.

5.5 Navigating the framework for priced parking

The framework is designed to provide guidance for the introduction of priced parking or expansion of existing priced parking in the Ipswich City Centre and Springfield Town Centre respectively, and has been developed as an appropriate management tool to assist Council in making informed and responsive decisions in relation to the management of priced parking regimes. Each framework is to be used to inform decision-making and facilitate systematic processes for the introduction or expansion of priced parking.

These frameworks are to be navigated by Council officers when assessing different parking environments. Each parking environment has been categorised by a precinct, as shown in Table 5-2 and Table 5-3, and the framework provides guidance for the appropriate management measure that responds to different parking environments, which may include challenges relating to high parking demand or the need to review the appropriateness of existing parking controls. When Council is considering the introduction of priced parking or expansion/increase of existing priced parking regimes, it is recommended that this reform is applied on a precinct-level as directed by each table. This means that the same priced parking control (fee level) applies to the same area.

The rationale behind the introduction of priced parking at a precinct-level mitigates the likelihood of parking demands to migrate to un-priced locations in the same precinct. This approach is more equitable for users and stakeholders in a respective centre and is a more efficient approach to managing parking demands across an entire precinct.

Conversely, when Council is considering the introduction of time restrictions or tightening/relaxation of existing time restrictions it is recommended that Council first identify the precinct subject to proposed changes before implementing the appropriate parking control. For time restrictions, Council may wish to introduce time restrictions on a street-by-street basis within a particular precinct, however, this should be done with regard to the potential for parking spillover into adjacent streets with no parking controls.

As presented in the Framework for **on-street** parking, the main trigger for parking control reforms is parking occupancy which has been split into three main occupancy percentage categories to explain the rationale for each intervention listed under the parking occupancy categories, with a brief summary provided as follows:

- **<65%** - At this level of parking demand, time restrictions can be relaxed to enable longer stays. Additionally, such low demand can also suggest that there is an oversupply of car parking meaning Council may wish to decommission parking facilities by re-purposing-grade parking assets or consolidating parking to more suitable locations with a smaller land footprint.
- **65% - 85%** - At this level of demand, time restrictions can be maintained and priced parking (if in operation) retained at current fee levels.
- **>85%** - At this level of parking demand, should adjustments to parking time limits no longer be appropriate, priced parking is recommended as a suitable intervention at a precinct-level.

Similar rationales for intervention can be associated with the Framework for **off-street** parking, noting that the categories for parking occupancy triggers differ slightly with **<60%**, **60% - 90%**, and **>90%** identified as being appropriate.

The framework is to be supported by guidelines which can be followed when assessing different parking contexts in each centre. Council will be preparing a guideline to assist with the implementation of Parking Management Framework. Additional guidance for the implementation of the Framework is provided in Section 6 of this strategy.

5.6 Parking pricing considerations

Through review of documents and discussions with Ipswich City Council regarding the current parking management / pricing issues currently occurring within the Ipswich City Centre and Springfield Town Centre, the following specific considerations have been identified:

- In what increments should priced parking be adjusted?
- Should parking pricing be maintained at a common value across the City of Ipswich?
- Should parking pricing be removed on weekends (i.e. Saturday mornings)?
- Should parking pricing be implemented within off-street parking facilities?

5.6.1 Parking price increments

Changes to parking pricing are intended to influence overall parking demand – i.e. an increased price lowers demand. In economic terms, this relationship is often described as the elasticity of demand with respect to price, as it reflects how elastic (responsive) parking occupancy is to higher or lower prices.

Measurements of the price elasticity of demand attempt to account for a complex range of responses to price changes, including:

- Continuing to use parking and pay higher prices;
- Travelling by different modes (e.g. public transport, walking, or cycling) to avoid higher parking charges;
- Choosing to park in different locations with lower prices, resulting in longer walk times to their destinations, or 'cruising' for un-priced on-street parking; and
- Choosing to avoid travelling to the area (e.g. working from home).

It is likely that demand for parking is 'inelastic' – i.e. a 10% increase in prices will be met with a less than 10% reduction in demand – and will vary between different groups and individuals within groups. As there is a significant range of uncertainty around any estimates of price elasticity for parking, it is misleading to suggest that one parking price elasticity could be used with confidence in analysing parking price policies. The elasticity will depend on the nature and type of parking spaces affected by a particular price change and the opportunities for using alternative parking facilities. These opportunities will differ by time of day and the elasticities themselves would differ for, say, shoppers as opposed to commuters. They would also depend on the physical measures adopted for controlling parking spaces in addition to the price charged.

Based on the published literature, the elasticity of car travel demand with respect to parking prices, principally related to commuters, is likely to fall in the range of -0.10 to -0.60, with a recommended 'best guess' elasticity for commuter car travel with respect to CBD parking changes of -0.30 as outlined in Table 5-5.

Table 5-5: Relative parking price elasticities

Estimate	Elasticity	Interpretation
Low	-0.1	A 10% increase in prices would be associated with a 1% reduction in parking demand
Medium	-0.3	A 10% increase in prices would be associated with a 3% reduction in parking demand.
High	-0.6	A 10% increase in prices would be associated with a 6% reduction in parking demand.

Considering that a price change may seek to adjust parking demand by 15% (i.e. from 60% to 75% or from 90% to 75%), based on the elasticities identified above, this would suggest a change in pricing of between 25% (-0.6 elasticity) to 50% (-0.3 elasticity). Given that parking price sensitivity in Ipswich is relatively unknown, it would be more appropriate to take a precautionary approach by assuming a higher elasticity, as this reduces the risk of crashing visits to the centres (or parking revenues) with a large price shock. Should smaller adjustments of 10% parking demand be targeted, then using the conservative approach of applying -0.6 elasticity would suggest a parking price change of approximately 15%.

It would also be recommended that some caps are placed on how much prices will change in the short term. Auckland Transport's parking management strategy suggests changing prices by no more than 25% (or so) per annum, to mitigate the risk of unexpected large impacts from larger price changes. It is also noted that within the Gold Coast trial of Parking in Centre Scheme (PICS), the dynamic pricing varied by approximately 25% between $2.90 and $3.60.

Therefore, to affect parking demand changes of 10-15%, it is recommended to adopt pricing changes of 15-25%, based on the conservative adoption of an elasticity of -0.6 (i.e. a 10% increase in prices would be associated with a 6% reduction in parking demand). Trials of parking price adjustments (where appropriate), along with parking demand surveys before, during and after the trial period will provide better guidance as to the relative elasticity for parking pricing within the City of Ipswich context.

5.6.2 Common parking price

Assessment of the current parking demands through the Ipswich City Centre, including assessment of the current priced parking spaces and their demand, identified that the current overall parking demand is relatively well managed with no broad issues with the current overall parking supply. Subsequently, the current approach of having a common pricing structure for parking across the City of Ipswich is considered adequate, noting that the current hourly rate for parking with a daily cap is also considered an appropriate structure. Benefits of this simplistic approach is that motorists are aware of the potential price of parking when making travel decisions and there is no incentive to shop around for lower priced parking areas.

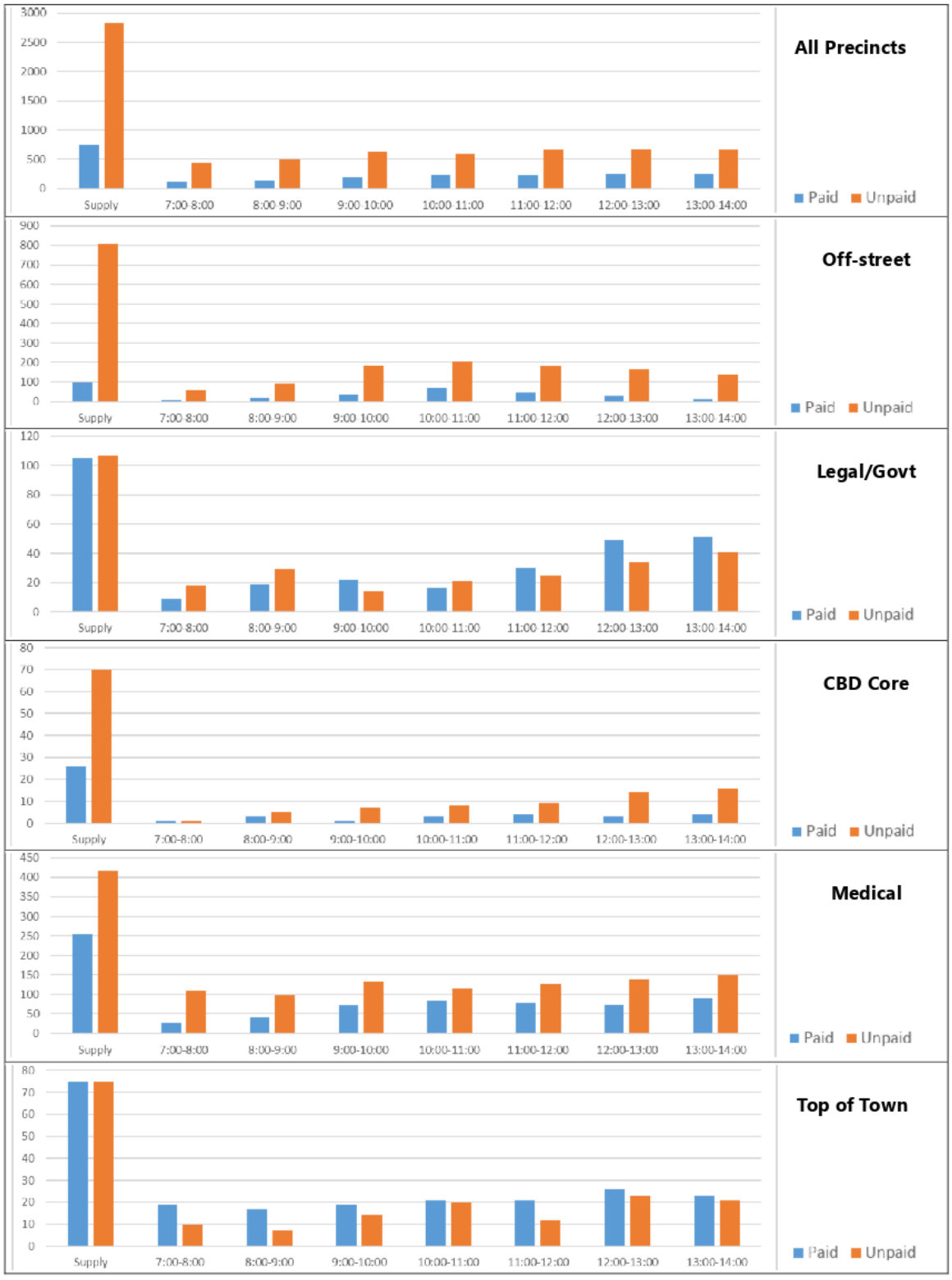
In summary, the current structure for priced parking within the City of Ipswich is considered to be generally appropriate, particularly considering the relatively moderate levels of overall parking demand observed and analysed previously. Modification of the current pricing structure in the immediate short-term would likely have greater dis-benefits (i.e. confusion over parking prices / application) than any potential benefits, particularly considering current parking demands, and is therefore not recommended at this time.

Notwithstanding the current recommendation, as parking demands increase into the future, through increased development and/or rationalisation of the parking supply, more sophisticated parking management (including pricing) techniques and strategies may be required to address localised parking demand pressures. Disaggregation of parking pricing to allow prices to be set individually within parking precincts is one method that could be considered in the future to manage parking demands by better catering to different parking users within the relatively priority hierarchy of each precinct.

5.6.3 Saturday priced parking

One potential strategy discussed was whether there was a perceived impact on the desire to access the Ipswich City Centre on Saturday mornings due to the current parking pricing that exists (typically until 11am) in various locations. Assessment of the parking survey data for Saturday mornings within the Ipswich City Centre parking precincts was undertaken to identify if there was any significant shift in parking behaviour before / after 11am. Figure 5-1 overleaf illustrates the overall demand on Saturday mornings.

Figure 5-1: Priced Parking on Saturday Morning



Overall, Figure 5-1 indicates that there is not a signficant increase in the priced parking spaces after 11am on a Saturday morning, when the pricing period typically ends – parking demand for priced parking spaces generally remains constant / falls after 11am on Saturday. An exception to this is the Legal & Government Precinct, however, it is also noted that overall parking demand increases beyond 11am on Saturday in this precinct, indicating that pricing does not have a significant influence on parking behaviour. Other factors that may influence parking behaviour would be the overall proportion of businesses open on Saturday mornings and their opening hours.

Based on the above, removal of parking pricing within the Ipswich City Centre on weekends (typically only applied on Saturday mornings up to 11am) would not have significant impact on parking demand, which is relatively low, or general parking behaviours. Therefore, changes to current arrangements for parking pricing on Saturdays (typically mornings) are not recommended at this time.

5.7 Expanding priced parking to new areas

A systematic approach supported by data may ease the political acceptability of introducing new priced parking areas and enable implementation in a more transparent manner. Similarly, where Council seeks the implementation of new priced parking regimes, there are a number of factors for the Ipswich City Council to consider including:

1. What is an appropriate average occupancy rate (and over what time period and geographic extent) to trigger implementation?
2. What data collection and monitoring regime is necessary to support the use of occupancy-based triggers?
3. What local changes or contextual factors (other than occupancy rates) could be considered as a trigger for review of parking management or prior to implementation of changes?

Should Council consider expanding priced parking into new areas across the LGA, including Goodna and the Ripley Town Centre, Council should exercise the same strategic approach adopted for Ipswich City Centre and Springfield Town Centre. That is, follow the same frameworks for on-street (Table 5-3 is considered a more appropriate starting point as it is based on dominant land-uses within an area rather than pre-defined areas) and off-street (Table 5-4) parking to guide the implementation of priced parking or adjustment parking management tools in operation in each centre.

6 Implementing priced parking

The final stage in developing a priced parking strategy is the implementation of parking reforms that can achieve stated outcomes and contribute to established objectives for transport, economic development and liveability.

Council will be preparing a guideline to assist with the implementation of Parking Management Framework. This section provides guidance to Council on the implementation of priced parking in the Ipswich City Centre and Springfield Town Centre including approaches to stakeholder engagement and how to respond to anticipated challenges arising from introducing priced parking.

6.1 Priced parking implementation

Parking is something that naturally gets people talking. It is an emotive issue of which everyone has their own set of experiences to share. Confusion regarding Council management of car parking, including the rationale or justification to introduce priced parking, adds to the challenge Council faces, which can hinder efforts to debate important reforms that could enable more informed and clearer thinking on the issue. Priced parking implementation requires buy-in from the community and stakeholders which can be achieved through thorough and effective engagement with a broad cross section of the community.

Implementation of priced parking is best pursued as part of a broader package of city centre revitalisation initiatives which can include trials or parklets, street-based community engagement, street parties, completion of or commencement of beautification streetscape upgrades or other master planning activities. This can have a powerful impact on people's perceptions about town centre space and the trade-offs that may be necessary in realising broader town centre visions.

Critically, acceptance and understanding of the benefits associated with priced parking is particularly important to support smooth implementation of priced parking. This is especially important in town centre environments where some traders traditionally may oppose priced parking due to the perception that it discourages visitation from customers and negatively affects business. Engaging with trader groups is particularly important and must be done so in an effective manner to ensure local traders understand why priced parking is being introduced and what the benefits are.

This would ideally be achieved through meetings and presentations with local trader associations and the Chamber of Commerce and be facilitated by a parking professional with experience in capacity building and a track record in achieving buy-in on complex and misconceived issues like car parking. Additionally, an advisory committee could be set up to bring together local trader representatives, Councillors and Council officers to champion the roll out of new priced parking regimes once clearer thinking on the topic is reached.

Local traders need assurance that their respective business investments will not be negatively impacted due to changes in parking rates or management. Perceived issues held by local traders related to on-street parking and pricing should be resolved as a matter of priority through effective policy development and consultation.

Priced parking may be first trialled to test its impact and allow community members to experience the system in operation. This presents the opportunity for monitoring and evaluation initiatives over a 6- or-12-month period to test the outcomes of priced parking to understand the impact on parking turnover and occupancy, foot traffic, trade and business satisfaction, parking infringement and level of parking revenue.

A case study in San Francisco revealed that residents, when consulted and surveyed regarding parking revenue and priced parking management, supported increases to fee levels when they could select where the funds would later be invested.

The survey revealed that residents valued on-street availability most importantly and would support increases in fees granted on-street availability would be prioritised. Surveys also tested three areas of improvements where increases in parking revenue could be redistributed including availability, convenience, and investment in neighbourhood improvements of which on-street availability remained the most valued parking outcome.

Concerns regarding spillover of parking demand away from priced parking areas into residential areas can be addressed through effective consultation with local traders and retaining yet rationalising the permit scheme to a more appropriate transitional model as well as improving parking restrictions and regulations, user information and enforcement.[1]

For Council to respond effectively to issues that may arise during the implementation of priced parking regimes, Litman (2018) which describes common objections and obstacles to parking pricing, and potential solutions as shown in Table 6-1.[2]

Table 6-1: Potential challenges and solutions for priced parking management

Objections and obstacles	Strategies to address
New inconveniences associated with purchasing parking tickets, delay and enforcement practices.	• Ensure ticket machines offer multiple payment options (coins, bills, credit and debit cards, and pay-by-phone) • Improve user information to support easy transactions • Ensure that enforcement is fair, friendly and courteous
Priced parking sees motorists park to avoid paying for priced parking by parking in residential streets and causing 'spillover'.	• Address through effective consultation with local traders and retaining yet rationalising the permit scheme to a more appropriate transitional model as well as improving parking restrictions and regulations, user information and enforcement.
Customers are discouraged to visit centre due to priced parking and will instead visit centres with unpriced parking.	• Ensure traditional centres can compete against 'big box' retailers by providing a 'point of difference' and unique shopping experience. • Invest in public realm projects to support a vibrant and interesting town centre environment
Financial burden on motorists, particularly those with lower incomes.	• Ensure available unpriced parking is retained in fringe locations to satisfy longer term demands and encourage 'park once and walk' behaviours • Ensure provision of disabled parking is retained at central and convenient locations and is not priced
Where parking supply is abundant it seems inefficient to price parking if it results in spaces left unoccupied.	• Allow parking supply to over time rebalance to reach an efficient equilibrium through consolidation of under-performing facilities and tighter management.
Perceptions that priced parking is simply a 'cash grab' for Council and general unhappiness and mistrust towards Council.	• Clearly articulate Council's policy for priced parking and how raised revenue is to be spent. • Invest revenue back into the centre as a way to demonstrate commitment towards traders and vibrance of the centre.

[1] SFCTA (2009) On-street Parking Management and Pricing Study
[2] Litman, T (2018) Parking Pricing Implementation Guidelines, Victoria Transport Policy Institute

6.2 Implementing new parking management tools

The Parking Management Framework was previously presented in Section 5, along with an outline of how to navigate it. Council will be preparing a guideline to assist with the implementation of Parking Management Framework. This section provides additional support and assistance to Council officers where introducing new parking management tools (priced parking or time restrictions) may be necessary.

This section outlines the actions that Council should consider when applying the Parking Management Frameworks for the Ipswich City Centre and Springfield Town Centre. Guidance to undertake this process is detailed below, with these general themes addressed:

- Periodically review parking occupancy;
- Refer to Parking Management Frameworks in accordance with parking occupancy surveys;
- Examine impact on mode diversity; and
- Regularly liaise with the local business and stakeholders.

Periodically review parking occupancy

It is recommended that parking demand be reviewed at least every 12 months. Surveys may be carried out at more regular intervals (e.g. on a three-monthly or six-monthly basis) if there is evidence that parking demands are changing rapidly. For instance, financial information (e.g. monthly data on the number of parking transactions and revenue) can be used as a timely source of data on emerging trends in parking demands. In addition, requests from local stakeholders who perceive issues with parking occupancy may serve as a trigger for a review.

Refer to Parking Management Frameworks in accordance with parking occupancy surveys

The parking surveys will identify areas where peak parking occupancy experience demands outside of the ideal 65% to 85% for on-street parking areas or 60% to 90% for off-street parking areas. Therefore, suggesting parking management interventions are warranted. Navigation of the Frameworks (on-street and off-street) will lead to a set of options to introduce time restrictions / priced parking or adjust existing regimes.

The Frameworks ensure informed and consistent parking reforms can be introduced in accordance with Council's strategic approach and rationale for transport. It enables consistent and standardised decision-making for parking management and uniform responses to address the following common issues:

- At what point should restrictions be introduced;
- What areas should restrictions be applied; and
- How much should be charged for parking.

The Frameworks provide three occupancy-based triggers to support decision making which are organised under three parking demand percentage ranges. Guidance for managing different levels of parking demand is provided across different precincts within the study area to ensure the appropriate intervention is considered.

When considering new parking controls via the Frameworks, Council officers are to follow the guidance, based on parking occupancy (over the highest weekday four hours).

Examine Impact on Mode Diversity

Where applying changes to parking management (including priced parking), consideration needs to be given to impact on other transport modes, such as:

- Is the parking policy having the desired impact on travel patterns in the City of Ipswich?
- Are active and public transport modes increasing?
- Is private vehicle travel demand being managed?
- What changes need to be made to address this? *Reduce supply, increase fees, improve turnover etc*

Regularly liaise with the local business and stakeholders

Inform and advise stakeholders about the introduction of priced parking and/or adjustment of fees. Form partnerships with key stakeholders to ensure transparency about parking management reforms and Council initiatives. Monitor and repeat.

6.3 Supporting initiatives for implementation

In supporting the future considerations for priced parking, which would also include any significant changes to the existing parking pricing regime in the City of Ipswich, it is recommended that Council undertake a thorough and genuine engagement programme to provide the opportunity for the community to develop a broader appreciation of priced parking and to understand Council's rationale for its implementation. The following initiatives could be considered to provide clearer thinking on priced parking and optimise community support:

- **Community engagement** – Council will need to engage with a broad cross section of the community should it pursue the adoption of new priced parking regimes. Engagement activities should take place online, in a formal workshop/presentation setting facilitated by an independent parking expert, as well as informally, as part of a pop-up park or street set up. Council will need to carefully frame the messaging to the community and should avoid engagement practices that simply ask the community 'do you support priced parking?' Instead, Council should encourage 'big picture' thinking about the future of the centre and the role that priced parking may have in achieving that vision.
- **Alignment with Council projects and initiatives** – Council could introduce priced parking as part of a broader package of city centre revitalisation initiatives which may include trials or parklets, street-based community engagement, street parties, completion of or commencement of beautification streetscape upgrades or other master planning activities.
- **Priced parking trial** – Council could consider a priced parking trial to ascertain the level of community satisfaction following the introduction of priced parking. This would typically apply to new areas where priced parking is intended to be implemented. A trial would be best conducted over a 6- or 12-month period.
- **Community involvement in revenue redistribution** – Council could involve the community in decision-making for the distribution of Council revenue accrued through priced parking regimes. This could include the allocation of revenue towards streetscaping and public realm works, public transport or active travel infrastructure.
- **Community value survey** – Council could conduct a municipality-wide survey seeking feedback on what the community values most about the City of Ipswich by selecting from a set of options and place attributes. A survey of this nature would likely see respondents place a greater value on the vibrancy of main streets, the retail offer of activity centres and the safety of public places, and accordingly place less value on parking management.

7 Priced parking distribution

Typically, priced parking schemes generate higher revenue than their overall costs (maintenance, administration, enforcement etc). This section provides an overview of how different municipal jurisdictions use revenue streams from priced parking regimes as well as examples of how and where these funds are distributed. It reveals that different councils use parking revenue for different uses beyond simply incorporating it into consolidated revenue, such as investing in public realm interventions and investing in alternative public transportation services.

Table 7-1 identifies a range of options for distributing revenue from priced parking, as well as identifying examples where this has already been applied - with further details provided in Table 7-2 following.

Table 7-1: Priced parking revenue distribution options

Distribution	Description	Examples
Directed to consolidated revenue	Funds are then allocated through the normal budgetary planning cycle to provide for a variety of council services.	**Ipswich City Council currently** City of Port Phillip (Victoria) Victoria, British Columbia (Canada)
Manage existing priced parking infrastructure	Revenue from priced parking is simply directed towards the maintenance, upgrade/expansion and monitoring of priced parking areas.	Cairns Regional Council (Queensland)
Directed to streetscaping / public service initiatives	Revenue (or part thereof) is allocated to streetscaping improvements such as landscaping, or public services such as libraries.	Pasadena, California (USA) City of Port Philip (Victoria) Horsham Rural City Council (Victoria) City of Gold Coast (Queensland)
Directed to public / active transport initiatives	Revenue (or part thereof) is allocated to public transport and mobility initiatives. These could take the form of micro-mobility (scooters), active (cycle hire scheme) or public transport (CBD loop bus).	City of Perth (Western Australia) City of Boulder, Colorado (USA) Barcelona (Spain) City of Gold Coast (Queensland)
Community initiatives	Revenue (or part thereof) is allocated to funding of projects, based on input from local community groups.	San Diego (California, USA)

In distributing priced parking revenue to areas other than consolidated revenue, there are a number of approaches that can be taken as outlined below:

- **Total (100%) distribution:** In Barcelona, 100% of the priced parking revenue is used to operate and expand the city's bike share programme.
- **Partial distribution:** The City of Gold Coast nominates that 50% of on-street parking revenue will be allocated to active transport, public transport and streetscaping improvement projects.
- **Fixed amount:** In Pasadena, California, the council allocated $1 million in annual parking revenue to streetscape upgrades.
- **Fund schemes:** San Diego facilitated a program to share 45% of parking meter revenue towards projects, such as revitalising commercial districts and enhancing the pedestrian experience, based on input from local community groups.

As previously noted in Section 3.1.1, the Ipswich City Council could potentially distribute all (approximately $1.29 million) parking revenue or potentially the residual (approximately $840,000 or 65%), or part thereof, as a partial distribution or fixed amount towards other initiatives such as additional transport services, streetscape upgrades or community-led schemes. Further details of how various municipal jurisdictions, both within Australia and overseas, have distributed priced parking revenue, are summarised in Table 7-2 overleaf.

Table 7-2: Examples of priced parking revenue distribution

Horsham Rural City Council (Victoria)
Horsham Rural City Council introduced priced parking to its city centre to meet the objectives of ensuring road safety and maintaining traffic flows. It was also designed to improve business activity and encourage parking turnover to ensure availability of parking spaces. Parking revenue typically accrues approximately $600,000 per annum while costs associated with its operation is generally 30%. All funds accrued are deposited into the CBD Car Park Development Reserve Fund with funds available to use for CBD revitalisation and beautification as well as landscaping; the widening of footpaths; laneway improvements; and relocating power lines underground.
City of Port Phillip (Victoria)
As a dense inner-city municipality, the City of Port Phillip has developed an effective approach to parking management through a variety of strategic measures, including a comprehensive priced parking regime. The City manages 5,600 ticketed on-street parking spaces with the operation of 465 machines (243 credit card and coin and 222 coin only machines). Council has recently installed 500 new parking sensors as part of an upgrade to Council technology. Council collects $13.6 million in parking revenue through priced parking and parking infringements which is returned to the City of Port Phillip as consolidated revenue. These funds are then allocated through the normal budgetary planning cycle to provide for a variety of council services including libraries and the contribution to other community facilities and services. The revenue generated from priced parking along the foreshore directly funds the maintenance and improvement of the foreshore parkland and paths.
Cairns Regional Council (Queensland)
Cairns Regional Council manages both on and off-street parking in the CBD through a variety of time restrictions and ticketed parking. Council reinvests the revenue from parking fees and fines into parking infrastructure and parking technology as well as covering operating and maintenance costs of parking. Council has invested more than $8.5 million to improvements, including the introduction of a Licence Plate Recognition (LPR) system, upgrading parking ticket machines to accept credit cards and creating additional parking.
City of Perth (Western Australia)
The City of Perth uses parking revenue raised from ticketed parking to fund a free bus service which operates in the Perth CBD, Fremantle and Joondalup. The funding redistribution pays for the CAT buses, free public transport and has also been used for complementary public realm and accessibility measures including upgrading pedestrian and cycle paths and the Perth Busport.
City of Gold Coast (Queensland)
The City of Gold Coast uses parking revenue collected to fund active transport, public transport and streetscaping improvement projects. In accordance with the City's Parking Plan, 50% of revenue raised through on-street parking is allocated for these investments. Off-street parking revenue is invested in the maintenance and improvement of the relevant asset. The method for calculating parking fees and the way the revenue is invested is clear, transparent and simple to understand.
San Diego (California, USA)
The City of Gold Coast's City Parking Plan identifies San Diego (California, USA) as an example of Established in 1997, San Diego's Parking Meter District Program provides a mechanism to distribute funds through a parking revenue sharing model. The proposal to share 45 per cent (45%) of parking revenue created local support for new meters and new revenue to offset the costs. The city contains six designated community parking districts. Each has its own local objectives. In the first year, one of these districts, the Uptown District, sought community input and developed a five-year implementation plan that lists community goals such as revitalising commercial districts and enhancing the pedestrian experience. Specific expenditures are determined for each local district and detailed in an annual report that contains community input from public workshops and parking committee meetings.
City of Boulder (Colorado, USA)
The City of Boulder, 30 miles north-west of Denver in the USA uses priced parking as a demand management tool in the city's downtown area for approximately 4,000 public parking spaces. Revenue raised though the priced parking regime is used for a variety of travel demand management (TDM) initiatives including paying for bicycle parking facilities, managing paid and shared parking, and an Eco-Pass program, which is a transit pass to the regional bus and rail system (RTD). An Eco-Pass allows holders to enjoy free trips across the system using bus and rail services. The program costs approximately $750,000 per year, which is paid for out of parking revenues. This breaks down to around $125 per downtown employee. The pass is understood to have had strong uptake by downtown employees and is also attributed to diminishing parking demand and improving availability.

8 Recommendations for parking management

This section presents a summary of recommendations that have been developed to ensure successful parking management outcomes for the City of Ipswich. Recommendations have been prepared through an assessment of parking occupancy in the centres of Springfield and Ipswich. Understanding of the parking context of each centre and acknowledgement of Council's existing policy objectives for transport and land-use across the municipality, with a key focus of using parking management to shift transport demands to sustainable travel modes.

8.1 Approach to developing recommendations

The proposed new approach to parking management and recommendations outlined in this section have been developed to:

1. Work towards achieving effective turnover of parking spaces and ensuring customer satisfaction in the Ipswich City Centre and Springfield Town Centre.
2. Respond strategically to the parking environments of the Ipswich City Centre and Springfield Town Centre through guidance to ensure successful parking management outcomes.
3. Work towards realising Council's transport objectives through parking management to encourage greater participation in sustainable modes of transport.
4. Provide guidance to Council for managing parking assets, including the decommissioning and repurposing of underperforming parking facilities.
5. Enable Council to utilise parking revenue for re-investment in the community.
6. Ensure Council uses available and new technology to optimise priced parking outcomes in each centre.

8.2 Summary of recommendations

The recommendations presented below have been prepared to improve parking management and broader transport outcomes in the City of Ipswich and assist Council make decisions for the management of car parking in the Ipswich City Centre and Springfield Town Centre.

A total of seven (7) broad recommendations have been developed as detailed below:

1. **Adopt City of Ipswich Parking Management Framework**
   Application of a framework for priced parking allows Council to respond to different parking contexts in a systematic and consistent manner in both centres. It is recommended that Council apply the framework when considering expanding parking regimes or introducing priced parking in the Ipswich City Centre and the Springfield Town Centre. The framework allows for uniform decision-making where reformed parking management may be necessary and seeks to provide guidance on:
   - **Triggers** – Occupancy-based triggers have been developed to ensure that appropriate parking management actions can be implemented to respond to different parking environments. There are three different occupancy ranges (parking demand) that are intended to provide a trigger for actioning the appropriate parking management intervention (introduction of priced parking or adjustment of existing controls).
   - **Parking demand/alternative uses** – Where parking facilities are poorly utilised (below 65% peak period occupancy), Council can consider re-developing under-performing off-street

parking or repurposing on-street parking to more active uses (expanded footpaths, public realm investments or improved bicycle facilities).

Council will be preparing a guideline to assist with the implementation of Parking Management Framework.

2. **Fee structures**
The current structure for priced parking within the City of Ipswich is considered to be generally appropriate, particularly considering the relatively moderate levels of overall parking demand observed and analysed previously. Modification of the current pricing structure in the immediate short-term would likely have greater dis-benefits (i.e. confusion over parking prices / application) than any potential benefits, particularly considering current parking demands, and is therefore not recommended at this time.

3. **Price Adjustments**
To affect parking demand changes of 10-15%, it is recommended to adopt pricing changes of 15-25%, as a conservative approach, until the relationship between parking demand and pricing within the City of Ipswich context is better established. Parking price adjustments (where appropriate) should be trialled, with parking surveys before, during and after to understand the impacts of any changes.

4. **Parking revenue distribution**
It is recommended that Council use revenue accrued through its priced parking regime to invest in facilities and programmes to encourage a shift to sustainable modes of transport. This may include the expansion of Council's existing on and off-street cycling network, streetscape improvement works in each centre and behavioural change programmes and incentives for residents to shift to walking, cycling or public transport.

5. **Periodically review data**
It is recommended that the parking demand in each centre is reviewed at least every 12 months to support application of Council's priced parking framework. Surveys may be carried out at more regular intervals (3-6 months) if there is evidence that parking demands are changing rapidly. The use of internal Council resources is encouraged to conduct 'observational surveys' prior to procurement of formal surveys. Where changes to parking management are being contemplated, particularly for implementation, expansion or adjustment of priced parking, formal surveys before and after implementation are recommended.

6. **Enforcement**
Effective enforcement is a necessary complement for effective parking controls. It is recommended that enforcement practices continue in accordance with the newly adopted approach outlined herein.

7. **Parking technology**
Emerging improvements for parking management systems supported by advances in available technology and, as identified in the iGO *Intelligent Transport Systems Strategy* should be investigated.

Appendix A – Review of time restrictions

The review of time restriction was carried out by using surveyed data for the locations where time restrictions are no longer effective in managing turnover. The data for Saturday (27 October 2018), Tuesday (30 October 2018), and Thursday (01 November 2018) has been reviewed to under- or over-utilised parking for both Ipswich City Centre and Springfield Town Centre.

Ipswich City Centre

The data collected from this parking survey has been summarised by average parking occupancy for each of the three survey days identified above and is presented in Table A-1. The summary data identifies the street locations of unrestricted parking where adjustments to time limits can be considered based on the following.

- Under-utilised parking (less than 50% occupancy) highlighted in green; and
- Over-utilised parking (weekday survey days >85% occupancy) highlighted in red.

Table A-1: Parking Occupancy by Street within Ipswich City Centre

Precinct	Street	Supply	Average Occupancy		
			Tuesday	Thursday	Saturday
CBD Fringe		**319**	**73%**	**70%**	**23%**
	Chelmsford Ave	33	71%	61%	37%
	Clay St	33	77%	58%	11%
	Deebing St	5	72%	72%	29%
	Ellenborough St	14	76%	77%	15%
	Hancock St	11	0%	0%	18%
	Murphy St	51	78%	78%	16%
	Nicholas St	28	72%	87%	76%
	Roderick St	34	72%	76%	12%
	Spresser St	9	86%	81%	22%
	Tiger St	43	80%	63%	13%
	Waghorn St	58	76%	80%	18%
Commercial		**197**	**84%**	**69%**	**8%**
	King Edward Parade	44	58%	30%	25%
	Marsden Parade	31	86%	76%	3%
	Milford St	60	85%	74%	4%
	Mortimer St	27	88%	47%	4%
	Thorn St	35	89%	82%	10%
Education		**350**	**70%**	**71%**	**24%**
	Arthur St	33	81%	89%	32%
	Darling St E	55	81%	74%	43%
	Elizabeth St	44	51%	57%	19%
	Ellenborough St	9	76%	67%	40%

Precinct	Street	Supply	Average Occupancy		
			Tuesday	Thursday	Saturday
	Horan St	35	58%	55%	3%
	Martin St	59	66%	72%	22%
	Mary St	55	75%	79%	11%
	Waghorn St	60	72%	72%	28%
Legal Gov		**45**	**72%**	**71%**	**30%**
	Roderick St	45	72%	71%	30%
Medical		**301**	**79%**	**69%**	**34%**
	Gray St	43	81%	73%	52%
	MacAlister St	10	95%	84%	7%
	Milford St	12	83%	79%	23%
	Outridge St	10	81%	76%	23%
	Quarry St	71	91%	74%	29%
	Roderick St	16	88%	67%	19%
	South St	26	93%	80%	45%
	Thorn Ln	20	18%	24%	16%
	Thorn St	63	74%	71%	33%
	Walker St	11	60%	46%	29%
	Warwick Rd	19	92%	73%	72%
Off-street		**628**	**60%**	**53%**	**20%**
	Bob Gamble Park	22	14%	9%	18%
	Bowling Club off-street	62	21%	42%	47%
	Denmark Hill off-street	45	84%	75%	9%
	Marsden Pde off-street	171	89%	81%	1%
	Nerima Gardens off-street	89	23%	13%	33%
	Old Incinerator off-street	11	54%	24%	70%
	Olga St off-street	164	88%	72%	2%
	Queens Park Nursery off-street	9	50%	44%	73%
	River Heart Parkland	50	87%	77%	7%
	Roderick St off-street	5	20%	55%	0%
Queens Park		**118**	**46%**	**36%**	**43%**
	Goleby Ave	89	46%	33%	36%
	Merle Finimore Ave	29	45%	43%	67%
Top of Town		**28**	**75%**	**54%**	**22%**
	Limestone St	28	75%	54%	22%
West Ipswich		**37**	**77%**	**66%**	**20%**
	Omar St	37	77%	66%	20%
GRAND TOTAL		**2,023**	**73%**	**67%**	**25%**

Examining the unrestricted parking in comparison to the parking supply identified, the following were noted:

- The Off-Street and CBD Fringe and Medical parking precincts has the largest number of unrestricted parking spaces;
- These parking areas have an average occupancy above 70% during surveyed weekdays;
- Unrestricted parking that was under-utilised was highest for Off-Street with an average occupancy around 30% during surveyed weekdays; and
- The occupancy analysis reveals that a significantly lower parking occupancy for the weekends in comparison to the weekdays.

Review of the existing time limited parking areas for each of the parking precincts within the Ipswich City Centre are provided within this appendix, with a summary page for each precinct that contains the following:

- A map of the parking inventory and time limits;
- Key attractors within the precincts – such as schools, hospitals etc;
- Identification of overall key parking supply locations and their relative parking occupancy usage; and
- Recommendations for adjustments to parking time limits.



CBD Core Precinct

Number	Street Name	Usage Notes / Recommended Changes
1	Brisbane Street	• **Timed Parking** ○ Mix of 15-minute and 1P parking on northern verge Convert all spaces to 15-minute parking for consistency, legibility – *"high turnover outside commercial facilities"*. Note that 1P parking is available on southern verge.



Top of Town Precinct

Number	Street Name	Usage Notes / Recommended Changes

1	Limestone Street	• Wide mix of time limits:
		  ○ 1 1P spaces;
		  ○ 23 2P spaces; and
		  ○ 22 Unrestricted spaces.
		• Utilisation of all parking types is ~55-60%

MRCagney



2018 Principal Activity Centre Parking Survey
Ipswich - Education Precinct

Parking types by bay (onstreet)
and by zone (offstreet)

1/4P
1/2P
1P
2P
3P
4P
9P
Unrestricted
Disability
Bus
Loading
Motorbike
Restricted (NS certain times etc)
Unpaid parking
Paid parking

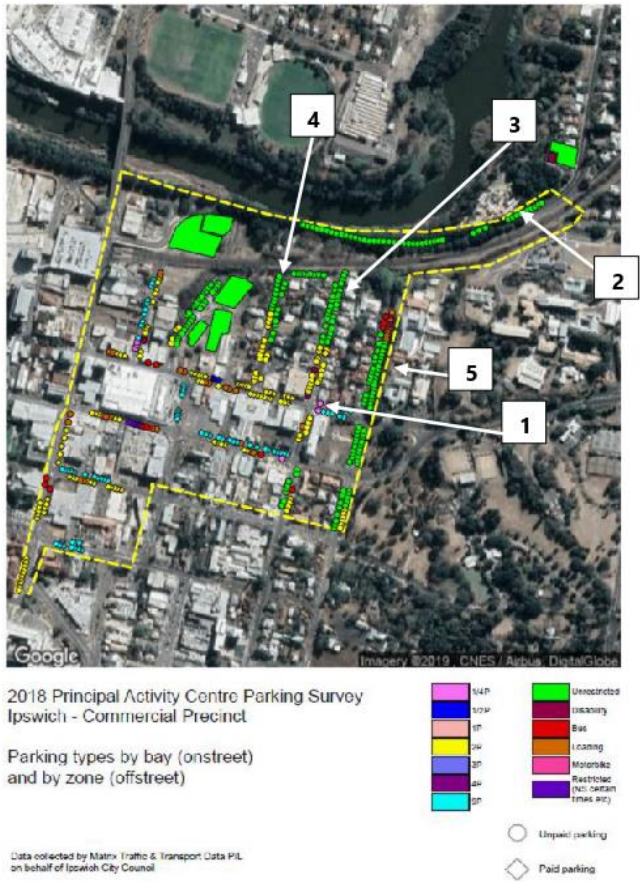
Data collected by Matrix Traffic & Transport Data P/L on behalf of Ipswich City Council

Education Precinct

Number	Street Name	Usage Notes / Recommended Changes
1	Darling Street East	• **Timed parking:** o Number of spaces- 33 o Average occupancy weekdays- 18% o Average occupancy weekend- 6% • **Unrestricted parking:** o Number of spaces- 55 o Average occupancy weekdays- 78% o Average occupancy weekend- 43% • Unrestricted parking is well utilised
2.	Mary Street	• Mary Street **(Unrestricted Parking):** o Number of spaces- 55 o Average occupancy weekdays - 77% o Average occupancy weekend - 11% • Convert whole of Mary Street (South) to 3P for consistency and as average occupancy is relatively high (parking close to CBD) – *"where it is desired to stop all day commuter parking."*
3.	Horan Street	• **Unrestricted parking** o Number of spaces - 35 o Average occupancy weekdays - 57% o Average occupancy weekend - 3%
4.	Elizabeth Street	• **Unrestricted parking** o Number of spaces - 44 o Average occupancy weekdays - 54% o Average occupancy weekend - 19%

S **Ipswich Grammar School** PS **St Mary's Primary School**
MC **St Mary's College** EC **St Edmund's College**

MRCagney



Commercial Precinct

Number	Street Name	Usage Notes / Recommended Changes
1	Brisbane Street	• **Timed parking** o Number of spaces - 50 o Average occupancy weekdays - 22% o Average occupancy weekend - 6%
2	King Edward Parade	• **Timed parking** o Number of spaces - 41 o Average occupancy weekdays - 44% o Average occupancy weekend - 21%
3	Thorn Street	• **Timed parking** o Number of spaces - 24 o Average occupancy weekdays - 29% o Average occupancy weekend - 13%
4	Marsden Parade	• **Unrestricted parking** o Number of spaces - 31 o Average occupancy weekdays - 81% o Average occupancy weekend - 3%
5	Milford Street	• **Unrestricted parking** o Number of spaces - 60 o Average occupancy weekdays - 80% o Average occupancy weekend - 4%



CBD Fringe Precinct

Number	Street Name	Usage Notes / Recommended Changes
1	Nicholas Street	• **Timed parking:** o Number of spaces - 28 o Average occupancy weekdays - 80% o Average occupancy weekend - 76% • Convert remainder of eastern side to the north to 3P, for consistency – *"where it is desired to stop all day commuter parking."*
2	Hancock St	• **Unrestricted parking** o Number of spaces - 11 o Average occupancy weekdays - 0% o Average occupancy weekend - 18%

Ipswich Hospital

MRCagney



2018 Principal Activity Centre Parking Survey
Ipswich - Medical Precinct

Parking types by bay (onstreet)
and by zone (offstreet)



Data collected by Matrix Traffic & Transport Data P/L on behalf of Ipswich City Council

Medical Precinct

Number	Street	Usage Notes / Recommended Changes
1	Pring Street	• **Timed parking** o Number of spaces - 98 o Average occupancy weekdays - 46% o Average occupancy weekend - 11% • Unrestricted parking is available nearby hospital
2	Thorn Street	• **Unrestricted parking** o Number of parking spaces - 63 o Average occupancy weekdays - 73% o Average occupancy weekend - 33%
3	Gray Street	• **Unrestricted parking:** o Number of parking spaces - 38 o Average occupancy weekdays - 87% o Average occupancy weekend - 50%
4	Pring Street	• **Timed parking** o Number of spaces - 51 o Average occupancy weekdays - 46% ▪ Paid 57% and Unpaid 38% o Average occupancy weekend - 12% • Unrestricted parking is available nearby hospital • Consolidate (reduce) central median parking – provide additional landscaping and pedestrian refuge crossings

Note:
St Andrew's Ipswich Private Hospital
Ipswich Hospital
Ipswich Day Hospital

Note: While it is noted that long-stay ('Unrestricted') parking is not typically supported in the Medical Precinct, the precinct covers large residential areas, where time-limited parking would not be appropriate. Time-limited parking could be expanded occur once Pring Street parking reaches capacity (i.e. >85% occupancy).

MRCagney



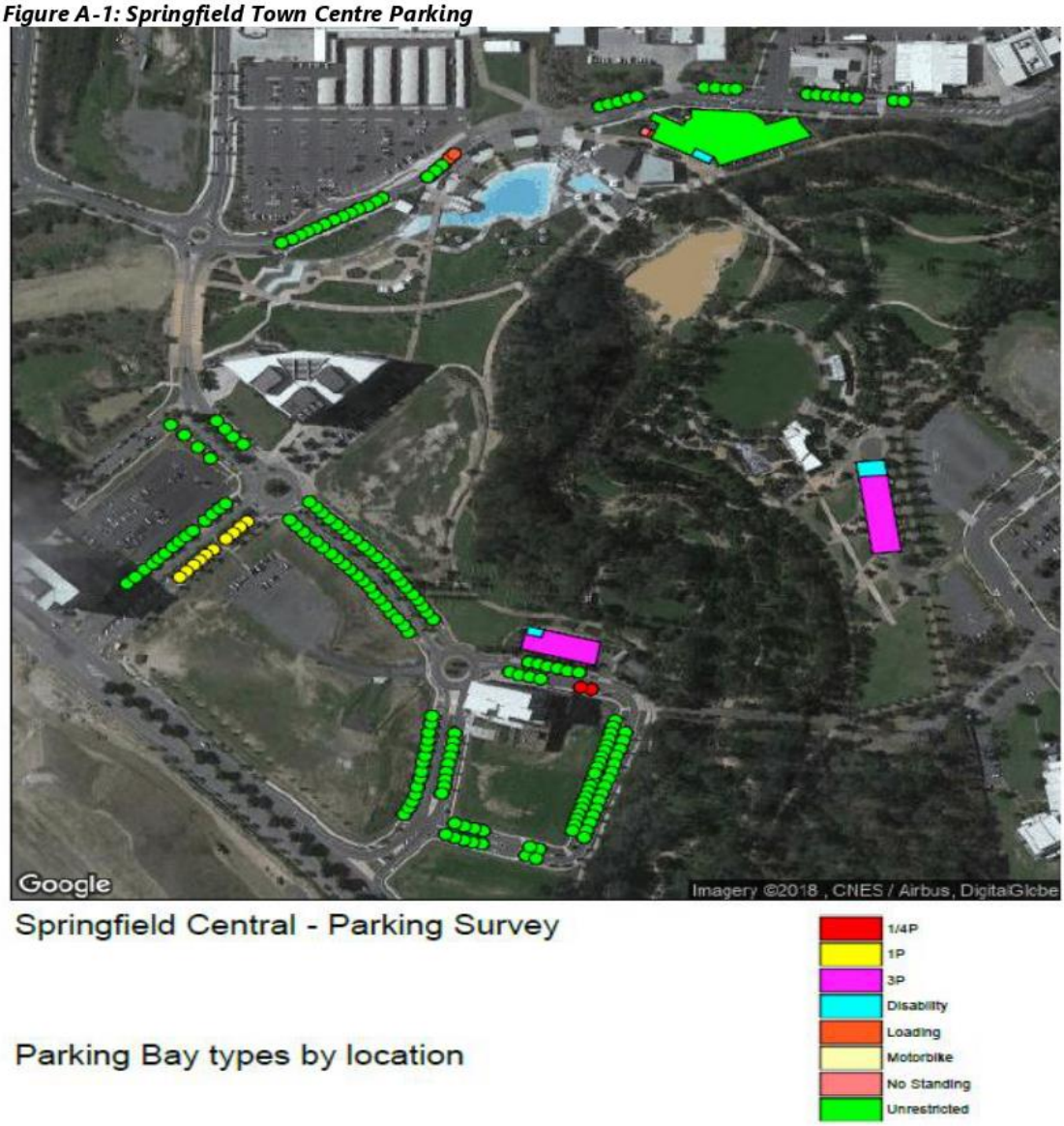
Queens Park Precinct

Number	Street	Usage Notes / Recommended Changes
1	Goleby Ave	• **Unrestricted parking** o Number of spaces - 89 o Average occupancy weekdays - 40% o Average occupancy weekend - 36%
2	Merle Finimore Ave	• **Unrestricted parking** o Number of spaces - 32 o Average occupancy weekdays - 44% o Average occupancy weekend - 67%

Springfield Town Centre

As with the Ipswich City Centre, a parking occupancy survey for the Springfield Town Centre was undertaken on and Saturday (27 October 2018), Tuesday (30 October 2018), and Thursday (01 November 2018). The overall parking supply (including any time limits) is shown in Figure A-1, while the average occupancy for these parking spaces was determined and is provided in Table A-2.

Figure A-1: Springfield Town Centre Parking



The summary data provided in Table A-2identifies the street locations of unrestricted parking where adjustments to time limits can be considered and highlights the following:

- Under-utilised parking (less than 50% occupancy during all survey days) highlighted in green; and
- Over-utilised parking (weekday survey days >85% occupancy) highlighted in red.

Table A-2: Parking occupancy in Springfield Town Centre

Street	Supply	Average Occupancy		
		Tuesday	Thursday	Saturday
Barry Alexander Dr	71	67%	66%	29%
David Henry Wy	14	70%	58%	67%
Ian Keilar Dr	58	25%	29%	29%
Off-Street	80	50%	50%	50%
Southern Cross Cct	36	50%	53%	69%

The parking occupancy analysis summarised indicates the following:

- Ian Keilar Dr and Off-Street parking are generally under-utilised;

  Note: The Springfield Town Centre is still developing, and significant development potential still remains which will increase overall activity and likely on-street parking demand into the future.
- As with the Ipswich City Centre, parking occupancy is generally higher on weekdays than weekends with the exception Southern Cross Circuit (likely due to the proximity of the Orion Lagoon and associated activities); and
- The relatively higher parking occupancy in Barry Alexander Dr in the weekday, compared to the lower weekend parking occupancy, may reflect external university parking demands (with a pedestrian path facilitating connection between external parking and the campus.

Overall, given the moderate parking demands across the surveyed area, there is little impetus to change current parking controls. As the Springfield Town Centre continues to develop and parking demands increase, adjustments to parking controls (starting with time limit restrictions) can be used to ensure parking space availability is maintained for the relevant parking user groups.

Appendix B – Parking technology

Parking management can be supported by advances in available technology and, as identified in the recently released iGO *Intelligent Transport Systems Strategy*, Ipswich City Council has an opportunity in modernising its parking management services by adopting smart parking solutions to:

- Improve the customer experience;
- Enhance economic development and social interaction opportunities in activity centres; and
- Provide more effective monitoring and compliance capabilities.

This can be achieved by using smart technology and the benefits are as follows:

1. Sensor-based innovation can be used to detect whether the space has been occupied or not by using mobile app in real time;
2. Real time data generated from sensors can be used to identify utilisation and transaction data, which can help to identify vehicles that have overstayed or not paid;
3. The utilisation data can also be used to inform a quarterly review of parking pricing;
4. Council can offer a variety of payment methods to reduce or even remove parking meters in future;
5. Council can also implement dynamic pricing and variable time limits and duration which can allow users to pay via mobile for extending duration to avoid infringement;
6. Customer can use mobile apps to find and pay for the parking in advance; and
7. Mobile apps can be used to undertake regular qualitative surveys to obtain customer feedback.

Parking 'App' Technology

Parking payment systems, such as CellOPark currently provided parking payments run through a free smartphone app. The app allows you to pay for parking quickly and eliminates the need to display paper tickets. The system is application for large open or structured parking areas, as well as kerbside parking within centres (see left).

Your vehicle registration is recorded when you start a parking session and is used by parking officers to check if there is an active parking session for your car. Payments for parking sessions are taken automatically from traditional methods, such as credit or debit card, or via a pre-paid card.

These types of parking management systems also incorporate the ability to have (virtual) permits. Parking officers can check for valid permits using mobile license plate technology as they drive around to ensure only permit holders are parking in permit-only areas.



Image source: https://www.parking.asn.au/la-trobe-university-selects-cellopark-for-convenient-ticketless-parking/

Directional Signage

Directional signs can be either static or dynamic, providing real time information on the location and availability of parking resources. These signs should be placed on key access roads to inform drivers of the locations, availability (if dynamic), and the price associated with the parking facilities. This information allows drivers to identify the nearest available parking facilities and evaluate the relative value associated with different parking areas. An example is shown in the figure below.



Image source: MRCagney photo

The goal of directional signs is to reduce the distance travelled by vehicles looking for a car park, thereby resulting in positive external benefits to other road users, as well as encouraging more efficient use of available resources. Directional signs are not, in isolation, expected to significantly reduce parking demand. However, they can improve relative parking utilisation within a region by providing information on underutilised, less noticeable carparking areas.

Static directional signage should be implemented where there is significant variation in parking utilisation of similar parking products within the surrounding area, while dynamic signage is more appropriate / cost effective in areas with large concentrations of parking supply (i.e. off-street locations).

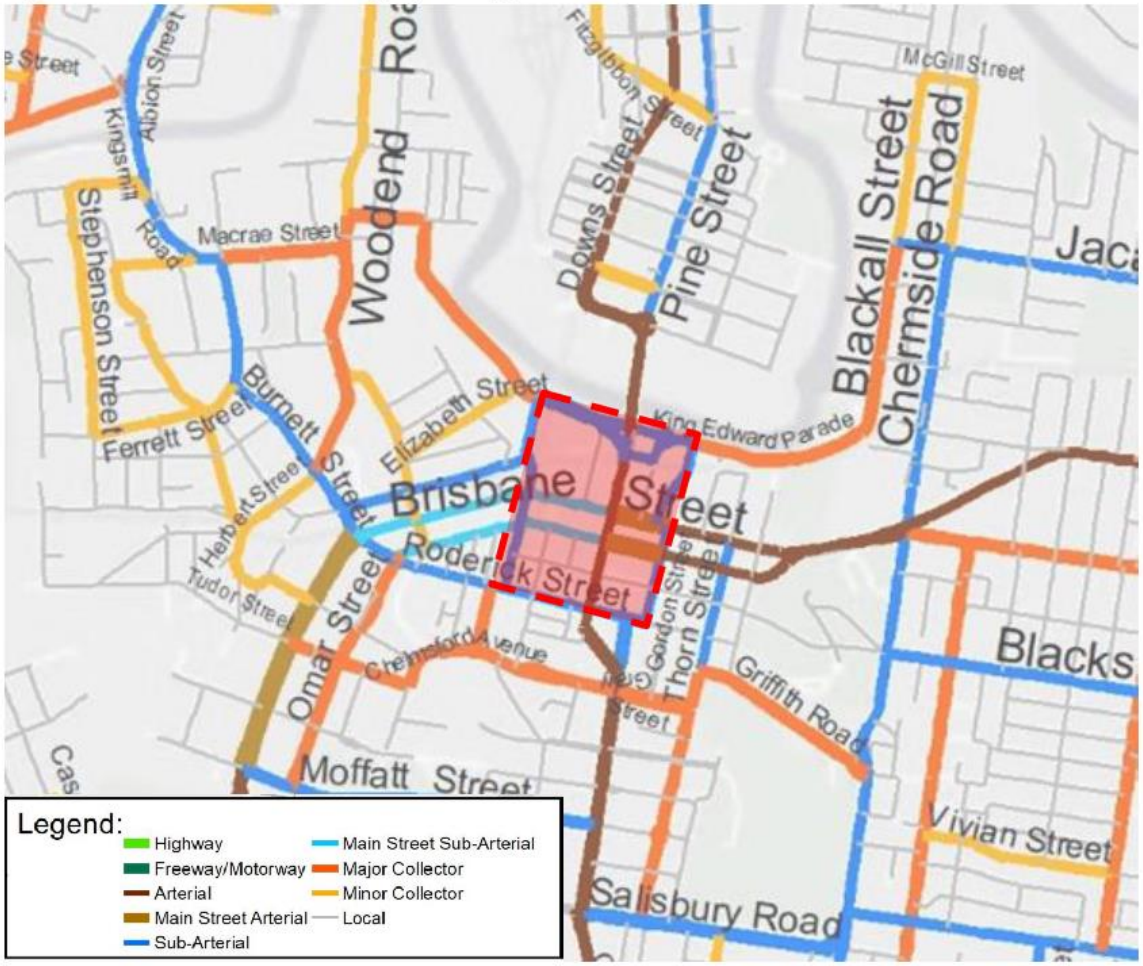
Central Traffic (Parking) Area

One of the recommendations of the Ipswich Parking Strategy was the implementation of a Central Traffic Area within the Ipswich City Centre area. This recommendation has been implemented, however, signage identifying the Ipswich Central Parking Area is inconsistent or non-existent on some approaches. Further, the area covered is expansive (i.e. out to Thorn Street to the east), which has therefore required generic parking controls to be indicated (i.e. 'No Time Limit unless otherwise signed).

This central traffic area should be largely based on the surrounding road network hierarchy, which is especially important within the Ipswich City Centre given the one-way circulation through Limestone and Brisbane Streets, as well as natural barriers such as the Bremer River and Ipswich Rail Line.

A map of the road hierarchy from iGO is provided in Figure B-1 overleaf. Further, an indicative consolidation (reduction) of the central parking area is also shown.

Figure B-1: Indicative Central Traffic (Parking) Area

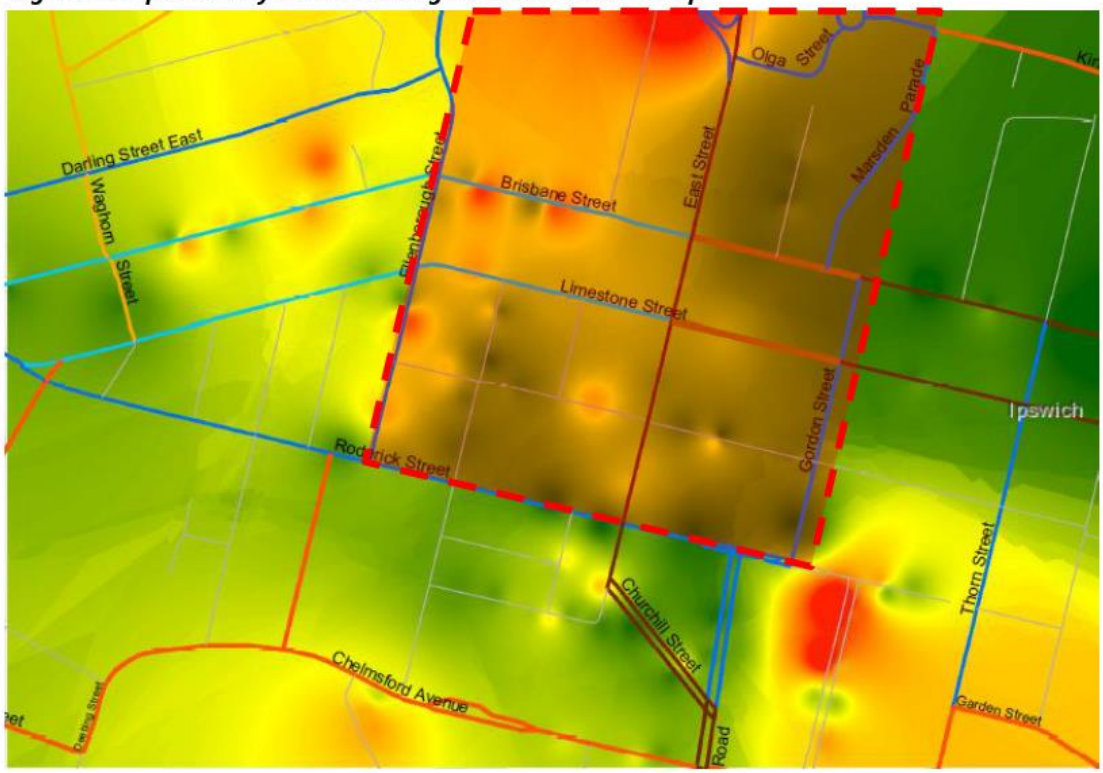


The consolidation of the existing central traffic (parking) area, indicatively shown in Figure B-1 will provide opportunities for:

- Clearer identification of boundary of the Central Parking Area, generally better aligned with the CBD Core Precinct;
- More legible identification of significant (typically off-street) parking areas that are within walking distance of the CBD area – greater indication that the parking operations / controls for this parking needs to be considered within the context of the CBD; and
- Better potential for staggering of parking controls (including pricing) which will more clearly define the desire for reduced traffic movement / parking demand within the CBD area.

As further information in regard to the consolidation of the existing central traffic (parking) area, the 'heat map' image for priced ('paid') parking transactions within the Ipswich City Centre area is shown in Figure B-2 overleaf.

Figure B-2: Ipswich City Centre Parking Transactions Heat Map



Parking Overstay Detection

Parking Overstay Detection Systems (PODS) can be used by councils to manage priced parking more efficiently and are useful tools to collect parking occupancy data. PODS are effective tools that provide valuable data relating to length of stay, peak demand times and turnover. PODS also allow the variable setting of rates, meaning parking is priced based on demand allowing seasonal, time of day and weekday variation.

The introduction of PODS would align with Council's policy objectives to manage priced parking in the City of Ipswich. PODS can collect data and provide important information and allow Council to respond to different parking scenarios across different contexts.

15-minute free parking

A potential adjustment to parking control regime that has previously been considered is the introduction of a general 15-minute free parking "grace" period – such as that adopted within Brisbane City Council parking control areas. While this strategy has some merit in that parking users that genuinely only park for a short period of time (i.e. less than 15 minutes) will need to be concerned with payments (or risking an infringement), there are significant implications on potential over-stay, likely additional monitoring / enforcement / administration, lost revenue as well as requirements for parking meter technology upgrades.

Therefore, as the overall benefits (some confidence to parking users) is unlikely to be greater than the potential costs / efforts of administering a 15-minute free parking strategy further, more detailed assessment of the overall implications of adopting such a strategy should be considered.

Appendix C – Approaches to priced parking

Pricing methods

This section presents information about the different approaches Councils can take to setting pricing structures for priced parking regimes and the rationale underpinning different parking management frameworks.

Council currently sets the prices for Council-owned and operated parking throughout the Ipswich LGA, with prices set under a fixed hourly regime. This system is commonly used in other jurisdictions throughout Australia where priced parking regimes apply which sees hourly parking rates charged at a fixed rate, irrespective of experienced demand.

There is a growing body of research that focusses on the importance of shifting the perception of parking as 'public infrastructure' to a 'market good'. Shoup (2017) argues that policies that treat parking as public infrastructure disguise the real costs and real demand of parking spaces, which leads to the systematic under-pricing of on-street parking.[3]

Taylor (2018) refers to the common method of parking pricing in Australia as 'first come first served'. This approach to pricing refers to the application of fixed hourly parking rates. The title implies that once a motorist has parked in a car parking space, there is little incentive to move on and make the space available to another user because the price per hour does not increase.[4] While such an approach is not considered appropriate at this time, consideration in the future may be warranted in key locations (i.e. CBD / Core areas) where parking demands are consistently excessive and/or highly variable.

With new technology becoming available for parking, the use of dynamic pricing is now being explored. Unlike fixed hourly parking rates, dynamic parking adjusts hourly based on level of demand and observed usage patterns. The goal of dynamic pricing is to minimise both under-priced and over-priced parking by matching the turnover of parking spaces with demand.

The model of setting prices for on-street parking proposed by Shoup is demand-based 'performance' parking, which is generally outlined as follows:

- Remove minimum parking requirements;
- Set the right price for kerbside parking (dynamic pricing – adjusted by availability and time of day); and
- Return the parking revenue to pay for public services (hypothecation).

A commonly referenced example of dynamic pricing is SF Park in San Francisco, USA (see also City of Gold Coast example). SF Park adjusts prices every two months to manage demand, aiming to even out occupancy in a range of 60%-80% per street. The results of SF Park show that traffic congestion has been reduced by 10% and 'cruising', which refers to motorists circling an area in search of available car parking, has also reduced.

SF Park has been a particularly successful parking policy reform and genuinely seen as a benchmark case study when preparing parking strategies. It indicates that people place a greater value on parking availability then the actual price they pay for parking (up to a point).

[3] Shoup, D (2017) Parking in the City
[4] Taylor, E (2018) City of Melbourne Discussion Paper: Car Parking

Case studies – priced parking operation

Priced parking policies have been reviewed in various Australian contexts to understand the different approaches used to successfully manage car parking through pricing.

Toowoomba Regional Council

Toowoomba is a regional city in the Darling Downs region and is located in the state of Queensland with a population of over 130,000 introduced its biennial on-street and off-street parking fee on 2nd July 2018. It includes:

- 10c per hour increase in all parking fees to a maximum additional charge of 50c a day
- Council is using various payment methods such as credit card payment machines, payWave and pay-by-bay technology.[5]

Council has recently replaced approximately 55 single head parking meters with new pay by space meters (ticketless and user-friendly system) on Margaret Street between Neil and Hume Streets. The objective of new technology is to provide more options to user and reduce infrastructure damage by vehicles. Furthermore, the minimum payment for each meter is one dollar and the time limit are two hours maximum.[6]

According to 2018-19 annual budgets, Council is planning to spend $140,000 on the upgrade and enhancement of parking infrastructure to meet the demand of growing city.[7]

City of Gold Coast

In recognising the complex and sensitive nature of car parking on the Gold Coast, the City of Gold Coast has developed a scheme called the 'Park in centre scheme' or 'PICS' to achieve efficient and equitable parking outcomes. PICs is managed by adjusting parking prices (up or down) by 20-25% increments, which is based on demand data from in-ground parking sensors. Parking prices are reviewed quarterly and can be altered to respond to changes in demand. For example, in streets with low demand, prices may decrease, while streets that record high demand, prices will increase.

A pilot was undertaken by Council in Burleigh Heads and Broadbeach in 2015 which is understood to now be permanent. The scheme aims to:

- Improve parking availability by encouraging turnover in business districts
- Open parking spaces in high demand areas
- Reduce traffic congestion caused by 'cruising' for available parking spaces.

Costs for Council-owned car parking under the scheme are currently $1.90 per hour to $3.70 per hour and Council has invested $7.5 million to fund the required technology to operate the scheme, which involves inground sensors. Additionally, City of Gold Coast will use funds accrued through the scheme for a variety of different initiatives and programmes with 50% of parking revenue allocated for local improvement projects, including streetscaping, landscaping and improved public transport.[8]

[5] (Parking fees to increase from Jule 2, 2018, 2018) http://www.tr.qld.gov.au/component/content/article/mediareleases/newspublications/13405-parking-fees-to-increase-from-july-2-2018

[6] (Roll out of new parking technology for Margaret Street, 2018) http://www.tr.qld.gov.au/component/content/article/mediareleases/newspublications/13574-roll-out-of-new-parking-technology-for-margaret-street

[7] (Annual Budget 2018/19, 2019) http://www.tr.qld.gov.au/about-council/council-governance/plans-strategy-reports/13412-budget

[8] City of Gold Coast http://www.goldcoast.qld.gov.au/thegoldcoast/parkincentre-schemes-28100.html

City of Port Phillip (Victoria)

The City of Port Phillip provides a good example of a Melbourne municipality effectively managing on-street car parking through a priced parking management regime. The management framework applies to the whole municipality and ensures that car parking is managed consistently across different activity centres and urban contexts within the municipality.

The Draft City of Port Phillip Integrated Transport Strategy articulates Council's role in parking and sets some bold directions for parking management with the intention of reducing traffic congestion and improving transport choice for its residents and visitors.

While the land use context of Port Phillip is different to that of Ipswich City Council and the municipality is richer in transport options, benefiting through bus, tram and train connectivity and high-quality cycling infrastructure, the approach to car parking policy by City of Port Phillip that focuses on taking a strategic and systematic response to parking challenges and application of tools across the municipality is relevant to Ipswich City Council.

City of Port Phillip currently manages approximately 57,000 parking spaces which are predominantly on-street. Within activity centre contexts, the Strategy acknowledges that simply building more parking spaces to accommodate growing demand is uneconomic as it would sacrifice space that could be used for higher value uses.

The Strategy acknowledges that pricing, time restrictions and reserved parking spaces are critical management tools for supporting vibrancy and activity while ensuring the kerbside space is available for priority user groups.

Council is also set to introduce a new parking policy which will provide criteria to ensure a consistent application of both priced parking and time restrictions across the municipality. This is expected to achieve effective responses to existing issues around inconsistent pricing models, lack of seasonal responsiveness, poor demand management and integration with land uses.

Implementation of the policy will be undertaken in conjunction with a parking technology program. Technology will assist in ongoing monitoring of parking activity and can inform regular reviews of parking controls in activity centres. [9]

Horsham City Council (Victoria)

The rural township of Horsham located approximately four hours west of Melbourne with a population of 20,000 residents introduced priced parking for on-street facilities in 2014.

Council introduced priced parking to manage on-street CBD parking. According to a Council meeting report from November 2015, parking meters were introduced to serve two objectives:

- To ensure road safety; and
- To maintain traffic flows and turnover.

Furthermore, the priced parking regime was introduced to encourage business activity and growth, improve the local economy and increase the opportunity of short-term parking whilst being financially sustainable by encouraging regular turnover of cars, and therefore customers, in and around the Horsham CBD. Parking

[9] City of Port Phillip ITS - https://haveyoursay.portphillip.vic.gov.au/30803/documents/69846

revenue typically accrues approximately $600,000 per annum with operating costs taking roughly 30%. Revenue received is understood to be put towards streetscape and town centre revitalisation initiatives.

The priced parking regime is managed using 'EasyPark' which is a service providing easy parking solutions for Horsham residents via use of a smart phone application allowing cashless parking transactions. It allows drivers to pay for their parking in a simple, cashless and efficient way through use of the EasyPark smartphone application. It delivers the following solutions in an integrated system:

- Cashless payment through phone parking
- Virtual permits (for example residential permits)
- Digital infringement notices and enforcement management.

Cairns Regional Council

Cairns is located on the east coast of far north Queensland and has an estimated residential population of over 160,000 residents introduced change for on- and off-street parking in CBD. The changes have been effective since 2nd January 2018 and are summarised as follows:

- 20c per hour increase in parking fees, each year, for four years to a final cost of $2 an hour;
- 15% increase in parking fines; and
- Increased time-limited parking hours to 8:30am - 6pm, Monday to Sunday.

All centre median car parking in Cairns CBD is free, with time restricted and low-cost-all-day parking is also available at Council's off-street car park on Bunda Street ($2 a day) and Hartley Street ($3 a day).

Council is planning to reinvest the revenue from parking fees and fines into parking infrastructure and parking technology as well as covering operating and maintenance costs of parking. In the past 5 years, Council has invested more than $8.5 million to improve parking, including the introduction of Licence Plate Recognition (LPR) system, upgrading parking ticket machines to accept credit cards and creating further 450 parking bays.[10] Licence Plate Recognition (LPR) system is used to inspect pay and display tickets by using LPR camera mounted on Council patrol car, that is connected to an on-board computer and works as follows:

1. Parking officers drive along a street or area and record license plates using in-car LPR.
2. Officers complete a second "pass" along the street or area at the end of the regulated parking limit. In a 2P area this is every 2 hours; in a loading zone every 20 or 30 mins, and so on.
3. At the end of the section, LPR cross-references photos taken in both passes to determine if a vehicle has overstayed in the parking bay.
4. Parking officers stop the vehicle, print out any parking infringements and place a ticket on the offending vehicle's windscreen if a valid permit is not displayed.
5. If no offence has been committed, all photos and data related to the vehicles are permanently deleted from the system.[11]

[10] (Changes to parking in the CBD, n.d.) https://www.cairns.qld.gov.au/water-waste-roads/parking/cbdparkchange
[11] (Licence Plate Recognition (LPR), 2015) https://www.cairns.qld.gov.au/region/tourist-information/parking/licence-plate-recognition/licence-plate-recognition-faq

Fee levels in other municipalities

Parking prices in operation at selected Queensland and interstate council (local government) areas have been reviewed and presented in Table C-1. When compared against the selected examples, parking prices are typically cheaper per hour within the current parking pricing for the Ipswich City Centre.

Table C-1: Parking fee levels in other local government areas (LGAs)

LGA	Parking fee charged	Parking enforcement area
Ipswich City Council	0.5 hours - $0.70 1 hour - $1.40 2 Hours - $2.80 3 Hours - $4.20 4 Hours - $5.60 9 Hours - $7.00	Ipswich City Centre
Toowoomba Regional Council	1P meter (1-hour maximum)- $1.80 per hour 2P meter (2-hours maximum) - $1.80 per hour 3P meter (3-hours maximum) - $1.80 per hour 4P meter (4-hours maximum) - $1.80 per hour 8P metre (8-hours maximum) - $1.80 per hour Maximum of $5.50 per day.	Toowoomba CBD (on-street)
	Clifford Street car park - $1.80 per hour to a maximum of $5.50 per day. Station Street car park – $1.80 per hour to a maximum of $7 per day. Julia Street car park – $1.80 per hour to a maximum of $7 per day. Chalk Drive – $1.80 per hour maximum $5.50 per day. Herries/Water Street – $1.80 per hour maximum $5.50 per day. Neil/Annand Street – $1.80 per hour maximum $8.50 per day. Central car park – $1.80 per hour maximum 3-hour parking. <u>Toowoomba bus station:</u> 6am - 6pm Monday to Saturday $2.30 per hour to a maximum of $8.50 per day. 6pm - 6am Monday to Saturday $2.30 per hour to a maximum of $4 per evening.	Toowoomba CBD (off-street)
Brisbane City Council	Up to and including 3-hour meter: 7am-7pm Monday to Friday $4.90 4-hour meter and greater with maximum charge capped at $11 7am-7pm Monday to Friday $3 Up to and including 3-hour meter 7pm-12am Monday to Friday $2.20 Up to and including 3-hour meter 7am-7pm Saturday and Sunday $2.20 4-hour meter and greater with maximum charge capped at $6.60 7am-7pm Saturday and Sunday $1.10	Parking Zone 1

LGA	Parking fee charged	Parking enforcement area
Brisbane City Council (cont'd)	Up to and including 3-hour meter 7am-7pm Monday to Friday $3 4-hour meter and greater with a maximum charge capped at $9.20 7am-7pm Monday to Friday $1.80 Up to and including 3-hour meter 7pm-12am Monday to Friday $1.70 Up to and including 3-hour meter 7am-7pm Saturday and Sunday $1.70 4-hour meter and greater with a maximum charge of $4.40 7am-7pm Saturday and Sunday $1.10	Parking Zone 2
	Up to and including 3-hour meter 7am-7pm $1.70 4-hour meter and greater with maximum charge capped at $5.50 7am-7pm Monday to Friday $0.80	Parking Zone 3
City of Melbourne (Vic)	$3.20 - ½, 1 & 2 hr parking $2 - 3 hr parking $1.70 - 4 hr parking $0.80 - All day (unrestricted)	Parkville, Carlton, East Melbourne and other areas.
City of Gold Coast	$3.90 per hour Monday to Sunday 9am to 7pm including public holidays.	Surfers Paradise
	*Variable fees, between $1.50 per hour and $2.50 per hour (the current hourly rate will be displayed on the parking meter screen).	Burleigh Heads
	*Variable fees, between $2.90 per hour and $3.60 per hour (the current hourly rate will be displayed on the parking meter screen)	Broadbeach
Waverley Council (NSW)	Bondi Beach priced parking rates: Summer (September – May) 7am – 7pm - $7.20 per hour 7pm – 10pm - $4.20 per hour Winter (June – August) 7am – 7pm - $7.20 per hour 7pm – 10pm – FREE	Waverley Council operates a network of parking meters in commercial areas in Bondi Junction, as well as visitor and residential areas at Bondi Beach and Bronte to help manage the demand for parking.

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City of Ipswich
Parking Pricing Strategy
Implementation Guideline for Activity Centres

August 2019



iGO City of Ipswich Transport Plan
Moving Ipswich Forward
Advance Ipswich
City of Ipswich

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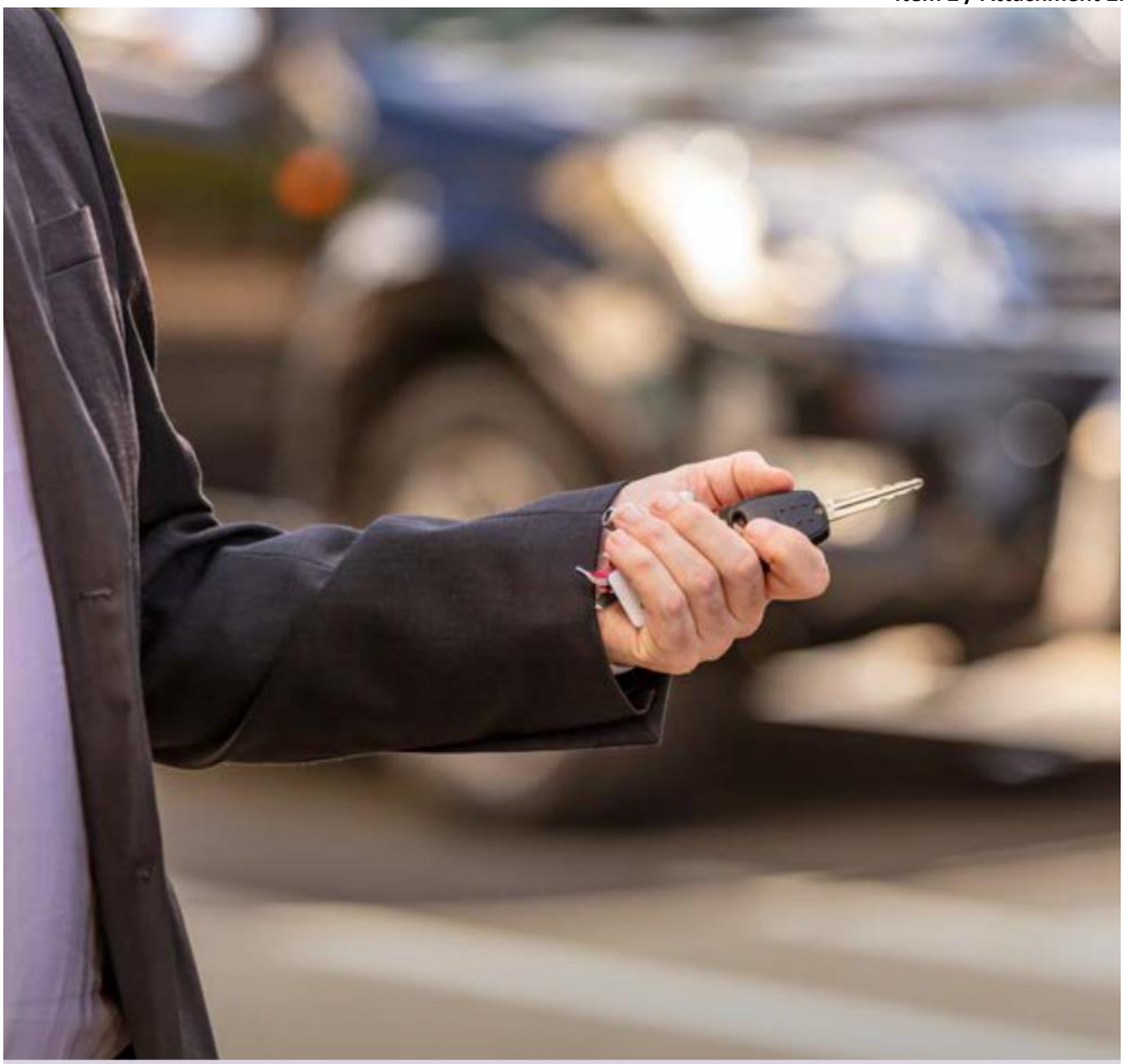


Ipswich City Council recognises the Traditional Owners of the Ipswich region the Yagara People, consisting of the Jagera, Yuggera and Ugarapul Clans, and pays respect to the Elders past and present. We respect their cultural heritage, beliefs and connection to the land. We acknowledge that they are of continuing importance to the Yagara People living today.

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INTRODUCTION

Parking is an important component of Ipswich's transport system with travel by private vehicle the dominant mode of transport currently used by Ipswich residents. For every trip undertaken by a private vehicle, consideration needs to be given to costs associated with providing parking at the end of the trip. Therefore, parking policy can be a valuable tool in influencing people's transport choices and can also play an important role in shaping a vibrant, welcoming and successful urban centre.

Ipswich City Council (council) is actively involved in parking through its roles in:

- Managing public on- and off-street parking facilities through setting time limits, pricing and accompanying enforcement of parking controls;
- Providing parking spaces as part of the street network and with dedicated off-street facilities at activity centres and as part of council-managed community facilities;
- Regulating minimum on-site parking requirements for development; and
- Influencing and advocating other organisations involved in the provision of parking, such as shopping centres, and state government agencies that provide parking at locations such as railway stations.

The *City of Ipswich Parking Pricing Strategy – Implementation Guideline for Activity Centres* (Implementation Guideline) has been prepared to provide a summary of the key messages within the City of Ipswich Parking Pricing Strategy (Strategy) and to provide further guidance for council officers when implementing the Parking Management Frameworks.

The Implementation Guideline has been prepared to assist council officers with transparent decision-making in relation to the pricing of council-owned parking assets within the Ipswich City Centre, Springfield Town Centre and other activity centres.

iGO

iGO is council's masterplan for Ipswich's transport future. It outlines council's aspirations to advance the city's transport network to accommodate a future population of 435,000 people by shifting trips to more sustainable modes of transport.

With forecasted population growth in the City of Ipswich, iGO is an important policy document that focusses on integrating land use with transport to advance the transport system and foster the development of strong, compact and connected mixed-use activity centres and complete communities.

Parking has been recognised as a critical element of the transport system requiring careful management, particularly in regard to how council provides and manages on-street and off-street parking in its activity centres.

The Strategy recognises that effective car parking policy can improve streetscape amenity, support sustainable modes of transport and reduce issues arising from traffic congestion and car dependency, which will be important considerations as the city undergoes future growth.

THE IMPORTANCE OF PARKING MANAGEMENT

Parking is one of the biggest challenges facing local governments like Ipswich as the impacts of population growth, increased traffic and congestion, and the associated demands on transport infrastructure (including parking) can often require significant attention, resources and investment.

Council provides more than 3,500 parking spaces in the Ipswich City Centre, which includes both on-street and off-street spaces. Of these parking spaces, approximately 710 spaces are subject to priced parking enforcement while the remaining are either unrestricted or managed using time restrictions.

iGO recognises that individual travel trends will need to change in the future to accommodate population growth. Transitioning the movement network from one that is predominantly car oriented to one that is more sustainable will be critical to ensure liveability can be enhanced in the future.

Currently, around 85% of all trips in the City of Ipswich are made by private vehicles and household car ownership rates are increasing. This reliance on the car, particularly for short trips and journeys to work and education, will have serious implications for traffic congestion, parking demand, economic development, the environment, safety and public health as the city develops.

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PURPOSE AND OBJECTIVES

THE IMPACTS ASSOCIATED WITH EXCESSIVE PARKING SUPPLY

iGO highlights the need to make more efficient use of existing parking supply, rather than continuing to invest in more public parking to satisfy demand.

In the past, council's response to high parking demand in activity centres has been to increase parking supply. There are a myriad of issues associated with this approach, which can lead to unfavourable outcomes, namely:

- **Vehicle intrusion** – an oversupply of parking encourages vehicle use, short car trips within the city centre, and increased traffic. As a result, cars have a greater impact on amenity and safety.
- **Inefficient use of land** – surface car parks prevent high value land from being used for a range of higher value uses, including infill development or public open space.
- **Urban form and place quality** – car parks (particularly surface car parks) contribute to dispersed and disconnected urban forms and inactive street frontages. Excessive car parking is a significant barrier to making attractive and interesting places.
- **Less walkable places** – large surface car parks result in spread out town centres, disconnected destinations and long walking distances.
- **Retail prosperity** – less walkable town centres that encourage short vehicle trips do not support vibrant and prosperous retail. Town centres prosper when people walk and stay for extended periods, however, an oversupply of parking encourages short stays, lower value 'convenience' trips and minimal visitor interaction with the street, shop fronts, and broader community.

WHY PRICED PARKING?

Priced parking is one of several parking management tools that can be used by Council to appropriately manage parking demand.

Successfully implemented and effective priced parking regimes are widely acknowledged as delivering a range of broader benefits. These can include the following:

- **Mode shift** – Priced parking influences mode choice, meaning residents who can access activity centres by walking, cycling or public transport will do so to avoid paying for parking.
- **Turnover and utilisation** – Priced parking supports efficient utilisation and encourages regular turnover to ensure sufficient parking availability at all times.
- **Equity** – Priced parking ensures that parking is available to those who require it most, including disabled parking and special needs parking.
- **Town centre amenity** – Priced parking contributes to vibrant town centres and the public realm by accommodating visitors and supporting kerbside activity.
- **Road network** – Priced parking reduces the amount of traffic on the local street network by discouraging short trips made by private vehicle where walking, cycling or public transport are viable options.
- **Fringe parking and walkability** – Priced parking encourages longer-term parkers to use less convenient spaces (i.e. off-street or fringe locations) to increase activity on city centre local streets.
- **Development** – Priced parking reduces the number of spaces needed to meet demand, reducing total parking costs and allowing more compact development.
- **Revenue** – Priced parking revenue could be used to fund sustainable transport infrastructure and initiatives, or investment in streetscapes and the public realm.

COUNCIL'S PARKING MANAGEMENT OBJECTIVES

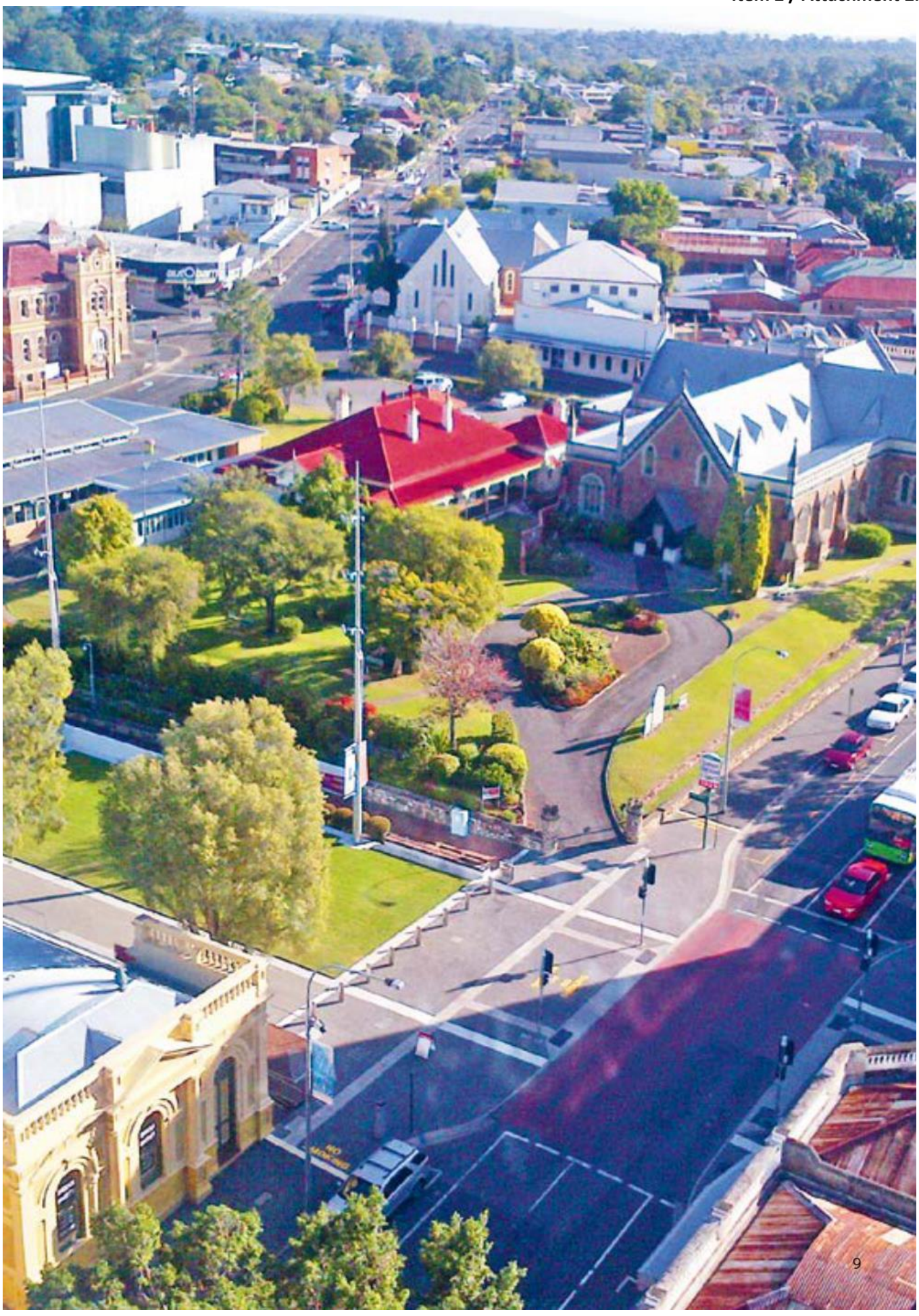
Seven (7) parking objectives have been developed which provide a working 'definition of success' for parking management outcomes and to ensure that a strategic approach is embedded in all decision-making on matters relating to parking within the City of Ipswich.

The following seven objectives have been prepared to articulate council's strategic approach to parking and recognise that a successfully adopted parking management regime typically:

1. Facilitates the balanced provision of parking in activity centres and ensures parking is accessible to those who require it the most.
2. Ensures the highest and best use of kerbside space.
3. Contributes to active and vibrant retail areas and activity centres by increasing turnover of parking space where required.
4. Reduces traffic congestion and reliance on private vehicles and encourages the use of more sustainable forms of transport.
5. Progressively shifts longer-term parking demand to more peripheral locations to promote more pedestrian focussed activity centres.
6. Ensures the cost to provide public parking is recognised and considered in people's travel choice.
7. Provides opportunity for investing parking revenue into sustainable transport and public realm initiatives.

Building on the above listed objectives, further elaboration of each objective is provided in Appendix A by linking them to council's existing high-level transport objectives detailed in iGO.

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FRAMEWORK FOR PRICED PARKING

DEVELOPING TRIGGERS FOR PRICED PARKING

Typically, priced parking areas have been established on an ad-hoc basis in response to high parking demands and in isolation of an overarching policy. Historically, the review of priced parking has been constrained to simple increases based on Consumer Price Index (CPI).

A framework for priced parking will allow council to respond to different parking contexts in a systematic and consistent manner. A common method for council to respond consistently to parking challenges is through the application of parking 'triggers'.

In determining the most appropriate triggers for priced parking areas, the following factors have been considered:

- **Activity Centre** – Activity centres within the City of Ipswich are all uniquely different, requiring tailored approaches to priced parking rather than a single city-wide approach.
- **Land use category** – The dominant land use types within each centre and whether different parking rates may apply within different land use contexts (e.g. hospitals, education precincts or commercial areas).
- **Parking occupancy** – An indicator of demand for parking within an area. This is usually calculated as the average percentage of parking spaces across a parking area occupied during the highest four (peak) hours of parking demand, typically during the weekday. Parking demand on weekends (typically Saturday) will also be considered, particularly in relation to activity-based parking demand areas.

In addition, several other contextual factors are to be considered when determining appropriate locations for priced parking. These factors include; proximity to city centre, access to public transport, quality of active transport alternatives and risk of spillover parking into adjacent areas. Each factor represents important considerations that can influence whether people decide to drive over other modes of transport.

PARKING MANAGEMENT FRAMEWORK (ON-STREET)

A framework (Appendix B) has been developed as an appropriate management tool to assist council in making informed and responsive decisions in relation to the management of on-street parking, including priced parking. The framework is to be used as a management tool to inform decision making with regard to changing time restrictions or introducing / expanding priced parking areas within the on-street parking supply.

The parking management framework is broken up into the following on-street parking areas:

- **Ipswich City Centre – iGO Parking Precincts**
- **Springfield Town Centre/ other centres – predominant land-use**

In developing the framework it was confirmed that parking management measures are appropriate when on-street parking demand across the parking area reaches an occupancy of 85% (across a four-hour 'peak' demand period). This is consistent with guidance provided in iGO which states parking management measures may need to be considered when parking demand reaches 85% occupancy, including the introduction or altering of time restrictions, the introduction of priced parking or the consideration of increasing the fee of existing priced parking regimes.

Similarly, where on-street parking demand is relatively low across the parking area (less than 65% occupancy across a four-hour 'peak' demand period), council can consider making adjustments to parking management controls. This would typically relate to changes to parking time limits. While the easing of parking prices (if in operation) may be considered where parking demand is relatively low, it is generally recommended that alternative approaches, such as parking supply rationalisation are adopted to achieve ideal occupancy levels.

PARKING MANAGEMENT FRAMEWORK (OFF-STREET)

The same approach for managing on-street parking in the City of Ipswich has been applied to council's off-street parking supply. A framework (Appendix C) has been developed as an appropriate management tool to assist council in making informed and responsive decisions in relation to the management of off-street parking areas.

The parking management framework (off-street) is broken up into the following car-park functions:

- **Short-medium Stay**
- **Long Stay**

Unlike on-street parking where the trigger for priced parking is a parking occupancy of 85%, a suitable level of demand to trigger priced parking for off-street parking is 90% (across a four-hour 'peak' demand period) due to the relatively lower turnover of off-street parking (based on longer or no time limits). This means that the off-street facility is well used but visitors can still access available parking conveniently. Parking occupancy of 60% (across a four-hour 'peak' demand period) for off-street parking is considered an appropriate lower bound for efficient operations.

EXPANDING PRICED PARKING INTO NEW CENTRES

Where council seeks the implementation of new priced parking regimes, there are a number of factors that council will consider:

- The necessary data collection and monitoring regimes to support the use of occupancy-based triggers in a new area;
- Local changes or contextual factors (other than occupancy rates) that could be considered as a trigger for review of parking management; and
- The extent of expansion.

Should council consider expanding priced parking into new centres across the LGA, including Goodna and the Ripley Town Centre, council will exercise the same strategic approach adopted for the Springfield Town Centre. That is, using a framework for on-street parking management based on the dominant land-uses (Appendix B) and a framework for off-street parking management based on the car park function (Appendix C).

PRICING CONSIDERATIONS

Changes to priced parking are intended to influence overall parking demand (i.e. an increased price lowers parking demand). In economic terms, this relationship is often described as the elasticity of demand with respect to price. This is because it reflects how elastic (responsive) parking occupancy is to higher or lower prices.

Measurements of the price elasticity of demand attempt to account for a complex range of responses to price changes, including:

- Continuing to use parking and pay higher prices;
- Travelling by different modes (e.g. public transport, walking or cycling) to avoid higher parking charges;
- Choosing to park in different locations with lower prices, resulting in longer walk times to their destinations, or 'cruising' for un-priced on-street parking; and
- Choosing to avoid travelling to the area (e.g. working from home).

Demand for parking within the City of Ipswich is likely to be 'inelastic' – i.e. a 10% increase in prices will be met with a less than 10% reduction in demand. Trials of parking price adjustments (where appropriate), will provide better guidance as to the relative elasticity for priced parking within the City of Ipswich.

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IMPLEMENTATION

13

IMPLEMENTING THE PARKING MANAGEMENT TOOLS

This section provides additional support and assistance to council officers when implementing the Parking Management Frameworks (Appendices B and C).

To assist with the implementation of the Parking Management Frameworks, council officers should refer to the Parking Management Framework Decision Trees in Appendices D and E in conjunction with the step-by-step process outlined below:

Step 1: Undertake Parking Surveys

Week-long parking occupancy surveys (on-street and off-street) are to be conducted at least on an annual basis within the Ipswich City Centre, Springfield Town Centre (and any other centres experiencing parking pressures). Surveys may be carried out at more regular intervals (e.g. on a three-monthly or six-monthly basis) if there is evidence that parking demands are changing rapidly or if council's data collection capabilities are enhanced.

On-street survey results are to be broken down into the following precincts/parking areas:

The **iGO Parking Precincts** within the Ipswich City Centre:

- CBD Core
- Top of Town
- Commercial/Downtown
- Medical
- Legal/Government
- Education
- CBD Fringe
- West Ipswich
- North Ipswich

And by **predominant land-use** for the Springfield Town Centre/other centres

- Activity Centre
- Commercial
- Medical
- Education

Off-street survey results are to be captured at an individual car-park level, but are to be defined by **car-park function**:

- Short-medium Stay
- Long Stay

Step 2: Review Parking Demand (Occupancy)

On-street survey results (by precinct) and off-street survey results (by car park) are to be further refined using an 'average peak-period occupancy' metric, identifying the highest four (peak) hours of parking demand for each day of the week. This metric will be used to determine potential parking management interventions in Step 3.

On-street and off-street parking occupancy levels should also be evaluated to highlight any potential irregularities/ parking issues caused by previous parking interventions, land-use changes etc.

Step 3: Identify parking management interventions based on occupancy levels

Parking management interventions/actions may be appropriate when the average weekday peak parking occupancy (highest four peak hours of parking demand) is outside of the ideal occupancy range of 65% to 85% for on-street parking precincts and 60% to 90% for off-street parking areas.

Once average weekday peak parking occupancy is calculated for each parking precinct and off-street parking facility, refer to the relevant parking management frameworks (below) to determine what parking management intervention is appropriate.

- Parking Management Framework (on-street) – Appendix B
- Parking Management Framework (off-street) – Appendix C

The Parking Management Frameworks provide three occupancy-based triggers to support decision making which are organised under three parking demand percentage ranges.

Each occupancy-based trigger has a list of numbered interventions/actions. The most appropriate intervention should be considered for each precinct / off-street parking area, starting with the first action in the list.

Step 4: Consider the appropriateness of implementing parking management (PM) interventions

Before implementing a parking management intervention across a precinct or car park, council officers will first consider engaging with businesses and/or residents through the use of various forums depending on the scale and nature of the intervention.

If an intervention is assessed by council officers and is considered appropriate for implementation within a precinct (on-street) or for a car park (off-street), the intervention should be implemented at the scale identified under the following headings:

Easing or Tightening Time Restrictions

Time restrictions are generally used as the first intervention for parking management of on-street parking areas. Additionally, time restrictions may be an appropriate intervention tool if greater turnover is required for off-street car parks.

If the parking management framework identifies that time restrictions should be eased or tightened, the intervention should be implemented progressively 'street by street' within a precinct (on-street) or progressively 'space by space' within a car park (off-street).

For long-stay off-street car parks, easing or tightening time restrictions may not be appropriate, particularly if the parking area has a strategic role as a commuter car park. In such cases, tightened time restrictions may be appropriate only in isolation, if parking turnover is the required outcome.

For further guidance on the appropriateness of time restrictions refer to Appendix F.

Easing or Tightening Time Restrictions	
On-street	**Off-street**
Implement PM Intervention progressively within Precinct (street by street)	Implement PM Intervention progressively within car park

Introducing or Removing Priced Parking

Common practice typically sees priced parking introduced/removed once the effectiveness of time restrictions has been exhausted, making priced parking the final stage in the hierarchy of parking management interventions for public parking spaces.

If the parking management framework identifies that priced parking should be introduced/removed, the intervention should be implemented progressively 'street by street' over precinct (on-street) or over the entire car park (off-street).

Council may wish to consider parking trials (6–12 months) to ascertain the level of community satisfaction. This would typically apply to new areas where priced parking is intended to be implemented and would ensure transparency about the parking management reform.

Introducing or Removing Priced Parking	
On-street	**Off-street**
Implement PM Intervention progressively within Precinct (street by street)	Implement PM Intervention over entire car park

Increasing or Decreasing Fee Levels

Fee increases/decreases are an appropriate intervention when the use of appropriate time restrictions are exhausted and pricing is already in operation.

If the parking management framework identifies that fee levels should be increased/decreased, the intervention should be implemented over the entire precinct (on-street) or entire car park (off-street).

To affect parking demand changes by 10–15%, pricing adjustments of up to 25% should be considered until the relationship between parking demand and pricing within the City of Ipswich context is better established. Parking price adjustments (where appropriate) should be trialled to understand the impacts of any changes.

Off-street parking areas should be priced at a moderate proportion (70–80%) to the price of adjacent on-street priced parking in order to encourage longer-stay parking in off-street locations and higher turnover in on-street locations.

Increasing or Decreasing Fee Levels	
On-street	**Off-street**
Implement PM Intervention Precinct wide	Implement PM Intervention over entire car park

Re-purposing parking spaces

Council may wish re-purpose at-grade parking assets or consolidate parking to more suitable locations if there is excessive supply and if time restrictions and pricing are not having the desired effect on demand.

If the parking management framework identifies that parking spaces should be re-purposed/decommissioned, it should be implemented progressively over a precinct (on-street) or progressively over a car park (off-street).

If deemed an acceptable intervention, council could consider replacing parking spaces with appropriate vegetation and/or streetscape treatments, or look to repurpose parking spaces (i.e. repurpose into loading zones, electric vehicle charging stations, shared car parking spaces etc).

Re-purposing parking spaces	
On-street	**Off-street**
Implement PM Intervention progressively within Precinct (street by street)	Implement PM Intervention progressively within car park

Step 5: Implement, review and monitor the parking management interventions

At the conclusion of the stakeholder consultation process (if required), council officers will consider implementing the identified parking management interventions.

If council officers decide to implement the parking management interventions, the impacts associated with the parking management interventions will require monitoring with community feedback and visual observations to be used as initial indicators of performance and community satisfaction.

A new parking occupancy survey is to be conducted at least 12 months after the initial parking occupancy survey (refer to Step 1). This will allow council to understand the effectiveness of the implemented parking management interventions in achieving the following optimum parking occupancy levels:

- 65%–85% across each precinct (on-street)
- 60%–90% across each car park (off-street)

At the conclusion of the 'follow up' parking occupancy survey (Step 1), the following points should be considered before deciding further parking management interventions:

- The impact of previous interventions on travel and land-use patterns.
- The impact of previous interventions on active and public transport mode shares.
- The impact of previous interventions on other precincts or car park areas (i.e. spillover effects).

Item 2 / Attachment 2.



OTHER PARKING CONSIDERATIONS

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REDISTRIBUTION OF PARKING REVENUE

Typically, priced parking schemes generate higher revenue than their overall costs (maintenance, administration, enforcement etc). In the past, council have directed surpluses from priced parking into a consolidated revenue fund, used to finance a variety of services across council's portfolio.

There is an opportunity for council to use revenue accrued through its priced parking regime to invest in facilities and programmes more directly into areas of the city priced parking and to encourage a shift to sustainable modes of transport. This may include the provision of higher quality walking and cycling infrastructure in each centre, streetscape improvement works and behavioural change programmes and incentives for residents to shift to walking, cycling or public transport.

The investigation of alternative uses for parking revenue is supported by the following transport policy documents:

- iGO – City of Ipswich Transport Plan (Parking Action P7)
- iGO Active Transport Action Plan (Action 2.4)
- iGO Public Transport Advocacy and Action Plan (Action 4.2)

PARKING TECHNOLOGY IMPROVEMENTS

Parking management can be supported by advances in available technology and, as identified in the iGO Intelligent Transport Systems Strategy, council will investigate modernising its parking management services to achieve the following benefits:

- Improve the customer experience;
- Enhance economic development and social interaction opportunities in activity centres; and
- Provide more effective monitoring and compliance capabilities.

Whilst smart parking technologies have the ability to simplify and enhance council's data collection regime for parking, council officers will undertake annual parking surveys until such time that smart parking technologies are introduced.

APPENDIX A – PARKING MANAGEMENT OBJECTIVES

Parking Management Objectives	iGO Reference	Other comments
1. Facilitates the balanced provision of parking in activity centres and ensures parking is accessible to those who require it the most.	"Strategically manage car parking to support economic vitality, balance the parking needs of all users and promote sustainable transport use" iGO, page 142 (Parking Policy Focus)	Public parking in the City of Ipswich is shared by a range of different users, all with a range of different needs. The prevailing suburban form of the City of Ipswich and the region's limited access to public transport means many people will continue to rely on publicly available parking in activity centres, however, over time this level of supply will need to reflect the growing participation in sustainable modes of transport.
2. Ensures the highest and best use of kerbside space.	"Space on the road network is prioritised, designed and managed for all of the different types of road users with regard to the overall strategic transport intent" iGO, page 99 (Roads Policy Focus)	Parking management is an important mechanism within activity centres to ensure the needs of different users are facilitated. It can provide pick up and drop off space, conveniently located on-street parking, space for deliveries, room for riding bikes, or space for expanded footpaths and streetscaping. Maintaining fair access to those with the greatest need while delivering the highest value to the broader community will be a direct outcome of a successfully implemented pricing strategy.
3. Contributes to active and vibrant retail areas and activity centres by increasing turnover of parking space where required.	"Ipswich's urban form creates high levels of accessibility to key destinations such as employment, education, retail, health care and recreation." iGO, page ix (iGO Objective 5)	Car parking is rationalised and considers the impact it can have on the vitality of activity centres and neighbourhood centres. Time-restrictions, priced parking and supply management are coordinated strategically to ensure adjacent land uses benefit.
4. Reduces traffic congestion and reliance on private vehicles and encourages the use of more sustainable forms of transport.	"The provision and operation of parking spaces will need to be strategically managed to encourage travel behaviour changes to more sustainable transport modes to assist with achieving the mode share targets of iGO." iGO, page 142 (Parking Policy Focus)	The Parking Pricing Strategy will support council with its ambitions to encourage greater use of sustainable transport, particularly walking and cycling. It will also be used to reduce the externality costs associated with over-provision of un-priced parking including traffic congestion caused from 'cruising' for parking spaces.
5. Progressively shifts longer-term parking demand to more peripheral locations to promote more pedestrian focussed activity centres.	"The construction of more and more facilities for longer stay parking is not the sustainable way of the future as it promotes car use for commuter trips, creates traffic congestion and is detrimental to business activities." iGO, page 12 (issues)	The management of on-street car parking is important to ensure that parking is being used as efficiently as possible, to ensure public safety and amenity, promote turnover and allow for the effective loading of goods and passengers. On-street parking is to be managed to prioritise these users while longer-term demands can be accommodated at consolidated parking facilities at more peripheral locations. Strategically located parking facilities encourage 'park once and walk' behaviour which allows motorists to make multiple trips within a centre by foot instead of 'cruising' for available parking at each different destination which is proven to add to town centre congestion.

Parking Management Objectives	iGO Reference	Other comments
6. Ensures the cost to provide public parking is recognised and considered in people's travel choice.	"As the city grows, there will need to be a shift in culture from expecting a free car park to having to park further away and/or having the privilege to pay for it." iGO, page 141 (Parking Challenges)	Reformed parking management will allow parking to be viewed as a valuable resource for which demand should be actively managed to achieve multiple economic and social objectives. Council parking management focuses on managing demand within limited supply using a range of tools such as time limits and pricing rather than attempting to provide unrestricted supply to meet demand.
7. Provides opportunity for investing parking revenue into sustainable transport and public realm initiatives.	"In order to improve facilities that support sustainable travel modes, a portion of revenue from parking meters and fines could be used to improve footpaths, bikeways and bike parking. These benefits would promote the use of active transport and result in improved amenity in these areas" iGO, page 140 (Parking Opportunities) IGO ATAP, page 91 (Action 2.4)	Typically, priced parking revenue recoups the costs associated with operation and maintenance of ticketed parking systems and infringement while additional revenue can be used for investment in public realm initiatives and infrastructure to encourage residents to shift to sustainable modes of transport.

APPENDIX B – PARKING MANAGEMENT FRAMEWORK (ON-STREET)

Ipswich City Centre (on-street)

iGO Precinct	Priority Parking Users	Appropriate time restrictions	Average peak-period parking space occupancy (% of spaces occupied within an area during four peak hours of parking demand within a single day – typically weekday)		
			<65%	65%–85%	>85%
CBD Core	▪ Loading/ unloading for goods and deliveries ▪ Disability parking ▪ Loading passengers ▪ Short-stay parking	15m – 2P	1. Consider easing priced parking fee level (if in operation) 2. Consider easing time restrictions (1P – 2P) with acknowledgement of the parking time limit guidelines in Appendix F. 3. Consider alternative uses/ or decommissioning parking space – e.g. street trees, wider footpaths, or conversion to loading zone, EV charging station, share car parking etc.	Maintain time restrictions and priced parking (if in operation).	1. Consider introducing priced parking (if not in operation) 2. Consider tightening time restrictions (15m – 1P) with acknowledgement of the parking time limit guidelines in Appendix F. 3. Consider increasing fee levels for priced parking
Top of Town	▪ Loading/ unloading for goods and deliveries ▪ Disability parking ▪ Short- to medium-stay parking ▪ Loading passengers	15m – 4P	1. Consider easing time restrictions (2P – 4P) with acknowledgement of the parking time limit guidelines in Appendix F. 2. Consider easing priced parking fee level (if in operation) 3. Consider alternative uses/ or decommissioning parking space – e.g. street trees, wider footpaths, or conversion to loading zone, EV charging station, share car parking etc.	Maintain time restrictions and priced parking (if in operation).	1. Consider tightening time restrictions (15m – 2P) with acknowledgement of the parking time limit guidelines in Appendix F. 2. Consider introducing priced parking (if not in operation) 3. Consider increasing fee levels for priced parking
Commercial /Downtown	▪ Loading/ unloading for goods and deliveries ▪ Disability parking ▪ Short- to medium-stay parking ▪ Residential parking ▪ Loading passengers ▪ Long-stay parking	15m – Unrestricted	1. Consider easing time restrictions (4P – UR) with acknowledgement of the parking time limit guidelines in Appendix F. 2. Consider easing priced parking fee level (if in operation) 3. Consider alternative uses/ or decommissioning parking space – e.g. street trees, wider footpaths, or conversion to loading zone, EV charging station, share car parking etc.	Maintain time restrictions and priced parking (if in operation).	1. Consider tightening time restrictions (15m – 4P) with acknowledgement of the parking time limit guidelines in Appendix F. 2. Consider introducing priced parking (if not in operation) 3. Consider increasing fee levels for priced parking

iGO Precinct	Priority Parking Users	Appropriate time restrictions	Average peak-period parking space occupancy (% of spaces occupied within an area during four peak hours of parking demand within a single day – typically weekday)		
			<65%	65%–85%	>85%
Medical	▪ Disability parking ▪ Loading passengers ▪ Short- to medium-stay parking ▪ Loading/ unloading for goods and deliveries ▪ Residential parking	15m – 4P	1. Consider easing time restrictions (3P – 4P) with acknowledgement of the parking time limit guidelines in Appendix F. 2. Consider easing priced parking fee level (if in operation) 3. Consider alternative uses/ or decommissioning parking space – e.g. street trees, wider footpaths, or conversion to loading zone etc.	Maintain time restrictions and priced parking (if in operation).	1. Consider tightening time restrictions (15m – 3P) with acknowledgement of the parking time limit guidelines in Appendix F. 2. Consider introducing priced parking (if not in operation) 3. Consider increasing fee levels for priced parking.
Legal/ Government	▪ Disability parking ▪ Loading passengers ▪ Short- to medium-stay parking	15m – 4P	1. Consider easing time restrictions (2P – 4P) with acknowledgement of the parking time limit guidelines in Appendix F. 2. Consider easing priced parking fee level (if in operation) 3. Consider alternative uses/ or decommissioning parking space – e.g. street trees, wider footpaths, or conversion to loading zone, EV charging station etc.	Maintain time restrictions and priced parking (if in operation).	1. Consider tightening time restrictions (15m – 2P) with acknowledgement of the parking time limit guidelines in Appendix F. 2. Consider introducing priced parking (if not in operation) 3. Consider increasing fee levels for priced parking
Education	▪ Disability parking ▪ Loading passengers ▪ Short- to medium-stay parking ▪ Residential parking ▪ Loading/ unloading for goods and deliveries ▪ Long-stay parking	15m – Unrestricted	1. Consider easing time restrictions (4P – UR) with acknowledgement of the parking time limit guidelines in Appendix F. 2. Consider easing priced parking fee level (if in operation) 3. Consider alternative uses/ or decommissioning parking space – e.g. street trees, wider footpaths, or conversion to loading zones etc.	Maintain time restrictions and priced parking (if in operation).	1. Consider tightening time restrictions (15m – 4P) with acknowledgement of the parking time limit guidelines in Appendix F. 2. Consider introducing priced parking (if not in operation) 3. Consider increasing fee levels for priced parking

iGO Precinct	Priority Parking Users	Appropriate time restrictions	Average peak-period parking space occupancy (% of spaces occupied within an area during four peak hours of parking demand within a single day – typically weekday)		
			<65%	65%–85%	>85%
CBD Fringe	▪ Residential parking ▪ Short- to medium-stay parking ▪ Long-stay parking	15m – Unrestricted	1. Consider easing time restrictions (4P – UR) with acknowledgement of the parking time limit guidelines in Appendix F. 2. Consider easing priced parking fee level (if in operation) 3. Consider consolidation or decommissioning of existing council-owned parking facilities.	Maintain time restrictions and priced parking (if in operation).	1. Consider tightening time restrictions (15m – 4P) with acknowledgement of the parking time limit guidelines in Appendix F. 2. Consider introducing priced parking (if not in operation) 3. Consider increasing fee levels for priced parking
West Ipswich	▪ Short- to medium-stay parking ▪ Loading/ unloading for goods and deliveries ▪ Residential parking ▪ Disability parking ▪ Loading passengers ▪ Long-stay parking	15m – Unrestricted	1. Consider easing time restrictions (4P – UR) with acknowledgement of the parking time limit guidelines in Appendix F. 2. Consider easing priced parking fee level (if in operation) 3. Consider alternative uses/ or decommissioning parking space – e.g. street trees, wider footpaths, or conversion to loading zones etc.	Maintain time restrictions and priced parking (if in operation).	1. Consider tightening time restrictions (15m – 4P) with acknowledgement of the parking time limit guidelines in Appendix F. 2. Consider introducing priced parking (if not in operation 3. Consider increasing fee levels for priced parking
North Ipswich	▪ Disability parking ▪ Loading/ unloading for goods and deliveries ▪ Short- to medium-stay parking ▪ Residential parking ▪ Long-stay parking ▪ Loading passengers	15m – Unrestricted	1. Consider easing time restrictions (4P – UR) with acknowledgement of the parking time limit guidelines in Appendix F. 2. Consider easing priced parking fee level (if in operation) 3. Consider alternative uses/ or decommissioning parking space – e.g. street trees, wider footpaths, or conversion to loading zones etc.	Maintain time restrictions and priced parking (if in operation).	1. Consider stronger time restrictions and/or residential parking permits 2. Consider introducing priced parking (if not in operation) with acknowledgement of the parking time limit guidelines in Appendix F. 3. Consider increasing price level for priced parking

Springfield Town Centre (on-street)

Dominant land-use of area	Priority Parking Users	Appropriate time restrictions	Average peak-period parking space occupancy (% of spaces occupied within an area during four peak hours of parking demand within a single day – typically weekday)		
			<65%	65%–85%	>85%
Activity Centre	▪ Loading/ unloading for goods and deliveries ▪ Disability parking ▪ Loading passengers ▪ Short-stay parking	15m – 2P	1. Consider easing time restrictions (1P – 2P) with acknowledgement of the parking time limit guidelines in Appendix F. 2. Consider easing priced parking fee level (if in operation) 3. Consider alternative uses/ or decommissioning parking space – e.g. street trees, wider footpaths, or conversion to loading zone, EV charging station, shared vehicle parking etc.	Maintain time restrictions and priced parking (if in operation).	1. Consider introducing priced parking (if not in operation) 2. Consider tightening time restrictions (15m – 1P) with acknowledgement of the parking time limit guidelines in Appendix F. 3. Consider increasing fee levels for priced parking.
Commercial	▪ Loading/ unloading for goods and deliveries ▪ Disability parking ▪ Short- to medium-stay parking ▪ Loading passengers	15m – 4P	1. Consider easing time restrictions (2P – 4P) with acknowledgement of the parking time limit guidelines in Appendix F. 2. Consider easing priced parking fee level (if in operation) 3. Consider alternative uses/ or decommissioning parking space – e.g. street trees, wider footpaths, or conversion to loading zone, EV charging station, shared vehicle parking etc.	Maintain time restrictions and priced parking (if in operation).	1. Consider tightening time restrictions (15m – 2P) with acknowledgement of the parking time limit guidelines in Appendix F. 2. Consider introducing priced parking (if not in operation) 3. Consider increasing fee levels for priced parking
Medical	▪ Disability parking ▪ Loading passengers ▪ Short- to medium-stay parking ▪ Loading/ unloading for goods and deliveries	15m – 4P	1. Consider easing time restrictions (2P – 4P) with acknowledgement of the parking time limit guidelines in Appendix F. 2. Consider easing priced parking fee level (if in operation) 3. Consider alternative uses/ or decommissioning parking space – e.g. street trees, wider footpaths, or conversion to loading zone etc.	Maintain time restrictions and priced parking (if in operation).	1. Consider tightening time restrictions (15m – 2P) with acknowledgement of the parking time limit guidelines in Appendix F. 2. Consider introducing priced parking (if not in operation) 3. Consider increasing fee levels for priced parking

Dominant land-use of area	Priority Parking Users	Appropriate time restrictions	Average peak-period parking space occupancy (% of spaces occupied within an area during four peak hours of parking demand within a single day – typically weekday)		
			<65%	65%–85%	>85%
Education	▪ Disability parking ▪ Loading passengers ▪ Short- to medium-stay parking ▪ Loading/ unloading for goods and deliveries ▪ Long-stay parking	15m – Unrestricted	1. Consider easing time restrictions (4P – UR) with acknowledgement of the parking time limit guidelines in Appendix F. 2. Consider easing priced parking fee level (if in operation) 3. Consider alternative uses/ or decommissioning parking space – e.g. street trees, wider footpaths, or conversion to loading zone etc.	Maintain time restrictions and priced parking (if in operation).	1. Consider tightening time restrictions (15m – 4P) with acknowledgement of the parking time limit guidelines in Appendix F. 2. Consider introducing priced parking (if not in operation 3. Consider increasing fee levels for priced parking

Note: Council will consider the introduction of priced parking or look to expand/increase existing priced parking based on overall demand on a precinct-level, where (further) adjustments to time restrictions are not considered practical. For priced parking and/or the introduction or management of time restrictions, council will apply these on a street-by-street basis, considering localised parking uses / demands.

APPENDIX C – PARKING MANAGEMENT FRAMEWORK (OFF-STREET)

Type of off-street facility	Priority Parking Users	Appropriate time restrictions	Average peak-period parking space occupancy (% of spaces occupied within an area during four peak hours of parking demand within a single day)		
			<60%	60%–90%	>90%
Off-street (Short-medium Stay)	▪ Disability parking ▪ Short- to medium-stay parking	1P – 4P	1. Consider easing time restrictions (2P–4P) with acknowledgement of the parking time limit guidelines in Appendix F. 2. Consider easing priced parking fee levels (if in operation)/ or removal of priced parking. 3. Consider alternative uses for parking space – e.g. EV charging stations, shared vehicle parking etc.	Maintain time restrictions and priced parking (if in operation).	1. Consider isolated tightened time restrictions (1P–2P) with acknowledgement of the parking time limit guidelines in Appendix F. 2. Consider introducing priced parking (if not in operation) 3. Consider increasing fee levels for priced parking
Off-street (Long Stay)	▪ Disability parking ▪ Long-stay parking	*4P – Unrestricted (*4P can be appropriate if in isolation)	1. Consider easing time restrictions (9P/UR) with acknowledgement of the parking time limit guidelines in Appendix F. 2. Consider easing priced parking fee levels (if in operation)/ or removal of priced parking. 3. Consider alternative uses for parking space – e.g. EV charging stations, shared vehicle parking etc.	Maintain time restrictions and priced parking (if in operation).	1. Consider isolated tightened time restrictions (4P) with acknowledgement of the parking time limit guidelines in Appendix F. 2. Consider introducing priced parking (if not in operation). 3. Consider increasing fee levels for priced parking

APPENDIX D – PARKING MANAGEMENT FRAMEWORK DECISION TREE (ON-STREET)

Step 1: Undertake Parking Occupancy Survey
Parking occupancy surveys are to be conducted at least every 12 months – subject to data collection capabilities.

Step 2: Review Parking Demand (Occupancy) at a Precinct Level
Survey results are to be further refined using an 'average peak-period occupancy' metric, identifying the highest four 'peak' hours of parking demand within a single day – typically a weekday.

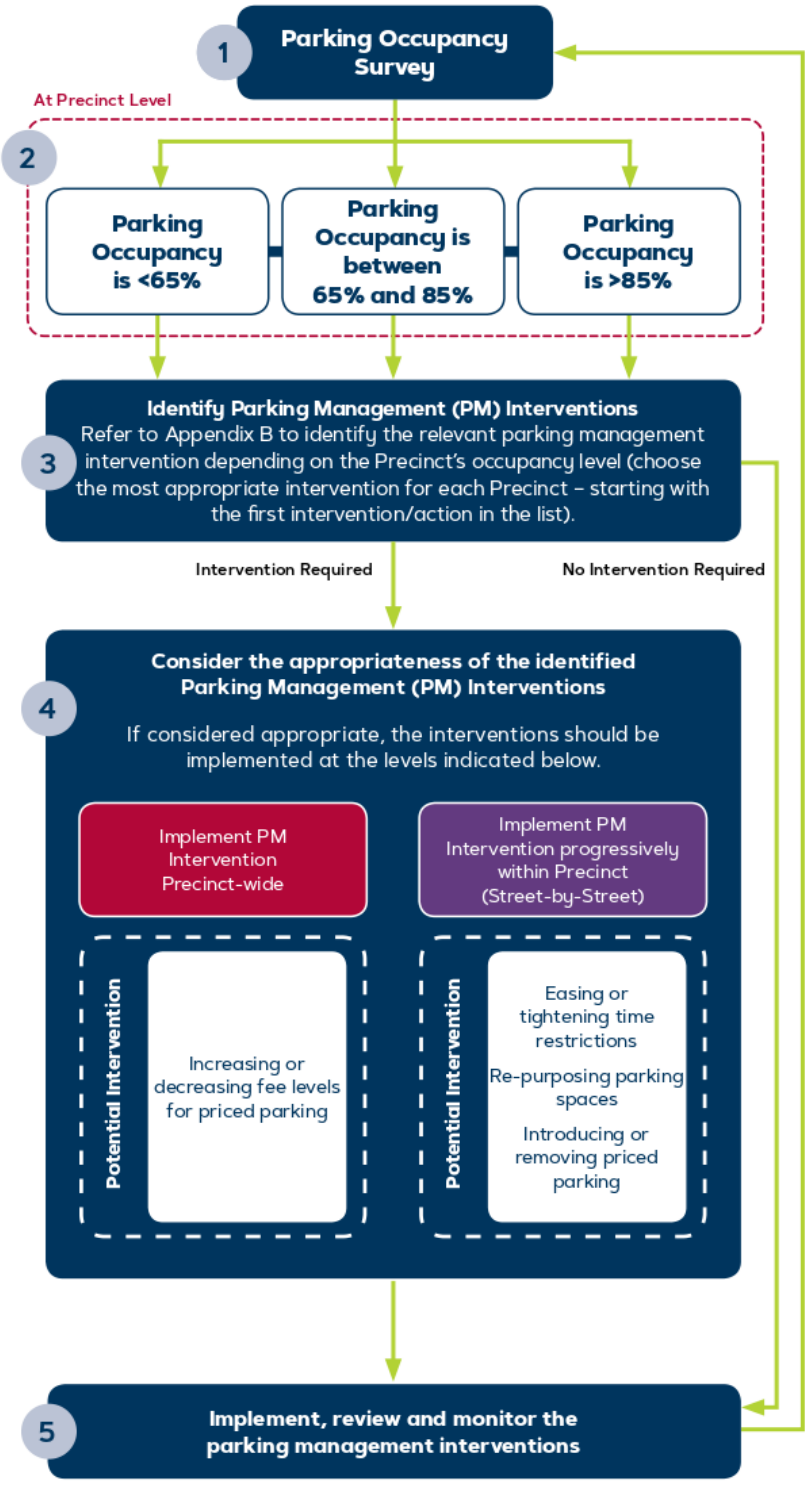
The average peak-occupancy level for each precinct will fit into one of the three percentage ranges (refer to diagram).

Understand the reasons behind the identified occupancy levels – caused by previous parking management interventions, land-use changes etc.

Step 3: Identify interventions for parking management (PM) based on precinct parking demand (occupancy levels)
Choose the most appropriate intervention for each Precinct – starting with the first intervention in the list.

Step 4: Consider the appropriateness of implementing parking management interventions
Council should first consider engaging with businesses and/or residents 'if appropriate' before implementing parking management interventions.

The scale of implementation depends on the intervention type – refer to the red and purple boxes for the appropriate scale for implementation.



Step 5: Implement, review and monitor the parking management interventions
The PM interventions will require monitoring to understand community satisfaction and performance.

The success of PM interventions are to be reviewed at the conclusion of the 'follow up' parking occupancy survey.

APPENDIX E – PARKING MANAGEMENT FRAMEWORK DECISION TREE (OFF-STREET)

Step 1: Undertake Parking Occupancy Survey
Parking occupancy surveys are to be conducted at least every 12 months – subject to data collection capabilities.

Step 2: Review Parking Demand (Occupancy)
Survey results are to be further refined using an 'average peak-period occupancy' metric, identifying the highest four 'peak' hours of parking demand within a single day.

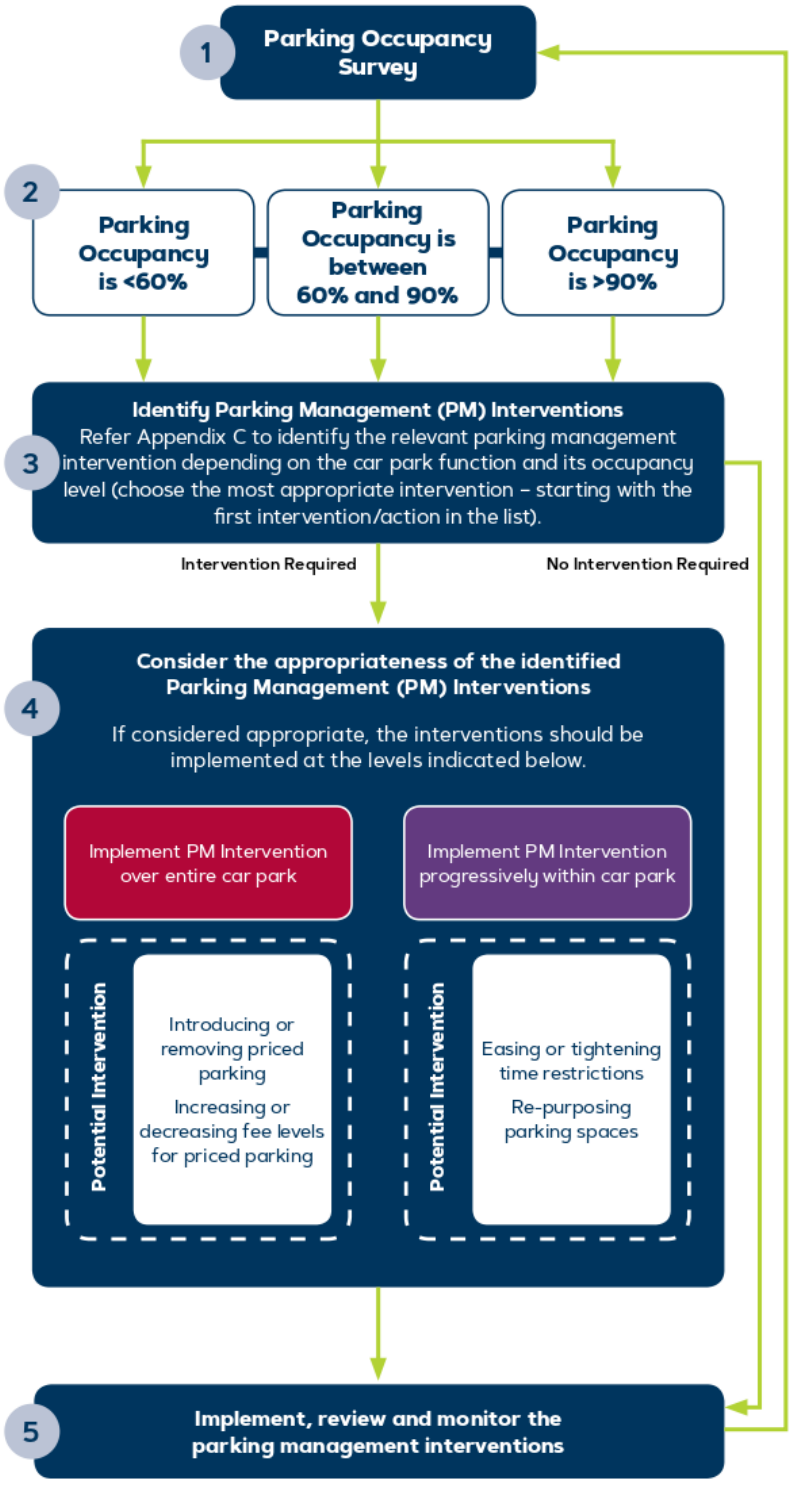
The average peak-occupancy level for each car park will fit into one of the three percentage ranges (refer to diagram).

Understand the reasons behind the identified occupancy levels caused by previous parking management interventions, land-use changes etc. Review the function of the car-park if required.

Step 3: Identify interventions for parking management (PM) based on the Car Park Function and its parking demand (occupancy levels)
Choose the most appropriate intervention for each car park depending on its function and occupancy level – starting with the first intervention in the list.

Step 4: Consider appropriateness of implementing parking management interventions
Council should first consider engaging with businesses and/or residents 'if appropriate' before implementing parking management interventions.

The scale of implementation depends on the intervention type – refer to the red and purple boxes for the appropriate scale for implementation.



Step 5: Implement, review and monitor the parking management interventions
The PM interventions will require monitoring to understand community satisfaction and performance.

The success of PM interventions are to be reviewed at the conclusion of the 'follow up' parking occupancy survey.

APPENDIX F – PARKING TIME LIMIT GUIDELINES

Austroads Guide to Traffic Management – Part 11: Parking, can be used as a reference tool when setting appropriate time restrictions, as guidance is not based solely on the overall parking demand experienced within the area being assessed. Consideration also needs to be given to the land-use context of the surrounding area.

Time Period	Applications of these Periods
5-minute	▪ Areas with very high arrival rates, for example where passengers are dropped off, but some waiting is likely ▪ May apply in cinemas, post offices and hotels and may potentially be used in business districts and schools
10-minute or ¼ hour (15-minute)	▪ For areas with high turnover outside commercial facilities providing a high level of convenience such as banks, post offices, milk bars and newsagents ▪ For pick-up and set-down outside schools ▪ Only appropriate for motorists who go to one address
½ hour (30-minute)	▪ For areas directly outside local shops that rely on providing a reasonably high level of convenience to maintain a competitive market position ▪ There is usually a high demand and one-hour parking would result in inadequate parking turnover ▪ Half-hour restriction allows people to go to 2–3 shops
1 hour (60-minute)	▪ Areas outside major shopping centres and in other locations where there is a demand for parking and the activity is likely to take longer than half an hour (e.g. commercial developments providing professional and personal services) ▪ This type of parking is able to be diverted to off-street locations, but parking access needs to be clearly visible from the frontage road
2 hour (120-minute)	▪ Sometimes appropriate outside major shopping centres although it can result in enforcement difficulties with some motorists staying excessively long times ▪ More likely to be applicable in areas with developments containing professional and personal services ▪ Also applicable on streets where a resident parking permit scheme applies, and time limited parking is available for non-residents ▪ The 2 hour limits results in commuter parking being removed ▪ This type of parking can also be diverted into off-street car parks, access to the car park can be provided via other streets but access arrangements need to be clearly identifiable from arterial roads
4 hour (240-minute) Also applicable for 3 hour (180-minute)	▪ Appropriate where it is desired to stop all-day commuter parking but allow parking by other local people ▪ This type of parking can also be diverted into off-street car parks. While it desirable that car park access is identifiable from the arterial road, it will often be acceptable to assume that motorists are relatively well informed regarding the access arrangements for the site
No time limit (all day) Unrestricted	▪ Usually generated by employees or park and ride motorists and will occur across all types of development ▪ Does not require signs to be used to indicate that parking is permitted where there is no time limit or no user limitation

Source: Damen, P. and Huband, A. (2008). Guide to Traffic Management Part 11: Parking. Sydney, Australia: Austroads

Item 2 / Attachment 2.



Doc ID No: A5859843

ITEM: 3

SUBJECT: DEVELOPMENT APPLICATION RECOMMENDATION - 639 REDBANK PLAINS ROAD, REDBANK PLAINS, 4122/2018/CA, MATERIAL CHANGE OF USE FOR A PRELIMINARY APPROVAL INCLUDING A VARIATION REQUEST TO VARY THE EFFECT OF THE IPSWICH PLANNING SCHEME AND RECONFIGURING A LOT

AUTHOR: SENIOR PLANNER (DEVELOPMENT)

DATE: 4 NOVEMBER 2019

EXECUTIVE SUMMARY

This is a report concerning an application that seeks a combined approval for a Material Change of Use for Preliminary Approval including a Variation Request to vary the effect of the Ipswich Planning Scheme in accordance with section 50(3) of the *Planning Act 2016* {in accordance with the Land Use/Precinct Plan (Large Lot Residential to Residential Low Density (RL2), Recreation and Conservation Zone)}, Reconfiguring a Lot - One (1) lot into two hundred and sixty-three (263) residential lots plus conservation, open space, drainage and roads over nine (9) stages and Carrying out building work not associated with a Material Change of Use (Relocation of a Schedule 2 listed dwelling) at 639 Redbank Plains Road, Redbank Plains.

The subject application requires review by committee and determination by full council in accordance with the Framework for Development Applications and Related Activities Policy as the development application includes a Variation Request.

The proposed development has been assessed with regard to the applicant assessment benchmarks. The proposed development generally complies with the assessment benchmarks or can be conditioned to comply as outlined in the attached Statement of Reasons.

RECOMMENDATION/S
That the Interim Administrator of Ipswich City Council resolve:

A. That Council (Interim Administrator of Ipswich City Council) resolve to approve development application no. 4122/2019/CA subject to conditions in accordance with section 60 of the *Planning Act 2016.*

B. That the Development Assessment West Manager be authorised to prepare conditions in accordance with section 65 of the *Planning Act 2016.*

C. That the Development Assessment West Manager be authorised to give a decision notice for the application in accordance with section 63 of the *Planning Act 2016.*

D. That the Development Assessment West Manager be authorised to give an infrastructure charges notice for the application in accordance with section 199 of the *Planning Act 2016.*

RELATED PARTIES

The related parties to this application are:

- Prudence Talbot Gibbs, Jonathan Wylie Talbot Gibbs, Patrick David Britten Gibbs, Marcia McDonald Gibbs, Gavin Hamilton Patterson (landowners);
- Red Plains Road Pty Ltd (developer) – The current company directors as extracted from the ASIC database on 24 October 2019 are Franco Albino Bevacqua and Bradley Scott Dring.
- RPS Australia East Pty Ltd (planning consultant and also prepared a range of technical reports and plans) – The current company directors as extracted from the ASIC database on 24 October 2019 are Susan Farr, Meegan Sullivan, Scherelle Leanne Johnson and William Ross Thompson.
- Pacific Environment (Air Quality, Odour and Noise Assessments) – The primary contact has been Bethany Warren.
- TTM (Traffic Engineering Report) – The primary contact has been Ryan Bradley.
- Bushland Protection Systems (Bushfire Hazard Assessment and Mitigation Plan) – The primary contact has been Clyde Bain.
- Moreton Geotechnical Services Pty Ltd (Desktop Mining Study) – The primary contact has been Ken Grubb.
- Litoria Consulting (Ecological Assessment) – No contact provided.
- Cardno (Preliminary Engineering and Civil Engineering Report and Stormwater Management Strategy) – The primary contacts have been Warren Steiner and Peter Comino.
- Gavin Patterson and Co. Pty Ltd (Relocation of existing residence) – No contact provided.
- Construction Sciences (Geotechnical Investigation – Slope Stability Assessment) - The primary contact has been David Stirling.

ADVANCE IPSWICH THEME

Managing growth and delivering key infrastructure

PURPOSE OF REPORT/BACKGROUND

SITE ADDRESS:	639 Redbank Plains Road, REDBANK PLAINS
APPLICATION TYPE:	Combined Approval
PROPOSAL:	• Preliminary Approval including a

	Variation Request to vary the effect of the Ipswich Planning Scheme in accordance with section 50(3) of the Planning Act 2016 {in accordance with the Land Use/Precinct Plan (Large Lot Residential to Residential Low Density (RL2), Recreation and Conservation Zone); • Reconfiguring a Lot - One (1) lot into two hundred and sixty-three (263) residential lots, conservation, open space, drainage and roads over 9 stages; and • Carrying out building work not associated with a Material Change of Use (Relocation of a Schedule 2 listed dwelling)
ZONE:	Large Lot Residential
OVERLAYS:	OV2 – Key Resource Area; OV3 – Area affected by underground mining, Area affected by underground mining (Mining Shaft), Mining Constrained Area; OV4 – Slope 15% to 20%; OV5 – Adopted Flood Regulation Line, Urban Catchment Flow Paths; OV7A – Building Height Restriction Area 90m, Outer Horizontal Surface RL; OV11 – High Pressure Gas Pipeline Buffer Area, High Pressure Oil Pipeline Buffer Area; Schedule 2 listed dwelling (Turf Farm House)
APPLICANT:	Red Plains Road Pty Ltd
OWNER:	Mrs P T Gibbs and Mr J W T Gibbs and Mr P D B Gibbs and Ms M M Gibbs and Mr G H Patterson
EXISTING OR PROPOSED TRADING NAMES:	None provided.
APPLICATION NO:	4122/2018/CA
AREA:	34.9079ha
REFERRAL AGENCIES:	**Concurrence** Department of State Development, Manufacturing, Infrastructure and Planning

- Infrastructure - state transport infrastructure

Third Party Advice
APA Group
- Buffer to Gas Pipeline

Santos (GLNG Operations Pty Ltd)
- Buffer to Gas Pipeline

EXISTING USE: Vacant Large Lot Residential Land

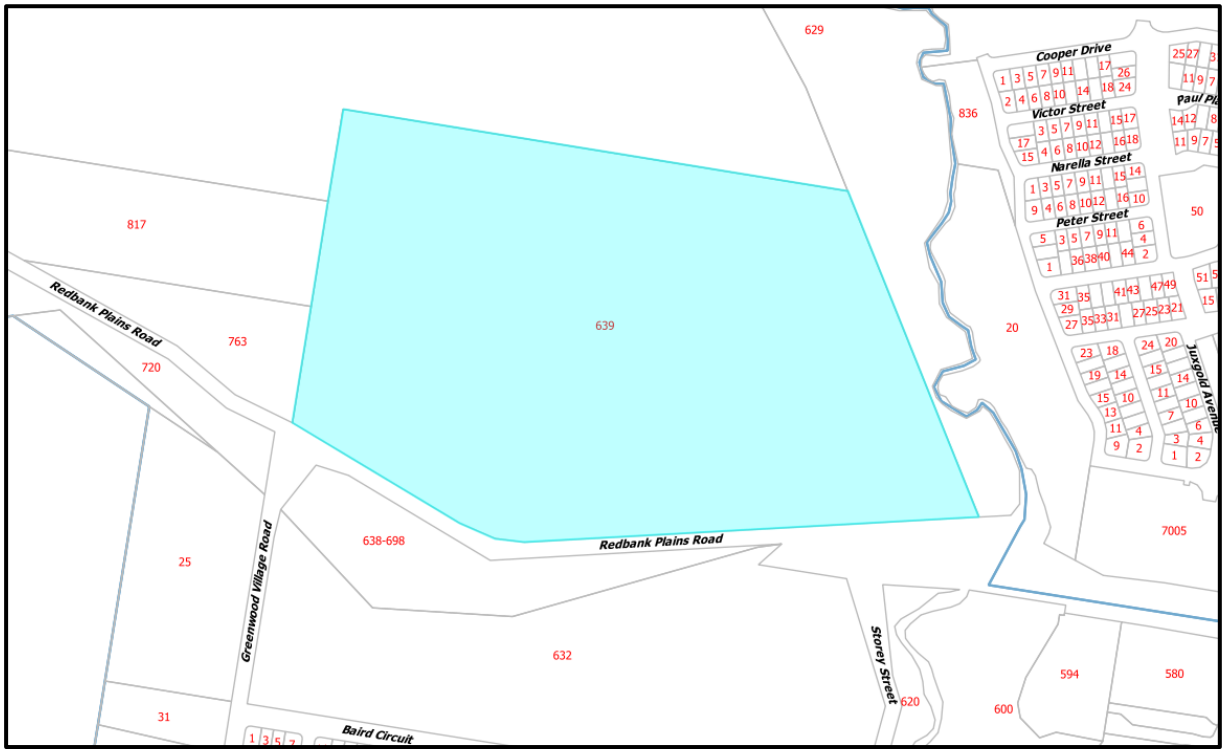
PREVIOUS RELATED APPROVALS: Not applicable

DATE RECEIVED: 29 May 2018

DECISION PERIOD START DATE: 10 July 2019

EXPECTED DETERMINATION DATE: 9 December 2019
(Decision Period was stopped for 74 days)

SITE LOCATION:



PROPOSAL:

This application seeks approval for the following aspects of development:

Variation Request:
The Variation Request component of the application seeks to vary the current zoning from Large Lot Residential to Residential Low Density, Conservation and Recreation

and provide self-assessable design outcomes for dwellings that have dual frontage with Redbank Plains Road.

Reconfiguring a Lot:
The Reconfiguring a Lot component of the application seeks to subdivide one (1) lot into two hundred and sixty-three (263) residential lots, conservation, open space and roads over nine (9) stages. The subdivision is supported by a Plan of Development (POD) which nominates built form outcomes such as setbacks requirements, built to boundary, primary and secondary frontages, building facade and articulation and garage and driveway requirements.

The lot sizes range from 290m^2 to 1,100m^2 with frontages that range from 10.5m to 16m. The proposal achieves an overall density of 16.7 dwellings per hectare which is generally consistent with the Residential Low Density Zone sought for the property under the Variation Request.

Carrying out Building Works not associated with a Material Change of Use:
This component of the application seeks to relocate the Schedule 2 listed dwelling (known as the 'Turf Farm House') onsite from its current location to proposed Lot 900, adjacent to the proposed Sports Park.

Assessment of the proposed development against the relevant assessment benchmarks has been undertaken and is considered to generally comply. The key areas of interest are summarised as follows:

- **Varying the current zoning from Large Lot Residential to Residential Low Density, Conservation and Recreation-** The proposal is considered appropriate owing to the sites proximity to low density housing to the east and south as well as an existing commercial centre to the east. In addition, the applicant has demonstrated that the site can be appropriately serviced and justified that the site constraints can be appropriately managed to support the number and size of lots proposed.

- **Access –** Primary access to the development is via Redbank Plains Road, adjacent to the proposed sports park (nominated as a 21m wide collector road). This intersection will be in the form of a signalised T intersection.
    - An alternative access point to Redbank Plains Road, via a 17m wide collector road, is also proposed, however it is noted that access is restricted to left in left out.
    - Vehicle access to the proposed sports park will be via a 17m wide collector road, which connects to the primary access road via a roundabout.

- **Roadworks –** In order to facilitate the trunk works required along Redbank Plains Road, the applicant is proposing land dedication along this frontage, as shown on the proposal plans. The dedication area is approximately 0.307ha and will accommodate a two (2) lane road upgrade to Redbank Plains Road and future bus stops. It is noted that additional land along Redbank Plains Road is also proposed to be dedicated as road reserve to facilitate the AUL at both entries into the site.

- **Public Transport –** the applicant has nominated a bus route through the site utilising the collector road network. Two (2) future bus stops are nominated along the route to ensure a stop is located within a 400 metre walking radius of all proposed lots. One (1) of these stops is located adjacent to the proposed sports park.

- **Built Design –** The proposed layout includes a number of lots adjacent to Redbank Plains Road which gain access via internal roads. The POD includes requirements to ensure houses on these lots address Redbank Plains Road.

- **Noise -** The applicant has undertaken acoustic reporting, given the site adjoins Redbank Plains Road. The reporting includes acoustic requirements for lots adjacent to Redbank Plains Road. Conditions are recommended to ensure compliance with the recommendations of the acoustic reporting are achieved.

- **Odour –** Owing to the sites proximity to special industries (i.e. Composting and Landfills), the applicant was required to undertake odour reporting for the subject site. The original odour report submitted was peer reviewed, which raised a number of concerns requiring the applicant to undertake further reporting. In providing the additional reporting the applicant has demonstrated that the number of days per annum where residents may be exposed to odour is within the parameters of the *Environmental Protection Act*.

- **Air Quality -** The applicant has demonstrated that resident exposure to dust is lower than the parameters of the *Environmental Protection Act*.

- **Environmental Values -** The applicant has nominated retention of vegetation which is contained within the future conservation lot (marked up on Approved Plans by Council), which will ultimately provide buffer for air quality. The conservation lots will also result in connected conservation areas from the south to north per the new planning scheme Local Area Framework outcomes. In addition, vegetation is to be retained within the detention basin and rehabilitation is to occur along the batters and to the creek buffer where located within the development site. Conditions are recommended to ensure compliance.

- **Open Space / Conservation-**
    - Conservation land – land to the west of the subject site (proposed Lot 1003) is to be provided to Council for conservation purposes. This land is considered to be discard and is to be transferred to Council free of cost.
    - Sports Park – proposed Lot 1000, was proposed to be dedicated to Council within Stage 9 of the development. It is noted that this open space is identified within the Local Government Infrastructure Plan as being delivered (both land and embellishments) by 2021. The land size and shape proposed by the applicant, being approximately 6.048ha, is considered appropriate on the basis that the applicant has adequately demonstrated that it can be embellished to meet the desired standards of service. Given the anticipated delivery time, a condition is recommended to be included to require the

dedication of the park prior to the plan sealing of Stage 5. The dedication will require the lot to be formed and embellishments (excluding the club house) to be provided by the applicant, noting that the applicant will be entitled to an offset against their infrastructure charges.

It is noted that the retaining wall to east of the entry road, within the Sports Park, is to be two tiered, with a decorative treatment, have a minimum 1m step with low maintained vegetation and any safety fencing required. Conditions are recommended to ensure the desired outcome is achieved.

- City Wide Linear Park - Proposed Lots 1001 and 1004 adjoin the Six Mile Creek and forms part of the City Wide Linear Park. It is noted that the majority of these lots are affected by Q20 and therefore only approximately 829m^2 is eligible for an offset.

- **Small Lots -** The proposal includes a number of lots under 450m^2, however given the sites proximity to the general store at 580 Redbank Plains Road, Redbank Plains, this is considered to be acceptable.

- **Dual Occupancies –** The applicant has nominated a number of dual occupancy lots on the POD. These lots are primarily located on corner allotments and have a site area 800m^2 or larger. The dual occupancies will be required to comply with the current scheme provisions.

- **Former Mining –** the land is subject to a mining fault and accordingly the applicant has submitted a Geotechnical Report to justify the proposed lot layout. The report identified that the proposed lot location and orientation, retaining wall location and roads through the fault are acceptable and complies with the Geotechnical Report. However, proposed Lots 67-81 and Lots 105-119 do contain building exclusion areas (generally in the back of lots) to satisfy the requirements of the Geotechnical Report. Conditions are recommended to ensure compliance.

- **Schedule 2 listed Building –** The applicant is proposing to relocate the Schedule 2 listed 'Turf Farm House' to proposed Lot 900, adjacent to the Sports Ground. The house has been orientated on proposed Lot 900 to address the road, being to the entry road into the sports park. The proposed relocation is considered to be an acceptable outcome and ensures its preservation whilst allowing for a suitable lot layout.

- **Bushfire Risk –** The POD identified lots which are subject to bushfire risk. These lots include setback requirements as a result of addressing bushfire risk. It is noted that no management within the conservation or open space lots is required to mitigate the bushfire risk to these lots.

LEGAL/POLICY BASIS

This report and its recommendations are consistent with the following legislative provisions:

Planning Act 2016
Planning Regulation 2017

RISK MANAGEMENT IMPLICATIONS

A risk to Council exists should the proposal not be determined in accordance with legislative requirements. The assessment and subsequent recommendations have been prepared to minimise the risk.

FINANCIAL/RESOURCE IMPLICATIONS

There are no resource implications associated with this report.

COMMUNITY AND OTHER CONSULTATION

Referral Agency:
The application required referral to the Department of State Development, Manufacturing, Infrastructure and Planning (DSDMIP). The development application referral was assessed by the State Assessment and Referral Agency (SARA). Following an assessment against the State Development Assessment Provisions, SARA determined that the application complied with the state's assessment benchmarks for state transport infrastructure under the *Planning Regulation 2017.* SARA's response dated 13 March 2019 advised that they did not object to the development subject to conditions. The conditions relate to the provision of road works comprising an additional eastbound through lane at the eastern intersection of the Cunningham Highway – Redbank Plains Road.

Public Notification:
The applicant undertook public notification from 27 May 2109 to 9 July 2019. No submissions were received during public notification.

CONCLUSION

An assessment of the proposed Material Change of Use for Preliminary Approval including a Variation Request to vary the effect of the Ipswich Planning Scheme in accordance with section 50(3) of the Planning Act 2016 {in accordance with the Land Use/Precinct Plan (Large Lot Residential to Residential Low Density (RL2), Recreation and Conservation Zone)}, Reconfiguring a Lot - One (1) lot into two hundred and sixty-three (263) residential lots plus conservation, open space, drainage and roads over nine (9) stages and Carrying out building work not associated with a Material Change of Use (Relocation of a Schedule 2 listed dwelling) at 639 Redbank Plains Road, Redbank Plains, has been undertaken and it has been determined that the proposed development generally complies with the assessment benchmarks or can be conditioned to comply as outlined in the attached Statement of Reasons. It is therefore recommended that this development application be decided in accordance with the recommendations and attachments of this report.

ATTACHMENTS AND CONFIDENTIAL BACKGROUND PAPERS

1.	Statement of Reasons ⇩
2.	Proposal Plans ⇩
3.	Referral Agency Response ⇩

Nikki Morrison
SENIOR PLANNER (DEVELOPMENT)

I concur with the recommendations contained in this report.

Michael Simmons
TEAM COORDINATOR (WEST)

I concur with the recommendations contained in this report.

Anthony Bowles
ACTING DEVELOPMENT PLANNING MANAGER

I concur with the recommendations contained in this report.

Brett Davey
ACTING GENERAL MANAGER - PLANNING AND REGULATORY SERVICES

"Together, we proudly enhance the quality of life for our community"

Our Reference 4122/2018/CA: MB
Contact Officer Matthew Buchanan
Telephone (07) 3810 6894

STATEMENT OF REASONS
(Notice about the decision given under section 63(4) of the *Planning Act 2016*)

APPLICANT DETAILS

Applicant name:	Red Plains Road Pty Ltd

APPLICATION DETAILS

Application number:	4122/2018/CA
Application type:	Combined Approval
Approval sought:	Development Permit and Preliminary Approval
Description of proposed development:	Combined Approval Variation Application - Preliminary Approval to override the planning scheme; Reconfiguring a Lot - One (1) lot into two hundred and sixty-three (263) residential lots, conservation, open space and roads over 9 stages ; and Carrying out building work not associated with a Material Change of Use (Relocation of a Schedule 2 listed dwelling)
Level of Assessment:	Impact

SITE DETAILS

Street address:	639 Redbank Plains Road, REDBANK PLAINS QLD 4301
Real property description:	Lot 1 RP 102884

DECISION

Date of decision:	[TBC]
Decision:	Approved in full with conditions
Decision Authority:	Full Council

1. Reasons for the Decision:`

The reasons for this decision are:

- The application was properly made and followed the Development Assessment Rules in effect.
- The application was assessed against the applicable Assessment Benchmarks.
- The assessment manager, after carrying out the assessment, found that the development complied with the relevant Assessment Benchmarks applicable to the development.

- The development was not prohibited development under a categorising instrument or local categorising instrument.

2. Assessment Benchmarks

The following are the assessment benchmarks applying for this development:

Categorising Instrument	Assessment Benchmarks
State Planning Policy July 2017, Part E	Planning for liveable communities and housing Planning for economic growth Planning for environment and heritage Planning for safety and resilience to hazards Planning for infrastructure
Ipswich Planning Scheme 2006	Desired Environmental Outcomes and Performance Indicators (Part 3) Urban Areas Code (Part 4) Character Places Overlays Code (Part 11, division 3) Development Constraints Overlays Code (Part 11, division 4) Vegetation Management Code (Part 12, division 4) Reconfiguring a Lot Code (Part 12, division 5) Residential Code (Part 12, division 6) Character Code (Part 12, division 10) Earthworks Code (Part 12, division 15) Planning Scheme Building Matters Code (Part 12, division 16) Local Government Infrastructure Plan (Part 13) Planning Scheme Policy 3 General Works Planning Scheme Policy 5 Infrastructure Implementation Guideline No. 2 Applications for the Development of a Dwelling or other Residential Uses on Land Affected by the Development Constraints Overlays Code of the Planning Scheme Implementation Guideline No. 12 Character Code, Probable Solutions Overview Package Implementation Guideline No. 13 Provision of Electricity, Driveways and Crossovers, Footpaths, Kerb and Channel Implementation Guideline No. 14 Sewer Extensions/Connections to Service New Developments Implementation Guideline No. 24 Stormwater Management

3. Compliance with Benchmarks

The application was found to comply with the assessment benchmarks applying to the development.

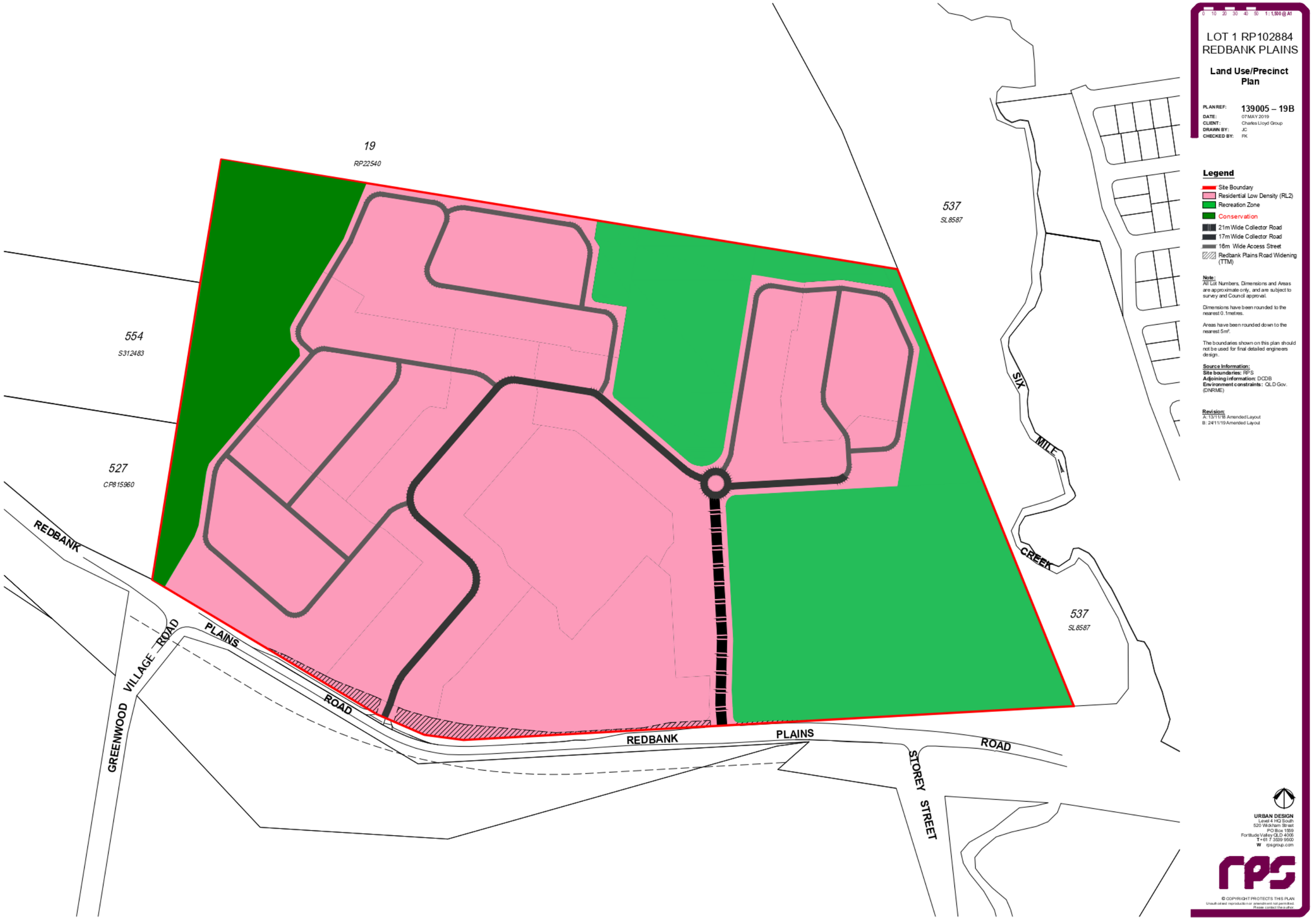
4. Relevant matters for development subject to impact assessment

Not applicable.

5. Matters raised in submissions for development subject to impact assessment

Not applicable.

Item 3 / Attachment 2.



Item 3 / Attachment 2.

Yield Breakdown

Allotments	Average Lot Area	Overall	
Premium Villa Allotments	<450m²	16	6.1%
Traditional Allotments	>450m²	207	78.7%
Constrained Allotments	800m²	30	11.4%
Dual Occupancy Allotments	800m²	9	3.4%
Heritage Allotment	1,000m²	1	0.4%
Total Allotments		**263**	**100.0%**

Land Budget

Land Use	Overall
Site Area	**34.939 ha**
Saleable Land	
Standard Residential Allotments	12.222 ha
Constrained Allotments	2.630 ha
Heritage Allotment	0.111 ha
Total Area of Saleable Land	**14.963 ha**
Open Space	
Sports Park	6.048 ha
Stormwater Basin	2.690 ha
Retained Vegetation	3.719 ha
Total Area of Open Space	**12.457 ha**
Road	
Local Access Streets	5.266 ha
Collector Streets	1.910 ha
Pedestrian Link/Landscape	0.036 ha
Redbank Plains Road Resumption	0.307 ha
Total Area of Road	**7.519 ha**

LOT 1 RP102884
REDBANK PLAINS

Plan of Subdivision Overall Allotment Layout

PLAN REF: 139005 – 09B
DATE: 03 MAY 2019
CLIENT: Charles Lloyd Group
DRAWN BY: JC
CHECKED BY: FK

Legend

- Site Boundary
- Stage Boundary
- Q100 (Cardno)
- Detention Basin (Cardno)
- Bio Basin (Cardno)
- APZ (BPS)
- Indicative Bus Stop
- Indicative Bus Route
- Bushfire Inclusion Zone (BPS)
- Redbank Plains Road Widening (TTM)
- No Buildings or Parkland (Moreton Geotechnical Services)
- Indicative Bin Pad Location
- Existing House
- 0.5m Contours (Cardno)

Note:
All Lot Numbers, Dimensions and Areas are approximate only, and are subject to survey and Council approval.

Dimensions have been rounded to the nearest 0.1metres.

Areas have been rounded down to the nearest 5m².

The boundaries shown on this plan should not be used for final detailed engineers design.

Source Information:
Site boundaries: RPS
Adjoining information: DCDB
Contours: Cardno
Environment constraints: QLD Gov. (DNRME)
Geotech: Moreton Geotechnical Services
Bushfire APZ: BPS
Engineer: Cardno

Revision:
A: 13/11/18 Amended Layout
B: 24/11/19 Amended Layout

URBAN DESIGN
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Item 3 / Attachment 2.



LOT 1 RP102884
REDBANK PLAINS

Plan of Subdivision Stages 5 - 8 Allotment Layout

PLAN REF: 139005 – 11B
DATE: 03 MAY 2019
CLIENT: Charles Lloyd Group
DRAWN BY: JC
CHECKED BY: FK

Legend

- Site Boundary
- Stage Boundary
- Q100 (Cardno)
- Detention Basin (Cardno)
- Bio Basin (Cardno)
- APZ (BPS)
- Bushfire Inclusion Zone (BPS)
- Indicative Bus Stop
- Indicative Bus Route
- Redbank Plains Road Widening (TTM)
- No Buildings or Parkland (Moreton Geotechnical Services)
- Indicative Bin Pad Location
- Existing House
- 0.5m Contours (Cardno)

Note:
All Lot Numbers, Dimensions and Areas are approximate only, and are subject to survey and Council approval.

Dimensions have been rounded to the nearest 0.1metres.

Areas have been rounded down to the nearest 5m².

The boundaries shown on this plan should not be used for final detailed engineers design.

Source Information:
Site boundaries: RPS
Adjoining information: DCDB
Contours: Cardno
Environment constraints: QLD Gov. (DNRME)
Geotech: Moreton Geotechnical Services
Bushfire APZ: BPS
Engineer: Cardno

Revision:
A: 13/11/18 Amended Layout
B: 24/11/19 Amended Layout

Yield Breakdown

Residential Allotments	Average Lot Area	Stage 6	Stage 7	Stage 8
Premium Villa Allotments	<450m²	–	–	–
Traditional Allotments	>450m²	30	33	25
Constrained Allotments	800m²	–	–	8
Dual Occupancy Allotments	800m²	–	2	2
Heritage Allotment	1,000m²	–	–	–
Total Allotments		**30**	**35**	**35**

Development Statistics

Stage Area	Stage 6	Stage 7	Stage 8
	5.332 ha	**3.022 ha**	**3.120 ha**
Saleable Land			
Standard Residential Allotments	1.538 ha	1.919 ha	1.497 ha
Constrained Allotments	–	–	0.678 ha
Heritage Allotment	–	–	–
Total Area of Saleable Land	**1.538 ha**	**1.919 ha**	**2.175 ha**
Open Space			
Sports Park	–	–	–
Stormwater Basin	–	–	–
Retained Vegetation	3.065 ha	–	–
Total Area of Open Space	**3.065 ha**	–	–
Road			
Local Access Streets	0.693 ha	1.103 ha	0.945 ha
Collector Streets	–	–	–
Pedestrian Link/Landscape	0.036 ha	–	–
Redbank Plains Road Resumption	–	–	–
Total Area of Road	**0.729 ha**	**1.103 ha**	**0.945 ha**

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Setbacks & Built to Boundary Wall

1. Setbacks are as per Plan of Development Table.
2. Boundary setbacks are measured to the wall of the building or to the edge of the balcony
3. Eaves (except on the wall that is built to the boundary) should no encroach within 600mm of the side or rear boundaries. Gutters may not extend beyond the boundaries of a lot.
4. Location of Optional Built to Boundary wall are as per the Plan of Development.

Primary and Secondary Frontages

5. Where a lot has more than one (1) street frontage (i.e. corner allotment or dual frontage allotment), the primary frontage of a dwelling is to be determined by the location of the garage as shown on the Plan of Development
6. Dual frontage allotments are as followed: 50-66, 120-123.
7. A corner lot, for the purposes of determining setbacks, is a lot that adjoins the intersection of two streets. This excludes lots that abut a shared access driveway, or a pedestrian link and therefore in these cases a secondary frontage setback does not apply.

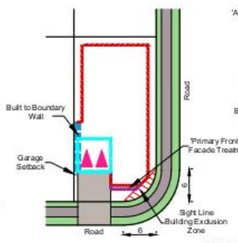
Building Façade and Articulation

8. 'Primary Frontage Façade Treatments' must be provided on primary frontage facade as per diagram. Dual frontage allotments must provide 'additional façade treatments' along the facade as per diagram.
9. 'Primary Frontage Façade Treatments' extend for a minimum of 50% of the width of the building façade (can be a combination of a verandah, portico, porch, balconies) and windows/glazing occupy at least 25% of the façade(s) surface area excluding garage(s).
10. 'Additional Façade Treatment' must consist of a minimum one of the following: verandah, portico, porch, balconies or alfresco and must extend for a minimum of 50% of the width of the building facade.

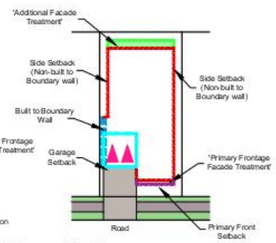
Garage and Driveways

11. Garages are no wider than 6.0m and no higher than 2.7m.
12. Maximum of one (1) driveway is allowed per dwelling
13. Garage/Carport to be setback minimum 5.5m from primary frontage; and Minimum 1.0m behind the building facade

Standard Corner Allotment Diagram



Dual Frontage Allotment Diagram



Note: Diagrams not to scale.

Plan of Development Table

		Premium Villa Lot House (Lot Area <450m²)		Traditional Lot House (Lots >450m²)		Dual Occupancy (>800m²)	
Building Height		Up to 4.5m	Greater than 4.5m	Up to 4.5m	Greater than 4.5m	Up to 4.5m	Greater than 4.5m
Primary Frontage Setback #		3.0m minimum - 5.0m maximum #	3.0m minimum - 5.0m maximum #	3.0m minimum - 5.0m maximum #	3.0m minimum - 5.0m maximum #	4.5m minimum - 5.0m maximum #	4.5m minimum - 5.0m maximum #
Covered Car Parking space or Garage Setback		5.5m minimum	5.5m minimum	5.5m minimum	5.5m minimum	5.5m minimum	5.5m minimum
Secondary Frontage Setback	**Corner Allotments**	1.5m minimum	1.5m minimum	1.5m minimum	1.5m minimum	1.5m minimum $	1.5m minimum $
	Dual Frontage Allotments Redbank Plains Road#	1.5m #	3.0m #	1.5m #	3.0m #	-	-
Side Setback (non-built to boundary wall)		1.0m minimum	1.5m minimum	1.5m minimum	2.0m minimum	1.0m minimum	1.5m minimum
Rear Setback		1.5m minimum	2.0m minimum	1.5m minimum	2.0m minimum	-	-
Site Cover		60% maximum		60% maximum		60% maximum	
Built to Boundary Wall		Optional built to boundary wall on one side only with a maximum of 4.5m in height and maximum of 9m in length, unless noted otherwise on the Plan of Development		Optional built to boundary wall on one side only with a maximum of 4.5m in height and a maximum of 9m in length, unless noted otherwise on the Plan of Development		-	
Car Parking		Minimum of 2 off-street parking spaces per dwelling		Minimum of 2 off-street parking spaces per dwelling		Minimum of 2 off-street parking spaces per dwelling	

 # Setbacks to (v) may encroach beyond defined setback by up to 1.5m maximum / (v) = verandah/portico, alfresco, or balcony
$ Primary frontage setbacks will apply should an alternative entry exist on the secondary frontage



LOT 1 RP102884
REDBANK PLAINS

Plan of Development Overall Allotment Layout

PLAN REF: 139005 – 25
DATE: 07 MAY 2019
CLIENT: Charles Lloyd Group
DRAWN BY: JC
CHECKED BY: FK

Legend

- Site Boundary
- Sports Park
- Stormwater Basin
- Retained Vegetation
- Q100 (Cardno)
- Detention Basin (Cardno)
- Bio Basin (Cardno)
- APZ (BPS)
- Bushfire Inclusion Zone (BPS)
- Redbank Plains Road Widening (TTM)
- No Buildings or Parkland (Moreton Geotechnical Services)
- Existing House
- Optional Built to Boundary Location
- Garage Location
- Preferred Driveway Location
- Indicative Dual Occupancy Driveway Location
- Additional Facade Treatment
- Indicative Bin Pad Location
- 0.5m Contours (Cardno)

Note:
All Lot Numbers, Dimensions and Areas are approximate only, and are subject to survey and Council approval.

Dimensions have been rounded to the nearest 0.1metres.

Areas have been rounded down to the nearest 5m².

The boundaries shown on this plan should not be used for final detailed engineers design.

Source Information:
Site boundaries: RPS
Adjoining information: DCDB
Contours: ICC
Environment constraints: QLD Gov. (ENRME)
Geotech: Moreton Geotechnical Services
Bushfire APZ: BPS
Engineer: Cardno

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Plan of Development Table

		Premium Villa Lot House (Lot Area <450m²)		Traditional Lot House (Lots >450m²)		Dual Occupancy (>800m²)	
Building Height		Up to 4.5m	Greater than 4.5m	Up to 4.5m	Greater than 4.5m	Up to 4.5m	Greater than 4.5m
Primary Frontage Setback #		3.0m minimum - 5.0m maximum #	3.0m minimum - 5.0m maximum #	3.0m minimum - 5.0m maximum #	3.0m minimum - 5.0m maximum #	4.5m minimum - 5.0m maximum #	4.5m minimum - 5.0m maximum #
Covered Car Parking space or Garage Setback		5.5m minimum	5.5m minimum	5.5m minimum	5.5m minimum	5.5m minimum	5.5m minimum
Secondary Frontage Setback	**Corner Allotments**	1.5m minimum	1.5m minimum	1.5m minimum	1.5m minimum	1.5m minimum $	1.5m minimum $
	Dual Frontage Allotments Redbank Plains Road#	1.5m #	3.0m #	1.5m #	3.0m #	-	-
Side Setback (non-built to boundary wall)		1.0m minimum	1.5m minimum	1.5m minimum	2.0m minimum	1.0m minimum	1.5m minimum
Rear Setback		1.5m minimum	2.0m minimum	1.5m minimum	2.0m minimum	-	-
Site Cover		60% maximum		60% maximum		60% maximum	
Built to Boundary Wall		Optional built to boundary wall on one side only with a maximum of 4.5m in height and maximum of 9m in length, unless noted otherwise on the Plan of Development		Optional built to boundary wall on one side only with a maximum of 4.5m in height and a maximum of 9m in length, unless noted otherwise on the Plan of Development		-	
Car Parking		Minimum of 2 off-street parking spaces per dwelling		Minimum of 2 off-street parking spaces per dwelling		Minimum of 2 off-street parking spaces per dwelling	

 # Setbacks to (v) may encroach beyond defined setback by up to 1.5m maximum / (v) = verandah/portico, alfresco, or balcony
$ Primary frontage setbacks will apply should an alternative entry exist on the secondary frontage

Setbacks & Built to Boundary Wall

1. Setbacks are as per Plan of Development Table.
2. Boundary setbacks are measured to the wall of the building or to the edge of the balcony
3. Eaves (except on the wall that is built to the boundary) should no encroach within 600mm of the side or rear boundaries. Gutters may not extend beyond the boundaries of a lot.
4. Location of Optional Built to Boundary wall are as per the Plan of Development.

Primary and Secondary Frontages

5. Where a lot has more than one (1) street frontage (i.e. corner allotment or dual frontage allotment), the primary frontage of a dwelling is to be determined by the location of the garage as shown on the Plan of Development
6. Dual frontage allotments are as followed: 50-66, 120-123.
7. A corner lot, for the purposes of determining setbacks, is a lot that adjoins the intersection of two streets. This excludes lots that abut a shared access driveway, or a pedestrian link and therefore in these cases a secondary frontage setback does not apply.

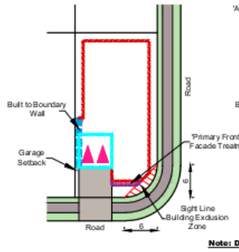
Building Façade and Articulation

8. 'Primary Frontage Façade Treatments' must be provided on primary frontage facade as per diagram. Dual frontage allotments must provide 'additional façade treatments' along the facade as per diagram.
9. 'Primary Frontage Façade Treatments' extend for a minimum of 50% of the width of the building façade (can be a combination of a verandah, portico, porch, balconies) and windows/glazing occupy at least 25% of the façade(s) surface area excluding garage(s).
10. 'Additional Façade Treatment' must consist of a minimum one of the following: verandah, portico, porch, balconies or alfresco and must extend for a minimum of 50% of the width of the building facade.

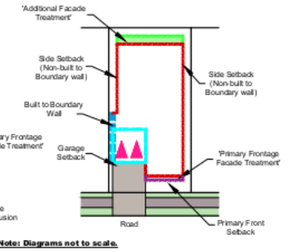
Garage and Driveways

11. Garages are no wider than 6.0m and no higher than 2.7m.
12. Maximum of one (1) driveway is allowed per dwelling.
13. Garage/Carport to be setback minimum 5.5m from primary frontage; and Minimum 1.0m behind the building facade.

Standard Corner Allotment Diagram



Dual Frontage Allotment Diagram



Note: Diagrams not to scale.

LOT 1 RP102884
REDBANK PLAINS

Plan of Development Stages 1 - 5 Allotment Layout

PLAN REF: 139005 – 26
DATE: 07 MAY 2019
CLIENT: Charles Lloyd Group
DRAWN BY: JC
CHECKED BY: FK

Legend

- Site Boundary
- Sports Park
- Stormwater Basin
- Retained Vegetation
- Q100 (Cardno)
- Detention Basin (Cardno)
- Bio Basin (Cardno)
- APZ (BPS)
- Bushfire Inclusion Zone (BPS)
- Redbank Plains Road Widening (TTM)
- No Buildings or Parkland (Moreton Geotechnical Services)
- Existing House
- Optional Built to Boundary Location
- Garage Location
- Preferred Driveway Location
- Indicative Dual Occupancy Driveway Location
- Additional Facade Treatment
- Indicative Bin Pad Location
- 0.5m Contours (Cardno)

Note:
All Lot Numbers, Dimensions and Areas are approximate only, and are subject to survey and Council approval.

Dimensions have been rounded to the nearest 0.1metres.

Areas have been rounded down to the nearest 5m².

The boundaries shown on this plan should not be used for final detailed engineers design.

Source Information:
Site boundaries: RPS
Adjoining information: DCDB
Contours: ICC
Environment constraints: QLD Gov. (DNRME)
Geotech: Moreton Geotechnical Services
Bushfire APZ: BPS
Engineer: Cardno

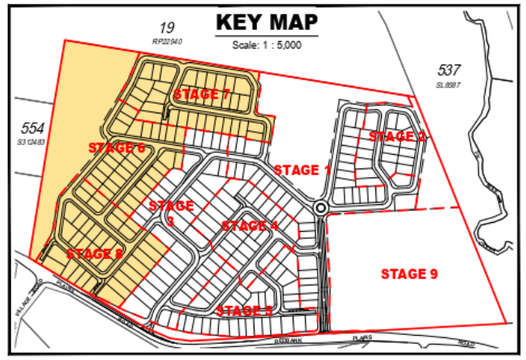
KEY MAP
Scale: 1 : 5,000

URBAN DESIGN
Level 4 HQ South
520 Wickham Street
PO Box 1059
Fortitude Valley QLD 4006
T +61 7 3539 9500
W rpsgroup.com

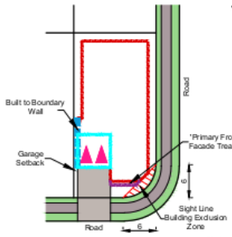
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Item 3 / Attachment 2.

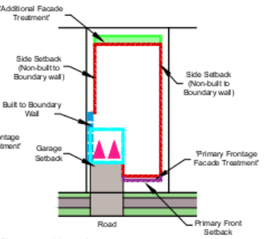




Standard Corner Allotment Diagram



Dual Frontage Allotment Diagram



Note: Diagrams not to scale.

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Building Façade and Articulation

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Garage and Driveways

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12. Maximum of one (1) driveway is allowed per dwelling
13. Garage/Carport to be setback minimum 5.5m from primary frontage; and Minimum 1.0m behind the building facade.

Plan of Development Table

		Premium Villa Lot House (Lot Area <450m²)		Traditional Lot House (Lots >450m²)		Dual Occupancy (>800m²)	
Building Height		Up to 4.5m	Greater than 4.5m	Up to 4.5m	Greater than 4.5m	Up to 4.5m	Greater than 4.5m
Primary Frontage Setback #		3.0m minimum - 5.0m maximum #	3.0m minimum - 5.0m maximum #	3.0m minimum - 5.0m maximum #	3.0m minimum - 5.0m maximum #	4.5m minimum - 5.0m maximum #	4.5m minimum - 5.0m maximum #
Covered Car Parking space or Garage Setback		5.5m minimum	5.5m minimum	5.5m minimum	5.5m minimum	5.5m minimum	5.5m minimum
Secondary Frontage Setback	Corner Allotments	1.5m minimum	1.5m minimum	1.5m minimum	1.5m minimum	1.5m minimum $	1.5m minimum $
	Dual Frontage Allotments Redbank Plains Road#	1.5m #	3.0m #	1.5m #	3.0m #	-	-
Side Setback (non-built to boundary wall)		1.0m minimum	1.5m minimum	1.5m minimum	2.0m minimum	1.0m minimum	1.5m minimum
Rear Setback		1.5m minimum	2.0m minimum	1.5m minimum	2.0m minimum	-	-
Site Cover		60% maximum		60% maximum		60% maximum	
Built to Boundary Wall		Optional built to boundary wall on one side only with a maximum of 4.5m in height and maximum of 9m in length, unless noted otherwise on the Plan of Development		Optional built to boundary wall on one side only with a maximum of 4.5m in height and a maximum of 9m in length, unless noted otherwise on the Plan of Development		-	
Car Parking		Minimum of 2 off-street parking spaces per dwelling		Minimum of 2 off-street parking spaces per dwelling		Minimum of 2 off-street parking spaces per dwelling	

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$ Primary frontage setbacks will apply should an alternative entry exist on the secondary frontage

LOT 1 RP102884
REDBANK PLAINS

Plan of Development Overall Allotment Layout

PLAN REF: 139005 – 27
DATE: 07 MAY 2019
CLIENT: Charles Lloyd Group
DRAWN BY: JC
CHECKED BY: FK

Legend

- Site Boundary
- Stormwater Basin
- Retained Vegetation
- Detention Basin (Cardno)
- Bio Basin (Cardno)
- APZ (BPS)
- Bushfire Inclusion Zone (BPS)
- Redbank Plains Road Widening (TIM)
- No Buildings or Parkland (Moreton Geotechnical Services)
- Existing House
- Optional Built to Boundary Location
- Garage Location
- Preferred Driveway Location
- Indicative Dual Occupancy Driveway Location
- Additional Facade Treatment
- Indicative Bin Pad Location
- 0.5m Contours (Cardno)

Note:
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Dimensions have been rounded to the nearest 0.1metres.

Areas have been rounded down to the nearest 5m².

The boundaries shown on this plan should not be used for final detailed engineers design.

Source Information:
Site boundaries: RPS
Adjoining information: DCDB
Contours: ICC
Environment constraints: QLD Gov. (DNRME)
Geotech: Moreton Geotechnical Services
Bushfire APZ: BPS
Engineer: Cardno

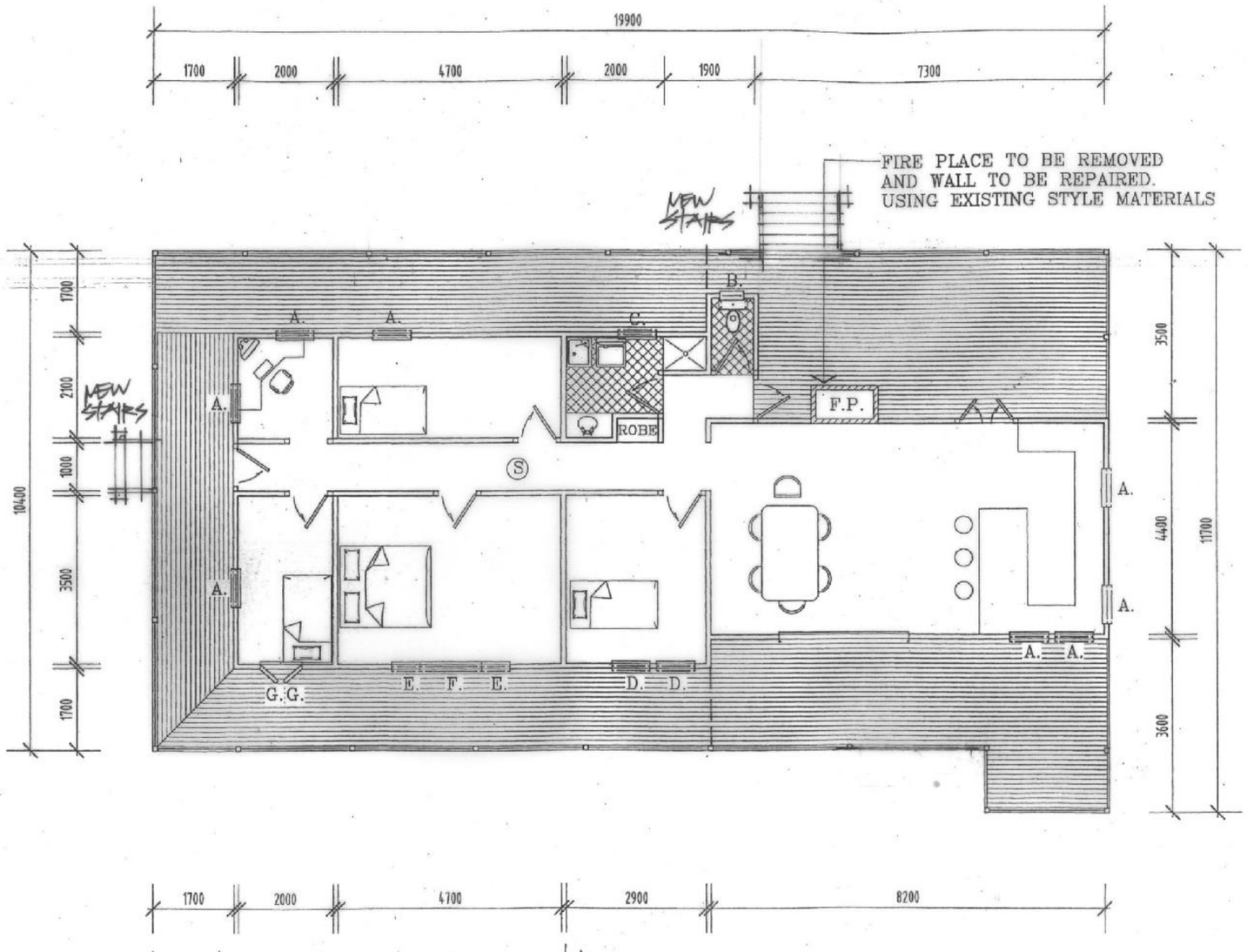
URBAN DESIGN
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Item 3 / Attachment 2.



NOTE: THIS PORTION OF THE RESIDENCE WAS CONSTRUCTED IN 1986. THE FIRE PLACE WAS CONSTRUCTED IN 1992.



FLOOR PLAN - EXISTING & PROPOSED
SCALE 1:100 @ A3

No	Amendment	date	drawn

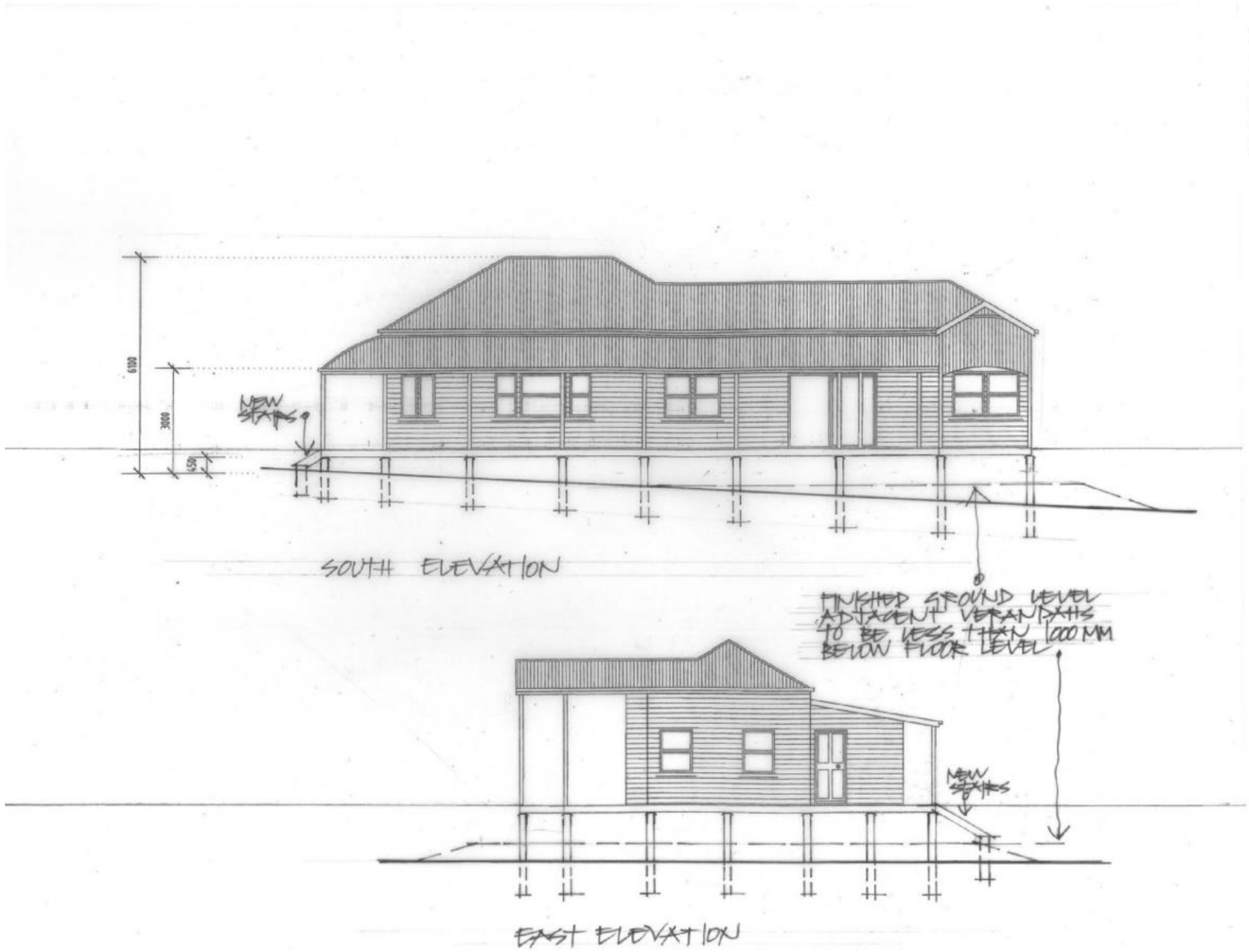
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relocation of existing residence
639 Redbank Plains Road,
Redbank Plains
for
Jonathan Gibbs

Gavin Patterson and Co. Pty. Ltd.
Architects
ABN 53 009 982 012
92 Esplanade,
Point Vernon, Qld., 4655
Ph: 07 4194 1000
Email: gavin_patterson@bigpond.com

sketch drawings
floor plan proposed
Scale 1:100 @ A3
Drawn: GP
November 2018

Drawing No.	Amend. No.
GIB.B.sk.02	



WEST ELEVATION

SOUTH ELEVATION

No Amendment date drawn

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Email: gavin_patterson@bigpond.com

sketch drawings elevations
Scale 1:100 @ A3
Drawn: GP
November 2018

Drawing No. GIB.B.sk.03 Amend. No.



EAST ELEVATION

NORTH ELEVATION

No.	Amendment	date	drawn

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relocation of existing residence
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sketch drawings
elevations
Scale 1:100 @ A3
Drawn: GP
November 2018

Drawing No.	Amend. No.
GIB.B.sk.04	

RA6-N

Queensland Government

Department of
State Development, Manufacturing, Infrastructure and Planning

Our reference: 1807-6398 SRA
Your reference: 4122/2018/CA

13 March 2019

The Chief Executive Officer
Ipswich City Council
PO Box 1559
Ipswich Qld 4305
development@ipswich.qld.gov.au

Attention: Mr Matthew Buchanan

Dear Mr Buchanan

Referral agency response—with conditions
(Given under section 56 of the *Planning Act 2016*)

The development application described below was properly referred to the Department of State Development, Manufacturing, Infrastructure and Planning on 31 July 2018.

Applicant details

Applicant name:	Red Plains Road Pty Ltd
Applicant contact details:	C/- RPS Group Pty Ltd PO Box 1559, Fortitude Valley QLD 4006 Lyndelle.Matthews@rpsgroup.com.au

Location details

Street address:	639 Redbank Plains Road, Redbank Plains
Real property description:	Lot 1 on RP102884
Local government area:	Ipswich City Council

Application details

Preliminary approval	Variation application for Material change of use to override the planning scheme.
Development permit	Reconfiguration of a Lot (1 lot into 345 lots) and Carrying out building work not associated with a Material Change of Use.

Referral triggers

The development application was referred to the department under the following provisions of the Planning Regulation 2017:

South East Queensland (West) regional office
Level 4, 117 Brisbane Street, Ipswich
PO Box 129, Ipswich QLD 4305

1807-6398 SRA

- 10.9.4.1.1.1 Infrastructure - state transport infrastructure

Conditions
Under section 56(1)(b)(i) of the *Planning Act 2016* (the Act), the conditions set out in Attachment 1 must be attached to any development approval.

Reasons for imposing conditions
The department must provide reasons for imposing conditions. These reasons are set out in Attachment 2.

Advice to the applicant
The department offers advice about the application to the applicant—see Attachment 3.

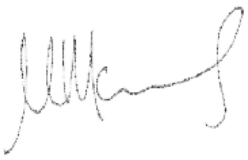
Approved plans and specifications
The department requires that the plans and specifications set out below and enclosed must be attached to any development approval.

Drawing/report title	Prepared by	Date	Reference no.	Version/issue
Concept Road Layout Plan	TTM Consulting Pty Ltd	20 February 2019	18BRT0021-05	1

A copy of this response has been sent to the applicant for their information.

For further information please contact Tyler Josephson, Planning Officer, on 3432 2423 or via email IpswichSARA@dsdmip.qld.gov.au who will be pleased to assist.

Yours sincerely



Ursula McInnes
Planning Manager

cc Red Plains Road Pty Ltd, henry.kassay@rpsgroup.com.au

enc Attachment 1—Conditions to be imposed
Attachment 2—Reasons for imposing conditions
Attachment 3—Advice to the applicant
Approved plans and specifications

1807-6398 SRA

Attachment 1—Conditions to be imposed

No.	Conditions	Condition timing
10.9.4.1.1.1 – State transport infrastructure —The chief executive administering the *Planning Act 2016* nominates the Director-General of the Department of Transport and Main Roads to be the enforcement authority for the development to which this development approval relates for the administration and enforcement of any matter relating to the following condition(s):		
1.	(a) Road works comprising an additional eastbound through lane at the eastern intersection of the Cunningham Highway – Redbank Plains Road interchange, must be provided generally in accordance with Concept Road Layout Plan, prepared by TTM Consulting Pty Ltd, dated 20 February 2019, reference 18BRT0021-05 and version 1. (b) The road works must be designed and constructed in accordance with *Austroads* and *Road Planning and Design Manual* (RPDM) 2nd Edition.	(a) and (b) prior to plan sealing of stage 3.

1807-6398 SRA

Attachment 2—Reasons for imposing conditions

The reasons for this decision are:

- To ensure that the development with the inclusion of conditions does not create adverse impacts to the safety and efficiency of the State controlled road network.
- To ensure the road works on and associated with, the state-controlled road network are undertaken in accordance with applicable standards and specifications.

1807-6398 SRA

Attachment 3—Advice to the applicant

General advice	
1.	Under section 33 of the *Transport Infrastructure Act 1994*, written approval is required from the Department of Transport and Main Roads to carry out road works on a State-controlled road. Please contact the Department of Transport and Main Roads - Brisbane Metropolitan Office Metropolitan.IDAS@tmr.qld.gov.au to make an application for road works approval. This approval must be obtained prior to commencing any works on the State-controlled road reserve. The approval process may require the approval of engineering designs of the proposed works, certified by a Registered Professional Engineer of Queensland (RPEQ). The road works approval process takes time – please contact the Department of Transport and Main Roads as soon as possible to ensure that gaining approval does not delay construction.

GE78-N

Queensland Government

Department of
State Development, Manufacturing, Infrastructure and Planning

Department of State Development, Manufacturing, Infrastructure and Planning
Statement of reasons for application 1807-6398 SRA
(Given under section 56 of the *Planning Act 2016*)

Departmental role:	Referral agency

Applicant details

Applicant name:	Red Plains Road Pty Ltd
Applicant contact details:	C/- RPS Group Pty Ltd PO Box 1559, Fortitude Valley QLD 4006 Lyndelle.Matthews@rpsgroup.com.au

Location details

Street address:	639 Redbank Plains Road, Redbank Plains
Real property description:	Lot 1 on RP102884
Local government area:	Ipswich City Council

Development details

Preliminary approval	Variation application for Material change of use to override the planning scheme.
Development permit	Reconfiguration of a Lot (1 lot into 345 lots) and Carrying out building work not associated with a Material Change of Use.

Assessment matters

Aspect of development requiring code assessment	Applicable codes
1. Reconfiguration of a lot	State Code 6: Protection of State transport corridor, of the State Development Assessment Provision, version 2.4.
2. Carrying out building work	State Code 6: Protection of State transport corridor, of the State Development Assessment Provision, version 2.4.

Reasons for the Department of State Development, Manufacturing, Infrastructure and Planning's response
The reasons for the response are:

- The development with the inclusion of prescribed condition will not compromise the safety and efficiency of the State controlled road.
- The development complies with the applicable performance outcomes of State Code 6: Protection of State transport corridors, of the State Development Assessment Provisions, version 2.4, effective 16 November 2019.

Nature of approval	Nature of response	Date of response
Development permit	Referral agency response – with	13 March 2019

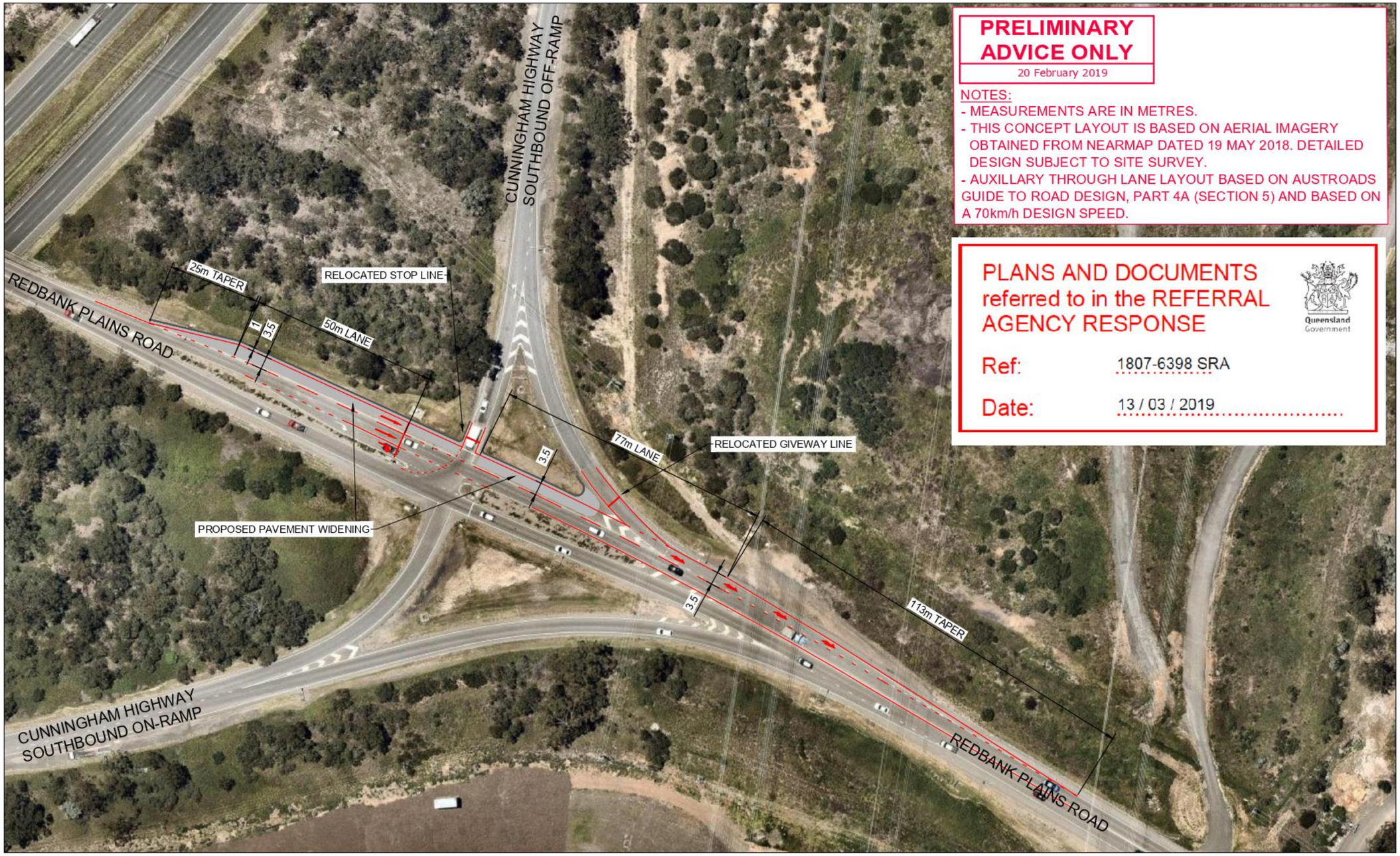
South East Queensland (West) regional office
Level 4, 117 Brisbane Street, Ipswich
PO Box 129, Ipswich QLD 4305

conditions

Relevant Material

- Development application material
- *Planning Act 2016*
- Planning Regulation 2017
- Development Assessment Rules
- State Development Assessment Provisions, v 2.4

Attachment 3



PRELIMINARY ADVICE ONLY
20 February 2019

NOTES:
- MEASUREMENTS ARE IN METRES.
- THIS CONCEPT LAYOUT IS BASED ON AERIAL IMAGERY OBTAINED FROM NEARMAP DATED 19 MAY 2018. DETAILED DESIGN SUBJECT TO SITE SURVEY.
- AUXILLARY THROUGH LANE LAYOUT BASED ON AUSTROADS GUIDE TO ROAD DESIGN, PART 4A (SECTION 5) AND BASED ON A 70km/h DESIGN SPEED.

PLANS AND DOCUMENTS referred to in the REFERRAL AGENCY RESPONSE

Queensland Government

Ref: 1807-6398 SRA

Date: 13 / 03 / 2019

REV.	DATE	AMENDMENT DESCRIPTION	DRAWN	CHECKED	APPROVED
A	20-02-19	ORIGINAL ISSUE	RB	RB	RB

SCALE 0 10 20 30 40 50m
SCALE 1:1000 AT ORIGINAL SIZE

NORTH

CLIENT: CHARLES LLYOD GROUP

TTM CONSULTING PTY LTD
ABN 65 010 868 621
LEVEL 8, 369 Ann Street, BRISBANE, QLD, 4000
P.O. BOX 12015, BRISBANE, QLD, 4003
T: (07) 3327 9500 F: (07) 3327 9501
E: ttmbris@ttmgroup.com.au W: www.ttmgroup.com.au

PROJECT: 639 REDBANK PLAINS ROAD, REDBANK PLAINS

DRAWING TITLE: CONCEPT ROAD LAYOUT
CUNNINGHAM HIGHWAY RAMPS (EAST) / REDBANK PLAINS ROAD INTERSECTION
PROPOSED EASBOUND AUXILLARY THROUGH LANE

PROJECT NUMBER	ORIGINAL SIZE
18BRT0021	A3
DRAWING NUMBER	REVISION
18BRT0021-05	A
DATE	SHEET
20 Feb 2019	1 OF 1

I:\synergy\projects\18brt\18brt0021 639 redbank plains road, redbank plains\3 - plans\ttm\19 01 16\18brt0021-05.dwg

Doc ID No: A5870521

ITEM: 4

SUBJECT: PROPOSED AMENDMENT TO DELEGATION - EXERCISE THE POWERS OF COUNCIL UNDER THE ECONOMIC DEVELOPMENT ACT 2012

AUTHOR: ACTING DEVELOPMENT PLANNING MANAGER

DATE: 29 OCTOBER 2019

EXECUTIVE SUMMARY

This is a report concerning the Instrument of Delegation and Direction from the Minister for Economic Development Queensland to Ipswich City Council and the delegation 'Exercise the Powers of Council under the Economic Development Act 2012'.

RECOMMENDATION/S

That the Interim Administrator of Ipswich City Council resolve:

> **That the delegation, 'Exercise the Powers of Council under the Economic Development Act 2012' from Council to the Chief Executive Officer be amended, as detailed in Attachment 3.**

RELATED PARTIES

There are no related party matters associated with this report.

ADVANCE IPSWICH THEME

Managing growth and delivering key infrastructure

PURPOSE OF REPORT/BACKGROUND

The Ripley Valley Urban Development Area was declared on 8 October 2010 and covers a total area of 4680 hectares. Part of the Ripley Valley area (principally within the original Ripley Township and part of Deebing Heights, including Paradise Heights Estate), were not included in the UDA declaration.

In February 2013, the *Urban Land Development Act 2007* (ULDA Act) was repealed and replaced with the *Economic Development Act 2012* (ED Act). From then on, land areas identified for priority development were referred to as Priority Development Areas (PDAs), not Urban Development Areas (UDAs), and existing UDAs were transitioned to PDAs under the ED Act.

From 30 September 2013, ICC has been responsible for assessing development applications within the PDA. All development applications within the PDA are assessed against the Ripley Valley Development Scheme under the ED Act.

On 17 October 2019, the MEDQ advised Council that a new Instrument of Delegation and Direction (IoDD) in favour of the Council had been signed and will take effect with the anticipated proclamation of the *Economic Development and Other Legislation Amendment Act 2019* (EDOLAA), which is expected to occur on 9 December 2019. The letter from the MEDQ and signed IoDD are attached (Attachment 1 and 2)

The new IoDD relates to development assessment powers and functions, new powers under the EDOLLA provisions to issue PDA exemption certificates and to undertake enforcement actions.

The delegation 'Exercise the Powers of Council under the Economic Development Act 2012' must be amended to reflect the IoDD.

LEGAL/POLICY BASIS

This report and its recommendations are consistent with the following legislative provisions:
Local Government Act 2009
Economic Development Act 2012

RISK MANAGEMENT IMPLICATIONS

If the recommendation is not adopted, sub-delegations to Council officers will be unable to be amended, and therefore Council officers will be unable to decide development applications or perform development compliance functions in the Ripley PDA. This is a particular risk when amendments to the *Economic Development Act 2012* take effect, and erode the effectiveness of existing delegations and sub delegations.

There are further risk management implications associated with the execution of the powers and responsibilities associated with this delegation. These will need to be mitigated through the appropriate sub delegation of powers to officers (including conditions as required), and the exercise of these powers in accordance with the relevant policy and procedure framework.

FINANCIAL/RESOURCE IMPLICATIONS

None.

COMMUNITY AND OTHER CONSULTATION

Officers from Development Planning Branch met with officers from EDQ on 5 July 2019 regarding the proposed IoDD. Council also provided written comments on 23 and 24 September 2019. On 17 October 2019, EDQ advised that the comments from Development Planning Branch had been received. EDQ considered that the matters raised could be addressed without amendments to the proposed IoDD.

CONCLUSION

As noted above, on 17 October 2019, the MEDQ advised Council that a new Instrument of Delegation and Direction (IoDD) in favour of the Council had been signed and will take effect with the anticipated proclamation of the *Economic Development and Other Legislation Amendment Act 2019,* which is expected to occur on 9 December 2019. Amendments are required to the delegation 'Exercise the Powers of Council under the Economic Development Act 2012' to ensure Council officers are able to carry out development and compliance activities in the Ripley PDA.

ATTACHMENTS AND CONFIDENTIAL BACKGROUND PAPERS

1.	MEDQ letter to Ipswich City Council - Ripley Valley PDA IoDD
2.	IoDD in favour of Ipswich City Council
3.	Exercise the Powers of Council under the Economic Development Act 2012

Anthony Bowles
ACTING DEVELOPMENT PLANNING MANAGER

I concur with the recommendations contained in this report.

Brett Davey
ACTING GENERAL MANAGER - PLANNING AND REGULATORY SERVICES

"Together, we proudly enhance the quality of life for our community"

The Hon. Cameron Dick MP
Minister for State Development, Manufacturing, Infrastructure and Planning

Queensland Government

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Queensland 4002 Australia
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Our ref: MBN19/1798

17 October 2019

Mr David Farmer
Chief Executive Officer
Ipswich City Council
PO Box 191
IPSWICH QLD 4305

Email: david.farmer@ipswich.qld.gov.au

Dear Mr Farmer

I refer you to the collaborative partnership for managing development assessment within the Ripley Valley Priority Development Area (PDA) in the form of an instrument of delegation and direction (IoDD), made by me as Minister for Economic Development (MEDQ) in favour of the Ipswich City Council (the council). As a result of amendments to the *Economic Development Act 2012* (ED Act), I have signed a new IoDD in favour of the council (enclosed) which comes into effect when the amendments take effect with the anticipated proclamation date being 9 December 2019).

The *Economic Development and Other Legislation Amendment Act 2019* (EDOLAA) was passed on 11 April 2019 and included amendments to the plan making and development assessment provisions under the ED Act. The plan making amendments commenced when the EDOLAA was assented to, while amendments related to development assessment will commence on a date to be fixed by a proclamation regulation. A new IoDD, signed by the MEDQ in favour of each current delegate, is necessary to reflect the amendments to the ED Act and to ensure current delegations remain in effect. The delegations need to be in place, together with any instruments of sub-delegation, by the proclamation date.

In relation to development assessment powers and functions, new powers under EDOLAA are delegated to issue PDA exemption certificates and to undertake enforcement actions. For the assessment of PDA development applications, the relevant division in the ED Act is delegated in its entirety, including the new EDOLAA provisions.

I draw your attention to the delegation of the MEDQ's entire decision-making powers for a PDA development application, including the consideration of state interests and determining whether to impose conditions on an approval or to refuse an application. A direction in the IoDD requires consultation regarding state interests, in accordance with the process described in a practice note published by Economic Development Queensland (EDQ). The process in *Practice Note 14: State interests in development assessment in priority development areas* (draft enclosed) has been revised and the final version of the practice note will apply from the date the IoDD takes effect.

It is my expectation that as a delegate of the MEDQ, the council will exercise these and all other delegated powers and functions judiciously, as a representative of the State, in accordance with the ED Act. As a delegate, the council must ensure that when sub-delegating the MEDQ's powers, all sub-delegates are appropriately qualified and that suitable training and operational arrangements are in place for all sub-delegates.

The delegation of the MEDQ's powers and functions does not prevent me from giving a direction on a specific matter. This delegation also does not prevent me from choosing to perform a delegated function or exercise a delegated power myself. You will note that the directions in the IoDD identify circumstances when a delegate must notify or consult EDQ. These communications, in addition to six-monthly reporting, provide me with the opportunity to oversee delegate performance and monitor delegate decision making. A new format for reporting will be provided to the delegates for the June 2020 report.

Furthermore, in circumstances where the council is carrying out development in the PDA, appropriate arrangements must be in place to clearly separate the respective functions of the council as the MEDQ delegate and as the development proponent.

I would also like to emphasise that EDQ plays an important role in assisting delegates execute delegated powers and functions under the ED Act. A number of EDQ guidelines have been prepared to facilitate the development outcomes sought by the Ripley Valley PDA Development Scheme. In addition, the Certification Procedures Manual offers a streamlined operational works process to promote the efficient delivery of development within PDAs. EDQ can provide guidance on administrative aspects (such as forms, fees and registers); bring delegates together to share learning and experiences; and work with applicants and delegates to resolve disputes. All communications with EDQ may be sent to: MEDQdelegations@dsdmip.qld.gov.au.

I encourage the council's ongoing collaboration with EDQ to achieve the outcomes sought under the ED Act for the Ripley Valley PDA.

If you require any further information, please contact my office on (07) 3719 7200 or email statedevelopment@ministerial.qld.gov.au.

Yours sincerely



CAMERON DICK MP
Minister for State Development, Manufacturing, Infrastructure and Planning

Enc (2)

Instrument of Delegation and Direction

Economic Development Act 2012

Minister for Economic Development Queensland

to

Ipswich City Council

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Parties:

By:

Minister for Economic Development Queensland

(***MEDQ***)

In favour of:

Ipswich City Council

(***Delegate***)

Recitals:

A. Under section 8 of the Act, a corporation sole constituted by the Minister is established under the name 'Minister for Economic Development Queensland'.

B. Under section 169(1) of the Act, MEDQ proposes to delegate some of MEDQ's functions and powers to the Delegate.

C. Under section 170 of the Act, MEDQ proposes to give directions to the Delegate about the performance of the functions or exercise of the powers delegated to the Delegate under this Instrument.

Terms:

1 Definitions and interpretation

1.1 Definitions

In this Instrument:

Act means the *Economic Development Act 2012*

Administrative Arrangements means the administrative arrangements from time to time made by the Governor in Council under section 44 of the *Constitution of Queensland 2001*

Balance Municipal Charge means the Municipal Charge excluding the Catalyst Charge and the Public Transport Charge in the IFF

Catalyst Charge means the catalyst charge forming part of the Municipal Charge in the IFF

Charging Policies means the following documents as amended from time to time:

(a) the IFF
(b) the IFFCOA
(c) the ICOP
(d) the LIP
(e) the SRIP

Delegate's website means the website found at https://www.ipswich.qld.gov.au

Department means the department that is the administrative unit for the Act in accordance with the Administrative Arrangements

Department website means the website of the Department

Development scheme has the meaning given to that term in the Act

Directions means the directions given to the Delegate by MEDQ as specified in column 4 of the Schedule

EDQ means Economic Development Queensland, the business unit of that name within the Department, including the officers and employees employed within the business unit

Fund means the Economic Development Fund continued in existence under section 25 of the Act

ICOP means Infrastructure Charging Offset Plan Ripley Valley Priority Development Area

Infrastructure Charging Offset Plan Ripley Valley Priority Development Area means the document of that name published by EDQ and currently dated 30 November 2018

IFF means Infrastructure Funding Framework

Infrastructure Funding Framework means the document of that name published by EDQ and currently dated 1 July 2019, as amended from time to time

IFFCOA means Infrastructure Funding Framework Charges and Offsets Arrangements

Infrastructure Funding Framework Charges and Offsets Arrangements means the document of that name published by EDQ and currently dated 30 November 2018, as amended from time to time

Instrument means this Instrument of Delegation and Direction, including the Schedule to it

LIP means Local Infrastructure Plan

Local Infrastructure Plan means the document named Ripley Valley Local Infrastructure Plan endorsed by MEDQ and currently dated 21 July 2014 (Version 16), as amended from time to time

Minister means the Minister of the State responsible for the administration of the Act in accordance with the Administrative Arrangements

Municipal Charge means the municipal charge in the IFF

PDA means **priority development area**, and has the meaning given to that term in the Act

PDA-associated development has the meaning given to that term in the Act

PDA-associated land has the meaning given to that term in the Act

PDA development offence has the meaning given to that term in the Act

Planning Act means the *Planning Act 2016*

Previous Instrument is an instrument of delegation or other instrument in so far as it delegates, or purports to delegate, any of the functions or powers of MEDQ under the Act to the Delegate in respect of the Ripley Valley PDA, which instrument is in effect immediately prior to this Instrument taking effect

Public Transport Charge means the public transport charge forming part of the Municipal Charge in the IFF

QUU means the Central SEQ Distributor-Retailer Authority established under the *South-East Queensland Water (Distribution and Retail Restructuring Act) 2009* trading as Queensland Urban Utilities or any authority that replaces it

Regulation means the *Economic Development Regulation 2013*

Remaining provisions means those provisions of the *Economic Development and Other Legislation Amendment Act 2019* which have not commenced on the day that this Instrument is made

Ripley Valley PDA means the PDA of that name declared by regulation under the Act

SRIP means Sub-Regional Infrastructure Plan

Sub-Regional Infrastructure Plan means the document named Ripley Valley Sub-Regional Infrastructure Plan endorsed by MEDQ and currently dated 11 July 2014 (Version12) as amended from time to time

State Charge means the state charge in the IFF

State interests has the meaning given to that term in the Act

Sub-regional Charge means the sub-regional charge in the IFF.

1.2 Interpretation

The following rules apply in interpreting this Instrument unless the context requires otherwise:

(a) headings are for convenience only and do not affect interpretation;

(b) the singular includes the plural, and the converse also applies;

(c) if a word or phrase is defined, its other grammatical forms have a corresponding meaning;

(d) a reference to legislation or to a provision of legislation includes a modification or re-enactment of it, a legislative provision substituted for it and a regulation or statutory instrument issued under it;

(e) a reference to a Schedule is a reference to the Schedule to this Instrument;

(f) if a word or phrase in the Schedule is defined in the Act, the word or phrase has the meaning given to it by the Act;

(g) 'includes' in any form is not a word of limitation;

(h) a reference to a practice note or guideline published by EDQ relevant to the performance of a function or exercise of a power by the Delegate, is a reference to the practice note or guideline that is in effect at the time the function is performed, or the power exercised, by the Delegate; and

(i) a reference to any one of the Charging Policies means that Charging Policy or any document that overrides or replaces it with respect to infrastructure charging or crediting, offsetting and refunding infrastructure charges for the Ripley Valley PDA.

2 Delegation

2.1 Functions and powers

(a) MEDQ delegates to the Delegate those functions and powers of MEDQ under the Act specified in column 2, and generally described in column 3, of the Schedule.

(b) Where the Delegate performs a function or exercises a power under this Instrument and in so doing receives an amount that, had it been received by MEDQ, would be payable to the Fund under section 26(1)(d) or section 26(1)(g) of the Act:

(i) in respect of an amount of the type referred to in section 26(1)(d), the Delegate may retain that amount less any amount notified by, and to be remitted to, EDQ in respect of its consideration of State interests;

(ii) in respect of an amount of the type referred to in section 26(1)(g), the Delegate may, subject to clause 4.5 of this Instrument, retain that amount.

2.2 Power to sub-delegate

The Delegate may sub-delegate any of the functions and powers delegated under this Instrument to an appropriately qualified employee of the Delegate.

3 Directions

3.1 Direction and control

In its performance of the functions and exercise of the powers specified in the Schedule, the Delegate is subject to:

(a) the general direction and control of MEDQ; and

(b) the Directions.

3.2 Timeframe for actions required by Directions

Where an action is required to be undertaken by the Delegate under the Directions and no timeframe for that action is specified, the Delegate must undertake that action as soon as is reasonably practicable.

3.3 Method of communication required by Directions

Where the Directions require the Delegate to notify, consult or otherwise communicate with, EDQ the Delegate shall direct those communications via email to MEDQdelegations@dsdmip.qld.gov.au, or such other email address or method of communication as EDQ may from time to time require.

4 Limitations and conditions

4.1 Conditions

All of the requirements set out in this clause 4 operate as conditions on the grant of the delegated functions and powers under this Instrument.

4.2 Limitation

The Delegate may only perform the functions or exercise the powers delegated to it under this Instrument in respect of the Ripley Valley PDA, including PDA-associated development and PDA-associated land for the Ripley Valley PDA.

4.3 MEDQ may exercise powers

This Instrument does not prevent the performance of a function or exercise of a power under the Act:

(a) by MEDQ; or

(b) by another delegate of MEDQ acting under an instrument of delegation; or

(c) by a sub-delegate of MEDQ acting under an instrument of sub-delegation.

4.4 Reporting

The Delegate is subject to the following reporting requirements:

(a) The Delegate must create and preserve full and proper records concerning the performance of the functions and exercise of the powers delegated to the Delegate under this Instrument.

(b) The Delegate must as soon as reasonably practicable comply with any request by EDQ for access to any record in the Delegate's custody or control concerning the performance of the functions and the exercise of any of the powers delegated to the Delegate under this Instrument.

(c) The Delegate must provide a written report to EDQ, in the form required regarding the performance and exercise of, and compliance with, the functions and powers delegated to the Delegate under this Instrument, every six (6) months from the date this Instrument takes effect.

4.5 Funds received

(a) The Delegate must, where it receives an amount of the type referred to in s 26(1)(g) of the Act, remit to MEDQ any amount received in payment of the following charges:

(i) Catalyst Charge;

(ii) Public Transport Charge;

(iii) State Charge;

(iv) the portion of the Balance Municipal Charge that relates to water supply and sewerage infrastructure as stated in a notice from EDQ to the Delegate; and

(v) the portion of the Sub-regional Charge that relates to water supply and sewerage infrastructure as stated in a notice from EDQ to the Delegate.

(b) To remove any doubt, the Delegate may retain any amount received which would have been payable to the Fund under s 26(1)(g) other than the charges remitted in accordance with clause 4.5(a).

(c) Where the Delegate retains any amount received for charges, that amount must be spent on infrastructure, of the type provided for in the IFFCOA, that will service the Ripley Valley PDA.

4.6 Offsets and Credits

(a) In dealing with a request for an offset against a Catalyst Charge, a Public Transport Charge or a State Charge, the Delegate must:

(i) have regard to the IFFCOA; and

(ii) obtain the written consent of EDQ prior to approving a request for the offset.

(b) In deciding a request for an offset against a charge other than a Catalyst Charge, a Public Transport Charge or a State Charge, the Delegate must:

(i) have regard to the Charging Policies to the extent these are relevant to the Ripley Valley PDA; and

(ii) where the infrastructure contribution the subject of the offset request includes an item of water supply or sewerage infrastructure, consult with QUU and have regard to any advice provided by QUU.

(c) In dealing with a request for an infrastructure credit for an existing lot, an existing lawful use or a previous lawful use, the Delegate must have regard to the IFFCOA.

5 Revocation

5.1 Revocation of previous delegation

Subject to clause 5.2, MEDQ revokes any Previous Instrument.

5.2 Partial revocation of previous delegation

If:

(a) the Delegate has, immediately prior to this Instrument taking effect, commenced the performance of a function or the exercise of a power under the Act under a Previous Instrument; and

(b) this Instrument no longer delegates the performance of the function or the exercise of the power to the Delegate,

the Previous Instrument is revoked except to the extent that it allows the Delegate to perform the function or exercise the power.

5.3 Revocation of previous direction

MEDQ revokes any previous directions given to the Delegate under the Act, except those directions which apply to the performance of a function or exercise of a power referred to in clause 5.2.

5.4 Future revocation of Delegation

MEDQ may revoke or amend this Instrument, in whole or in part, upon the giving of written notice to the Delegate.

6 Effective date

This Instrument takes effect on the date the Remaining Provisions commence.

Made by:

.....

The Honourable Cameron Dick
Minister for State Development, Manufacturing, Infrastructure and Planning as the corporation sole under the name
Minister for Economic Development Queensland

Date: 17 / 10 / 2019

Schedule

Delegated functions and powers, and directions to the Delegate

Column 1	Column 2	Column 3	Column 4
Item No.	Section of Act	Nature of Function / Power	Direction
Legal capacity			
1.	10(1)(a)	MEDQ's power to enter into contracts, infrastructure agreements and other agreements.	Infrastructure agreements must be entered into in the name of MEDQ, although the Delegate may negotiate and execute an infrastructure agreement as the Delegate of MEDQ. The Delegate must: (a) before drafting of the infrastructure agreement commences, give written notice to EDQ that the Delegate proposes to enter into an infrastructure agreement together with details of the proposal, and provide EDQ with at least 10 business days from when the notice is given to respond to the Delegate about the proposal; (b) before entering into an infrastructure agreement, the Delegate must provide EDQ with written evidence of the consultation undertaken with the entities the Delegate considers will be superseding public sector entities for the land; (c) not enter into an infrastructure agreement unless a copy of the agreement has been provided to EDQ and confirmed by EDQ as in order for execution by the Delegate; (d) provide a copy of the signed infrastructure agreement to EDQ as soon as practicable after the infrastructure agreement has been signed by all parties to it; and (e) comply with any subsequent direction given by MEDQ. Note: see also delegation of functions under s 122(2) of the Act. The Delegate must: (a) consult with EDQ before entering into any other contract or agreement (i.e. other than an infrastructure agreement) as delegate of MEDQ; and (b) comply with any further directions from MEDQ in relation to that contract or agreement.
2.	10(1)(f)	MEDQ's power to fix charges, and other terms, for the performance of a function, or exercise of a power, under the Act.	The Delegate may not fix charges for infrastructure.
3.	10(1)(g)	MEDQ's power to do anything necessary or convenient to be done in the performance of its functions, or	Nil

Column 1	Column 2	Column 3	Column 4
Item No.	Section of Act	Nature of Function / Power	Direction
		exercise of its powers, under the Act or another Act.	
Functions			
4.	13(1)	MEDQ's main function to give effect to the main purpose of the Act.	Nil
5.	13(2)(b)	MEDQ's function to facilitate economic development and development for community purposes, including coordinating the provision of, or providing, infrastructure and other services.	Nil
6.	13(2)(d)	MEDQ's function to facilitate economic development and development for community purposes, including deciding PDA development applications under the Act.	Nil
7.	13(3)	MEDQ's function to consult with each relevant local government in planning for, or developing land in, priority development areas.	Nil
Amendment of Development schemes			
8.	66(a), (b)	MEDQ's power to amend a Development scheme if the amendment does not change the land use plan for the relevant priority development area in the Development scheme, or the amendment is a minor administrative amendment.	The Delegate must: (a) consult with EDQ before proposing any amendment of the type referred to in ss 66(a) and 66(b); and (b) comply with any further directions from MEDQ about the proposed amendment.
PDA exemption certificates			
9.	71A	MEDQ's power to give a PDA exemption certificate for the carrying out of stated PDA assessable development.	*State interests* The Delegate must: (a) consult with EDQ prior to issuing a PDA exemption certificate; (b) comply with any practice note or guideline published, or guidance given, by EDQ with respect to the consideration of State interests; and (c) comply with any further directions from MEDQ. *Fees* In deciding the fee in respect of an application for a PDA exemption certificate, the Delegate must comply with s 129 of the Act. The fee decided by the Delegate shall include a component for the cost of EDQ's consideration of any State interests, the amount of which is notified to the

Column 1	Column 2	Column 3	Column 4
Item No.	Section of Act	Nature of Function / Power	Direction
			Delegate in writing by EDQ and must be remitted by the Delegate to EDQ. *Refusal* The Delegate must: (a) if the Delegate is considering not giving a PDA exemption certificate, notify EDQ in writing before any final decision is made; and (b) comply with any further directions from MEDQ.
10.	71B(2)	MEDQ's function, if it gives a PDA exemption certificate for the carrying out of PDA assessable development, to give the owner of the land the subject of the PDA exemption certificate a copy of the certificate.	The Delegate must publish a notice stating the information set out in s 71B(3) of the Act on the Delegate's website. Note: the notice will also be published on the Department website.
PDA development applications			
11.	Chapter 3, Part 4, Division 3	MEDQ's functions and powers in respect of PDA development applications.	*Fees* In deciding the fee under s 82(1)(c) of the Act, the Delegate must comply with s 129 of the Act. The fee decided by the Delegate shall include a component for the cost of EDQ's consideration of any State interests, the amount of which is notified to the Delegate in writing by EDQ and must be remitted by the Delegate to EDQ. *Notice of application* The Delegate must advise the applicant that the notice under s 84(4)(a)(ii) of the Act must state that the application may also be inspected on the Delegate's website. *PDA development condition relating to infrastructure* In deciding a PDA development condition that relates to the payment of charges for infrastructure (see s 88(b) of the Act), the Delegate must have regard to the charges fixed by MEDQ under s 10 of the Act, including the charges identified in the Infrastructure Funding Framework. *Refusal* The Delegate must: (a) if the Delegate is considering refusing a PDA development application, or considering approving only part of the PDA development approval applied for, notify EDQ in writing before any final refusal decision is made; and (b) comply with any further directions from MEDQ.

Column 1	Column 2	Column 3	Column 4
Item No.	Section of Act	Nature of Function / Power	Direction
			State interests The Delegate must also: (a) consult in accordance with the process described in any practice note or guideline published by EDQ, or have regard to any guidance given by EDQ, with respect to identifying and considering State interests; and (b) comply with any further directions from MEDQ. *Appeal against PDA development conditions* In respect of MEDQ's power under s 90(6) of the Act to lodge a notice of election to become a party to a Planning and Environment Court appeal against MEDQ's decision to impose a PDA development condition (delegated to the Delegate as part of Chapter 3, Part 4, Division 3 of the Act), the Delegate must: (a) consult with EDQ before joining the proceeding and comply with any further directions from MEDQ; and (b) join the proceeding in its own name as the delegate of MEDQ.
PDA development approvals			
12.	98(1)	MEDQ's power to cancel a PDA development approval, if the owner of the relevant land consents in writing to the cancellation and the relevant development has not substantially commenced.	Nil
13.	99(1), 99(2), 99(3)	MEDQ's power to receive and decide an application to amend a PDA development approval if MEDQ is satisfied the change would not result in the relevant development being substantially different.	*Fees* In deciding the fee under s 99 of the Act, the Delegate must comply with s 129 of the Act. The fee decided by the Delegate shall include a component for the cost of EDQ's consideration of any State interests, the amount of which is notified to the Delegate in writing by EDQ and must be remitted by the Delegate to EDQ. *PDA development condition relating to infrastructure* In deciding a PDA development condition that relates to the payment of charges for infrastructure (see s 88(b) of the Act as applied by s 99(3) of the Act), the Delegate must have regard to the charges fixed by MEDQ under s 10 of the Act, including the charges identified in the Infrastructure Funding Framework. *Refusal* The Delegate must: (a) if the Delegate is considering refusing an application to amend a PDA development approval, or considering approving only part of the amended PDA

Column 1	Column 2	Column 3	Column 4
Item No.	Section of Act	Nature of Function / Power	Direction
			development approval applied for, notify EDQ in writing before any final refusal decision is made; and (b) comply with any further directions from MEDQ. *State interests* The Delegate must also: (a) consult in accordance with the process described in any practice note or guideline published by EDQ, or have regard to any guidance given by EDQ, with respect to identifying and considering State interests; and (b) comply with any further directions from MEDQ.
14.	99(4), 84(1)(c)	MEDQ's power to require the applicant to give public notice of an application to amend a PDA development approval.	Nil
15.	100(2)(b)	MEDQ's power to receive a plan for reconfiguration of a lot for approval before the currency period ends.	Nil
16.	101(1)	MEDQ's power to receive an application to extend the currency period of a PDA development approval from a person having an interest in the relevant land.	Nil
17.	101(3)(c)	MEDQ's power to decide a fee for an application to extend the currency period of a PDA development approval.	*Fees* In deciding the fee under s 101(3)(c) of the Act, the Delegate must comply with s 129 of the Act. The fee decided by the Delegate shall include a component for the cost of EDQ's consideration of any State interests, the amount of which is notified to the Delegate in writing by EDQ and must be remitted by the Delegate to MEDQ.
18.	102(2), (3)	MEDQ's function to decide an application for extension after consulting with each nominated assessing authority under the PDA development approval.	*Refusal* The Delegate must: (a) if the Delegate is considering refusing an application for an extension, notify EDQ in writing before any final refusal decision is made; and (b) comply with any further directions from MEDQ.
19.	102(4)	MEDQ's function to give notice of the decision under s 102(3) of the Act to the applicant and each nominated assessing authority under the PDA development approval.	Nil

Column 1	Column 2	Column 3	Column 4
Item No.	Section of Act	Nature of Function / Power	Direction
Plans of subdivision			
20.	104(1), (2)	MEDQ's power to approve a plan of subdivision in accordance with the process prescribed by regulation for approving plans of subdivision.	Nil
Enforcement and declaratory proceedings and related matters			
21.	104A	MEDQ's power to give a person it reasonably believes has committed or is committing a PDA development offence, a show cause notice under s 167 of the Planning Act.	The Delegate must: (a) notify EDQ prior to issuing the show cause notice; and (b) comply with any further directions from MEDQ.
22.	104A	MEDQ's power to give a person it reasonably believes has committed or is committing a PDA development offence an enforcement notice under s 168 of the Planning Act.	The Delegate must: (a) notify EDQ prior to issuing the enforcement notice; and (b) comply with any further directions from MEDQ.
23.	104A	MEDQ's function to consult with a private certifier engaged in relation to development about the giving of an enforcement notice under s 169 of the Planning Act.	The Delegate must: (a) notify EDQ prior to consulting with the private certifier; and (b) comply with any further directions from MEDQ.
24.	104A	MEDQ's function, if it withdraws a show cause notice or enforcement notice, to give of the notice of withdrawal under s 170(4) of the Planning Act.	The Delegate must: (a) notify EDQ prior to withdrawing a show cause notice or enforcement notice; and (b) comply with any further directions from MEDQ.
25.	104A	MEDQ's power under s 173 of the Planning Act, if an enforcement notice is contravened, to: (a) do anything reasonably necessary to ensure the notice is complied with; and (b) recover any reasonable costs and expenses incurred in doing so as a debt owing by the recipient.	The Delegate must: (a) notify EDQ prior to taking steps to ensure that the notice is complied with; and (b) comply with any further directions from MEDQ.
26.	105(1)(a), 105(1)(b)	MEDQ's power to start a proceeding in the Planning and Environment Court for: • an enforcement order to remedy or restrain the commission of a PDA development offence; or • if MEDQ has started a proceeding under s 105(1) of the Act for an enforcement order and the court has not decided the proceeding,	The Delegate must: (a) consult with EDQ before starting the proceeding and comply with any further directions from MEDQ; and (b) start the proceeding in its own name as the delegate of MEDQ.

Column 1	Column 2	Column 3	Column 4
Item No.	Section of Act	Nature of Function / Power	Direction
		an order under s 106 (interim enforcement order) of the Act.	
27.	109(3)	MEDQ's power to apply to the Planning and Environment Court to cancel or change an enforcement order.	The Delegate must: (a) consult with EDQ before making the application and comply with any further directions from MEDQ; and (b) make application in its own name as the delegate of MEDQ.
28.	112B(1)(b)	MEDQ's power to apply to the Magistrates Court for an order against a defendant convicted of a PDA development offence for the payment of expenses reasonably incurred by MEDQ in taking a sample or conducting an inspection, test, measurement or analysis during the investigation of the offence.	The Delegate must: (a) consult with EDQ before making the application and comply with any further directions from MEDQ; and (b) make application in its own name as the delegate of MEDQ.
29.	113(2)(a)	MEDQ's power, where a person against whom an enforcement order or an order under s 111 of the Act has been made does not comply with the order within the period stated in the order, to take the action required under the order.	The Delegate must: (a) notify EDQ prior to taking the action referred to in s 113(2)(a) of the Act; and (b) comply with any further directions from MEDQ.
30.	113(2)(b)	If action is taken under s 113(2)(a) of the Act, MEDQ's power to recover from a person who contravenes an enforcement order or an order under s 111 the reasonable costs of taking the action as a debt.	The Delegate must: (a) notify EDQ prior to taking the steps referred to in s 113(2)(b) of the Act; and (b) comply with any further directions from MEDQ.
31.	114(1)(a), 114(1)(b), 114(1)(c)	MEDQ's power to bring a proceeding in the Planning and Environment Court for a declaration about: • a matter done, to be done or that should have been done for Chapter 3 of the Act or the repealed *Urban Land Development Authority Act 2007*; • the construction of Chapter 3 of the Act or the repealed *Urban Land Development Authority Act*; and • the lawfulness of land use or development relating to a priority development area.	The Delegate must: (a) consult with EDQ before bringing any proceeding and comply with any further directions from MEDQ; and (b) bring the proceeding in its own name as the delegate of MEDQ.

Column 1	Column 2	Column 3	Column 4
Item No.	Section of Act	Nature of Function / Power	Direction
Infrastructure agreements			
32.	122(2)	MEDQ's function to, before entering into a proposed infrastructure agreement, consult about the terms of the agreement with the entities MEDQ considers will be superseding public sector entities for the infrastructure the subject of the agreement.	Before entering into the infrastructure agreement, the Delegate must provide EDQ with written evidence of the consultation undertaken with the entities the Delegate considers will be superseding public sector entities for the infrastructure.
Investigation powers and enforcement of PDA development offences			
33.	122B	MEDQ's power, under s 182(1) of the Planning Act, to appoint an MEDQ agent, an MEDQ employee or another person prescribed by regulation as an inspector.	Nil
34.	122B	MEDQ's function under s 184(1) of the Planning Act to issue identity cards to inspectors.	Nil
35.	122B	MEDQ's function, under s 211(2) of the Planning Act, to return a thing seized by an inspector to its owner if MEDQ stops being satisfied there are reasonable grounds for keeping the thing.	Nil
36.	122B	MEDQ's function, under ss 211(3) and (4) of the Planning Act, to accept and decide an application for the return of a thing seized by an inspector from the owner of the thing.	Nil
37.	122B	MEDQ's power, under s 212(1) of the Planning Act, to decide that a thing seized by an inspector is forfeited to the State if an inspector: (a) after making reasonable inquiries, cannot find an owner; or (b) after making reasonable efforts, can not return it to an owner; or (c) reasonably believes it is necessary to keep the thing to prevent the thing being used to commit the offence for which the thing was seized.	Nil
38.	122B	MEDQ's power under s 212(4) of the Planning Act to decide to forfeit a thing and its function, under that section, to give a decision notice about that decision to a person who owned the	Nil

Column 1	Column 2	Column 3	Column 4
Item No.	Section of Act	Nature of Function / Power	Direction
		thing immediately before the thing was forfeited.	
39.	122B	MEDQ's power, under s 213(1)(b) of the Planning Act, to agree in writing with the owner of a thing to transfer the ownership of the thing to the State.	Nil
40.	122B	MEDQ's power, under s 213(4) of the Planning Act, to return the proceeds of a thing sold by MEDQ to the owner of the thing, after deducting the costs of the sale.	Nil
Roads and road closures			
41.	124(1)	MEDQ's power to perform functions or exercise powers for a road that MEDQ considers necessary or desirable to perform its other functions in relation to a priority development area, or PDA-associated development for a priority development area.	The power or function may be exercised with respect to local roads only, and not State-controlled roads.
42.	124(2)	MEDQ's power to permanently or temporarily close all or part of a road.	The power may be exercised with respect to local roads only, and not State-controlled roads.
43.	124(3)	MEDQ's function, before the closing of the road takes effect, to publish a notice MEDQ considers appropriate about the closure in a newspaper circulating in the relevant local government area.	The function may be exercised with respect to local roads only, and not State-controlled roads.
44.	124(5)	MEDQ's power to do everything necessary to stop traffic using a road or part of a road closed under s 124.	The power may be exercised with respect to local roads only, and not State-controlled roads.
45.	126(2)	MEDQ's function to, if MEDQ performs a function or exercises a power relating to a road or former road, give the relevant local government the information MEDQ has to allow the local government to comply with its obligations for its map and register of roads under s74 of the *Local Government Act* or, for the Brisbane City Council, s 81 of the *City of Brisbane Act*.	Nil
Miscellaneous provisions			
46.	129A(1)(a), 129A(1)(b)	MEDQ's power to:	Nil

Column 1	Column 2	Column 3	Column 4
Item No.	Section of Act	Nature of Function / Power	Direction
		• refund all or part of a fee for an application under Chapter 3 of the Act; or • waive all or part of a required fee for an application under Chapter 3 of the Act.	
47.	166	MEDQ's power to bring a proceeding for an offence against the Act.	The Delegate must: (a) consult with EDQ before bringing any proceedings and comply with any further directions from MEDQ; and (b) bring the proceeding in its own name as the delegate of MEDQ.
48.	168(a), 168(b), 168(c), 168(d), 168(e), 168(f)	MEDQ's power to issue a certificate which is evidence: • of a decision, direction or notice under the Act or the repealed *Urban Land Development Authority Act*; • of a thing that must or may be included in a register kept under the Act; • that a stated document is another document kept under the Act; • that a stated document is a copy of, or an extract from or part of, a decision, direction or notice under the Act or the repealed *Urban Land Development Authority Act*, or a thing that must or may be included in a register kept under the Act; • that on a stated day a stated person was given a stated decision, direction or notice under the Act or the repealed *Urban Land Development Authority Act*, or a stated direction or requirement under the Act or the repealed *Urban Land Development Authority Act* was made of a stated person; • that on a stated day, or during a stated period, a PDA development approval was, or was not, in force.	Nil
49.	172	MEDQ's function to keep a register for each of the matters listed in s 172 of the Act.	The Delegate must:

Column 1	Column 2	Column 3	Column 4
Item No.	Section of Act	Nature of Function / Power	Direction
			(a) provide to EDQ the information necessary for MEDQ to meet the requirements of s 172(4) of the Act in the form required by MEDQ; and (b) publish the documents included in the registers on the Delegate's website.
50.	173	MEDQ's function to: • keep each register open for inspection by the public during office hours on business days at the places MEDQ considers appropriate; • allow a person to search and take extracts from the register; and • give a person who asks for it a copy of all or part of a document or information held in the register, on payment of the fee decided by MEDQ and MEDQ's power to decide that fee.	Nil
51.	175	MEDQ's power to approve forms for use under the Act.	Nil

Exercise the Powers of Council under the *Economic Development Act 2012*

Date of Council Resolution: 17 September 2013, 25 August 2015, 4 December 2018, 16 April 2019, 19 November 2019.
No of Resolution: Item 4 of the Planning and Development Committee No. 2013(09) of 10 September 2013, Item 2 of the Planning and Development Committee No. 2105(08) of 18 August 2015, Planning and Development Heritage committee No. 2017 of 23 May 2017 – Council ordinary Meeting of 30 May 2017, Growth and Infrastructure Committee No. 2018 (12) of 27 November 2018, Item 1 of the Growth and Infrastructure Committee of 9 April 2019 - Council Ordinary Meeting of 16 April 2019, Item X of the Growth and Infrastructure Committee of 12 November 2019 – Council Ordinary Meeting of 19 November 2019.

Relevant Legislation:
Local Government Act 2009
Economic Development Act 2012

Delegation to: Chief Executive Officer

Relationship to Act: This instrument is made under s257 of the *Local Government Act 2009*.

Power Delegated:
The power to exercise the powers that have been delegated to Council by the Minister for Economic Development Queensland in the Instrument of Delegation and Direction dated ~~20 August 2013~~17 October 2019 for commencement on ~~30 September 2013~~ 9 December 2019. ~~as modified by 'Instrument of Delegation Ipswich City Council: Amendment Delegation 2018 (No. 1) executed 30 October 2018~~ set out in **Attachment A** subject to the following conditions:

Delegation requirements:

1. The Delegate must:

    a. Keep a record of all decisions made by the exercise of a delegated power at the time of decision in such a format as, and be kept on record as, determined by the Chief Executive Officer from time to time;

    b. Undertake any actions required by the Policy titled 'Framework for Development Applications and Related Activities'.

Doc ID No: A5876205

ITEM: 5

SUBJECT: HERITAGE AND MONUMENTS ADVISORY COMMITTEE MEETING NO. 211

AUTHOR: PRINCIPAL OFFICER (URBAN DESIGN AND HERITAGE CONSERVATION)

DATE: 1 NOVEMBER 2019

EXECUTIVE SUMMARY

This is a report concerning the minutes of the Heritage and Monuments Advisory Committee (meeting number 211) which was held on Thursday, 24 October 2019. As well as providing updates on standing items, the Committee has also recommended the nomination of a replacement representative from the Ipswich Historical Society for approval.

RECOMMENDATION/S

That the Interim Administrator of Ipswich City Council resolve:

A. That the minutes of the Heritage and Monuments Advisory Committee No. 211 be received and noted.

B. That the nomination of Sally Hetherington as a replacement representative from the Ipswich Historical Society, be approved.

RELATED PARTIES

There are no related party matters associated with this report.

ADVANCE IPSWICH THEME

Listening, leading and financial management

PURPOSE OF REPORT/BACKGROUND

The Heritage and Monument Advisory Committee met on 24 October 2019. A copy of the Minutes is included as Attachment 1.

LEGAL/POLICY BASIS

This report and its recommendations are consistent with the following legislative provisions:
Not Applicable

RISK MANAGEMENT IMPLICATIONS

There are no risk management implications associated with this report.

FINANCIAL/RESOURCE IMPLICATIONS

There are no resourcing or budget implications.

COMMUNITY AND OTHER CONSULTATION

No consultation was required in relation to reporting the Minutes from the Heritage and Monuments Advisory Committee meeting.

CONCLUSION

The report contains the minutes of the Heritage and Monuments Advisory Committee including updates from committee members.

ATTACHMENTS AND CONFIDENTIAL BACKGROUND PAPERS

1.	Heritage and Monument Advisory Committee Minutes Meeting No. 211

Daniel Keenan
PRINCIPAL OFFICER (URBAN DESIGN AND HERITAGE CONSERVATION)

I concur with the recommendations contained in this report.

Dannielle Owen
MANAGER, CITY DESIGN

I concur with the recommendations contained in this report.

Brett Davey
ACTING GENERAL MANAGER - PLANNING AND REGULATORY SERVICES

"Together, we proudly enhance the quality of life for our community"

Heritage and Monuments Advisory Committee (HMAC) Minutes

Meeting Number	211
Date	Thursday, 24 October 2019
Start Time	9.00 a.m.
Venue	Cafeteria Room, Humanities Building
Attendees	Danny Keenan, CHAIR - Principal Officer (Urban Design and Heritage Conservation)/ICC Tanya Jen, DEPUTY CHAIR – Team Coordinator (Cultural Heritage)/ICC Melanie Rush, Ipswich City Council Library - Digital Archivist Jo-Ann Porter, Administration Coordinator/ICC (minutes) Dr Celmara Pocock, USQ Senior Lecturer (Anthropology and Australian Indigenous Studies) Irma Deas, Ipswich Genealogical Society Jane Kingston, Ipswich Hospital Museum Sally Hetherington, Independent Kay Jones, National Trust of QLD, Ipswich and West Moreton Branch Josh Tarrant, Museum Development Officer – SEQ Region Ray Waterston, RSL Railways sub branch Kevin Keys, National Serviceman's Association Daniel Cameron, National Trust of QLD, Ipswich and West Moreton Branch
Apologies	Graham Carter, Engineers Australia (Engineering Heritage Australia-Queensland) Joyce Phillips, Independent Nell Crouch, Rosewood Scrub Historical Society Tina Longford- Native Title and Cultural Heritage Officer (Infrastructure & Environment Dept)/ICC

Discussion items:

Item/Item number	Discussion and conclusions
1. Welcome	The meeting opened at 9.00am. New member Daniel Cameron was welcomed and introduced to the Committee. The Committee were saddened by the passing of Ken Sbeghan (representative from the Ipswich Historical Society) and recognized his contribution to the HMAC over the years. He will be missed.
2. Confirmation of Minutes of Previous Meeting	The minutes of the previous Heritage and Monuments Advisory Committee meeting number 210 held on the 22 August 2019 be confirmed subject to the amendment as follows: Page 2, Item 13 General Business, 3) The committee was informed that the Queensland Rail Heritage Fleet may have been moved from North Ipswich. This is unconfirmed. Moved by Irma Deas. Seconded by Melanie Rush. The motion was put and carried.
3. New Memorials	The Committee were provided with information on an application received from the Goodna Rugby League Old Boys to erect a memorial wall on their grounds. It will be dedicated to the men and women who have contributed to the club and local Goodna community over the past 112 years. The Committee commented that the design is acceptable but it must be

	built safe, certified by a structural engineer and inspected. It also should be designed to withstand a flood event. The Principal Officer (Open Space, Land and Facilities Operations) Infrastructure and Environment Department and Principal Officer (Sport and Recreation Programs) Community, Cultural and Economic Development Department be advised of this outcome.
4. Indigenous Australian Soldier War Memorial – Queens Park	Carried Over
5. Heritage Adviser Service	The Committee was provided with a briefing on the Heritage Adviser activities since August 2019.
6. Department of Environment and Science Notifications	Eight exemption certificate notifications were received from the Department of Environment and Science. The committee were provided with an overview of the applications received.
7. Viva Cribb Bursary and Picture Ipswich update	***Viva Cribb Bursary*** The 2019-2020 recipients have been announced: Greg Cook and Sandra Parish received $2000 for 'One Could Always Find a Cook from Ipswich to the Condamine'. A Local and family history exploring the experiences of the Cook family, who arrived in 1855. Shirley Byrne received $3000 for 'Top of Town Revitalisation: A Dream Come True'. Revival of the Top of Town in the early 1990s. ***Picture Ipswich*** • Night soil videos online: o The Logistics of Collecting Night Soil, Working as a Night Soil Collector, The End of the Night Soil Era, The Outhouses, Briggs Road Depot o Night soil videos in production: Jane Kingston and the Ipswich Hospital, Daniel Keenan and the impact of the internal bathroom on house floorplans • New resources: information from Council's history page have been relocated to the Picture Ipswich site including: History of the Bremer Mills; Deebing Creek & Purga Missions; Early Settler Database; Expanded Ipswich Heritage Study 1997; Every House Has a History; Historical Timeline; Ipswich 150 Commemorative Council Meeting; Ipswich 150 Local History Scholarship Reports; Municipal Centenary – extracts; Suburb, Place, and Road names; Willowbank & Amberley History; Writing and Publishing local history; 1990s Heritage Trails 1 to 13; Ipswich Municipal Centenary, 1960, Ipswich Heritage Study 1992.
	• Recent series of public talks on Picture Ipswich themes: Oral History Workshops (Tech Savvy Seniors x2, Senior Net Ipswich); Mid-Century Ipswich (National Seniors, Cascade Gardens social club, National Trust); Great Houses of Ipswich and Cooneanna open days.
8. USQ/Ipswich City Council Partnership	• Honours student Peta Downes has completed her thesis on Corner Stores in Ipswich. • USQ Workshop held on 30 July 2019.

Opportunities	
9. Committee Members updates	Refer to Members' updates.
10. Correspondence	1) 27 August 2019 - Outgoing email to HMAC advising on the unexpected death of Committee member, Ken Sbeghen and inviting committee members to attend funeral on Thursday 29 August 2019. 2) Incoming email from Ipswich Historical Society – Hugh Taylor advising that they wish to nominate Sally Hetherington to be their representative on HMAC. Sally is a current member of the committee in an independent capacity since retiring from Council last year as the Library Digital Archivist. The committee were unanimous in accepting this nomination. ***Recommendation: That Sally Hetherington be approved as representative for the Ipswich Historical Society.***
11. General Business	1) Ipswich Heritage Day (possibly a weekend) is in the early stages of planning by Ipswich Council. It may go ahead in August 2020. The Heritage and Design Awards will be incorporated into this event. 2) There was a general discussion about future Heritage Trails which could include Ipswich's mining cottages and post war buildings. 3) The Chair requested that committee members provide suggestions for precinct listings to include for further consideration in the new planning scheme. 4) The City Design Branch is currently interviewing local historians to update the Heritage Education Kit that was created by Robyn Buchanan. This kit will be a teaching tool for primary school students. This is an ongoing project. 5) A committee member expressed concern for the state of the Blackstone State School and its future. It is currently for sale. The committee was advised that a pre-lodgement meeting has been held with potential purchasers. 6) The Ipswich Library has received requests for consideration regarding the naming rights of the local history room in the new (still being constructed) Rosewood Library. 7) The Ipswich Library has received a grant to put towards research and a display on indigenous sites. The committee suggested that the local indigenous community must be included and consulted regarding this matter.
Meeting Close	The meeting closed at 11.15 a.m.

Heritage and Monuments Advisory Committee – Members update, October 2019

Organisation	Update
Engineers Australia/Engineering Heritage Queensland – Graham Carter	Carried over
Ipswich Genealogical Society – Irma Deas	• The AGM of the Ipswich Genies was held on Tuesday 10 September 2019 and the Executive remains the same for 2019-2020. • A very successful "Meet & Greet" was held on Saturday 28 September 2019, to show new and older members, the resources available for researching Family History at "Brigg House". It was pleasing to see how enthusiastic they were and all came away with a new understanding of what the Society has to offer. Most were pleasantly surprised at what can be found, as not 'everything is on the internet', as many appear to think. Another session is planned in the near future. • Because of other commitments by a number of the Executive there was no October meeting for the Genies, and the next meeting will be held on Tuesday 12 November, 2019.
Ipswich Historical Society –	Carried over
Ipswich Hospital Museum – Jane Kingston	• Open Day: Saturday 7 September 2019 – over 80 visitors to the museum. • The Ipswich Central Library is currently hosting a display from the museum related to 'birthing' in Ipswich. Display will be up until December. • Museum participated in the oral history stories being recorded by Picture Ipswich – IHM contributed stories of sanitation at the Ipswich Hospital from 1860s to 1907.
National Trust QLD – Ipswich and West Moreton Branch – Kay Jones & Daniel Cameron	'Great Houses of Ipswich' were held on Saturday 7 September 2019. This was a great success. The Heritage Symposium and Awards will be held on the 29 October 2019 at the Howard Smith Wharfs.
Rosewood Scrub Historical Society – Nell Crouch	Carried over
Workshops Rail Museum – Josh Tarrant	Workshops Rail Museum recently had an open day which was a great success.
National Serviceman's Association – Kevin Keys	Kevin advised that the next committee meeting in December will be his last meeting and he will retire from the committee after 14 years with the Monuments and Memorials Committee and then with the Ipswich Heritage and Monuments Advisory Committee.
RSL – Ray Watherston	'All Conflicts Memorial' (at the Workshops Rail Museum): descriptive board of images on panels due to be completed by Remembrance Day.

Doc ID No: A5874954

ITEM: 6

SUBJECT: COURT ACTION STATUS REPORT

AUTHOR: ACTING DEVELOPMENT PLANNING MANAGER

DATE: 31 OCTOBER 2019

EXECUTIVE SUMMARY

This is a report concerning a status update with respect to current court actions associated with development planning related matters including one other significant matter of dispute that the Planning and Regulatory Services Department is currently involved with.

RECOMMENDATION/S

That the Interim Administrator of Ipswich City Council resolve:

That the report be received and the contents noted.

RELATED PARTIES

The related parties, being the appellants associated with any court actions, are detailed in the attachment to this report.

ADVANCE IPSWICH THEME

Strengthening our local economy and building prosperity
Managing growth and delivering key infrastructure
Caring for our community
Caring for the environment
Listening, leading and financial management

PURPOSE OF REPORT/BACKGROUND

In addition to the current court actions, there is one (1) other significant matter of dispute that the Planning and Development Department is currently involved with. At Council's meeting on 13 November 2018, it was resolved to amend the Ipswich Planning Scheme (Planning Scheme Major Amendment Package 02/2018) by making amendments to Part 14 – Springfield Structure Plan. Springfield City Group has made representations to the State Government that the amendments as adopted by Council should not be approved and has suggested alternative wording regarding the rights and responsibilities of developers and land owners within the Springfield Structure Plan area.

As a consequence of this dispute, the State Government facilitated a without prejudice discussion on 28 February 2019 between Springfield City Group and Council officers. The matter was not resolved at this meeting and it was determined that further discussions would be required prior to the State Government determining the outcome. The formal process surrounding this is presently on hold whilst ongoing discussions occur.

LEGAL/POLICY BASIS

This report and its recommendations are consistent with the following legislative provisions
Local Government Act 2009
Planning Act 2016
Planning and Environment Court Act 2016

RISK MANAGEMENT IMPLICATIONS

There are no risk management implications associated with this report.

FINANCIAL/RESOURCE IMPLICATIONS

There are no resourcing or budget implications associated with this report.

COMMUNITY AND OTHER CONSULTATION

The contents of this report did not require any community consultation.

CONCLUSION

The Planning and Regulatory Services Department are currently involved with a number of current court related matters. Attachment 1 to this report provides a current status with respect to these matters.

ATTACHMENTS AND CONFIDENTIAL BACKGROUND PAPERS

1.	Court Action Status Report

Anthony Bowles
ACTING DEVELOPMENT PLANNING MANAGER

I concur with the recommendations contained in this report.

Brett Davey
ACTING GENERAL MANAGER - PLANNING AND REGULATORY SERVICES

Planning and Development Department
Court Action Status Report
31 October 2019
Total Number of Appeals - 7

Note: Data is current as at close of business on the previous working day.

Planning & Environment Court - 7 Appeal/s

Appeal No:	473 of 2018	**Appeal Date:**	9/2/2018	**Case Name:**	HPC Urban Design & Planning Pty Ltd and Bio-Recycle Australia Pty Ltd v/s Ipswich City Council
Solicitor:	N/A at this time			**Appeal Type:**	Applicant Appeal
P&D Register No:	139	**Application No:**	4475/2017/MCU	**Applicant:**	HPC Urban Design & Planning Pty Ltd
Division:	3			**Property:**	30 Memorial Drive, Swanbank
Appeal Summary:	This is an applicant appeal against Council's decision to refuse an application. The MCU application for Special Industry (Extension to an existing Landfill for Non-Putrescible Waste) was refused on the basis of amenity impacts on to adjoining residential areas specifically Ripley Valley.				
Status:	Matter heard in court (25 March - 4 April 2019). Awaiting Judgement.				

Appeal No:	945 of 2018	**Appeal Date:**	14/3/2018	**Case Name:**	Black Ink Architecture Pty Ltd v Ipswich City Council
Solicitor:	N/A			**Appeal Type:**	Applicant Appeal
P&D Register No:	140	**Application No:**	3859/2017/MCU	**Applicant:**	Black Ink Architecture Pty Ltd
Division:	4			**Property:**	41 Barclay Street, Bundamba 43 Barclay Street, Bundamba 39 Barclay Street, Bundamba
Appeal Summary:	This is an applicant appeal against Council's decision to refuse an application. The refusal related to a material change of use - child care centre which was recommended for refusal based on flooding, traffic, and amenity.				
Status:	Joint Expert Reports currently being prepared. Appeal listed for pre call over review on 22 January 2019.				

Appeal No:	1727 of 2018	**Appeal Date:**	11/5/2018	**Case Name:**	C.B. Developments Australia Pty Ltd v ICC
Solicitor:	N/A			**Appeal Type:**	Applicant Appeal
P&D Register No:	141	**Application No:**	4432/2017/RAL	**Applicant:**	CB Developments Pty Ltd
Division:	2			**Property:**	Lot 902 Eugene Street, Bellbird Park 12-26 Eugene Street, Bellbird Park
Appeal Summary:	This is an applicant appeal against Council's decision to refuse an application to reconfigure land into 333 lots plus parkland.				
Status:	As a consequence of the expert's reports, the appellant has indicated that they intend to change the development proposal. The applicant is required to notify of any amendment by 29 November 2019 and Council is required to provide a response to the proposed change by 20 December 2019. Matter listed for Court review on 23 January 2020.				

Planning & Environment Court - 7 Appeal/s

Appeal No:	6410 of 2018	**Appeal Date:**	20/9/2018	**Case Name:**	Mirvac Queensland Pty Ltd v Ipswich City Council and Home Investment Consortium Company Pty Ltd
Solicitor:	N/A			**Appeal Type:**	Originating Application
P&D Register No:	144	**Application No:**	911/2018/ADP	**Applicant:**	Home Investment Consortium Company Pty Ltd
Division:	1			**Property:**	95 Southern Cross Circuit, Springfield Central

Appeal Summary: This is an originating application seeking a declaration that Council's approval of 11 April 2018 to approve an Area Development Plan is invalid and of no legal effect, or alternatively is to be set aside owing to the approval not being a minor amendment for the purposes of the Springfield Structure Plan.

Council granted an Area Development Plan approval to permit the establishment of a range of Supporting Uses in conjunction with the approved Retail Warehouse. The Supporting Uses were for the display and sale by retail of the goods as identified in the Master Area Development Plan – Toys, Fabrics, haberdashery and home décor, Craft and hobby supplies, Housewares, and Pet products.

Status: Matter is set down for a 4 day trial hearing commencing on 4 November 2019.

Appeal No:	4457 of 2018	**Appeal Date:**	12/12/2018	**Case Name:**	Weyba3 Pty Ltd v Ipswich City Council
Solicitor:	N/A at this time			**Appeal Type:**	Applicant Appeal
P&D Register No:	147	**Application No:**	7117/2017/CA	**Applicant:**	WEBYA3
Division:	2			**Property:**	16 Redbank Plains Road, Goodna 45A Ascot Street, Goodna 45 Ascot Street, Goodna

Appeal Summary: This is an applicant appeal against Council's decision to refuse an application. The refusal related to reconfiguring the subject land into 78 residential lots and a material change of use for 78 Single Residential dwellings that are non-compliant with the planning scheme provisions.

Status: Applicant submitted minor change to the application. Appeal listed for 1 November 2019 for determination of minor change.

Planning experts to complete joint expert report by 29 November 2019 and a further review by Court listed on 5 December 2019.

Matter listed for hearing of 7 days in February 2020 sittings.

Planning & Environment Court - 7 Appeal/s

Appeal No:	939 of 2019	**Appeal Date:**	19/3/2019	**Case Name:**	HPC Urban Design & Planning Pty Ltd and Bio-Recycle Australia Pty Ltd v Ipswich City Council
Solicitor:	Allison Ferres-MacDonald			**Appeal Type:**	Applicant Appeal
P&D Register No:	152	**Application No:**	5601/2004/MAM C/A	**Applicant:**	Bio-Recycle Australia Pty Ltd
Division:	3			**Property:**	30 Memorial Drive, Swanbank

Appeal Summary: This is an applicant appeal against Council's decision to refuse a 'Minor Change' application for a combined approval for MCU for an Environmental Recycling Park (Soil Conditioner Manufacturing and Waste Disposal Facility).

The application was refused on the basis that:
• It failed to demonstrate that the proposed development is not in conflict with the Temporary Local Planning Instrument No.1 of 2018 (Waste Activity Regulation).
• It failed to demonstrate that there is a need to extend the life of the existing facility by increasing the landfill height from the approved RL75 to RL80.the proposed changes would result in a substantially different development to that which is currently permitted as they change the ability of the proposed development to operate as intended and introduce new impacts or increase the severity of known impacts including but not limited to visual and environmental nuisances.

Status: To be listed for review 14 days after the reasons for judgment are given by the court in appeal 473 of 2018.

Planning & Environment Court - 7 Appeal/s

Appeal No: 2473 of 2019 **Appeal Date:** 25/9/2019 **Case Name:** Lantrak Property Holdings (Qld) Pty Ltd v Ipswich City Council
Solicitor: N/A **Appeal Type:** Applicant Appeal
P&D Register No: 153 **Application No:** 3343/2018/MCU **Applicant:** Lantrak Property Holdings (QLD) Pty Ltd
Division: 10 **Property:** Lot 199 Unnamed Road, Jeebropilly
37-89 Mt Elliot Mine Road, Amberley
460-482 Ipswich Rosewood Road, Jeebropilly
248 Ipswich-Rosewood Road, Amberley
312 Ipswich Rosewood Road, Amberley
316-356 Ipswich-Rosewood Road, Amberley
Lot 15 Ipswich Rosewood Road, Jeebropilly
Lot 11 Ipswich Rosewood Road, Jeebropilly
Lot 12 Ipswich Rosewood Road, Jeebropilly
358 Ipswich Rosewood Road, Jeebropilly
272-292 Ipswich-Rosewood Road, Amberley
91-109 Mt Elliot Mine Road, Amberley
372-406 Ipswich Rosewood Road, Jeebropilly
434-458 Ipswich Rosewood Road, Jeebropilly
410-432 Ipswich Rosewood Road, Jeebropilly
Lot 196 Unnamed Road, Jeebropilly
Lot 187 Unnamed Road, Amberley
Lot 14 Ipswich Rosewood Road, Jeebropilly
Lot 13 Ipswich Rosewood Road, Jeebropilly
29-35 Mt Elliot Mine Road, Amberley
226-246 Ipswich Rosewood Road, Amberley
111-129 Mt Elliot Mine Road, Amberley
131-155 Mt Elliot Mine Road, Amberley
Lot 198 Unnamed Road, Jeebropilly
Lot 197 Unnamed Road, Jeebropilly
Lot 10 Ipswich Rosewood Road, Jeebropilly
Lot 16 Ipswich Rosewood Road, Jeebropilly
Lot 17 Ipswich Rosewood Road, Jeebropilly

Appeal Summary: This is an applicant initiated deemed refusal appeal.The proposal is for a Material Change of Use for Special Industry (Landfill for on-putrescible Waste and Waste Transfer Station); Environmentally Relevant Activity (ERA) 60 - Waste Disposal; and Environmentally Relevant Activity (ERA) 33 - Crushing, Milling, Grinding or Screening.
The due date for Council to make a decision was 13 September 2019 and the due date to issue the decision notice to the applicant was 20 September 2019. On 13 September 2019 the applicant refused Council's request for an extension of time for the decision period and subsequently lodged the deemed refusal appeal before Council was in a position to issue a decision.

Status: Council is to advise of its position (and reasons) in respect of the deemed refusal appeal by 29 November 2019. All Co-Respondents are to advise of their position (and reasons) in respect of the appeal by 11 December 2019. Matter listed for further review on 12 December 2019.

Doc ID No: A5875103

ITEM: 7

SUBJECT: EXERCISE OF DELEGATION

AUTHOR: ACTING DEVELOPMENT PLANNING MANAGER

DATE: 31 OCTOBER 2019

EXECUTIVE SUMMARY

This is a report concerning applications that have been determined by delegated authority for the period 29 August 2019 to 31 October 2019.

RECOMMENDATION/S

That the Interim Administrator of Ipswich City Council resolve:

That the report be received and the contents noted.

RELATED PARTIES

- There are no related parties associated with the recommendation as the development applications have already been determined.

ADVANCE IPSWICH THEME

- Strengthening our local economy and building prosperity
- Managing growth and delivering key infrastructure
- Caring for our community
- Caring for the environment
- Listening, leading and financial management

PURPOSE OF REPORT/BACKGROUND

The following delegations (and associated sub-delegations) contain a requirement for the noting of applications determined by delegated authority:

- Approval of Plans for Springfield
- Determination of Development Applications, Precinct Plans, Area Development Plans and Related Matters
- Exercise the Powers of Council under the *Economic Development Act 2012*
- Implementation of the Planning and Development Program
- Exercise the Powers of Council under the *Planning Act 2016*

LEGAL/POLICY BASIS

This report and its recommendations are consistent with the following legislative provisions:
Local Government Act 2009
Planning Act 2016
Economic Development Act 2012

RISK MANAGEMENT IMPLICATIONS

There are no risk management implications associated with this report.

FINANCIAL/RESOURCE IMPLICATIONS

There are no resourcing or budget implications associated with this report.

COMMUNITY AND OTHER CONSULTATION

The contents of this report did not require any community consultation. In the event that the development applications listed in this report triggered 'impact assessment' pursuant to the Ipswich Planning Scheme, public notification was undertaken as part of the development application process in accordance with any legislative requirements and matters raised in any submissions and were addressed in the respective development assessment reports.

CONCLUSION

The Planning and Regulatory Services Department is responsible for the assessment and determination of development applications. Attachment 1 to this report provides a list of development applications that were determined by delegated authority for the period 29 August 2019 to 31 October 2019.

ATTACHMENTS AND CONFIDENTIAL BACKGROUND PAPERS

1.	Exercise of Delegation ⇩

Anthony Bowles
ACTING DEVELOPMENT PLANNING MANAGER

I concur with the recommendations contained in this report.

Brett Davey
ACTING GENERAL MANAGER - PLANNING AND REGULATORY SERVICES

Development Applications Determined by Delegated Authority
29 August 2019 to 31 October 2019

Application No	Type	Application Details	Primary Property Location
ADP	**Area Development Plan**		
10215/2018/ADP	ADP	Area Development Plan to: - Nominate land for Apartment Building, - Permit the Development of an Apartment Building (8 Units); and - Reconfigure 1 Lot into 2 Lots	39 Monterey Circuit, Brookwater
Decision Date - 6/09/2019		Decision - Approved	Authority - Team Co-ordinator East
5475/2019/ADP	ADP	Area Development Plan for an Extension to an Educational Establishment (Centre for Senior Learning and Covered Locker Shelter)	2 Steve Croft Circuit, Springfield
Decision Date - 30/08/2019		Decision - Approved	Authority - Team Co-ordinator East
5549/2019/ADP	ADP	Area Development Plan to amend a previous Area Development Plan Approval Reconfigure Two (2) Lots into Two (2) Lots plus access easements; Nominate land for Fast Food Premises, Professional Office and Retail Warehouse; and Permit development of Fast Food Premises, Professional Office and Retail Warehouse.	11-13 Commercial Drive, Springfield
Decision Date - 25/10/2019		Decision - Approved	Authority - Team Co-ordinator East
CA	**Combined Approval**		
3153/2019/CA	CA	Material Change of Use - Business Use (Bulky Goods Sale - 4x4 Equipment and Accessories) and Service/Trades Use (4x4 Accessory Fitting and Vehicle Servicing) Operational Works - Advertising Device (Pylon Sign)	448 Warwick Road, Yamanto
Decision Date - 25/09/2019		Decision - Approved	Authority - Acting Team Co-ordinator Central
4415/2019/CA	CA	Material Change of Use - Business Use (Medical Centre, Shop and Office) Advertising Device - One (1) Double-sided Illuminated Pylon Sign OD - Building Work Not Associated with a Material Change of Use - Other Building Work (Schedule 3 listed building)	11 Bell Street, Ipswich
Decision Date - 13/09/2019		Decision - Approved	Authority - Team Co-ordinator Central
Decision Date - 22/10/2019		Decision - Approved - Negotiated Decision Approved	Authority - Team Co-ordinator Central
5287/2019/CA	CA	Reconfiguring a Lot - Boundary Realignment [Three Lots (3) into Three (3) Lots Transferable Dwelling Entitlements); and Material Change of Use of Premises - Single Residential Dwelling over proposed Lot 21 (affected by Development Constraints Overlays - Difficult Topography and Bushfire Risk)	22 Lawrence Street, Marburg
Decision Date - 20/09/2019		Decision - Approved	Authority - Senior Planner (Development)

Application No	Type	Application Details	Primary Property Location
5925/2019/CA	CA	Reconfiguring a Lot - Two (2) Lots into Two (2) Lots Material Change of Use - Single Residential over proposed Lot 12 (affected by Development Constraints Overlays - Underground Mining and Key Resource Ar Overlay)	336 Rosewood Laidley Road, Lanefield
Decision Date - 17/10/2019		Decision - Approved - Negotiated Decision Approved	Authority - Senior Planner (Development)
Decision Date - 20/09/2019		Decision - Approved	Authority - Senior Planner (Development)
EXC	**Exemption Certificate**		
8168/2019/EXC	EXC	Exemption Certificate - Single Residential	18 Meiklejohn Circuit, Collingwood Park
Decision Date - 14/10/2019		Decision - Approved	Authority - Senior Planner (Development)
IU	**Interim Uses**		
3068/2018/IU	IU	Earthworks and Clearing Vegetation	7002 Brookwater Drive, Springfield Central
Decision Date - 17/09/2019		Decision - Approved	Authority - Engineering and Environment Manager
MCU	**Material Change of Use**		
2598/2019/MCU	MCU	Material Change of Use - General Industry (Truck Depot)	9-13 Jalrock Place, Carole Park
Decision Date - 4/10/2019		Decision - Approved	Authority - Acting Team Co-ordinator Central
3343/2018/MCU	MCU	Material Change of Use for Special Industry (Landfill for Non-putrescible Waste and Waste Transfer Station), Environmentally Relevant Activity (ERA) 60 - Waste Disposal, and Environmentally Relevant Activity (ERA) 33 - Crushing, Milling, Grinding or Screening	460-482 Ipswich Rosewood Road, Jeebropilly
Decision Date - 25/09/2019		Decision - Refused - Deemed Refusal	Authority - Team Co-ordinator West
3455/2019/MCU	MCU	Material Change of Use - Business Use - Vehicle Hire Premises	26 Brisbane Road, Bundamba
Decision Date - 19/09/2019		Decision - Approved	Authority - Acting Team Co-ordinator Central
3642/2019/MCU	MCU	Material Change of Use - Extension to Business Use (Hotel)	22 Queen Street, Goodna
Decision Date - 17/09/2019		Decision - Approved	Authority - Team Co-ordinator East
Decision Date - 30/10/2019		Decision - Approved - Negotiated Decision Approved	Authority - Team Co-ordinator East
4231/2019/MCU	MCU	Material Change of Use - Dual Occupancy	30 Kertes Road, Camira
Decision Date - 9/09/2019		Decision - Approved	Authority - Senior Planner (Development)
4765/2019/MCU	MCU	Material Change of Use - Business Use - Extension to Medical Centre	1 Braeside Road, Bundamba
Decision Date - 24/10/2019		Decision - Approved	Authority - Team Co-ordinator Central
5176/2019/MCU	MCU	Material Change of Use - Business Use (Professional Office)	6 Roderick Street, Ipswich
Decision Date - 5/09/2019		Decision - Approved	Authority - Senior Planner (Development)
5258/2019/MCU	MCU	Material Change of Use - Home Based Activity (Home Industry)	Lot 21 Redhill Road, Karrabin
Decision Date - 15/10/2019		Decision - Approved - Negotiated Decision Approved	Authority - Senior Planner (Development)
5281/2019/MCU	MCU	Material Change of Use - Business Use - Extension to Hotel	406 Warwick Road And Part Of 35 Deebing Creek Road (Easement B On Sp162695), Yamanto
Decision Date - 25/09/2019		Decision - Approved	Authority - Acting Team Co-ordinator West

Application No	Type	Application Details	Primary Property Location
5422/2019/MCU	MCU	Material Change of Use - Single Residential in a Character Area and affected by Development Constraints Overlay (Mining)	27 Macgregor Street, Woodend
Decision Date - 9/10/2019		Decision - Approved	Authority - Senior Planner (Development)
5985/2019/MCU	MCU	Material Change of Use - Business Use – Hotel (preliminary approval for car parking rate)	7 Milford Street, Ipswich
Decision Date - 13/09/2019		Decision - Approved	Authority - Team Co-ordinator Central
6470/2019/MCU	MCU	Material Change of Use - Single Residential in a Character Zone	23 Woodford Street, One Mile
Decision Date - 4/10/2019		Decision - Approved	Authority - Senior Planner (Development)
6472/2019/MCU	MCU	Material Change of Use - Single Residential in a Character Zone	16 Shine Street, One Mile
Decision Date - 4/10/2019		Decision - Approved	Authority - Senior Planner (Development)
6747/2019/MCU	MCU	Material Change of Use - Community Use - School/Education Establishment (Extension to Early Learning Centre/Prep-School)	82 Chermside Road, Ipswich
Decision Date - 25/10/2019		Decision - Approved	Authority - Senior Planner (Development)
6993/2019/MCU	MCU	Material Change of Use – Service/Trades Use (Extension to Warehouse/Storag Facility)	122 Eagle Street, Redbank Plains
Decision Date - 26/09/2019		Decision - Approved	Authority - Senior Planner (Development)
7001/2019/MCU	MCU	Material Change of Use - Single Residential affected by a Development Constraints Overlay (Difficult Topography)	301 Tallegalla Two Tree Hill Road, Marburg
Decision Date - 18/09/2019		Decision - Approved	Authority - Senior Planner (Development)
7003/2019/MCU	MCU	Material Change of Use - Single Residential (Dwelling and Auxiliary Unit)	15 Uldis Place, Bellbird Park
Decision Date - 29/08/2019		Decision - Approved	Authority - Senior Planner (Development)
7161/2019/MCU	MCU	Material Change of Use - Single Residential affected by a Development Constraints Overlay (Mining)	8A Moores Pocket Road, Tivoli
Decision Date - 20/09/2019		Decision - Approved	Authority - Senior Planner (Development)
7178/2019/MCU	MCU	Material Change of Use - Single Residential in a Character Zone and affected by a development constraint overlay (mining)	3A Alice Street, Blackstone
Decision Date - 12/09/2019		Decision - Approved	Authority - Senior Planner (Development)
7505/2019/MCU	MCU	Material Change of Use - Single Residential affected by a Development Constraints Overlay (Mining)	21 Walkers Lane, Booval
Decision Date - 16/10/2019		Decision - Approved	Authority - Team Co-ordinator Central
7698/2019/MCU	MCU	Material Change of Use - Single Residential and Auxiliary Unit in a Character Zone	21A Thurso Street, North Booval
Decision Date - 9/10/2019		Decision - Approved	Authority - Senior Planner (Development)
8955/2018/MCU	MCU	Building Work not associated with a Material Change of Use - Relocation of a Character Dwelling on site and Material Change of Use - Shopping Centre	29 Mining Street, Bundamba
Decision Date - 16/10/2019		Decision - Approved	Authority - Team Co-ordinator Central
93/2019/MCU	MCU	Material Change Of Use - General Industry (Truck depot, Landscape supply depot) and Service/Trades Use (Contractor's depot)	540-604 Warrego Highway, North Tivoli
Decision Date - 3/09/2019		Decision - Approved	Authority - Team Co-ordinator Central
MAMC	**Modification-Change Application Minor**		

Application No	Type	Application Details	Primary Property Location
1721/2018/MAMC/A	MAMC	Change Application - Road Work, Stormwater, Drainage Work and Earthworks	2-10 Henry Street, Brassall
Decision Date - 11/09/2019		Decision - Approved	Authority - Team Co-ordinator Engineering
2727/2010/MAMC/B	MAMC	Minor Change & Extension to Currency Period Application - MCU - Multiple Residential (18 Units) RAL - One (1) Lot into Two (2) Lots	21A North Street, North Ipswich
Decision Date - 17/10/2019		Decision - Approved	Authority - Senior Planner (Development)
3105/2016/MAMC/D	MAMC	Minor Change - Reconfiguring a Lot - Five (5) Lots into Ninety-Seven (97) Residential Lots, Thr (3) management lots, Five (5) balance lots, One (1) park lot and new roads.	673-675 Karrabin Rosewood Road, Walloon
Decision Date - 30/09/2019		Decision - Approved	Authority - Acting Team Co-ordinator West
4629/2018/MAMC/A	MAMC	Minor Change - Road Work, Drainage Work, Stormwater and Earthworks - Citiswich Stage 1	35-53 Bognuda Street, Bundamba
Decision Date - 12/09/2019		Decision - Approved	Authority - Team Co-ordinator Engineering
5302/2019/MAMC	MAMC	Minor Change - Noxious or Offensive Industry (Fertiliser Manufacturing Plant) Sand and Gravel Depot, Truck Depot & Caretaker's Residential	540-604 Warrego Highway, North Tivoli
Decision Date - 17/09/2019		Decision - Approved	Authority - Team Co-ordinator Central
5627/2016/MAMC/A	MAMC	Minor Change - Material Change of Use - Special Industry involving; Chemical, coal and petroleum products activities, including; - chemical manufacturing, processing or mixing, - fuel burning, - gas and petroleum production, refinement or processing Waste recycling, reprocessing and disposal, including; - regulated waste recycling, reprocessing, storage and treatment or disposal tyres, - chemical or oil recycling Environmentally Relevant Activity (ERA) 7 - Chemical Manufacturing Environmentally Relevant Activity (ERA) 61 - Waste Incineration and Thermal Treatment	191 Whitwood Road, New Chum
Decision Date - 13/09/2019		Decision - Approved	Authority - Team Co-ordinator West
6293/2009/MAMC/B	MAMC	Minor Change & Extension to Currency Period Application - Multiple Residential (100 Units)	21A North Street, North Ipswich
Decision Date - 16/10/2019		Decision - Approved	Authority - Team Co-ordinator Central
7919/2009/MAMC/A	MAMC	Minor Change - Two (2) Lots Into One Hundred & Fourteen (114) Lots + Balanc Lot (Stages 5 & 6 of Six Mile Creek)	7003 Collingwood Drive, Collingwood Park
Decision Date - 27/09/2019		Decision - Approved	Authority - Acting Team Co-ordinator Central
8606/2016/MAMC/B	MAMC	Minor Change - Material Change of Use Carrying out building work not associated with a material change of use Community Use - Child Care Centre Relocation of a pre 1946 Character Building	12 Burnett Street, Sadliers Crossing

Application No	Type	Application Details	Primary Property Location
Decision Date - 15/10/2019		Decision - Approved	Authority - Team Co-ordinator West
928/2019/MAMC/B	MAMC	Minor Change - Material Change of Use - Business Use (Fast Food Premises) Advertising Devices - Wall Signs, Pylon Signs, Awning Signs	70 Brisbane Road, East Ipswich
Decision Date - 30/10/2019		Decision - Approved	Authority - Team Co-ordinator Central
MAOC	**Modification-Change Application Other**		
3670/2018/MAOC/A	MAOC	Other Change - Stormwater and Earthworks	14 Alexandra Street, Booval
Decision Date - 29/10/2019		Decision - Approved	Authority - Senior Development Engineer
6041/2015/MAOC/A	MAOC	Other Change - Shopping Centre	14 Old Toowoomba Road, One Mile
Decision Date - 16/09/2019		Decision - Approved	Authority - Team Co-ordinator West
MAEXT	**Modification-Extension Application**		
1341/2017/MAEXT/A	MAEXT	Extension to Currency Period Application - Road Works, Stormwater & Earthworks	14 Hill Street, Blackstone
Decision Date - 4/10/2019		Decision - Approved	Authority - Team Co-ordinator Engineering
1478/2013/MAEXT/A	MAEXT	Extension to Currency Period Application - Carrying out building work not associated with a material change of use of premises (removal of a character place) Material change of use of premises (shopping centre – tenancy A: bulky goods sales and tenancy B: bulky goods sales, office, shop and veterinary clinic)	171 Brisbane Road, Booval
Decision Date - 22/10/2019		Decision - Approved	Authority - Senior Planner (Development)
2455/2015/MAEXT/A	MAEXT	Extension to Currency Period Application - Reconfiguring a Lot - Realignment of boundary to create new road (Cul-de-sac)	10 Morshead Court, Redbank
Decision Date - 2/09/2019		Decision - Approved	Authority - Team Co-ordinator East
2560/2010/MAEXT/B	MAEXT	Extension to Currency Period Application - Citiswich - Stages 4A, 4B & 4C Open Space Sub-Area to Frame Sub-Area in accordance with s242 of the Sustainable Planning Act 2009 Three (3) Lots into Seventeen (16) Lots plus balance lot, drainage reserve and parkland	74 Bognuda Street, Bundamba
Decision Date - 10/09/2019		Decision - Approved	Authority - Team Co-ordinator Central
2835/2015/MAEXT/A	MAEXT	Extension to Currency Period Application Multiple Residential (54 Townhouses)	11 Collingwood Drive, Redbank
Decision Date - 30/10/2019		Decision - Approved	Authority - Team Co-ordinator Central
379/2015/MAEXT/A	MAEXT	Extension to Currency Period Application - Multiple Residential (9 Townhouses)	49 Omar Street, West Ipswich
Decision Date - 27/09/2019		Decision - Approved	Authority - Senior Planner (Development)
3993/2015/MAEXT/B	MAEXT	Extension to Currency Period Application - Road works, Stormwater, Drainage works and Earthworks	48 Monash Road, Redbank
Decision Date - 4/09/2019		Decision - Approved	Authority - Acting Team Co-ordinator Engineerng
4137/2013/MAEXT/B	MAEXT	Extension to Currency Period Application - Road Works, Drainage Works & Street Lighting - Citiswich Stage 2	7001 Hoepner Road, Bundamba
Decision Date - 4/10/2019		Decision - Approved	Authority - Team Co-ordinator Engineering
4228/2004/MAEXT/B	MAEXT	Extension to Currency Period Application - One (1) lot into 15 lots	149 Workshops Street, Brassall

Application No	Type	Application Details	Primary Property Location
Decision Date - 1/10/2019		Decision - Approved	Authority - Senior Planner (Development)
4319/2009/MAEXT/A	MAEXT	Extension to Currency Period Application - Reconfiguring a Lot - Three (3) Lots into Eight (8) Lots + Balance Lot	7001 Hoepner Road, Bundamba
Decision Date - 23/09/2019		Decision - Approved	Authority - Senior Planner (Development)
4723/2015/MAEXT/A	MAEXT	Extension to Currency Period Application - Multiple residential (four (4) townhouses)	15 Alexandra Street, Booval
Decision Date - 16/10/2019		Decision - Approved	Authority - Senior Planner (Development)
5017/2007/MAEXT/B	MAEXT	Extension to Currency Period - One (1) Lot into up to Ten (10) Lots Preliminary Approval to Override Planning Scheme	43 River Road, Dinmore
Decision Date - 30/10/2019		Decision - Approved	Authority - Senior Planner (Development)
5085/2016/MAEXT/B	MAEXT	Extension to Currency Period Application - One (1) lot into Two (2) lots	58 Kennedy Drive, Redbank Plains
Decision Date - 11/09/2019		Decision - Approved	Authority - Senior Planner (Development)
5191/2017/MAEXT/A	MAEXT	Extension to Currency Period Application - Carrying out building works not associated with a material change of use (demolition of 20% or less of a Schedule 2 listed building)	42B The Terrace, North Ipswich
Decision Date - 10/10/2019		Decision - Approved	Authority - Senior Planner (Development)
5435/2015/MAEXT/B	MAEXT	Extension to Currency Period Application - Reconfiguring a Lot - One (1) Lot int(Two (2) Lots) and Dual Occupancy	15 Beatty Street, Coalfalls
Decision Date - 26/09/2019		Decision - Approved	Authority - Senior Planner (Development)
589/2015/MAEXT/A	MAEXT	Extension to Currency Period Application - General Industry and/or Service Trac Use - Warehouses/Sheds for Manufacturing and/or Storage	119 Chalk Street, Wulkuraka
Decision Date - 11/10/2019		Decision - Approved	Authority - Team Co-ordinator West
7093/2016/MAEXT/A	MAEXT	Extension to Currency Period Application (One (1) lot into Twenty-Seven (27) lots, New Road & Drainage Reserve)	7001 Swallowtail Street, Rosewood
Decision Date - 1/10/2019		Decision - Approved	Authority - Senior Planner (Development)
7948/2015/MAEXT/A	MAEXT	Extension Application - Reconfiguring a Lot - One (1) Lot into Two (2) Lots	13 Ashgrove Street, Coalfalls
Decision Date - 29/10/2019		Decision - Approved	Authority - Senior Planner (Development)
8866/2010/MAEXT/B	MAEXT	Extension to Currency Period Application - RAL - Three (3) Lots into Seven (7) Lots Preliminary Approval to Override the Planning Scheme Citiswich Estate - Stage 2	7001 Hoepner Road, Bundamba
Decision Date - 5/09/2019		Decision - Approved	Authority - Team Co-ordinator Central
OW	**Operational Works**		
3677/2019/OW	OW	Road work, Stormwater, Drainage work, Earthworks	490 Warwick Road, Yamanto
Decision Date - 18/10/2019		Decision - Approved	Authority - Team Co-ordinator Engineering
4429/2019/OW	OW	Stormwater	39 Silica Street, Carole Park
Decision Date - 9/09/2019		Decision - Approved	Authority - Acting Team Co-ordinator Engineerng
4646/2019/OW	OW	Road Work, Stormwater, Drainage Work, Earthworks, Signage, Clearing vegetation and Retaining walls	21-25 North High Street, Brassall
Decision Date - 3/10/2019		Decision - Approved	Authority - Team Co-ordinator Engineering

Application No	Type	Application Details	Primary Property Location
5005/2019/OW	OW	Road work, Stormwater, Drainage Work, Earthworks and Signage	18-20 Harris Street, Bellbird Park
Decision Date - 9/10/2019		Decision - Approved	Authority - Team Co-ordinator Engineering
5014/2019/OW	OW	Road work	2158-2176 Warrego Highway, Haigslea
Decision Date - 24/10/2019		Decision - Approved	Authority - Team Co-ordinator Engineering
5040/2019/OW	OW	Road Work, Stormwater Drainage Work and Earthworks	41 Queen Street, Goodna
Decision Date - 4/09/2019		Decision - Approved	Authority - Team Co-ordinator Engineering
5180/2019/OW	OW	Road Work, Stormwater, Drainage Work and Earthworks - Stage 2-1B	35-53 Bognuda Street, Bundamba
Decision Date - 11/09/2019		Decision - Approved	Authority - Team Co-ordinator Engineering
5246/2019/OW	OW	Streetscaping and Internal Landscaping	85 Thornton Street, Raceview
Decision Date - 12/09/2019		Decision - Approved	Authority - Team Co-ordinator Engineering
5453/2019/OW	OW	Earthworks and Clearing Vegetation	7001 Isabella Street, Collingwood Park
Decision Date - 11/09/2019		Decision - Approved	Authority - Acting Team Co-ordinator Engineerng
5531/2019/OW	OW	Rate 3 Streetlighting - Cadence Stage 1A	145 Binnies Road, Ripley
Decision Date - 13/09/2019		Decision - Approved	Authority - Team Co-ordinator Engineering
5541/2019/OW	OW	Rate 3 Streetlighting - Kalina Stage 5	7008 Panorama Drive, Springfield
Decision Date - 9/09/2019		Decision - Approved	Authority - Acting Team Co-ordinator Engineerng
5542/2019/OW	OW	Rate 3 Streetlighting - Kalina Stage 6	7008 Panorama Drive, Springfield
Decision Date - 11/09/2019		Decision - Approved	Authority - Acting Team Co-ordinator Engineerng
5550/2019/OW	OW	Earthworks, Stormwater, Pavement Works & Landscaping Works	86 Raceview Street, Raceview
Decision Date - 10/09/2019		Decision - Approved	Authority - Team Co-ordinator Engineering
5564/2019/OW	OW	Road Work, Stormwater and Earthworks	70 Brisbane Road, East Ipswich
Decision Date - 13/09/2019		Decision - Approved	Authority - Team Co-ordinator Engineering
5679/2019/OW	OW	Rate 3 Streetlighting - Eden's Crossing Stage 14	7003 Mount Juillerat Drive, Redbank Plains
Decision Date - 16/09/2019		Decision - Approved	Authority - Acting Team Co-ordinator Engineerng
5952/2019/OW	OW	Operational Works - Bushland Management Plan	21-25 North High Street, Brassall
Decision Date - 16/09/2019		Decision - Approved	Authority - Team Co-ordinator Environment
6122/2019/OW	OW	Earthworks	143 Aspect Way, Karalee
Decision Date - 9/09/2019		Decision - Approved	Authority - Team Co-ordinator Engineering
6127/2019/OW	OW	Earthworks	25 Riversleigh Court, Karalee
Decision Date - 9/09/2019		Decision - Approved	Authority - Team Co-ordinator Engineering
6171/2019/OW	OW	Earthwork, Drainage Work and Stormwater	65 South Station Road, Booval
Decision Date - 24/10/2019		Decision - Approved	Authority - Team Co-ordinator Engineering
6174/2019/OW	OW	Linear Park - Rehabilitation	7001 Isabella Street, Collingwood Park
Decision Date - 29/10/2019		Decision - Approved	Authority - Team Co-ordinator Environment
6297/2019/OW	OW	Rate 3 Streetlighting - Torhaven Estate	13-37 Andy Way, Deebing Heights
Decision Date - 15/10/2019		Decision - Approved	Authority - Senior Development Engineer
6407/2019/OW	OW	Earthworks	13-37 Andy Way, Deebing Heights
Decision Date - 24/10/2019		Decision - Approved	Authority - Team Co-ordinator Engineering
6415/2019/OW	OW	Rate 3 Streetlighting – Cadence Stage 1B	145 Binnies Road, Ripley
Decision Date - 16/10/2019		Decision - Approved	Authority - Team Co-ordinator Engineering

Application No	Type	Application Details	Primary Property Location
6467/2019/OW	OW	Rate 3 Streetlighting - Edens Crossing Mt Juillerat Drive Phase 4	7002 Unnamed Road, Swanbank
Decision Date - 10/10/2019		Decision - Approved	Authority - Team Co-ordinator Engineering
6498/2019/OW	OW	Landscaping	90 Parkland Drive, Springfield Central
Decision Date - 13/09/2019		Decision - Approved	Authority - Team Co-ordinator Engineering
6679/2019/OW	OW	Road work, Stormwater, Drainage work and Earthworks - Kalina Stage 16	7008 Panorama Drive, Springfield
Decision Date - 3/10/2019		Decision - Approved	Authority - Team Co-ordinator Engineering
6681/2019/OW	OW	Landscaping - Woodlinks Village Stage 16	7001 Collingwood Drive, Collingwood Park
Decision Date - 16/09/2019		Decision - Approved	Authority - Acting Team Co-ordinator Engineerng
6683/2019/OW	OW	Landscaping - Woodlinks Stage 16	7001 Collingwood Drive, Collingwood Park
Decision Date - 23/09/2019		Decision - Approved	Authority - Team Co-ordinator Engineering
6809/2019/OW	OW	Landscaping	51 Springfield Parkway, Springfield
Decision Date - 27/09/2019		Decision - Approved	Authority - Team Co-ordinator Engineering
6908/2019/OW	OW	Rate 3 Streetlighting - Edens Crossing Stage 12	7003 Mount Juillerat Drive, Redbank Plains
Decision Date - 29/10/2019		Decision - Approved	Authority - Team Co-ordinator Engineering
7099/2019/OW	OW	Stormwater and Earthworks	55 Mica Street, Carole Park
Decision Date - 22/10/2019		Decision - Approved	Authority - Team Co-ordinator Engineering
7199/2019/OW	OW	Landscaping	200-204 Jones Road, Bellbird Park
Decision Date - 3/10/2019		Decision - Approved	Authority - Team Co-ordinator Engineering
7892/2019/OW	OW	Stormwater, Earthworks & Landscaping	1 Main Street, Springfield Central
Decision Date - 29/10/2019		Decision - Approved	Authority - Team Co-ordinator Engineering
8135/2019/OW	OW	Landscaping	7004 Panorama Drive, Springfield
Decision Date - 14/10/2019		Decision - Approved	Authority - Team Co-ordinator Engineering
8213/2019/OW	OW	Stormwater, Drainage Work and Earthworks	1 Main Street, Springfield Central
Decision Date - 29/10/2019		Decision - Approved	Authority - Team Co-ordinator Engineering
OD	**Other Development**		
3004/2019/OD	OD	Advertising Device	51 Springfield Parkway, Springfield
Decision Date - 13/09/2019		Decision - Approved - Negotiated Decision Approved	Authority - Team Co-ordinator East
4367/2019/OD	OD	Advertising Device - One (1) Pylon Sign	22 Queen Street, Goodna
Decision Date - 24/09/2019		Decision - Approved	Authority - Team Co-ordinator East
4867/2019/OD	OD	Multiple Advertising Devices	11-13 Commercial Drive, Springfield
Decision Date - 18/09/2019		Decision - Approved	Authority - Team Co-ordinator East
6343/2019/OD	OD	Advertising Device - Sixteen (16) devices	7003 Mount Juillerat Drive, Redbank Plains
Decision Date - 15/10/2019		Decision - Approved	Authority - Team Co-ordinator Central
6777/2019/OD	OD	Carrying out building work not associated with a material change of use - Storag Shed	22 Old Toowoomba Road, One Mile
Decision Date - 4/09/2019		Decision - Approved	Authority - Senior Planner (Development)
7141/2019/OD	OD	Advertising Device - One (1) LED Sign	86 Raceview Street, Raceview
Decision Date - 16/09/2019		Decision - Approved	Authority - Senior Planner (Development)
7172/2019/OD	OD	Carrying out building work not associated with a Material change of use - Carpo	35 Chubb Street, One Mile

Application No	Type	Application Details	Primary Property Location
Decision Date - 6/09/2019		Decision - Approved	Authority - Senior Planner (Development)
7372/2019/OD	OD	Carrying out building work not associated with a material change of use (Shade Structure)	170-174 Cobalt Street, Carole Park
Decision Date - 26/09/2019		Decision - Approved	Authority - Team Co-ordinator East
7490/2019/OD	OD	Carrying out building work not associated with a material change of use: Carpor within an Urban Catchment Flow Path	8 Allan Street, Goodna
Decision Date - 16/09/2019		Decision - Approved	Authority - Team Co-ordinator East
7639/2019/OD	OD	Advertising Device - One (1) Billboard	2 Alesana Drive, Bellbird Park
Decision Date - 16/10/2019		Decision - Approved	Authority - Senior Planner (Development)
7735/2019/OD	OD	Carrying out building work not associated with a material change of use - Extension to a Single Residential in a Character Zone -(Renovation/Extension tc Existing Dwelling and New Carport)	6 Boundary Street, Bundamba
Decision Date - 30/10/2019		Decision - Approved	Authority - Senior Planner (Development)
7930/2019/OD	OD	Carrying out Building Work not associated with a Material Change of Use - Extension to a Single Residential in a Character Zone (Front Stairs, Ensuite Extension and Internal Changes)	18 Bowen Street, Woodend
Decision Date - 16/10/2019		Decision - Approved	Authority - Senior Planner (Development)
8042/2019/OD	OD	Advertising Devices - One (1) Existing Pylon Sign, Seven (7) Existing Wall Sign: - Revision of Existing Signs	1/1 Springfield Lakes Boulevard, Springfield Lakes
Decision Date - 22/10/2019		Decision - Approved	Authority - Senior Planner (Development)
8110/2019/OD	OD	Carrying out building work not associated with a material change of use - Alterations to a Single Residential Affected by a Development Constraints Overlay (Urban Catchment Flow Path)	10 Chamberlain Street, Sadliers Crossing
Decision Date - 23/10/2019		Decision - Approved	Authority - Senior Planner (Development)
8304/2019/OD	OD	Building Work not Associated with a Material Change of Use - Extension to a Single Residential in a Character Zone (Rear Deck)	105 Thorn Street, Ipswich
Decision Date - 23/10/2019		Decision - Approved	Authority - Senior Planner (Development)
8412/2019/OD	OD	Three (3) Advertising Devices	90 Woodend Road, Woodend
Decision Date - 24/10/2019		Decision - Approved	Authority - Senior Planner (Development)
8590/2019/OD	OD	Carrying out building work not associated with a material change of use - Extension to Existing Dwelling	102A Moores Pocket Road, Moores Pocket
Decision Date - 17/10/2019		Decision - Approved	Authority - Senior Planner (Development)
8920/2019/OD	OD	Carrying out Building Work not Associated with a Material Change of Use - Carport in a Character Zone	75 Glebe Road, Silkstone
Decision Date - 30/10/2019		Decision - Approved	Authority - Senior Planner (Development)

MAPDA	PDA Amendment Application		
2834/2019/MAPDA/A	MAPDA	Amendment Application - Priority Development Area Material Change of Use - Plan of Develpoment (Houses and Multiple Residentia Reconfiguring a Lot - Two Hundred and Eighty-Two (282) Lots Operational Works - Bulk Earthworks and Vegetation Clearing	145 Binnies Road, Ripley

Application No	Type	Application Details	Primary Property Location
Decision Date - 4/10/2019		Decision - Approved	Authority - Acting Team Co-ordinator West
7565/2017/MAPDA/CMAPDA		Amendment Application - PDA Development Permit for a Reconfiguration of a Lot with a Plan of Developn nt in respect of land located at 7001 Rhea de Wit Drive, Ripley, described as pa of Lot 901 SP300893	7001 Rhea De Wit Drive, Ripley
Decision Date - 1/10/2019		Decision - Approved	Authority - Acting Team Co-ordinator West
PDA	**Priority Development Area**		
5977/2019/PDA	PDA	Reconfiguring a Lot - Three (3) Lots into Six (6) Lots	7003 Bayliss Road, South Ripley
Decision Date - 9/09/2019		Decision - Approved	Authority - Team Co-ordinator Central
6228/2019/PDA	PDA	Operational Works – Vegetation Clearing Cadence Ripley Trunk Sewer	136-158 Daleys Road, Ripley
Decision Date - 10/10/2019		Decision - Approved	Authority - Team Co-ordinator Environment
6742/2019/PDA	PDA	Reconfiguring a Lot - Two (2) Lots into Two (2) Lots	728 Ripley Road, Ripley
Decision Date - 15/10/2019		Decision - Approved	Authority - Senior Planner (Development)
9904/2017/PDA	PDA	Amendment Application - Reconfiguring a Lot (1 Lot into 140 Residential Lots, 3 Balance Lots and a Park Lot) with Plan of Development (POD) for Houses (140 Dwellings) and Display Home, Sales Office and Advertising Devices	Lot 207 Unnamed Road, Deebing Heights
Decision Date - 23/10/2019		Decision - Approved	Authority - Team Co-ordinator West
RAL	**Reconfiguring a Lot**		
10233/2018/RAL	RAL	Reconfiguring a Lot - One (1) Lot into Three (3) Lots	102-108 Meier Road, Camira
Decision Date - 16/09/2019		Decision - Approved	Authority - Team Co-ordinator East
1987/2019/RAL	RAL	Reconfiguring a Lot - One (1) Lot into Four (4) Lots	66 Bertha Street, Goodna
Decision Date - 10/09/2019		Decision - Approved	Authority - Acting Development Planning Manager
3537/2018/RAL	RAL	Reconfiguring a Lot - One (1) Lot into Two (2) Lots	50 Chermside Road, Eastern Heights
Decision Date - 29/08/2019		Decision - Approved	Authority - Senior Planner (Development)
3682/2019/RAL	RAL	Reconfiguring a Lot - One (1) Lot into Two (2) Lots	22 Birdwood Street, North Ipswich
Decision Date - 13/09/2019		Decision - Approved - Negotiated Decision Approved	Authority - Senior Planner (Development)
4404/2019/RAL	RAL	Reconfiguring a Lot - Two (2) Lots into Three (3) Lots and Access Easement	25 Hayes Street, Brassall
Decision Date - 30/08/2019		Decision - Approved	Authority - Senior Planner (Development)
4429/2018/RAL	RAL	Reconfiguring One (1) Lot into Sixteen (16) Twenty-One (21) Lots, plus New Ro and Drainage Reserve	228-230 Jones Road, Bellbird Park
Decision Date - 1/10/2019		Decision - Approved - Negotiated Decision Approved	Authority - Acting Team Co-ordinator Central
4717/2019/RAL	RAL	Reconfigure a Lot - One (1) Lot into Three (3) Lots	71 Cudgee Street, Redbank Plains
Decision Date - 19/09/2019		Decision - Approved	Authority - Senior Planner (Development)
Decision Date - 28/10/2019		Decision - Approved - Negotiated Decision Approved	Authority - Senior Planner (Development)
4833/2019/RAL	RAL	Reconfiguring a Lot - One (1) Lot into Five (5) Lots and access easement	34-36 Willow Road West, Redbank Plains
Decision Date - 9/10/2019		Decision - Approved	Authority - Team Co-ordinator Central
5257/2019/RAL	RAL	Reconfiguring a Lot - Boundary Realignment - Two (2) into Two (2) Lots	99 Raceview Street, Raceview
Decision Date - 27/09/2019		Decision - Approved	Authority - Senior Planner (Development)
5431/2019/RAL	RAL	Reconfiguring a Lot - One (1) Lot into Two (2) Lots	99 Windle Road, Brassall

Application No	Type	Application Details	Primary Property Location
Decision Date - 18/10/2019		Decision - Approved	Authority - Senior Planner (Development)
6220/2019/RAL	RAL	Reconfiguring a Lot - One (1) Lot into Two (2) Lots	20 Alice Street, Goodna
Decision Date - 9/10/2019		Decision - Approved	Authority - Senior Planner (Development)
6413/2019/RAL	RAL	Reconfiguring a Lot - One (1) Lot into Two (2) Lots	32-34 Stuart Street, Barellan Point
Decision Date - 9/10/2019		Decision - Approved	Authority - Senior Planner (Development)
7005/2018/RAL	RAL	Reconfiguring a lot - boundary realignment - two (2) lots into two (2) lots	3188 Cunningham Highway, Willowbank
Decision Date - 26/09/2019		Decision - Refused	Authority - Acting Team Co-ordinator West
7128/2019/RAL	RAL	Reconfiguring a Lot - Two (2) Lots into Three (3) Lots	3 Pilny Street, Camira
Decision Date - 6/09/2019		Decision - Approved	Authority - Senior Planner (Development)
7884/2019/RAL	RAL	Reconfiguring a Lot - Boundary Realignment (Two (2) Lots into Two Lots (2))	43 Jacaranda Drive, Yamanto
Decision Date - 24/10/2019		Decision - Approved	Authority - Senior Planner (Development)
8265/2019/RAL	RAL	Reconfiguring a Lot - Boundary Realignment - Two (2) Lots into Two (2) Lots	524 Tallegalla Road, Tallegalla
Decision Date - 28/10/2019		Decision - Approved	Authority - Senior Planner (Development)
NAME	**Road/Place/Park/Bridge Naming**		
1385/2019/NAME/A	NAME	Naming of 1 new road	50 Weedman Street, Redbank
Decision Date - 3/10/2019		Decision - Approved	Authority - Senior Development Planning Compliance Offic
1604/2011/NAME/A	NAME	Road Naming Continuation of an Existing Road	10 Rarma Street, Brassall
Decision Date - 25/10/2019		Decision - Approved	Authority - Senior Development Planning Compliance Offic
40/2015/NAME/Q	NAME	Road Naming (Parkway for Stages 56A and 35C)	7002 Bayliss Road, South Ripley
Decision Date - 30/10/2019		Decision - Approved	Authority - Senior Development Planning Compliance Offic
40/2015/NAME/R	NAME	Park Naming	7001 Splendid Drive, South Ripley
Decision Date - 29/10/2019		Decision - Approved	Authority - Senior Development Planning Compliance Offic
5996/2017/NAME/A	NAME	1 Park Naming Continuation and 1 Road Naming Continuation	7002 Fernbrooke Boulevard, Redbank Plains
Decision Date - 25/09/2019		Decision - Approved	Authority - Senior Development Planning Compliance Offic
8209/2016/NAME/A	NAME	Road Naming - Village 15, Springfield Rise	7001 Sinnathamby Boulevard, Spring Mountain
Decision Date - 19/09/2019		Decision - Approved	Authority - Senior Development Planning Compliance Offic
9140/2016/NAME/E	NAME	Park Naming	7002 Ripley Road, Ripley
Decision Date - 18/10/2019		Decision - Approved	Authority - Senior Development Planning Compliance Offic
9665/2017/NAME/A	NAME	Private Road Naming	1 Cowie Street, Deebing Heights
Decision Date - 18/10/2019		Decision - Approved	Authority - Senior Planner (Development)
SSP	**Signing of Subdivision Plan**		
1005/2017/SSP/A	SSP	Lot 151 on SP312111	209A Westphalen Drive, Riverview
Decision Date - 18/09/2019		Decision - Approved	Authority - Senior Development Planning Compliance Offic
1051/2015/SSP/A	SSP	Lots 21 & 22 on SP281009	11 Old Logan Road, Gailes
Decision Date - 29/08/2019		Decision - Approved	Authority - Senior Development Planning Compliance Offic
1448/2017/SSP/A	SSP	Lots 8, 600 and 700 on SP303717	7004 Sinnathamby Boulevard, Springfield Central
Decision Date - 11/09/2019		Decision - Approved	Authority - Senior Development Planning Compliance Offic
1614/2016/SSP/D	SSP	Lots 101-108, 121-128, 139-146, 157-164 & 600 on SP307452	7001 Baird Circuit, Redbank Plains

Application No	Type	Application Details	Primary Property Location
Decision Date - 18/09/2019		Decision - Approved	Authority - Senior Development Planning Compliance Offic
1837/2007/SSP/S	SSP	Plan of Easements on SP309812	130 Bognuda Street, Bundamba
Decision Date - 6/09/2019		Decision - Approved	Authority - Senior Development Planning Compliance Offic
2075/2017/SSP/A	SSP	Lots 1 - 3 on SP311676	24-30 Meier Road, Camira
Decision Date - 4/10/2019		Decision - Approved	Authority - Senior Development Planning Compliance Offic
2359/2017/SSP/A	SSP	Lots 1-40, 501 and 901-904 on SP306711	7001 Keidges Road, Augustine Heights
Decision Date - 17/10/2019		Decision - Approved	Authority - Senior Development Planning Compliance Offic
2601/2019/SSP/A	SSP	Lots 1 and 2 on SP313451	23 Ishmael Road, Camira
Decision Date - 13/09/2019		Decision - Approved	Authority - Senior Development Planning Compliance Offic
3081/2015/SSP/A	SSP	Lots 101 and 102 on SP286242	21 Glen Fairlie Avenue, Redbank Plains
Decision Date - 23/09/2019		Decision - Approved	Authority - Senior Development Planning Compliance Offic
3105/2016/SSP/B	SSP	Lots 236-252, 259, 260, 270, 274, 275, 294-299, 808 & 2001 on SP303713 Waterlea - Stage 3B	7001 Rohl Road, Walloon
Decision Date - 10/09/2019		Decision - Approved	Authority - Senior Development Planning Compliance Offic
4280/2015/SSP/A	SSP	Lots 367-372, 428-447, 802-804, 5007 & 7002 on SP307776	7001 Collingwood Drive, Collingwood Park
Decision Date - 15/10/2019		Decision - Approved	Authority - Senior Development Planning Compliance Offic
4350/2007/SSP/A	SSP	Lot 3 on SP311797	1061-1099 Karrabin Rosewood Road, Rosewood
Decision Date - 4/09/2019		Decision - Approved	Authority - Senior Development Planning Compliance Offic
5477/2019/SSP	SSP	Lots 38-47 & 902 on SP311972 Lots 20-37 on SP311973 Grace Street Estate - Stage 3 & 4	7001 Grace Street, Wulkuraka
Decision Date - 28/10/2019		Decision - Approved	Authority - Senior Development Planning Compliance Offic
Decision Date - 2/10/2019		Decision - Approved	Authority - Senior Development Planning Compliance Offic
5572/2018/SSP/A	SSP	Lots 1 - 3 on SP268084	353 Brisbane Street, West Ipswich
Decision Date - 30/09/2019		Decision - Approved	Authority - Senior Development Planning Compliance Offic
5815/2015/SSP/A	SSP	Lots 20-27 and 200 on SP300858	55-63 Holt Street, Brassall
Decision Date - 4/09/2019		Decision - Approved	Authority - Senior Development Planning Compliance Offic
5825/2015/SSP/A	SSP	Standard - Lot 8 on SP309797 Building - Lots 24 & 25 on SP309798	1 Springfield Lakes Boulevard, Springfield Lakes
Decision Date - 9/09/2019		Decision - Approved	Authority - Senior Development Planning Compliance Offic
5883/2013/SSP/C	SSP	Lots 42, 43, 45-51, Easements B-G in Lots 45-50 and Easements H and J in Lo 51 on SP291574	7001 Berrigan Street, Redbank Plains
Decision Date - 17/09/2019		Decision - Approved	Authority - Senior Development Planning Compliance Offic
6355/2018/SSP/D	SSP	Lots 3030-3090, 3213, 3243-3249, 3268-3280, 3289-3299, 3268-3386 and 902 on SP303691	7003 Grande Avenue, Spring Mountain
Decision Date - 30/10/2019		Decision - Approved	Authority - Senior Development Planning Compliance Offic
683/2016/SSP/B	SSP	Lots 1-4, 6, 7 & 101 on SP309337	7001 Robert Smith Street, Redbank
Decision Date - 3/10/2019		Decision - Approved	Authority - Senior Development Planning Compliance Offic
6913/2017/SSP/A	SSP	Lots 19 and 20 on SP303339	20 River Road, Bundamba
Decision Date - 9/09/2019		Decision - Approved	Authority - Senior Development Planning Compliance Offic

Application No	Type	Application Details	Primary Property Location
6928/2017/SSP/A	SSP	Lots 1 & 2 on SP310017	28 Lusitania Street, Newtown
Decision Date - 12/09/2019		Decision - Approved	Authority - Senior Development Planning Compliance Offic
7237/2019/SSP	SSP	Plan of New Road SP312646	10-12 Boscawan Crescent, Bellbird Park
Decision Date - 9/09/2019		Decision - Approved	Authority - Senior Development Planning Compliance Offic
7342/2008/SSP/D	SSP	Lots 70-101 and 904 on SP309211	7001 Diamantina Boulevard, Brassall
Decision Date - 22/10/2019		Decision - Approved	Authority - Senior Development Planning Compliance Offic
7348/2019/SSP	SSP	Lot 8 on SP309797	29/1 Springfield Lakes Boulevard, Springfield Lakes
Decision Date - 9/09/2019		Decision - Approved	Authority - Senior Development Planning Compliance Offic
7349/2019/SSP	SSP	Lots 24 & 25 on SP309798	29/1 Springfield Lakes Boulevard, Springfield Lakes
Decision Date - 9/09/2019		Decision - Approved	Authority - Senior Development Planning Compliance Offic
7402/2019/SSP	SSP	Lots 1 and 2 on SP313105	22 Finimore Street, Tivoli
Decision Date - 14/10/2019		Decision - Approved	Authority - Senior Development Planning Compliance Offic
7924/2009/SSP/B	SSP	Lots 337-412, 804, 805, 906 & 1000 on SP308450 Stage 7	133 Mullins Street, Collingwood Park
Decision Date - 11/09/2019		Decision - Approved	Authority - Senior Development Planning Compliance Offic
8209/2016/SSP/F	SSP	Lots 1550-1567, 4100, 9021 and 9022 on SP307625	7002 Dublin Avenue, Spring Mountain
Decision Date - 13/09/2019		Decision - Approved	Authority - Senior Development Planning Compliance Offic
8209/2016/SSP/G	SSP	Lots 1517, 1518, 1544-1549, 1581-1597 and 4100 on SP307626	7002 Dublin Avenue, Spring Mountain
Decision Date - 16/10/2019		Decision - Approved	Authority - Senior Development Planning Compliance Offic
8854/2019/SSP	SSP	Lots 1 and 2 on SP316178	3 Harvest Street, Redbank Plains
Decision Date - 30/10/2019		Decision - Approved	Authority - Senior Development Planning Compliance Offic
9137/2018/SSP/A	SSP	Lots 14 and 15 on SP308678	11 Taylor Street, Dinmore
Decision Date - 28/10/2019		Decision - Approved	Authority - Senior Development Planning Compliance Offic
9599/2018/SSP/A	SSP	Lots 20 & 21 on SP313102	108 Dances Road, Mount Marrow
Decision Date - 4/10/2019		Decision - Approved	Authority - Senior Development Planning Compliance Offic
9976/2018/SSP/A	SSP	Lots 44 & 45 on SP313092	83-85 Cochrane Street, Camira
Decision Date - 18/10/2019		Decision - Approved	Authority - Senior Development Planning Compliance Offic
SSPRV	**Signing of Subdivision Plan (Ripley)**		
40/2015/SSPRV/S	SSPRV	Lots of 1447-1454, 1464-1473, 1566-1572, 1575-1577, 7042 on SP304372	111-167 Barrams Road, South Ripley
Decision Date - 5/09/2019		Decision - Approved	Authority - Senior Development Planning Compliance Offic
40/2015/SSPRV/T	SSPRV	Lots 3049-3055 & 7043 on SP307628	7004 Bayliss Road, South Ripley
Decision Date - 30/10/2019		Decision - Approved	Authority - Senior Development Planning Compliance Offic
7932/2019/SSPRV	SSPRV	Lots 4731 and 4732 on SP305235	116 Joy Chambers Circuit, Ripley
Decision Date - 9/10/2019		Decision - Approved	Authority - Senior Development Planning Compliance Offic
8317/2016/SSPRV/A	SSPRV	Lots 1 & 372 on SP313100	65 Mcguires Hut Road, South Ripley
Decision Date - 24/09/2019		Decision - Approved	Authority - Team Co-ordinator Development Compliance
8680/2019/SSPRV	SSPRV	Lots 1,2 on SP303650	30 Bradfield Street, Ripley
Decision Date - 29/10/2019		Decision - Approved	Authority - Senior Development Planning Compliance Offic
8713/2019/SSPRV	SSPRV	Lots 1 and 2 on SP306087	2 Coolah Street, South Ripley

Application No	Type	Application Details	Primary Property Location
Decision Date - 24/10/2019		Decision - Approved	Authority - Senior Planner (Development)
9140/2016/SSPRV/H	SSPRV	Lots 660-671, 690-698, 900-903, 1008 & 2002 on SP311775 Easements A and B on SP 311776	7002 Ripley Road, Ripley
Decision Date - 24/10/2019		Decision - Approved	Authority - Senior Development Planning Compliance Offic
SPSR	**Superseded Planning Scheme Request**		
6637/2019/SPSR	SPSR	Superseded Planning Scheme Request - Thirteen (13) Lots - Dwelling and Auxiliary Unit	1 Meiklejohn Circuit, Collingwood Park
Decision Date - 3/09/2019		Decision - Approved	Authority - Senior Planner (Development)
6901/2019/SPSR	SPSR	Superseded Planning Scheme Request - Fourteen (14) Lots -Dwelling and Auxiliary Units	7001 Collingwood Drive, Collingwood Park
Decision Date - 29/08/2019		Decision - Approved	Authority - Senior Planner (Development)
7474/2019/SPSR	SPSR	Superseded Planning Scheme Request - Single Residential Dwelling with Auxiliary Unit	5 Jones Street, Bundamba
Decision Date - 2/10/2019		Decision - Approved	Authority - Senior Planner (Development)
7636/2019/SPSR	SPSR	Superseded Planning Scheme Request - Single Residential Dwellings with Auxiliary Units	103-107 Willow Road, Redbank Plains
Decision Date - 27/09/2019		Decision - Approved	Authority - Senior Planner (Development)
7637/2019/SPSR	SPSR	Superseded Planning Scheme Request - Single Residential Dwellings with Auxiliary Units	109-115 Willow Road, Redbank Plains
Decision Date - 27/09/2019		Decision - Approved	Authority - Senior Planner (Development)
7682/2019/SPSR	SPSR	Superseded Planning Scheme Request - Single Residential with Auxiliary Unit	69 Caribou Drive, Brassall
Decision Date - 22/10/2019		Decision - Approved	Authority - Senior Planner (Development)
7693/2019/SPSR	SPSR	Superseded Planning Scheme Request - Single Residential with Auxiliary Unit	74 Mullins Street, Redbank Plains
Decision Date - 10/10/2019		Decision - Approved	Authority - Senior Planner (Development)
7890/2019/SPSR	SPSR	Superseded Planning Scheme Request - Single Residential with Auxiliary Unit x	24 Marginson Street, Leichhardt
Decision Date - 27/09/2019		Decision - Approved	Authority - Senior Planner (Development)
7912/2019/SPSR	SPSR	Superseded Planning Scheme Request - Single Residential with Auxiliary Unit	14-16 Samantha Street, Redbank Plains
Decision Date - 1/10/2019		Decision - Approved	Authority - Senior Planner (Development)
7996/2019/SPSR	SPSR	Superseded Planning Scheme Request - Single Residential with Auxiliary Unit	55 Holt Street, Brassall
Decision Date - 15/10/2019		Decision - Approved	Authority - Senior Planner (Development)
8027/2019/SPSR	SPSR	Superseded Planning Scheme Request - Single Residential with Auxiliary Unit	6 Weldon Street, North Ipswich
Decision Date - 9/10/2019		Decision - Approved	Authority - Senior Planner (Development)
8066/2019/SPSR	SPSR	Superseded Planning Scheme Request - Single Residential Dwelling with Auxiliary Unit	33 Conifer Avenue, Brassall
Decision Date - 9/10/2019		Decision - Approved	Authority - Senior Planner (Development)
8175/2019/SPSR	SPSR	Superseded Planning Scheme Request - Single Residential	7001 Rangeview Drive, Flinders View
Decision Date - 9/10/2019		Decision - Approved	Authority - Senior Planner (Development)
8283/2019/SPSR	SPSR	Superseded Planning Scheme Request - Twenty-One (21) Lots -Dwelling and Auxiliary Units	228-230 Jones Road, Bellbird Park
Decision Date - 15/10/2019		Decision - Approved	Authority - Senior Planner (Development)

Application No	Type	Application Details	Primary Property Location
8474/2019/SPSR	SPSR	Superseded Planning Scheme Request - Two Hundred Twenty-Five (225) Lots Dwelling and Auxiliary Units	7001 Collingwood Drive, Collingwood Park
Decision Date - 24/10/2019		Decision - Approved	Authority - Senior Planner (Development)
8518/2019/SPSR	SPSR	Superseded Planning Scheme Request - Auxiliary Unit	36 Greasley Street, Tivoli
Decision Date - 17/10/2019		Decision - Approved	Authority - Senior Planner (Development)
8526/2019/SPSR	SPSR	Superseded Planning Scheme Request - Single Residential and Auxiliary Dwellings	83 Berrigan Street, Redbank Plains
Decision Date - 17/10/2019		Decision - Approved	Authority - Senior Planner (Development)
8530/2019/SPSR	SPSR	Superseded Planning Scheme Request	31 Tindle Street, Redbank Plains
Decision Date - 30/10/2019		Decision - Approved	Authority - Senior Planner (Development)
8693/2019/SPSR	SPSR	Superseded Planning Scheme Request - Single Residential Dwelling with Auxiliary Unit	7001 Rawlings Road, Deebing Heights
Decision Date - 18/10/2019		Decision - Approved	Authority - Senior Planner (Development)
8695/2019/SPSR	SPSR	Superseded Planning Scheme Request - Nine (9) Current Lots and Fifteen (15) Future Lots - Dwelling and Auxiliary Units	23 Locke Crescent, Redbank Plains
Decision Date - 28/10/2019		Decision - Approved	Authority - Senior Planner (Development)