

HORNSBY SHIRE COUNCIL

BUILDING INFRASTRUCTURE ASSET MANAGEMENT PLAN

FY 2025/26 to FY 2034/35

Local and
Family History

DRAFT V4

January 2025

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We acknowledge the Traditional Custodians of this land, the Dharug and GuriNgai peoples, and pay respect to their Ancestors and Elders past and present and to their Heritage. We acknowledge and uphold their intrinsic connections and continuing relationships to Country.

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EXECUTIVE SUMMARY

The Building infrastructure asset class comprises a significant proportion of Council's overall asset portfolio with a Gross Replacement Cost (GRC) of **\$320,000,000**.

Asset types within the class include:

- Community Centres and Libraries;
- Aquatic Centres and Sporting Centres;
- Council Administration Buildings (including depots and Chambers);
- Sporting Amenities and Rural Fire Service Buildings; and
- Commercial and Investment Properties.

To continue to deliver these assets at the current levels of service over the 10-year timeframe of this plan, requires an average annual expenditure of: **\$5,143,200**

With the awarding by IPART of the Special Rate Variation (SRV) in 2023, the above required expenditure is **fully funded** within Council's Long Term Financial Plan (LTFP), recognising the use of available restricted asset funding to cover additional funding requirements.

TABLE (I): BUILDING INFRASTRUCTURE PROJECTED EXPENDITURE ('000)

Year	25/26	26/27	27/28	28/29	29/30	30/31	31/32	32/33	33/34	34/35
Recurrent General Funds*	\$3,145	\$3,333	\$3,528	\$3,742	\$3,964	\$4,182	\$4,425	\$4,677	\$4,807	\$4,939
Approved SRV Funding	\$252	\$931	\$2,388	\$2,292	\$602	\$542	\$442	\$337	\$394	\$404
Additional Funding Required	\$332	-\$65	-\$279	-\$71	\$183	\$775	\$383	-\$7	\$56	\$800
Transfer from Reactive Maintenance Budget	-\$332	\$65	\$279	\$71	-\$183	-\$775	-\$383	\$7	-\$56	-\$800
Building Infrastructure TOTAL	\$3,729	\$4,199	\$5,637	\$5,963	\$4,749	\$5,499	\$5,250	\$5,007	\$5,257	\$6,143
Shortfall ('000)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

*Recurrent General Funds have been adjusted by a combined \$1.4m per year while the future of the Westleigh Park project is determined.

The scheduled maintenance and renewal of assets within the Building infrastructure asset class is managed through the AssetFuture system. Hence the timing of projected maintenance, renewal and replacement processes of disaggregated assets in this system result in peaks and troughs in the expenditure profile (refer also **Figure 3.3.1**). Given this varied expenditure profile, where appropriate unspent funds are restricted to build a reserve to fund future expenditure.

The long-term implications of not providing enough funds to investigate and maintain the current and planned asset base are:

- a progressive declined in asset condition, potentially leading to sudden failures with significant costs to remediate; and
- a reduction in level of service, leading to increased community dissatisfaction with Council's performance.

An external consultant was engaged in early 2021 to review the condition and structural integrity of some of Council's high-value Building infrastructure assets. The results highlighted that Council's current systems of management for properties using AssetFuture and regular inspection regimes is performing well.

Section 5 details recommendations for how Council is to improve AMP/works program confidence and the sustainable physical and financial management of its asset base. The highest priority recommendation is as follows:

Observation	Implication	Recommendation (s)
Potential incomplete data set with recent growth of asset base.	Potential risk of asset shock due to increasing maintenance and/or renewal requirements.	Condition assess newly constructed amenities buildings and include this data in AssetFuture.

The complete list of current AMP process improvement points, including those of a lower priority, underway or completed, is provided in **Table 5.2**.

The purpose of this, and other, Asset Management Plans is to form a more consistent framework of asset management across Council and inform the discussion regarding the sustainable allocation of funding. Consistent and comprehensive planning will enable Council to be more proactive in its asset delivery and increasingly resilient to asset-based financial shocks.

1. BUILDING INFRASTRUCTURE OVERVIEW

1.1. THE PURPOSE OF THIS PLAN

This Asset Management Plan (AMP) details information about Building infrastructure owned by Council including actions required to provide an agreed level of service in the most cost-effective manner while outlining associated risks. The plan defines the services to be provided, how the services are provided and what funds are required to provide the services over a 10-year planning period.

1.2. BUILDING INFRASTRUCTURE OVERVIEW

The assets covered proactively through this Building infrastructure AMP include:

- **2** Aquatic Centres (Hornsby Aquatic & Leisure Centre and Galston Aquatic Centre) and **1** multi-purpose Sports Centre (Thornleigh Brickpit Stadium);
- **24** Community Centres/Leisure & Learning Centres;
- **4** Libraries (Berowra, Galston, Pennant Hills and Hornsby);
- **2** Council Offices (Administration Centre and Hornsby Council Chambers);
- **1** Town centre (Hornsby Mall and George Street Pedestrian Footbridge); and
- **1** Rural Fire Service (RFS) control centre.
- In addition to the above, Council reactively manages a number of commercial and investment properties (income generating), Council depots, suburban rural fire service facilities (funded through state grants), public and park amenity blocks/clubhouses and other significant structures (including the Pyes Creek Swing Bridge, Carrs Bush Boardwalk).

Combined this infrastructure has an estimated gross replacement cost of **\$320,000,000** (FY 2023/24 financial statements).

TABLE 1.1: FINANCIAL SUMMARY OF ALL BUILDING INFRASTRUCTURE ASSETS
(FY 2023/24)

ASSET TYPE	GROSS REPLACEMENT COST ('000)	CURRENT DEPRECIATION ('000)	WRITTEN DOWN VALUE ('000)
Aquatic & Sports Centres	\$ 59,049	\$ 10,823	\$ 48,226
Commercial/Investment Properties	\$ 35,161	\$ 19,734	\$ 15,427
Community Centres	\$ 62,820	\$ 25,449	\$ 37,371
Council Admin/Chambers/Depot	\$ 45,548	\$ 15,177	\$ 30,371
Libraries	\$ 21,173	\$ 3,933	\$ 17,240
Rural Fire Service Buildings	\$ 20,883	\$ 7,868	\$ 13,015
Amenities	\$ 45,694	\$ 15,948	\$ 29,746
Other Structures	\$ 33,185	\$ 16,205	\$ 16,980
TOTAL:	\$ 323,513	\$ 115,137	\$ 208,376

1.3. FINANCIAL SUMMARY

With the inclusion of funds sought through the successful Special Rate Variation (SRV) approved by IPART in 2023, estimated available funding for the next 10 years as per the Long-Term Financial Plan (LTFP) is:

Building Infrastructure Assets: **\$51,432,000** or **\$5,143,200** on average per year;

It should be noted that the average annual budget inclusive of additional SRV funding, as reported in the Buildings Asset Management Plan 2023/24-2032/33 is **\$5,007,800**. After removing funded allocated to the Westleigh project and extrapolating budgets to FY 2034/35, the annual average budget is **\$4,932,600**. This additional average annual allocation of approximately **\$211,000** per year for Building Infrastructure assets is required due to the inclusion of additional facilities in the listing proactively managed through AssetFuture, such as the recently renovated Galston Aquatic Centre (refer **Section 1.4**). The additional funding for this shortfall is offset by a reduction in Council's budget for reactive maintenance and this change has been included in Council's LTFP 25/26 to 34/35.

TABLE 1.2: BUILDING INFRASTRUCTURE ASSETS – FUNDING SURPLUS/SHORTFALL BY YEAR ('000)

Year	25/26	26/27	27/28	28/29	29/30	30/31	31/32	32/33	33/34	34/35
<i>Recurrent General Funds</i>	\$3,145	\$3,333	\$3,528	\$3,742	\$3,964	\$4,182	\$4,425	\$4,677	\$4,807	\$4,939
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<i>Additional Funding Required</i>	\$332	-\$65	-\$279	-\$71	\$183	\$775	\$383	-\$7	\$56	\$800
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Building Infrastructure TOTAL	\$3,729	\$4,199	\$5,637	\$5,963	\$4,749	\$5,499	\$5,250	\$5,007	\$5,257	\$6,143
Shortfall ('000)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

1.4. BACKLOG AND FUNDING APPROACH

As Council funds the expenditure required per forecasts from the AssetFuture system, there is not considered to be any significant infrastructure backlog for those assets managed proactively.

However, as detailed in Council's Asset Management Strategy, it is currently a financial decision of Council that not all Building infrastructure assets are fully funded to be managed proactively through the AssetFuture platform. Following is a summary of Council's current Building infrastructure funding strategy:

Proactively managed assets (funded in accordance with AssetFuture output):

- Aquatic & Sports Centres;
- Community Centres;
- Council Offices (Chambers and Administration buildings);
- Hornsby Mall (public space areas);

- Libraries; and
- Cowan Fire Control Centre.

Reactively managed assets:

- Waste depots and facilities;
- Commercial and Investment Properties (partially funded through income generation);
- Council Depots and Nurseries;
- Hornsby Mall Footbridge (separate \$70,000 p.a. allocation);
- Rural Fire Service Facilities (funded through the NSW Rural Fire Fighting Fund);
- Sporting Clubhouses and Amenities (partially funded through fees and charges); and
- Other Structures (e.g.: Pyes Creek Swing Bridge, Carrs Bush Boardwalk).

As noted in **Section 5**, there is an ongoing project to add Commercial and Investment properties as well as some Other Structures into the AssetFuture platform. Council will then be able to make more informed decisions regarding levels of income generation where appropriate (e.g.: fees, charges, rents) compared with the long-term maintenance and renewal costs of these buildings/structures. In addition to this, the SRV Strategic Initiative projects list in **Section 2.2** have the potential to add new or significantly upgraded infrastructure to the portfolio which may be of an asset type which is not currently proactively managed. Due to the significant expenditure, Council is required to consider these assets for inclusion in the proactively managed category, with appropriate maintenance and renewal funding allocated.

Work schedules generated through the AssetFuture platform are provided at a disaggregated, task level. The data is then reviewed in detail by technical officers in the Buildings Services unit. In some case items are removed either because work has recently been completed which is yet to be captured in AssetFuture, or additional information is known that renders the modelled task obsolete. Significant items which have been removed from the data which forms the basis of this AMP include the large-scale replacement of pool and floor tiles at the Hornsby Aquatic Centre and aged-based replacement of large amounts of internal fixtures and fittings (doors, toilets, floor tiles, etc) at various Community Centres. These generally occur in the latter years of the plan, beyond the 4-year revision timeframe and have been removed as issues with these types of assets are generally dealt with on a reactive basis, rather than wholesale renewal, outside of a full facility upgrade/renewal.

During FY 2024/25 a full review and realignment of the financial and works system structures of the Building Services section has been completed. This enables the transparent collection of expenditure against individual assets to better inform the actual ongoing cost, inclusive of reactive maintenance, to provide a service to the community with that asset.

2. SPECIAL RATE VARIATION (2023/24-2032/33)

In 2023 the Independent Pricing and Regulatory Tribunal (IPART) approved Councils application for a special rate variation (SRV). As a result of the SRV funding gaps identified in the previous version of this asset management plan are now fully funded.

Significant work was completed prior to Council's application for a Special Rate Variation with an Asset Management Strategy and revised asset management plans prepared which covered 95% of Council's depreciable asset base. The success of the application for an SRV means that adequate funding is available over the next ten years to maintain and renew the following asset classes to the level of service required:

- Roads, bridges, footpaths, kerb and guttering
- Stormwater infrastructure
- Specialised and non-specialised buildings including aquatic centres
- Open spaces (largely related to park assets such as playing surfaces and equipment, and park furniture).

The process undertaken by Council Officers to prepare asset management plans centred around producing detailed data based ten-year forecasts for maintenance, renewal and operational expenditure from 'the bottom up' by calculating the individual forecast requirements for each of Council's assets at a granular level (for example at the level of road section, park bench, kitchen, bathroom, pipe length etc.). The following methodology was used:

- Review of existing granular data with the aim of ensuring data exists for each individual asset within each class.
- Identification of data omissions.
- The collection of new data where omissions are present including the engagement of consultants and contractors to survey assets at a detailed level (based on the condition assessment of each component of each asset).
- Independent physical asset inspections for each asset class by qualified experts to test asset data including an independent review of condition compared to Council's recorded condition levels.
- Community satisfaction survey to assess current service levels compared to desired levels of service which is covered in more detail in Council's Asset Management Strategy.
- The creation of ten-year expenditure forecasts for each class compared to available budgets which is covered in more detail in Council's Asset Management Strategy.

This version of the Asset Management Plan and Asset Management Strategy forms part of the NSW Office of Local Government's Integrated Planning & Reporting (IP&R) Framework cycle from FY 2025/26 with a focus on continuous improvement.

2.1. INTERNAL GOVERNANCE OF SRV FUNDS

Following the success of Council's application for the SRV an internal Asset Management Governance Committee was established. The Committee meets quarterly to monitor additional asset management expenditure funded through the SRV and to progress the improvement points identified in each Asset Management Plan. Completion of each improvement point will provide further assurance of Council's ability to maintain its asset base into the future and will further reduce the risk of budget shocks from asset failure or reactive remediation work that could affect the budget in any given year.

2.2. STRATEGIC INITIATIVES

In addition, the SRV includes separate funding for a number of initiatives required to deliver improved services to the community for each of Council's unique disciplines. Special initiatives which relate to the Building infrastructure asset portfolio are detailed in the table below. The amounts shown in this table represent annual funding for each initiative over the next 10 years:

TABLE 2.1: SRV STRATEGIC INITIATIVES RELATED TO BUILDING INFRASTRUCTURE ASSET MANAGEMENT

Strategic Initiative	Asset class	Annual funding over 10 years
Hornsby Park Operations & Maintenance	<i>Multiple</i>	<i>Varies</i>
Hornsby Park Asset Renewals	<i>Multiple</i>	<i>Varies</i>
Public Amenities	Buildings	\$1,000,000
Park Amenities Renewal & Upgrade	Buildings	\$650,000
Inclusive Community Centre Access	Buildings	\$431,000

Council Officers have developed an internal governance process to ensure that SRV funds can only be allocated in accordance with this program of works and to ensure that the detailed program of works included in the budget commences with the highest priority projects out of all available options for each strategic initiative. Council's Executive Leadership Team (ELT) are responsible for the endorsement of projects and SRV funds are only released after this endorsement has been received. SRV expenditure is reported to Council's ELT quarterly including a review of expenditure incurred to date to ensure it complies with the purpose for which it was intended. The Annual Report will also include reporting in respect of each of the Strategic Initiative Allocations listed above.

2.3. PRIORITISATION MODELS (SPECIAL INITIATIVES)

2.3.1. PUBLIC AMENITIES

An assessment of potential public amenities upgrades, including currently underway projects, was presented to the ELT in October 2024. The criteria used for assessment comprised:

- Current facility accessibility (initial assessment);
- Level of usage (cleaning frequency, proximity to sporting facilities);
- Community need (does the facility meet current expectations);
- Current provision of disabled and/or ambulant facility; and
- Other considerations - professional officer input.

Additional access audits and project scoping may be required at some facilities to enable more accurate project estimates. The focus of any additional investigations will be on facilities that are deemed to be able to be upgraded to community requirements. Those unable to be altered and would require removal and replacement will be costed and prioritised as new facilities.

2.3.2. PARK AMENITIES RENEWAL & UPGRADE

A preliminary ranking of park and sporting amenity upgrades was presented to the ELT in October 2024 citing review of:

- Initial assessment of current facility accessibility;
- Community need - does the facility meet current expectations;
- Level of usage; and
- Other considerations - professional officer input.

The report also noted that more detailed consultation, analysis and subsequent prioritisation was required in the following areas:

- Detailed accessibility audits;
- Thorough condition assessments (with facility AMP's developed to determine the medium to long term base-case ("as is") maintenance and renewal requirements);
- Equitable access upgrade requirements for differing sporting groups;
- Robust cost estimates required for purposeful facility upgrade;
- Potential to leverage additional funding sources and/or combined multiple years of SRV funding to achieve purposeful facility upgrade;
- Consultation/scheduling of works to minimise disruption to sporting bodies and regular users; and
- Input from the elected members of Council.

Funding was released in FY 2024/25 to commence the more detailed analysis of Council's main sporting amenities. This review and prioritisation process is expected to continue through the first years of this plan.

2.3.3. INCLUSIVE COMMUNITY CENTRE ACCESS

A review of inclusive access requirements for Council's Community Centres and Public Halls was completed prior to Council's application for the SRV. Council is currently planning for the design, costing and construction of works based on factors including current level of facility access, facility usage and ability to complete works (i.e.: completion of design).

3. CURRENT STATE OF BUILDING INFRASTRUCTURE

The following Sections detail the condition profile of individual asset types within the Building infrastructure asset class and how current levels of funding and expenditure compare with predicted expenditure to meet the agreed levels of service over the 10-year AMP/LTFP projection.

3.1. BACKGROUND DATA & GENERAL INFORMATION

The approximate type and quantity of assets covered by this AMP and their financial value are shown in **Section 1.2** and **Table 1.1** respectively.

Currently data relating to the physical assets is held within the following systems/registers in Council:

- The AssetFuture database; and
- Council's Corporate System (Technology One) contains financial data for the calculation of depreciation within the Fixed Asset Register (FAR).

Physical data maintained in the AssetFuture database includes:

- A highly componentised asset listing, each with a unique Asset ID and description (location, material type) (note: this asset ID is different from that contained within Council's FAR). Each component is linked to a "Parent Asset";
- Condition rating (refer **Table 3.1**);
- Unit rates for scheduled maintenance and renewal activities;
- Other ratios/values to account for the individual utility/criticality of the Parent Asset.

Data held in the FAR includes:

- A linkage to the AssetFuture database components;
- Current Asset Cost (as revalued externally in accordance with AASB); and
- Linkages to the appropriate notations and schedules for Councils' Financial Reporting requirements.

3.2. BUILDING INFRASTRUCTURE CONDITION & DATA CURRENCY

Council's Building Services team conduct thorough inspections of each asset and their sub-components, including the inspection and monitoring of structural elements, with defects assessed for deterioration and referred to experts as required. Condition data is maintained in the AssetFuture platform to maintain condition data for each asset, with degradation curves appropriate for material types and usage.

Condition data has also historically been reviewed and updated as needed by Building Services staff. Commencing in FY 2023/24, in conjunction with a review of the platform hierarchy, AssetFuture was engaged to update the condition of all "funded" properties. Additionally, they were engaged to undertake a full asset collection and condition review of all Commercial and Investment properties and certain "other" structures. Subsequently AssetFuture is currently engaged on a 3-year contract to ensure data currency

across the portfolio of all assets held in the AssetFuture platform. This engagement ensures both the currency of unit rates and the maintenance of asset hierarchy integrity for investigation, reporting and the development of works programs. Included in the contract is an amount of annual re-conditioning to be undertaken, with access to additional if required.

It is worth noting that in 2021 Council engaged an independent contractor to separately condition assess a number of Council's high-profile/high value building infrastructure assets for the purpose of verifying the validity of Council's use of the AssetFuture system. These were:

- The Council Chambers;
- The Council Depot;
- Thornleigh Brickpit Stadium;
- Cherrybrook Community Centre;
- Hornsby Aquatic and Leisure Centre;
- Hornsby Library;
- Pennant Hills Library and Community Centre; and
- Storey Park Community Centre.

This assessment and comparison confirmed that the AssetFuture system, and the previous condition rating by Building Services, were accurate and comprehensive such that the same documented defects were observed in both methodologies (i.e. no additional defects were noted).

Table 3.1 shows the condition rating scale as presented in Council's financial reporting. Based on the current condition of assets represented in AssetFuture, **Table 3.2** and **Figure 3.2.1** shows the current conditions of each Building infrastructure asset type (represented as a percentage of Gross Replacement Cost) as reported for FY 2023/2024.

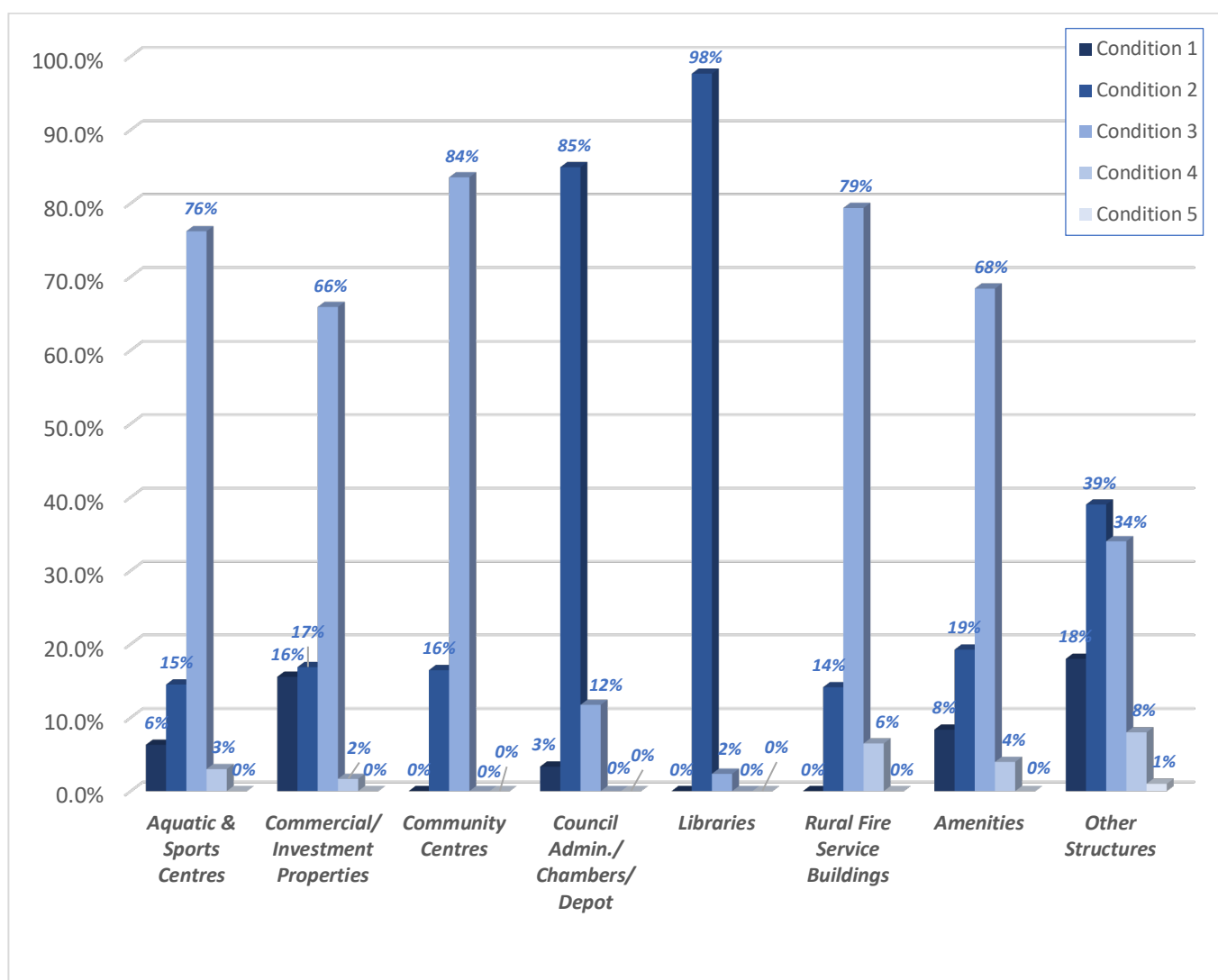
TABLE 3.1. CONDITION RATINGS

Rating	Rating Value	Approx. % Life Remaining	Description of Condition
Excellent/ Very Good	1	100%	As new condition. No repairs or maintenance required.
Good	2	80%	Good condition – minor deterioration. Maintenance only.
Fair	3	60%	Fair condition – medium deterioration. Some repairs required.
Poor	4	40%	Poor condition – major deterioration. Significant repairs required.
Very Poor/ Fail	5	20%- 0%	Failed/unserviceable. Replacement required.

TABLE 3.2: BUILDING INFRASTRUCTURE – CONDITION BY TYPE (% OF GRC)

ASSET TYPE	Condition Rating Value				
	1	2	3	4	5
Aquatic & Sports Centres	6.3%	14.5%	76.2%	3.0%	0.0%
Commercial/ Investment Properties	15.6%	16.9%	65.9%	1.7%	0.0%
Community Centres	0.0%	16.5%	83.5%	0.0%	0.0%
Council Admin/ Chambers/ Depot	3.3%	84.9%	11.7%	0.0%	0.0%
Libraries	0.0%	97.6%	2.4%	0.0%	0.0%
Rural Fire Service Buildings	0.0%	14.1%	79.4%	6.5%	0.0%
Amenities	8.4%	19.3%	68.4%	4.0%	0.0%
Other Structures	18.0%	39.0%	34.0%	8.0%	1.0%

FIGURE 3.2.1: BUILDING INFRASTRUCTURE CONDITION PROFILE BY ASSET TYPE



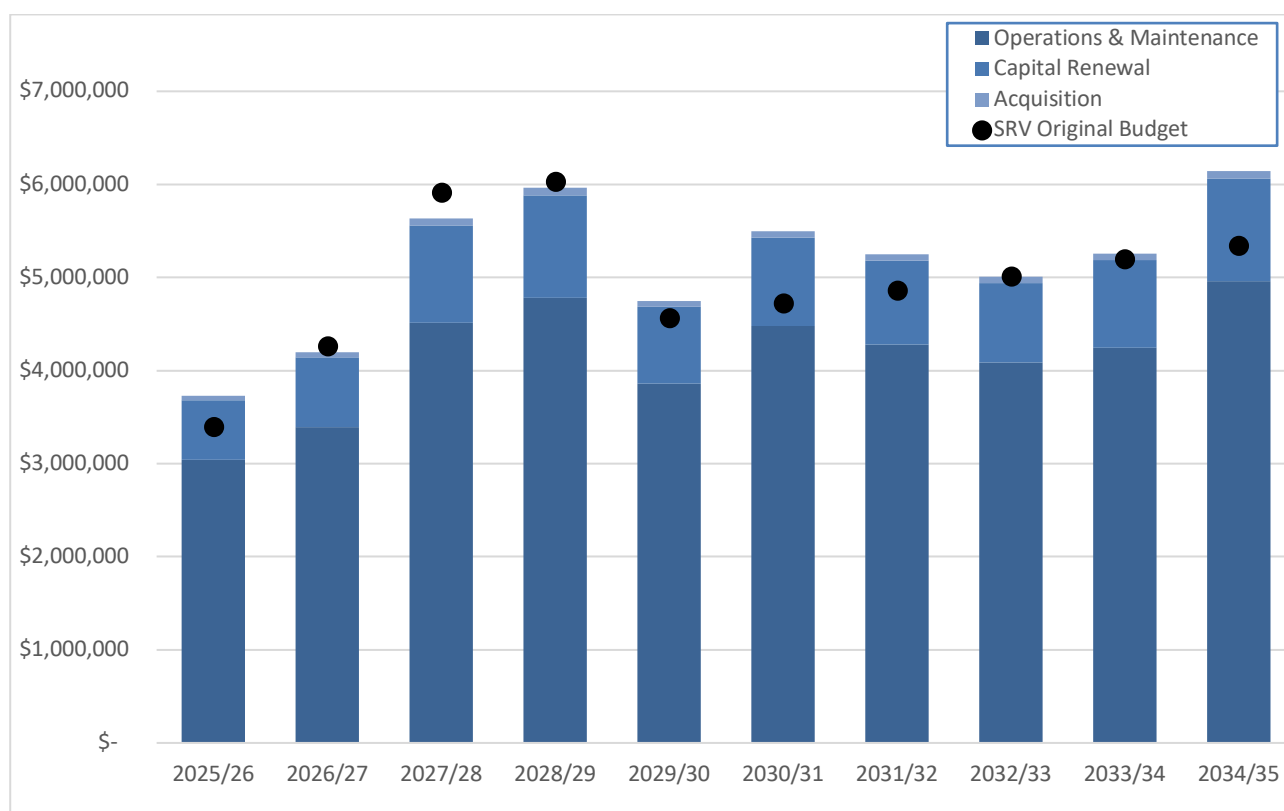
3.3. Building Infrastructure Asset Expenditure Profile

The varied expenditure profile shown in **Figure 3.3.1** is indicative of the highly componentised nature of the data held in AssetFuture database. This also indicates that the output from AssetFuture needs to be closely scrutinised to ensure the works programs produced are representative of the actual works required.

Additionally, it is also possible to amalgamate proposed from consecutive years to obtain benefits from economies of scale in undertaking certain works (i.e.: painting all walls of a room one year rather than one wall per year consecutively).

Over the 10-year projection, the budget can service **100%** of the forecast expenditure on Building infrastructure at current levels of service, using available restricted asset funds to cover additionally required expenditure due to the revision of base data and the inclusion of additional facilities within the proactively managed dataset.

FIGURE 3.3.1: BUILDING INFRASTRUCTURE EXPENDITURE PROFILE



Note that there has been a minor reduction in projected budget and expenditure across the Building infrastructure asset class when compared with the submitted SRV application. This is due to the removal of budgeted additional maintenance expenditure required from FY 2025/26 on new infrastructure created as part of the Westleigh Park project (total \$1.4m additional maintenance across all asset classes).

4. FINANCIAL SUMMARY

4.1. SUSTAINABILITY OF SERVICE DELIVERY

Two key indicators for service delivery sustainability that have been considered in the analysis of the services provided by this asset category, these being the:

- Asset renewal funding ratio; and
- Medium-term budgeted expenditures/projected expenditure (over 10 years of the planning period).

The Asset Renewal Funding Ratio is the most important indicator and indicates that over the next 10 years of the forecasting that we expect to have approximately **100%** of the funds required for the renewal and replacement of assets, based on current levels of service.

This AMP identifies the projected operations, maintenance and capital renewal expenditures required to provide an agreed level of service to the community over a 10-year period. This provides input into 10-year financial and funding plans aimed at providing the required services in a sustainable manner. Note that all expenditures in this AMP are considered as operational, maintenance or renewal with funds for new infrastructure in this asset class generally derived from grant funding or other sources.

Budgeted operational, maintenance and capital renewal funding is **\$5,143,000** on average per year which represents approximately **1.7%** of the current gross replacement cost of Building infrastructure assets.

Providing services from infrastructure in a sustainable manner requires the matching and managing of service levels, risks, projected expenditures and financing to achieve a financial indicator of approximately 1.0 for the first years of the AMP and ideally over the 10-year life of the LTFP.

4.2. FUNDING STRATEGY

Funding for assets is provided from the budget and LTFP. The financial strategy of the entity determines how funding will be provided, whereas the AMP communicates how and when this will be spent, along with the service and risk consequences of differing options. Note however that it is the intent of this, and other AMP's for Council's asset classes, that the need for variable and flexible budgeting be considered based on asset need rather than historical budget allocations.

Additionally, as stated in the Executive Summary, it is recommended that any unspent funds each year be restricted to funds any projected deficits/large expenditures in future years.

4.3. VALUATION FORECASTS

Aggregate asset values are forecast to increase as additional assets are added into service. However, it should be noted that generally a large portion of Capital works undertaken per year represent renewals of assets and not just the creation of new assets.

Additional assets will generally add to the operations and maintenance needs in the longer term, as well as the need for future renewal. Additional assets will also add to future depreciation forecasts. Currently the

LTFP allows for a general increase of **2%** to the maintenance budget for assets when allowing for asset additions.

4.4. KEY ASSUMPTIONS MADE IN FINANCIAL FORECASTS

The following key assumptions were made in presenting the information contained in this AMP. It is presented to enable readers to gain an understanding of the levels of confidence in the data behind the financial forecasts.

- Section 7.11, Section 7.12 projects and other major projects have been assessed as adding to the maintenance budget from the financial year *after* they are scheduled to have completed construction.

4.5. FORECAST RELIABILITY AND CONFIDENCE

The expenditure and valuations projections in this AMP are based on best available data. Currency and accuracy of data is critical to effective asset and financial management. Data confidence is classified on a 5-level scale¹ in accordance with **Table 4.1**.

TABLE 4.1: DATA CONFIDENCE GRADING SYSTEM

Confidence Grade	Description
A <i>Highly reliable</i>	Data based on sound records, procedures, investigations and analysis, documented properly and agreed as the best method of assessment. Dataset is complete and estimated to be accurate $\pm 2\%$.
B <i>Reliable</i>	Data based on sound records, procedures, investigations and analysis, documented properly but has minor shortcomings, for example some of the data is old, some documentation is missing and/or reliance is placed on unconfirmed reports or some extrapolation. Dataset is complete and estimated to be accurate $\pm 10\%$.
C <i>Uncertain</i>	Data based on sound records, procedures, investigations and analysis which is incomplete or unsupported, or extrapolated from a limited sample for which grade A or B data are available. Dataset is substantially complete but up to 50% is extrapolated data and accuracy estimated $\pm 25\%$.
D <i>Very Uncertain</i>	Data is based on unconfirmed verbal reports and/or cursory inspections and analysis. Dataset may not be fully complete and most data is estimated or extrapolated. Accuracy $\pm 40\%$.
E <i>Unknown</i>	None or very little data held.

The estimated confidence level for and reliability of data used in this AMP differs for the different asset types within the Building infrastructure asset class, as shown in **Table 4.2**.

¹ IPWEA, 2020, IIMM

TABLE 4.2: DATA CONFIDENCE BY ASSET TYPE

Asset Type	Data Confidence		Reason(s)
Aquatic Centres & Sports Stadiums	A	Highly reliable	Well maintained data set.
Commercial & Investment Properties	C	Uncertain	Data not currently maintained within AssetFuture. <i>Data currently being collected.</i>
Community Centres	A	Highly reliable	Well maintained data set.
Council Buildings	A	Highly reliable	Well maintained data set.
Libraries	A	Highly reliable	Well maintained data set.
Rural Fire Service Buildings	C	Uncertain	Data not currently maintained within AssetFuture.
Amenities	C	Uncertain	Data not currently maintained within AssetFuture.
Other Structures	C	Uncertain	Data not currently maintained within AssetFuture.

5. PLAN IMPROVEMENT & MONITORING

5.1. STATUS OF ASSET MANAGEMENT PRACTICES²

5.1.1. ACCOUNTING AND FINANCIAL DATA SOURCES

Financial data sources used in the preparation of this AMP include;

- Current financial data from Council's last published financial reports (FY 2023/24);
- Budgeted expenditure in the LTFP; and
- Forward works plans produced by AssetFuture and reviewed by team members of the Building Management Services team.

5.1.2. ASSET DATA SOURCES

Both TechnologyOne and AssetFuture contain data relating to Council's Building infrastructure assets. AssetFuture data is more componentised than that held in the FAR of TechnologyOne and contains some information relating to assets not currently included in the works programs generated by AssetFuture, including Commercial and Investment properties.

Information relating to defects identified through physical inspection is maintained via a comprehensive spreadsheet within the Building Management Services team.

5.2. SPECIFIC PLAN IMPROVEMENTS

The asset management improvement plan generated from this AMP is shown in **Table 5.1**, following:

TABLE 5.1: HIGH PRIORITY AMP IMPROVEMENT PLAN

Observation	Implication	Recommendation (s)	Priority
General			
Potential incomplete data set with recent growth of asset base.	Potential risk of asset shock due to increasing maintenance and/or renewal requirements.	Condition assess newly constructed amenities buildings and include this data in AssetFuture.	High

² ISO 55000 Refers to these as the Asset Management System

TABLE 5.2: LOWER PRIORITY AMP IMPROVEMENT PLAN

Observation	Implication	Recommendation (s)	Priority
Data used in AssetFuture needs to be reviewed regularly to ensure still current (unit rates, criticality factors).	Erroneous workorder/ budgetary information provided to LTFP. Workorders required to be manually adjusted.	Review key inputs to AssetFuture such as servicing regimes, unit rates, criticality factors and task types.	COMPLETE
Lack of documentation in system regarding detailed Building inspections and actual work undertaken.	Critical knowledge maintained with individuals and not easily accessed or shared.	Work towards automation of the upload of revised condition data into AssetFuture (in place of manual data entry).	ONGOING
Capital renewal work expended as operational in the financial system.	Capital renewal not captured in FAR leading to incorrect asset lives/ cost.	Review work orders from AssetFuture prior to upload into TechnologyOne for Operational/Capital split.	ONGOING
Not all Building infrastructure managed through AssetFuture process.	Not all scheduled maintenance identified for funding. Funded in reactive manner instead.	Include all Buildings within AMP process to identify actual scheduled maintenance funding requirements.	Low
Commercial and Investment buildings are not included in current AssetFuture funding model.	Potential risk of asset shock due to increasing maintenance and/or renewal requirements.	Review contracts and determine where current responsibilities for scheduled maintenance sits. Include in AssetFuture portfolio with regular inspection/condition monitoring regime.	ONGOING
Potential misalignment between desired service levels and maintenance regimes.	Dissatisfaction of community/Service Manager for certain amenities.	Develop strategy (and costings) for provision of Amenities Buildings to desired service levels.	Medium
No definition and knowledge of what constitutes a "significant structure".	Issues raised regarding asset ownership, decision responsibility, funding and overall management.	Develop a definition and subsequent detailed list of significant structure within the Shire and update AM Roles & Responsibilities accordingly.	Medium

5.3. MONITORING AND REVIEW PROCEDURES

This AMP will be reviewed during annual budget planning processes and amended to show any material changes in service levels and/or resources available to provide those services as a result of budget decisions.

The AMP will be reviewed and updated annually (following completion of all asset class AMP's) to ensure it represents the current service level, asset values, projected operations, maintenance, capital renewal and replacement, capital upgrade/new and asset disposal expenditures and projected expenditure values incorporated into the LTFP.

This AMP has a maximum life of 4 years (local government election cycle) and is due for complete revision and updating within two years of each Council election.

5.4. PERFORMANCE MEASURES

The effectiveness of the AMP can be measured in the following ways:

- The degree to which the required projected expenditures identified in this AMP are incorporated into the LTFP;
- The degree to which 1-4 year detailed works programs, budgets, business plans and corporate structures take into account the 'global' works program trends provided by the AMP; and
- The degree to which the existing and projected service levels and service consequences, risks and residual risks are incorporated into the Strategic Plan and associated plans.

6. REFERENCES

- IPWEA, 2020 (Ver. 6.0), 'International Infrastructure Management Manual', Institute of Public Works Engineering Australasia, Sydney, www.ipwea.org/IIMM
- IPWEA, 2008, 'NAMS.PLUS Asset Management', Institute of Public Works Engineering Australasia, Sydney, www.ipwea.org/namsplus.
- IPWEA, 2015, 2nd edn., 'Australian Infrastructure Financial Management Manual', Institute of Public Works Engineering Australasia, Sydney, www.ipwea.org/AIFMM.
- IPWEA, 2012 LTFP Practice Note 6 PN Long Term Financial Plan, Institute of Public Works Engineering Australasia, Sydney
- Hornsby Shire Council Financial Statements (30 June 2024)
- Delivery Program (2024-2027 – including the Operational Plan 2023/24), Hornsby Shire Council (adopted June 2024)
- Hornsby Shire Council Enterprise Risk Management Determination (January 2024)
- Community Satisfaction Survey 2024, Taverner Research Group (January 2025)
- Community Satisfaction Survey 2023, Taverner Research Group (March 2023)
- Community Satisfaction Survey 2021, Jetty Research (July 2021)
- Asset Management Community Insights Report, URBIS for Hornsby Shire Council, (November 2020)
- Buildings Asset Management Plan 2023/24-2032/33, Hornsby Shire Council (DRAFT January 2023)
- Public Buildings Asset Management Plan 2007-2027, Hornsby Shire Council, (February 2013) (superseded)
- Leisure Facilities Asset Management Plan 2007-2027, Hornsby Shire Council, (February 2013) (superseded)
- Asset Management Framework 2016-2026, Hornsby Shire Council, (January 2016) (superseded)
- Long Term Financial Plan 25/26-34/35, Hornsby Shire Council (April 2025)
- Buildings Asset Management Plan 2023/24 – 2032/33 (January 2023);
- "Your Vision, Your Future", Hornsby Shire Community Strategic Plan 2022-2032, Hornsby Shire Council (June 2022)
- Active Living Hornsby Strategy, Hornsby Shire Council, (adopted October 2015)
- Disability Inclusion Action Plan, Hornsby Shire Council, (April 2017).

APPENDIX A1 – WORKS PROGRAMS – CURRENT ASSET/FUTURE PROPERTIES - 2025/26 TO 2034/34

IMPORTANT NOTE:

The following values represent estimated expenditure for scheduled maintenance tasks and renewal costs for disaggregated assets as represented in the AssetFuture platform. They do not account for reactive maintenance or renewal/upgrade to alter the level of service.

The values should not be seen as the definitive amount that will be spent on each asset type/facility in a given year but rather the estimated level of funds required to continue to provide the modelled level of service based on current condition, expected useful life and predicted asset usage. Prior to the modelled tasks being undertaken, experienced officers or contractors assess the actual extent of work required.

A.1 CONSOLIDATED – BY FACILITY TYPE:

Facility Type	AMP Allocation by Facility Type (\$)				
	25/26	26/27	27/28	28/29	29/30
<i>Aquatic Centres/Sports Stadium</i>	\$783,225	\$1,279,965	\$1,349,022	\$1,706,351	\$1,329,825
<i>Community Centres</i>	\$1,287,871	\$1,180,035	\$2,090,214	\$1,662,681	\$1,383,058
<i>Council Offices</i>	\$463,240	\$552,036	\$544,382	\$792,842	\$364,019
<i>Hornsby Mall</i>	\$105,448	\$146,914	\$241,254	\$245,017	\$223,102
<i>Libraries</i>	\$312,747	\$196,248	\$427,058	\$440,838	\$316,717
<i>Rural Fire Service Facilities</i>	\$81,619	\$111,931	\$217,109	\$308,326	\$284,487
Yearly Totals:	\$3,034,150	\$3,467,130	\$4,869,040	\$5,156,054	\$3,901,208

Facility Type	AMP Allocation by Facility Type (\$)				
	30/31	31/32	32/33	33/34	34/35
<i>Aquatic Centres/Sports Stadium</i>	\$1,087,699	\$1,220,101	\$1,305,738	\$1,305,128	\$1,322,654
<i>Community Centres</i>	\$2,325,055	\$1,794,542	\$1,421,391	\$1,585,492	\$2,183,790
<i>Council Offices</i>	\$473,838	\$490,205	\$505,559	\$421,301	\$652,156
<i>Hornsby Mall</i>	\$171,190	\$253,631	\$272,769	\$195,575	\$205,543
<i>Libraries</i>	\$307,072	\$368,756	\$270,656	\$452,291	\$473,185
<i>Rural Fire Service Facilities</i>	\$221,055	\$165,197	\$227,386	\$245,495	\$205,991
Yearly Totals:	\$4,585,908	\$4,292,433	\$4,003,499	\$4,205,282	\$5,043,318

A.2 BY FACILITY:

<i>Aquatic Centres/Sports Stadium</i>	<i>AMP Allocation by Facility (\$)</i>				
	<i>25/26</i>	<i>26/27</i>	<i>27/28</i>	<i>28/29</i>	<i>29/30</i>
<i>Galston Aquatic Centre</i>	\$64,938	\$190,370	\$129,094	\$151,205	\$189,197
<i>Hornsby Aquatic Centre</i>	\$407,963	\$629,027	\$653,573	\$929,471	\$934,168
<i>Thornleigh Brickpit Sports Stadium</i>	\$310,323	\$460,568	\$566,355	\$625,674	\$206,460
Total:	\$783,225	\$1,279,965	\$1,349,022	\$1,706,351	\$1,329,825

<i>Aquatic Centres/Sports Stadium</i>	<i>AMP Allocation by Facility (\$)</i>				
	<i>30/31</i>	<i>31/32</i>	<i>32/33</i>	<i>33/34</i>	<i>34/35</i>
<i>Galston Aquatic Centre</i>	\$228,325	\$187,681	\$174,745	\$194,621	\$184,603
<i>Hornsby Aquatic Centre</i>	\$580,865	\$677,534	\$587,750	\$635,058	\$765,864
<i>Thornleigh Brickpit Sports Stadium</i>	\$278,508	\$354,886	\$543,243	\$475,448	\$372,188
Total:	\$1,087,699	\$1,220,101	\$1,305,738	\$1,305,128	\$1,322,654

<i>Community Centres</i>	<i>AMP Allocation by Facility (\$)</i>				
	<i>25/26</i>	<i>26/27</i>	<i>27/28</i>	<i>28/29</i>	<i>29/30</i>
<i>Arcadia Community Centre</i>	\$72,934	\$101,280	\$81,009	\$77,458	\$85,271
<i>Baden Powell Hall</i>	\$26,897	\$28,446	\$21,056	\$22,851	\$23,075
<i>Beatrice Taylor Hall</i>	\$31,279	\$28,729	\$42,302	\$13,576	\$39,616
<i>Beecroft Community Centre</i>	\$98,130	\$82,492	\$105,502	\$146,413	\$43,940
<i>Berowra Community Centre</i>	\$72,280	\$83,507	\$122,911	\$170,390	\$104,099
<i>Brooklyn Community Centre</i>	\$58,488	\$16,826	\$78,678	\$26,841	\$9,188
<i>Brooklyn Leisure & Learning Centre</i>	\$105,279	\$19,886	\$62,359	\$14,759	\$10,604
<i>Cherrybrook Community Centre</i>	\$164,872	\$206,930	\$694,613	\$220,817	\$256,793
<i>Cowan Community Centre</i>	\$27,368	\$30,443	\$57,355	\$28,434	\$20,788
<i>Dangar Island Community Centre</i>	\$53,956	\$19,373	\$32,366	\$22,482	\$51,165
<i>Galston Community Centre</i>	\$114,812	\$85,091	\$67,729	\$126,746	\$63,051
<i>Glenorie Community Centre</i>	\$60,176	\$18,036	\$46,300	\$88,098	\$38,028
<i>Hawkins Hall</i>	\$2,008	\$4,288	\$13,051	\$9,936	\$5,614
<i>Hornsby Heights Community Centre</i>	\$30,047	\$14,780	\$28,675	\$25,393	\$27,775
<i>Hornsby Leisure & Learning Centre</i>	\$13,698	\$8,351	\$20,148	\$24,707	\$53,263
<i>Hornsby Youth Centre</i>	\$22,822	\$36,330	\$29,275	\$43,490	\$33,091
<i>Mount Colah Community Centre</i>	\$28,614	\$22,654	\$45,776	\$99,226	\$72,501
<i>Mt Kuring-gai Community Centre</i>	\$30,052	\$23,385	\$32,886	\$57,792	\$22,263
<i>Pennant Hills Community Centre</i>	\$50,753	\$73,599	\$212,626	\$155,854	\$76,231
<i>Pennant Hills Leisure & Learning</i>	\$26,185	\$37,021	\$38,493	\$24,147	\$32,358
<i>Storey Park Community Centre</i>	\$22,711	\$23,265	\$23,203	\$63,965	\$49,921
<i>Thornleigh Community Centre</i>	\$28,905	\$124,453	\$44,591	\$87,667	\$68,911
<i>Wallarobba Arts/Community Centre</i>	\$43,024	\$26,656	\$48,059	\$67,778	\$40,414

Community Centres	AMP Allocation by Facility (\$)				
	25/26	26/27	27/28	28/29	29/30
Wisemans Ferry Community Centre	\$102,582	\$64,212	\$141,251	\$43,858	\$155,099
Total:	\$1,287,871	\$1,180,035	\$2,090,214	\$1,662,681	\$1,383,058

Community Centres	AMP Allocation by Facility (\$)				
	30/31	31/32	32/33	33/34	34/35
Arcadia Community Centre	\$69,998	\$73,446	\$63,925	\$39,357	\$80,939
Baden Powell Hall	\$32,694	\$30,176	\$33,779	\$34,989	\$29,573
Beatrice Taylor Hall	\$14,692	\$17,939	\$17,508	\$41,151	\$50,537
Beecroft Community Centre	\$102,184	\$76,739	\$47,943	\$83,432	\$115,475
Berowra Community Centre	\$145,004	\$161,050	\$78,562	\$130,149	\$177,096
Brooklyn Community Centre	\$33,827	\$51,443	\$47,052	\$35,095	\$38,907
Brooklyn Leisure & Learning Centre	\$11,463	\$16,592	\$14,733	\$6,453	\$28,288
Cherrybrook Community Centre	\$631,861	\$331,006	\$308,520	\$362,528	\$342,557
Cowan Community Centre	\$61,005	\$48,338	\$33,192	\$22,755	\$54,318
Dangar Island Community Centre	\$81,150	\$47,567	\$17,132	\$19,731	\$45,035
Galston Community Centre	\$103,529	\$99,368	\$102,335	\$79,677	\$149,040
Glenorie Community Centre	\$41,818	\$57,071	\$40,205	\$18,073	\$71,689
Hawkins Hall	\$22,013	\$26,675	\$23,056	\$32,360	\$18,437
Hornsby Heights Community Centre	\$58,043	\$17,478	\$23,373	\$19,880	\$47,044
Hornsby Leisure & Learning Centre	\$68,097	\$37,688	\$49,794	\$35,266	\$43,861
Hornsby Youth Centre	\$55,589	\$36,102	\$34,788	\$32,482	\$66,026
Mount Colah Community Centre	\$80,493	\$99,830	\$50,376	\$55,255	\$105,100
Mt Kuring-gai Community Centre	\$52,283	\$23,457	\$46,534	\$30,812	\$27,524
Pennant Hills Community Centre	\$223,670	\$109,794	\$129,871	\$141,488	\$200,280
Pennant Hills Leisure & Learning	\$52,573	\$49,986	\$37,670	\$32,333	\$33,498
Storey Park Community Centre	\$76,206	\$71,918	\$38,170	\$51,476	\$93,832
Thornleigh Community Centre	\$116,546	\$122,724	\$43,289	\$98,136	\$136,986
Wallarobba Arts/Community Centre	\$97,091	\$109,653	\$97,712	\$91,588	\$132,057
Wisemans Ferry Community Centre	\$93,227	\$78,501	\$41,872	\$91,024	\$95,694
Total:	\$2,325,055	\$1,794,542	\$1,421,391	\$1,585,492	\$2,183,790

Council Offices	AMP Allocation by Facility (\$)				
	25/26	26/27	27/28	28/29	29/30
296 Administration Office	\$93,792	\$210,029	\$256,962	\$248,340	\$193,825
Council Chambers	\$369,448	\$342,007	\$287,420	\$544,502	\$170,195
Total:	\$463,240	\$552,036	\$544,382	\$792,842	\$364,019

<i>Council Offices</i>	<i>AMP Allocation by Facility (\$)</i>				
	<i>30/31</i>	<i>31/32</i>	<i>32/33</i>	<i>33/34</i>	<i>34/35</i>
<i>296 Administration Office</i>	\$285,207	\$307,719	\$304,928	\$269,058	\$317,674
<i>Council Chambers</i>	\$188,631	\$182,486	\$200,631	\$152,243	\$334,482
Total:	\$473,838	\$490,205	\$505,559	\$421,301	\$652,156

<i>Hornsby Mall</i>	<i>AMP Allocation by Facility (\$)</i>				
	<i>25/26</i>	<i>26/27</i>	<i>27/28</i>	<i>28/29</i>	<i>29/30</i>
<i>Lease Areas/Utility Areas</i>	\$35,448	\$76,914	\$171,254	\$175,017	\$153,102
<i>Pedestrian Footbridge*</i>	\$70,000	\$70,000	\$70,000	\$70,000	\$70,000
Total:	\$105,448	\$146,914	\$241,254	\$245,017	\$223,102

<i>Hornsby Mall</i>	<i>AMP Allocation by Facility (\$)</i>				
	<i>30/31</i>	<i>31/32</i>	<i>32/33</i>	<i>33/34</i>	<i>34/35</i>
<i>Lease Areas/Utility Areas</i>	\$101,190	\$183,631	\$202,769	\$125,575	\$135,543
<i>Pedestrian Footbridge*</i>	\$70,000	\$70,000	\$70,000	\$70,000	\$70,000
Total:	\$171,190	\$253,631	\$272,769	\$195,575	\$205,543

<i>Libraries</i>	<i>AMP Allocation by Facility (\$)</i>				
	<i>25/26</i>	<i>26/27</i>	<i>27/28</i>	<i>28/29</i>	<i>29/30</i>
<i>Galston Library</i>	\$59,584	\$49,608	\$62,625	\$20,516	\$16,937
<i>Berowra Library</i>	\$13,785	\$15,393	\$56,206	\$10,550	\$25,901
<i>Hornsby Library</i>	\$99,425	\$70,374	\$122,947	\$245,279	\$140,582
<i>Pennant Hills Library</i>	\$139,954	\$60,873	\$185,281	\$164,492	\$133,297
Total:	\$312,747	\$196,248	\$427,058	\$440,838	\$316,717

<i>Libraries</i>	<i>AMP Allocation by Facility (\$)</i>				
	<i>30/31</i>	<i>31/32</i>	<i>32/33</i>	<i>33/34</i>	<i>34/35</i>
<i>Galston Library</i>	\$47,956	\$23,720	\$29,170	\$20,029	\$33,154
<i>Berowra Library</i>	\$3,571	\$7,302	\$6,597	\$5,916	\$30,942
<i>Hornsby Library</i>	\$154,463	\$216,926	\$168,944	\$242,931	\$220,922
<i>Pennant Hills Library</i>	\$101,082	\$120,806	\$65,944	\$183,416	\$188,168
Total:	\$307,072	\$368,756	\$270,656	\$452,291	\$473,185

<i>Rural Fire Service Buildings</i>	<i>AMP Allocation by Facility (\$)</i>				
	<i>25/26</i>	<i>26/27</i>	<i>27/28</i>	<i>28/29</i>	<i>29/30</i>
<i>Cowan Fire Control Centre</i>	\$81,619	\$111,931	\$217,109	\$308,326	\$284,487
<i>Total:</i>	<i>\$81,619</i>	<i>\$111,931</i>	<i>\$217,109</i>	<i>\$308,326</i>	<i>\$284,487</i>

<i>Rural Fire Service Buildings</i>	<i>AMP Allocation by Facility (\$)</i>				
	<i>30/31</i>	<i>31/32</i>	<i>32/33</i>	<i>33/34</i>	<i>34/35</i>
<i>Cowan Fire Control Centre</i>	\$221,055	\$165,197	\$227,386	\$245,495	\$205,991
<i>Total:</i>	<i>\$221,055</i>	<i>\$165,197</i>	<i>\$227,386</i>	<i>\$245,495</i>	<i>\$205,991</i>

APPENDIX B - ASSET MANAGEMENT - GENERAL

B.1 BACKGROUND

This AMP communicates the actions required for the responsive and responsible management of Buildings (and services provided from those assets), compliance with regulatory requirements, and funding needed to provide the required levels of service over a 10-year planning period.

The AMP is to be read with the Hornsby Shire Council planning documents. This should also include the Asset Management Policy and Asset Management Roles & Responsibilities Determination and:

- HSC Asset Management Policy;
- HSC Asset Management Strategy;
- HSC Asset Management Roles & Responsibilities Determination;
- HSC Enterprise Risk Management Determination;
- Hornsby Shire Council Delivery Program (2024-2027);
- Hornsby Shire Council Long Term Financial Plan 2025/26 – 2034/35 (April 2025);
- “Your Vision, Your Future” Hornsby Shire Community Strategic Plan 2022-2032 (June 2022);
- Active Living Hornsby Strategy (adopted October 2015); and
- Disability Inclusion Action Plan (April 2017).

B.2 GOALS AND OBJECTIVES OF ASSET OWNERSHIP

The goal of asset management is to meet the defined level of service in the most cost-effective manner for present and future consumers. The key elements of infrastructure asset management are:

- Providing a defined level of service and monitoring performance,
- Managing the impact of growth through demand management and infrastructure investment,
- Taking a lifecycle approach to developing cost-effective management strategies for the long-term that meet the defined level of service,
- Identifying, assessing and appropriately controlling risks, and
- Linking to a LTFP which identifies required, affordable expenditure and how it will be allocated.

Other references to the benefits, fundamentals principles and objectives of asset management are:

- International Infrastructure Management Manual 2015; and
- ISO 55000³

³ ISO 55000 Overview, principles and terminology

B.3 CORE AND ADVANCED ASSET MANAGEMENT

This AMP is prepared as a stepping-stone between ‘core’ asset management and ‘advanced’ asset management over a 10-year planning period in accordance with the International Infrastructure Management Manual⁴.

Core asset management is a ‘top down’ approach where analysis is applied at the system or network level.

An ‘advanced’ asset management approach uses a ‘bottom up’ approach for gathering detailed asset information for individual assets.

This AMP is considered ‘advanced’ as it is based on a bottom-up approach using individual asset data held with the AssetFuture database. It is recommended that this same approach be replicated across all assets in the Building infrastructure asset class (refer **Section 5**).

B.4 ASSET MANAGEMENT PRACTICES

Council’s systems to manage Building infrastructure include:

- TechnologyOne;
- The AssetFuture platform; and
- A comprehensive Excel-based defects register with photographs (historic).

This AMP was developed from data relating to the physical condition and known/expected useful lives of assets held in the AssetFuture platform. This may be considered a “bottom-up” approach whereby the aggregate of individual asset data is assessed for planning purposes as opposed to a broader network or averaged valuation approach.

B.5 MONITORING AND IMPROVEMENT PROGRAM

Section 5 contains a detailed list of areas for improvement that are required for improving the overall confidence in both this AMP and the subsequent works programs developed.

B.6 MANAGING THE RISKS

Council’s present funding levels are sufficient to continue to manage risks in the long term, with the ability to reserve unspent funds each financial year (if required) to cater for significant renewal of individual assets within the Building infrastructure asset class.

The main risk consequences of redirecting or not allocating sufficient funding are:

- Increase to infrastructure backlog;
- Increased litigation potential for Council and potential significant safety issues;
- Future financial shock (expensive and immediate) for renewal assets; and

⁴ IPWEA, 2015, IIMM.

- Loss of reputation of/confidence in elected members and senior staff by the community due to increased dissatisfaction with the standard of asset provision.

We will endeavour to manage these risks within available funding by:

- Developing policies and procedures for the management of data and prioritisation of projects;
- Accurately convey to elected members the levels of funding required to successfully mitigate the above risks.

APPENDIX C – LEVELS OF SERVICE

C.1 COMMUNITY RESEARCH AND EXPECTATIONS

This AMP is prepared to facilitate consultation with elected members of Council and stakeholders in how to provide the required/desired Levels of Service (LOS) required, mitigate service risks and determine the community's ability and willingness to pay for the service.

Note that Council has engaged with the community a number of times since 2014 to determine community satisfaction and input relating to a wide range of services. Within these engagements Council has collected data pertaining to the overall community satisfaction with the provision of pedestrian and cycleway/shared path facilities. Relevant recent studies/planning documents include:

- Community Satisfaction Survey 2024, Taverner Research Group (January 2025);
- Community Satisfaction Survey 2023, Taverner Research Group (March 2023);
- Community Satisfaction Survey 2021, Jetty Research (July 2021);
- Hornsby Shire Council – Asset Management Community Insights Report (URBIS November 2020);
- Hornsby Snapshot Findings and Future Planning for Hornsby Community Plan (engagement: June 2016);
- Active Living Hornsby Strategy (engagement: August 2015);
- Disability Inclusion Action Plan (DIAP) (engagement: June 2017); and
- “Your Vision, Your Future” Hornsby Shire Community Strategic Plan 2018-2028 (engagement: Oct/Nov 2017).

Table C.1 summarises the results of Council's asset-specific engagement with the community regarding the management of HSC's significant asset base (URBIS 2020). This engagement was undertaken as both an initial individual phone consult followed by participation in a virtual town-hall meeting to discuss qualitative and quantitative aspects of asset maintenance and delivery.

TABLE C.1: COMMUNITY SATISFACTION SURVEY

Question	Response	%
Overall, how satisfied are you with the condition of Council's assets?	Very Satisfied	15%
	Somewhat Satisfied	83%
	Neither Satisfied or Dissatisfied	2%
	Slightly Dissatisfied	-%
	Very Dissatisfied	-%
What should be the greatest priority for Council's infrastructure and assets?	Maintain all assets as is	24%
	Make major upgrades (more than \$100k)	8%
	Make minor updates (less than \$100k)	41%
	Reduce the number of assets and improve the condition	16%

Question	Response	%
What three factors do you consider the most important for providing assets to the community?	Spend less money and reduce the quality	2%
	Spend money to build more assets	19%
	Assets meet the needs of the community	22%
	Assets are used regularly by the community	21%
	Assets are cost-effective for Council to maintain	12%
	Assets are environmentally friendly	11%
	Assets which serve the greatest number of community members should receive priority	9%
	Assets are high quality and modern	8%
	It is accessible for people with special needs	7%
	I'm aware that the asset is available for me to use	6%
	I can easily get there	4%

Council's assessment of general community satisfaction with service provision and interactions with the organisation are undertaken at a broader level via phone consult only (2021, Jetty Research and 2024/2023, Taverner Research Group). **Table C.2** summarises the changes in general satisfaction over time with respect to Buildings infrastructure assets (and services provided through these assets).

TABLE C.2: COMMUNITY SATISFACTION SURVEYS – MEAN RESULT (2021, 2023 & 2024)

Service or Facility	2021	2023	2021 vs 2023	2024	2023 vs 2024
Library services	4.03	4.14	+0.11	4.11	-0.03
Aquatic centre/s	3.86	3.74	-0.12	3.80	+0.06
Sporting fields and amenities	3.77	3.80	+0.03	3.72	-0.08
Community centres	3.62	3.66	+0.04	3.54	-0.12
Facilities & services for older people	3.26	3.35	+0.09	3.39	+0.04
Facilities & services for people with disabilities	3.17	3.24	+0.07	3.28	+0.04
Facilities & services for youth	3.19	3.17	-0.02	3.21	+0.04
Arts & cultural facilities	3.12	3.30	+0.08	3.26	-0.04
Condition of public toilets	2.83	2.95	+0.12	3.05	+0.10

Average values on a scale of 1 to 5 where 1 = "Very Unsatisfied" and 5 = "Very Satisfied".

C.2 STRATEGIC AND CORPORATE GOALS

This AMP is prepared under the direction of Hornsby Shire Council's core set of values:

SERVICE - We provide a helpful and efficient service. We are local and know the neighbourhood.

TRUST - We are fair and reasonable. We are mindful of the best interests of all stakeholders in the decisions we make

RESPECT - We listen and encourage open and transparent communication. We are respectful of all views.

INNOVATION - We are resourceful and incorporate sustainable work practices. We seek to be innovative and to do things better across all facets of Council's operations.

Council is currently in the process of developing a long-term vision for the Shire addressing the key themes of Liveability, Sustainability, Productivity and Collaboration. These key priorities as identified through community consultation are addressed in this AMP through:

TABLE C.2: GOALS AND HOW THESE ARE ADDRESSED IN THIS PLAN

Goal	Objective	How Goal and Objectives are addressed in AMP
Liveability	Continually assess the needs of a continually changing community.	Integrate the assessment and delivery of assets within the Building infrastructure asset class and all other infrastructure AMP's and Council's Strategic Plan to ensure a cohesive approach, servicing the needs of residents, visitors, commuters, users of POI's and individuals of diverse abilities.
Sustainability	Fair and informed decision making.	Provide transparency and certainty around the development of asset renewal and creation works programs to ensure the long-term financial sustainability of Council.
Productivity	Continually improve resource management.	Ongoing review data management practices and asset plans/frameworks to achieve highest standard of service delivery within available budgets.
Collaboration	Continued community engagement.	Continue to engage and educate the community with regards to the need for Building infrastructure inspection and renewal.

Hornsby Shire Council will exercise its duty of care to ensure public safety in accordance with the infrastructure risk management plan prepared in conjunction with this AMP. Management of infrastructure risks is covered in **Appendix E**.

C.3 LEGISLATIVE REQUIREMENTS

There are many legislative requirements relating to the management of assets. These include:

TABLE C.3: LEGISLATIVE REQUIREMENTS

Legislation	Requirement
NSW Local Government Act 1993 (Section 8)	Details <i>guiding principles</i> for Local Government to "carry out their functions in a way that facilitates local communities that are strong, healthy and prosperous". This includes <i>principles</i> for planning, decision-making and reporting to ensure guide effective service delivery that meets the needs of the community.
NSW Local Government Act 1993 (Section 403)	Council's "Resourcing Strategy" must incorporate asset management planning (Clause 2).
Libraries Act 1939	Highlights the role of local governments' in providing the community with access to information services.
Work Heath & Safety Act 2011	Identifies Council's responsibility to ensure the health, safety and welfare of employees and others at a place of work.

Legislation	Requirement
<i>Heritage Act 1977</i>	This Act seeks to conserve the environmental heritage of the State, including the built environment. Heritage items may attract a higher cost to maintain and renew due to varied requirements. Council's chambers fall into this category.
<i>Building Code of Australia (within the National Construction Code)</i>	Provides the minimum necessary building standards for health, safety, lighting, access, amenities, etc...
<i>Civil Liability Act 2002 (note: Section 45)</i>	General liability with relation to civil liability arising from negligence and omission.

C.4 COMMUNITY & TECHNICAL LEVELS OF SERVICE

Service levels for asset management are detailed in two distinct forms – Customer Levels of Service and Technical Levels of Service. Organisational measures may also be employed to objectively assist in determining if these levels of services are being met.

Customer Levels of Service measure how the customer receives the service and whether value to the customer is provided. Customer levels of service measures used in the AMP are:

QUALITY How good is the service ... *what is the condition or quality of the service?*

FUNCTION Is it suitable for its intended purpose *Is it the right service?*

CAPACITY/USE Is the service over or under used ... *do we need more or less of these assets?*

Customer levels of service are subjective and can be qualitatively assessed through community engagement and/or through measurement of community contact with Council (i.e.: CRM's, emails, social media comments, etc...).

Organisational measures are measures of fact related to the service delivery outcome (e.g.: number of occasions when service is not available, objectively measured condition profiles). These organisational measures provide a balance in comparison to the customer perception that may be more subjective.

Technical Levels of Service are operational or technical measures of performance and support the achievement of the customer service levels. These technical measures relate to the allocation of resources to service activities to best achieve the desired customer outcomes and demonstrate effective performance.

Technical service measures are linked to the activities and annual budgets covering:

- **Operations** – the regular activities to provide services (e.g.: inspections, cleansing of gutters, removal of graffiti, replacement of plant/equipment consumables);
- **Maintenance** – the activities necessary to retain an asset as near as practicable to an appropriate service condition. Maintenance activities enable an asset to provide service for its planned life (e.g.: replacement of minor components, repainting, repairing damage);

- **Renewal** – the activities that return the service capability of an asset up to that which it had originally been installed (e.g.: replacement of significant components, replacement of plant with “like for like”, replacement of greater than 50% of an aggregated asset such as flooring, roof panels, etc...); and
- **Upgrade/New (“Acquisition”)** – the activities to provide a higher level of service (e.g.: replacing a pipeline with a larger size, increasing the number of pits, widening or formalising/lining a channel) or a new service that did not exist previously (e.g.: purchase of a new or larger capacity air conditioning unit).

Service Managers and Asset Custodians are required to plan, implement and control technical service levels to influence the customer service levels.⁵ Since the adoption in 2020 of the Asset Management Roles & Responsibilities Determination there has been significant impact on responsibilities for the operation, maintenance and renewal of asset sub-types. As a result, Asset Custodians are required to collaborate with Service Managers to review the measurement and reporting of both Customer LOS and Technical LOS that are appropriate for differing asset sub-types. This forms part of the ongoing improvement program (refer **Section 5** of the main document).

Technical LOS (also termed “Performance Measures”) pertaining to Building infrastructure (and also other structures) have previously been set as an unweighted average of the following three indicators:

- Condition and Appearance (overall appearance, materials used, visible defects/deterioration);
- Functional Performance (fit-for-purpose, reliability); and
- Legislative Compliance (compliance with health and safety, legislative and BCA requirements).

Each of the above are rated between 1 and 5, with 1 being “As New/Excellent”, 3 being “Satisfactory” and 5 being “Unacceptable”.

Note that the “Target LOS” for each asset within an asset sub-type may vary depending on the age, prominence, usage and/or criticality to service of an asset. Older assets, built to previous standards, may have a higher target LOS (acceptably lower condition/performance/compliance standards) while newer assets are expected to be built to, and maintain, higher standards and hence have a lower target LOS. Generally, most built assets in the Building infrastructure asset class have historically had a target LOS of between 3 and 1 (between “Satisfactory” and “Excellent”). However, it appears that target LOS have not been reviewed within the last 8 to 10 years for the Building infrastructure asset class overall, hence a full review of the assigning of target LOS, and measurement, is recommended.

TABLE C.4: TARGET LOS VS CURRENT CONDITION

Facility/Facility Type	Target LOS (Historical)	Current AssetFuture Condition
Aquatic Centres/Brickpit	1.5 to 2	2.3 to 2.9
Community Centres	2 (Range: 1.5 to 4)	2.9 (Range: 2.0 to 4.5)
Council Offices/Chambers	2	2.1 to 3.3

⁵ IPWEA, 2015, IIMM, p 2|28.

Facility/Facility Type	Target LOS (Historical)	Current AssetFuture Condition
<i>Libraries</i>	2 to 3	2.6 (Range: 2.3 to 3.9)

C.5 CONSEQUENCES

Council's present funding levels are sufficient to continue to provide growth in services at current levels of service over the long term. Current budgeting in the LTFP accounts for **100%** of forecast expenditure on average over the 10-year planning timeframe (refer **Section 1.3** in the main document). However, as noted in **Section 1.4** and the Asset Management Strategy, not all Building infrastructure assets are currently proactively managed through the use of the AssetFuture platform.

Hence the consequences of inadequate funding or a less than comprehensive funding approach beyond the current planning horizon may be:

- Deteriorating quality of existing assets (aesthetics, functionality, legislative compliance);
- Inability to renew ageing assets;
- Inability to adequately maintain newly constructed assets;
- Increased exposure of Council to litigation relating to deteriorating assets; and
- An inability to create new assets to meet community expectations.

APPENDIX D – FUTURE DEMAND

D.1 DEMAND DRIVERS

The main demands for new and/or improved services are created by:

- An increased population resulting in increased development of higher density;
- Changing population demographics;
- Changes in design standards; and
- Changes in levels of service due to climate change.

Drivers that also may affect demand for infrastructure service delivery and maintenance include things such as changes in regulations, seasonal factors, consumer preferences and expectations, technological changes, economic factors, environmental awareness and other broad societal factors. As standards change (e.g.: access for disability inclusion), so too do the requirements for new built assets and subsequently pressure is placed on the pre-existing asset base to meet the same standard.

D.2 DEMAND FORECASTS & IMPACT ON ASSETS

The impact of demand drivers that may affect future service delivery and use of assets are shown in **Table D.1**.

TABLE D.1: DEMAND DRIVERS, PROJECTIONS & IMPACT ON SERVICES

Demand Driver	Present Position*	Projection**	Impact on Services
Population increase	LGA population in 2024: 158,331	10.45% increase between 2024 and 2036 (174,884)	Greater demand on existing services and need to provide additional assets in/around growth areas/town centres.
Demographic change: Aging population	In 2021: 23.5% older than 60 years 12.8% older than 70 years 5.2% older than 80 years	By 2036: 24.7% older than 60 years 14.1% older than 70 years 5.9% older than 80 years	Increased need for assets to be maintained to a standard cognisant of the vision/mobility impaired or other requirements of older generations.
Changes in design standards	Existing buildings/ structures are built to standards applicable at time of design/ construction.	Increased expectations for many existing built assets to be modified to similar standards.	Increased demand for retroactively modifying buildings and structures to meet new/changing standards.

D.3 DEMAND MANAGEMENT PLAN

Demand for new infrastructure-based services will be managed through a combination of:

- enhanced oversight and operational management of existing assets;
- upgrading of existing assets to meet service levels;
- the provision of new assets to meet demand;
- demand management/user expectation management through improved communication. Demand management practices may also include other non-asset-based solutions, insuring against risks and managing failures;
- Planning provisions to increase utilisation of existing assets (densification); and
- AMP improvement and asset standards revision.

Opportunities identified to date for demand management are shown in **Table D.2**. Further opportunities will be developed in future revisions of this AMP.

TABLE D.2: DEMAND MANAGEMENT PLAN SUMMARY

Demand Driver	Impact on Services	Demand Management Plan
Population increase	Increased asset base	Recognised through Councils Community Strategic Plan and Local Strategic Planning Statement(s).
Changing demographics	Increased quality of service	Addressed in AMP's and plan improvement strategies (including revision of asset standards).
Changes in design standards	Perceived reduction in level of service.	Communication with elected members and the community. Develop transparent and objective methodology for the renewal of assets (if or as required) designed to provide an historically different level of service.

D.4 ASSET PROGRAMS TO MEET DEMAND

New assets required to meet demand can be acquired, donated or constructed. Council current collects funds through developer contributions (Section 7.11/Section 7.12 Plan) to meet increased asset demand due to population growth in the Shire, in accordance with current legislation. In addition, Council does sometimes receive larger State/Federal grants to develop certain parts of the Shire, such as the Hornsby Park development. These large-scale projects have the potential to add additional assets to the Buildings infrastructure asset class. It is then a decision of Council to determine if any newly or significantly expanded assets are required to be proactively maintained and to identify funding sources for ongoing maintenance and renewal.

APPENDIX E – RISK MANAGEMENT

The purpose of infrastructure risk management is to document the results and recommendations resulting from the periodic identification, assessment and treatment of risks associated with providing services from infrastructure, using the fundamentals of International Standard ISO 31000:2009 Risk management – Principles and guidelines.

Risk Management is defined in ISO 31000:2009 as: ‘coordinated activities to direct and control with regard to risk’⁶.

An assessment of risks⁷ associated with service delivery from infrastructure assets has identified critical risks that will result in loss or reduction in service from infrastructure assets or a ‘financial shock’. The risk assessment process identifies credible risks, the likelihood of the risk event occurring, the consequences should the event occur, develops a risk rating, evaluates the risk and develops a risk treatment plan for non-acceptable risks.

E.1 CRITICAL ASSETS

Critical assets are defined as those which have a high consequence of failure causing significant loss or reduction of service. Similarly, critical failure modes are those which have the highest consequences. For Buildings, the critical failure mode(s) are those relating to structural defects or damage rendering the building/structure no longer fit-for-purpose. Generally, these modes of failure have both the greatest impact on service delivery, through protecting public safety, and highest cost to fully investigate and/or remediate.

Across Council’s (current) Building infrastructure asset portfolio, the top ten high-value assets, according to Council’s financial asset register, together represent **over 50%** of the total replacement cost for the asset class. In order of Current Replacement Cost (highest to lowest), these are:

1. Hornsby Aquatic & Leisure Centre
2. Hornsby Administration Building (296 Peats Ferry Road)
3. Hornsby Library & Community Offices
4. Thornleigh Brickpit Sports Stadium
5. Pennant Hills Library & Community Centre
6. Cherrybrook Community Centre & Early Childhood Centre
7. Galston Aquatic Centre
8. Council Chambers (296 Peats Ferry Road)
9. Hornsby Council Depot & Work Sheds, Thornleigh
10. Storey Park Centre

⁶ ISO 31000:2009, p 2

⁷ Hornsby Shire Council Enterprise Risk Management Plan

It should also be noted that of those listed above, three have recently undergone significant remediation and renewal (Hornsby Council Administration Building, Hornsby Library & Galston Aquatic Centre).

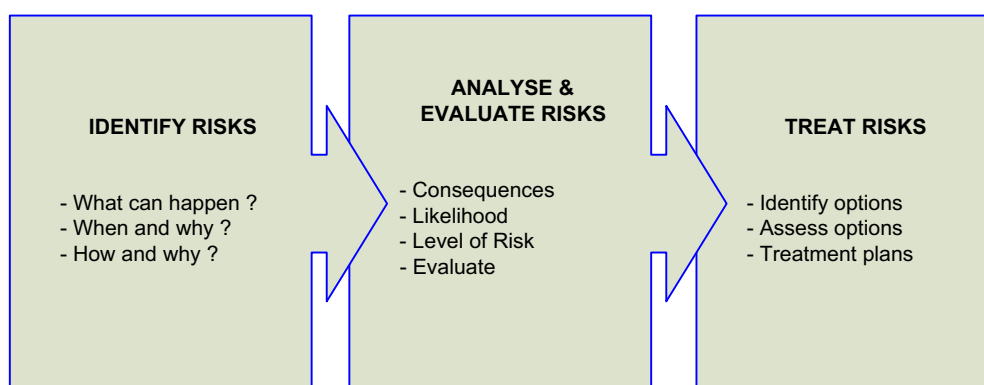
E.2 RISK ASSESSMENT

The risk management process used in this project is shown in **Figure E.1** below.

It is an analysis and problem-solving technique designed to provide a logical process for the selection of treatment plans and management actions to protect the community against unacceptable risks.

The process is based on the fundamentals of the ISO risk assessment standard ISO 31000:2009.

FIGURE E.1: RISK MANAGEMENT PROCESS – ABRIDGED



The risk assessment process identifies credible risks, the likelihood of the risk event occurring, the consequences should the event occur, develops a risk rating, evaluates the risk and develops a risk treatment plan for non-acceptable risks. An assessment of risks⁸ associated with service delivery from infrastructure assets has identified the critical risks that will result in significant loss, ‘financial shock’ or a reduction in service.

Critical risks are those assessed with ‘Very High’ (requiring immediate corrective action) and ‘High’ (requiring corrective action) risk ratings identified in the Infrastructure Risk Management Plan. The residual risk and treatment cost after the selected treatment plan is implemented is shown in **Table E.2**. These risks and costs are reported to management and the elected members of Council.

TABLE E.2: CRITICAL RISKS AND TREATMENT PLANS

Service or Asset at Risk	What can Happen	Risk Rating (VH, H)	Risk Treatment Plan(s) (Example only)	Residual Risk *
Publicly accessible building	Interruption of service provision due to unsafe environment.	VH	Further improve and document structural/condition assessments.	L

* The residual risk is the risk remaining after the selected risk treatment plan is operational.

⁸ Hornsby Shire Council Enterprise Risk Management Plan

E.3 INFRASTRUCTURE RESILIENCE APPROACH

The resilience of critical infrastructure is vital to Council's customers and the services we provide. To adapt to changing conditions and grow over time we need to understand Council's capacity to respond to possible disruptions and be positioned to absorb disturbance and act effectively in a crisis to ensure continuity of service.

Resilience is built on aspects such as response and recovery planning, financial capacity and crisis leadership.

Council's current measure of resilience is shown in **Table E.3** which includes the type of threats and hazards, resilience assessment and identified improvements and/or interventions.

TABLE E.3: RESILIENCE

Threat / Hazard	Resilience Low-Med-High	Improvements / Interventions
Exposure to litigation	Medium	Develop/document policies and procedures for prioritisation of limited funds and inspection procedures.
Financial shock due to unforeseen/unexpected structural/safety issue.		
Financial shock due to inadequate knowledge of structural conditions	Medium	Increase structural assessments/monitoring of high-value assets.

E.4 SERVICE AND RISK TRADE-OFFS

The decisions made in adopting this AMP are based on the objective to achieve the optimum benefits from the available resources.

On annual generation of the works programs from AssetFuture, a review of the planned forward works program will be undertaken in conjunction with the LTFP to identify where trade-offs exist between service levels and risk accounting for:

- Limited funds available;
- The expensive nature of structural repair and renewal;
- Often long time-frames for Building infrastructure asset renewal/repair to be implemented;
- Changing design standards (e.g.: bushfire prone land and subsequent requirements);
- Changing resident expectations.

Need Help

This document contains important information. If you do not understand it, please call the Translating and Interpreting Service on 131 450. Ask them to phone 9847 6666 on your behalf to contact Hornsby Shire Council. Council's business hours are Monday to Friday, 8.30am-5pm.



Chinese Simplified

需要帮助吗？

本文件包含了重要的信息。如果您有不理解之处，请致电 131 450 联系翻译与传译服务中心。请他们代您致电 9847 6666 联系 Hornsby 郡议会。郡议会工作时间为周一至周五，早上 8:30 - 下午 5 点。



Chinese Traditional

需要幫助嗎？

本文件包含了重要的信息。如果您有不理解之處，請致電 131 450 聯繫翻譯與傳譯服務中心。請他們代您致電 9847 6666 聯繫 Hornsby 郡議會。郡議會工作時間為周一至周五，早上 8:30 - 下午 5 點。



Nepali

यस कागजातमा महत्वपूर्ण जानकारी छ।

यदि तपाईंले यसलाई बुझ्नुभएको छैन भने, कृपया अनुवाद र दोभाषे सेवालाई 131 450 मा फोन गर्नुहोस्। तपाईंको तर्फबाट हर्नसबी शायर काउन्सिललाई 9847 6666 नम्बरमा फोन गरिदिन आग्रह गर्नुहोस्। काउन्सिलको कामकाजी समय सोमबारदेखि शुक्रबार बिहान 8:30 बजे देखि बेलुका 5 बजेसम्म हो।



Hindi

क्या आपको सहायता की आवश्यकता है?

इस दस्तावेज़ में महत्वपूर्ण जानकारी दी गई है। यदि आप इसे समझ न पाएँ, तो कृपया 131 450 पर अनुवाद और दुभाषिया सेवा को कॉल करें। उनसे हर्नसबी शायर काउंसिल से संपर्क करने के लिए आपकी ओर से 9847 6666 पर फोन करने का निवेदन करें। काउंसिल के कार्यकाल का समय सोमवार से शुक्रवार, सुबह 8.30 बजे-शाम 5 बजे तक है।



Korean

도움이 필요하십니까?

본 문서에는 중요한 정보가 포함되어 있습니다. 이해가 되지 않는 내용이 있으시면, 통역번역서비스(Translating and Interpreting Service)로 전화하셔서(131 450번) 귀하를 대신하여 혼즈비 셔 카운슬에 전화(9847 6666번)를 걸어 달라고 요청하십시오. 카운슬의 업무시간은 월요일~금요일 오전 8시 30분~오후 5시입니다.



Tagalog

Kailangan ng tulong?


Itong dokumento ay naglalaman ng mahalagang impormasyon. Kung hindi ninyo naiintindihan, pakitawagan ang Serbisyo sa Pagsasalinwika at Pag-iinterpretar (Translating and Interpreting Service) sa 131 450. Hilingin sa kanilang tawagan ang 9847 6666 para sa inyo upang kontakin ang Hornsby Shire Council. Ang oras ng opisina ng Council ay Lunes hanggang Biyernes, 8.30n.u.-5n.h.



Farsi

نیاز به کمک دارید؟

این سند حاوی اطلاعات مهم می باشد. چنانچه آن را درک نمی کنید، لطفاً با خدمات ترجمه کتبی و شفاهی به شماره 131 450 تماس بگیرید. از آنها بخواهید از جانب شما با شماره 9847 6666 با شورای شهر هورنزبی شایر تماس بگیرند. ساعات کاری شورای شهر دوشنبه تا جمعه، از 8:30 صبح تا 5 بعدازظهر است.



Hornsby Shire Council

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Office hours: Please check the website for the latest opening hours for the Customer Service Centre and Duty Officer.

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