

**10.1 ASSET MANAGEMENT AND SUSTAINABILITY STRATEGY (AMSS) IMPLEMENTATION PLAN**

- Attachments:**
1. **AMSS Implementation Plan – Short Term Deliverables**
  2. **PoaP – Sports and Recreation Facilities Plan**

**RECOMMENDATION:**

**That Council:**

**1. RECEIVES**

- 1.1 **The Implementation Plan for short term actions in the Asset Management and Sustainability Strategy.**
- 1.2 **The Project on a Page for the Sport and Recreation Facilities Plan.**

**PURPOSE OF REPORT:**

For Council to receive the Asset Management and Sustainability Strategy (AMSS) Implementation Plan for short term actions and a project plan for the Sport and Recreation Facilities Plan, as requested by Council at the November Ordinary Council Meeting.

**BACKGROUND:**

The AMSS provides detailed and technical guidance around the planning, management and provision of the City's assets. The Strategy was endorsed at the Ordinary Council meeting on the 16<sup>th</sup> November 2021 and Council resolved in part as follows:-

*"3. REQUESTS the CEO prepares a detailed Implementation plan for short term actions in the Asset management and Sustainability Strategy to present to the December 2021 Council Meeting.*

*4. REQUESTS the CEO include a project plan for the Sport and Recreation facilities plan as part of the implementation plan for the Asset management and Sustainability Strategy. "*

This report is provided in response to these resolutions of Council.

**DETAILS:**

Administration has prepared an Implementation Plan for the short term actions in the AMSS (Attachment 1) and updated the Project on a Page for the Sport and Recreation Facilities Plan (Attachment 2).

**CONSULTATION/ADVERTISING:**

None

**LEGAL/POLICY:**

The AMSS is part of the Integrated Planning and Reporting Framework as recommended in the Department of Local Government Sports and Cultural Industries Integrated Planning and Reporting: Asset Management Guidelines.

**RISK MANAGEMENT IMPLICATIONS**

Low: It is low risk for Council to receive the plans attached to this report.

**STRATEGIC IMPLICATIONS:**

This is in keeping with the City's *Strategic Community Plan 2018-2028*:

Enhanced Environment

*Our parks and reserves are maintained, enhanced and well utilised.*

Accessible City

*We have better integrated all modes of transport and increased services through the City.*

Connected Community

*Our community facilities and spaces are well known and well used.*

Thriving Places

*Our physical assets are efficiently and effectively managed and maintained.*

Sensitive Design

*Our built form character and heritage is protected and enhanced.*

Innovative and Accountable

*Our resources and assets are planned and managed in an efficient and sustainable manner.*

**SUSTAINABILITY IMPLICATIONS:**

This is in keeping with the following key sustainability outcomes of the *City's Sustainable Environment Strategy 2019-2024*.

*Sustainable Energy Use/Greenhouse Gas Emission Reduction*

**PUBLIC HEALTH IMPLICATIONS:**

This is in keeping with the following priority health outcomes of the *City's Public Health Plan 2020-2025*:

*Increased physical activity*

**FINANCIAL/BUDGET IMPLICATIONS:**

The cost of each element of the AMSS Implementation Plan is not budgeted but will be budgeted at next budget review. The cost of the development of the Sport and Recreation Facilities Plan is contained in the current budget.

## AMSS IMPLEMENTATION PLAN – SHORT TERM DELIVERABLES ONLY

No.	Action – what we'll do	Deliverable – how we'll do it	Comment	Priority	Funding Allocation
1	Consider and then implement long-term funding scenarios that will close the asset renewal gap and plan for relevant projects that have detailed cost estimates and timelines	<p>Improve the City's Asset Sustainability Ratio restored to a minimum 90% position by 2022/23</p> <p>Consider base position and other long-term financial scenarios and determine preferred option for future planning</p> <p>Consider additional costings for relevant projects listed within the City's CBP that have provided lifecycle costs as part of its detailed cost estimates and timelines. Make informed implementation decisions that link to LTFP projections</p>	<p>This will be considered as part of the new LTFP due for approval in April 2022.</p> <p>This will be considered as part of the new LTFP due for approval in April 2022.</p> <p>This will be considered as part of the new LTFP due for approval in April 2022.</p>	High	As per LTFP (Base Position)
2	Review key asset classes to allocate levels of service (both current and future usage) to provide a framework for asset sustainability and rationalisation going forward	<p>Develop an Asset Prioritisation Plan for Building, Transport and Recreation/Parks that is informed by:</p> <ul style="list-style-type: none"> <li>• Building conditions audit (2018)</li> <li>• Current rationalisation program of works (informed by building conditions audit and condition grading assessments)</li> <li>• Active Reserve Strategic Club Allocation &amp; Facility Rationalisation Plan (feeds into Sports and Recreation Facilities Plan that is in development)</li> <li>• AMPs for Building, Transport and Recreation/Parks</li> </ul> <p>Review, classify and allocate levels of service to all City buildings for current and future usage of assets that incorporates population forecasts and demographic changes and align with SCP priorities (feeds into AMPs)</p>	<p>The Asset Prioritisation Plan for Buildings will be completed by December 2022.</p> <p>The Prioritisation plans for Transport and Parks assets will be completed by December 2023.</p> <p>This deliverable will be undertaken in conjunction with the asset Prioritisation plan for Buildings and will be completed by December 2022.</p>	High	\$80,000
				Medium	\$40,000

## AMSS IMPLEMENTATION PLAN – SHORT TERM DELIVERABLES ONLY

No.	Action – what we'll do	Deliverable – how we'll do it	Comment	Priority	Funding Allocation
3	Work towards best practice in asset management through continuous improvement in asset management processes, capability and maturity	Explore <i>Assetfinda</i> and <i>Civica</i> (Authority) asset management software to replace current asset data storage  Adopt software that improves consistency in asset class use across the organisation	A review of software options will take place in 2022 with a view to budgeting for product purchase and install in 2022/23.  A review of software options will take place in 2022 with a view to budgeting for product purchase and install in 2022/23.	High	Operational
4	Enhance current demand management practices through public consultation and associated measurement of current community service levels	Ensure participatory asset discussions by undertaking a community focus group workshop to understand community value of assets and compare with current service level measurements	This will be scheduled as part of the Asset Prioritisation Plan Process.	High	\$40,000  \$2,000



# PROJECT ON A PAGE

Project Name:		Project Status		Project Manager:	Project Manager:	Start	Finish																	
Sport and Recreation Facilities Plan		Project Planning		Katherine Birch	ED Strategy & Development	01/09/21	30/03/2023																	
Project Code (CBP): CBP No. or to be allocated by Finance		Project Planning		Executive Sponsor:	ED Strategy & Development																			
Asset Class <i>select from drop down</i>		Project Planning		Expenditure Type:	New																			
Infrastructure		Project Planning		Key Impacted Stakeholders																				
Timeframe: weeks		Project Planning		Local sporting clubs & community groups																				
Decision Maker Council		Project Planning		CoV Assets Team																				
Project Classification: Minor		Project Planning		CoV Parks Team																				
% of FTE Time pw (project manager + Team)		Project Planning		CoV Community Partners																				
75%		Project Planning		State Sporting Associations																				
Total FTE cost (estimated):		Project Planning		Key Issues (what has been identified)																				
\$ 42,806.40		Project Planning		* Reserve and facility allocations needs to align with club current size, operations and potential growth. This may not align with clubs historical connection to a venue or facility.																				
Project Cost: (budget)		Project Planning		* Facility and infrastructure maintenance spend needs to be sustainable, reducing impact on budget.																				
40,000		Project Planning		* No current plan for who and when funding should be sourced for facility and infrastructure works. * Reactive & ad-hoc planning of facilities.																				
Account No. (Finance to allocate)		Project Planning																						
		Project Planning																						
Project Milestones and Forecast Expenditure <i>(Optional Phasing and Gantt Charts tabs available)</i>		Comments		2021			2022			2023														
1.	Where are we now? Desk top review, research and information gathering. Initial club, association and state sporting associations online survey and meetings to understand issues and views	Budget		SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR		
		\$40,000																						
2.	Where do we want to be? Further research following findings from "Where are we now?", Further consultation workshops, surveys and meetings with clubs, associations and state sporting associations, Evaluation and review, and scenario development																							
3.	How do we get there? Development of draft plan and recommendations																							
4.	Did we get it right? Draft plan endorsed for consultation, consultation, final report and endorsement																							
5.	Implementation																							
Total		\$40,000																						
How is success measured e.g., timeframe, budget, targets		KPI's, Benefits & Project Success Indicators		Deliverables																				
*Clubs are in suitable facilities for their capacity and growth.																								
*Improved community accessibility to public open space.																								
*Reduced asset maintenance expenditure.																								
*Coordinated facility and infrastructure works program and funding framework, allowing continued, sustainable investment in facilities that require it.																								
*Completion of POS Strategy Key Actions #11: Implement asset renewal & rationalisation in accordance with the broader Asset Management Plan - establish scheduled asset maintenance & renewal programs																								
*A proactive and strategic plan / program for sporting and community facility upgrades.																								
*Completion of POS Strategy Key Actions # 8: Reallocate active reserves to better accommodate sporting club growth trends & improve community accessibility to POS.																								

**Project Success is:**

- \*Active Reserve Strategic Club Allocation Plan - Recommendations and actions which ensure clubs are in suitable facilities for their capacity and growth.
- \*Facility Rationalisation Plan - Reduction in maintenance spend across sport and recreation facilities.
- \*Facility Investment Plan - A prioritised works program, with associated funding processes & opportunities, to directly inform / guide / influence the City's Asset Management Plan, Long-term Financial Plan and Annual Budget processes.

**What happens if we don't do the project?**

- \*Reserve and facility allocations to clubs will not align with current size and operations and consider potential growth.
- \*Facility and infrastructure maintenance spend continues to increase and become unsustainable and impact on City budget.
- \*Key upgrades to facilities will not be identified and prioritised through funding opportunities, resulting in unsafe environments and facilities.

for POS & prepare a POS Upgrade Program'.



**ENHANCED ENVIRONMENT**



**THRIVING PLACES**



**INNOVATIVE & ACCOUNTABLE**

**What's Out of Scope?**

- This program does not cover/include/manage: Passive parks, local open spaces, playgrounds, nature spaces, wetlands, bushland, civic / plaza spaces.