



Building Assets Asset Management Plan June 2018





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Version Control

October	2011	Original Plan
June Budget Report	2012	Section 8 Capital Works Program reviewed
June Budget Report	2013	Section 8 Capital Works Program reviewed





June Budget Report	2014	Section 8 Capital Works Program reviewed
June Budget Report	2015	Section 8 Capital Works Program reviewed
June Budget Report	2016	Section 8 Capital Works Program reviewed
June Budget Report	2017	Section 8 Capital Works Program reviewed
May	2018	First Review of Plan





Section 1

Executive Summary





Executive Summary

1.1 Aim

The aim of Council's asset management planning is to enable Council to demonstrate to the community how its asset portfolio will support service delivery priorities and needs into the future.

Fundamentally, asset management plans are a method of ensuring Council's physical assets are able to support the provision of services to levels that the community expects and can afford. This buildings asset plan answers a series of questions;

- What assets do we have
- What condition are they in
- What works are required
- Do they meet current service requirements
- Do they need current legislative requirements
- Can they meet service requirements into the future
- Do we need to change our assets
- Are there other ways of providing assets
- How do we maintain the assets

This asset management plan provides Council and the community with an analysis of the current status of Council's asset base and the future planning for the assets.





1.2 Assets covered by Management Plan

Building assets covered by this Plan are set out in detail in Appendix 1. This includes the following buildings:

Building	Address	Use
Council Offices & Works Depot	22 Alexandra St	Administration
Early Childhood Health Centre	9 Church St	Baby Health Centre
Gladesville Early Childhood Centre	6 Pittwater Rd	Baby Health Centre
Hunters Hill Pre-school	9 Church St	Childcare Centre
Gladesville Occasional Care	6 Pittwater Rd	Childcare Centre
Henley Long-Day Care	1a-1b Crown St	Childcare Centre
Riverside Pre-school	2a Crown St	Childcare Centre
Fairland Hall	14 Church St	Multi-purpose
Henley Cottage	Crown St	Special use
Hunters Hill Croquet Club	40 Gladesville Rd	Special use
Hunters Hill Respite Care	42 Gladesville Rd	Special use
Gladesville Community Centre	44 Gladesville Rd	Multi-purpose
Gladesville Community Aid	46 Gladesville Rd	Special use
Dwelling	48 Gladesville Rd	Special use
Hunters Hill Sailing Club	Clarkes Point Reserve	Special use
Weil Park Scout Hall	Weil Park	Special use
The Priory	Salter St	Special use

1.3 Values including Replacement & Insurable Values of the Assets

The current estimated value of these assets is:





Asset Group	Values @ 30/06/2016
▪ Land	33,230,00
▪ Buildings	15,035,923
TOTAL	48,265,923

Replacement and insurable values of these assets are included in Appendix 1

1.4 Current Management within Council

Building asset management is carried out within the Work & Services Division of Council.

1.5 Levels of Service

Fundamentally, asset management plans include the setting of levels of services for Council.

At this stage, levels of service are being developed to support Council's strategic goals. These goals have been articulated in the Community Strategic Plan.

Levels of service are intended to;

- inform the community of the proposed type and standard of service to be offered.
- assist with the identification of the costs and benefits of services.
- provide guidance for current and future services to be offered, the manner of the service delivery and definition of the specific levels of service which Council wishes to achieve.

Levels of services are based on;

- strategic and corporate goals
- legislative requirements
- availability of resources and financial environment.

1.6 Future Demand

This asset management plan takes into account the likely future demands on the assets. The main increase in demand will;





- be through increased population
- changed demographic
- increased demand for building (community) facilities.

1.7 Asset Lifecycle Management

Asset lifecycle management enables Council to plan interventions at the optimum stage of an asset's deterioration to enable cost effective extensions of its useful life. The application of appropriate maintenance strategies at optimal stages of the asset's deterioration state enable the useful life to be extended over a considerably longer period than its deterioration curve would indicate.

The lifecycle activities undertaken on an asset are:

- Operations: such as cleaning, which have no effect asset condition, but are necessary to keep the asset appropriately utilised.
- Maintenance: such as painting a building, which maintain the asset's ability to provide the agreed level of service, but does not extend the life of the asset.
- Rehabilitation: such as re-roofing a building, which is significant work, which restores the asset to its original condition.
- Capital Works: such as a new building which creates a new or expanded asset.

The condition of an asset is assessed and given a rating from excellent to poor, depending on its serviceability and expected residual life.

Various strategies can then be developed to improve the condition of the asset according to its assessed priority and available finances.

The setting of strategies and priorities is undertaken giving due consideration to Council's risk management regime. This assists with ensuring that works are undertaken in the areas of highest priority. For example giving priority to buildings with the highest usage.

Building Condition: Good





Town Hall



Valentia St Wharf Shelter

Building Condition: Satisfactory



Henley Cottage



46 Gladesville Rd

Building Condition: Worn





Gladesville Reserve Amenities



Buffalo Creek Amenities

Building Condition: Poor



Henley Cottage Shed

1.8 Financial Planning





This asset management plan provides an estimated long-term financial plan relating to the operation, maintenance, renewal and new asset expenditure for building related assets.

The financial plan is based on the “ideal” expenditure required to keep assets in their current condition or allow for improvement in the overall condition of a group of assets. It is reasonable to assume that as the percentage of the “ideal” decreases to actual expenditure then the condition of the asset will decrease over time. This is the critical decision for Council: at what point is the actual expenditure leading to acceptable level of service/standard of asset.

1.9 Existing Asset Management Practices of Improvement Program

Council is at an early stage in the development of asset management practices. In accordance with the International/Infrastructure Management Manual (IIMM), Council’s practices are of a “basic” level.

Accordingly, an improvement program has been developed and is included in the body of the plan. The three practice categories are:

- processes and methodologies
- information system
- knowledge and data

The successful combination of these practices ensures that the level of service required by the community is provided at the most economical cost.

Council will, over time, needs to determine what level of asset management is practical, affordable and appropriate for its operations. This will be further explained in future asset management plans.





Section 2

Introduction



the municipality of hunter's hill
VALENTIA ST. WHARF
HUNTER'S HILL





Section 2 Introduction

2.1. Background

The integrated planning and reporting reforms, adopted by the State Government in 2009, requires all Councils in NSW to adopt a strong sustainability focus with at least a 10 year strategic business planning framework relative to their Local Government area and activities of their Council.

In the context of the integrated planning reforms, the purpose of asset management planning is to enable Council to demonstrate to the community how its asset portfolio will support service delivery priorities and needs to its community into the future.

Fundamentally, asset management plans are a method of ensuring Council's physical assets are able to support the provision of service to a level of service that the community expects. To achieve this, the plans provide answers to a series of questions:

- What assets do we have
- What condition are they in
- What works are required
- Do they meet current service requirements
- Do they meet current legislative requirements
- Can they meet service requirements into the future
- Do we need to change our assets
- Are there other ways of providing assets
- How do we maintain them.

This plan provides Council and the community with an analysis of the current status of Council's asset base and the future planning for the assets.

2.2 Hunters Hill Council

About Hunters Hill





The Hunters Hill local government area (LGA) is the smallest LGA in metropolitan Sydney covering an area of 6sq km and includes the suburbs of; Gladesville (part), Henley, Hunters Hill, Huntleys Cove, Huntleys Point and Woolwich. Hunters Hill is located 7 kilometres from the Sydney GPO and is bounded by the Lane Cove and Parramatta Rivers, with the road network extending west to Pittwater Road, Gladesville.

The Municipality is predominantly a residential area, including many parks and reserves with very little commercial land use. Hunters Hill is recognised as Australia's oldest garden suburb, with 75% of the Municipality declared a conservation area. The area has a very French feel, with many of the early houses being designed by the Joubert brothers, who used local sandstone and Italian stonemasons.

The original inhabitants of the Hunters Hill area were the Wallumedegal Aboriginal people. European settlement dates from 1795 when land was first farmed, but it wasn't until 1861 when the Municipality of Hunters Hill was officially formed.

Our Vision – Looking to the Future

To protect and enhance the integrity, character and visual amenity of the Hunters Hill local government area through leadership, community involvement and the pursuit of excellence

Our Mission

- We will provide a range of services and program that meet the needs of the community as effectively and economically as possible.
- We will manage the resources of the organisation efficiently and with proper care to achieve the objectives of the Council, in a fair and equitable manner.
- We are committed to providing quality customer service, accurate and consistent advice and timely responsiveness to all requests.
- We will develop and empower staff to achieve excellence and professional satisfaction in the delivery of services.

Our Values

Human capital is essential to the success of the organisation and we strive to attract, retain and develop a committed team that encompasses a workplace culture that values ethical behaviours and safe working practices. Council's internal values reflect the **HEART** of what we do and who we are: **Honesty, Excellence, Accountability, Respect, Teamwork and Safety**. Simply explained, these values will guide our future choices and how we can best add value to the community.

Population Projections

The population of the LGA is approximately 14,000. The population increased by 784 from 2011-2016, a 6% increase (compared to 8% increase in NSW). The largest increase was in 65-80 year olds, 45-55 year





olds and 5-14 year olds. This follows the demographic trend of the aging of the population but also shows an increase in the numbers of “empty nesters” and families with school aged children in the area.

The Municipality has a number of aged accommodation facilities, and has a much larger percentage of over 80 year olds than NSW (7.9% compared to 4.3%).

It is anticipated that the LGA will continue to grow at a similar rate in the next five years with continued infill medium density developments along Victoria Road and other retail centres.

Growth is expected in the older population as a result of the general aging of the population and with the over 60 year old and “empty nesters” attracted closer to the city and into new medium density developments.

The increase in the numbers of young families is also expected to continue with a corresponding increase in children 0-18 years.

Urban consolidation is likely to also see a continued increase in overseas migrants, especially residents from non-English speaking background.

The most recent population projections show a slowing in population growth rate but increases to 14,600 by 2021.

Our community is made up of diverse cultural, socioeconomic, religious and age ranges. The analysis of our Municipality follows many of the NSW demographic trends which reinforce the need for Council to work closely with other state and regional plans and guides.

Council’s current budgetary philosophy

‘Bear in mind that Council is the custodian and trustee of public assets and to effectively account for and manage those assets’ (Section 8 Local Government Act (1993))

Section 403(2) of the Local Government Act (1993) requires Council to include in its Management Plan statements relating to Capital Works projects, asset replacement programs, and sales of assets and activities of a commercial nature undertaken by Council.

These statements are incorporated and integrated into the Financial Plan-Capital Works Program.

Council budgets are constrained by the finite nature of the revenue base and the ongoing commitments to existing programs. In these circumstances, Council has set clear goals of:

1. Practising fiscal restraint
2. Pursuing micro economic reform
3. Concentrating on service outcomes delivered to the community and





4. Value for money

Within this context, the resources allocated to each Department need to be carefully managed in order to achieve the service outcome sought by Council on behalf of the community.

Assets held long-term attract liabilities in terms of the costs for ongoing operation and maintenance, both of which are prodigious and climbing steadily as the stock ages. On the basis of industry norms and the foregoing estimates of replacement value, the annual maintenance and operating cost for public sector assets in this Council is in the range of **\$3-6 million.**

On this basis this liability, which compares to an annual capital works budget of less than **\$1-2 million,** could soon outstrip the Council's capacity to provide infrastructure to ensure new services.

The Council's portfolio of assets is both an investment in the future of the community and a potential source of massive liabilities if not well managed. It is imperative for Local Government at all levels to pay critical attention to aligning infrastructure resources with community needs to provide sustainable levels of service.

It is a continuing and growing concern for all Councils that the growth in urban consolidation, allied with an ever-aging drainage and road infrastructure places an inordinate amount of pressure on these assets. Councils will continue to struggle to fund major maintenance programs while ever the current legislation regime for rating exists and the financial statements are required to record the depreciation levels of roads and drains at rates that are not sustainable.

Total Asset Management is a critical aspect of broader strategic resource planning and is thus part of the planning of all resources required for the delivery of services.

2.3 The Scope of This Plan

This Building Asset Management Plan has been developed to guide and demonstrate Council's responsible and sustainable management of building assets and to communicate strategies and funding required to provide appropriate asset related levels of service.

It is anticipated Council staff, the Council Senior Management Team, elected representatives (Councillors), interest groups, stakeholders and other interested members of the general community may seek to read this Plan.

The specific objectives of this Plan are to:

- Demonstrate responsible and sustainable stewardship of the community's building assets;
- Define and articulate how Council's building assets are and will be managed to achieve the Council's strategic objectives;





- Improve understanding of expected Levels of Service;
- Assist the management of the environmental, financial and public risks of asset failure;
- Provide justification for forward works programs;
- Assist in achieving savings through optimising whole of life costs; and
- Support long term financial planning.

The Plan identifies the future funding requirements and service delivery in the context of:

- Current Levels of Service;
- Forecast future demand for infrastructure and services;
- Current asset performance; and
- Funding constraints.

The Plan supports Council’s aim to put in place “best practice” asset management strategies and practices. In seeking to implement “best practice” asset management strategies and practices Council will continually be developing and improving its knowledge, systems and processes and strategies to ensure it is providing the level of asset management necessary to competently, responsibly and sustainably manage the community’s assets now and into the future.

This is Council’s first review of the Building Asset Management Plan since the original was adopted in 2011.

This plan should be read in conjunction with the Community Facilities Strategic Plan 2009-2029 as prepared by SGL Group in December 2008. SGL was commissioned by Council to address the needs of the community and how the existing building stock could be best utilised to meet community expectations and suggest strategic initiatives for Council to better meet expectations into the future.

Nevertheless, this part of the overall building asset management plan contains similar material to Council’s other asset management plans so it can be a stand-alone document for the management of Council’s building assets.

Section 1 Executive Summary	Summary of asset details, lifecycle management practices and asset management improvement.
Section 2 Introduction	Outline of the purpose and scope of the Plan and how the Plan relates to other key policies and strategies.





Section 3 Levels Of Service	Outline of levels of service and asset performance standards and customer/community expectations and feedback regarding levels of service.
Section 4 Future Demand	Identifies demand trends, factors which may influence demand, forecast changes in demand, impacts and implications of future demand and effects on future planning.
Section 5 Asset Lifecycle Management	Outlines asset details, operations and maintenance and capital planning information and processes, and future directions for the physical management of the assets.
Section 6 Financial Summary	Provides a summary of financial forecasts, expenditure patterns, cash flow and income details.
Section 7 Existing Asset Management Practices	Identifies organisational asset management practices and issues.
Section 8 Appendices	Identifies enhancements and improvements planned to improve the asset management practices and planning process.

2.4 About Asset Management

The International Infrastructure Management Manual 2006 defines Asset Management as

“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”

A broader interpretation appropriately introduces environmental and social considerations into the context.

Asset management includes the creation, acquisition, maintenance, operation, renewal/rehabilitation and disposal of assets.

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 management and infrastructure investment
- Managing risks associated with asset failures
- Sustainable use of physical resources
- Continuous improvement in asset management practices

The Asset Management Plan is a tool combining management, financial, engineering and technical practices to ensure that assets are managed and the level of service required by customers is provided at the most economical cost to the community. The Plan is also intended to protect the environmental and cultural values of the assets providing the service.

An Asset Management Plan is a tactical plan that translates broad strategic goals into specific goals and objectives relevant to a particular activity for the organisation. It may be regarded as a tactical plan for implementing infrastructure related strategies, which arise from the strategic planning process. (Tactical planning involves the development of separate sub-plans that allocate resources (including natural, physical and financial) to achieve strategic goals through meeting defined levels of service).

The scope of the Asset Management Plan relates to the four broad Asset Management Plan inputs and outputs (as illustrated in the diagram at Figure 2.1).

Processes: The processes, analysis and evaluation techniques needed to support effective lifecycle asset management.

Information Systems: The information systems to support asset management processes and manipulate data.

Data: Appropriate, accessible and reliable data for manipulation by information systems to produce the outputs required.

Implementation Practices: Including organisation, commercial, contractual and people issues.



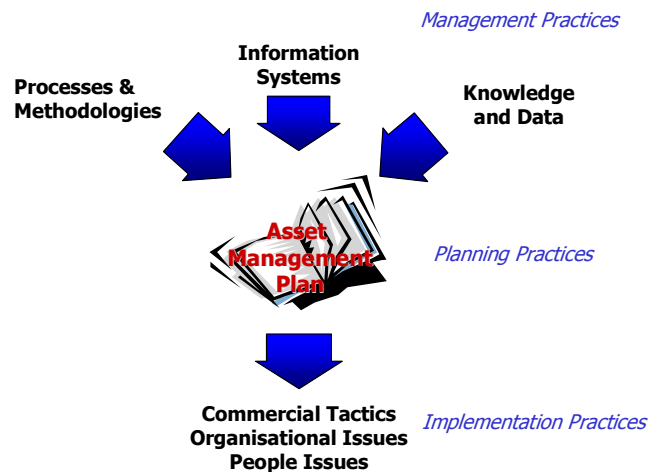


Figure 2.1 Asset Management Plan Inputs and Outputs

The Asset Management Plan is the medium by which the organisation articulates its management of assets to achieve the desired outcomes.

An organisation with solid asset management practices in place will

- Know what assets it owns or has responsibility or legal liability for
- Have these assets recorded in an asset register down to an identifiable level
- Understand asset values and depreciation
- Know the physical condition of its assets
- Know the rate of decay of its assets
- Know the remaining life and the remaining time the assets are able to deliver their required level of service
- Know the likely types of failure modes and predict when they may occur
- Know the right time to maintain, rehabilitate and reconstruct assets and implement relevant maintenance and renewal strategies
- Have the ability to analyse alternative treatment options and have the ability to rank the treatment options available





- Have the ability to determine the likelihood and consequence (risk) associated with the different failure modes
- Have knowledge of asset performance and reliability
- Have knowledge of asset utilisation and capacity
- Understand and have recorded the current levels of service in terms of quantity and quality of service
- Understand the future levels of service required by customers based on community expectations and consultation and in the context of changing demand
- Understand and calculate the long term capital and recurrent expenditure and funding needs to sustain assets and provide required levels of service for at least 10 years into the future
- Develop and approve necessary asset renewal programs and funding to sustain Council's assets and required levels of service
- Have uniform processes across the whole organisation for the evaluation of any investment in
 - new works
 - renewal works
 - maintenance
 - operations
- With the process involving an assessment of the relative risks and benefit/costs of these investments
- Monitor and report on the condition, performance and functionality of Council's assets against prescribed service levels and regulatory requirements
- Understand the demand for new assets and services through planning analysis and customer/community surveys
- Link Council's corporate goals to investments and ultimate action plans by
 - applying best appropriate life cycle processes and practices
 - acquiring and maintaining necessary data and knowledge
 - storing this data and knowledge in appropriate Asset Management Information Systems





- preparing Asset Management Plans so that the strategy is known to all
- adopting appropriate and “best value” commercial tactics
- Ensure the sustainability of these asset management activities by supporting the asset management program through
 - strong corporate support and commitment
 - appropriate organisational structure, roles and responsibilities
 - supporting policies and strategies

2.5 Assets Covered By This Plan

Council’s building Assets are as shown in Appendix 1.

2.6 Building Asset Management Within Council

Currently building asset management is within the Works & Services Division.

2.7 Key Stakeholders

This Plan is intended to demonstrate to stakeholders that the organisation is managing Roads and Transport assets appropriately and responsibly. Key stakeholders include:

Council Officers	Council officers play a role in managing building assets to ensure that they provide a level of service that meets the needs of both residents and visitors to the area. Council officers implement the components identified in the building asset management plan.
Council Representatives	This stakeholder group includes Councillors and the Mayor for the Council. They are primarily responsible to ensure that their decisions represent and reflect the needs of the wider community.
Residents	Residents are the core users of building assets. Their needs, wants and expectations are conveyed to Council, which should be reflected in the desired levels of service.
Visitors	Visitors are the second largest users of building assets, due to their likely frequency of use. Visitor’s wants, needs and expectations





	drive the development in areas of the highest usage and also commercial areas.
Insurers	Insurers have an interest to drive the implementation of systems, which would allow Council a better position in the knowledge of the condition of our assets. This should be reflected in the number of claims made against this asset group.

2.8 Links To Council Plans and Strategies

Asset management plans are a key component of the Council planning process, linking with the following plans and documents:

- Hunters Hill Council Community Strategic Plan 2028

This Building Asset Management Plan also has links with other Council plans and documents including:

- Annual Plan – detailed action plan on projects and finances for each particular year. The works identified in the Asset Management Plan form the basis on which annual plans are prepared.
- Standards and Policies – these tools for asset creation and subsequent asset management are needed to support asset management tactics.
- Business Plans – service levels, policies, processes and budgets defined in Asset Management Plans are incorporated into business plans as activity budgets, management strategies and performance measures.

Other Plans and Strategies which are linked to this Asset Management Plan include:

- Asset Management Policy
- Other Council Asset Management Plans
- Section 94 Contributions Plans
- Social Plan
- Disability Action Plan
- Environmental Management Plan





- Work, Health & Safety Policy

2.9 Basic and Advanced Asset Management

This Asset Management Plan is a basic Asset Management Plan as outlined in the International Infrastructure Management Manual 2006. It is prepared to meet minimum organisational requirements for sustainable service delivery and long term financial planning and reporting.

Basic asset management involves a 'top down' approach where analysis is applied at the "system" or "network" level. The focus is on current levels of service and current practices. Development of this Plan has included asset and condition data collection to enable basic assessment of asset life cycle management requirements.

This approach also includes long term cash flow predictions for asset maintenance, rehabilitation and replacement based on local knowledge of assets and options for meeting current Levels of Service.

Future revisions of this Asset Management Plan will move towards a more "Advanced" level of asset management using a "bottom up" approach for gathering information for individual assets to support the optimisation of activities and programs to meet revised and agreed service levels. The focus of future Plans developed in this manner will include risk and performance optimisation, risk based strategies, use of predictive methods and optimised decision making techniques.





Section 3

Levels of Service





3 Levels of Service

3.1 Introduction

Levels of Service provide the basis for life cycle management strategies and works programs. They support the organisation's strategic goals.

This Building Asset Management Plan is based on current Levels of Service.

Future refinement of the Plan will include further development and refinement of Levels of Service to address and where possible match the requirements and expectations of customers. This will require a clear understanding of customer needs, expectations, preferences and their willingness to pay for any increase in the levels of service.

The Levels of Service in this section are intended to:

- inform customers of the proposed type and level of service to be offered,
- assist with identification of the costs and benefits of the services being offered,
- enable customers to assess suitability, affordability and equity of the services offered,
- provide a measure of the effectiveness of the asset management plan,
- provide focus for the development of the asset management strategies, and
- provide guidance for current and future services to be offered, the manner of the service delivery and definition of the specific Levels of Service which the organisation wishes to achieve.

The Levels of Service outlined in this section are based on:

- limited information gathered from customers on expected quality and cost of services, and information obtained from expert advice on asset condition and performance capacity,
- strategic and corporate goals,
- legislative requirements,
- regulations, environmental standards and industry and Australian Standards that impact on the way assets are managed,
- design standards and Codes of Practice including Australian Design Standards which specify minimum design parameters for infrastructure delivery,
- availability of resources and the financial environment.

3.2 Customer Research and Expectations

The SGL Strategic Plan conducted extensive consultation with the Hunters Hill Community. The findings are included in volume 2 of this plan, under section 8.4.





3.3 Strategic and Corporate Goal for Asset Management

To assist in meeting the objectives set out in the management plan it is considered appropriate that the current standard of Councils building assets should not deteriorate further. In the process of managing our assets each asset is given a condition rating of 1 – 5.

Table 2 below details the condition ranking and the General condition descriptors applicable to all asset classes.

Table 2:

Code	Condition	Descriptor	Guide	Residual Life as a % of Total Life
1	Excellent	Sound physical condition. Asset likely to perform adequately without major work.	Only normal Maintenance required	95%
2	Good	Acceptable physical condition, minimal short term risk of failure but potential for deterioration in the longer term	Minor maintenance required (5%)	75%
3	Satisfactory	Significant deterioration evident, failure in the short term unlikely but further deterioration likely and major replacement likely in the mid-term. Minor components or isolated sections of asset need replacement or repair now but asset still functions safely at adequate levels of service.	Significant maintenance required (10 - 20%)	50%
4	Worn	Failure likely in the short term. No immediate risk to health and safety but work is required in the short term to ensure that the asset remains safe, asset barely serviceable.	Significant renewal / upgrade required (20 - 40%)	30%





Code	Condition	Descriptor	Guide	Residual Life as a % of Total Life
5	Poor	Failed or failure is imminent. Immediate need to replace most or the entire asset. Health and safety hazards exist which present a possible risk to public safety or the asset cannot be operated without risk to personnel.	Over 50% of the asset required replacement	<10%





Asset Management Policy

The Asset Management Policy is in place to set guidelines for implementing consistent asset management processes throughout Council.

The policy is to ensure adequate provision is made for the long-term management and replacement of major assets by:-

- Ensuring that Council's services and infrastructure are provided sustainably, with the appropriate quality levels of service to residents, visitors and the environment.
- Safeguarding Council assets including physical assets and employees by implementing appropriate asset management strategies and appropriate financial treatment of those assets.
- Creating an environment where all Council employees take an integral part in overall management of Council's assets by creating and sustaining asset management awareness throughout Council.
- Meeting legislative requirements for asset management.
- Ensuring resources and operational capabilities are identified and responsibility for asset management is allocated.
- Demonstrating transparent and responsible asset management processes that align with demonstrated best practice.

3.4 Legislative Requirements

There are a number of legislative requirements as well as other drivers that apply to and have implications for the management of Roads and Transport assets. These include:-

- Local Government Act 1993
- Local Government (General) Regulation 1999
- Roads Act 1993
- Environmental Planning and Assessment Act 1979
- Environmental Planning Legislation Amendment Act 2006
- Protection of the Environment Administration Act 1991
- Protection of the Environment Operation Act 1991
- Civil Liability Act 2002
- Environmental Protection Act 1970
- Occupational Health & Safety Act and Regulations





- Disability Discrimination legislation including
 - Commonwealth Disability Discrimination Act 1992 (DDA)
 - NSW Anti-Discrimination Act 1997
- AS 1428 (Set) – 2003 Design for Access and Mobility
- AS/NZS 4360 – 2004 Risk Management
- Various legislation relating to
 - Working at Heights
 - Confined Spaces
 - Plant Regulations
 - Manual Handling
 - Noise Regulations
- Planning Controls
- Australian Accounting Standards
- Environmentally Hazardous Chemicals Act 1985
- Water Management Act 2000
- Heritage Act 1977
- Crown Lands Act
- Building Code of Australia
- Various other Australian Standards

3.5 Current Levels of Service

There are limited formal Levels of Service developed for building assets at this stage. One of Council's asset management priorities is to develop Levels of Service and related performance requirements/criteria across all of its asset and service areas.





The levels of service presently offered by Council generally relate to compliance with legislative requirements, appropriate industry practices and Council's historic practices.

Some Levels of Service development has been commenced and some draft performance measures have been developed. Service levels have been defined from a Community perspective and from an Operational or Technical perspective.

Current service levels are detailed in Table 3.3 below. Note Performance Target and Current Performance entries are yet to be formalised and are subject to review/confirmation.

Table 3.3 Current Levels of Service

BUILDING LEVELS OF SERVICE					
Key Performance Measure	Asset Type	Level of Service	Performance Measure Process	Performance Target	Current Performance
LEVELS OF SERVICE					
Quality	Community buildings	Provide a trouble free hiring experience	Customer request (CR)	Establish a consolidated CR register	
			Number of complaints	Less than 5 per year	
		Comfort of hirers at a high level	appliances such as air conditioning fully operational	Less than 3 issues per year	
Quantity	Community buildings	Facilities available for hire as requested	% of requests met	98%	
Improvement works	Community buildings	Capital Works Program completed	% of Program Completed	100%	





BUILDING LEVELS OF SERVICE

Key Performance Measure	Asset Type	Level of Service	Performance Measure Process	Performance Target	Current Performance
LEVELS OF SERVICE					
Function	Community buildings	Facilities meet customer requirements	% of customers with requirements met	98%	
Health and Safety	Community building	Provide safe suitable buildings, free from hazards	No of trips & falls reported	Less than 3 per year	
Availability	Community buildings	Facility available for community use	% of possible days where facility is available	95%	
Cost/Affordability	Community buildings	Hiring fees affordable for users	% of hirers able to afford fees	100%	
Responsiveness	Community buildings	Meet service level times	Response within defined timeframe	85%	
Appearance	Community buildings	buildings assets maintained in a clean and tidy manner	Cleaning schedules met	100%	
		Landscaping at buildings maintained to an acceptable standard	Garden beds inspected and maintained in accordance with adopted program	100%	





3.6 Desired Levels of Service

Council has yet to define or quantify desired Levels of Service for its building assets.

Work will be undertaken to define Levels of Service in the near future and these will be documented in future versions of this Asset Management Plan.

One of Council's asset management priorities is to develop Levels of Service and related performance requirements/criteria across all of its asset and service areas.

3.7 Buildings Maintenance Expenditure Projections 2018 to 2028 - Operational & minor maintenance

As with all assets there is a cost to maintain them from a daily operational perspective.

Such costs include:

Utilities (electricity, gas, telephone), Insurance, Security, Minor maintenance and Depreciation

The following table is an estimate of these costs for the period 2018/19 to 2027/28.





Buildings Maintenance Expenditure Projections 2018 to 2028 - Operational & minor maintenance

	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Council Offices (Town Hall & Museum)	215,400	220,802	226,482	232,340	238,183	243,964	250,080	256,817	263,773	270,701
Depot	57,000	58,393	59,900	61,472	63,067	64,644	66,284	68,095	69,987	71,882
Hunters Hill Early Child Health Centre incl Hunters Hill Pre-school (Church St)	11,230	11,518	11,822	12,138	12,460	12,782	13,116	13,479	13,857	14,239
Gladesville Early Child Health Centre	25,000	25,627	26,301	27,006	27,732	28,460	29,206	30,011	30,855	31,711
Gladesville Occ Care (Pittwater Rd)	11,900	12,193	12,497	12,811	13,131	13,456	13,790	14,140	14,500	14,866
Henley Long Day care (Crown St)	16,470	16,905	17,349	17,806	18,268	18,735	19,223	19,741	20,274	20,813
Riverside Pre-school (Crown St)	7,080	7,288	7,499	7,718	7,943	8,170	8,407	8,661	8,926	9,195
Fairland Hall (Church St)	30,640	31,407	32,231	33,091	33,969	34,842	35,745	36,736	37,771	38,813
Gladesville Rd Community Centre (44)	38,980	39,939	40,973	42,051	43,149	44,238	45,367	46,606	47,900	49,200
Henley Cottage (Victoria Rd)	15,600	16,003	16,431	16,878	17,336	17,794	18,267	18,782	19,320	19,863
Hunters Hill Respite Care (42)	6,270	6,433	6,603	6,781	6,965	7,148	7,336	7,540	7,755	7,973
Gladesville Community Care (46)	8,310	8,524	8,749	8,982	9,220	9,460	9,708	9,974	10,249	10,529
Hunters Hill Croquet Club (40)	10,800	11,072	11,359	11,655	11,952	12,246	12,555	12,897	13,251	13,604
48 Gladesville Rd	9,410	9,649	9,896	10,152	10,409	10,667	10,937	11,226	11,524	11,824
The Priory (Manning Rd)	18,530	4,497	4,655	4,820	4,991	5,167	5,351	5,545	5,748	5,957
Total Expenditure	268,730	274,830	281,360	288,090	294,730	301,140	308,020	315,730	323,620	329,760



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Section 4

Future Demand



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Section 4 Future Demand

This section outlines the broad historical, socio-economic, demographic and urban development trends that will influence the service requirements of the community and hence the assets required to deliver those services.

4.1 Demand Projections

Key drivers of demand for service and asset provision are:

- Population growth
- Commercial growth
- Residential development or redevelopment
- Demographic changes
- Demands for increased services
- Demands for different services
- State imposed growth targets

4.2 Population and Community Profile

The population of the LGA is approximately 14,000. The population increased by 784 from 2011-2016, a 6% increase (compared to 8% increase in NSW). The largest increase was in 65-80 year olds, 45-55 year olds and 5-14 year olds. This follows the demographic trend of the aging of the population but also shows an increase in the numbers of “empty nesters” and families with school aged children in the area.

The Municipality has a number of aged accommodation facilities, and has a much larger percentage of over 80 year olds than NSW (7.9% compared to 4.3%).

It is anticipated that the LGA will continue to grow at a similar rate in the next five years with continued infill medium density developments along Victoria Road and other retail centres.

Growth is expected in the older population as a result of the general aging of the population and with the over 60 year old and “empty nesters” attracted closer to the city and into new medium density developments.

The increase in the numbers of young families is also expected to continue with a corresponding increase in children 0-18 years.

Urban consolidation is likely to also see a continued increase in overseas migrants, especially residents from non-English speaking background.

The most recent population projections show a slowing in population growth rate but increases to 14,600 by 2021.





Our community is made up of diverse cultural, socioeconomic, religious and age ranges. The analysis of our Municipality follows many of the NSW demographic trends which reinforce the need for Council to work closely with other state and regional plans and guides.

4.3 Urban Development Trends

Property values range from among the highest in Sydney to average, and there is a wide socio-economic mix within the population. The most common type of dwellings in Hunters Hill are separate houses, semi-detached cottages and residential flats.

Growth is occurring in medium density housing, both semi-detached and flats.

A significant proportion of dwellings (5.3%, 263 dwellings) in Hunters Hill are owned and rented by the Department of Housing. This is a higher percentage than the Sydney average. Public housing properties in the area tend to be 1 and 2 bedroom units catering to older residents.

Council has recently produced masterplans for the development of Gladesville shopping precinct and Hunters Hill Village. These plans allow for increased heights and densities of a combination of commercial and residential developments.

4.4 Summary of Population Trends

In summary, the Hunters Hill council area population trends indicate:

- Large and growing numbers of older people
- Declining numbers of middle aged people
- Increasing numbers of very young children (0-4). This trend is occurring despite the decline in people in child rearing years (i.e. 25-34 years). This is likely due to older average age of first time mothers in the NSROC region than the national average (32 years).
- By geographic area, there are more children and young people in the Hunters Hill-Augustine, Boronia Park/Gladesville area, whilst there are more elderly people in the east and Woolwich and Huntley's Cove – Henley planning areas.
- Future asset planning should respond to community profile differences. Localised user bases and catchment assets planned for these areas, should be responsive to geographic and demographic trends.
- Overall, the population is to continue to age and grow, which should also be taken into consideration for future asset planning.

4.5 Implications for Asset Planning

The key trends of an increasing population, an aging as well as a younger population, a socio-economic profile that includes both high income and low-income earners, combined with increasing urban density indicates demand for road and park assets and services is likely to increase and





diversify in the future, to meet an increasing need, diverse and changing needs across all socio-economic groups.

In particular, the increased and changing demographic nature of the population (and increased density of population) will have the following implications for building assets and service provision:

- Increased older and younger population leading to an increase in the demand for community spaces for meetings/group activities.
- Increased numbers of residents likely to be requiring recreational facilities.
- Increased maintenance and rehabilitation works on buildings due to higher usage.





Section 5

Asset Lifecycle Management



Section 5 Asset Lifecycle Management

5.1 Introduction

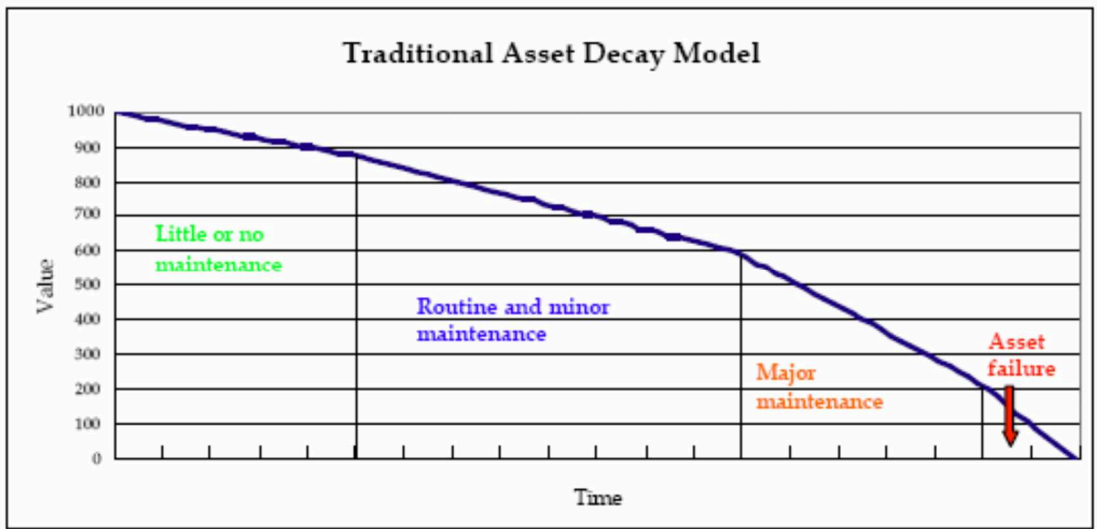
One of the fundamentals of asset management is the theory of the lifecycle of physical assets, how they deteriorate over time and optimising the maintenance of the asset.

This section describes the life cycle management of road assets. It equally applies to other physical assets and will be set out in the corresponding plans for those assets.

The asset management plan is intended to enable road assets to be managed in a sustainable manner to achieve the service levels agreed by Council and the Hunters Hill community, while optimising lifecycle costs.

Lifecycle management enables Council to plan interventions at the optimum stage of an asset's deterioration to enable cost effective extensions of its useful life. To achieve this, it is necessary to understand how the assets deteriorate. A type road asset deterioration curve is shown in Figure 5.1.

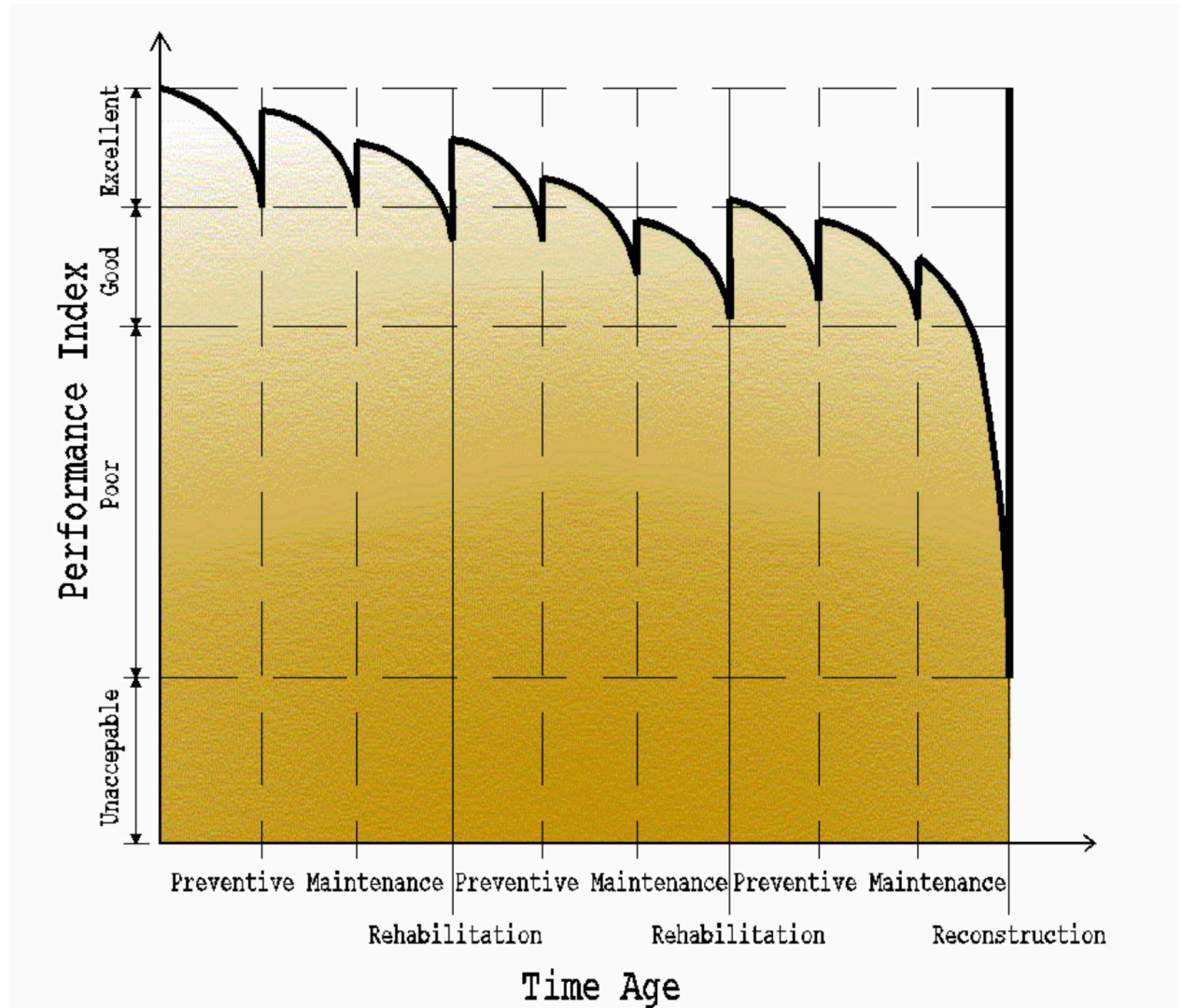
Figure 5.1: Typical Road Asset Deterioration Curve



The application of appropriate maintenance strategies at optimal stages of the asset's deterioration state enables the useful life to be extended over a considerable longer period than its deterioration curve would indicate. The application of these principles is illustrated in Figure 5.2



Figure 5.2: Maintenance Strategies



The lifecycle operations undertaken on the asset that is illustrated above may be categorised into the following four main types: operation, maintenance, renewal (or rehabilitation) and capital work (or upgrade reconstruction).





5.2 Operations

Operations are those activities that have no effect on asset condition but are necessary to keep the asset appropriately utilised.

Typical operational activities include:

- Cleaning
- Condition inspections
- Floor polishing

5.3 Maintenance

Maintenance is the day-to-day work required to keep assets operating at agreed service levels, and falls into two broad categories:

- Planned (proactive) Maintenance is maintenance activities planned to prevent asset deterioration.
- Unplanned (reactive) Maintenance is maintenance activities to correct asset malfunctions and failures on an as required basis (e.g. emergency repairs).

Maintenance work is required to maintain the asset's ability to provide the agreed service level but does not extend the life of the asset.

Typical planned maintenance activities include:

- Repainting
- Roof and gutter maintenance
- Air-conditioning maintenance

Typical unplanned maintenance activities include:

- Storm damage
- Broken windows
- Utility failures

5.4 Renewals and rehabilitations

Renewal work is the substantial replacement of the asset, or a significant asset component, to its original size and capacity. This work generally aims to return the asset to a condition state similar to the original asset renewal for building assets is more commonly called rehabilitation.

Renewal (or rehabilitation) works are prioritised and programmed according to the following criteria:

- Health and safety of users





- Criticality of asset
- Intensity of usage
- Financial risk of deferring work e.g. increased operational
- Political pressure
- Public relations

Renewal works for building assets include:

- Installing new ceilings
- Repairing foundation failures
- Repairing failed building facades

5.5 Capital Works

Capital works create either:

New assets

New assets are created by projects that create an asset that did not exist. New assets are considered as Capital Works and include:

- New buildings.
- Extensions to existing buildings

The expenditure for new assets are considered as Capital Works and is “Capitalised” for Council’s financial accounting purposes, or

Upgrades

Upgrades (or improvements) are projects that extend an asset beyond its original size or capacity or service level. Upgrades are considered as Capital Works and include:

- Alterations to existing buildings
- Major works on the curtilage of existing buildings

5.6 Asset Condition Assessment

Asset condition can be assessed on a 1 to 5 scale, with 1 being “as new” and 5 being “poor”. A description for each rating is as follows:





Code	Condition	Descriptor	Guide	Residual Life as a % of Total Life
1	Excellent	Sound physical condition. Asset likely to perform adequately without major work	Only normal maintenance required	95%
2	Good	Acceptable physical condition, minimal short term risk of failure but potential for deterioration in the longer term	Minor maintenance required (5%)	75%
3	Satisfactory	Significant deterioration evident, failure in the short term unlikely but further deterioration likely and major replacement likely in the mid-term. Minor components or isolated sections of asset need replacement or repair now but asset still functions safely at adequate levels of service	Significant maintenance required (10-20%)	50%
4	Worn	Failure likely in the short term. No immediate risk to health and safety but work is required in the short term to ensure that the asset remains safe, asset barely serviceable	Significant renewal/upgrade required (20-40%)	30%
5	Poor	Failed or failure is imminent. Immediate need to replace most or the entire asset. Health and safety hazards exist which present a possible risk to public safety or the asset cannot be operated without risk to personnel	Over 50% of the asset required replacement	<10%

It will be noted that the ratings provide information on the residual life of an asset. This is an estimate of the expected life of an asset until it requires either rehabilitation or replacement. This





figure is used to estimate future works programs and hence future funding requirements. Residual life of an asset also allows a calculation of the value of the asset as it currently exists. In turn, this is used to calculate depreciation values.

5.7 Physical Components

The physical components of the building assets are set out in Volume 2 of the SGL Strategic Plan

5.8 Risk Management Plan

It is important that the consequences of asset deterioration and failure are understood. Loss of revenue, increased insurance and operational costs, inconvenience to the community and loss of service are just some of these consequences. While it is not possible for Council to address all defects and eliminate all risk, it must minimise the consequences by identification of the risks. This is best done through inspection, condition assessment and then prioritising the resulting works in a context of managing the risks associated with the failure states identified.

5.8.1 Objectives

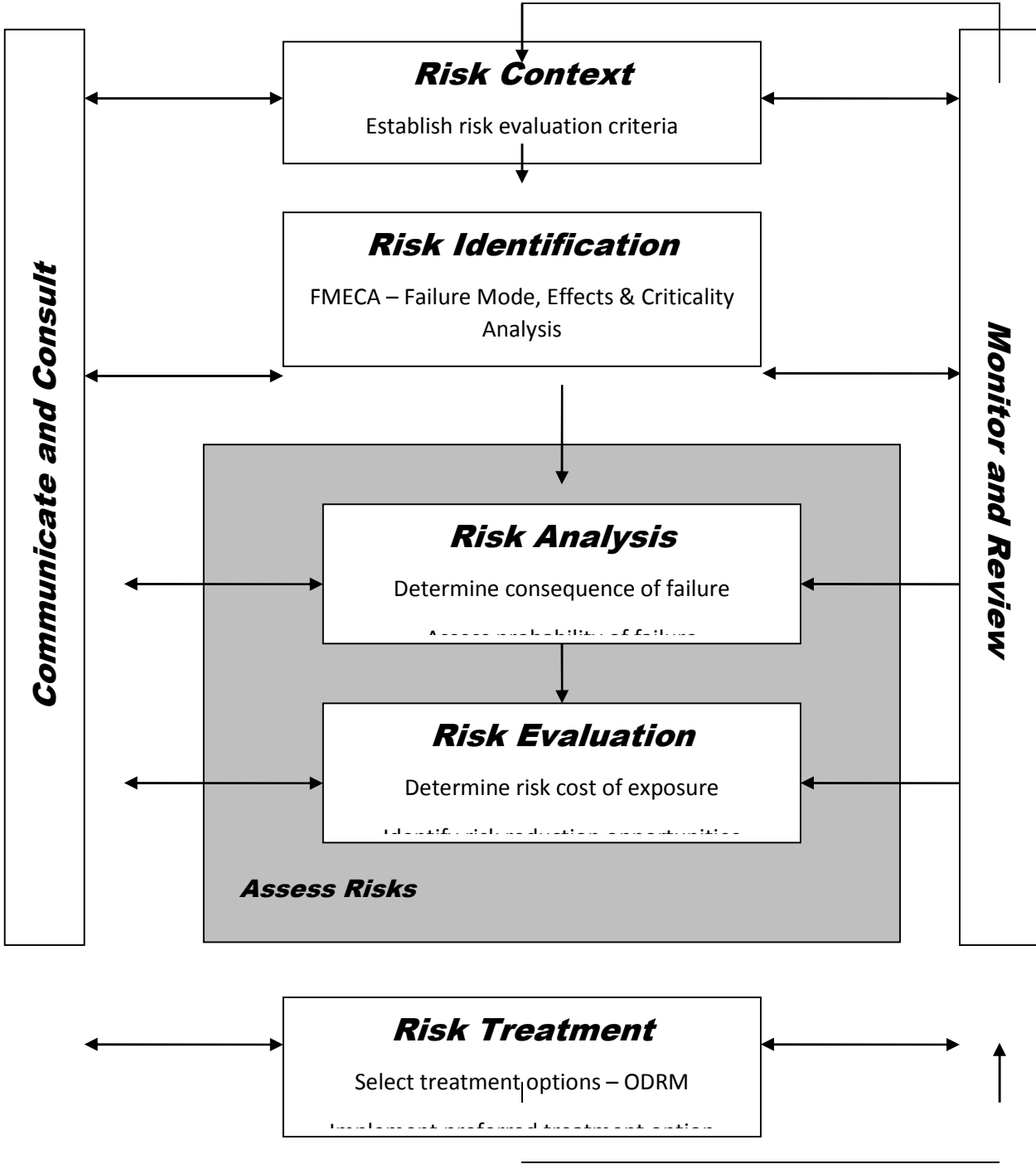
The overall objections of the risk management component of asset management planning are to:

- Outline the process by which Council will manage risk associated with its assets so that all risks can be identified and evaluated in a consistent manner.
- Identify operational and organisation risks at a grand level
- Allocate responsibility for managing risks to improve accountability
- Prioritise risks to identify the highest risks that should be addressed initially.



5.8.2 Risk Management Process

Council will base its risk management on the process outlined in AS/NZS43600 Risk Management as follows:





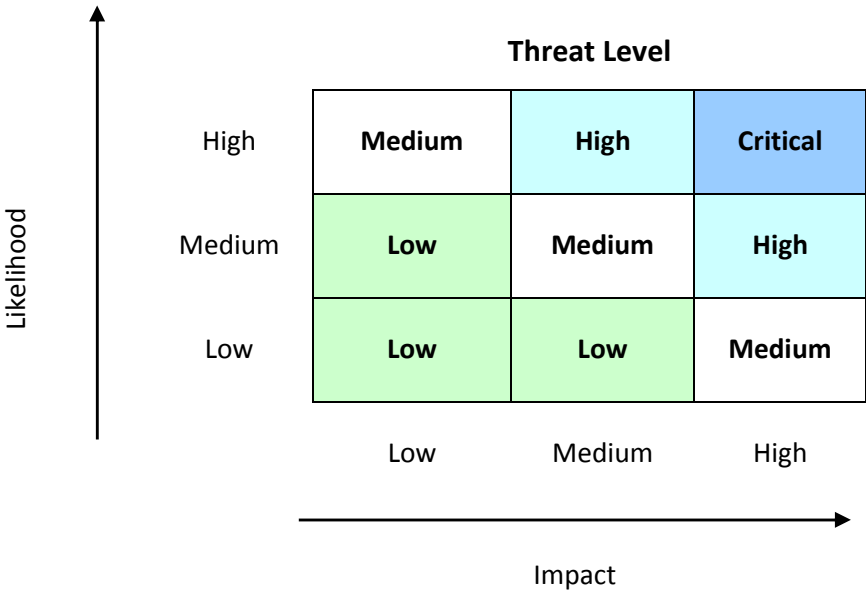
5.8.2 Criteria

The establishment of risk management criteria is an important step in the risk management process. In turn they are used to determine the consequence of the risk using the risk consequence ratings table.

Typical key risk management criteria will include:

- Public health and safety
- Financial risk
- Economic impact on users and community
- Environmental and legal compliance
- Network, asset and project performance

Once a risk has been identified, an analysis of the risk likelihood and impact is carried out. A typical consequence table is:



Critical and high threats are given highest priority for action, while all risks are managed by either:

- Avoiding the risk
- Reducing or managing the risk
- Controlling or accepting the risk
- Transferring or insuring the risk

5.8.3 Evaluation of risks





A “scoring” system has been developed to assist to identify assets that should receive higher priority. For building assets, an example of this is the allowance for disabled customers. Simply, it means that buildings with higher numbers of elderly or disabled users receive higher priority.

A possible scoring table can be seen as follows:

Factors	Scoring		
Number of elderly customers	9 High	6 Medium	3 Low
Number of disabled customers	9 High	6 Medium	3 Low
Number of pre-school children	9 High	6 Medium	3 Low
Heritage significance	9 High	6 Medium	3 Low
Potential for improved level of service	9 High	6 Medium	3 Low
Suitability of location	9 High	6 Medium	3 Low
Level of patronage	9 High	6 Medium	3 Low



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Section 6

Financial Planning



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Section 6 Financial Planning

6.1 Introduction

This section provides an estimated long term financial plan relating to the operation, maintenance, renewal and new asset expenditure for building assets within Hunters Hill Council.

Forecasts are based on available information for the various assets. The projections are in 2018 dollars.

6.2 Financial projections

Expenditure is identified under the following headings:

- Maintenance/operational expenditure
- Renewal and new asset expenditure
- Depreciation (where appropriate)

Maintenance/operational expenditure has been typically provided within Council's normal operational budget. Funding for renewal/new assets is currently funded from a 10 year special rate program called the Community Buildings and Facilities Program. A list of proposed works within the program for the period 2012 to 2022 is included in this section.

Section 2.1 of the SGL report Volume 1 explored funding opportunities for building works.

Depreciation is applied to buildings and has been included on the projected expenditure.

6.3 Assumptions

The following assumptions have been made in the preparation of the 20 year expenditure forecasts:

- Expenditures are in 2018 dollars
- The allocation of funds for the building assets operation and maintenance will continue at current levels.
- The levels of service for building assets maintenance identified in this plan are considered to be satisfactory
- Maintenance funding is based on historical costs.
- At this stage, this plan does not allow for any increase in levels of service
- No account has been included for possible increases in demand by population growth.

6.4 Confidence Levels of Data





The following table provides an indication of the level of confidence in the data available. Areas of poor confidence will be targeted or improvement over time.

Table 6.1 Confidence Rating on data

Asset Attribute							
Asset Type	Quantity	Condition	Age	Performance	Demand Forecast	Service Level	Overall
Building exteriors	1	2	2	3	3	2	2
Building interiors	1	2	2	3	3	2	3
Utilities	2	2	3	3	3	2	2
Grounds	1	2	2	3	3	3	2
Fittings	2	2	2	2	4	2	2

Table 6.2 Data Confidence Grade Ratings

Confidence Grade	Description
1	Highly Reliable – data based on sound records, procedures, investigations and analyses which is properly documented and represents best practice.
2	Reliable – data based on sound records, etc. which is properly documented but has minor shortcomings and some extrapolations.
3	Reasonable reliable – data based on sound records, etc. But with minor shortcomings and significant extrapolation.
4	Uncertain – data with poor record base and involving significant extra-polation from a limited sample.

6.5 Potential Funding

Council has adopted a new developer contribution plan under section 94A of the Act. It is anticipated that a portion of the contribution will be allocated to building projects.

6.6 Works Program





Works programs for maintenance and renewal works for building assets has been developed and are included in this section of the plan.





DRAFT ONLY COMMUNITY FACILITIES ASSET INFRASTRUCTURE PROGRAM (SPECIAL RATE subject to reinstatement of SRV commencing in 2019/20)

EXPENDITURE	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29
	YR1	YR2	YR3	YR4	YR5	YR6	YR7	YR8	YR9	YR10
Buildings										
Fairland Hall										
External works (e.g. painting, landscaping, roofing)	0	0	0	0	0	0	0	30,000	0	0
Internal upgrades (e.g. blinds, carpet, painting, furniture, kitchen, air conditioner)	0	0	0	0	30,000	0	0	40,000	0	0
	0	0	0	0	30,000	0	0	70,000	0	0
46 Gladesville Rd										
External works (e.g. painting, landscaping, roofing)	0	0	0	0	0	0	0	25,000	0	0
Internal upgrades (e.g. blinds, carpet, painting, furniture, kitchen, air conditioner)	0	0	20,000	0	0	0	0	25,000	0	0
	0	0	20,000	0	0	0	0	50,000	0	0
44 Gladesville Rd Community Centre										
External works (e.g. painting, landscaping, roofing)	25,000	0	0	0	0	25,000	0	0	0	0
Internal upgrades (e.g. blinds, carpet, painting, furniture, kitchen, air conditioner)	0	0	30,000	0	0	30,000	0	0	0	30,000
	25,000	0	30,000	0	0	55,000	0	0	0	30,000
2a Crown St (Riverside P/school)										
External works	0	0	0	0	0	0	0	15,000	0	0
	0	0	0	0	0	0	0	15,000	0	0
6 Pittwater Road										





External works (e.g. painting, landscaping, roofing)	20,000	0	0	0	0	0	0	0	20,000	0
Internal upgrades (e.g. blinds, carpet, painting, furniture, kitchen, air conditioner)	0	0	25,000	0	0	0	0	0	0	20,000
	20,000	0	25,000	0	0	0	0	0	20,000	20,000
1a-1b Crown St (Henley Long Day Care)										
External works	0	0	10,000	0	0	0	0	25,000	0	0
	0	0	10,000	0	0	0	0	25,000	0	0
9 Church St (Hunters Hill Pre-school)										
External works	0	0	0	0	0	0	0	0	0	25,000
Internal upgrades to meeting room	0	0	8,000	0	0	0	0	0	0	0
	0	0	8,000	0	0	0	0	0	0	25,000
Henley Cottage, Victoria Rd										
External works (e.g. painting, landscaping, roofing)	0	0	25,000	0	0	0	0	20,000	0	0
Internal upgrades (e.g. blinds, carpet, painting, furniture, kitchen, air conditioner)	25,000	0	0	0	0	0	0	0	0	0
	25,000	0	25,000	0	0	0	0	20,000	0	0
42 Gladesville Rd										
External works (e.g. painting, landscaping, roofing)	0	0	0	35,000	0	0	0	0	0	0
Internal upgrades (e.g. blinds, carpet, painting, furniture, kitchen, air conditioner)	0	0	25,000	0	0	0	0	0	0	25,000
	0	0	25,000	35,000	0	0	0	0	0	25,000
Weil Park Hall										





External works (e.g. painting, landscaping, roofing)	15,000	0	0	0	0	0	0	15,000	0	0
Internal upgrades (e.g. blinds, carpet, painting, furniture, kitchen, air conditioner)	0	35,000	0	0	0	25,000	0	0	0	0
	15,000	35,000	0	0	0	25,000	0	15,000	0	0
Hunters Hill Town Hall, Council Offices and Museum										
External works (e.g. painting, landscaping, roofing)	0	0	0	150,000	0	0	0	0	0	0
Internal upgrades (e.g. blinds, carpet, painting, furniture, kitchen, air conditioner)	0	0	0	0	100,000	0	0	0	0	0
Carpark Upgrade	0	0	0	0	0	0	0	0	0	50,000
	0	0	0	150,000	100,000	0	0	0	0	50,000
Council Depot										
Building refurbishment	0	0	30,000	0	0	0	0	0	0	0
	0	0	30,000	0	0	0	0	0	0	0
10 Cowell St, Gladesville										
Relocation and refurbishment	150,000	0	0	0	0	0	0	0	0	0
	150,000	0	0	0	0	0	0	0	0	0
40 Gladesville Rd (Croquet Club)										
External works (e.g. painting, landscaping, roofing)	0	0	0	0	0	0	20,000	0	0	0
Roofing	0	0	0	0	0	0	0	0	0	100,000
Internal upgrades (e.g. blinds, carpet, painting, furniture, kitchen, air conditioner)	0	0	0	25,000	0	0	0	25,000	0	0
	0	0	0	25,000	0	0	20,000	25,000	0	100,000





Henley Community Centre										
External works (e.g. painting, landscaping, roofing)	0	0	50,000	0	0	0	0	0	0	0
Internal upgrades (e.g. blinds, carpet, painting, furniture, kitchen, air conditioner)	0	0	0	0	60,000	0	0	0	0	60,000
Carpark Upgrade	0	0	0	0	0	0	80,000	0	0	0
	0	0	50,000	0	60,000	0	80,000	0	0	60,000
Public Toilets										
Hunters Hill Shopping Village (Figtree Park)										
Construct Public Toilets (New asset)	0	0	0	180,000	0	0	0	0	0	0
	0	0	0	180,000	0	0	0	0	0	0
Riverglade Reserve (western end, near Priory)										
Construct Public Toilets (New asset)	0	0	0	0	0	200,000	0	0	0	0
	0	0	0	0	0	200,000	0	0	0	0
Boronia Park Grandstand										
Painting/Refurbishment	0	0	0	0	45,000	0	0	0	0	0
	0	0	0	0	45,000	0	0	0	0	0
Parks and Reserves										
Boronia Park Reserve										
Playground equipment replacement	0	0	0	0	90,000	0	0	0	0	0





Drainage works & stormwater retention	150,000	0	0	0	0	0	0	0	0	0
Fitness equipment	0	50,000	0	0	0	0	0	0	0	0
Reserve Improvements (POM)	0	0	0	0	0	60,000	0	40,000	0	0
	150,000	50,000	0	0	90,000	60,000	0	40,000	0	0
Buffalo Creek Reserve										
Reserve Improvements	0	0	0	0	0	0	0	0	65,000	0
	0	0	0	0	0	0	0	0	65,000	0
Gladesville Reserve/Betts Park										
Path upgrade	0	0	0	0	0	0	60,000	0	0	0
Playground equipment	0	0	0	0	60,000	0	0	0	0	0
Amenities Building Upgrade	0	80,000	0	0	0	0	0	0	0	0
	0	80,000	0	0	60,000	0	60,000	0	0	0
Weil Park										
Playground Update	0	0	0	0	0	0	0	70,000	0	0
Reserve Improvements	0	0	0	0	0	55,000	0	0	0	0
Sportsfield Improvements	0	0	25,000	0	0	0	0	0	0	0
Fitness equipment				20,000						
	0	0	25,000	20,000	0	55,000	0	70,000	0	0
Woolwich Baths										
Refurbishment-Amenities/wharves/netting	0	0	0	0	0	0	0	0	0	0
Replacement timber piles	0	0	0	0	0	0	0	0	0	0





	0	0	0	0	0	0	0	0	0	0
Riverglade Reserve										
Playground	0	150,000	50,000	0	0	0	0	0	0	0
Carpark	0	100,000	0	0	0	0	0	0	0	0
Sportsfield Improvements	0	0	0	25,000	0	0	0	0	0	0
	0	250,000	50,000	25,000	0	0	0	0	0	0
Bedlam Bay										
Sportsfield Improvements	0	0	0	0	0	0	70,000	0	0	0
	0	0	0	0	0	0	70,000	0	0	0
Walking track upgrades and extension										
	0	0	60,000	0	0	0	40,000	20,000	20,000	0
	0	0	60,000	0	0	0	40,000	20,000	20,000	0
Figtree Reserve										
Landscaping and facilities upgrade	0	0	0	0	0	0	0	0	250,000	0
	0	0	0	0	0	0	0	0	250,000	0
Harry Shelly Memorial Park										
Playground Upgrade	0	0	0	0	0	0	0	0	0	80,000
	0	0	0	0	0	0	0	0	0	80,000
Valentia St Reserve										
Playground Upgrade	0	25,000	0	0	0	0	0	0	0	0
	0	25,000	0	0	0	0	0	0	0	0
Harding Memorial Reserve										





Playground Upgrade	0	0	0	0	0	0	60,000	0	0	0
	0	0	0	0	0	0	60,000	0	0	0
PROGRAM TOTAL	385,000	440,000	358,000	435,000	385,000	395,000	330,000	350,000	355,000	390,000



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Section 7

Existing Asset Management Practices and Improvement Program



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Section 7 Asset Management Practices and Improvement Program

7.1 Introduction

Council is at an early stage of developing asset management practices. In accordance with the International Infrastructure Management Manual (IIMM), Council's asset management practices are at a "basic" level. The IIMM recommends that a basic asset management plan includes the information provided in section 2 to 6 of this plan.

The IMM also recommends that this plan should provide Council with an improvement program to evolve this plan to "advanced" status.

7.2 Existing practices and improvement program

Fundamentally, an asset management plan is a tool combining the management practices set out in Figure 2.1 earlier in this document. The management practices are:

- Processes and methodologies
- Information systems
- Knowledge and data

The successful combination of these practices ensures that the level of service required by the community is provided by the most economical cost.

Following is an analysis of the current status of a range of best practices at Council. Also included is a list of possible improvements to assist Council move toward an advanced level of asset management.

It should be noted that most of the best practices are from the International Infrastructure Management Manual.

Council will, over time, need to determine what level of asset management is practical, affordable and appropriate for its operations. This will be further explored in future asset management plans and in response to this plan.





Best Practice	Current Status at Hunters Hill Council for Building Assets	Improvement
Knowledge of assets owned	Community building assets all well documented on spreadsheets and in SGL report	Compile into a single, central database Ensure new assets are added to data base
Knowledge of physical condition of assets	Community building assets all well documented on spread sheets and in SGL report	Develop a schedule for updating conditions e.g. each 6-12 months for roads, 2 years for traffic facilities.
Knowledge of levels of service required by community	Information available from customer surveys. Council currently finalising Community Strategic Plan which will provide high level strategic directions.	Compile survey data and correlate with expenditure and known outcomes. Feed this back into budgetary process.
Knowledge of asset performance and reliability.	Limited knowledge of reliability	Increase data collection of maintenance renewal works on various assets
Knowledge of asset utilisation and capacity	Well known through SGL report	Ensure this is updated regularly
Knowledge of asset value	All building assets were valued in 2009	-carry out routine revaluations each 5-10 year - provide full information to asset register





Best Practice	Current Status at Hunters Hill Council for Building Assets	Improvement
Ability to predict future demand for service	Council has a Social Plan which sets out demographic changes and trends. Against, the CSP will provide high level direction for service demands	- incorporate Social Plan into asset management planning.
Ability to predict the failure modes and estimated time of failure for assets	Generally for building assets, there is industry wide knowledge and information available. Council has experienced engineering staff who possess expertise in this area.	- incorporate industry wide knowledge and experience information
Ability to determine the likelihood and consequence (risk) associated with the different failure modes.	Generally for building assets, there is industry wide knowledge and information available. Council has experienced engineering staff who possess expertise in this area Council is development a corporate risk management plan which will include this practice	Provide training for staff to improve knowledge in this area
Ability to analysis alternative treatment options	Usually undertaken in conjunction with external consultants (SGL)	Provide training for staff to improve knowledge in this area
Ability to rank the options available	Council staff are able to carry out this function	Provide training for staff to improve knowledge in this area





Best Practice	Current Status at Hunters Hill Council for Building Assets	Improvement
Ability to optimise maintenance and operations activities	Council has an adopted 10 year maintenance program which is progressing satisfactorily	<ul style="list-style-type: none"> • Introduce proactive maintenance inspections and works programs • Computerise works orders/instructions to provide data on what is actually being achieved, thus allowing for improvements in productivity and levels of service • Improve response to customer requests
Ability to prepare an asset management plan that demonstrates the above activities	Satisfactory	<ul style="list-style-type: none"> • This plan should be reviewed regularly to ensure it is kept up-to-date, is accurate and that suggested improvements are being implemented.
20 year financial plans available	Being developed as part of this asset management plan	Finalise 20 year works programs and maintenance expenditure requirements
AMP to be integrated with GIS	Limited	Develop methods of using the GIS for logging of data and presentation of information to management, Council and the community





Best Practice	Current Status at Hunters Hill Council for Building Assets	Improvement
Council adopted asset management policy	Adopted	Review adopted policy in 2012 following completion of CSP and AMPs
Customer Service request management	Basic	Fully utilise existing system to provide data to management of where and what issues are raised which will assist with asset reliability/life cycle assessments
Availability of historical data	Basic	All available data to be collected (including "non written" data from works staff) and fully documented and made available to asset managers
Lifecycle costings	Basic	Implement systems and processes that allow for the collection, calculation and documentation of costings for a range of activities.
Expenditure to be identified as operational/ Maintenance or renewal/rehabilitation	Unsatisfactory	Improve account splitting and naming to allow easier identification of the types of expenditure.





Section 8

Appendix



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Section 8

8.1 Glossary

8.2 Asset Management Policy

8.3 SGL Group Community Facilities Strategic Plan 2009-2029 Volume 1

8.4 SGL Group Community Facilities Strategic Plan 2009-2029 Volume 2

8.5 Replacement & Insurable Values

8.6 Appendix 1 Building Assets Inventory (Values and Condition Ratings)



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8.1 GLOSSARY

ACTIVITY

An activity is the work undertaken on an asset or group of assets to achieve a desired outcome.

ADVANCED ASSET MANAGEMENT (AAM)

Asset management which employs predictive modelling, risk management and optimised decision-making techniques to establish asset lifecycle treatment options and related long term cash flow predictions (See Basic Asset Management).

ASSET

A physical component of a facility which has value, enables services to be provided and has an economic life of greater than 12 months. Dynamic assets have some moving parts, while passive assets have none.

ASSET HIERARCHY

A framework for segmenting an asset base into appropriate classifications. The asset hierarchy can be based on asset function, asset type or a combination of the two.

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.

ASSET MANAGEMENT INFORMATION SYSTEM

An asset management (AM) system is a combination of processes, data, and software applied to provide the essential outputs for effective AM such as reduced risk and optimum infrastructure investment.

ASSET MANAGEMENT PLAN

A plan developed for the management of one or more infrastructure assets that combines multi-disciplinary management techniques (including technical and financial) over the lifecycle of the asset in the most cost-effective manner to provide a specified level of service. A significant component of the plan is a long-term cash flow projection for the activities.

ASSET MANAGEMENT STRATEGY

A strategy for asset management covering the development and implementation of plans and programmes for asset creation, operation, maintenance, rehabilitation/replacement, disposal and performance monitoring to ensure that the desired levels of service and other operational objectives are achieved at optimum cost.





ASSET MANAGEMENT TEAM

The team appointed by an organisation to review and monitor the corporate asset management improvement programme and ensure the development of integrated asset management systems and plans consistent with organisational goals and objectives.

ASSET REGISTER

A record of asset information considered worthy of separate identification including inventory, historical, financial, condition, construction, technical and financial information about each.

BASIC ASSET MANAGEMENT

Asset management which relies primarily on the use of an asset register, maintenance management systems, job/resource management, inventory control, condition assessment and defined levels of service, in order to establish alternative treatment options and long-term cashflow predictions, priorities are usually established on the basis of financial return gained by carrying out the work (rather than risk analysis and optimised decision-making).

COMPONENTS

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.

CONDITION-BASED PREVENTIVE MAINTENANCE

Preventive maintenance initiated as a result of knowledge of an items condition from routine or continuous monitoring.

CONDITION MONITORING

Continuous or periodic inspection, assessment, measurement and interpretation of the resultant data, to indicate the condition of a specific component so as to determine the need for some preventive or remedial action.

CRITICAL ASSETS

Assets for which the financial, business or service level consequences of failure are sufficiently severe to justify proactive inspection and rehabilitation. Critical assets have a lower threshold for action than non-critical assets.

DEFERRED MAINTENANCE

The shortfall in rehabilitation work required to maintain the service potential of an asset.

DEPRECIATION

The wearing out, consumption or other loss of value of an asset whether arising from use, passing of time or obsolescence through technological and market changes. It is accounted for by the allocation of the cost (or revalued amount) of the asset less its residual value over its useful life.





ECONOMIC LIFE

The period from the acquisition of the asset to the time when the asset, while physically able to provide a service, ceases to be the lowest cost alternative to satisfy a particular level of service. The economic life is at the maximum when equal to the physical life, however obsolescence will often ensure that the economic life is less than the physical life.

FACILITIES AUDIT

The physical audit of a facility, usually required for valuation, lifecycle cost analysis, short-term maintenance planning and long-term planning purposes.

GAP ANALYSIS

A method of assessing the gap between a business's current asset management practices and the future desirable asset management practices. Also called needs analysis or improvement planning.

GEOGRAPHIC INFORMATION SYSTEM (GIS)

Software which provides a means of spatially viewing, searching, manipulating, and analysing an electronic database.

INFRASTRUCTURE ASSETS

Stationary systems forming a network and serving whole communities, where the system as a whole is intended to be maintained indefinitely at a particular level of service potential by the continuing replacement and refurbishment of its components. The network may include normally recognised ordinary assets as components.

LEVEL OF SERVICE

The defined service quality for a particular activity (i.e. roading) or service area (i.e. street lighting) against which service performance may be measured. Service levels usually relate to quality, quantity, reliability, responsiveness, environmental acceptability and cost.

LIFECYCLE

The cycle of activities that an asset (or facility) goes through while it retains an identity as a particular asset i.e. from planning and design to decommissioning or disposal.

MAINTENANCE

All actions necessary for retaining an asset as near as practicable to its original condition, but excluding rehabilitation or renewal.

Fixed interval maintenance is used to express the maximum interval between maintenance tasks.

On-condition maintenance is where the maintenance action depends upon the item reaching some predetermined condition.





MAINTENANCE PLAN

Collated information, policies and procedures for the optimum maintenance of an asset, or group of assets.

MAINTENANCE STANDARDS

The standards set for the maintenance service, usually contained in preventive maintenance schedules, operation and maintenance manuals, codes of practice, estimating criteria, statutory regulations and mandatory requirements, in accordance with maintenance quality objectives.

PERFORMANCE INDICATOR (PI)

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 satisfactory.

PERFORMANCE MONITORING

Continuous or periodic quantitative and qualitative assets of the actual performance compared with specific objectives, targets or standards.

PLANNED MAINTENANCE

Planned maintenance activities fall into three categories:

- 1. Periodic – necessary to ensure the reliability or to sustain the design life of an asset.
- 2. Predictive – condition monitoring activities used to predict failure.
- 3. Preventive – maintenance that can be initiated without routine or continuous checking (e.g. using information contained in maintenance manuals or manufacturers’ recommendations) and is not condition-based.

REHABILITATION

Works to rebuild or replace parts or components of an asset, to restore it to a required functional condition and extend its life, which may incorporate some modification. Generally involves repairing the asset to deliver its original level of service (i.e. heavy patching of roads, sliplining of sewer mains, etc) without resorting to significant upgrading or renewal, using available techniques and standards.

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.





ROUTINE MAINTENANCE

Day-to-day operational activities to keep the asset operating (replacement of light bulbs, cleaning of drains, repairing leaks, etc.) and which form part of the annual operating budget, including preventive maintenance.

STRATEGIC PLAN

A plan containing the long-term goals and strategies of an organisation. Strategic plans have a strong external focus, cover major portions of the organisation and identify major targets, actions and resource allocations relating to the long-term survival, value and growth of the organisation.

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.

VALUATION

Assessed asset value which may depend on the purpose for which the valuation is required, i.e. replacement value for determining maintenance levels, market value for lifecycle costing and optimised deprival value for tariff setting.





8.2 Hunters Hill Council Asset Management Policy

POLICY NO.	TO BE ALLOCATED
POLICY TITLE	SUSTAINABLE ASSET MANAGEMENT POLICY
STATUS	INTERNAL
BUSINESS PROGRAM	Road & Drainage Traffic & Parking Recreation & Parks Community Buildings
FILE	200/12

PURPOSE

This policy has been developed to identify the importance of sustainable asset management to Hunters Hill Council and as a guide to recognise Council’s responsibilities and commitment to the efficient and effective management of the assets under its control.

This policy also outlines the framework for developing and implementing sustainable asset management strategy and plans in a coordinated and structured way.

The policy is in place to set guidelines for implementing consistent asset management processes throughout Council.

The policy is to ensure adequate provision is made for the long-term management and replacement of major assets by:-

- Ensuring that Council’s services and infrastructure are provided sustainably, with the appropriate quality levels of service to residents, visitors and the environment.
- Safeguarding Council assets including physical assets and employees by implementing appropriate asset management strategies and appropriate financial treatment of those assets.





- Creating an environment where all Council employees take an integral part in overall management of Council's assets by creating and sustaining asset management awareness throughout Council.
- Meeting legislative requirements for asset management.
- Ensuring resources and operational capabilities are identified and responsibility for asset management is allocated.
- Demonstrating transparent and responsible asset management processes that align with demonstrated best practice.

APPLICABILITY

This policy applies to any person or body managing or working on Councils assets.

SCOPE

This policy applies to all Council activities

BACKGROUND

Asset management is important because:

- Infrastructure networks provide the platform for economic and social development
- Good quality infrastructure is the cornerstone of public health and safety
- Risk management practices safeguard long-term asset investment and benefits to stakeholders
- Infrastructure and property assets increasingly meet recreational and other needs of the community
- Benchmarking condition and performance promotes innovation and efficiencies

The goal of asset management is to meet a required asset level of service in the most cost-effective way through the planning, creation, acquisition, maintenance, operation, rehabilitation and disposal of assets to provide for present and future customers.

A formal approach to the management of assets is essential in order to provide services in the most cost-effective manner and to demonstrate this to management, the community, and other stakeholders.

The Taking a lifecycle approach

- Developing cost-effective management strategies for the long-term
- Providing a defined level of service and monitoring performance
- Managing risks associated with asset deterioration and failure
- Sustainable use of physical and natural resources





- Continuous improvement in asset management practices

The principles to guide asset management planning and decision-making focus on:

- Ensuring *service delivery* needs form the basis of asset management
- Integrating asset management with *corporate, financial, business and budgetary planning*
- *Informed decision making*, incorporating a lifecycle approach to asset management
- Establishing *accountability and responsibility* for asset condition, use and performance, and
- *Sustainability*, providing for present needs while sustaining resources for future generations

Hunters Hill Council owns and/or operates a significant portfolio of assets. These assets include roads and transport assets, stormwater drainage assets, parks and recreation assets, foreshore assets, property and building assets, plant and equipment assets and Information Technology assets.

Council has three primary functions in managing assets:

- Act as custodian for assets under its control
- Play a leading role in asset management and strategic asset planning
- Ensuring sustainability and inter-generational equity ie ensuring future generations can enjoy assets and facilities and related services at least as they are now

As custodian of the assets, Council is responsible for establishing and implementing optimal asset management strategies and practices that enable the assets to be sustained and related levels of service acceptable to the community to be provided at the lowest possible overall cost whilst controlling exposure to risk and loss.

The application of sound asset management underpins the key organisational values of the Hunters Hill Council Strategy:

- Provide a range of services and programmes which meet the needs of the community as effectively and economically as possible.
- Promote the principles of ecological sustainable development (ESD)
- Understanding the community needs
- Work with other organisations as partners
- Manage resources and logistics efficiently and effectively.
- Use information to learn and improve our services
- Make fair and responsible decisions
- Leadership and planning.





DEFINITIONS

- Asset** a common unit or network system, that is able to be valued, has a life and is a suitable unit for management
- Asset Group** logical groupings of assets that are most cost effectively managed as a single population
- Asset Management System** a combination of processes, data and software applied to provide the essential outputs for effective Asset Management
- Level of Service** the defined service quality for a particular activity or service area against which service performance may be measured. Service levels usually relate to quality, quantity, reliability, responsiveness, environmental acceptability and cost
- Lifecycle** the cycle of activities that an asset (or facility) goes through while it retains an identity as a particular asset ie from planning and design through to decommissioning or disposal
- Sustainability** (from an Asset Management perspective) – managing assets so that benefits of the services supported are available for future generations. Inter-generational equity should be assured by requiring existing users to pay for their asset consumption, rather than leaving their costs to be borne by future generations. Methods to promote sustainability include:
- Planning, maintenance and renewal to reflect current asset consumption
 - Evaluating all potential methods to meet service delivery demands, including non-asset solutions, and
 - Demand management strategies

POLICY GUIDELINES

Council will apply the principles of sustainable asset management to ensure the community's physical assets serve the current community and the needs of future generations.

This will be achieved through

- Developing and implementing a corporate approach to sustainable asset management within Hunters Hill Council, and





- Managing and maintaining the community's assets in accordance with "best appropriate" sustainable asset management principles and practices

Sustainable asset management is a responsibility of all elected representatives and employees within Council.

Elected representatives are responsible for adopting the policy and ensuring that sufficient resources are applied to manage Council's assets.

Specific responsibility for developing and implementing sustainable asset management within the organisation will rest with the General Manager and Group Manager of Works & Services.

Specific asset management teams and officers within the Public Works & Infrastructure Department will have asset management development, planning and implementation responsibilities.

The Group Manager of Works & Services will oversee and monitor asset management development and implementation with a specific role of monitoring implementation in accordance with the Asset Management Strategy and Improvement Plan.

Council will continuously seek opportunities to improve adherence to this Policy, by establishing specific asset monitoring, auditing and review mechanisms.

This Policy applies to all Council activities.

POLICY AUTHORITY

General Manager

GETTING HELP

Assets Engineer

Ext 4XX

TO BE REVIEWED

As a minimum there will be annual internal reviews of asset management policy, strategy, systems, practices and Plans.





Appendix 1 Building Assets Inventory (Values and Condition Ratings)

Asset ID	Asset Name	Facility	Street Address	Suburb	Current Replace't Cost	Remove Debris	Insured Value	Cond
APV_39	Material Bays	Depot	D'Aram St	Hunters Hill	60,300	2,412	67,715	3
APV_43	Playground Shade Structure	Buffalo Ck Reserve	Pittwater Rd	Hunters Hill	42,400	1,696	45,410	3
APV_71	Shade Structure (Over Playground)	Harry Shelley Park	13 Mount Street	Hunters Hill	24,800	1,000	26,561	3
132	Shade Structure (Over Playground)	Weil Park	Woolwich Rd	Woolwich	19,500	1,000	20,885	3
APV_42	Shade Sail	Early C'hood Centre	6 Pittwater Rd	Gladesville	18,980	1,000	20,328	3
678428A	Office and Workshop	Depot	D'Aram St	Hunters Hill	636,700	25,468	713,271	3
682260	The Priory	The Priory	10-12 Salter Rd	Gladesville	3,528,000	141,120	4,227,955	3
678428	Town Hall/Museum/Administration	Depot	22 Alexandra St	Hunters Hill	5,168,000	206,720	6,193,331	3
679170	Fairland Hall	Hall	14 Church St	Hunters Hill	916,000	36,640	1,097,734	3
679182B	Early Child Care	Cnr of Herberton St	9 Church St	Hunters Hill	531,000	21,240	610,039	3
680007	Gladesville Community Aid	Community Centre	46 Gladesville Rd	Gladesville	457,100	18,284	547,789	3
680008	Gladesville Road Community Centre	Community Centre	44 Gladesville Rd	Gladesville	1,190,000	47,600	1,426,096	3
680009	Hunters Hill Ryde Day Centre	Community Centre	42 Gladesville Rd	Gladesville	410,200	16,408	491,584	3
682618	Henley Cottage	Henley Cottage	4 Victoria Rd	Gladesville	1,048,600	41,944	1,256,642	3
3114465	Henley Community Centre	Community Centre	2B Crown St	Henley	2,192,700	87,708	2,627,732	3
APV_45	Large Picnic Shelter	Buffalo Ck Reserve	Pittwater Rd	Hunters Hill	12,300	1,000	13,173	3
APV_44	Maroon Picnic Shelter	Buffalo Ck Reserve	Pittwater Rd	Hunters Hill	8,980	1,000	9,618	3
APV_49	Green Shelter No 1	Buffalo Ck Reserve	Pittwater Rd	Hunters Hill	9,040	1,000	9,682	3





APV_8A	Shelter		Ferry St	Hunters Hill	39,300	1,572	42,090	3
APV_50	Timber Shelter	Tarban Reserve	Augustine St	Gladesville	-	1,000	-	3
APV_51	Picnic Shelter	Gladesville Reserve	Victoria Rd	Henley	16,600	1,000	17,779	3
APV_31	BBQ Shelters x2	Clarks Point Reserve	Clarke Rd	Woolwich	61,300	2,452	66,492	3
APV_77	Picnic Shelter	Boronia Pk Walkway	Princes St	Hunters Hill	10,150	1,000	11,010	3
APV_52	BBQ Shelter	Boronia Park	Park Rd	Hunters Hill	24,950	1,000	27,063	3
APV_46	BBQ Shelter	Buffalo Ck Reserve	Pittwater Rd	Hunters Hill	25,000	1,000	27,117	3
APV_56	Picnic Shelter	Boronia Pk P'ground	High St	Hunters Hill	10,150	1,000	11,010	3
APV_48	Green Shelter No 2	Buffalo Ck Reserve	Pittwater Rd	Hunters Hill	9,040	1,000	9,806	3
APV_47	Medium Picnic Shelter	Buffalo Ck Reserve	Pittwater Rd	Hunters Hill	11,320	1,000	12,279	3
APV_33	BBQ Shelter	Community Centre	2B Crown St	Henley	24,500	1,000	26,575	3
APV_55	Picnic Shelter	Boronia Park No 2	Park Rd	Hunters Hill	10,150	1,000	11,010	3
APV_27	Waiting Room	Wharf	Valentia St	Woolwich	67,100	2,684	76,024	3
APV_29	Baths Toilet Block and Paved Area	Woolwich Baths	Woolwich Rd	Woolwich	286,500	11,460	324,605	3
2868003	Amenities Block	Buffalo Ck Reserve	Pittwater Rd	Hunters Hill	270,000	10,800	305,910	3
APV_73	Riverglade Toilet Block	Riverglade Reserve	Waruda Place	Huntleys Cv	241,000	9,640	273,053	3
APV_76	Amenities	Boronia Pk P'ground	High St	Hunters Hill	61,800	2,472	70,019	3
3344378	Amenities Block	Clarks Point Reserve	Clarke Rd	Woolwich	136,800	5,472	154,994	3
APV_2	Amenities Block	Gladesville Reserve	Victoria Rd	Henley	272,000	10,880	308,176	3
682912	Amenities Block	Weil Park	Woolwich Rd	Woolwich	67,100	2,684	76,024	3
678428B	Amenities Block	Depot	D'Aram St	Hunters Hill	322,000	12,880	364,826	3





680010	Croquet Club	Croquet Club	40 Gladesville Rd	Gladesville	375,000	15,000	449,400	3
697393	Henley Long Day Care (Nursery)	Day Care	1A-1B Crown St	Henley	673,000	26,920	798,986	3
236620	Early Childhood Centre	Ryde City Council	6 Pittwater Rd	Gladesville	592,000	23,680	702,822	3
3114466	Riverside Preschool	Preschool	2A Crown St	Henley	1,249,200	49,968	1,483,050	3
APV_36	Henley Long Day Care (2-5 yr olds)	Day Care	1A-1B Crown St	Henley	592,800	23,712	703,772	3
679182A	Preschool	HH Preschool	9 Church St	Hunters Hill	1,005,800	40,232	1,194,086	3
APV_10	Bus Shelter		Ferry St (East)	Hunters Hill	8,400	1,000	8,996	3
APV_17	Bus Shelter		Princes St	Hunters Hill	-	1,000	-	3
APV_74	Bus Shelter		Ryde Rd	Hunters Hill	8,400	1,000	8,996	3
APV_5	Bus Shelter		Alexandra St	Hunters Hill	8,400	1,000	8,996	3
APV_11	Bus Shelter		Ferry St (west)	Hunters Hill	8,400	1,000	8,996	3
APV_17B	Bus Shelter		Princes	Hunters Hill	8,400	1,000	8,996	3
APV_72	Bus Shelter		Alexandra St	Hunters Hill	8,400	1,000	8,996	3
APV_19	Bus Shelter		Woolwich Rd	Woolwich	11,650	1,000	12,477	3
APV_13	Bus Shelter		High St	Hunters Hill	7,850	1,000	8,407	3
APV_75	Bus Shelter		Gladstone Ave	Woolwich	8,400	1,000	8,996	3
APV_6	Bus Shelter		43 Barons Cres	Hunters Hill	15,800	1,000	16,922	3
APV_7A	Bus Shelter		114 Barons Cres	Hunters Hill	13,700	1,000	14,673	3
APV_20	Bus Shelter		14 Church St	Hunters Hill	13,700	1,000	14,673	3
680006	Dwelling		48 Gladesville Rd	Gladesville	245,900	9,836	287,334	3
APV_16	Boronia Grandstand Pavilion	Boronia Park	Park Rd	Hunters Hill	853,800	34,152	1,023,194	3





APV_37	Garage	Henley Cottage	4 Victoria Rd	Gladesville	34,500	1,380	38,378	3
APV_38	Garage		10-12 Salter Rd	Gladesville	84,700	3,388	94,220	3
APV_24	Boat Shed		Collingwood St	Woolwich	-	1,000	-	3
680010A	Croquet Club Shed	Croquet Club	40 Gladesville Rd	Gladesville	-	1,000	-	3
3473773	Boat Shed		Ferdinand St	Hunters Hill	72,800	2,912	81,179	3
APV_8	Wharf & Shed	Wharf	Valentia St	Woolwich	-	1,000	-	3
					\$24,142,360	\$983,416	\$28,607,955	

