

Strategic Asset Management Plan 2020/21

DOCUMENT CONTROL

Document Status	Final	30 June 2020
Reviewed By	Sen Vigneswaran	28 June 2020
Approved for Release By		
SAMP Owner and Next Update	Team Manager, Asset Management	June 2021

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1 Executive Summary

Townsville City Council (Council) has a responsibility to effectively and efficiently manage the services provided, by its assets, to its community. This Strategic Asset Management Plan (SAMP) articulates the Asset Management System Model, Asset Management Framework and Asset Management Capability Delivery Model for Council. The Asset Management System Model illustrates the key components of Council's asset management system and how they relate. The Asset Management Framework schematically presents the Asset Investment Planning and Works Delivery with Continuous Improvement focus, derived from the Lean Six Sigma concept. Finally, Council's Asset Management Capability Delivery Model illustrates the processes, within several disciplines, that are used in part or entirely, to deliver successful asset management at asset class levels. This SAMP summarises the link between Council's physical resources (infrastructure assets, funding and works delivery) and business enablers (people, process and technology) through the above-mentioned models and framework. This SAMP links to Asset Management Plans for each asset class through the Capability Delivery Model.

Council has developed its organisational objectives to focus its services on the communities it serves. These objectives have been developed in consultation with the Stakeholders to achieve agreement on the scope and level of service provided. Council owns, operates, and maintains assets valued at over \$7 billion (Gross Replacement Cost).

The asset management vision is to provide effective control and governance to infrastructure assets to realise value through managing risk and opportunity, in order to achieve the desired balance of cost, risk and performance.

The organisational and asset management objectives were established to reflect the Corporate Plan where Council commits to delivering quality services to facilitate sustainable growth through economic activation, community engagement and sustainable financial management. Council is governed by the principles of the *Local Government Act 2009* of sustainable development and management of assets, infrastructure planning and delivery of effective services. These requirements are being addressed in individual Asset Management Plans (AMPs), as these plans deliver the asset outcomes, within the budgets and with the resources available, while ensuring that appropriate levels of service are achieved.

This SAMP summarises Council's asset scope in terms of gross replacement cost, and quantities. Further, forecasted Capital, Operation and Maintenance costs are summarised in line with Council's Long-Term Financial Management Plan.

This SAMP also demonstrates Council's commitment to aligning its management system for managing assets to the international Standard ISO 55001: Management System - Asset Management.

2 Purpose

Providing effective and efficient management of assets is a key obligation of Council. As custodian of community assets, Council has the responsibility for managing these assets in the most cost-effective manner. This is achieved through Demand Management, Systems Engineering, Acquisition, Operations, Maintenance Configuration Management and Continuous Improvement. These actions are undertaken in order to continue to provide efficient, safe and reliable services for current and future generations. Asset management is a widely accepted term to describe this responsibility of Council.

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

- Demonstrate that Council's Asset Management System (AMS) is aligned with the requirements of ISO 55001: Management System for Asset Management
- Describe the role of the Asset Management System (AMS) in supporting achievement of the Asset Management Objectives (AM Objectives), delivering appropriate Level of Service (LOS) cost effectively, and meeting legislative requirements
- Document information that specifies how organisational objectives have been realised as AM Objectives and
- Inform the approach for developing Asset Management Plans (AMP) through Asset Management Capability Delivery Model.¹

Council's Asset Management System (AMS)¹ Model is shown in the following figure:



This SAMP is specific to Townsville City Council and its AMS.

¹ AMS & Capability Delivery Models are in alignment with Asset Management Body of Knowledge Asset Management Council

Key fundamental objectives of this SAMP include:

- Setting out the foundations for managing its asset portfolios in a manner which ensures it is able to sustainably deliver services to the community, according to the community's expectations, and to meet legislative requirements
- Building strong stakeholder engagement, and leadership for informed and robust asset management decision making processes to support the functionality and sustainability of the AMS
- Developing the decision-making process that considers organisational roles (people), competency and engagement and process management with risk management for Council when managing assets and delivering services to the community
- Applying the Asset Management Policy (AM Policy) as determined and approved by the Council
- Optimising alignment of the AMS with the requirements prescribed in the International Standardisation Organisation ISO 55001 Asset Management Systems.

Council continuously considers the current and future needs of the community and Council's ability to provide asset solutions which contribute to meeting these needs. Council also considers the financial implications of maintaining community assets and the balancing of this expenditure and operational realities against other community priorities and regulatory requirements. Ongoing development and review of this SAMP will promote the viability and long-term use of assets in line with Council's organisational objectives.

3 Asset Management System Model

The purpose of Asset Management System Model is to articulate the key components of an asset management system and how they inter-relate. Council's asset management system model aligns with Asset Management Body of Knowledge of Asset Management Council.

3.1 Stakeholders

3.1.1 Internal Stakeholders

Specific internal stakeholders of the AMS and their respective roles and responsibilities are outlined in Section 3.9. In general, these stakeholders fall into the following three key areas:

- **Councillors and Executive:** Responsible for the setting of the Council's vision, mission, objectives and the approval of the asset management policy and objectives
- **Senior Council Officers:** Responsible for the development and implementation of the asset management and operational plans to deliver the asset outcomes
- **Council Officers:** Responsible for the implementation of the operational plans.

Internal Stakeholder Engagement

Engagement with internal stakeholder groups is achieved through a variety of formal and informal communication channels including email, meetings, performance appraisals, workshops and formal asset management training.

3.1.2 External Stakeholders

The community (residents and visitors) are the primary external stakeholders in the AMS and the main beneficiaries of the services. They also contribute the bulk of the operating funds through rates, charges and fees. There are other groups with external stakeholder interests including:

- Goods and services providers to Council
- The Queensland Government
- Financial Institutions, Insurers, Regulatory Authorities
- Developers
- Visitors.

External Stakeholder Engagement

The Department of Local Government, Racing and Multicultural Affairs administers the *Local Government Act 2009* which stipulates various Council obligations, duties and administrative requirements. The Department also ensures that activities at the local level are aligned with the Queensland Government's local and regional priorities. Council's management is audited by the Government Audit Office and Treasury sets out the accountability and reporting requirements.

Regulations governing Council activities are also administered by The Department of Housing and Public Works (Planning Act), the Department of Natural Resources, Mines and Energy and the Department of Environment and Science (Water Act).

Developers rely on Council to provide guidance and planning approvals that ensure the desired levels of service are delivered in new developments. It is common practice that developers contribute infrastructure assets (e.g. water and wastewater infrastructure, roads, drainage, footpaths, parks, and lighting) to Council when new developments are commissioned. These assets expand the asset base which Council manages.

Visitors are stakeholders as they not only use Council infrastructure but also support the viability of the community through spending, which in turn creates employment in both the private and local Government sectors.

3.2 Leadership

Council leadership is provided by a Strategic Leadership Team that includes selected Elected Members, the Audit Committee, and the Executive Team within Council.

Asset management leadership is provided by the Asset Management Team which is responsible for developing and implementing the AM Strategy, AM Policy, and AMS.



3.3 Organisational Objectives

Organisational objectives are short-term and medium-term goals that an organisation seeks to accomplish. The organisations objectives play a large part in developing organisational policies and determining the allocation of organisational resources.

Council has developed its organisational objectives to focus its services on the communities it serves. These objectives have been developed in consultation with the stakeholders to achieve agreement on the scope and level of service provided.

3.3.1 Townsville City Plan

The Townsville City Plan has been prepared in accordance with the *Planning Act 2016*, as a framework for managing development in a way that advances the purpose of the Act. In seeking to achieve this purpose, the planning scheme sets out Council's intention for the future development in the planning scheme area, over the next 25 years.

3.3.2 Corporate Plan

This document sets out high level strategic information for Townsville and the surrounding region, much of which is common to functional asset management plans, including

information about population, growth expectations, social composition and community engagement.

Council has published its Corporate Plan with the following Vision and Mission statements:

Vision

Townsville, Capital of Northern Australia, a City of Opportunity and Great Lifestyle.

Mission

We are committed to delivering quality services to facilitate growth through inspired leadership, community engagement, and responsible financial management.

Council's goals, objectives, and measures are also outlined in the Corporate Plan.

3.4 Asset Management Objectives

The asset management vision is to provide effective control and governance to infrastructure assets to realise value through managing risk and opportunity, in order to achieve the desired balance of cost, risk and performance in community service delivery.

Council has a strong vision for the future of asset management which includes sustainable services delivery, community satisfaction, sustainable financial position and acceptable risk exposure.

3.4.1 Asset Management Policy

The leadership commitment is stated under section 4 of this policy and states:

Responsibility

CEO, Directors, General Managers, Team Managers, and Asset Management Staff are responsible for ensuring this policy and associated documents are understood and adhered to by all staff.

The policy states:

Policy

Council will manage assets to realise value through managing risk and opportunity, in order to achieve the desired balance of cost, risk and performance in service delivery.

The management of assets and service potential will be achieved by:

- Developing and maintaining long-term Strategic Asset Management Plan and Strategic Service Management Plan and Asset Management Plans
- Preparing Business Case, Planning Reports, Evidence Based Prioritisation prior to the introduction of a new service or the procurement of a new asset or for rehabilitation or renewal of existing assets
- Integrating customer experience, strategy planning, financial affordability and capital works planning
- Maintaining a long-term financial plan which demonstrates that the full costs of an asset are borne equitably by all users (including future users) of the asset, including using the utility delivered to customers as the basis for allocating depreciation and obsolescence
- Ensuring that the lowest lifecycle cost of an asset is achieved while maintaining agreed levels of services and an acceptable risk exposure level
- Annually prioritising capital investment plan and reviewing asset management strategies and plans
- Measure, monitor and review, asset and service management values and performance
- Ensuring consistency through the use of asset management systems, business processes and governance requirements with available technology for continuous improvement
- Improve through leadership, cross functional integration, effective communication, and culture

- Assure ISO55000 alignment as a minimum requirement for asset management practices.

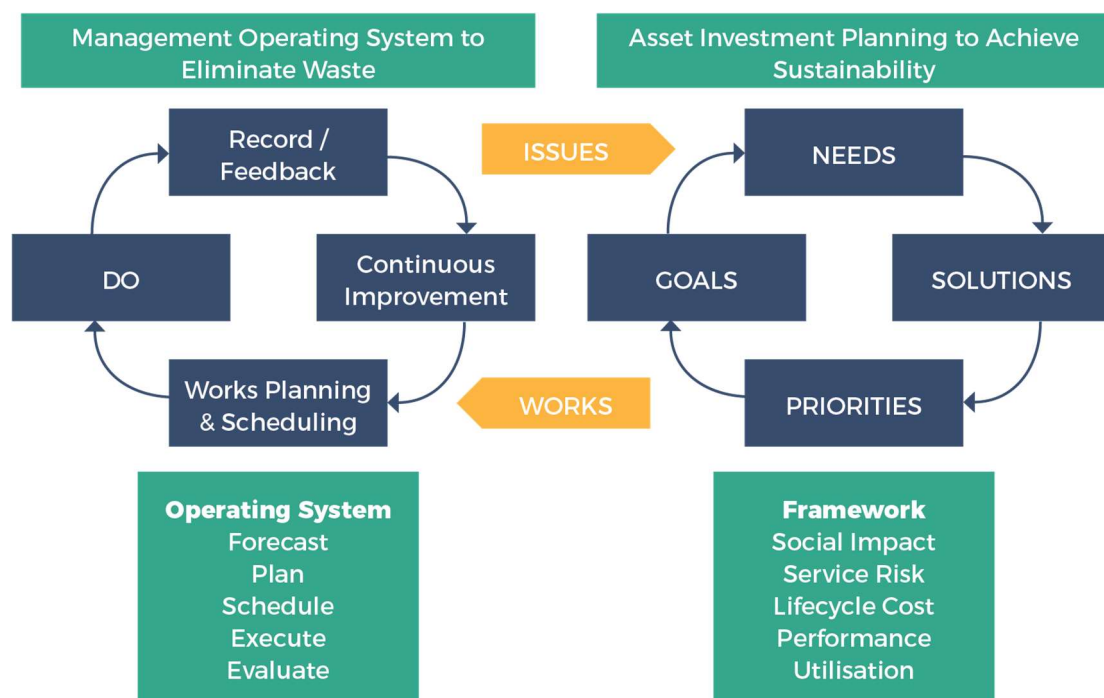
The policy was developed in accordance with the Administrative Directive for the Development of Council Policies, Associated Procedures and Administrative Directives. This directive is owned and maintained by Infrastructure Planning, Assets and Fleet Section.

3.4.2 Asset Management Framework

The Asset Management Framework is derived from the concept of Lean Six Sigma to provide efficient and effective community services. The Framework focuses on two pillars:

1. A management operating system for asset works delivery to eliminate waste; and
2. Asset investment planning to achieve sustainability.

This focus has been mapped in the following diagram:



The AM Objectives below are derived from the asset related organisational goals, and outcomes published by Council in the Corporate Plan 2020-2024:

- **A Prosperous City** - Plan, support, provide and advocate for infrastructure and investment that supports innovation, residential and economic growth.
- **A City for People** – Provide services and local infrastructure that meet community expectations, support growth, build resilience and provide for the needs of our community.

- **A Clean and Greener City** – Plan, design and deliver sustainable development and support this by actively managing the natural environment and increasing green infrastructure at a city, suburb and place level. Develop and implement long term waste and water security solutions that are socially, financially and environmentally sound.
- **A Smarter, Faster and Better Council** – Create and maintain assets that; 1. Provide customer-focused services meet the expectations of our community in a dynamic and adaptive manner; 2. Ensure Council’s plans, services, decisions and priorities reflect the needs and expectations of the community; 3. Improve financial sustainability and provide value and accountability to the community for the expenditure of public funds; 4. Ensure that public funds are expended efficiently and that Council expenditure represents value for money whilst supporting the local economy.

There are legislated requirements regarding asset management in the *Queensland Local Government Act: 2009*. Section 104(3) (f) states that a long-term AMP is required. This is further defined under section 104(6).

Regulatory requirements regarding managing water quality and wastewater treatment include *Queensland Government Water Act: 2000* and *Planning Act: 2016*.

Each of the asset class AMPs refers to the applicable standards, codes and laws directly relevant to the asset class.

3.4.3 Reviewing the AM Objectives

The AM Objectives were established to reflect the Corporate Plan where Council commits to delivering quality services to facilitate sustainable growth through inspired leadership, economic activation, community engagement and sound financial management. Council is governed by the principles of the *Local Government Act 2009* of sustainable development and management of assets, infrastructure planning and delivery of effective services.

These requirements are being addressed in each of the individual AMPs, as these plans deliver the AM Objectives, within the budgets and resources available to ensure that appropriate levels of service are achieved.

In establishing the objectives, community consultation was undertaken through specifically designed customer surveys and workshops. In addition, the community can interact with Council through various media types such as the feedback link on the public website, reviewing publicly available reports and various other publications on the Council website.

3.4.4 Communicating the AM Policy and Objectives

External communication to stakeholders of the policy and objectives was undertaken through the publishing of the AM Policy, SAMP and the Corporate Plan on the Council website.

Internal communication of the AM Policy, AM Objectives and other AM activities are primarily undertaken through:

- The Corporate Induction of new staff
- AM training sessions
- AM related meetings and workshops
- The intranet
- The risks associated with work activities are captured and available to internal stakeholders through the Corporate Risk Management Framework.

3.5 Performance Monitoring and Improvement

3.5.1 Performance Monitoring

The Asset Management Team is responsible for the annual AM performance review. The methodology and results of the system evaluations is reported in the AM Performance Assessment, which is updated after each review.

The objectives of the evaluation include:

- Undertaking annual gap analysis in line with ISO55001 standard
- Continuously improving asset management activities and practices towards advanced level where applicable
- Achieving financial sustainability
- Maintaining legislative compliance against the *Local Government Act (2009)*, specifically *S104(5)* and *S105*.

The outcomes from this evaluation are reported to the Executive Team and national AM bodies (e.g. ALGA National State of the Assets).

3.5.2 Internal Audits

At present there is no system in place for the on-going audit of the AMS. This process will need to include the following requirements specific to ISO55001:

- Plan, establish, implement and maintain an audit program
- Define the audit criteria and scope for each audit
- Select auditors and conduct audits who are objective / impartial
- Ensure that the audit results are reported to management
- Retain documented information as evidence of the audit
- Develop a preventative action, correction action and continuous improvement process and register.

The annual performance evaluation is currently reported within the annual AM Performance Assessment management reviews.

3.5.3 Management Review

At present there is no system in place for the management review of the AMS. This process will need to review the following in terms of ISO55001:

- Status of actions from previous management reviews
- External / internal issues that are relevant to the AMS
- Information on the asset management performance, including nonconformities and corrective actions and monitoring and measurement results
- Asset management activity
- Opportunities for continual improvement
- Changes in the profile of risks and opportunities
- Retain documented information as evidence of the audit.

3.5.4 Improvement Plan

Townsville City Council generates and leverages performance, risk and cost information to inform business decisions. A wide variety of metrics are currently in place to enable measurement of the performance of Townsville City Council's assets.

A new asset lifecycle framework will monitor asset performance outcomes, against predetermined business outcome targets as per the SAMP, and other indicators that inform asset management. The framework will also support review of the critical business processes and organisational enablers that need to function effectively in order to deliver the business outcomes. Asset performance reporting will support a variety of 'evidence based' decision making throughout the works planning process:

- Process 1 – short term amendments to process operating plans, maintenance plans and budgets, and process performance improvements.
- Process 2 – medium to long term updates to AMPs, SAMP and wider asset management and business strategy planning.

Townsville City Council further seeks to improve its underlying asset management capability through continuous improvement to its processes and systems. Such improvements will be informed by both assessing the applicability of external best practice developments, as well as through the feedback on existing processes and systems enabled through the performance monitoring described previously in this section. Major changes to these processes and systems will be documented in periodic updates to the SAMP.

The following are proposed improvement areas:

- Prioritise the Asset Needs through recently implemented asset infrastructure plan to align business priorities in the next five years horizon with affordability targets.
- Optimise 10-year capital works plan based on the asset infrastructure plan and long-term financial management plan.

- Align individual asset management plans to this SAMP following Asset Management Capability Delivery Model.

3.5.5 SAMP and ISO 55001 Relationship

This SAMP has been specifically developed to align with the requirements in ISO 55001, Asset Management System. While this Standard is not prescriptive in terms of content, this SAMP is intended to be an effective planning instrument with respect to Council's AMS and to respond to certain requirements in the Standard.

Accordingly, this SAMP provides relevant evidence and demonstrates compliance on the requirements referenced in the table below. In some instances, this information is supplemented by other artefacts such as the AMP, or other Council management systems:

ISO 55001 Requirement Reference	Summary of Requirement	SAMP Reference
4.1	AM Objectives aligned and consistent	3.4
4.4	SAMP developed	SAMP
5.3a	SAMP updates	SAMP Document Control
5.3c	AMS conforms to requirements of 55001	SAMP
5.3f	Reporting on performance	3.5
6.1	Risks to AMS identified	3.7
7.1	Appropriate resources	3.9 & 5
7.3	Policy communicated	3.4.1
7.3	Are people aware of their contribution to the AMS	3.9 & 3.10
7.4	Determining the who, what, when, how and with whom of communication	3.4.4
7.5a	Risks to roles and responsibilities	3.7
7.5a	Consideration of roles and responsibilities	3.9
7.5a	AM processes	3.8
7.5a	Exchange of information of stakeholders	3.4.4
7.5a	Decision making process	3.6
7.5b	Asset attribute information & quality	4
7.5c	Information management	3.10
7.5d	Alignment of financial and non-financial information	4 & 5
7.5e	Consistency and traceability between financial and non-financial information	4 & 5

7.6.1	Documented information required by ISO55000	SAMP
7.6.1	Documented information applicable to meet legal and statutory requirements	SAMP
7.6.1	Documented information for an effective AMS	SAMP
8.3	Outsourcing of activities	3.8
9.1	Monitoring, measurement, analysis and evaluation	3.5.1 & 3.5.2
9.2	Internal Audit	3.5.2
9.3	Management review	3.5.3
10	Improvement	3.5.4

3.6 Decision Making

The decision making process that develops and optimises the annual program of works, across Council's portfolio of assets, follows a two staged approach (asset class and organisation). This applies to both operations and maintenance works, and capital works.

Optimisation is the process where priorities for asset works are identified, analysed, and justified for funding. Priorities are set based upon social impact, service risk, lifecycle cost and performance in relation to community service delivery.

The following diagram presents the decision making process:



Specific details on this process include:

- The operations and maintenance requirements are determined at an asset class level to provide agreed level of service to the community
- Asset renewals and acquisitions, included in the Long-Term Financial Management Plan for the financial year under consideration, have the justifications developed to determine the priority ranking based on social impact, risk, cost and performance in community service delivery. This program of works is optimised by the asset planners in collaboration with the operational and maintenance planners, on a risk prioritised and 'value for money' basis
- This process enables the total asset management program to be established and to develop the draft optimised program. Optimisation at this level is based upon relative rankings, 'value for money', and availability of funding

- The draft optimised program is forwarded to the Council for further refinement and approval.

3.7 Risk Management

Townsville City Council manages risk in accordance with ISO 31000:2018 Risk Management Guidelines. Council incorporates a risk management approach to all decisions across its activities including asset management. Council wide strategic and operational risk assessments are conducted with the help of the Legal Services Section. To achieve strategic and operational objectives outlined in the Corporate and Operational Plans, the risk assessment process is crucial during the Council's budgeting process. The Asset Management Team continues to assess risk for any decision proposals relating to Council's assets and any new and emerging risks are kept on the radar.

To enable Council's strategic asset risk to be identified, documented, recorded and compared on a consistent basis, below is a snapshot of areas Council considers during the assessment of asset risk to Council and the community.

- Disaster events and recovery
- Asset disposal
- Asset valuation including clauses for leases
- Compliance with legislation
- Asset service delivery
- Project Management
- Donated assets
- Utilisation of plant/fleet
- Building/facilities asset management
- Community assets/infrastructure needs (Ageing, Condition & Performance)
- Supply and demand of Water
- Environmental harm and nuisance including public health issues

3.8 Process Management

Within Council the inputs and analysis are generally determined at the operational and tactical levels at an asset component level, with the decision making process being at a strategic level considering the entire portfolio. The asset investment planning and works delivery processes are outlined in Appendix A, in line with Asset Management Framework.

3.9 Organisational Roles

The respective roles and responsibilities of these Stakeholders with respect to the AMS follows:

Elected Members

- Representing their community ensuring sustainable service delivery from the assets
- Reviewing and endorsing the 10-year Capital and Maintenance Works Plan and Adopted Budget
- Reviewing and endorsing the Asset Management Policy
- Reviewing Audit Committee reports.

Council's Audit Committee

- Reporting to Council via the Chief Executive Officer on AMS
- The scope of the Audit Committees responsibilities, in the current terms of reference, includes the following activities that all have an influence on the AMS:
 - Governance Processes
 - Financial Compliance
 - Information Technology (IT) Management
 - Internal Controls
 - Internal and External Audits
 - Risk Management
 - Legal and Legislative Compliance
 - Asset Management Governance.

Executive Team

- Advising Council and the Audit Committee on asset management activities
- Ensuring asset risk management is aligned with the organisational risk management framework
- Ensuring the implementation of the AMS meets relevant legislation, policies and plans across the organisation.

Asset Management Team

- Ensuring a whole-of-council approach to the effective and efficient delivery of AM objectives through organisational independence from Council's financial, planning and service sections
- Ensuring the Policy, SAMP, and objectives are compatible with the Council's objectives (reviewed with Council Corporate Plan updates)
- Undertaking quarterly monitoring through the Service Potential Reporting to ensure appropriate stewardship and leadership
- Ensuring full integration of all supporting systems into the AMS through systematic internal audits

- Undertaking internal audits to ensure the AMS is achieving intended outcomes and raising improvement actions where gaps are identified
- Identifying gaps in resource requirements from feedback provided by the internal and external stakeholders
- Providing input into regular Council internal communications to promote a strong asset management culture, and to effectively engage the internal stakeholders with the AMS
- Supporting key internal stakeholders to contribute to the effectiveness and raise improvement actions to improve the effectiveness of the AMS
- Promoting cross-functional collaboration across all systems that provide input into the AMS
- Advancing AM training, leadership, practice and skills development across Council.

Asset Management Team is structured to provide the effective asset investment planning services to the Council's infrastructure assets in line with Asset Lifecycle Framework. The Appendix B identifies the Asset Management Services that link to the Council's Corporate Plan.

3.10 Competency and Engagement

Those whose duties fall under the AMS shall be competent to perform the duties. Council will stipulate the position requirements. At the leadership and management levels a combination of financial and technical skills is required to be able to competently contribute to and assume responsibility and accountability for the AMS, including updating and reviewing AMPs, assisting with the preparation of Works Plans, critically examining asset performance against service delivery requirements, risk management, benefit-cost analyses, performance reporting and examining the System to recognise the effectiveness and improvement opportunities.

Individual Position Descriptions shall reflect these responsibilities, accountabilities and authorities.

The AMS shall be adequately staffed to ensure that all functions required to sustain and improve on the system have been resourced. The risk of inadequate resourcing is that the AMS will weaken. A needs assessment process is established and reviewed annually under the Strategic Workforce Plan, Asset Portfolio AMP and SAMP Review to ensure that workloads are equitable, that competence requirements are being met and that the AMS requirements are aligned to ISO 55001 and being achieved.

The key roles and responsibilities of the team members are documented in the position descriptions held within the Human Resources Management System.

A number of technical solutions have been implemented by Council that link with the AMS. These are listed below:

- T1 Core Enterprise System (CES) – Enterprise Asset Management, Core Financials, Supply Chain, Property & Rating, Enterprise Content Management, etc.
- Tigernix Asset Predictive Models for balancing Cost, Risk & Performance
- ESRI GIS
- Human Resources Information System.

4 Asset Scope

4.1 Asset Classes Summary

Council owns, operates, and maintains assets valued at over \$7 billion. This SAMP provides guidance on all Council assets, which are grouped into the following key asset classes.

Transport

The quantity and value of the transport assets as at the beginning of the 2020/21 financial year are summarised below:

Asset Type	Quantity	Replacement Value (\$000)
Roads	1,823,528 m	1,567,537
Kerb and Channel	2,134,151 m	398,048
Pathways	543,407 m	211,239
Vehicular Bridges	204 ea	141,351
Pedestrian Bridges	210 ea	
Roadside and Pathway Furniture and Structures	256 ea	10,156
Bus Stops Facilities	1061 ea	16,688

Water, Wastewater and Solid Waste

The quantity and value of the water, wastewater and solid waste assets as at the beginning of the 2020/21 financial year are summarised below:

Asset Type	Quantity	Replacement Value (\$000)
Dams	2 ea	502,666
Weirs	3 ea	35,041
Water Treatment Plants	4 ea	64,970
Water Pump Stations	23 ea	24,347
Reservoirs	33 ea	84,609
Water Mains	2,652 km	836,505
Water Meters	77,809 ea	8,651
Sewer Mains (Gravity and Pressure)	1,364 km	489,407
Sewer Service Connections	38,496 ea	16,639
Sewer Property Connection Points	47,863 ea	45,295
Wastewater Maintenance Holes	22,437 ea	91,727
Waste Water Pump Stations	191 ea	128,059
Wastewater Treatment /Recycling Plants	6 ea	339,612
Waste Transfer Stations	6 ea	35,252
Waste Landfill	3 ea	49,355

Stormwater

The quantity and financial value of the stormwater assets as at the beginning of the 2020/21 financial year are summarised below:

Asset Type	Quantity	Replacement Value (\$000)
Underground Network	745 km	669,275
Open Drain Network	201 km	76,602
Tidal Protection Devices	5 ea	2,892
Pump Stations	7 ea	3,407
Water Quality Devices	140 ea	5,180
Rainfall Stations	22 ea	538
Sub Soil Drainage	390 km	17,296
Levee Banks	11 ea	8,801

Open Spaces

The quantity and financial value of the open space assets as at the beginning of the 2020/21 financial year are summarised below:

Asset Type	Quantity	Replacement Value (\$000)
Arboriculture	341 ea	97
City of Townsville Art in Public Spaces	260 ea	6,802
Electrical	143 ea	601
Fencing	1,318 ea	16,706
Furniture	3,542 ea	12,159
Horticulture	1,388 ea	7,804
Irrigation Main Line	647 ea	39,234
Lighting	422 ea	5,790
Monuments	48 ea	67
Platform	47 ea	3,639
Play Equipment	735 ea	21,461
Signage	1,741 ea	5,179
Sporting	569 ea	16,566
Structures	1000 ea	19,373
Wall	169 ea	9,240
Water Feature	42 ea	15,345

Buildings

The quantity and financial value of the building assets as at the beginning of the 2020/21 financial year are summarised below:

Asset Type	Quantity	Replacement Value (\$000)
Cemeteries	7 ea	274
Galleries, Libraries and Theatres	7 ea	56,641
Hire – General Community	16 ea	15,698
Precincts and Areas	6 ea	1,033
Public Amenities	76 ea	9,039
Residency – Operational Buildings and Depots	187 ea	55,778
SES Facilities	17 ea	1,912
Sport and Recreational Facilities	44 ea	67,212
Tenancy – Child Care Centres	8 ea	5,287
Tenancy – Commercial Enterprise	16 ea	6,889
Tenancy – Community Group	36 ea	21,908
Vacant Land and Misc	6 ea	206
Fixed Plant	10 ea	309
Intangible	4 ea	91
Plant	304 ea	10,740
City of Townsville Art Collection	3,549 ea	8,761
Land	189 ea	85,333
Land Improvements	252 ea	13,286

Fleet

The quantity and financial value of the fleet assets as at the beginning of the 2020/21 financial year are summarised below:

Asset Type	Quantity	Replacement Value (\$000)
Attachment	80 ea	2,077
Commercial Vehicle	276 ea	9,985
Compaction	14 ea	3,093
Construction Equipment	1 ea	5
Earthmoving	31 ea	5,136
Floor Scrubber	2 ea	37
Generator	13 ea	635
Landscaping Equipment	4 ea	62
Lifting Equipment	45 ea	1,978
Linemarking	6 ea	203
Marine	12 ea	291
Motorcycle	7 ea	79
Mower	54 ea	2,061

Asset Type	Quantity	Replacement Value (\$000)
Passenger Car	49 ea	1,264
Paver	1 ea	456
Refuse Truck	33 ea	11,498
Tractor	24 ea	2,012
Trailer	54 ea	1,755
Transporter	21 ea	495
Truck	199 ea	24,606
Workshop Equipment	16 ea	171

Information and Communication Technology

The quantity and financial value of the Information and Communication Technology assets as at the beginning of the 2020/21 financial year are summarised below:

Asset Type	Quantity	Replacement Value (\$000)
Infrastructure	197 ea	4,612
Printers	56 ea	192
Servers	61 ea	3,503
Software	249 ea	11,871
Work Stations	4,568 ea	4,359
CCTV	299 ea	2,382
GIS	13 ea	299

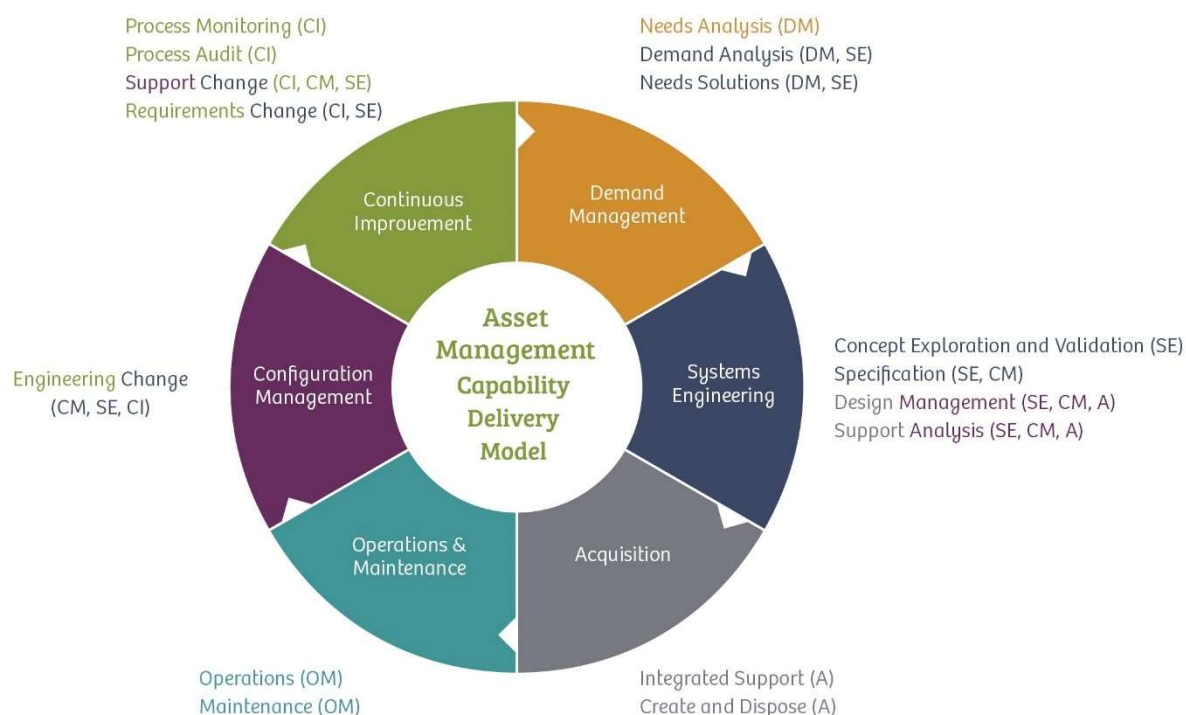
5 Asset Management Capability Delivery Model

The objective in managing assets is to meet the agreed level of service in the most cost effective manner for the benefit of the present and future Townsville community.

The key outcomes of Council's asset management capability delivery¹ model are:

- Taking a life cycle approach to managing assets
- Developing a cost-effective management strategy for the long term
- Providing a defined level of service for assets
- Providing defined performance monitoring processes
- Understanding and meeting the demands of growth, legislative change, legal/statutory requirements and infrastructure investment
- Managing risks associated with the asset
- Providing long term financial projections for asset sustainability
- Continuously improving asset management processes and practices.

This focus has been mapped in the following diagram:



Asset Management Plans

DM – Demand Management **SE** – Systems Engineering **A** – Acquisition **OM** – Operations & Maintenance **CM** – Configuration Management **CI** – Continuous Improvement

AMPs for each asset class have been prepared in accordance with the above capability delivery model including relevant industry standards, in line with Council’s vision, mission, goals and objectives.

Each AMP includes provision for capital, renewal, operational and maintenance works which will provide infrastructure with the necessary resources in an endeavour to meet community expectations for agreed service standards and capacity. The AMPs outline processes and principles used to plan capital, renewal and maintenance works for key assets and prioritise capital works in the asset class throughout the local government area.

The AMPs will help to guide the Council in making decisions within its 10-year objectives. The result is a long-term planning framework, including expenditure forecasts which will assist in making informed decisions on future maintenance programs and renewal and capital projects.

AMPs include documentation on:

- Asset data summaries – what Council owns, what the network is valued at and its most recent assessed condition
- **Demand Management**
 - Levels of service – defining the quality of the service to be delivered by the asset
 - Future demand – how this will impact on future service delivery and how this is to be met

- **Systems Engineering** –
 - Asset Investment Planning - how Council will optimise the management of its existing and future assets to provide the required sustainable services
- **Acquisition** - Prioritised capital, renewal, operations and maintenance investment
- **Operational and maintenance works**
- **Configuration Management** - How risk is managed
- **Continuous Improvement** - what improvements are required to provide the agreed service levels.

The information linkages to the AMPs include:

- The asset register data on location, size, age, value, condition and remaining life of the asset network
- The unit rates for classes of work/resources and materials
- Performance relative to adopted service levels
- Projections of factors affecting future demand for services
- Correlations between maintenance and renewal, including asset condition/service performance models
- Data on new assets developed or acquired by Council
- Data on assumed works programs and trends
- Works Delivery Practices including the outsourcing options
- The resulting budget, valuation and depreciation projections
- Lifecycle analysis data
- Risk, Performance and Cost data.

This information impacts the Council's long-term financial plan, strategic business plan, annual budget and departmental business plans and budgets. The Appendix C shows the 10 Year Capital Plan as proposed to Council on 30 June 2020. Further, Appendix D shows the FY 2020/21 Operations and Maintenance Plan as proposed to Council on 30 June 2020.

The following sections provide an overview of each of the asset classes, extracted from the existing AMPs.

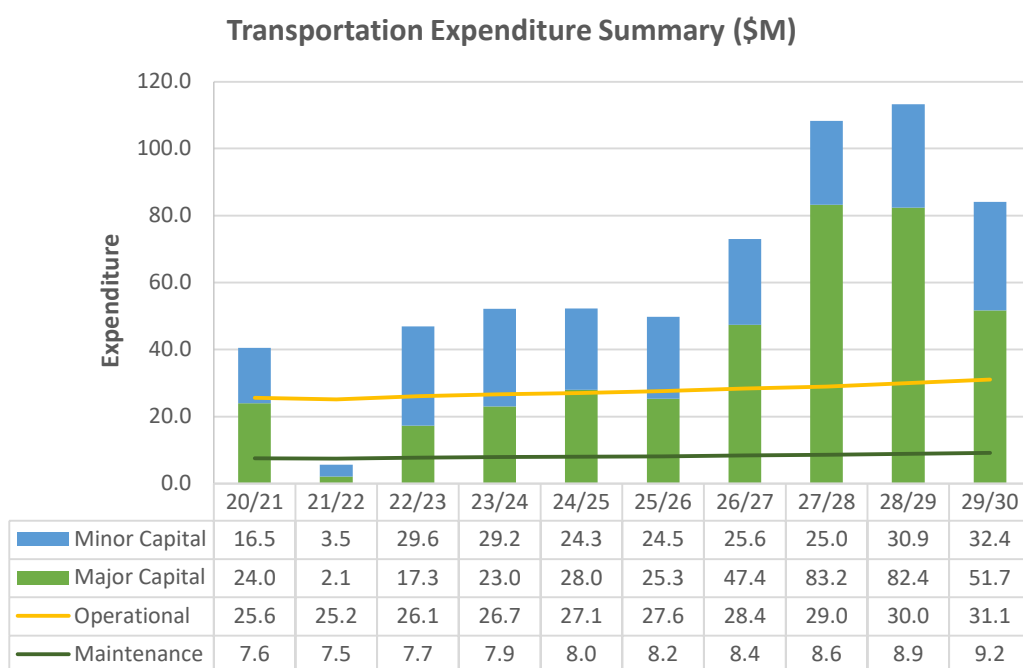
5.1 Transport

Management Objective

Council provides a transport network in partnership with relevant state agencies to enable the community to efficiently and safely travel across the region for private and business purposes.

Financials

The summarised budget expenditure over the next 10 years is shown below for operations and maintenance, and renewal and asset creation activities.



Current Financial Metrics	Value
Replacement Value (2020/21)	\$2,345,022,241
O&M (2020/21)	\$33,207,716
Average % O&M / RV	1.4%

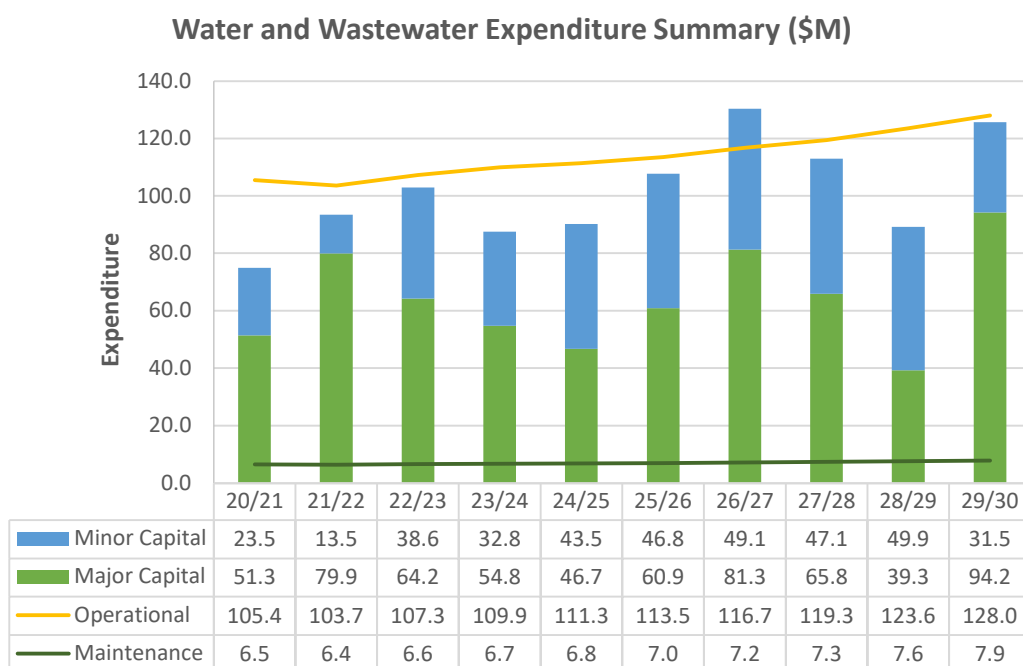
5.2 Water and Wastewater

Management Objective

Townsville Water and Waste's main strategy while meeting the desired Level of Service (LOS) is to ensure that all residents and business are provided with safe, reliable and sustainable water and wastewater service.

Financials

The summarised budget expenditure over the next 10 years is shown below for operations and maintenance, and renewal and asset creation activities:



Current Financial Metrics	Value
Replacement Value (2020/21)	\$2,751,830,125
O&M (2020/21)	\$111,906,285
Average % O&M / RV	4.1%

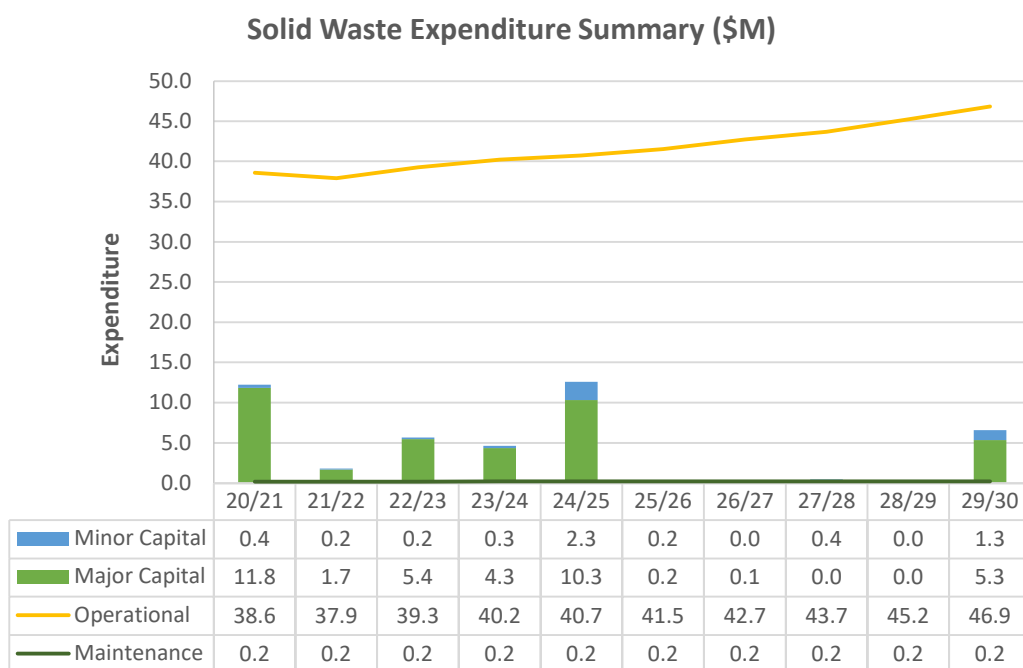
5.3 Solid Waste

Management Objective

Townsville Water and Waste's main strategy while meeting the desired LOS is to reduce waste going into landfill. The strategy aligns with the Waste Management and Resource Recovery Strategy.

Financials

The summarised budget expenditure over the next 10 years is shown below for operations and maintenance, and renewal and asset creation activities:



Current Financial Metrics	Value
Replacement Value (2020/21)	\$78,067,504
O&M (2020/21)	\$38,757,097
Average % O&M / RV	49.6%

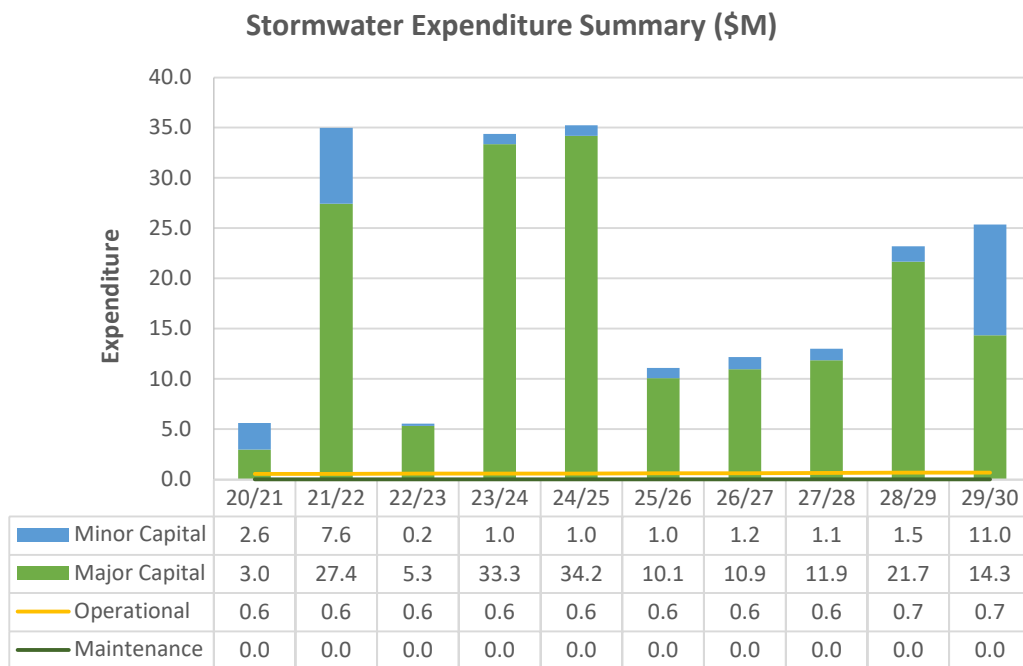
5.4 Stormwater

Management Objective

Council provides a stormwater network in partnership with relevant state agencies to manage stormwater runoff in a safe, efficient, and cost effective manner. The network caters for minor and major flows and the system is designed to minimize the risk of flooding and property damage to the community while addressing associated health and environmental issues.

Financials

The summarised budget expenditure over the next 10 years is shown below for operations and maintenance, and renewal and asset creation activities:



Current Financial Metrics	Value
Replacement Value (2020/21)	\$777,207,849
O&M (2020/21)	\$570,692
Average % O&M / RV	0.1%

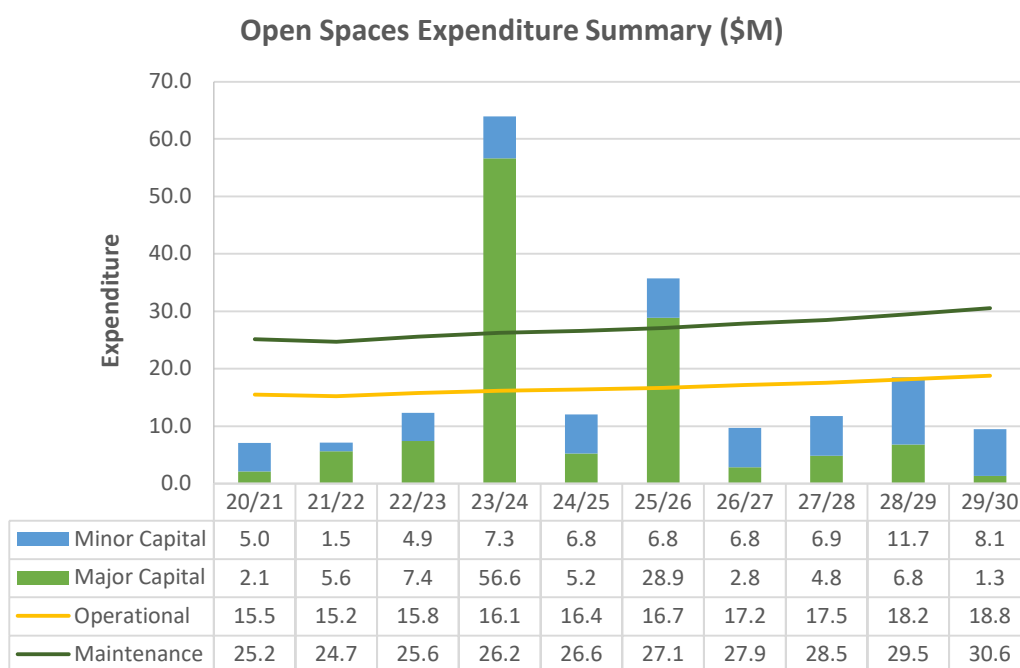
5.5 Open Spaces

Management Objective

Council will provide parks and open spaces that provide a range of passive and active recreation opportunities for all members of the community, that meet the legislative and LOS sustainably.

Financials

The summarised budget expenditure over the next 10 years is shown below for operations and maintenance, and renewal and asset creation activities:



Current Financial Metrics	Value
Replacement Value (2020/21)	\$447,698,803
O&M (2020/21)	\$40,653,914
Average % O&M / RV	9.1%

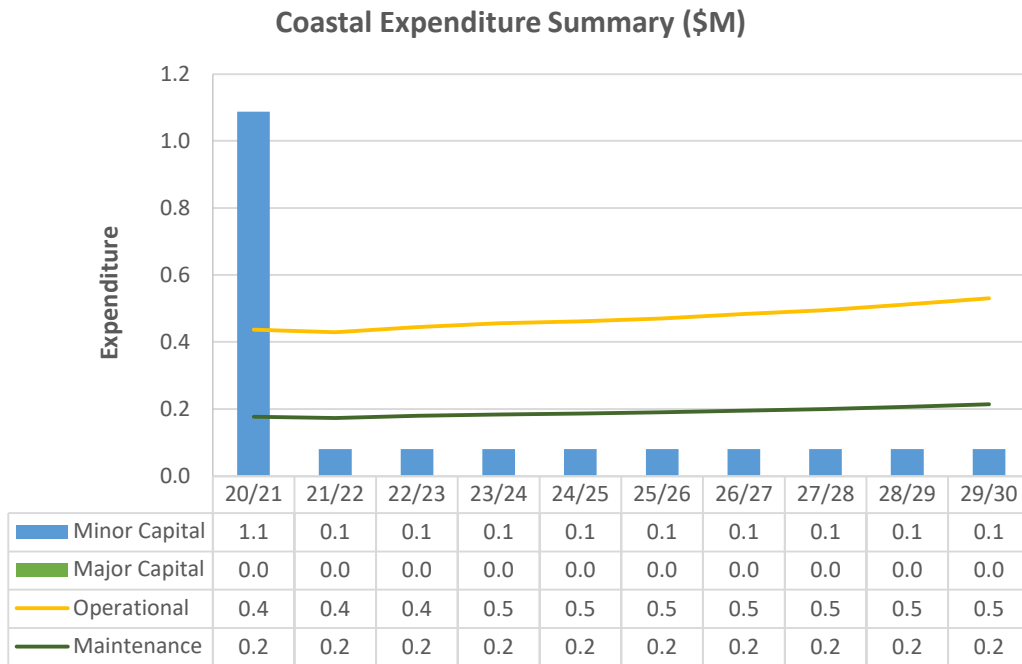
5.6 Coastal

Management Objective

In partnership with relevant state agencies Council provides coastal assets as a social infrastructure for the Community and for the protection of properties from adverse coastal conditions in the most efficient and cost-effective manners.

Financials

The summarised budget expenditure over the next 10 years is shown below for operations and maintenance, and renewal and asset creation activities:



Current Financial Metrics	Value
Replacement Value (2020/21)	\$20,793,171
O&M (2020/21)	\$613,382
Average % O&M / RV	2.9%

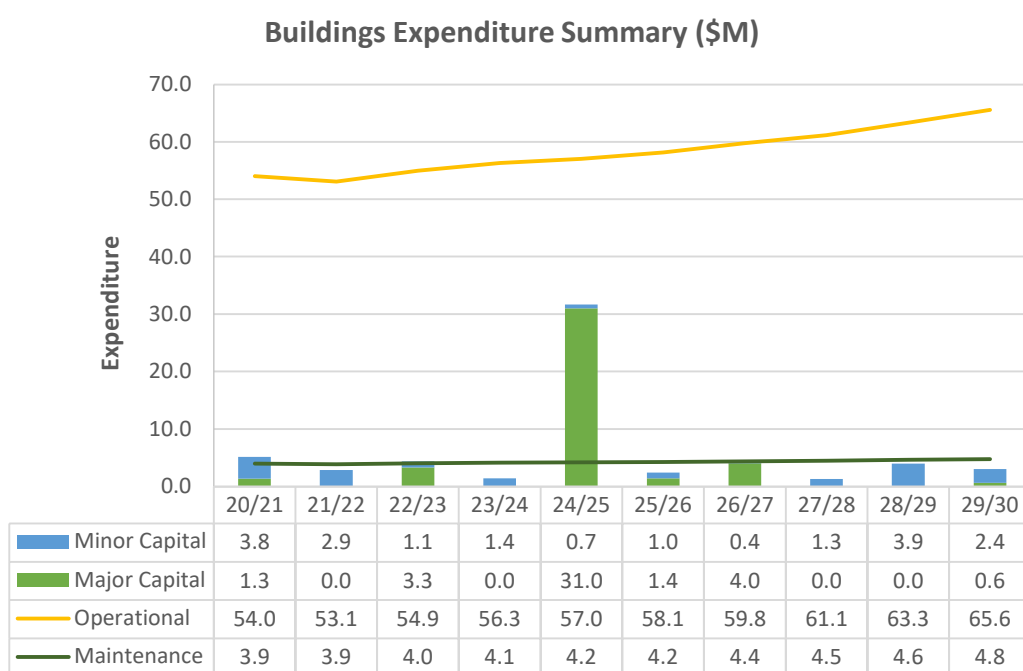
5.7 Buildings

Management Objective

Council provides property assets to enable the provision of services to the community. This includes a range of building types including operational buildings, depots, public buildings, rented buildings, community centres, SES buildings, child care centres, public swimming pools and miscellaneous properties.

Financials

The summarised budget expenditure over the next 10 years is shown below for operations and maintenance, and renewal and asset creation activities:



Current Financial Metrics	Value
Replacement Value (2020/21)	\$275,297,966
O&M (2020/21)	\$57,950,674
Average % O&M / RV	21.1%

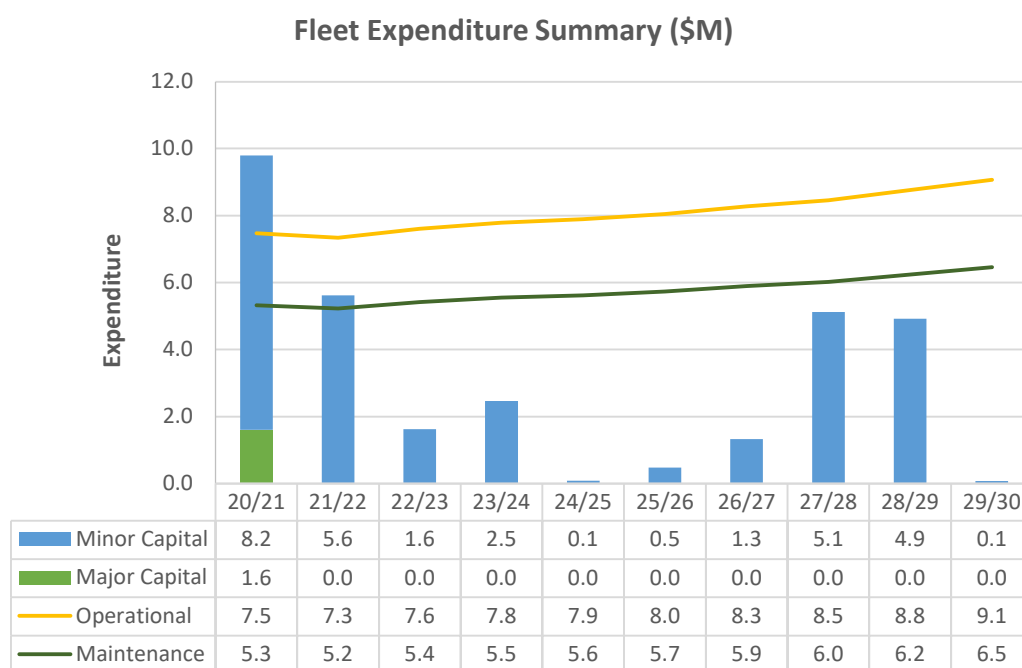
5.8 Fleet

Management Objective

Council provides fleet assets to facilitate the provision of services to the community. This includes a range of light vehicles, heavy plant and equipment, and minor plant and fixed equipment.

Financials

The summarised budget expenditure over the next 10 years is shown below for operations and maintenance, and renewal and asset creation activities:



Current Financial Metrics	Value
Replacement Value (2020/21)	\$67,897,198
O&M (2020/21)	\$12,794,425
Average % O&M / RV	18.8%

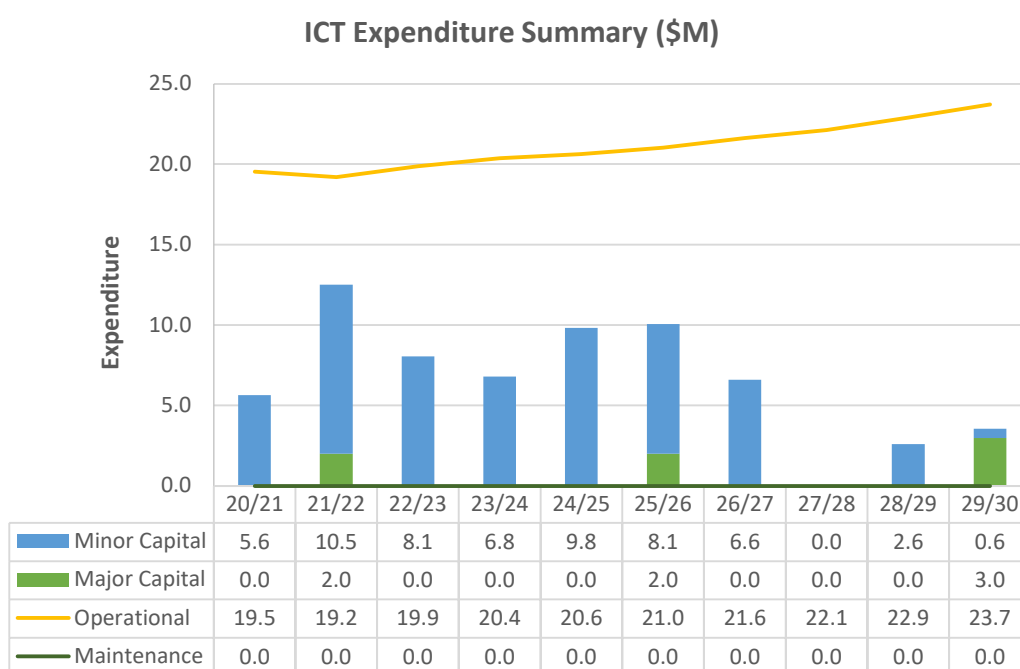
5.9 Information and Communication Technology

Management Objective

Council provides Information and Communication Technology (ICT) services and ensures it is maintained in partnership with other levels of government and stakeholders to maximise the efficiency of services provided. The ICT Department aims to deliver responsive and efficient systems, institute a strategic direction that defines the needs of Council and champions continuous improvement.

Financials

The summarised budget expenditure over the next 10 years is shown below for operations and maintenance, and renewal and asset creation activities:



Current Financial Metrics	Value
Replacement Value (2020/21)	\$27,919,320
O&M (2020/21)	\$19,536,208
Average % O&M / RV	70.0%

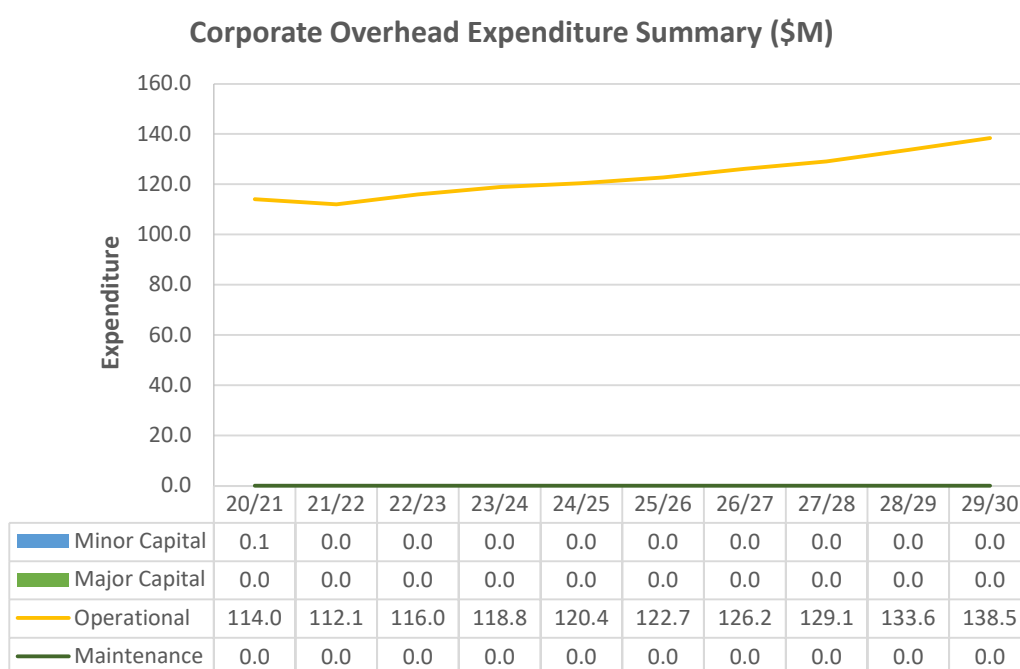
5.10 Business Services (Corporate Overheads)

Management Objective

Council's business services section provides enabling services to core services providers (planning, community, operations and maintenance) and ensures it is maintained in partnership with other levels of government and stakeholders to maximise the efficiency of services provided. The business services section aims to deliver responsive and efficient services, institute a strategic direction that defines the needs of Council and champions continuous improvement.

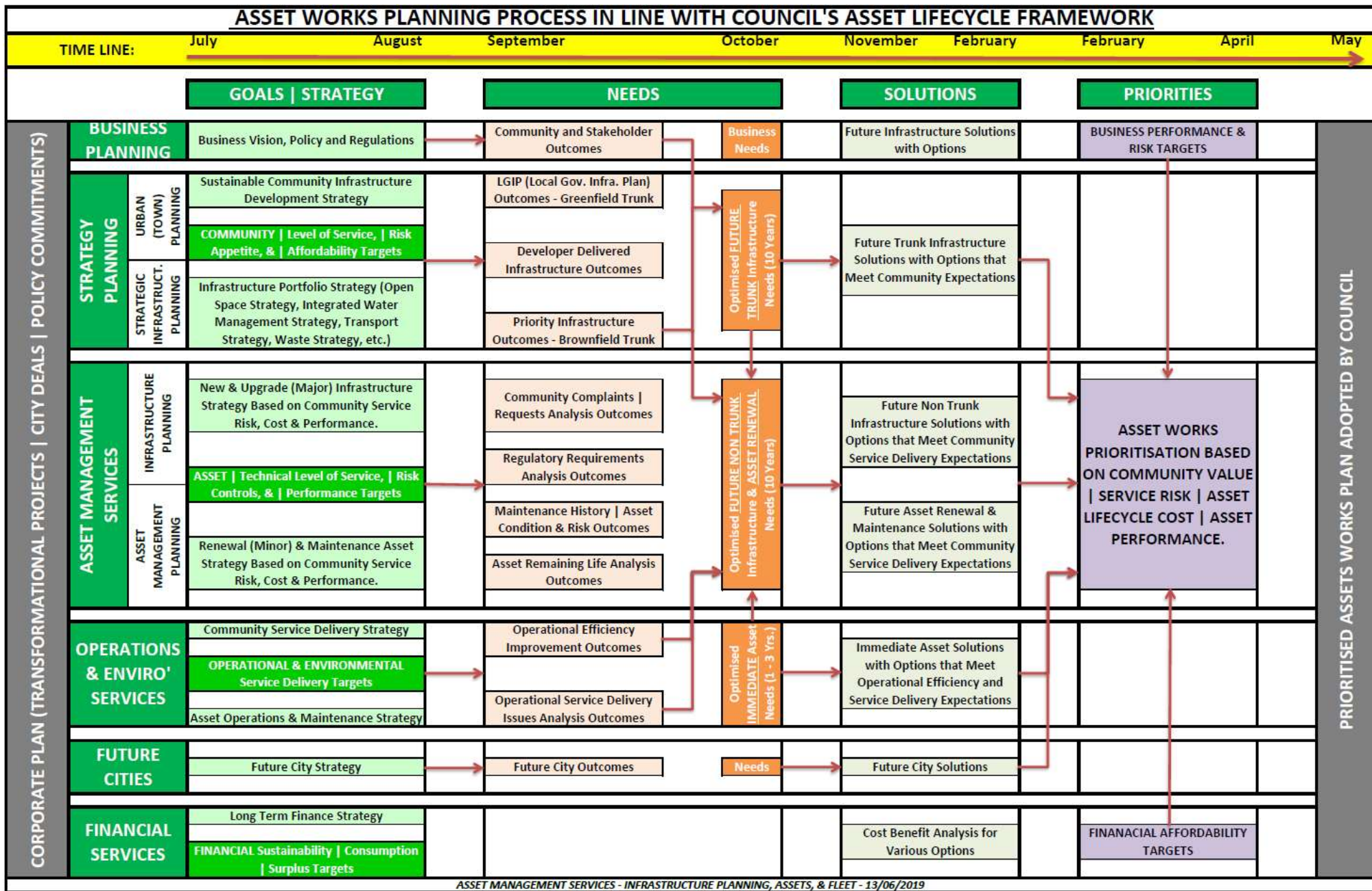
Financials

The summarised budget expenditure over the next 10 years is shown below for corporate overhead activities:

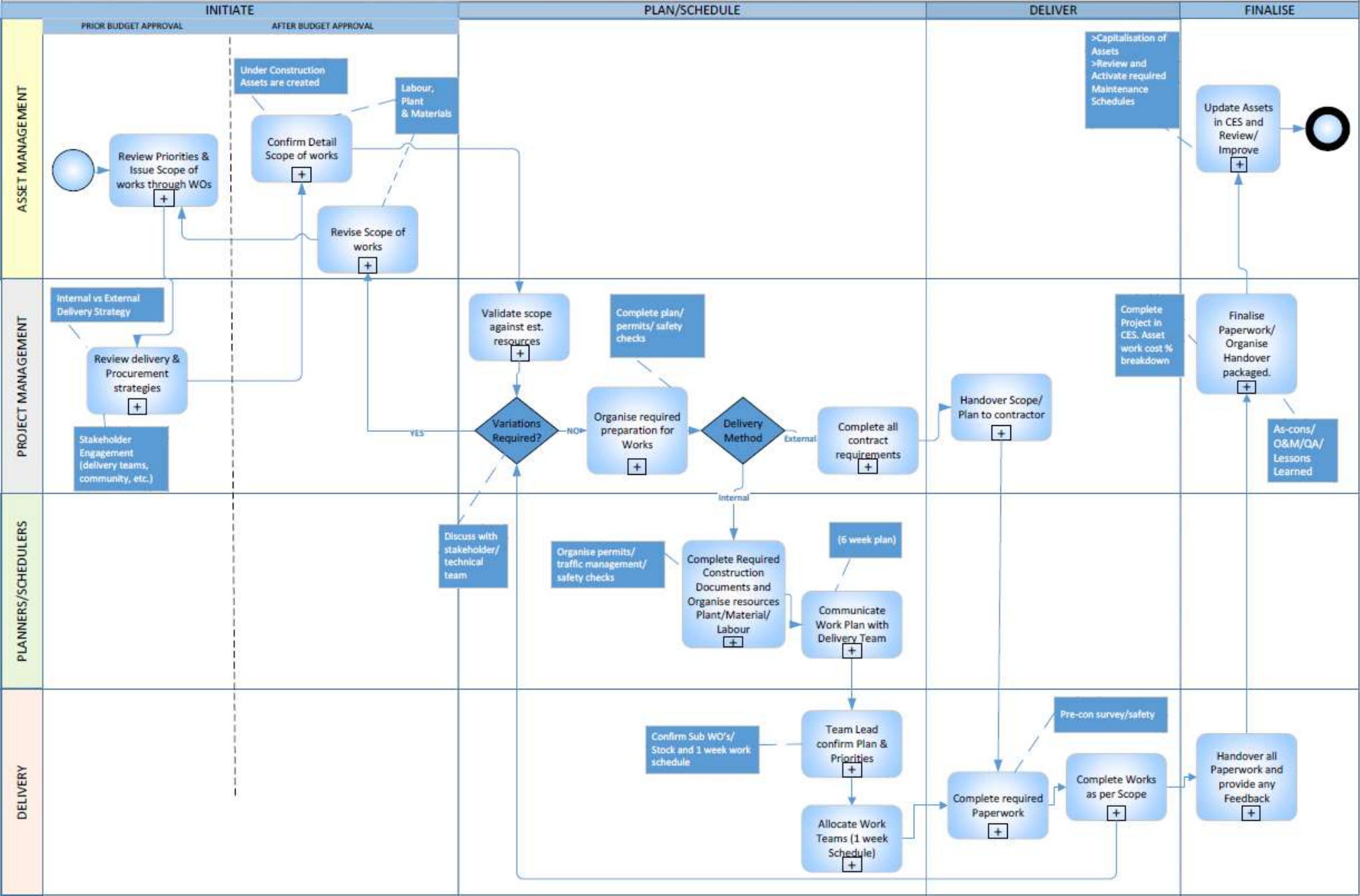


Current Financial Metrics	Value
Corporate Overheads (2020/21)	\$114,050,684

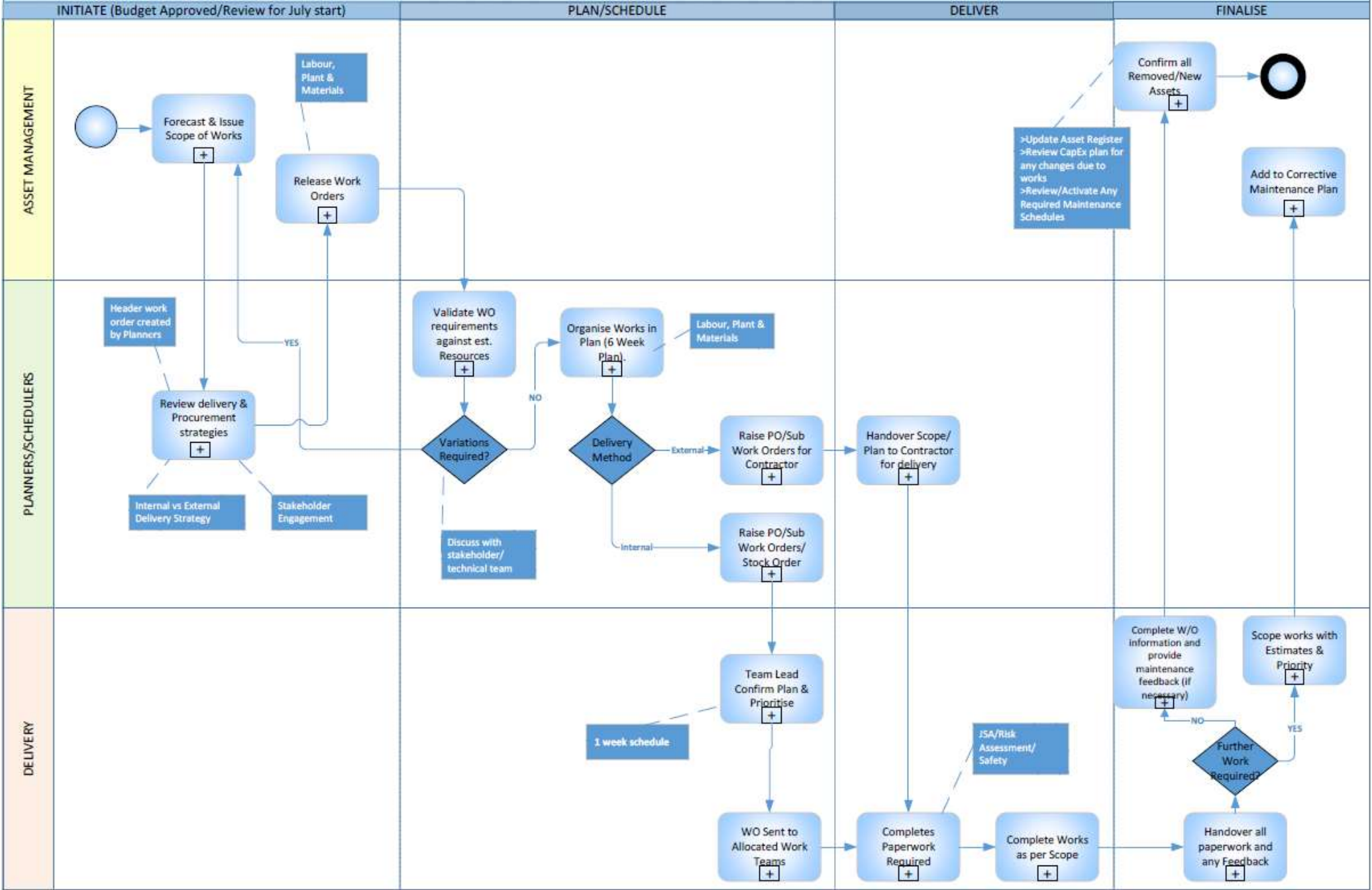
Appendix A – COUNCIL Asset Investment Planning Process



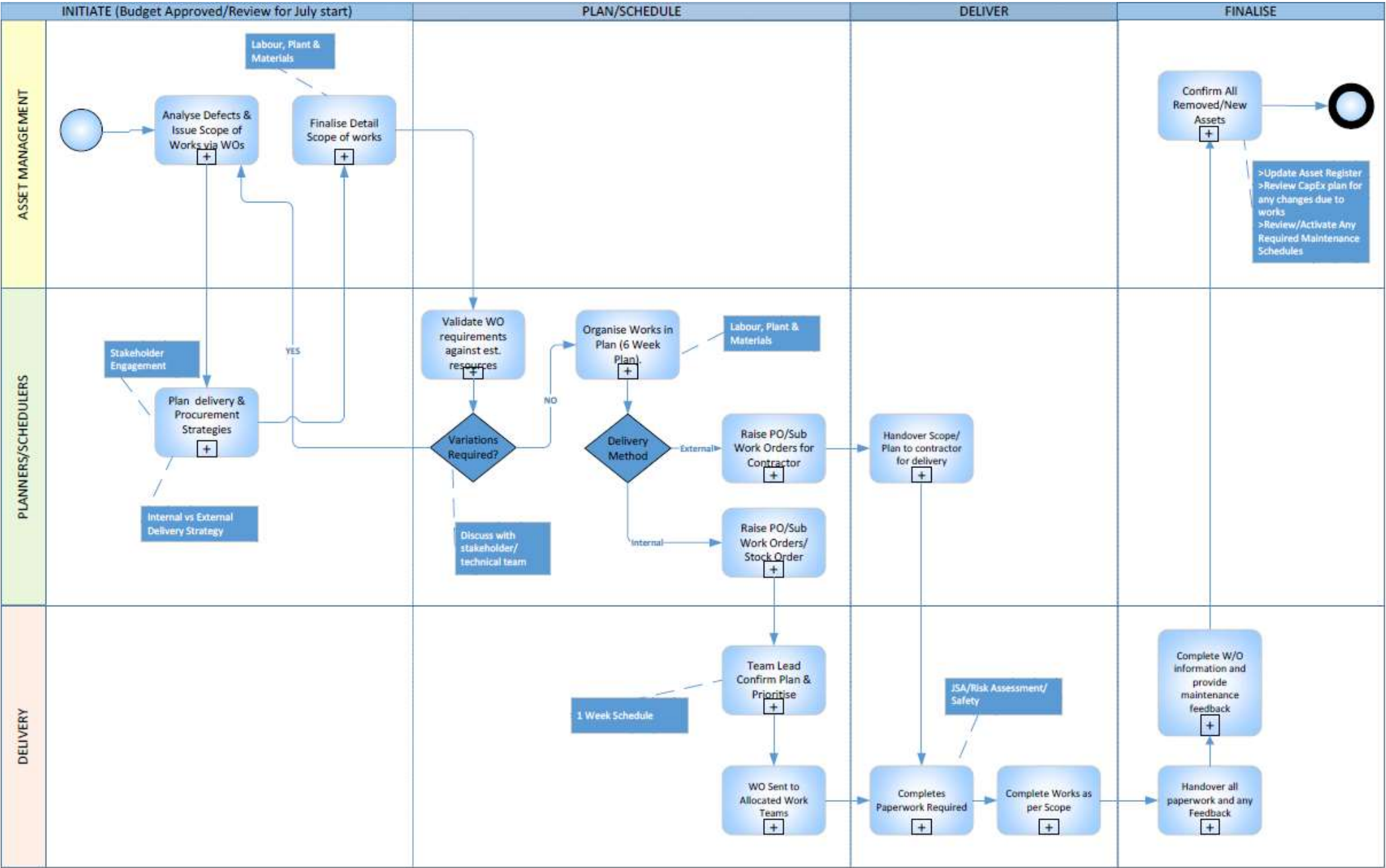
Appendix A – COUNCIL Asset Works Delivery Process – Capital Works



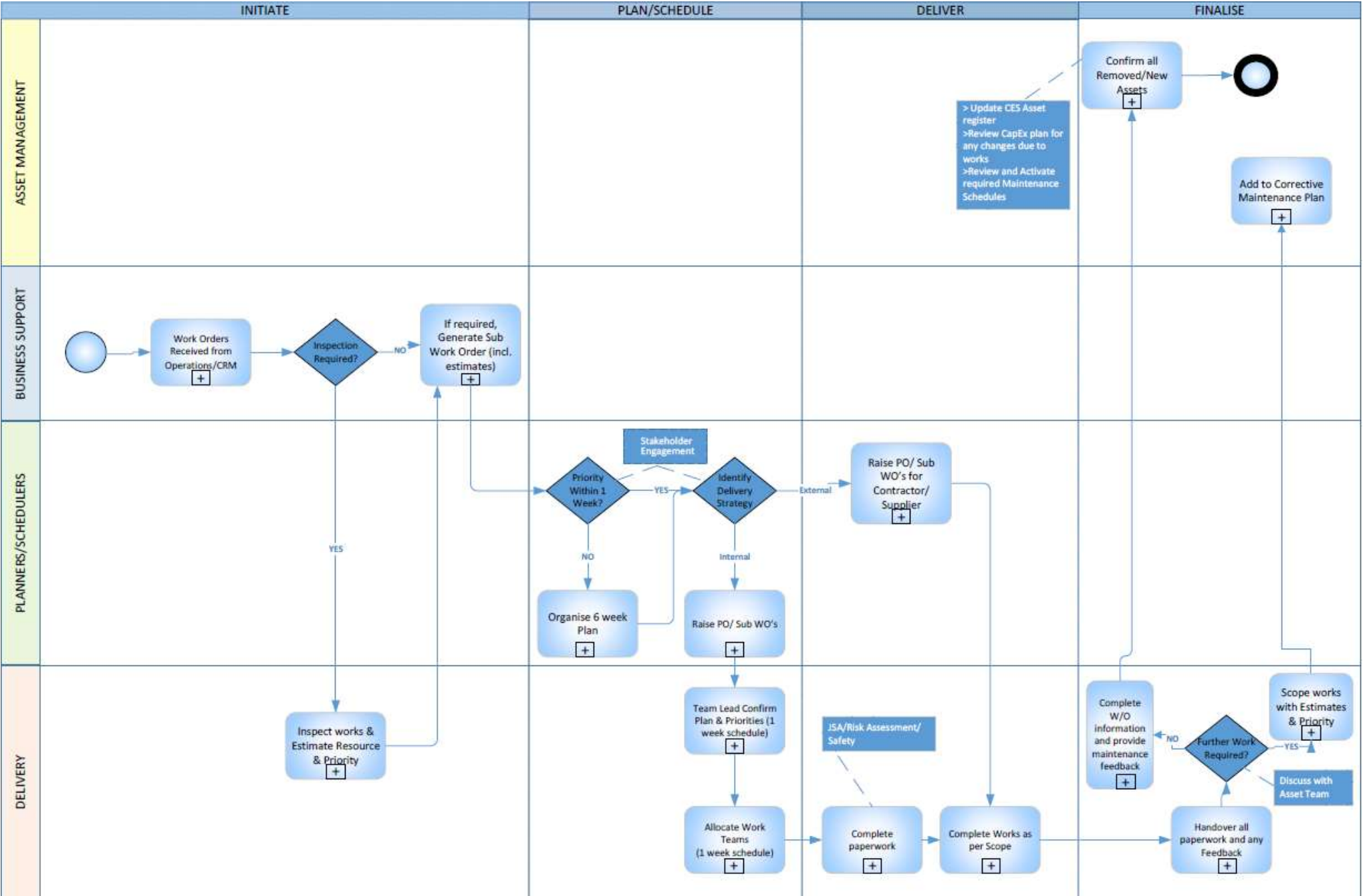
Appendix A – COUNCIL Asset Works Delivery Process – Preventive Maintenance Works



Appendix A – COUNCIL Asset Works Delivery Process – Corrective Maintenance Works



Appendix A – COUNCIL Asset Works Delivery Process – Reactive Maintenance Works



Appendix B – Asset Management Services

ASSET MANAGEMENT (AM) FUNCTIONS AND SERVICES TEMPLATE			
AM FUNCTION	DEFINITION	AM SERVICES	CORPORATE PLAN LINKAGE
Asset Mgmt. System Administrator	It is a set of documents, systems and processes that addresses an organisation's asset management responsibilities. E.g. Asset Management Policy, Strategy, & Plans.	1. Align & Deploy AM actions in line with Corporate Strategy 2. Provide AM Advice and Leadership 3. Develop & Implement AM Policy, Strategies & Plans	Goal 4 - A Smarter, Faster, Better Council (Corporate Plan) Deliverable - Ensure effective policies, systems, and processes are monitored to maintain the integrity of public funds expenditure.
Asset Mgmt. Process Owners for I&O	Accountable for the proper design, execution and improvement of the asset management related processes, but do not run the day-to-day operation of the process.	1. Develop, Implement & Continuously Improve AM Processes in relation to Operations & Maintenance Asset Service Delivery 2. Responsible for Asset Handover Process (CAPEX & DONATED)	Goal 2 - A City for People (Corporate Plan) Deliverable - Improve Council services' responsiveness to meet community expectations.
Asset Inventory	It is the process of extracting asset information from various as constructed sources, creating and maintaining the information into an asset management system (GIS/ EAM).	1. Own & Optimise Asset Registers including Spatial Data 2. Asset Information Management including asset validation 3. Create Bill of Materials as applicable	Mandatory requirement to recognise the assets
Asset Level of Service	It is the agreed and documented most appropriate service quality (asset performance) expected from a particular asset against which asset performance may be measured.	1. Determine & Document Asset related Level of Services 2. Seek Council Approval with Asset related Level of Services 3. Participate in Community Satisfaction Surveys	Goal 4 - A Smarter, Faster, Better Council (Corporate Plan) Deliverable - Ensure the Council Customer Strategy for services and facilities remains effective and responsive.
Asset Risk Assessment	It is the application of a formal process to the range of possible values relating to key factors associated with asset related risks in order to determine the consequences and likelihood.	1. Facilitate Asset Risk Assessment sessions with Operations 2. Determine Asset Risk & Criticality Ratings at Asset Level 3. Review Insurance Needs based on Asset Risk Ratings	Goal 4 - A Smarter, Faster, Better Council (Corporate Plan) Deliverable - Support an iterative and integrated application of Enterprise Wide Risk Management Framework that effectively informs the risk management process.
Asset O & M Strategy	It is the optimised asset related actions that O&M crews should perform on a particular asset at the right time for the right reason for providing the highest level of service over time with the lowest cost options.	1. Develop & Optimise O&M strategies with Risk profiles 2. Perform Root Cause Analysis & FMEA (Failure Mode Effect Analysis) based on asset performance in service delivery 3. Evaluate & Recommend Asset Redundancy Requirements	Goal 1 - A Prosperous City (Corporate Plan) Deliverable - Deliver affordable water and utilities strategies for residents and businesses of Townsville
Schedule Maintenance	It is the preventive maintenance carried out to a predetermined interval of time, meter readings, etc. to the assets.	1. Own & Optimise Preventive Maintenance Schedules 2. Develop annual preventive maintenance budget	Assets are proactively maintained.
Asset Performance	It is the analysis that connects disparate asset information and uses advanced analytics to turn that data into actionable insights while fostering collaboration and knowledge management across business.	1. Conduct Asset Performance Verification based on Asset Risk, Condition & Life Cycle Cost Data 2. Measure & Analyse Asset Feedback from O&M Tasks 3. Present the results in the form of Dashboards, & Enquiries	Goal 4 - A Smarter, Faster, Better Council (Corporate Plan) Deliverable - Effectively communicate council plans, priorities and results to key stakeholders, ratepayers and the broader community
Asset Regulatory Compliance	It is the process of monitoring asset performance against the laws, regulations and guidelines related to its business. Violations of asset regulatory compliance result in federal fines.	1. Monitor Asset Performance against Legislative Requirements 2. Inform Maintenance & Renewal Needs based on Regulatory Requirements.	Goal 3 - A Clean and Green City (Corporate Plan) Deliverable - Champion sustainable solutions, environmental systems and innovative technologies, which encourage resilience
Asset Condition Assessment	It is the process of continuous or periodic inspection, assessment, measurement and interpretation of the asset or performance data to determine the condition of specific asset.	1. Perform Asset Condition Monitoring & Assessment 2. Perform Asset Degradation & Utilisation Modelling 3. Perform Asset Remaining Life & Capacity Assessment	Goal 4 - A Smarter, Faster, Better Council (Corporate Plan) Deliverable - Ensure effective policies, systems, and processes are monitored to maintain the integrity of public funds expenditure.
Asset Valuation	It is the process of assigning a monetary value to an asset or group of assets. It is an obligation to accurately value the assets under various accounting standards and regulations.	1. Perform Annual & Five Yearly Revaluation Functions 2. Participate in Reviewing Long Term Financial Plan Inputs 3. Review the Annual Depreciation Budget	
Asset Maintenance Programming	It is the process of deciding in advance (1, 2, 3 & 10 Years) the specific times ranges within which specific maintenance tasks should be carried out to the assets.	1. Develop & Optimise Maintenance Programmes & Budget 2. Recommend Renewal Needs from Maintenance Optimisation 3. Prioritise based on Asset Risk, Condition, Cost & Utilisation	Goal 2 - A City for People (Corporate Plan) Deliverable - Manage suburb-based, structured Local Suburb Improvement Plans focused on key infrastructure elements.
Asset Capital Works Programming	It is the process of deciding in advance (1, 3 & 10 Years) the make up and timing of asset renewal works.	1. Develop & Optimise Renewal Programmes & Budget 2. Prioritise based on Asset Risk, Condition, Cost & Utilisation	Ensure the Capital Plan provides infrastructure to support the City's economy and growth.
Asset Financial Forecast	It is the process of estimating the asset related expenditure (OPEX & CAPEX) trends based on historic information that may have an immediate or long-term influence on policies, strategic goals and community services.	1. Forecast 1, 3, & 10 years Maintenance & Renewal Budget Requirements by BALANCING Asset Risk, Condition, Life Cycle Cost & Utilisation Factors for Service Delivery	Goal 4 - A Smarter, Faster, Better Council (Corporate Plan) Deliverable - Limit rates growth at, or around, Consumer Price Index (CPI)
Asset Disposition	It is the process of disposal of assets through the sale, exchange, abandonment & involuntary termination of the asset's service.	1. Document the Asset Disposal Information 2. Process the Asset Disposal in a Timely Manner.	Mandatory requirement to dispose the assets

ASSET MANAGEMENT TEAM - INFRASTRUCTURE PLANNING, ASSETS & FLEET

Appendix C – COUNCIL 10 Year Capital Works Plan FY 2020/21 to FY 2029/30 (Gross Estimates)

Service	Program Description	Project Type	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
BUILDINGS & FACILITIES	Business Support Property Management	Minor Capital				22,000	21,000					
BUILDINGS & FACILITIES	Cemeteries Buildings	Minor Capital	54,700		4,000							
BUILDINGS & FACILITIES	Galleries, Libraries & Theatres	Major Capital						550,000	4,000,000			600,000
BUILDINGS & FACILITIES	Galleries, Libraries & Theatres	Minor Capital	908,999	556,000	5,000	177,982	70,000			135,015	194,590	52,000
BUILDINGS & FACILITIES	Hire General Community	Minor Capital	135,380	44,400		233,000			10,600	30,893	258,929	110,870
BUILDINGS & FACILITIES	Property Management	Minor Capital		50,000						20,000	31,145	
BUILDINGS & FACILITIES	Public Amenities	Minor Capital		71,000							86,500	257,050
BUILDINGS & FACILITIES	Residency Operational Buildings & Depots	Major Capital	1,050,000		3,300,000							
BUILDINGS & FACILITIES	Residency Operational Buildings & Depots	Minor Capital	873,982	1,044,942	704,500	314,000	165,000	329,500	225,251	453,600	1,186,300	421,850
BUILDINGS & FACILITIES	SES Facilities	Minor Capital	20,000					45,000		1,000	12,000	145,000
BUILDINGS & FACILITIES	Sport & Recreational Facilities	Economy Activation Capital		2,600,000								
BUILDINGS & FACILITIES	Sport & Recreational Facilities	Major Capital	275,000					840,000				
BUILDINGS & FACILITIES	Sport & Recreational Facilities	Minor Capital	1,350,882	774,392	25,000	279,900	260,000	292,000		217,050	357,080	750,870
BUILDINGS & FACILITIES	Tenancy Childcare Services	Minor Capital	88,430	6,000	46,000	63,000			12,000	67,700		191,500
BUILDINGS & FACILITIES	Tenancy Commercial Enterprises	Minor Capital	149,300	30,000		37,000			5,000	43,000	115,000	
BUILDINGS & FACILITIES	Tenancy Community Group	Minor Capital	5,000	3,000		37,000		60,000		84,000	15,000	17,000
BUILDINGS & FACILITIES	Vacant Land & Miscellaneous	Economy Activation Capital	4,700,000		500,000							
BUILDINGS & FACILITIES	Vacant Land & Miscellaneous	Minor Capital	210,000	100,000	130,000						45,000	
CEMETERIES	Cemeteries	Minor Capital		100,000	44,488	48,808	48,259	60,000	60,000	60,000	215,000	60,000
COASTAL FACILITIES	Coastal Maintenance	Minor Capital	1,086,978	80,800	80,800	80,800	80,800	80,800	80,800	80,800	80,800	80,800
COMMUNITY & CULTURAL SERV	Animal Care and Adoption Centre	Minor Capital									7,000	
COMMUNITY & CULTURAL SERV	Business Support Performing Arts, Events & Protocol	Minor Capital				100,000		100,000		100,000	320,800	297,300
COMMUNITY & CULTURAL SERV	Community Leased Facilities	Economy Activation Capital									500,000	
DRAIN & STORMWATER MGMT	Stormwater Drainage Capital	Major Capital	2,979,532	27,414,658	5,331,000	33,349,715	34,193,415	10,059,098	10,947,774	11,860,243	21,676,390	14,321,819
DRAIN & STORMWATER MGMT	Stormwater Drainage Capital	Minor Capital	2,623,577	7,572,728	214,200	1,028,560	1,028,560	1,028,560	1,213,560	1,128,560	1,528,560	11,028,560
FINANCIAL MANAGEMENT	Stores & Materials Management	Minor Capital	124,714	10,340	10,340	10,340						10,000
FLEET MANAGEMENT	Heavy Fleet	Major Capital	1,605,000									
FLEET MANAGEMENT	Heavy Fleet	Minor Capital	7,760,000	3,015,000	610,000			180,000	180,000	2,880,000	1,440,000	
FLEET MANAGEMENT	Light Fleet	Minor Capital	368,000	2,479,000	810,952	2,392,200	38,000	215,000	1,072,000	2,234,952	3,322,200	71,000
FLEET MANAGEMENT	Minor Fleet	Minor Capital		121,000	206,371	71,000	49,924	87,000	72,924	8,390	355,924	10,000
FLEET MANAGEMENT	Residency Operational Buildings & Depots	Minor Capital	65,000									
GALLERIES	Business Support Galleries	Major Capital					31,000,000					
GALLERIES	Gallery Collections Management	Minor Capital		100,000	105,000	105,000	105,000	105,000	105,000	105,000	105,000	105,000
INFORMATION COMMUNICATION	ITS Enterprise Resource Planning	Economy Activation Capital										450,000
INFORMATION COMMUNICATION	ITS Enterprise Resource Planning	Major Capital										2,970,500
INFORMATION COMMUNICATION	ITS Enterprise Resource Planning	Minor Capital	5,392,644	5,450,000	4,500,000	4,500,000	4,750,000	4,500,000	4,500,000		2,600,000	422,000
INFORMATION COMMUNICATION	ITS Infrastructure	Economy Activation Capital				5,000,000						
INFORMATION COMMUNICATION	ITS Infrastructure	Major Capital		2,000,000				2,000,000				
INFORMATION COMMUNICATION	ITS Infrastructure	Minor Capital	250,000	5,057,750	3,555,750	2,295,750	5,070,750	3,555,750	2,095,750			150,000
LABORATORY SERVICES	TWW Laboratory Services	Major Capital	5,000,000									
LABORATORY SERVICES	TWW Laboratory Services	Minor Capital		930,000	203,501	159,113	233,167	262,046	187,597	228,400	303,400	103,400
LIBRARIES	Library Administration	Minor Capital									1,000,000	

Service	Program Description	Project Type	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
OPEN SPACE MANAGEMENT	Open Space Management Capital	Disaster Funding	1,229,563									
OPEN SPACE MANAGEMENT	Open Space Management Capital	Economy Activation Capital	9,933,120		8,300,000	8,000,000	500,000				2,600,000	1,000,000
OPEN SPACE MANAGEMENT	Open Space Management Capital	Major Capital	2,110,749	5,640,000	7,433,293	56,642,940	5,214,692	28,891,818	2,839,955	4,826,837	6,804,955	1,320,000
OPEN SPACE MANAGEMENT	Open Space Management Capital	Minor Capital	4,959,202	1,489,000	4,885,410	7,285,442	6,840,560	6,840,570	6,840,570	6,916,570	11,708,250	8,140,370
ROADS & TRANSPORT MGMT	Engineering Services Operational Support	Minor Capital	100,000		100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
ROADS & TRANSPORT MGMT	North Shore Boulevard Duplication	Major Capital					12,750,000					2,500,000
ROADS & TRANSPORT MGMT	Open Space Management Capital	Economy Activation Capital	2,000,000									
ROADS & TRANSPORT MGMT	Roads Capital	Disaster Funding	12,117,526									
ROADS & TRANSPORT MGMT	Roads Capital	Donated Asset			3,011,528							
ROADS & TRANSPORT MGMT	Roads Capital	Economy Activation Capital	500,000									
ROADS & TRANSPORT MGMT	Roads Capital	Major Capital	24,021,816	2,109,000	17,305,987	22,998,589	15,210,085	25,305,974	47,351,337	78,227,282	82,361,447	49,194,584
ROADS & TRANSPORT MGMT	Roads Capital	Minor Capital	16,150,253	3,535,168	29,282,522	28,829,895	23,981,152	24,116,245	25,266,675	24,617,315	30,508,315	32,036,797
ROADS & TRANSPORT MGMT	Townsville Recreational Boat Park	Major Capital								5,000,000		
ROADS & TRANSPORT MGMT	V8 Supercar In Kind	Minor Capital	225,000		225,000	225,000	250,000	250,000	250,000	275,000	275,000	275,000
SOLID WASTE TREATMENT	TWW Resource Recovery & Waste Disposal	Major Capital	11,820,000	1,660,000	5,439,258	4,335,000	10,300,000	150,000	50,000			5,325,715
SOLID WASTE TREATMENT	TWW Resource Recovery & Waste Disposal	Minor Capital	405,031		205,000	296,161	2,296,161	166,161	46,161	446,161	30,461	1,252,411
SOLID WASTE TREATMENT	TWW Waste Management & Support	Minor Capital		150,000								
WASTEWATER SUPPLY	TWW Wastewater Collection	Donated Asset	1,865,818		1,086,631							
WASTEWATER SUPPLY	TWW Wastewater Collection	Major Capital	9,503,717	14,970,000	29,646,474	10,897,000	2,360,000	7,251,000	18,048,000	13,398,000	14,160,000	16,236,000
WASTEWATER SUPPLY	TWW Wastewater Collection	Minor Capital	6,566,545	1,705,440	16,833,320	11,833,320	21,333,320	15,837,952	11,793,320	10,833,320	15,373,320	6,773,320
WASTEWATER SUPPLY	TWW Wastewater Management & Support	Disaster Funding	1,844,580									
WASTEWATER SUPPLY	TWW Wastewater Management & Support	Major Capital	2,350,053		0	2,380,959	3,046,412	3,729,204	4,430,132	6,019,826	6,078,674	7,091,350
WASTEWATER SUPPLY	TWW Wastewater Treatment	Major Capital	6,825,000	1,000,000	20,000	10,000		2,000	1,590,000	150,000		20,231,400
WASTEWATER SUPPLY	TWW Wastewater Treatment	Minor Capital	4,703,805	525,000	2,652,211	6,657,211	6,652,211	5,652,211	10,652,211	8,652,211	2,652,211	9,652,211
WATER SUPPLY	Bulk Water Distribution	Donated Asset	1,183,837									
WATER SUPPLY	Bulk Water Distribution	Major Capital	20,000,000	35,778,310	5,751,640	10,531,000	8,000,000	3,300,000	24,338,000	10,735,000	100,000	10,914,985
WATER SUPPLY	Bulk Water Distribution	Minor Capital	3,218,504	806,610	5,269,170	2,769,170	2,769,170	9,769,170	11,769,170	12,769,170	19,769,170	3,049,170
WATER SUPPLY	CBD Utilities Water	Major Capital	1,400,000		3,000							
WATER SUPPLY	TWW Wastewater Management & Support	Major Capital						60,000	1,100,000	4,340,000	5,355,000	27,155,000
WATER SUPPLY	TWW Wastewater Management & Support	Minor Capital				7,000						300,000
WATER SUPPLY	TWW Water Management & Support	Major Capital	1,277,608		0	1,294,410	1,656,184	2,027,385	2,408,445	2,799,707	3,304,676	3,855,218
WATER SUPPLY	TWW Water Treatment	Major Capital	1,729,604	10,000,000	2,500,000		16,000,000	4,600,000	450,000	3,900,000		3,900,000
WATER SUPPLY	TWW Water Treatment	Minor Capital	500,000		1,915,800	2,139,430	2,139,430	2,139,430	2,139,430	2,139,430	2,139,430	2,139,430
WATER SUPPLY	Water Reticulation	Donated Asset	1,752,807									
WATER SUPPLY	Water Reticulation	HPDP	22,775,000									
WATER SUPPLY	Water Reticulation	Major Capital	3,258,643	18,149,733	26,302,514	29,671,400	15,624,000	39,925,000	28,943,081	24,496,000	10,299,000	4,810,000
WATER SUPPLY	Water Reticulation	Minor Capital	8,533,364	9,546,646	11,770,000	9,202,000	10,370,000	13,093,000	12,515,000	12,444,000	9,625,000	9,445,000

Appendix D - COUNCIL FY 2020/21 Operations & Maintenance Plan

Core Service Description	Service Description	Function	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
Community And Cultural Services	Cemeteries	Operations	181,875	178,813	185,033	189,567	192,079	195,802	201,332	205,865	213,160	220,890
Community And Cultural Services	Cemeteries	Maintenance	516,070	507,381	525,030	537,895	545,025	555,589	571,281	584,143	604,841	626,777
Community And Cultural Services	Community And Cultural Services	Operations	700,118	688,330	712,274	729,726	739,400	753,731	775,019	792,468	820,547	850,306
Community And Cultural Services	Community Support Program	Operations	5,891,082	5,791,895	5,993,370	6,140,221	6,221,618	6,342,202	6,521,328	6,668,155	6,904,426	7,154,830
Community And Cultural Services	Community Support Program	Maintenance	101	99	102	105	106	108	111	114	118	122
Community And Cultural Services	Enforcement Compliance	Operations	10,754,524	10,573,452	10,941,257	11,209,342	11,357,936	11,578,070	11,905,076	12,173,118	12,604,444	13,061,571
Community And Cultural Services	Enforcement Compliance	Maintenance	27,674	27,208	28,154	28,844	29,227	29,793	30,634	31,324	32,434	33,610
Community And Cultural Services	Events	Operations	7,031,154	6,912,772	7,153,238	7,328,508	7,425,656	7,569,577	7,783,368	7,958,610	8,240,606	8,539,469
Community And Cultural Services	Events	Maintenance	7,051	6,932	7,173	7,349	7,446	7,591	7,805	7,981	8,264	8,563
Community And Cultural Services	Facilities	Operations	936,626	920,856	952,888	976,236	989,177	1,008,349	1,036,829	1,060,173	1,097,737	1,137,549
Community And Cultural Services	Facilities	Maintenance	135	133	138	141	143	146	150	153	159	165
Community And Cultural Services	Galleries	Operations	2,859,496	2,811,351	2,909,146	2,980,426	3,019,936	3,078,467	3,165,413	3,236,682	3,351,367	3,472,911
Community And Cultural Services	Libraries	Operations	9,116,632	8,963,136	9,274,925	9,502,182	9,628,145	9,814,753	10,091,956	10,319,176	10,684,812	11,072,320
Community And Cultural Services	Libraries	Maintenance	8,334	8,193	8,478	8,686	8,801	8,972	9,225	9,433	9,767	10,122
Community And Cultural Services	Sport And Recreation	Operations	2,518,218	2,475,819	2,561,942	2,624,716	2,659,510	2,711,055	2,787,625	2,850,388	2,951,385	3,058,423
Community And Cultural Services	Sport And Recreation	Maintenance	644,549	633,697	655,741	671,808	680,714	693,907	713,505	729,570	755,420	782,817
Enabling Services	Asset Management-Enabling	Operations	8,759,176	8,611,700	8,911,264	9,129,609	9,250,634	9,429,925	9,696,259	9,914,570	10,265,870	10,638,184
Enabling Services	Buildings And Facilities Management	Operations	26,440,221	25,995,051	26,899,307	27,558,400	27,923,721	28,464,925	29,268,875	29,927,862	30,988,287	32,112,144
Enabling Services	Buildings And Facilities Management	Maintenance	3,284,464	3,229,164	3,341,492	3,423,366	3,468,747	3,535,977	3,635,845	3,717,706	3,849,435	3,989,042
Enabling Services	Business Management	Operations	4,446,770	4,371,900	4,523,980	4,634,828	4,696,268	4,787,289	4,922,499	5,033,329	5,211,673	5,400,685
Enabling Services	Communication And Customer Relations	Operations	11,936,133	11,735,166	12,143,382	12,440,922	12,605,842	12,850,162	13,213,096	13,510,588	13,989,305	14,496,657
Enabling Services	Communication And Customer Relations	Maintenance	2,998	2,948	3,051	3,125	3,167	3,228	3,319	3,394	3,514	3,642
Enabling Services	Executive And Transformation	Operations	3,490,399	3,431,631	3,551,003	3,638,010	3,686,237	3,757,682	3,863,812	3,950,805	4,090,793	4,239,154
Enabling Services	Executive And Transformation	Maintenance	4,546	4,470	4,625	4,738	4,801	4,894	5,033	5,146	5,328	5,521
Enabling Services	Financial Management	Operations	25,783,661	25,349,546	26,231,348	26,874,074	27,230,323	27,758,089	28,542,075	29,184,698	30,218,791	31,314,740
Enabling Services	Financial Management	Maintenance	327	321	333	341	345	352	362	370	383	397
Enabling Services	Fleet Management	Operations	7,472,346	7,346,535	7,602,090	7,788,358	7,891,602	8,044,553	8,271,760	8,457,998	8,757,688	9,075,304
Enabling Services	Fleet Management	Maintenance	5,322,072	5,232,466	5,414,481	5,547,147	5,620,682	5,729,619	5,891,444	6,024,089	6,237,539	6,463,757
Enabling Services	Governance	Operations	5,291,695	5,202,599	5,383,575	5,515,485	5,588,599	5,696,915	5,857,816	5,989,704	6,201,936	6,426,862
Enabling Services	Information Communication Technology	Operations	19,536,208	19,207,280	19,875,418	20,362,410	20,632,339	21,032,226	21,626,250	22,113,163	22,896,693	23,727,090
Enabling Services	Laboratory Services	Operations	2,869,880	2,821,560	2,919,710	2,991,250	3,030,902	3,089,646	3,176,908	3,248,436	3,363,537	3,485,523
Enabling Services	Laboratory Services	Maintenance	1,015	998	1,033	1,058	1,072	1,093	1,123	1,149	1,189	1,233
Enabling Services	Mechanical and Electrical Services	Operations	4,566,221	4,489,340	4,645,505	4,759,330	4,822,421	4,915,887	5,054,729	5,168,536	5,351,671	5,545,761
Enabling Services	Mechanical and Electrical Services	Maintenance	107,808	105,993	109,680	112,367	113,857	116,063	119,342	122,028	126,352	130,935
Enabling Services	People	Operations	10,207,177	10,035,320	10,384,406	10,638,847	10,779,878	10,988,809	11,299,172	11,553,572	11,962,946	12,396,808

(Continued over next page)

Appendix D - COUNCIL FY 2020/21 Operations & Maintenance Plan (continued)

Core Service Description	Service Description	Function	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30
Environment And Sustainability Services	Coast and Catchments (Creek to Coral)	Operations	1,963,023	1,929,971	1,997,107	2,046,040	2,073,163	2,113,344	2,173,033	2,221,958	2,300,688	2,384,128
Environment And Sustainability Services	Coast and Catchments (Creek to Coral)	Maintenance	2,776	2,729	2,824	2,893	2,932	2,989	3,073	3,142	3,254	3,372
Environment And Sustainability Services	Community Environmental Restoration	Operations	2,893,357	2,844,642	2,943,595	3,015,720	3,055,697	3,114,921	3,202,897	3,275,011	3,391,053	3,514,037
Environment And Sustainability Services	Community Environmental Restoration	Maintenance	0	0	0	0	0	0	0	0	0	0
Environment And Sustainability Services	Environmental And Natural Resource Mgmt	Operations	3,025	2,974	3,078	3,153	3,195	3,257	3,349	3,424	3,545	3,674
Environment And Sustainability Services	Environmental Operations	Operations	8,545,079	8,401,207	8,693,449	8,906,458	9,024,524	9,199,433	9,459,257	9,672,232	10,014,945	10,378,159
Environment And Sustainability Services	Sustainability and Solar Cities	Operations	1,630,444	1,602,992	1,658,754	1,699,397	1,721,924	1,755,298	1,804,874	1,845,510	1,910,902	1,980,205
Environment And Sustainability Services	Sustainability Services	Operations	-95,000	-93,401	-96,650	-99,018	-100,330	-102,275	-105,163	-107,531	-111,341	-115,379
Planning And Development	Urban Planning_Built Environment	Operations	20,063,764	19,725,954	20,412,135	20,912,277	21,189,496	21,600,181	22,210,246	22,710,308	23,514,996	24,367,817
Public Infrastructure	Coastal Facilities	Operations	436,979	429,622	444,566	455,459	461,497	470,441	483,728	494,619	512,145	530,719
Public Infrastructure	Coastal Facilities	Maintenance	176,403	173,433	179,466	183,863	186,300	189,911	195,275	199,672	206,746	214,245
Public Infrastructure	Drain And Stormwater Management	Operations	563,261	553,778	573,041	587,082	594,865	606,394	623,521	637,559	660,150	684,092
Public Infrastructure	Drain And Stormwater Management	Maintenance	7,430	7,305	7,559	7,744	7,847	7,999	8,225	8,410	8,708	9,024
Public Infrastructure	Open Space Management	Operations	15,312,330	15,054,519	15,578,201	15,959,902	16,171,470	16,484,898	16,950,490	17,332,129	17,946,253	18,597,112
Public Infrastructure	Open Space Management	Maintenance	24,643,639	24,228,718	25,071,531	25,685,839	26,026,337	26,530,767	27,280,089	27,894,299	28,882,669	29,930,161
Public Infrastructure	Public Infrastructure Management	Operations	16,605,149	16,325,571	16,893,467	17,307,395	17,536,826	17,876,716	18,381,618	18,795,479	19,461,453	20,167,264
Public Infrastructure	Public Infrastructure Management	Maintenance	34,956	34,367	35,563	36,434	36,917	37,632	38,695	39,567	40,969	42,454
Public Infrastructure	Roads And Transport Management	Operations	11,304,203	11,113,876	11,500,480	11,782,267	11,938,455	12,169,841	12,513,560	12,795,302	13,248,674	13,729,166
Public Infrastructure	Roads And Transport Management	Maintenance	7,553,776	7,426,594	7,684,933	7,873,231	7,977,601	8,132,219	8,361,901	8,550,169	8,853,125	9,174,202
Solid Waste Management	Solid Waste Business Management And Strategy	Operations	5,406,220	5,315,196	5,500,089	5,634,853	5,709,550	5,820,210	5,984,593	6,119,336	6,336,161	6,565,955
Solid Waste Management	Solid Waste Business Management And Strategy	Maintenance	4,864	4,782	4,948	5,069	5,137	5,236	5,384	5,505	5,700	5,907
Solid Waste Management	Solid Waste Collection And Recycling	Operations	18,018,898	17,715,517	18,331,763	18,780,932	19,029,897	19,398,725	19,946,614	20,395,710	21,118,386	21,884,289
Solid Waste Management	Solid Waste Collection And Recycling	Maintenance	8,707	8,561	8,858	9,075	9,196	9,374	9,639	9,856	10,205	10,575
Solid Waste Management	Solid Waste Treatment And Disposal	Operations	15,155,162	14,899,997	15,418,304	15,796,087	16,005,483	16,315,694	16,776,507	17,154,229	17,762,050	18,406,228
Solid Waste Management	Solid Waste Treatment And Disposal	Maintenance	163,247	160,498	166,081	170,151	172,406	175,748	180,711	184,780	191,327	198,266
Wastewater Services	Wastewater Supply	Operations	41,249,758	40,555,243	41,965,985	42,994,245	43,564,187	44,408,528	45,662,781	46,690,876	48,345,260	50,098,604
Wastewater Services	Wastewater Supply	Maintenance	4,543,859	4,467,355	4,622,755	4,736,023	4,798,805	4,891,813	5,029,975	5,143,225	5,325,463	5,518,602
Water Services	Water Supply	Operations	51,310,395	50,446,490	52,201,307	53,480,355	54,189,304	55,239,575	56,799,735	58,078,577	60,136,459	62,317,436
Water Services	Water Supply	Maintenance	1,818,618	1,787,998	1,850,195	1,895,528	1,920,656	1,957,881	2,013,179	2,058,505	2,131,444	2,208,745