## MOSMAN



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# INTRODUCTION

## Background

The Mosman local government area is located in Sydney's northern suburbs, around 6 kilometres from central Sydney. The Council area is predominately residential with commercial areas along Military Road. The Council area includes significant areas of Sydney Harbour foreshore. Early settlement in Mosman dates from the 1800s, but the development of the area was slow until the 1880s when road access was improved. Significant growth in Mosman occurred in the interwar period as well as the 1950s and 1960s when many residential flat buildings were constructed. Since this period, growth has slowed as development opportunities have become fewer.

Assets not included in this Plan are those within State and Federal government lands including HMAS Penguin, National Parks, Sydney Harbour Federation Trust and Taronga Zoo.

The purpose of this Asset Management Plan (AMP) is to have a guide to managing building structures safely, efficiently and effectively for the people of Mosman. This AMP outlines the broad approach that will be adopted to manage the condition of and use of building assets over the next 10 years, including the capital works program.

#### COVID-19

The assets values, data and modelling that informed the Asset Management Plans was done prior to the full ramifications of the COVID-19 pandemic being known. Due to the variability in market conditions during this time, it is recommended that the Buildings AMP be reviewed and updated in 18 months' time to account for any changes. This has also been included in the Policy as a key performance measure.

### Goals and Objectives of Asset Management

Council's goal in managing infrastructure assets is to provide equitable and appropriate services and facilities for the community and ensure they are managed efficiently and effectively and are of a quality consistent with requirements of the Mosman community.

The key elements of infrastructure asset management are:

- Consider a life cycle approach
- Develop cost-effective management strategies for the long term
- Provide a defined level of service and monitoring performance
- Understanding and meeting the demands of growth through demand management and infrastructure investment
- Sustainable use of physical resources
- Continuous improvement in asset management practices

This asset management plan sets out goals and objectives over a 10 year period:

- Aim to have Council's unrestricted current ratio at 2:1
- Seek to meet benchmarks, e.g. sustainability financial indicator of greater than 1.0, backlog ratio less than 2.0% and maintenance ratio greater than 100%
- To have business systems which will meet the increasing demands for management information and that add value to the Council and community by providing integrated, accurate, timely, cost-effective and responsive service
- To have risk management strategies in place to ensure Mosman is a safe place to live, work and play

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## **Asset Management Plan Framework**

In accordance with the NSW government's Integrated Planning and Reporting framework, Mosman Council's Community Strategic Plan (2018-2028), named MOSPLAN, presents a broad outline of Mosman Council's aspirations for serving its residents, based on community engagement.

MOSPLAN's Resourcing Strategy ensures there are adequate financial, human resources and assets to deliver the Council's services over 10 years. The Asset Management Framework (see Figure 1) outlines the asset component of the Resourcing Strategy.

The Asset Management Framework is guided by the Asset Management Policy and Asset Management Strategy. The key points from the Asset Management Policy are:

- Assets are to be managed (from creation, through operation to disposal) in accordance with the Council's objectives and priorities for service delivery
- Each infrastructure asset class (buildings, roads, stormwater drainage, parks and open space, marine structures) has an asset management plan
- Outlines human resource needs and staff roles and responsibilities
- The asset management strategy is to be implemented to apply asset management best practice
- Council will promote continuous improvement in asset management

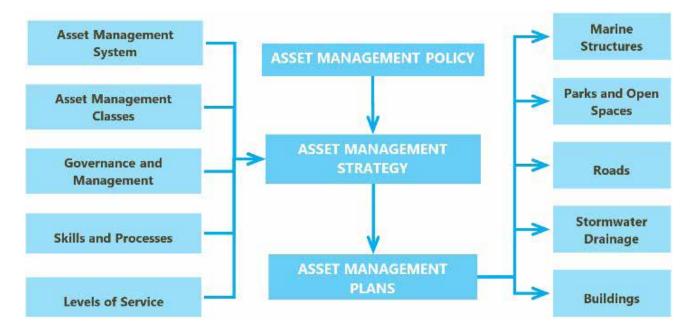


Figure 1 - Asset Management Framework

The Asset Management Strategy is a guide to the content of the asset management plans, relevant legislation, risk management and asset information systems within Council and a broad overview of each plans financial forecasts. This Asset Management Plan is in accordance with the Asset Management Strategy.

The Asset Management Plans guide the yearly capital works and maintenance budgets and provides important input into Council's Long Term Financial Plan.

#### **Summary of Buildings Assets**

Council's buildings provide a range of important benefits to the community, which include:

- Operational facilities for the administration of local government and delivery of related services
- Facilities for recreation and maintaining a healthy lifestyle
- An important focal point for social interaction helping to develop and strengthen the local community

Mosman Council manages 51 buildings and facilities. Some buildings have multiple facilities within which serve different needs. Where multiple facilities exist within one building, each facility has been assessed separately.

The Buildings asset data including values and condition ratings were initially captured in 2013 and then verified and updated in 2017 by a qualified valuer.

The Current State of Assets section and Appendix A provides further details of the Council buildings covered by this Plan.

Number of Buildings	Current Replacement Cost (CRC) '000s (\$)
51	97,026

Table 1 - Summary of Buildings Assets (as at June 2019)



# **LEVELS OF SERVICE**

#### Description

Levels of service provide the basis for life cycle management strategies and works programs. They intend to align measurable attributes to the corporate objectives of the organisation.

They must be readily measurable, and easily understood by members of the community. There is ongoing development of levels of service to address the reasonable needs and expectations of the community.

The key performance measures in this Buildings AMP are quality, availability, health & safety, appearance/ presentation, responsiveness, condition and cost/ affordability. They also take into account the relevant legislative framework and standards and codes.

The objectives of the levels of service in this Buildings Asset Management Plan are intended to:

- Inform the community of the proposed type and level of service to be offered
- Assist with the identification of the costs and benefits of the services being offered
- Enable the community 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
- 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:

- Information gathered and interpreted from customers on the importance of and satisfaction with services and in some cases expected quality and cost of services
- 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 specify minimum design parameters for infrastructure delivery
- Availability of resources and the financial environment

## Feedback from the Community

Council regularly conducts community surveys to determine the importance and satisfaction with infrastructure and services. The latest Mosman Community Survey was conducted in June 2018.

Residents were asked a series of questions to inform the review of service delivery standards to be implemented in the Strategic Management Plans including MOSPLAN, Delivery Program, Operational Plan and Asset Management Plans. Community feedback provides guidance in developing priorities and allocation of resources in the budget.

Satisfaction for building-related services and facilities is good. In regards to the cleanliness of the buildings, on average, Council receives a small number of complaints per year, which is relatively low compared to the large number of Council buildings accessible to the public. The community, however, has expressed some level of dissatisfaction with the condition of the public toilets. This dissatisfaction is rectified by the conducting of capital works for these buildings in the 2019/20 financial year.

See the Levels of Service Matrix (Table 4) for the full comparison between our performance targets and current performance.

## **Legislative Requirements**

Council has to meet many requirements including National and State legislation and regulations. These are listed in Council's Asset Management Strategy document.



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### Asset Rating Systems Condition Ratings

The condition rating scale used for buildings assets is the 1-5 rating approach as defined by the IPWEA and is detailed below in Table 2.

Buildings asset condition assessment considers:

• Fitness For Use - an assessment of the physical condition of the facility assets relative to their condition when first constructed or refurbished.

In assessing the "Fitness For Use" condition of the various facility assets the following criteria were considered:

- Health and Safety Is there potentially health and/or safety risk?
- Security Is there a security risk?
- Operation or Functionality Does it operate or function satisfactorily?
- Amenity Is the level of amenity acceptable?

- Appearance Is appearance acceptable?
- Structural Integrity Does the structure appear sound and acceptable?

In assessing condition limited high-level consideration has also been given to:

- Fitness For Purpose an assessment of an asset match to its current or intended use, and
- Environmental Fitness an assessment of the condition of an asset relative to sustainability principles and goals.

Assets in condition 1 to 3 are considered to be in a "satisfactory" condition while those in condition 4 and 5 are considered to be in an "unsatisfactory" condition. The condition ratings were determined by the community via the Mosman Asset Management Reference Group in 2011/12. The descriptions determined by the group have been reviewed regularly and remain consistent to how the condition rating would be described today. The service levels determine what the condition the asset should be in before it is renewed.

Condition	Rating	Description of Asset Condition	
"Satisfactory" Condition			
1	Excellent	Newly constructed/refurbished/ asset very good in overall condition. Only planned maintenance required.	
2	Good	Asset in good overall condition. Minor maintenance works plus planned maintenance re- quired.	
3	Average	Asset in average overall condition. Moderate to significant maintenance required.	
"Unsatisfactory" Co	ndition		
4	Poor	Asset in fair to poor overall condition. Failure likely in short to medium term. Significant renewal/upgrade required.	
5	Very Poor/ Failed	Asset failed or failure imminent. Unserviceable.	

#### **Intervention Program**

Council adheres to a Condition 4 'Intervention' program where assets that decline into a Condition 4 (unsatisfactory) rating are scheduled to be renewed within the next two financial years.

The renewal intervention level was selected to optimise the desired level of service, mitigate risk and optimise maintenance and renewal expenditure. The aim is to minimise assets in an 'unsatisfactory' condition.

Condition 4 assets will be added to the capital works program to be replaced within 2 years unless their failure does not pose a risk. Alternate funding or shifting lower priority work to later years are two ways to ensure condition 4 assets are replaced.

Condition 5 assets are to be replaced as soon as practically possible, especially if the asset poses a high risk.

#### **Building Importance/Criticality**

In order to manage the Council's buildings more effectively, buildings have been categorised based on level of importance and criticality. Table 3 provides an outline of the building categorisation.

## Community and Technical Levels of Service

Levels of Service are measured by criteria including feedback from the community, performance specified in the lease of the building or by a standard industry technical assessment.

For each Key Performance Measure, the Council determines the attributes to be measured (Measured Attribute) and how it will be measured (Measurement Criteria). A target is set to meet the minimum required levels of service (Performance Target). Current Performance indicates whether the building is meeting that target. Key building's service goals include:

- Management and development of facilities to reasonably address the emerging needs and demands of the community
- Provision and management of facilities to meet community accepted levels of service
- Provision of community facilities which are accessible both physically and geographically by the whole community
- Provision of facilities which afford a high level of safety and security
- Management of facilities in a cost-effective and sustainable manner
- Maintenance of facilities to appropriate standards fit for their contemporary purpose through an appropriate mix of scheduled and responsive maintenance

To assess the Community & Technical Levels of Service, a number of datasets are used to assess performance against a set target:

- Community satisfaction survey Residents are asked how satisfied they are with Council's facilities on a 0 to 10 scale (0 – lowest satisfaction, 10 - highest satisfaction). Scores of 5 or higher indicate satisfaction.
- Customer service complaints Complaints and requests are recorded for each asset category and tallied by financial year.
- Insurance claims and injuries/incidents Incidents involving injury or damage to property are tallied by financial year for each asset category. A record of insurance claims resulted from these incidents are also kept.
- Condition rating values from the asset register are used, as well. The percentage of assets in a satisfactory condition (i.e. 3 or better) are recorded.
- Other measures are also compared based on various data.

Category	Description	Standard	Facility
A (Superior)	High profile facility with "critical" results; facilities with major local or regional significance; key heritage facilities; facilities with major public interface; "marquee" buildings; facilities that must meet very rigorous special requirements; assets of high capability and construction/ finish; Criticality Rating Very High.	Newly constructed/ refurbished/ asset in very good in overall condition. Only planned maintenance required.	<ul> <li>Art Gallery</li> <li>Civic Centre public areas</li> <li>Library</li> </ul>
B (Above Average)	Facilities very important to government operations including significant facilities and heritage facilities; facilities with significant public interface; facilities needing to meet special requirements; facilities needing good public presentation and high quality working environment; Criticality Rating High.	Asset in good overall condition. Minor maintenance works plus planned maintenance required.	<ul> <li>Community Centres</li> <li>Senior citizen centres/ Facilities</li> <li>Early childhood centres</li> <li>Civic Centre</li> <li>Swimming centre</li> <li>High profile investment buildings</li> <li>High use prominent public toilets</li> <li>Drill Hall</li> <li>Marie Bashir Mosman Sports Centre</li> </ul>
C (Average)	Non-critical facilities including most buildings supporting typical/standard government service delivery functions; functionally focused buildings; the lowest possible category for community facilities and heritage facilities; Criticality Rating Medium.	Asset in average overall condition. Moderate to significant maintenance required.	<ul> <li>Public toilets</li> <li>Mens Shed</li> <li>Works/operations depots, workshops and offices</li> <li>Public halls</li> <li>Park amenity buildings and clubrooms</li> <li>Investment residential dwellings and commercial buildings</li> <li>Grandstands</li> <li>Rotunda</li> <li>Esplanade Umbrellas</li> </ul>
D (Basic)	Non-critical facilities where very basic functional performance is acceptable; facilities that can reasonably operate in very basic condition; Criticality Rating Low.	Asset in fair to poor overall condition. Failure likely in short to medium term. Significant renewal/upgrade required.	<ul> <li>Sheds/ bin stores</li> <li>Storage buildings</li> <li>Kiosks</li> <li>Scoreboards</li> <li>Shelters/pergolas</li> <li>Pump houses</li> <li>Plant rooms</li> </ul>
E (Mothball)	Building is no longer operational; it is dormant, pending disposal, demolition etc. Criticality Rating Minimum.	Asset failed or failure imminent. Unserviceable.	

Key Performance Measure	Level of Service	Measured Attribute	Measurement Criteria	Performance Target	Current Performance
Community Levels of Service					
Quality (Public Toilets)	Fit for purpose	Condition of facilities	Customer satisfaction surveys	>80% satisfactory	2018 Community Survey - 88% satisfied with condition of public toilets
Availability and Accessibility	Facilities are readily available and accessible	Degree of availability and accessibility	Unplanned closures	Nil unplanned closures	Achieved
Health and Safety Facilities are safe and free from hazards		No of injuries	Reported injuries	Nil Injuries due to hazards	2018-19: 1 2017-18: 1 2016-17: 2 2015-16: 1
	Service failures	Response for repairs	>90% failures attended within specified period	Achieved	
		Risk assessment	Management of risk treatments	Undertake risk planning & treatments within designated time frame as described in risk management plan	Risk treatments undertaken as required
Affordability (Investment Buildings)	Rental charges of leased facilities are com-petitive and market relevant	Requests for renewals of lease	Percentage requests for lease renewals	>90% lease renewal requests	Achieved
Legislative Legal and statutory Compliance Of facility management		Compliance with relevant legislation, regulations and codes	Audit on legal and statutory compliance	90% satisfactory	Achieved
			Non-compliance warnings per year	Nil non-compliance warnings	Achieved
Appearance and Presentation (Operational Buildings)	Facilities are cleaned and in presentable condition	Cleanliness	Customer feedback	<20 complaints about cleanliness of build-ings per year	2018-19: 2 2017-18: 0 2016-17: 0 2015-16: 3

Key Performance Measure	Level of Service	Measured Attribute	Measurement Criteria	Performance Target	Current Performance
Technical Levels of S	ervice				
Quality (Operational Buildings)	Facilities are maintained in acceptable condition as per building category	Defects	Number of defects/ month	<10 reported defects per month for all buildings (excluding vandalism)	2018-19: 8 2017-18: 2 2016-17: 1 2015-16: 3
		Condition of facility	Percentage of buildings assets in condition 3 or better	>95% of operational building assets in condition 3 or better	99.7% of all operational buildings in satisfactory condition
Quality (Investment Buildings)	Leased facilities are maintained in condition relative to building category	Condition of finishes and fittings of various categories of buildings	Percentage of finishes and fittings in condition 2 and 3 or better respectively	>95% finishes and fittings condition 3 or better	100% of all investment buildings in satisfactory condition
Health and Safety	Facilities are free from hazards	Compliance with essential services standards	Failure to comply with essential service requirements	Nil non compliance	Achieved

Table 4 - Levels of Service Matrix

## **FUTURE DEMAND**

### **Demographics and Growth**

The community of Mosman generates the demand for the services provided by the building assets considered in this plan.

The estimated population of Mosman as of 30 June 2018 was 30,877 people (http://profile.id.com.au/mosman). There is expected to be minimal population growth over the next few years with a growth rate estimated at 82 people per year until 2036. There will be some demographic shifts as the Mosman population ages, with an overall increase in the proportion of residents aged 60 and over. Therefore, it is important that buildings meet accessibility standards, especially for aged care and seniors facilities.

Given the high degree of urbanisation within Mosman it is likely that the demand will not exist for the expansion of the existing infrastructure but for improved levels of service (e.g. accessibility improvements) provided by these buildings.

Heritage preservation is also a factor in the upgrading of building assets. There are controls to how an existing heritage building can be modified. These restrictions along with the small number of available sites for building works in the LGA means there is limited growth.

It is also expected due to demographic and lifestyle changes that there will be an increased focus on recreational facilities.

### **Demand Management**

Demand will be managed through a combination of managing and improving existing assets. Some buildings will be renewed with improved accessibility, improved fixtures and fittings and better internal services such as lighting. These are covered in the renewal plan and the financial forecasts.

Where necessary, management practices will also be put in place to address demand issues and pressures. Demand management practices include non-asset solutions such as risk management, controlling or softening demand, insuring against risks and managing failures.

There is minimal demand for new buildings in Mosman due to the modest population increases and limited availability of land.

When there are new or upgraded assets they are required to be fully accounted for in the asset management plans and financial forecasts. This includes ongoing operations and maintenance costs throughout the assets life.

## **Changes in Technology**

Technology changes are forecast to affect the delivery of services during the next 5 years:

- Various product and equipment improvements may improve work efficiencies and provide cost savings
- Consideration will be given to installing energy and water-saving equipment for environmental responsibility and for cost-efficiency
- New building methods that are more efficient will also be considered as part of the renewal/upgrade of buildings
- In terms of information technology, further improvements to the asset management system used by Council will ensure that condition surveys are more accurate, efficient and lead to increased data integrity. The asset management system currently has a GIS system in place with tablet support. There are some issues with conducting inspections via the tablet due to data display limitations but this is expected to be improved/eliminated
- The asset management system has a high capability for planning maintenance and operational works which are not being utilised to its full potential. There will be trialling on using these features during the next 5 years

### Impact of Climate Change & Other Environmental Factors

There is continuing discussion about changing climate conditions including increased rainfall, sea-level rise, and magnitude and frequency of major weather events. It is unlikely that climate change will affect building assets significantly during the period covered in this plan. However, an increasing number of high-intensity storms has the potential to damage building roofs and cause leaks.

Council has in place sustainability measures for buildings to reduce the impact of climate change. Examples include retrofitting Council buildings and multistorey car parks with LED lights and the installation of solar panels on building roofs. Recycled building materials and porous paving are also used throughout the LGA.

## CURRENT STATE OF ASSETS

## **Asset Information**

#### **Council Buildings**

Mosman Council buildings/facilities are listed as an operational or investment building. They are defined as:

- Operational Facilities for the administration of local government, delivery of services, recreation or community facilities that are managed and maintained by Council. All income from these buildings are part of Council's total income
- Investment Buildings leased for commercial or residential purposes. These buildings provide rental income for Council

Buildings are summarised below in Table 5 and Table 6, for operational and investment buildings, respectively. These tables include condition ratings of each building, which is an average of all the components it comprises of (as of 30 June 2019). A detailed list of Council buildings/facilities is also included in Appendix A.

Operational Buildings	Assessed Average Condition (1 to 5 Scale)	Current Replacement Cost (CRC) (\$)
Civic Centre	2	16,232,000
Seniors Centre & Meals on Wheels	3	1,046,000
Civic Centre Bin Store	3	64,000
Library	3	7,400,000
Library Annexe	3	494,000
Youth Centre	3	987,000
Library Walk Structure	2	407,000
Library Walk - Amenity Block	2	49,000
Mosman Art Gallery	3	5,289,000
Mosman Community Centre	2	5,289,000
Cowles Road Depot	3	2,356,000
Cowles Road Depot Plant Rooms	3	214,000
Bridgepoint Carpark	2	7,526,000
Vista Street Carpark	3	4,376,000
Alexander Ave Multipurpose Building	2	1,007,000
Allan Border Oval Childcare Centre *	3	474,000
Balmoral Childcare Centre †	2	963,000
Mosman Bowling Club	3	3,169,000
Mosman Croquet Club	2	339,000

Operational Buildings	Assessed Average Condition (1 to 5 Scale)	Current Replacement Cost (CRC) (\$)
Mosman Swim Centre	3	5,707,000
Balmoral Swimmers Club	3	380,000
Drill Hall	2	1,178,000
Drill Hall - Amenity Block	2	236,000
Marie Bashir Mosman Sports Centre	2	4,805,000
Allan Border Oval Pavilion	4	1,066,000
Allan Border Oval Pavilion Club Room	4	355,000
Balmoral Oval Pavilion	3	909,000
Georges Heights Oval Pavilion	3	627,000
Middle Head Oval Pavilion	3	1,137,000
Rawson Oval Pavilion	3	1,266,000
Rawson Oval Pavilion Club Room	3	389,000
Rawson Oval Gardeners Shed	3	71,000
Balmoral Rotunda	2	364,000
Balmoral Umbrellas	1	66,000
Tram Shed	2	89,000
Tram Shed – Amenity Block	2	380,000
Balmoral Baths - Amenity Block	3	760,000
Clifton Gardens – Amenity Block	3	663,000
Rosherville Reserve – Amenity Block	2	486,000
Raglan St West - Amenity Block	3	198,000
Sirius Cove Reserve - Amenity Block	3	323,000
Balmoral Bathers Pavilion – Amenity Block	3	271,000
The Spit West – Amenity Block	3	244,000

\* Allan Border Oval Child Care disused in 2019/20 and demolished along with Allan Border Oval Pavilion in 2020/21 † Balmoral Oval Child Care Centre demolished during 2019/20

Operational Buildings	Assessed Average Condition (1 to 5 Scale)	Current Replacement Cost (CRC) (\$)
Civic Centre Shops (Nos 1-9)	3	1,046,000
Library Walk Shops (Nos 1-5)	3	702,000
Library Walk Shops (Nos 6-10) & 5 Residential Flats	3	1,976,000
Boronia House	3	3,295,000
Swim Centre Cafe	3	223,000
Balmoral Baths - Kiosk	3	760,000
Balmoral Baths - Restaurant	3	1,900,000
Balmoral Bathers Pavilion - Restaurant	3	7,473,000

Table 6 - Council Investment Buildings

## **Asset Componentisation**

Council's buildings are categorised into functional asset groups and sub-groups to provide a framework for maintenance scheduling and risk management. The groups are:

- 1. Childcare Centres
- 2. Council Offices/Administration Centre
- 3. Council Works Depot
- 4. Cultural Facilities
- 5. Investment Buildings
- 6. Library
- 7. Multi-Storey Car Park
- 8. Other Buildings
- 9. Specialised Buildings

Sub-groups provide further categorisation. The asset groups they are linked to are in brackets:

- 1. Civic/Administration (Council Offices/Administration Centre)
- 2. Community (Cultural Facilities, Library, Specialised Buildings)
- 3. Childcare Centres (Childcare Centres)
- 4. Operational (Council Offices/Administration Centre, Council Works Depot, Specialised Buildings)
- 5. Public Toilets/Amenities (Specialised Buildings)
- 6. Parks and Recreation (Other Buildings, Specialised Buildings)
- 7. Swim Centre (Other Buildings)
- 8. Multi-Storey Car Park (Multi-Storey Car Park)
- 9. Leased/Commercial (Investment Buildings, Other Buildings, Specialised Buildings)

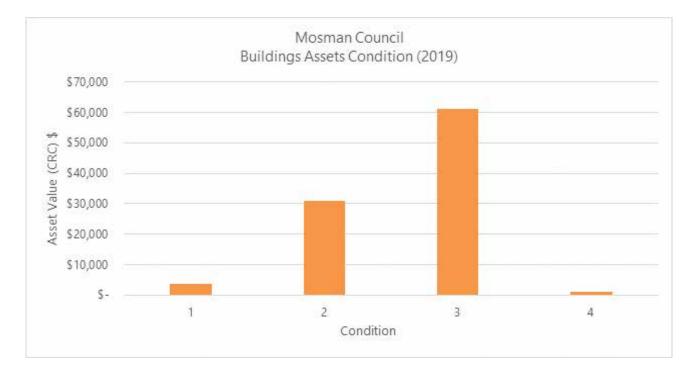
The asset component hierarchy divides the buildings into 7 components providing information about the extent, valuation and condition of the parts of the building:

- 1. Structure
- 2. Roof
- 3. External Finishes
- 4. Internal Finishes
- 5. Fittings and Fixtures
- 6. Services
- 7. Site Features

## Condition & Age Profile Condition Profile

The condition profile gathers the condition rating and replacement value of each building component and then graphs the rating against the components value. The profile as of June 30, 2019, is shown in Figure 2.

For more information, see the Asset Valuation section, which shows a more detailed breakdown of building assets condition by replacement value.



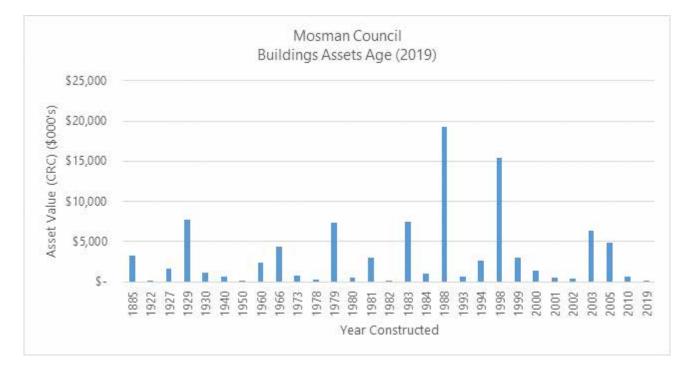


#### **Age Profile**

Unlike the condition profile, the age profile only looks at the age of the entire building (i.e. since the building was first constructed) and not the age of the individual components. The age profile is shown in Figure 3.

The age of the Council's building assets varies significantly. Some original building structures date back 125 years e.g. Boronia House – 150 years, the Art Gallery/Community Centre – 120 years. Some buildings are second or third generation assets having been renovated, reconstructed or upgraded on a number of occasions in the past.

The build date information that is available is listed in Appendix A.





### **Asset Valuation**

The value of buildings assets as at 30 June 2019 covered by this asset management plan is summarised below. The buildings assets were last revalued during the 2017/2018 financial year. Assets are valued at Brownfield rates.

## Building Assets Condition by Replacement Value

The condition survey (by replacement value) as assessed in 2018/2019 is detailed in Table 8 and references the condition profile in Figure 2. Table 8 compiles condition of buildings at the component level.

Currently, 1.0% of building assets (by asset replacement value) are in an unsatisfactory condition. Assets in condition 4 have been listed for renewal in 2019/2020 or later.

Condition ratings for components of each building/facility are held within the Council's asset management system.

	Current Replacement Cost	Annual Depreciation (\$/yr)	Depreciated Replacement Cost (\$)
Operational	79,651	919	39,555
Investment*	17,375	-	-
Total	97,026	919	39,555

\* Investment buildings are not depreciated as they are revalued annually with any increment/decrement recognised as such in the Income Statement of the Financial Statements.

#### Table 7 – Building Assets Valuation (\$000's)

Asset Group	Condition 1	Condition 2	Condition 3	Condition 4	Condition 5
Operational	3,745	31,034	43,905	967	0
Investment*	0	0	17,375	0	0

\* Limited data available for components of investment buildings.

Table 8 - Building Assets Condition by replacement value (\$000's)





# LIFECYCLE MANAGEMENT PLAN

## Lifecycle Strategy

The lifecycle management plan describes how Council plans to manage the building's assets at the agreed levels of service (information available in Levels of Service section) while optimising life cycle costs.

The lifecycle of an asset encompasses:

- Identification of its need (including confirming that there is no non-asset solution)
- Selection of the asset solution (according to a set process)
- Installation/construction
- Operation, maintenance and inspection
- Renewal/upgrade
- Disposal

### **Service Deficiencies**

Council's services are generally provided to meet the desired standard. There are instances where the level of service is not being met and will need future investigation and this is detailed in Table 9.

These service deficiencies have been identified by the Council's Property Officers. Works are planned or are being considered to address these issues.

#### Service Deficiency

Need to review and implement accessibility requirements of civic & public amenity buildings

Civic Centre roof leak issues

Allan Border Oval Sporting Pavilion needs redevelopment as it is aged and many components are in poor condition

Rawson Oval Pavilion is aged and in need of redevelopment

Components of the Mosman Bowling Club are in need of further redevelopment

Vista St carpark ventilation

Swim Centre requires upgrade

Library walk flats require assessments

Lifts in Council buildings are at end of life and require replacement

Table 9 - Known Service Performance Deficiencies

### **Operations and Maintenance Plan** Operations Overview & Historical Expenditure

Operations activities are activities that consume resources to ensure the infrastructure asset levels of service are met. For example "running costs" and consumables.

These are day to day operational activities that have no effect on the asset's condition but are necessary to physically keep the asset operating. Typical operational activities include:

- Utility costs, e.g. electricity, rates
- Cleaning
- Meter reading
- Insurance
- Security including patrols
- Asset management data collection and condition assessment

Operations expenditure is not fully distinguished from maintenance expenditure in the organisation's financial systems, although there are some entries on a line item basis which relate to operations costs e.g. utility costs including electricity, gas, and water.

In many cases, facility lessees pay utility accounts directly. These costs are not a cost to Council and are not included in the Council's operating budget.

Indicative historical operations expenditure (including electricity, water and gas as extracted from the Council's financial system, the staff managed registers and recent energy audit reports) are displayed in Table 11.

Operations costs will likely rise in the future with increasing utility costs, particularly electricity. Council will consider various sustainability and energy efficiency measures in existing and upgraded facilities to minimise costs and environmental impact.

Year	Historical Annual Operations Expenditure
2015/16	\$881,000
2016/17	\$829,000
2017/18	\$913,000
2018/19	\$935,000
Average Annual	\$890,000

Table 11 - Historical Operations Expenditure Trends

## Maintenance Overview & Historical Expenditure

Maintenance is the regular on-going work that is necessary to keep assets operating, including instances where portions of the asset fail and need immediate repair to make the asset operational again. Maintenance includes reactive, planned and cyclic work activities:

- Reactive: Unplanned repair work carried out in response to service requests and management/supervisory directions. Traditionally, assessment and prioritisation of reactive maintenance are undertaken by Council staff using experience and judgement, within some basic maintenance management frameworks.
- Planned: Repair work that is identified and managed through a maintenance management system (MMS), asset management system (AMS) or through other tools to assist in identifying when individual assets are due for repairs
- Cyclic: Replacement of higher value components/subcomponents of assets that are undertaken on a regular cycle. Examples include repainting street furniture e.g. seating and shelters and pump component replacement

All non-operations works that fall below the capitalisation threshold of \$5,000 are considered maintenance.

Historical maintenance expenditure trends are shown in Table 12.

Maintenance expenditure has been consistent over the last few years and this is expected to continue as discussed in the 10 year financial forecast section.

Year	Historical Annual Maintenance Expenditure
2015/16	\$652,000
2016/17	\$584,000
2017/18	\$718,000
2018/19	\$762,000
Average Annual	\$679,000

#### Table 12 - Historical Maintenance Expenditure Trends

#### **Maintenance Methods & Management**

In conjunction with the AMPs, building asset maintenance specifications and practices have been reviewed and will be further developed. This will include a more comprehensive outline of maintenance strategies and maintenance intervention levels and response times. It is proposed that the asset maintenance specification will guide future maintenance, subject to allocation of appropriate resourcing.

#### Maintenance and Operations 10 Year Financial Forecast

Projecting the 10 year financial forecast involves comparing the required maintenance to the budgeted maintenance:

- Required maintenance The cost of maintenance and operations required to meet minimum levels of service in Mosman. The value is determined via useful life modelling to be 1.29% of the current replacement cost (CRC) for building assets
- Planned (budgeted) maintenance The expenditure that Council has budgeted for maintenance and operation works

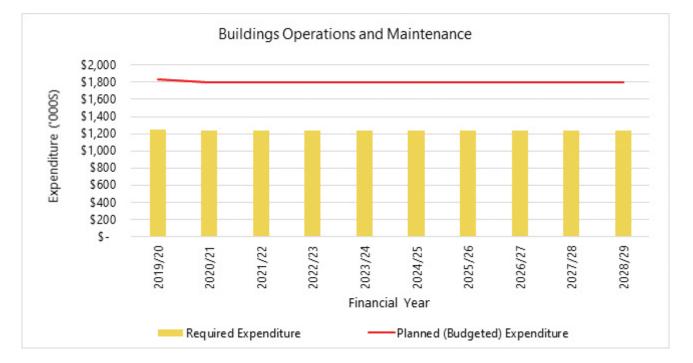
Figure 4 shows a comparison between the required expenditure for maintenance for the next 10 years and the budgeted expenditure. Of the operational costs, 80% is estimated to meet required levels of service. The other 20% is budgeted for emerging issues in safety and unplanned expenses. Maintenance expenditure levels are around \$550,000 higher than the minimum that is required to be spent every year. Council has budgeted to spend more than the minimum requirement to deliver a high level of service, improve the quality of the buildings and reduce the risk consistent with the community expectations. It amounts to \$100,000 more than the amount spent by Council for buildings maintenance/operations in 2018/19.

Figure 4 shows future maintenance expenditure levels are similar over the next 10 years. Practically more maintenance may be required in some years but this can be adjusted during the course of the plan as more accurate information becomes available.

There is no increase in planned and required expenditure over time due to CPI, as all values are based on 2019/20 dollar values. Planned and required maintenance forecasts are detailed in Appendix B. Future revisions of this asset management plan will include a more detailed analysis linking required maintenance expenditures with service levels, to set future expenditure.

Expenditure increases in line with the capital works program (in the Capital Works section), meaning that required maintenance expenditure may be reduced in the medium to long term. This will need to be reassessed as the renewal program gets underway. An increase in capital works funding will have an effect on required maintenance.

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





#### **Standards & specifications**

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

- Relevant Australian Standards
- Building Code of Australia
- Relevant industry guidelines / best practice
- Natspec/AUS-Spec specifications and guidelines

### **Condition Inspection Schedule**

Formal condition assessments are conducted over a 5-year cycle. It is expected that at least 20% of operational buildings assets be inspected each year. The schedule is to be broken down so that an entire building and its components are inspected within the same year. This would equal at least 8 or 9 buildings being inspected per year, with some critical buildings such as those in Category A and B (as per Building importance/criticality index) being inspected more frequently. Condition inspections will likely be completed by an external party.

The condition inspections are used to support the accumulation of more comprehensive and refined asset data and to understand the deterioration profile of the various assets. As buildings are upgraded or as renewal work is completed, asset inventories will be updated accordingly.

The condition ratings of building assets are updated in the AMS along with any updates from capital works. The AMS has the capability to store condition inspection data that helps to plan where future inspections are required and performing reactive maintenance or capital works.

The inspection programs for each category of asset are outlined in Table 13. They are recorded as the percentage of assets required for inspection annually.

Asset Type	Annual % of Assets Inspected
Operational Buildings	20%
Investment Buildings	Flats twice a year, commercial buildings when necessary

Table 13 – Required Frequency of Annual Condition Inspections

#### Capital Works Plan Capital Works Overview & Historical Expenditure

Capital works are defined by Mosman Council's Capitalisation Threshold as any works valued at \$5000 and over. It applies to the renewal or upgrade of the existing assets and the installation of new assets. A description of the three types:

- Renewal: Major work that does not increase the asset's design capacity but restores, rehabilitates, replaces or renews an existing asset to its original service potential. For example, the replacement of a carpet using the same material as previously and which holds the same value
- Upgrade: Work over and above restoring an asset to original service potential often increasing the value of the asset or expanding an already existing asset. For example, replacing an HVAC system that is more energyefficient and regulates temperature better
- New: The installation of a new asset that is not related to an existing asset. For example, constructing a wall in a building to divide one room into two

Capital works are reported to the Asset Coordinator on a capitalisation form to update the asset management system and provide an accurate record of the work throughout the year. The changes in the AMS then contribute to calculating the replacement value, depreciation and Special Schedule 7 of buildings assets at the end of each financial year.

Historical expenditure for capital works is captured in our budgeting system. Table 14 shows the expenditure trends.

Year	Historical Annual Capital Expenditure
2015/16	\$796,000
2016/17	\$799,000
2017/18	\$1,321,000
2018/19	\$5,657,000
Average Annual	\$2,143,000

#### Table 14 - Historical Capital Expenditure Trends

The variation in capital expenditure each year is due to the varying values of buildings and their components. In some years, more expenditure is required to undertake the renewal of a building due to its higher value. In 2018/19, this involved the refurbishment of the Civic Centre which is the highest valued building owned by Council.

Availability of external (grant) funding also impacts on project planning and capital spending each year. In 2020/21, grants will support the expenditure on the renewal of the Allan Border Oval Pavilion.



#### **Renewal/Replacement Plan**

Renewals/replacements will be funded from Council's capital works program and grants typically towards the end of their useful life.

The priority for renewing assets is those that are in an 'unsatisfactory' condition, 4 or 5.

Council's objective is to have no buildings assets fall into condition 4 or 5 but the reality of restrained resources mean that there will be a small percentage of assets fall into condition 4 each year. The condition 4 assets relate to only one component and not the overall building. Even though these components are unsatisfactory, the overall buildings condition is based on an average of its components. Where the majority of the other components are satisfactory the overall building rating is satisfactory.

As of June 30, 2019, all buildings assets are in a 'satisfactory' condition. Some Building component's that are in unsatisfactory condition will be replaced shortly.

Through the life of the plan, budgeted renewal expenditure requirements have been forecast to allow for assets falling into an 'unsatisfactory' condition by projecting condition information, the estimated remaining lives, asset inventory and the value of Council's building facilities network.

Significant renewal expenditure (over \$250,000) is scheduled for the following building in the next five years:

<ul> <li>Balmoral Baths, Tram Shed, Raglan</li> <li>West (Roundhouse), Balmoral</li> <li>Bathers Pavilion - Amenity Blocks</li> </ul>	2019/2020
<ul> <li>Allan Border Oval Pavilion</li> </ul>	2020/2021
<ul> <li>Mosman Swim Centre</li> </ul>	2020/2021
<ul> <li>Library Walk Shops (Nos. 1-5)</li> </ul>	2020/2021
<ul> <li>Clifton Gardens – Amenity Block, Georges Heights Oval Pavilion</li> </ul>	2021/2022
<ul> <li>Rawson Oval Pavilion</li> </ul>	2023/2024
<ul> <li>Balmoral Oval Pavilion</li> </ul>	2024/2025

#### **Renewal Methods and Planning**

Determining which assets are to be renewed uses a combination of factors. These include the asset type, condition, remaining life, asset renewal intervention strategy and other factors such as how critical an asset may be. Critical assets have higher priority for renewal even though the condition may be relatively better than others.

Assets proposed for renewal are inspected to verify accuracy of condition, the remaining life and to develop a preliminary estimate. Verified proposals are ranked by priority and available funds and then are scheduled into the works program.

For building assets, it is more common to undertake a major renewal of multiple components at one time, rather than complete separate minor renewals spread out over a number of years. This results in these projects being less expensive and less disruptive (e.g. noise, closure of facilities).

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

Deferred renewal, i.e. those assets identified for renewal and not scheduled for renewal in capital works programs are to be included in the risk assessment process in the risk management plan.

#### Asset Renewal 10 Year Financial Forecast

The 10-year asset renewal financial forecast scenario defines asset renewal requirements to sustain assets to meet the required levels of service.

Projecting the 10 year financial forecast involves the comparison of two figures:

- Required renewal expenditure The renewal expenditure required to meet minimum levels of service in Mosman. This value is determined from the annual depreciation of the building assets. Building assets are depreciating at around \$900,000 to \$920,000 per year, therefore Council is required to spend at least that amount to offset the declining assets
- Planned (budgeted) renewal expenditure The amount budgeted by Council to spend on the renewal of buildings assets each year. A 10-year capital works program (see Capital Works section and Appendix C) includes these renewal works and their estimated budget. The projects are prioritised based on the condition rating, remaining useful life, MOSPLAN or criticality. It includes the required renewals (i.e. backlog)

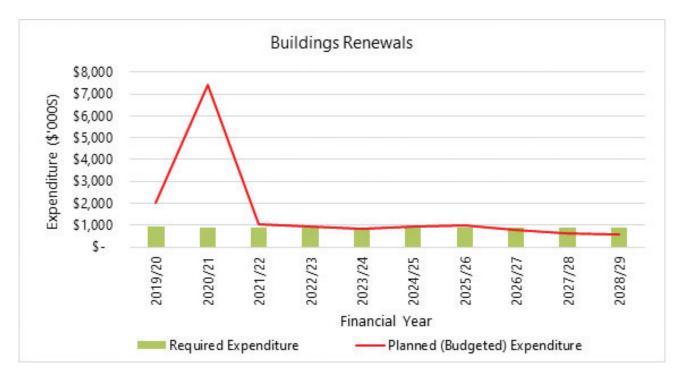
Figure 5 shows the comparison between the required and the budgeted expenditure for buildings. Expenditure has been calculated in 2019/20 dollar values and therefore is not affected by CPI and other market factors. There are years where planned expenditure is above the minimum required expenditure. Council has budgeted to spend more than the minimum requirement to deliver a high level of service, improve the quality of the buildings and reduce the risk consistent with the community expectations.

The large amount of expenditure in 2019/20 and 2020/21 is due to MOSPLAN projects for example, Allan Border Oval Pavilion needs to be renewed as it is in poor condition and the estimated cost is \$4.95 million for the building renewal component of this project. This large expenditure is in line with the two financial years 2017/18 and 2018/19, as Council has made a priority of carrying out much-needed building renewals across the LGA.

Other significant projects that contribute to the higher expenditure occur within 2019/20 and 2020/21:

- 2019/20 Amenities upgrades occurring at multiple sites including Balmoral Baths and Raglan West car park (Roundhouse), funded by the contributions plan
- 2020/21 Mosman Swim Centre refurbishment funded using the Swim Centre Reserve

In the years following 2020/21, assets renewals are closer to the required expenditure needed to offset the depreciation of building assets and similar to historical spending in 2015/16 and 2016/17. From 2021/22 to 2028/29, the average required renewals is approximately \$902,000 and the average budgeted renewals is approximately \$834,000.





#### **Expenditure Gap and Backlog Ratio**

The shortfall accumulated during the last few years of the 10 year renewal program may need to be assessed closely during this period, however due to the large budgeted expenditure in the 2019/20 and 2020/21 financial years, the effect is likely to be minimal. Table 16 gives a breakdown of planned and required renewal spending and the renewal funding gap per year.

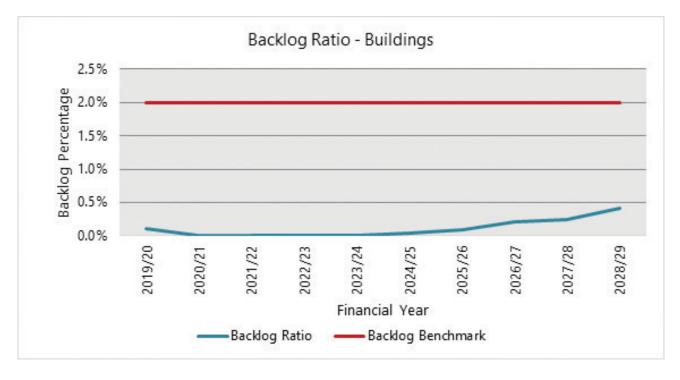
There is a funding gap in 2023/24, 2026/27, 2027/28 and 2028/29 that results in the rise of the backlog ratio. Measuring the backlog ratio involves the comparison of the following:

- Backlog Ratio The measurement of the replacement cost of assets in Condition 4 or 5 (i.e. in unsatisfactory condition) divided by the total depreciated replacement value of all building assets. It indicates the percentage of the replacement value that needs to be spent to bring the assets back to a satisfactory standard
- Backlog Benchmark A benchmark of 2.0% or lower is set by the Office of Local Government and indicates that assets are performing well and being renewed in a timely manner

Council's 10 year backlog ratio is displayed in Figure 6.

Year	Required Renewals	Planned Renewals	Renewal Funding Gap
2019/20	919	2,040	0
2020/21	908	7,415	0
2021/22	902	1,050	0
2022/23	902	910	0
2023/24	902	845	57
2024/25	902	920	0
2025/26	902	970	0
2026/27	902	800	102
2027/28	902	650	252
2028/29	902	575	327

Table 16 - Projected and Current/Planned Renewals and Expenditure Gap (\$000s)



#### Figure 6 – Forecast 10 Year Backlog Ratio

By 2028/29, the backlog ratio is expected to reach 0.42% but this is still well under the backlog benchmark of 2.0%. Expenditure is those later years will need to be monitored to ensure that the backlog does not increase above the benchmark.

In the future, where necessary Council will allocate additional capital funding to the building asset renewal program, or:

- Review general capital programs with a view to reallocating additional funding to building asset renewals
- Pursue asset renewal for relevant leased or externally managed buildings with the respective agencies and organisations and seek funding or contributions either in part or full towards required renewal works
- Pursue external funding and grants as opportunities arise. Maintenance expenditure will be reviewed regularly to manage the risk and provide appropriate levels of service if renewal funding is not available for the project.

#### Upgrade/New Works Plan

Upgrade works are works that improve an asset beyond its existing capacity and new works create a new asset that did not previously exist.

New assets may be required due to growth, social or environmental needs. Assets may also be acquired at no cost to the Council from private development.

New/upgraded assets are considered in Future Demand and it is estimated in the next 10 years that there will be less need on upgrading existing or installing new assets and more of a need for renewals, based on modelling of asset needs.

However, if a need arises for upgraded/new assets, grants can be used to fund these projects or budget will be redistributed from the low priority works. These low priority works will then be deferred to later financial years. Upgrade of existing assets and new assets are identified from various sources such as strategic plans, Mosman Contributions plan, service deficiencies, councillor or community requests and partnerships with other organisations.

Opportunities for implementation of environmental sustainability initiatives will be included in the New Works program or as renewal works when opportunities arise.

#### **Capital Works Program**

A draft capital works program is detailed in Appendix C.

The program has been determined by factors such as remaining useful life, condition and other factors. Backlog items have been prioritised for renewal in the 19/20 and 20/21 financial years. Projects of importance as part of MOSPLAN are also incorporated into the works program. The need for increasing the level of service as demand increases have also been considered, as well. However, as stated in the Upgrade/New Works Plan section, no budget has been assigned to this type of work, as it is not too likely.

Examples of capital works include items such as lift replacements and painting of internal walls in a number of buildings.

Given the nature of building works, it is more cost-effective to undertake multiple building component replacements at the same time. This can achieve cost efficiencies even if some building components still have some useful life remaining.

The program has been created using the best available knowledge and data at the time and should be viewed as a guide only.

#### **Capital Works Standards and Specifications**

Capital works are carried out in accordance with the following Standards and Specifications:

- Relevant Australian Standards
- Relevant industry guidelines / best practice
- Building Code of Australia
- Natspec/AUS-Spec specifications and guidelines

### Disposal Plan Overview

Disposal includes any activity associated with the disposal of a decommissioned asset including the sale, demolition or relocation. Disposal not only occurs when an entire building is renewed or demolished but also when particular components may be renewed or demolished only. Often, disposal affects only part of a component, which is known as partial disposal. When partial disposals or renewals occur, the asset component should be revalued to determine the new replacement cost of the entire component.

#### **Documentation & Loss on Disposal**

Currently, any disposals that occur during a financial year are recorded on a disposal form (related to a capitalisation form where required), which is then reported on at the end of each financial year. The disposal is also recorded in the AMS.

The costs of the disposal are included in capital works costs during the replacement/renewal of the asset. The loss on the disposal of the asset is the value that is lost from an asset that has not yet reached the end of its useful life or is in Condition 5.

#### **Identified Disposals**

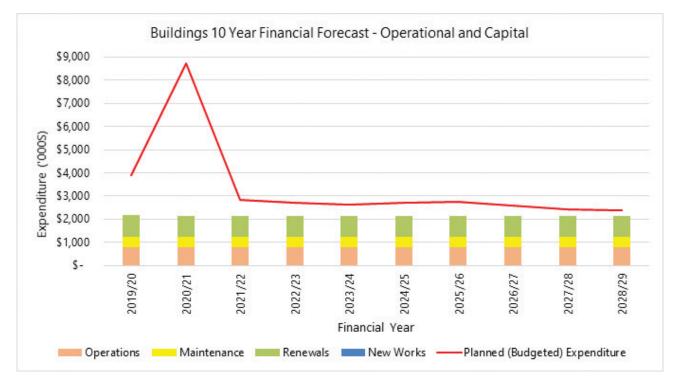
Disposals include Balmoral Child Care Centre (demolished in 2019/20) and Allan Border Oval Child Care and Allan Border Oval Pavilion (demolished in 2020/21). Balmoral Child Care Centre and Allan Border Oval Child Care will not be replaced. Allan Border Oval pavilion will be renewed with a new building.

Other assets that are identified for disposal in the future will be further investigated to determine the required levels of service and see what options are available for alternate service delivery if required. Cashflow projections from any future proposed asset disposals will be developed and included in future revisions of this AMP.

# **FINANCIAL SUMMARY**

### **Financial Statements and Projections**

The 10-year financial projections are shown in Figure 7 for planned operating (operations and maintenance) and capital expenditure (renewal and new works i.e. upgrade/ new assets). Operating and capital projections are detailed in the 10 Year Lifecycle Financial Forecasts table in Appendix B.



\* Note that all costs are shown in 2019/20 dollar values

Figure 7 - Planned Operating and Capital Expenditure

### **Sustainability Modelling**

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

A 10-year financial indicator is also used to provide an indicator of financial sustainability. An indicator value of 1.0 indicates that the current funding provided is equal to the required lifecycle funding estimates. An indicator of less than 1.0 indicates a funding gap.

#### Long Term - Life Cycle Cost

Life cycle costs (or whole of life costs) are the average costs that are required to sustain the service levels over the longest asset life. Life cycle costs include required maintenance, operations and asset consumption (annual depreciation). The annual average life cycle cost for the services covered by building assets is \$2,136,000 pa (assuming overall average building asset life of 64 years).

Life cycle costs can be compared to the life cycle expenditure to give an indicator of sustainability in service provision. Life cycle expenditure includes planned operations, maintenance plus capital renewal expenditure. The annual average life cycle expenditure is \$2,819,000 pa.

A gap between life cycle costs and life cycle expenditure gives an indication as to whether present consumers are paying their share of the assets they are consuming each year.

The purpose of this Buildings AMP is to identify levels of service that the community needs and can afford and develop the necessary long term financial plans to provide the service in a sustainable manner.

As per our current life cycle expenditure, enough budget is being distributed to buildings assets to cover the life cycle cost. This will be monitored over time to ensure this remains the case.

#### Medium Term - 10 Year Financial Planning Period

This AMP identifies the estimated maintenance, operations and capital expenditure required to provide an agreed level of service to the community into a 10-year financial plan to provide the service in a sustainable manner.

This may be compared to existing or planned expenditure to identify any funding gap. The gap is generally due to increasing asset renewal requirements.

Given that long term modelling over the life of an asset can at times produce inaccuracies due to assumptions, it is considered the medium-term sustainability should be more heavily relied on.

#### Summary

A summary of the long and medium term sustainability of all buildings assets is shown in Table 18.

Long Term		Medium Term	
Life Cycle Cost <sup>1</sup>	\$2,136,000 pa	Required Expenditure <sup>3</sup>	\$2,140,000 pa
Life Cycle Expenditure <sup>2</sup>	\$2,819,000 pa	Current (Budgeted) Expenditure <sup>4</sup>	\$3,415,000 pa
		Funding Gap	(\$1,275,000) pa
		10 Year Financial Indicator⁵	1.60

#### Table 18 - Long and Medium Term Financial Sustainability (as of June 2019)

<sup>1</sup>Required maintenance, operations and depreciation ('sustainable' assets case) over the average useful life of all building assets (averaged per annum).

<sup>2</sup>Budgeted operations, maintenance and renewal expenditure over the average useful life of all building assets (averaged per annum).

<sup>3</sup> Required maintenance, operations and renewal ('sustainable' assets case) expenditure over the 10 year financial period (averaged per annum). <sup>4</sup> Budgeted operations, maintenance and renewal expenditure over the 10 year financial period (averaged per annum).

<sup>5</sup>Medium term budgeted expenditure per annum divided by medium term required expenditure per annum. A financial indicator of 1.0 indicates that the current funding provided is equal to the required funding estimates. A financial indicator of less than 1.0 indicates a funding shortfall.



### **Funding Strategy**

Projected expenditure detailed in the Lifecycle Financial Forecasts in Appendix B is to be funded from the Council's operating and capital budgets. The funding strategy is detailed in the Council's 10-year long term financial plan.

Capital works, operations and maintenance are funded from general funds, loans and a variety of income sources, including:

- Contributions plan
- Voluntary Planning Agreement (VPA) contributions
- Capital works reserves
- Income from investment (or leased) buildings
- Grants/Subsidies

If funding needs are not met, achieving the financial strategy will require additional funding from a combination of:

- Investigation and implementation of alternative funding sources e.g. infrastructure rate increase/special rate variation
- Review and rationalisation of specific service areas identified as potentially being over-serviced
- Re-allocation of income where appropriate to buildings asset management
- Additional grant funding from higher levels of government
- A review of fees and charges relevant to buildings management
- Review of contributions plan

### Valuation Forecasts

Asset values are forecast to increase as additional assets are added to the asset stock from construction and acquisition by Council and from assets constructed by developers and others and donated to Council. However, as identified in this asset management plan, there is a forecast at this stage to be no new assets created over the next 10 years.

The depreciated replacement cost (fair value - current replacement cost less accumulated depreciation) will vary over the forecast period depending on the rates of addition of new assets, disposal of old assets and consumption and renewal of existing assets. Forecast of the assets' depreciated replacement cost is based on current projected asset renewal funding levels. There will be less effect on this value due to no forecasted upgraded/new assets and limited disposals (e.g. Allan Border Oval and Balmoral Childcare Centre).

## Key Assumptions Made in Financial Forecasts

This section details the key assumptions made in the Asset Management Plan and in forecasts of required operating, capital expenditure, asset values, depreciation expense and carrying amount estimates.

Key assumptions made in this Asset Management Plan are:

- Financial forecasts are based on providing defined Levels of Service
- Council will endeavour to fully fund required asset renewal requirements into the future
- Capital renewal programs are designed to maintain the service potential of existing assets
- Operations and maintenance costs are based largely on historical expenditure and assume there will be no significant increase in the cost of providing these services except when new assets are installed
- Financial forecasts are based on 2019/20 dollars with the inherent assumption then that costs will increase in the future in line with consumer price index (CPI). For Operations and Maintenance, there is the possibility that costs will increase at a rate slightly above CPI i.e. additional 1% pa. (This may not be the case as material costs and/or salaries and wages, for example, may increase (or decrease) at alternative rates). No sensitivity analysis has been carried out at this stage to identify how this may impact costs in the future

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

- More detailed review of asset unit rates and useful lives at an asset group or asset type level
- Better understanding of when assets are required to be renewed rather than estimating an average over 10 years
- Better alignment with Council's Community Strategic Plan and Long Term Financial Plan
- Improved understanding and availability of information regarding and development of Levels of Service
- Improved understanding of Demand Forecasting and future required new works/upgraded assets
- Refining/developing long term operational programs for works and services (at least 10 years) in addition to the capital works programs
- More advanced strategic analysis of the data and information particularly considering Levels of Service, asset capacity and performance and demand
- Optimisation of asset renewal works and forecasts
- Understanding and analysing the many financial and economic influences which may potentially impact upon the cost of provision of services (sensitivity analysis)

# RISK MANAGEMENT PLAN

Council's broad risk management approach is covered in the Strategic Risk Review and the Asset Management Strategy. The standard procedure includes the following:

- Risk identification
- Risk analysis
- Risks evaluation
- Risk treatment
- Monitoring and review
- Communication

The implementation of an effective asset management plan is integral in assisting Council to manage the risks and liabilities of infrastructure assets. The building asset management plan covers a number of risk management procedures including:

- Routine inspection and maintenance regimes
- Prioritisation of maintenance and capital works to support the delivery of Council services
- Long term asset renewal program and required funding estimates
- Key responsible staff for buildings assets
- High quality data on the useful life and condition of assets

Overall, 20% of operational buildings assets are condition inspected each year, however all buildings undergo annual fire safety checks, tagging and testing electrical appliances and air conditioning and CCTV maintenance. A risk assessment covering the common risks in building assets is summarised in Table 19.

Description of Risk	Previous Risk Rating	Risk Planning	Risk Treatment	New Risk Rating
Structures	High	Prioritise work based on risk and condition	Conduct inspections that assess the structural integrity of critical building elements	Medium
Fire	Medium	Compliance with relevant legislation and Australian standards for fire safety & evacu-ation procedures	Fire equipment operational and checked regularly, annual fire safety statement, testing evacuation procedures	Medium
Security risks	Medium	Alarms, security cameras, motion sensors and swipe card and master keys	Regular maintenance and testing, cancelling swipes and master keys that are lost or stolen	Low
Electrical faults	High	Annual testing and tagging of all electrical equipment	Carried out by qualified electrician to Australian standards	Medium
Closure of building Facilities	Medium	Carry out routine maintenance and renewals to avoid closures	If closures are required, organise alternate facilities if necessary. Business continuity plan contains a contingency plan for key buildings	Low
Construction risks	Medium	CTMP, barriers, insurance and WHS site plan	Review construction management plans. Prior to construction, contractor insurances are to be checked. Check on site to ensure construction works are carried out in a safe manner	Low
WHS and environmental protection	Medium	Appointment of suitable contractor, clear contract conditions	Selection of contractors will entail their compliance with WHS and environmental requirements. Regular audits will be undertaken to ensure work is compliant with WHS and environmental standards.	Low
Reputation/ Political risks	Medium	Communication plan, stakeholder consultation or notification	Communicate the benefits of the AMP to the community and ensure that stakeholders are notified of any works to building assets	Low

Table 19 - Risk and Treatment Plan

# ASSET MANAGEMENT PRACTICES

### **Financial Systems**

Council's financial system is Civica Authority and its budgeting system is Powerbudget.

Financial reporting must comply with the requirements of the Local Government Act 2003, relevant Australian Accounting Standards, Local Government Code of Accounting Practice and Financial Reporting and Local Government Accounting Manual.

The value of the Mosman buildings assets is reported in the financial records and valuations are carried out when necessary due to changes in the market.

The financial system is managed by the Council's Finance and Information Technology staff. The following are responsible for the financial system:

- Chief Financial Officer
- Accountant Finance and Strategy

### Asset Management and Geographic Information Systems

Council is using the asset management system known as AssetFinda and the geographic information system (GIS) known as MapInfo.

This asset management system contains information about all buildings assets including quantities and financial information. It is the primary source of data for these assets, which is updated regularly. The system contributes to the end of financial year reporting and the buildings asset inventory is constantly maturing due to increasing data confidence. This includes more accurate data in relation to construction dates, condition, cost and past performance. These improvements have been brought on by regular inspections of the building's assets and the revaluation in 2017/2018.

GIS is linked to the asset management system. All building assets have associated GIS features which in turn contains all attributes sourced from AssetFinda.

Accountability for the operation and management of the asset management system and GIS is corporate and requires input from the technical, operational and financial areas of Council.

## Information Flow Requirements and Processes

The key information flows into this asset management plan are:

- The asset register data on the extent, size, age, value, remaining life of the network
- The unit rates for categories of assets, materials and works
- The adopted service levels
- Projections of various factors affecting future demand for services
- Correlations between maintenance and renewal, including an understanding of asset deterioration
- Data on new or upgraded assets acquired by Council
- The key information flows from this AMP are:
- The Works Program and trends
- The resulting budget, valuation and depreciation projections
- The asset useful life analysis

These impact the Resourcing Strategy (Long Term Financial Plan), Strategic Business Plan, annual budget and departmental business plans and budgets.

It is essential to incorporate records of inspections, maintenance and capital works activities into the asset management system to maintain their currency and to permit analysis of performance for the development of predictions of future performance.

### **Standards and Guidelines**

Relevant standards and guidelines include:

- NSW Local Government Act 1993
- Australian Accounting Standards (AASB 13 & AASB 116)
- Building Code of Australia 2019
- MOSPLAN
- IPWEA, 2015, 'International Infrastructure Management Manual'
- IPWEA, 2015, 'Australian Infrastructure Financial Management Manual'
- DLG Code of Accounting and Reporting Practice
- DLG Integrated Planning and Reporting Manual and Guidelines
- AUS-SPEC/Natspec documentation sets which assist Councils with works and maintenance management and contracts
- AS/NZS/ISO 31000:2018 Risk Management Principles and Guidelines

# PLAN IMPROVEMENT AND MONITORING

### **Performance Measures**

The effectiveness of this Asset Management Plan can be measured in the following ways:

- The degree to which the required cashflows identified in the plan are incorporated into Council's Resourcing Strategy, Council's long term financial plan and Strategic Management Plan
- The degree to which adopted organisation 1 to 10-year detailed works programs, budgets, business plans and organisational structures take into account the 'global' works program trends provided by the asset management plan
- Community acceptance including Levels of Service and risk management plan

Refer to Council's Asset Management Strategy for more information regarding asset management status and maturity.

#### **Improvement Plan**

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.

Council has a number of short to medium (1-4 years) and longer-term goals (4 to 10 years). In the short to medium term, condition ratings can be improved by using a consumption-based score (which looks at obsolescence, restrictions and other factors) or by more accurately measuring the remaining useful life of building assets. More improvements are highlighted in Table 20.

Longer-term goals include achieving more advanced asset management practice in a range of asset management areas including key areas of asset knowledge, strategic asset planning, maintenance and works processes.

Action	Priority	Timeline
Management of a significant leased/commercial building portfolio including various shops and flats	High	2021/22
Collect additional relevant data to measure more accurately if Council is performing to the level of service expected by the community or by technical measures	Medium	2022/23
Measurement of remaining useful lives of building components to inform better useful life values	Low	2024/25

Table 20 - Asset management improvement plan

Council's current status of Building assets are:

- Comprehensive revaluation of buildings completed in July 2017 including verification of asset location, attribute and condition data for all building assets
- Condition, renewals, new works, operations, maintenance, cost, utilisation and performance data for all assets collected and recorded on an ongoing basis
- Further improvements in the asset management system to display more information about capital works and renewal dates, upgrade reasoning, partial renewals and disposals
- A comprehensive condition inspection exercise was completed in the 2018/2019 financial year with almost 100% of assets inspected
- Buildings asset data is all available in the asset management system and all end of year financial reporting is processed there as well
- Spatial data is available for all buildings assets within GIS (MapInfo) providing locations of these assets
- Basic demand forecasting and demand management considerations have been incorporated into the AMP
- Comprehensive 10-year asset works programs completed
- Basic integration of asset long term financial forecasts into organisation long term financial planning and resourcing strategies
- Asset management development linked strongly with MOSPLAN

### **Monitoring and Review Procedures**

This Asset Management Plan is to be reviewed and updated at least every 4 years (standard Council term) and as a minimum should be aligned with the review of Council's Community Strategic Plan and Delivery Program.

The assets values, data and modelling that informed this plan were done prior to the ramifications of the COVID-19 pandemic being known. Due to these circumstances, in 18 months time a review and update will take place to account for changes.

Under normal circumstances, every 2 years there will be a minor review and the plans will be amended to recognise any changes in service levels or budget and resources during this time. The capital works program may need modification due to these changes.

## REFERENCES

- Mosman Community Strategic Plan (MOSPLAN)
- Mosman Council Asset Management Policy
- Mosman Council Asset Management Strategy
- Integrated Planning and Reporting Guidelines for local government in NSW Planning a sustainable future 2013
- IPWEA, 2015, 'International Infrastructure Management Manual', Institute of Public Works Engineering Australia, Sydney, www.ipwea.org.au
- IPWEA, 2015, 'Australian Infrastructure Financial Management Manual', Institute of Public Works Engineering Australia, Sydney, www.ipwea.org.au
- AS/NZS/ISO 31000:2018 Risk Management Principles and Guidelines
- idcommunity, 2018, Mosman Municipal Council community profile, idcommunity, <a href="http://profile.id.com.au/mosman">http://profile.id.com.au/mosman</a>
- Photography by Ben Williams Photography, 2020

# **APPENDICES**



Building Name	Year Built	Address/Location	Type of Construction	Comments/Description
Alexander Ave Multipurpose Building	2003	Alexander Avenue	Metal roof, clad walls, concrete ramp	Leased childcare facility. Kitchen, restroom, toilets, offices and landscaped play area
Allan Border Oval Childcare Centre	1929	Myahgah Road	Brick rendered & painted walls, painted concrete slab ceiling	Located in Alan Border Pavilion ground floor with outdoor play area. Demolished in 2020
Allan Border Oval Pavilion	1927	Myahgah Road	Concrete frame with brick walls, concrete grandstand, slab & tile roof	Covered Grandstand with male, female change rooms, kiosk & umpires rooms. Rebuilt in 2020
Allan Border Oval Pavilion Club Room	1927	Myahgah Road	Concrete frame with brick walls, framed windows	Leased for sporting groups. Kitchen, male & female toilets
Balmoral Bathers Pavilion - Amenity Block	1920/ 1999	4 The Esplanade	Render/paint masonry walls, painted concrete ceiling	Change rooms & disabled toilets
Balmoral Baths – Amenity Block	1970/ 2 The Esplana 2010 (Public Dining		Metal roof, masonry walls	Located in Balmoral Baths Restaurant building. Renovated in 2010
Balmoral Childcare Centre	1949	Cnr The Esplanade, Balmoral Beach	Concrete/brick walls, timber deck & timber floor	Leased childcare facility. Kitchen, restrooms, toilets, offices, storage. Demolished in 2019
Balmoral Oval Pavilion	al Oval Pavilion 1995 Cnr The Esplanade/ Coronation		Metal roof, cavity brick walls & glass block screens in rear walls	Sports pavilion with change rooms, kiosk, function room, external stairs
Balmoral Rotunda	1930	The Esplanade, Balmoral Beach	Painted concrete domed roof, reinforced concrete rendered columns & painted metal railing	Public monument, renovated in 2009. Use for functions & entertainments
Balmoral Swimmers Club	1970	2 The Esplanade	Painted masonry walls with large glass windows	Leased for Swimmers Club. Kitchen, change room, storage, club room
Balmoral Umbrellas	2019	Outside 11A & 21 The Esplanade	Umbrella-type shade structure with PVC shade fabric	Outdoor cover for café seating areas. Rebuilt in 2019
Bridgepoint Carpark		1-3 Brady Street	Concrete columns & slabs	Public undercover carpark
Civic Centre	1940	573 Military Road	Tile/Metal roof, solid masonry, rendered & painted walls	Council Chambers/ Administration offices. Refurbished in 2018
Civic Centre Bin Store	1987	573 Military Road	Metal roof, rendered & painted brick masonry walls	Located within Council premises, garbage bin storage facility

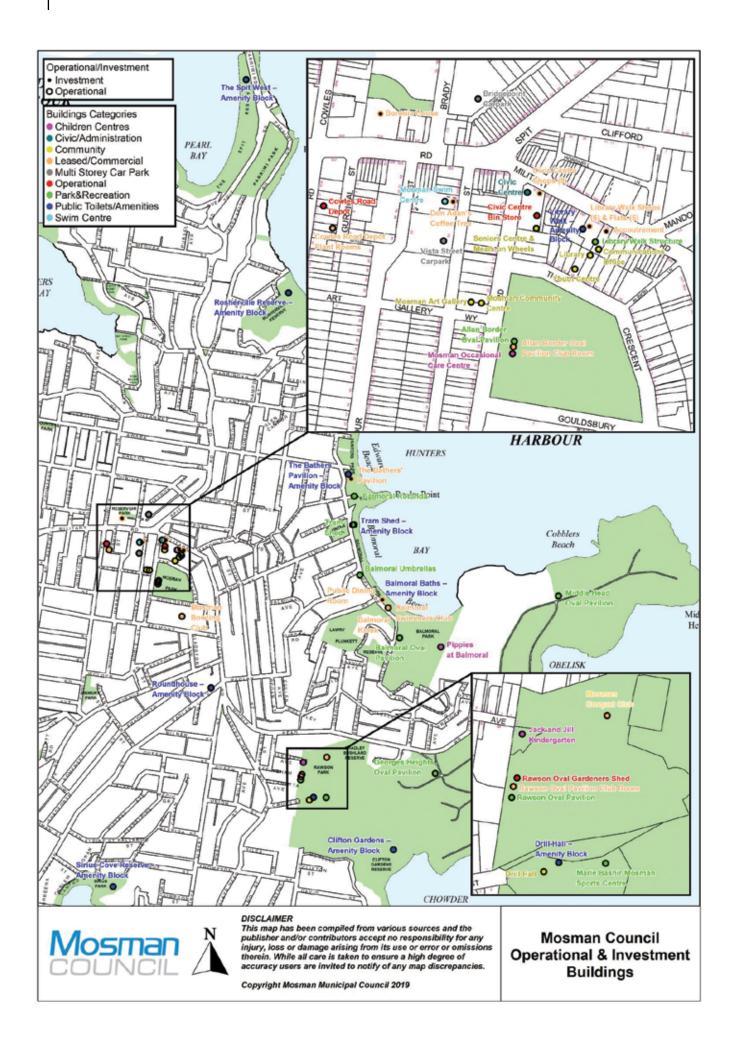
Building Name	Year Built	Address/Location	Type of Construction	Comments/Description	
Clifton Gardens - Amenity Block	2010	Clifton Garden Reserve, Off Morella Road	Metal roof & skylights, cladding block walling & timber battens	Rebuilt in 2010, CCTV & rainwater tank	
Cowles Road Depot	1994	79-85 Cowles Road	Load bearing brick walls with concrete frame, metal roof & gutters	SES accommodates and sections are leased to Telstra & Optus. Offices refurbished in 2018	
Cowles Road Depot Plant Rooms	1994	79-85 Cowles Road	Part of Cowles Road Depot building	Leased for Telstra & Optus	
Drill Hall	1913/ 2008	Cross Street	Metal roof, metal cladding walls, timber sports floor, loft storage & outside deck	Sports floor & offices with kitchen, meeting room & loft, storage area, used for Community & Children activities. Heritage listed building.	
Drill Hall – Amenity Block	2008	Cross Street	Metal roof, clad walls	Male, female & accessible toilets	
Georges Heights Oval Pavilion	nts Oval 1981 Off Middle Road & Do Crescent		Load bearing brick walls, metal roof	Change rooms, public toilets, kiosk, umpires room & storage	
Library	1978	33 The Crescent	Profiled metal roof, reinforced concrete frame with brick & metal copper cladding	Lending, Reference library & children section. Sections refurbished in 2018	
Library Annexe	1978	33 The Crescent	Metal pitched roof & load bearing brick walls	Attached to Library building, contains offices, reception, kitchen & toilets	
Library Walk – Amenity Block	1977	601-611 Military Road	Part of Library Walk shops & flats building	Male & female public toilets. Renovated in 2018	
Library Walk Structure	1978	Military Road	Glass canopy structures with tile pavers & retaining walls, landscaping with seatings	Provide access to Library public area/courtyard/canopy, landscaped with trees & plants	
Marie Bashir Mosman Sports Centre	2009	Cross Street	Metal roof, block walls, metal framed glass windows, sports floor	Multi-purpose sporting facility	
Middle Head Oval Pavilion	1983	Middle Head Oval, Middle Head Road	Load bearing brick walls, timber framed roof, skylights, steel purling beams	Change rooms & public toilets, kiosk, mailing room & storage facilities	
Mosman Art Gallery	sman Art Gallery 1915 Cnr Myahgah Road & Short Street		Slate/metal roof, solid masonry walls & stone detailing	Exhibition Centre, function centre, central staircase, lift & access ramp	

Building Name	Year Built	Address/Location	Type of Construction	Comments/Description
Mosman Bowling Club	1916	15 Belmont Road	Load bearing brick walls, tile roof, timber deck & timber floor	Leased Club house. Change rooms, club house, kitchen, storage & gardeners shed
Mosman Community Centre	1915	Cnr Myahgah Road & Short Street	Part of Art Gallery building	Functions/ Exhibitions & community activities
Mosman Croquet Club	1920/ 2010	Cnr Alexander Avenue	Timber clad frame, plastic clad & brick walls, metal roof, rear retaining wall	Leased Club house. Kitchen, toilets & storage facilities in club house. Renovated in 2010
Mosman Swim Centre	2001	Vista Street	Concrete framed structure with block/brick/plaster/rendered walls	Leased for Mosman Swim Centre & Café, Council owns 2 stratum lots for which the building structure is covered under a Strata Scheme, Insurance Valuation includes plant & equipment, internal fit-out, glass walls & internal walls
Rawson Oval Gardeners Shed		End Cross Street	Metal roof brick walls with roller doors	Gardeners storage
Rawson Oval Pavilion	1927/ 2006	End Cross Street	Pitched metal roof, structural steel, rendered/painted brick walls	Covered grandstand, club house, storage, change rooms, public toilets
Rawson Oval Pavilion Club Room	1927/ 2006	End Cross Street	Pitched metal roof, structural steel & rendered/painted brick walls	Located in pavilion leased for club. Kitchen, male & female toilets for club members
Rosherville Reserve – Amenity Block	2010	Rosherville Reserve, McLean Crescent	Metal roof with skylights, concrete walls & aluminium pergola	Re-built in 2010, CCTV & rainwater tank added to new facilities
Raglan West Car Park (Roundhouse) – Amenity Block	1978	Raglan Street West Car Park, Mosman Junction	Circular shaped brick walls, internally painted circular concrete roof slab	Male, female, accessible toilets. Roundhouse demolished and replaced with new building in 2020
Seniors Centre & Meals on Wheels	1940/ 1960	573 Military Road	Part of Civic Centre building	Seniors activities, food storage & distribution centre
Sirius Cove Reserve – Amenity Block	1999	Sirius Cove Reserve Sirius Cove Road	Load bearing brick walls, timber framed tile roof	Male, female toilets and disabled toilets with rest area
The Spit West – Amenity Block	1998	Spit Reserve, Spit Road	Timber framed tile roof & brick walls	Male, female toilets & accessible toilets

Building Name	Year Built	Address/Location	Type of Construction	Comments/Description
Tram Shed	2010	The Esplanade (Cnr Hunter Park), Balmoral Beach	Pitched tile roof with brick & timber walls	Heritage listed building joined with the public toilet. Renovated in 2010
Tram Shed – Amenity Block	2010	The Esplanade (Cnr Hunter Park), Balmoral Beach	Metal roof & skylights, weatherboard cladding over block work	Rebuilt in 2010. Rainwater tank & CCTV
Vista Street Carpark	1998	70 Vista Street	Concrete columns, brick walls, stabilized rock faces	Multi storey carpark with public toilets, lift & stairs to access carpark
Youth Centre	1978	33 The Crescent	This belongs to Library building	Youth activities, includes kitchen, offices, toilet facilities

## **Investment Buildings**

Building Name	Year Built	Address/Location	Type of Construction	Comments/Description
Balmoral Bathers Pavilion - Restaurant	1920/ 1999	4 The Esplanade	Metal/tile roof & concrete slab areas over a bitumen membrane, rendered/painted masonry walls	Leased Restaurant. Two levels comprising function areas & restaurants, kitchens, toilets
Balmoral Baths – Restaurant and Kiosk	1970	2 The Esplanade	Painted masonry walls, metal roof, timber deck & structural steel overhang roof with sail section	Leased restaurant. Kitchen, bar area, storage, freezer rooms & outdoor deck
Boronia House	1885/ 2012	624 Military Road	Slate, hipped & metal roof with rendered/painted brick walls	Heritage listed leased property for functions. Renovated in 2012
Civic Centre Shops (Nos 1-9)	1940	573 Military Road	Solid masonry, rendered & painted walls, metal glass front windows	Leased properties. Located in Civic Centre building
Library Walk Shops (Nos 1-5)	1940	611 Military Road	Pitched tile/metal roof, cavity brick walls & timber floor	Leased shop
Library Walk Shops (Nos 6-10) & 5 Residential Flats	1977	601-611 Military Road	Metal roof with skylights, reinforced concrete frame with brick infill walls	Leased two storey building. Flats located in first floor & shops are on ground floor
Swim Centre Cafe	2001	Vista Street	Located in Mosman apartments	Leased shop



# **APPENDIX B**

## BUILDINGS ASSETS 10 YEAR LIFECYCLE FINANCIAL FORECASTS

#### Buildings Assets 10 Year Operational and Capital Forecasts (in 2019/20 dollar values, \$000s)

	2019/ 2020	2020/ 2021	2021/ 2022	2022/ 2023	2023/ 2024	2024/ 2025	2025/ 2026	2026/ 2027	2027/ 2028	2028/ 2029
	1	2	3	4	5	6	7	8	9	10
		<u></u>						0		0
Annual Depreciation	919	908	902	902	902	902	902	902	902	902
Planned (Budg	eted) Exper	nditure								
Operations	971	962	962	962	962	962	962	962	962	962
Maintenance	865	830	830	830	830	830	830	830	830	830
New Work	0	0	0	0	0	0	0	0	0	0
Renewals	2,040	7,415	1,050	910	845	920	970	800	650	575
Total	3,876	8,734	2,843	2,703	2,638	2,713	2,763	2,593	2,443	2,368
Required Expe	nditure ("Su	stainable" A	ssets Case)							
Operations	777	770	770	770	770	770	770	770	770	770
Maintenance	476	469	463	463	463	463	463	463	463	463
New Work	0	0	0	0	0	0	0	0	0	0
Renewals	919	908	902	902	902	902	902	902	902	902
Total	2,172	2147	2,135	2,135	2,135	2,135	2,135	2,135	2,135	2,135

# **APPENDIX C**

BUILDINGS DRAFT CAPITAL WORKS PROGRAM 2019/20-2028/29

Year	Facility	Works Description	Estimated Cost (\$)
2019/2020			
2019/2020	Civic Centre	Decorative Lighting Works In Retail Civic Precincts	40,000
2019/2020	Balmoral Baths, Tram Shed, The Bather's Pavilion, Raglan West (Roundhouse) - Amenity Blocks	Internal Refurbishment Of Amenity Blocks	1,080,000
2019/2020	Mosman Swim Centre	Consultancy & Investigations For Swim Centre Refurbishment	100,000
2019/2020	Balmoral Child Care Centre	Demolition Of Existing Building	35,000
2019/2020	Balmoral Child Care Centre	Contaminated Land Remediation Works	115,000
2019/2020	Allan Border Oval Pavilion	Consultancy & Design for Allan Border Oval Pavilion Renewal	150,000
2019/2020	Civic Centre, Library, Mosman Art Gallery & Vista Street Carpark	Lift Reviews For Future Replacement	15,000
2019/2020	Balmoral Bathers Pavilion - Restaurant	Structural And Roof Renewals	150,000
2019/2020	Cowles Road Depot	Depot Toilet Upgrade	40,000
2019/2020	Seniors Centre & Meals On Wheels	Painting Works and Fixtures & Fittings Renewals	120,000
2019/2020	Library	Painting Works & A/C Upgrade	105,000
2019/2020	Youth Centre	Toilet Upgrade	45,000
2019/2020	Marie Bashir Mosman Sports Centre	Solar Panel Upgrade	50,000
2019/2020	Civic Centre	Military Road Street Frontage Improvements	30,000
2019/2020	Civic Centre	Strike Key Access Upgrade	50,000
2020/2021		·	
2020/2021	Mosman Swim Centre	General Refurbishment And Equipment	1,400,00
2020/2021	Civic Centre	Expand Decorative Lighting In Retail Civic Precincts	40,000
2020/2021	Allan Border Oval Pavilion	Building Renewal Works	4,950,00
2020/2021	Vista Street Carpark	Ventilation System	170,000
2020/2021	Library Walk Shops (Nos. 1-5)	Various Renewal Works	600,000
2020/2021	Library	Various Works	50,000
2020/2021	Civic Buildings	Fixtures and Fittings Renewal Works	35,000

Year	Facility	Works Description	Estimated Cost (\$)
2020/2021	Rosherville Reserve – Amenity Block	Public Amenities Upgrade	30,000
2020/2021	Drill Hall	Timber Decking Work	40,000
2020/2021	Mosman Art Gallery	Art Gallery Storage – Mechanical Lift	50,000
2020/2021	Civic Centre	Roof Structural Works	100,000
2021/2022	·	·	
2021/2022	Clifton Gardens - Amenity Block, Georges Heights Oval Pavilion	Internal Refurbishment of Amenity Blocks	275,000
2021/2022	Civic Centre	Solar Panel Installation & Roof Supports	130,000
2021/2022	Vista Street Carpark	Lift Replacement - Vista St No 3	250,000
2021/2022	Various	CCTV Review Of All CCTV Systems Throughout Council	15,000
2021/2022	Civic Centre	Expand Decorative Lighting In Retail Civic Precincts	40,000
2021/2022	Cowles Rd Depot & Other Sites	Solar Power Works	80,000
2021/2022	Drill Hall	Painting	40,000
2021/2022	Library Annexe	Fixtures & Fittings Works, Air Conditioning Works & Painting	140,000
2021/2022	Vista St Car Park	Lighting Upgrade	50,000
2021/2022	Mosman Art Gallery	Stained Glass & Kitchen Flooring	30,000
2021/2022	Various	Consultancy	50,000
2022/2023	^		
2022/2023	Civic Centre	Lift Replacement	250,000
2022/2023	Vista Street Carpark	Lift Replacement – Vista St No 4	250,000
2022/2023	Library, Marie Bashir Mosman Sports Centre, Mosman Art Gallery & Community Centre, Vista Street Carpark	CCTV Upgrades & Consolidation	95,000
2022/2023	Library, Mosman Art Gallery & Community Centre	Security Upgrades	125,000
2022/2023	Rawson Oval Pavilion	Building Review & Specifications	45,000
2022/2023	Seniors Centre & Meals On Wheels	Refurbishment & Other Works	145,000
2022/2023	Various	Consultancy	50,000

Year	Facility	Works Description	Estimated Cost (\$)
2023/2024			
2023/2024	Rawson Oval Pavilion	Renewal Works - Bathroom, Painting & Other Works	375,000
2023/2024	Library Walk Leased Flats	Condition Assessment And Feasibility Study For Renewal Works	50,000
2023/2024	Mosman Art Gallery	Lift Replacement	250,000
2023/2024	Mosman Art Gallery	Bathroom Renewals	130,000
2023/2024	Mosman Art Gallery & Community Centre	Grand Hall Flooring	40,000
2023/2024	Various	Consultancy	50,000
2024/2025		·	
2024/2025	Library Walk Leased Flats	Structural Works As Per The Condition Assessment	100,000
2024/2025	Library	Lift Replacement	250,000
2024/2025	Balmoral Oval Pavilion	Internal Refurbishment & Replacement Of Roller Shutters And Doors	300,000
2024/2025	Cowles Road Depot	Various External Works - Upgrade Of Automatic Gate Controls, Replacement Of Timber Gates, Gutters/Downpipes	70,000
2024/2025	Mosman Art Gallery	Art Gallery Preparation Specifications	50,000
2024/2025	Mosman Art Gallery	Guttering Repairs	25,000
2024/2025	Various	Leased Buildings Renewal Works	125,000
2024/2025	Various	Consultancy	50,000
2025/2026		·	
2025/2026	Library Walk Leased Flats	Allow Works As Per The Condition Assessment & Feasibility For Refurbishment	500,000
2025/2026	Mosman Art Gallery	Major Works - Internal & External Finishes, Roof, Ventilation, Electrical & Air Conditioning, Etc.	220,000
2025/2026	Drill Hall	Miscellaneous Interior Works	60,000
2025/2026	Marie Bashir Mosman Sports Centre	Various Renewal Works - Painting Of Walls, Canopy, Water Membrane On Block Wall, Facia & Signage & Pumps, Split A/C and Floor Works	190,000
2025/2026	Various	Consultancy	30,000

Year	Facility	Works Description	Estimated Cost (\$)	
2026/2027				
2026/2027	Spit West & Sirius Cove - Amenity Blocks	Public Amenity Renewals	350,000	
2026/2027	Vista Street Carpark	Internal Works - Painting Of Doors, Walls, Bollards & Floor Markings & Replacement of Signage & Speaker Sets	100,000	
2026/2027	Allan Border Oval	Score Board	300,000	
2026/2027	Various	Miscellaneous Works	50,000	
2026/2027	Various	Consultancy	50,000	
2027/2028				
2027/2028	Various	Miscellaneous Buildings Works	300,000	
2027/2028	Various	Leased Buildings Renewal Works	50,000	
2027/2028	Balmoral Baths - Leased Buildings	Roof & Awnings Renewal, Painting of External Walls & Compliance Review & Upgrade	300,000	
2028/2029				
2028/2029	Balmoral Swimmers Club	Replacement Of Taps, Shower Cubicle, Shade Cloth, Down Lights & Floor Covering	25,000	
2028/2029	Boronia House	External & Internal Painting & Replacement of Floating Timber Floor	250,000	
2028/2029	Library, Mosman Art Gallery & Community Centre	Renewal Of Building Services - E.g Fire, Electrical, Etc.	200,000	
2028/2029	Mosman Swim Centre	Plant & Equipment Renewal	100,000	



BUILDINGS

## Mosman Council