

**LAKE
MACQUARIE
CITY**



DRAFT ASSET MANAGEMENT PLAN

2025-2035





INTRODUCTION

The Asset Management Plan is an overview document of the individual Asset Management Category Plans. It should be read in conjunction with other key strategic and planning documents including:

- Community Strategic Plan
- Asset Management Strategy and Policy
- Individual Asset Category Plans
- Long-Term Financial Plan
- Delivery Program and Operational Plan.

Cover image shows Blacksmiths Boat Ramp

PURPOSE

The purpose of the Asset Management Plan is to support the creation of vibrant, safe and thriving places where people want to live, work and play.

Our Asset Management Plan provides the approach to managing our asset base to deliver this vision.

The Asset Management Plan summarises the 13 Asset Category Plans, which aim to ensure:

- all assets under Council's control are maintained at a safe and functional standard
- all key life cycle financial indicators are identified and planned for in future operating budgets
- cost-effective strategies are applied to manage asset life cycle activities
- desired service levels are identified and delivered in a sustainable manner
- continuous improvement opportunities are identified for asset management practices.

KEY ELEMENTS

The Asset Management Plan includes:

- information regarding the state of our current assets
- how assets align to the services Council provides
- life cycle management principles and how they are applied
- outcomes of life cycle modelling and required forward funding allocations
- asset category risk analysis outcomes.

STATE OF OUR ASSETS

Asset condition

The asset condition scoring is based on a scale of 1-5, as detailed in the Integrated Planning and Reporting Manual for local government in NSW.

Council regularly assesses the condition of our assets as part of data collection processes. The condition scores are described in Table 1 with a general guide on the meaning of each condition score.

The scores are interpreted as '1' being excellent, through to '5' being very poor.

Asset condition scores form part of the criteria used to determine sustainable asset service levels. Other factors to be considered include:

- affordability
- intergenerational equity
- risk of asset failure
- capacity
- function.

ASSET CONDITION DESCRIPTIONS

Condition score	Tag	Description	Remaining service potential
1	Excellent	New or near new condition. Only planned cyclic inspection and maintenance required.	Very high
2	Good	Sound or good condition with minor defects. Minor routine maintenance along with planned cyclic inspection and maintenance required.	High
3	Average	Fair condition with significant defects requiring regular maintenance on top of planned cyclic inspections and maintenance to keep the asset serviceable.	Adequate
4	Poor	Poor condition with asset requiring regular significant renewal/rehabilitation, or higher levels of inspection and substantial maintenance to keep the asset serviceable	Low
5	Very poor	Very poor condition. Physically unsound and/or beyond rehabilitation. Renewal required.	Very low



CURRENT ASSET BASE

Council provides a wide range of services to the community, most of which are supported by physical assets. Table 2 provides an asset category snapshot that lists examples of the types of sub-assets, the asset category current replacement cost (CRC), average category condition scores and expected useful life.

The current average condition is the average condition rating across the asset class, weighted by asset value.

ASSET SNAPSHOT

	Current replacement cost (\$'000)	Current average condition	Target average condition	Useful life (years)
Aquatic (excludes buildings)	9,789	2.05	2.0	10-50
Bridges	100,441	1.98	2.0	26-140
Community buildings	268,881	2.27	2.0	50-100
Community recreation (playgrounds, furniture, playing surfaces, jetties, etc.)	188,499	2.08	2.0	10-100
Footpaths and shared pathways	224,456	1.76	2.0	30-92
Natural assets (foreshore stabilisation)	39,889	2.06	2.0	30-100
Operational buildings (including waste facilities)	86,145	2.27	2.0	15-100
Retaining walls	80,642	1.56	2.0	10-80
Roads	1,745,492	1.86*	2.0*	12-200
Roadside (furniture, medians, roundabouts, etc.)	746,152	2.19	2.0	14-177
Stormwater (basins, channels, pits, etc.)	1,227,739	1.23	2.0	15-150
Holiday parks (all assets)	59,219	1.64	2.0	10-50
Commercial and investment (all assets)	55,745	2.96	2.0	10-100

*see Pavement Condition Index on pages 7-8 for more detail.

PAVEMENT CONDITION INDEX

The roads asset class is Council’s largest asset base to manage, both in asset quantity and value.

An important asset condition measure for the roads asset class is the Pavement Condition Index (PCI). The PCI is a rating of 1-10 using a standardised system within the Pavement Management System. The PCI is used to assess the pavement condition only. The PCI is reversed and converted into a score out of five for inclusion in the overall road category condition rating in the previous section.

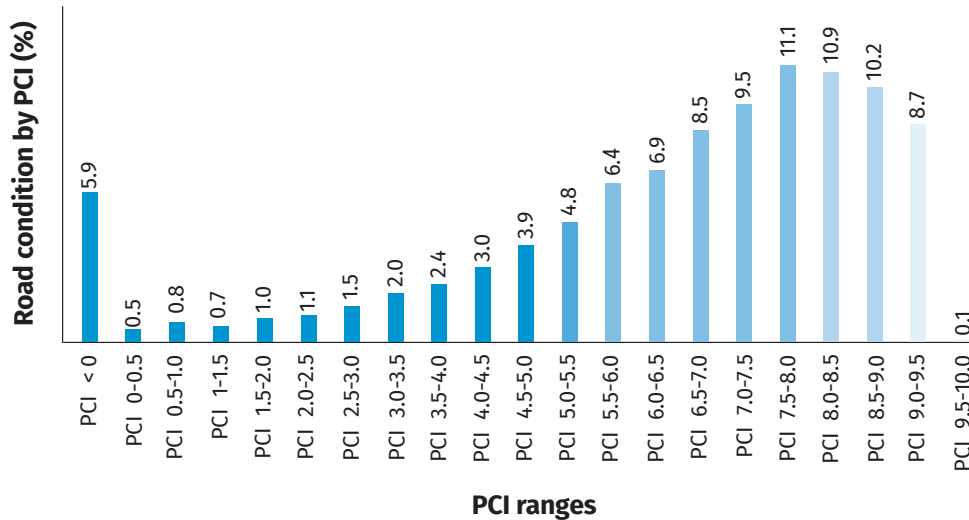
ROAD ASSET CONDITION DESCRIPTIONS

Rating	PCI range	Description of condition	Requirements
1	9.0-10.0	Excellent	Only planned maintenance required
2	8.0-9.0	Very good	Minor maintenance required plus planned maintenance
3	5.5-8.0	Good	Significant maintenance required
4	4.0-5.5	Fair	Significant renewal/upgrade required
5	< 4.0	Poor	Major repairs or reconstruction required

The graph below illustrates the PCI profile for all road assets. It shows the proportion of roads at each PCI level.

The average PCI for the road network in 2024 was 6.58.

DISTRIBUTION OF PCI SCORES ACROSS THE ROAD NETWORK





Council uses a targeted approach to efficiently distribute road renewal funding based on a hierarchy. The hierarchy informs road renewal decisions by considering variable conditions, such as use, and then applies a weighted score. This ensures effective prioritisation of funding.

Not all categories within the hierarchy will be managed to achieve the same PCI score. Target PCIs are set in each category within the hierarchy.

CURRENT AND TARGETED PCI SCORE BY ROAD CATEGORY

Categories	Road traffic hierarchy	% Network	Current weighted avg PCI	Proposed weighted avg PCI
Commercial areas	10	<1	N/A	7.2
Industrial	6	1	7.46	7.2
High volume urban roads	1-4	19	6.96	7.1
Low volume urban roads	5	65	7.09	6.9
High volume rural roads	1-4	6	7.38	7
Low volume rural roads	5	8	7.21	6.5
Holiday parks	9	<1	6.23	6.5
Awaba Waste Management Facility (AWMF)	11	<1	N/A	7.2

SERVICE DELIVERY

Council provides a wide range of services to the community that are directly supported by physical assets, as identified in the following table.

SERVICE AREA	ASSETS
Pools and beaches	Swim centres, surf clubs, foreshore areas
Community sport	Playing fields, amenity buildings, courts, athletics facilities
Community activities	Men's sheds, Landcare sites, Landcare and Sustainable Living Centre, umali barai-ku
Library services	Buildings, mobile creative workshop
Community events	Foreshore areas, reserves, parks and infrastructure, amenities buildings
Tourist accommodation	Holiday parks, camp-grounds

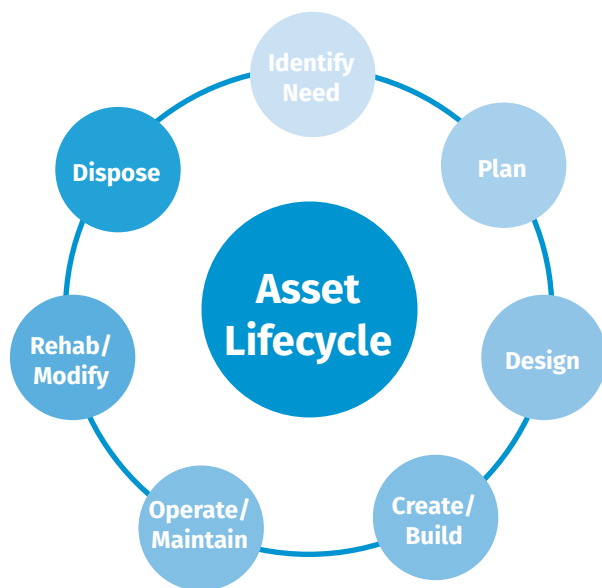
In addition to the direct services provided by Council's assets, Council's operational activities require assets to deliver indirect services to the community.

These are outlined in the following table.

SERVICE AREA	ASSETS
Play and recreation	Playgrounds, skate parks, BMX tracks, shared pathways
Active transport	Footpaths, shared pathways
Waste	Awaba Waste Management Facility, Community Recycling Centres
Cultural services	Libraries, galleries, museums, theatres
Community services	Community facilities and childcare centres
Emergency response services	Buildings and equipment
Plant and fleet	Light vehicles, commercial vehicles, waste trucks, small plant
Staff facilities	Administrative Centre, Works Depot, sub depots, works caravans, car parks
Information technology	Network infrastructure, records, Geographic Information System (GIS), computer hardware, communications
Transport	Road network

LIFE CYCLE MANAGEMENT

The figure below shows the typical life cycle of an asset (based on International Infrastructure Management Manual 2025).



Asset acquisition

Asset acquisition involves either capital expenditure or a dedication that creates new assets intended to deliver a service to the community that didn't exist beforehand.

Example

A new local playground is identified to be acquired in a suburb of Lake Macquarie City. The Parks and Play Strategy identifies there is a need to provide an additional playground due to the increasing population in the area and younger demographic.

The park is expected to cost \$150,000 to build.

A number of actions are required to deliver this infrastructure, including:

- securing funding
- planning actions
- consulting with the community on the location and mix of equipment
- developing a concept plan
- procurement processes
- contractor management
- quality checks
- commissioning the new equipment
- placing the new playground on relevant maintenance programs
- ensuring the new equipment is recorded on Council's financial and asset registers.

Once complete, the playground is now ready for community use. The park is expected to last for 20 years. To ensure the life is met, Council must fund and schedule further work over the life of the playground.

New asset acquisition activities are guided by Council's Community Strategic Plan, Local Strategic Planning Statement and more specific strategic plans related to service provision. These strategies are developed in consultation with the community.

Funding sources for new capital projects include:

- development contributions
- restricted asset reserves
- grants and subsidies
- rates
- special rate variations
- asset sales
- loans.

Asset operations

Asset operations relate to the use and day-to-day running and upkeep of our assets.

Example

Following completion of the new playground, Council must schedule operational activities to ensure the playground is functional and fit to be enjoyed by the community.

This may include:

- scheduled cleaning
- inspections
- mowing
- upkeep of gardens
- utility payments for water/lighting
- insurances
- removal of rubbish
- support services
- graffiti removal, if required
- pest management.

The typical ratio of operational spend for playgrounds is about 6.3% per year of the original acquisition cost.

Operational activities are guided by Council's Service Standards document.

The service standards are informed by community feedback and balanced with Council's ability to sustainably resource the activities.





Asset maintenance

Asset maintenance also relates to the day-to-day running and upkeep on assets and is the regular ongoing work necessary to keep assets operating at the agreed level of service.

Maintenance typically falls into two broad categories:

- planned (proactive) maintenance, designed to prevent premature asset deterioration or correct defects
- unplanned (reactive) maintenance, to correct asset malfunctions and failures on an 'as required' or ad-hoc basis.

Maintenance work is required to maintain the asset's ability to provide the agreed service levels, as near or as practicable to its original condition, and the use of the asset to achieve the desired useful life.

Example

As the playground progresses through its life, it will be subjected to wear and tear. To ensure the playground continues to be functional and safe, components will likely need to be maintained.

Typical maintenance activities include:

- playground fixture maintenance
- soft fall repairs and replenishment of mulch
- replacement or repair of small components damaged or worn
- vandalism response
- painting.

The typical ratio of maintenance spend for playgrounds is about 5.4% per year of the original acquisition cost.

The maintenance costs early in the life of a playground will represent a smaller spend ratio, which will gradually increase over time.

Table 5 indicates the per cent ratio of annual operating and maintenance spend per dollar of Current Replacement Cost (CRC).

COST OF OPERATIONAL AND MAINTENANCE ACTIVITIES FOR EACH ASSET CATEGORY

Asset category	Aquatic facilities	Bridges	Community buildings	Operational buildings	Footpaths	Natural assets	Recreation community assets	Retaining walls	Roads	Roadside	Stormwater	Commercial and investment	Holiday parks
Current Replacement Cost (CRC) (\$000)	9,789	100,441	268,881	86,145	224,456	39,889	188,499	80,642	1,745,492	746,152	1,227,239	55,745	59,219
Current maintenance/operational average spend per year	4,126	14	5,028	4,088	635	4,622	16,572	-	6,620	4,957	3,458	818	8,435
Current % of CRC operational spend per year	42.15%	0.01%	1.87%	4.75%	0.28%	11.59%	8.79%	<0.01%	0.38%	0.66%	0.28%	1.47%	14.24%
Planned operational spend 2024-2025	5,048	39	5,357	4,716	602	4,742	17,164	-	7,155	4,917	3,937	806	7,745
Planned % of CRC operational spend per year	51.57%	0.04%	1.99%	5.47%	0.27%	11.89%	9.11%	0.00%	0.41%	0.66%	0.32%	1.45%	13.08%

Asset renewal

Renewal works are the substantial upgrade or replacement of an asset (or significant asset components), compared with the asset's original size and capacity. Renewal resets the asset or component condition and extends the remaining useful life. Renewal works are included in Council's capital works programs.

The table below indicates the planned budget for renewal spending on each asset category from Council's Long-Term Financial Plan.

SERVICE AREA	2024 -2025 \$000
Aquatic facilities	537
Bridges	845
Buildings – community	3,424
Buildings – operational	991
Commercial and investment	186
Footpaths and shared paths	188
Holiday parks	954
Natural assets*	0
Recreation and community	4,092
Retaining walls	358
Roads	29,076
Roadside assets	968
Stormwater	1,861

*Natural Assets is funded by the new capital budget.

Example

The playground has reached the stage of its life where it does not represent value for money to continue maintenance activities to maintain functionality.

A review of the playground is completed to help make decisions and consider aspects such as:

- Have demographics changed?
- Are customers still using and desiring playgrounds?
- Does the playground equipment meet contemporary customer expectations?
- Does the existing equipment meet current standards for safe use?
- If replacing, what type of playground and equipment is best suited to meet community expectations?
- Is there a higher priority use for the land to meet community infrastructure needs?

If Council determines the playground is to be replaced, the replacement playground will be placed onto the future capital works program as a project.

Asset disposal

Asset disposal is the removal or decommissioning of assets from service, following the end of an asset's service life or change in asset requirements due to rationalisation.

Asset disposal also occurs when the asset becomes less economical than other ways of delivering the service.

Asset disposal costs are associated with the physical removal or disposal of decommissioned assets. The disposal costs may include:

- evaluation of options
- consultation and advertising
- provision of professional services, for example, legal and engineering
- demolition, site clearing and safety costs.

These costs, and the use of any sale proceeds, are determined by Council as part of the disposal decision-making process.

Where renewal or replacement of an asset is undertaken before the asset has reached the end of its useful life, the remaining asset value is written off.

Example

The playground has reached the end of its useful life. Following review and consultation with the community, it has been determined the playground is no longer required.

To dispose of an asset, Council would undertake the following activities:

- program the cost of demolition and removal of materials
- rehabilitate the site to be safe and functional
- remove the playground from the financial and asset registers
- adjust operational and maintenance schedules as needed.

Levels of service

Levels of service describe the outputs a customer can expect to receive from the asset-related activity, while performance measures indicate the specific level of performance against those levels of service.

Council's Asset Management Category Plans contain specific levels of service and desired performance measures. There is varying maturity between category plans, and work will continue to further develop effective levels of service into the future.

Limitations on available resources require allocations to be made based on risk, not exclusively customer expectation.

Example

Customers who use the playground indicate they expect the asset to always be safe and available for use.

To measure this, Council would track the completion of condition inspections each year to determine safety, and track service request response times for any maintenance requests that impact the safety and availability of the playground.

Demand management

Predicting future demand for services enables Council to plan ahead and identify the best way of meeting that demand. That may be achieved through a combination of demand management and asset investment strategies.

Demand will change over time in terms of both demand for the quantity of the service, and type of service required.

Council monitors and analyses demand regularly through various means, such as:

- utilisation data
- industry trend reports
- population growth and demographics
- community surveys
- observation of other councils with similar scale and demographics.

Various master plans and strategies have been adopted by Council and influence asset management decisions. These documents can be viewed on Council's website at lakemac.com.au/our-council/city-strategies-plans-and-reporting.

LIFE CYCLE MANAGEMENT SIGNIFICANT INFLUENCES

Circular economy

Supporting the transition to a circular economy enables Council to be a sustainable and resilient organisation, responsive to economic and environmental challenges and changing community expectations.

Council's Circular Economy Policy and Framework identifies how we can support the global momentum behind the transition to a circular economy.

We will continue to explore ways to embed sustainable design options and optimise Council assets to increase recycled content in construction materials and reduce finite materials use.



Adapting to climate change

Climate change risks impacting Council's management of assets include:

- sea level rise (SLR) and related coastal recession and long-term inundation, as well as frequent tidal inundation
- the increasing frequency, intensity, extent and duration of extreme events, such as storms, heatwaves, drought, bush fires and floods.

Lake Macquarie is recognised as Australia's most exposed Local Government Area in terms of SLR.

The water level of Lake Macquarie is rising at 3.5mm/year (1990-2021) and the rate of rise is increasing exponentially. SLR is already happening in the city, with potential impacts on most asset categories. Every year there is an increase in the area of roads, pathways, foreshores and other assets impacted by flooding, as well as salt water intrusion from tides and groundwater.

Council's Flooding and Tidal Inundation Policy mandates SLR benchmarks and local adaptation planning to protect private and public assets.

Council's Local Adaptation Plans (LAPs) for Marks Point and Belmont South, and for Pelican, Blacksmiths, Swansea, Swansea Heads and Caves Beach, include actions targeting Council's management of assets, including roads, footways, parks/reserves and buildings.

Council is also currently preparing a Climate Resilience Plan for the nine lakeside suburbs between Teralba and Toronto. The draft Climate Resilience Plan includes a wide range of actions, including actions to make Council assets more resilient to climate risks, such as bush fire, heat, flooding and lake level rise.

Council's Urban Heat Strategy also includes actions to address urban heat in asset management category plans.

In addition, Council also has flood studies and management plans, which include measures to reduce the risk of flooding on public and private assets.

There is also a Bush Fire Risk Management Plan 2020-2025 for Lake Macquarie and the Central Coast, which includes measures to reduce the risk of bush fire on public and private assets.

To proactively adapt to climate change, the planning of new Council assets and the management of existing assets:

- is informed by projected exposure and damages from climate change hazards
- incorporates climate change adaptation measures to minimise adverse impacts on assets at risk and to minimise disruptions to services provided to the community.

Sustainable Development Goals

The Sustainable Development Goals (SDGs) were adopted by the United Nations in 2015 as a universal call to action to end poverty, protect the planet, and ensure that all people enjoy peace and prosperity. While there are global targets sitting beneath each of the 17 goals, each goal can be localised to address specific issues that are relevant in a local context.

Council considers how our asset management approach is contributing to the achievement of relevant SDGs, with a particular focus in the following goals:



This approach also contributes to sustainability for the organisation and the city across the 'four pillars of sustainability' (economic sustainability, environmental sustainability, social sustainability and sustainable governance), as described in Council's Sustainability Policy.

ASSET DATA COLLECTION AND MANAGEMENT

Asset data is collected and managed to inform decision-making across all asset life cycle phases.

Council's asset data collection and inspection program is centred on a risk-based approach, having regard to available resources and the risk profiles of the individual assets.

Asset condition data provides a point-in-time assessment of the condition of an asset.

This information is collected to:

- monitor the condition of assets over time
- provide input to asset valuations and revaluations
- model asset depreciation
- plan for maintenance and renewal.

Asset due diligence assessments are undertaken to:

- identify risks to asset users
- identify wear and tear or damage that may affect customer satisfaction and safety
- assist in monitoring trends in asset failures so maintenance programs can be planned to mitigate future failures.

Data is collected through a range of methods including:

- inspections undertaken by appropriately qualified asset inspectors
- investigations and inspections by specialist contractors
- specialist technology and remote sensing equipment
- operations staff and asset users
- from the community through service requests.

Collection schedules are determined by the risk profile of the asset, and the data is collected concurrently for due diligence and condition rating purposes.

The due diligence (identifying repairs and maintenance requirements and any immediate risks) information is used with the condition ratings (1-5 score for each predetermined component of the asset) to determine overall condition scores of the asset.

Built in intervention actions allow automated service requests for repairs to be created, as well as the overall condition score supporting the capital works and renewal programs.

Asset data is stored in Council's enterprise asset register.

ASSET CATEGORY RISK

Asset-based risk is supported by our risk appetite statements and our Enterprise Risk Management Framework.

Asset category risk management plans have been developed and included in category plans, and are summarised in the following table.

CATEGORY	ASSESSMENT OF RISK	MANAGEMENT STRATEGIES	IDENTIFIED CRITICAL ASSETS
Aquatic facilities	Our present budget levels are insufficient to continue to manage risks in the medium-term. This asset class is at risk of asset failures and service interruptions.	<ul style="list-style-type: none"> Additional budget has been committed for operations, including a specialised contractor engaged for pool plant maintenance Planned inspections and maintenance schedules are in place to reduce unplanned closures and prolong asset life Appropriate reactive management strategies are in place to reduce harm likelihood (for example, full/partial closure, replace or remove hazard) Centralised building management systems for Toronto and West Wallsend swim centres to enable fault tracking in real time 	<ul style="list-style-type: none"> Plant and equipment
Bridges	<p>Our present budget levels are sufficient to continue to manage risk in the medium-term. However, bridge asset replacement projects with enhanced specifications such as increased width, road realignment and improvements to hydraulic capacity may exceed allocated capital budgets.</p> <p>Asset management risks include:</p> <ul style="list-style-type: none"> - incomplete/incorrect data in the asset register, leading to insufficient data to inform planning and asset replacement determination - modelling that fails to consider whole of life costs to avoid unforeseen capital expenditure. 	<ul style="list-style-type: none"> Only funding upgrades requiring new capital in conjunction with asset renewal projects where demand drivers dictate it is a high-priority Improving knowledge of the asset base through improved data collection and revising this category plan forecast life cycle costs as required Completing assessment of bridge components and undertaking risk assessments to prioritise maintenance actions Increasing resources as relevant to the task or role Seeking grant revenue to increase renewal program 	<ul style="list-style-type: none"> Bridges serving as single access point to a location (itemised in category plan)
Buildings - community	Our present budget levels are sufficient to continue to manage risks in the medium-term. However, buildings must be appropriately maintained to avoid service interruptions and unexpected capital expenditure.	<ul style="list-style-type: none"> Ensuring appropriate levels of due diligence inspections are completed and cost-effective maintenance solutions considered 	<ul style="list-style-type: none"> Nil

CATEGORY	ASSESSMENT OF RISK	MANAGEMENT STRATEGIES	IDENTIFIED CRITICAL ASSETS
Buildings - operational	Our present budget levels are sufficient to continue to manage risks in the medium-term. Maintenance and continuity planning are critical to avoid interruptions to Council operations.	<ul style="list-style-type: none"> • Undertaking regular maintenance of critical asset components • Undertaking business continuity planning 	<ul style="list-style-type: none"> • Administrative Centre • Works Depot
Commercial and investment	Our present budget levels are sufficient to continue to manage risks in the medium-term. However, maintenance and continuity planning are critical to avoid interruptions to services to commercial tenants.	<ul style="list-style-type: none"> • Developing scheduled maintenance and inspection programs • Undertaking regular maintenance of critical asset components • Renewals/refurbishment within our capital works program to extend design lives • Planning for future works in the capital works project management program 	<ul style="list-style-type: none"> • 19 Smart Street, Charlestown • 7 Pemell Street, Toronto • 395 Hillsborough Road, Warners Bay
Footpaths and shared paths	Our present budget levels are sufficient to continue to manage risks in the medium-term. Asset management risks include: - incomplete/incorrect data in the asset register, leading to insufficient data to inform planning and asset replacement determination - modelling that fails to consider whole of life costs to avoid unforeseen capital expenditure - inadequate resourcing.	<ul style="list-style-type: none"> • Increasing operational budget so asset condition is better understood and assets are prioritised for works • Training staff to consider overall life cycle costing of assets • Increasing resources as relevant to the task or role 	<ul style="list-style-type: none"> • Nil
Holiday parks	The anticipated planned budget for Lake Mac Holiday Parks aligns to the forecast lifecycle costs required to provide services in the asset management plan. Maintenance budget levels are considered adequate to meet projected service levels. Asset management risks are: - non-compliance to legislative requirements - asset failure, particularly during peak seasons - reputational damage due to lack of ongoing development and maintenance - inadequate resourcing.	<ul style="list-style-type: none"> • Undertaking proactive inspections on all assets and working with park managers to identify condition of assets on a regular basis • Ongoing improvement to existing assets and the introduction of new market aligned products to maintain connectivity to the market expectations and current results • Expanding the available tourist facilities to provide an opportunity for increased patronage • Prioritising risk in accordance with Council's Enterprise Risk Management Framework • Forward planning and programming of works and continuing to deliver the projects and replacements identified in the Lake Mac Holiday Park strategic plan 	<ul style="list-style-type: none"> • Nil

CATEGORY	ASSESSMENT OF RISK	MANAGEMENT STRATEGIES	IDENTIFIED CRITICAL ASSETS
Natural assets	<p>Our present budget levels are insufficient to continue to manage risks in the medium-term.</p> <p>Asset management risks include:</p> <ul style="list-style-type: none"> - deterioration of site condition and function - insufficient data about infrastructure situated in natural areas - failure of assets compromising safety of other adjacent assets and reputation. 	<ul style="list-style-type: none"> • Review and implement the proactive foreshore asset inspection program to improve asset data confidence and forward works programs, and improve budget forecasting • Complete foreshore protection asset unit rate and lifecycle review • Complete foreshore Asset Category Plan review • Prioritise risk in accordance with Council's Enterprise Risk Management Framework • Conduct further investigations of sites or structures in the Swansea channel assessed as high erosion risk, and clarify responsibilities of agencies to understand future management responsibilities and partnerships • Investigate and seek funding opportunities to support replacement of critical foreshore protection assets 	<ul style="list-style-type: none"> • Belmont Street Seawall, Swansea • Pelican foreshore, Precinct A (Naru Point to south side Pelican airport) and Precinct B (south side Pelican airport to south side public jetty at Soldiers Road)
Recreation and community assets	<p>Our present budget levels are insufficient to continue to manage risks in the medium-term.</p> <p>Asset management risks include:</p> <ul style="list-style-type: none"> - failure of infrastructure resulting in harm to person and/or damage to property - failure of infrastructure resulting in loss of service to community - unavailability/lack of provision effecting community satisfaction. 	<ul style="list-style-type: none"> • Conducting programmed inspections and acting closure, removal and/or replacement of assets at risk to remove hazard • Recording inspection information into a centralised database to forecast and plan works • Planning and listing desired works in the capital works project management program • Reviewing levels of service to determine appropriate level to inform Long-Term Financial Plan 	<ul style="list-style-type: none"> • Nil

CATEGORY	ASSESSMENT OF RISK	MANAGEMENT STRATEGIES	IDENTIFIED CRITICAL ASSETS
Retaining walls	<p>Our present budget levels are sufficient to continue to manage risks in the medium-term.</p> <p>Asset management risks include:</p> <ul style="list-style-type: none"> - incomplete/incorrect data in the asset register, leading to insufficient data to inform planning and asset replacement determination - modelling that fails to consider whole of life costs to avoid unforeseen capital expenditure. - identification of high and very high-risk walls. 	<ul style="list-style-type: none"> • Increasing operational budget to undertake programmed inspection of assets • Recording inspection information into a centralised database to forecast • Planning of appropriate assets within the forward works program 	<ul style="list-style-type: none"> • Nil
Roads	<p>Our present budget levels are sufficient to continue to manage risks in the medium-term.</p> <p>Asset management risks include:</p> <ul style="list-style-type: none"> - failing to intervene at an optimum intervention period - inability to meet increasing community expectations - conditions changing more quickly than forecast modelling. 	<ul style="list-style-type: none"> • Inspecting and maintaining road assets • Monitoring all aspects that affect the long-term useful life of assets 	<ul style="list-style-type: none"> • Mount Sugarloaf Road, Seahampton • Wilton Road, Awaba • High-risk bush fire and flooding locations (itemised in category plan)
Roadside assets	<p>Our present budget levels are sufficient to continue to manage risks in the medium-term.</p> <p>Asset management risks include:</p> <ul style="list-style-type: none"> - incomplete/incorrect data in the asset register, leading to insufficient data to inform planning and asset replacement determination - modelling that fails to consider whole of life costs to avoid unforeseen capital expenditure - insufficient resources. 	<ul style="list-style-type: none"> • Increasing operational budget so asset condition is better understood and assets prioritised for works • Training staff to consider overall life cycle costing of assets • Increasing resources as relevant to the task or role 	<ul style="list-style-type: none"> • Nil
Stormwater	<p>Our present budget is insufficient to continue to manage risks in the medium-term with the potential for service levels to be impacted.</p> <p>Other asset management risks include:</p> <ul style="list-style-type: none"> - increased urbanisation has created larger impervious surfaces requiring increased stormwater services - increases in frequency and intensity of storm events have put pressure on the existing system - changes to 2019 rainfall guidelines have impacted on the existing capacity of our system. 	<ul style="list-style-type: none"> • Investigate the Stormwater Management Service Charge opportunity to address backlog and improve maintenance and operations to improve stormwater management • Continue to update asset condition data to inform future work programs • Continue to undertake regular maintenance of key locations • Continue to undertake feasibility and planning on known areas impacted by stormwater flows 	<ul style="list-style-type: none"> • Garden Suburbs Detention Basin No. 2 • Floraville Road Detention Basin

ASSET IMPROVEMENT PLAN

An asset improvement plan has been developed to identify ongoing opportunities for improvement in asset management practices.

Individual category plans also identify improvement actions specific to relevant asset categories.

EVALUATION AND REVIEW

The Asset Management Plan and Asset Management Category Plans will be reviewed annually.

Outputs and activities achieved against the plans will be detailed in Council's Annual Report.



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