



Cemeteries

Service Management Plan

May 2018

Document Control

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1 EXECUTIVE SUMMARY

This services management plan (SMP) describes the cemeteries assets provided to the community, and the considerations that need to be made to ensure that the provision of these assets is done in a sustainable and equitable manner, now and into the future.

What Does This Plan Cover?

The cemetery services and assets are valued at \$191,788 (Fair Value) as at 30 June 2017 and are apportioned as shown in Figure 1-1:

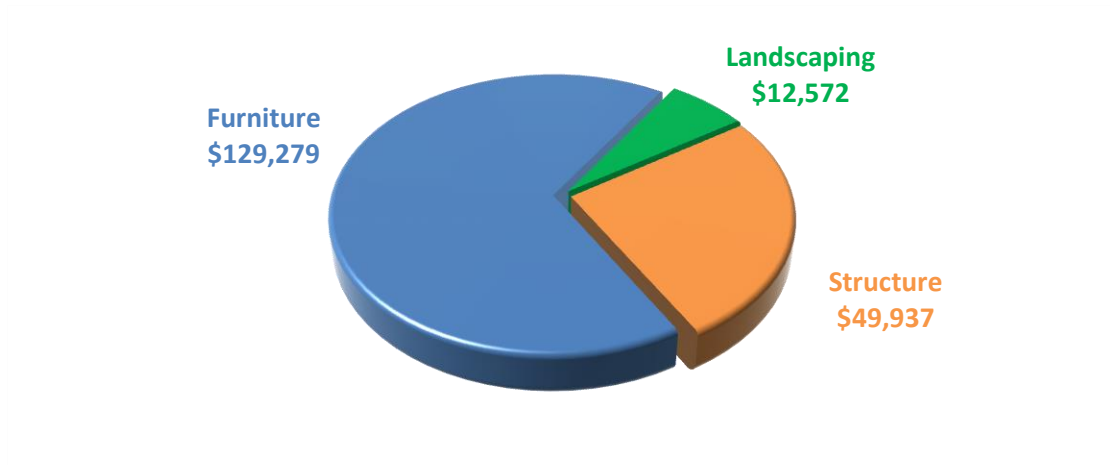


FIGURE 1-1: CEMETERY ASSETS FAIR VALUE SUMMARY

What is the current condition of these assets?

The assets have been assessed as being in good condition overall with only 11% or \$7,873 of cemetery assets in poor or very poor condition and in need of urgent repair, renewal or replacement.

Cemetery Assets Condition Profile

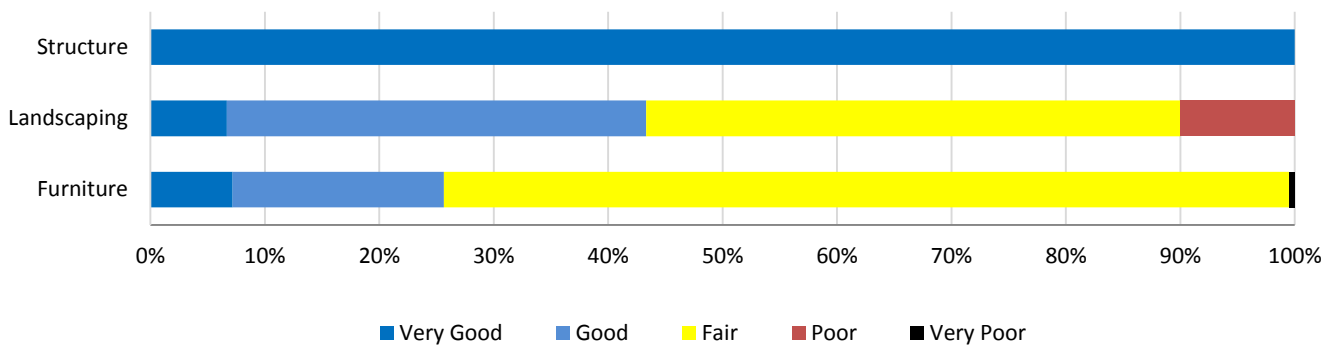


FIGURE 1-2: CEMETERY CONDITION PROFILE

1.1 EXPENDITURE ANALYSIS

There are three major categories that make up the total expenditure for Council's cemetery assets:

- Operations and maintenance - day to day costs to keep the assets in a serviceable condition and to slow the rate of deterioration.
- Renewals - replacing assets with like for like to deliver the same level of service, at or near the end of the assets economic life.
- New/upgrade - replacing assets with a new or improved asset to provide a higher level of service than was previously provided or a new service.

The following expenditure analysis has been undertaken to understand what it costs to own, operate, maintain and replace Council's cemetery assets over a 10 year planning period. This is based on what is currently understood of the services and likely demand over that planning period.

1.1.1 CAPITAL RENEWAL EXPENDITURE

Renewal expenditure shown below in Table 1-1 has been generated through analysis of asset conditions and remaining useful lives. It is the best available knowledge at the time of forming this SMP.

TABLE 1-1: RENEWAL EXPENDITURE (\$'000s)

	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Average
<i>Replacement Cost</i>	\$4.8	\$0	\$3	\$0	\$0	\$0	\$0	\$0	\$0	\$67	\$7.5

The total renewal expenditure estimate for the next 10 years is \$74,878 hence the annualised amount of \$7,488 should be adopted as baseline for renewal of assets. This is the required investment to ensure services are maintained at current levels over the planning period; anything less would see a decline in those services. Future iterations of this plan will look further into the future and consider a 20 year planning period.

1.1.2 NEW/UPGRADE CAPITAL EXPENDITURE

Council has detailed a number of capital works projects planned for the next 10 years. The annualised expenditure for these works can be seen against the budget allocation in Table 1-2 below with full capital project list included in Appendix B 10 Year New/Upgrade Program.

TABLE 1-2: NEW/UPGRADE EXPENDITURE (\$'000s)

New/Upgrade	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Average
<i>CAPEX Program</i>	\$29	\$258	\$10	\$120	\$148	\$80	\$0	\$0	\$0	\$0	\$64

The total 10 year expenditure estimate based on the current new/upgrade capital works program is \$643,650. The current CAPEX program has been developed from knowledge and experience of the parks staff incorporating known trends in the use of these facilities.

The large comparative expenditure to that of renewal is indicative of the lack of capital investment in past years, and involves a significant upgrade to the Gatton Cemetery over the next 5 years. This investment is required to ensure there will be sufficient space within Gatton Cemetery to continue providing service.

1.1.3 OPERATIONS AND MAINTENANCE EXPENDITURE

The forecast operations and maintenance expenditure can be seen in Table 1-3 below. It has been assumed that the current level of maintenance expenditure is the appropriate amount to maintain the assets in a condition that delivers the adopted levels of service however it is recommended that a 'base budget review' be undertaken to confirm the accuracy of current maintenance and operations expenditure levels.

TABLE 1-3: OPERATIONS AND MAINTENANCE EXPENDITURE (\$'000s)

	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Average
<i>Operations</i>	\$153	\$156	\$159	\$163	\$166	\$169	\$173	\$176	\$180	\$183	\$168
<i>Maintenance</i>	\$11	\$11	\$11	\$11	\$11	\$12	\$12	\$12	\$12	\$13	\$12
Total	\$164	\$167	\$170	\$174	\$177	\$181	\$184	\$188	\$192	\$196	\$179

Increases in this expenditure over the next 10 years are due to growth of the population and/or the asset base.

1.1.4 REVENUE

The projected revenue over the life of this SMP is based on that received in 2017 and indexed at 2%, as shown in Table 1-4 below.

TABLE 1-4: REVENUE (\$'000s)

Cemeteries	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
Projected Revenue	102	104	106	108	110	112	115	117	119	122

1.1.5 OVERALL

The total expenditure (operations and maintenance, renewals, new/upgrade) is projected as approximately \$2,511,000 over 10 years, which can be seen in Figure 1-3 below.

Cemetery Assets 10 Year Expenditure Forecasts

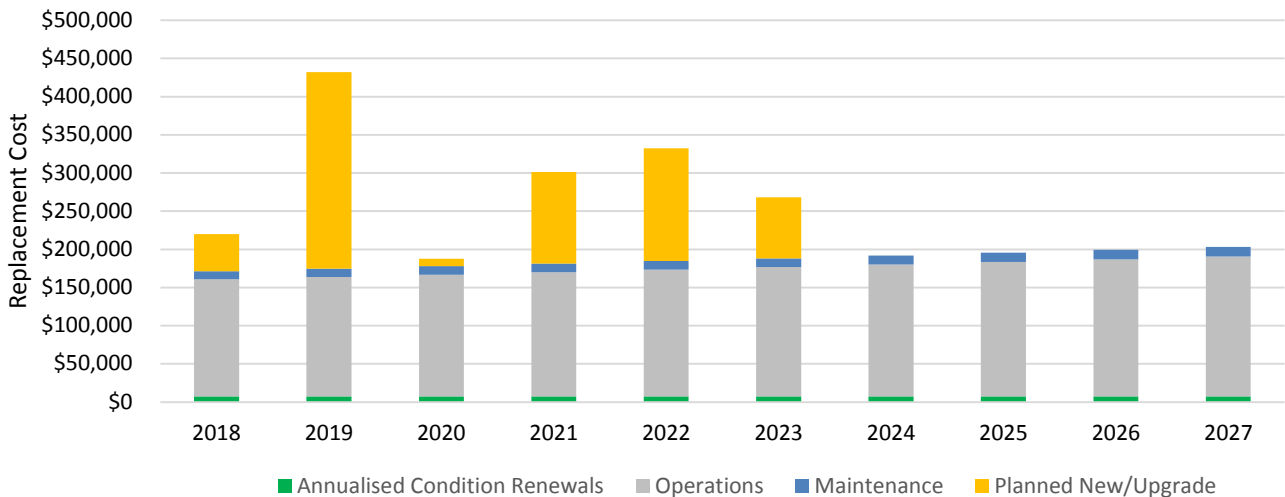


FIGURE 1-3: FUNDING REQUIRED TO DELIVER CEMETERY SERVICES

To maintain current service levels over the next 10 years, Council will have to spend on average \$187,000 every year for maintenance, operations, and the renewal of existing assets. Council's LTFP should be updated to include this required amount.

What are our Options?

Council has the option to alter the funding allocations through a range of methods;

- Revenue can be managed to provide sufficient funding to deliver the agreed levels of service.
- Revenue can be managed by reviewing the current fee structure and making changes to reflect cost to deliver the service to the community and provide cemetery infrastructure for the future.
- Funding can be redistributed to, from or within asset classes to ensure that all asset classes and funding allocations receive the appropriate funding.
- Service levels can be changed to better reflect available funds.
- Council can determine what new/upgrade works are undertaken in line with the ability to attract external funds to undertake these works and the ability of Council's own source funding to operate and maintain these assets into perpetuity.
- New/upgrade works from growth will partially come from developer contributed assets that will require more stringent development conditions to ensure that the community is not left with infrastructure that does not perform satisfactorily. Appropriate funding streams will need to be made available to own and operate these contributed assets into perpetuity.

1.2 SMP IMPROVEMENT PLAN

It is recommended the improvement plan set out at the end of this SMP be implemented. Summarising the improvement plan it is recommended that:

1. The current Maintenance and Operations expenditure levels be maintained.
2. A base budget review of maintenance costs be undertaken.
3. Maintenance practices be reviewed and driven by identified asset needs
4. A condition based renewal program of works be adopted.
5. Funding be reallocated to new/upgrade works while still prioritising renewals, operations and maintenance.
6. The New/Upgrade program be reviewed and ensure alignment with agreed service levels.
7. Introduce a funding allocation for forward planning and design to better execute capital works projects.

The above expenditure analysis and resulting improvement plan highlights the necessity for reviewing and improving the long term financial plan and the capital works program.

2 INTRODUCTION

2.1 BACKGROUND

This cemeteries service management plan is to demonstrate responsive management of services provided by Lockyer Valley Regional Council's assets, compliance with regulatory requirements, and to communicate funding needed to provide the required levels of service over a 10 year planning period.

The Lockyer Valley Regional Council cemetery assets include the following asset classes:

- Furniture
- Landscaping
- Structures

This service management plan is to be read in conjunction with:

- Lockyer Valley Regional Council Corporate Plan 2017-2022
- Lockyer Valley Regional Council Community Plan 2012-2022
- Lockyer Valley Regional Council Customer Service Charter
- Lockyer Valley Regional Council Operational Plan 2016-2017
- Council Strategic Plan for cemeteries (in development)
- Gatton Cemetery Masterplan 2016-2017

2.2 COUNCIL'S GOALS AND OBJECTIVES FOR CEMETERIES SERVICES

Council operates and maintains the cemeteries assets to achieve the following strategic objectives:

- Meet legislative requirements;
- Ensure that Council's cemetery services and assets are provided in a sustainable manner, with the appropriate levels of service to residents, visitors and the environment;
- Safeguard Council assets including physical assets and employees by implementing appropriate management strategies and appropriate financial resources for those services;
- Ensure resources and operational capabilities are identified and responsibility for service delivery and management is allocated;
- Ensure that the cemetery network provides full functionality;
- Ensure the network is planned appropriately to cater for future growth.
- Maximise the asset's useful life whilst minimising lifecycle expenditure.
- Maintain a high level of community satisfaction in the delivery of cemetery services.

2.3 THE PURPOSE OF THIS CEMETERIES PLAN

The purpose of this Cemeteries Plan is to:

1. Improve our understanding of the cemetery assets and services managed by ensuring access to quality data describing the network and the network condition, as well as the condition of all asset attributes;
2. Provide a framework of alignment for the cemetery assets and the levels of service derived from the assets;
3. Improve the organizational capabilities for the management of the cemetery assets and services;
4. Improved confidence levels in future works programs for renewal and maintenance programs and the associated funding requirements for the management options; and
5. Provide guidance for the Council in continuous improvement and toward advanced service management planning.

TABLE 3-1: CURRENT LEVELS OF SERVICE

Classification	Cemetery Services		
Level of Service	Clean, Safe, accessible and sustainable Cemeteries to all residents.		
Performance Measure	Number of complaints and incidents (<5 per annum)		
Service Factors	Customer Service Standards	Technical Service Standards	Performance Measure
High Quality Cemeteries	Consistently clean, safe Cemetery facilities,	Maintenance programs contribute to timely removal of rubbish/graffiti, vegetation control, landscape maintenance and to the cleaning of toilets.	<5 Complaints/Annum
Accessible	Residents have access to Cemetery facilities	Cemetery facilities available between daylight hours, 7 days a week. Rapid response times	90% availability Response in 24 hours
Safe	Cemetery facilities are safe to use	Maintenance programs comply with safety requirements and timeframes. CEPTD principles considered in all designs	Nil Accidents as a result of unsafe assets
Recording requirements	Notification of burials	Notification of birth, death and marriages within 7 days of internments	100% Compliance
Cemetery servicing	Mowing, brush cutting of cemeteries	Grass control to be undertaken to a high standard fortnightly as per current adopted service level through voice of customer	<5 Complaints/Annum

4 FUTURE DEMAND

Factors affecting future demand for services include population change, changes in demographics, seasonal factors, consumer preferences and expectations, economic factors, etc. Known demand impacts for the Lockyer Valley in relation to impacts on service delivery are summarised in Table 4-1.

TABLE 4-1: DEMAND FACTORS, PROJECTIONS AND IMPACT ON SERVICES

Demand factor	Present position	Projection	Impact on services
Population	38,312 persons (2014)	Increase population to 63,000 by 2031.	An increase in population will have a direct impact on the operational cost and availability of plots of Councils cemeteries.
Demographic	Median age 37 (2011)		An aging population will have an increase in the need for cemetery services, principally associated with access to plots.

Demand for new services will be managed through a combination of managing existing cemeteries and upgrades. No new cemeteries are planned at this stage.

TABLE 4-2: DEMAND MANAGEMENT PLAN SUMMARY

Service Activity	Demand Management Plan
Community demand for cemeteries.	Study cemeteries usage to better understand the community needs. Base asset provision on utilisation, in preference to providing for historical trends. There is a growing trend in the community for ashes interments instead of the traditional burial and this change will effect Council cemetery land usage
Replacement or repair of cemetery assets	Progressive repair or replacement cemetery assets in line with known utilisation trends.
Capital Works – Renewals / Replacement	Schedule long-term capital works program. Renewal/Upgrade projects will need to be assessed with a balance between competing demands for investment to renew existing assets as well as providing expenditure for new assets to meet growing service delivery demand.

5 RISK MANAGEMENT

Council has a 'duty of care' to the community in relation to management of the cemetery service assets. This covers the various phases of design, construction through to operations and maintenance of the system.

The risk management framework derives from:

- Risks associated with the loss of service by the failure of critical assets;
- Financial risks from a lack of due diligence in the management of funding for the renewal, maintenance and operation of the assets to provide agreed Levels of Service; and
- Operational risks where data and information are not maintained to standards which enable competent management outputs.

5.1 RISK ASSESSMENT

Council undertakes regular inspections of its Cemeteries with defects identified being logged and prioritised for repair. Common cemetery defects include the subsidence of new graves after weather events.

Council has identified the limited capacity remaining in its largest cemetery and has begun work on the Gatton Cemetery Masterplan to assess available options and expenditure impacts. Council has developed the plan in a staged approach to manage capital expenditure and use future forward reservation revenues sales from new stage to fund ongoing stages

6 LIFECYCLE MANAGEMENT PLAN

Lifecycle planning uses current asset and financial data to detail how Council will manage and operate the assets to deliver sustainable levels of service (defined in Section 4) while optimising life cycle costs.

The diagram below demonstrates the asset management whole of life approach:

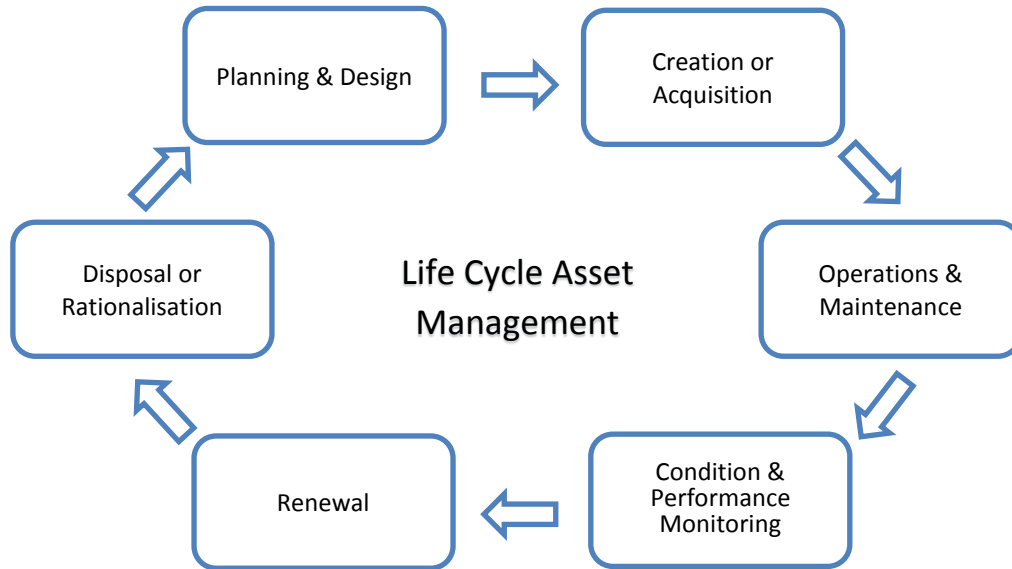


FIGURE 6-1: ASSET LIFECYCLE
Source: IIMM

6.1 INPUT DATA AND PARAMETERS

6.1.1 DATA CONFIDENCE

This lifecycle assessment is based on Council’s revaluation data, financial data and asset register as detailed in Section 8. The data is considered to have an accuracy rating of 2 in accordance with the rating scale in Table 6-1.

TABLE 6-1: DATA CONFIDENCE RATING

Grade	Description	Accuracy
1	Accurate	100%
2	Minor inaccuracies	± 5%
3	50% estimated	± 20%
4	Significant data estimated	± 30%
5	All data estimated	± 40%

(Section 4.3.7 of the *International Infrastructure Management Manual (IIMM) Version 3.0, 2006*)

6.1.2 ADOPTED USEFUL LIVES OF CEMETERY ASSETS

An asset’s useful life is defined as a period over which a depreciable asset is expected to be fully consumed. This period can be significantly impacted by Council’s maintenance practices.

The useful life of an asset is initially based on the manufacturer’s recommended (expected) life. However, this may be adjusted based on historical evidence of the impact of local environmental conditions on the expected life.

Council's adopted useful lives for each asset type are shown in **Error! Reference source not found.** below.

TABLE 6-2: CEMETERY ASSET HIERARCHY AND LIVES

Asset Class	Asset Type	Materials	Asset Lives (Years)
Furniture	Seam strip	Concrete	60
	Entrance Statement	Metal, Plastic, Stone, Timber	40
	Fencing	Metal, Other, Plastic, Stone, Timber	30
	Rubbish Bin	Metal, Plastic, Timber	30
	Seat	Brick, Metal, Plastic, Stone, Timber	40
Landscaping	Garden Edging	Concrete, timber	40
	Water Tap	Metal	
	Vegetation Support		30
Structures	Memorial		90
	Columbarium	Concrete	
	Shade Shelter		45

6.2 RENEWAL PLANNING

Renewal expenditure does not increase the asset's design capacity but restores, rehabilitates, replaces or renews an existing asset to its original or lesser required service potential. Work over and above restoring an asset to its original service potential is upgrade or new works expenditure.

This plan provides indicative program information for the renewal of the cemetery assets in Appendix A 10 Year Condition Renewal Program.

6.3 NEW/UPGRADE PLANNING (CREATION OR ACQUISITION)

New/Upgrade works are those that:

- Create a new asset that did not previously exist, or
- Upgrade or improve an existing asset beyond its existing capacity.

This plan provides indicative program information for the new/upgrade works of the cemetery assets in Appendix B 10 Year New/Upgrade Program.

6.4 OPERATIONS AND MAINTENANCE PLANNING

Current maintenance management is undertaken based on historical practices and trends supported by documented routines.

The maintenance service objectives are to:

- To maintain the system in a safe, serviceable and aesthetic condition, displaying a defensible duty of care within Council's financial and physical constraints to the satisfaction of Council and the community;
- To maintain and preserve the functionality and value of the existing assets;
- Ensure the provision of an affordable standard of customer service, ensuring that customer requests are responded to in an efficient and effective manner.

Establishing a Maintenance Management Plan enables Council to measure performance and build confidence that the network will consistently deliver against the nominated levels of service.

Currently assets have programmed inspections undertaken that cover safety, incidents investigations, defect identification, condition assessment and responses to customer enquiries.

6.5 CONDITION & PERFORMANCE MONITORING

6.5.1 CONDITION RATING

Council has adopted a condition assessment method using a rating scale of 1 to 5. The Condition Ratings and their corresponding upper and lower remaining useful life limits are detailed in Table 6-3.

TABLE 6-3: STRUCTURAL CONDITION GRADING MODEL

Grade	Condition	% Useful Life remaining	Description
1	Very Good	>70%	Sound physical condition. No signs of deterioration. Only normal maintenance required.
2	Good	70%-51%	Acceptable physical condition; minor deterioration visible, no short-term failure risk. Minor defects only. Only minor work required, if any.
3	Fair	50%-11%	Acceptable physical condition; minimal short-term failure risk but potential for deterioration in long-term. Minor defects only. Minor components or isolated sections of the asset may need replacement or repair now but asset functions safely at adequate level of service. Work may be required but asset is serviceable. Maintenance required to restore the asset to an acceptable level of service.
4	Poor	10%- 4%	Significant deterioration evident. Failure likely in short-term. Likely need to replace most or all of asset. No immediate risk to health or safety but works required to ensure asset remains safe. Substantial work required in short-term, asset barely serviceable. Asset requires renewal – work to be programmed.
5	Very Poor	<4%	Failed or failure imminent. Immediate need to replace most or the entire asset. Health and safety hazards exist which present a possible risk to public safety, or asset cannot be serviced/operated without risk to personnel. Asset is effectively unserviceable. Major work or replacement required urgently.

(International Infrastructure Management Manual (IIMM) Version 3.0, 2006 Section 3.3.6)

6.5.2 ASSET CAPACITY AND PERFORMANCE

Council's services are generally provided to meet design standards where these are available. Locations of identified deficiencies in service performance will be provided in future revisions of this Plan. In addition, if these deficiencies are to be addressed the project details will be included in the New/Upgrade program and evaluated through this plan.

6.5.3 CRITICAL ASSETS

Critical assets are those assets which have a high consequence of failure but not necessarily a high likelihood of failure. By identifying critical assets and critical failure modes, Council targets inspection and investigative activities, maintenance plans and capital expenditure plans. The identification of critical assets, their failure modes and required operations and maintenance activities will be developed in future revisions of this service management plan.

6.6 DISPOSAL PLAN

Disposal includes any activity associated with disposal of a decommissioned asset including sale, demolition or relocation. No assets have been identified for possible decommissioning and disposal, and this will be developed in future iterations of this SMP.

7 CEMETERY ASSETS ANALYSIS

7.1 ASSET CLASS SUMMARY

The cemetery assets covered by this service management plan are shown in Table 7-1. Replacement values are based on revaluation data as at 30 June 2017.

TABLE 7-1: ASSETS COVERED BY THIS PLAN

Asset Class	Asset Type	Units	Replacement Cost
Furniture	Seam strip	2668m	\$146,749
	Entrance Statement	4 items	\$2,750
	Fencing	2432m	\$130,514
	Rubbish Bin	3 items	\$1,500
	Seat	17 items	\$22,100
Landscaping	Garden Edging	527m	\$31,495
Structures	Memorial	1 item	\$2,000
	Columbarium	5 items	\$26,000
	Shade Shelter	1 item	\$33,120
Total			\$396,228

7.2 AGE PROFILE

Asset Age profile information is summarised in Figure 7-1 below. What is outlined in this graph is the high portion of aging furniture assets which will come up for renewal in the short to medium term.

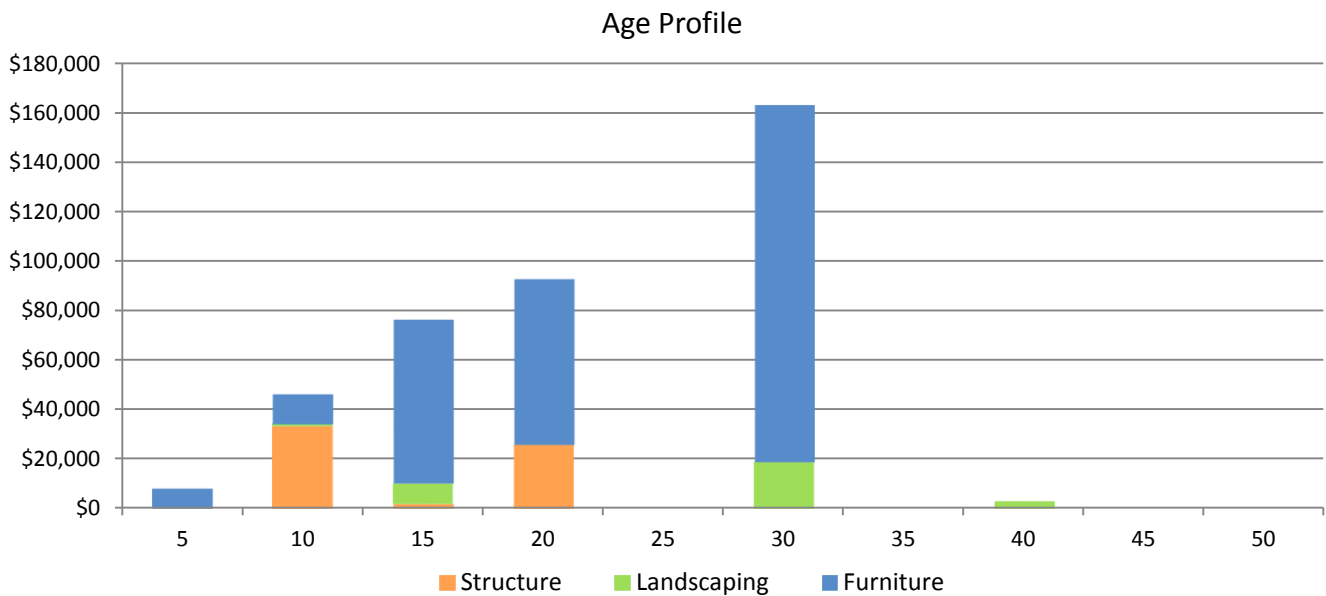


FIGURE 7-1: CEMETERY ASSETS AGE PROFILE

The asset lives adopted have been derived from the expertise of staff and compared to that used in industry. As additional data is collected over coming years these adopted lives will be verified and altered as needed.

7.3 ASSET CONDITION PROFILE

Condition ratings for cemetery assets were captured in a full audit exercise in 2016 and have since joined Councils rolling four year condition rating program which therefore sees 25% of assets rated each year. The condition profile of cemetery assets is shown in Figure 7-2 below.

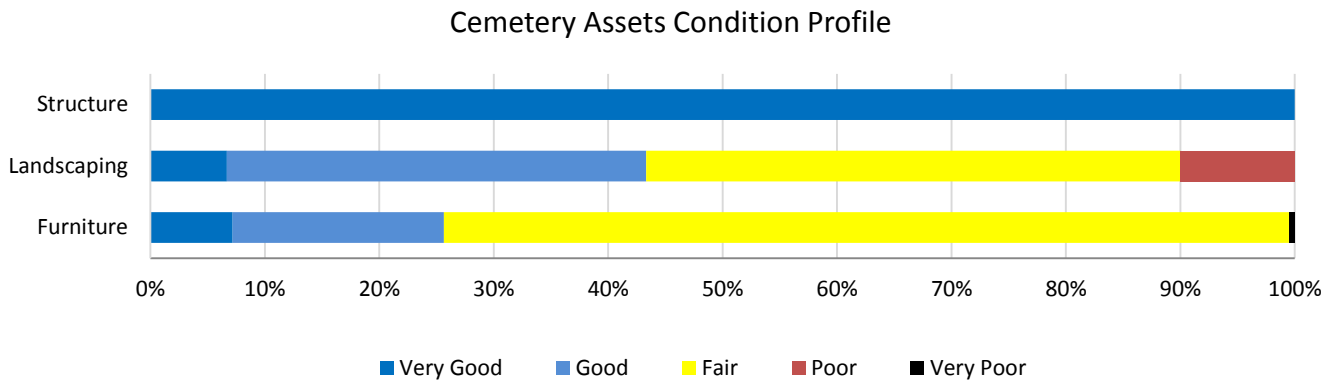


FIGURE 7-2: ASSET CONDITION PROFILE

The majority of Council’s assets have been assessed as being in good condition. Only furniture assets, valued at \$4,797 have been assessed as being in very poor condition (condition grade 5) and in urgent need of renewal. Additionally, \$3,076 worth of landscaping assets have been assessed as being in poor condition (condition grade 4) and will require attention in the near future.

8 FINANCIAL SUMMARY

The financial planning provisions must acknowledge that there is no residual value in cemetery assets once they reached the end of their useful life. Furthermore cemetery operational services are highly reactive in nature and this causes some difficulty in accurately projecting future expenditure requirements.

8.1 ASSUMPTIONS

This section details the key assumptions made in presenting the information contained in this service management plan and in preparing forecasts of required operating and capital expenditure, asset values, depreciation expense and carrying amount estimates. It is presented to enable readers to gain an understanding of the levels of confidence in the data behind the analysis and forecasts.

In the preparation of renewal forecasts and works programs it has been assumed the Council will continue to deliver cemetery services in the current manner and at the current levels.

This Plan is based on:

- Revaluation and condition assessment data as at 30 June 2016
- Council's financial statements for 2012/2013, 2013/2014 and 2014/2015

Key assumptions made in this service management plan are:

- This plan will be adopted and implemented;
- Works programs will be adopted and funded;
- Funding priorities are based on "renew before new";
- Asset age and condition/age ratio is in accordance with the relevant tables in Section 7
- No works undertaken unless addressed through SMP and cemetery strategic works programs;
- Existing maintenance & operation funding levels will be maintained.
- Reducing expenditure on unplanned infrastructure maintenance and using these funds for planned reconstruction, rehabilitation, and component replacement programs;
- Steady state condition of infrastructure as identified by condition surveys;
- Expected and adopted asset useful life will be achieved; and
- Normal wear and tear conditions.

Further, this plan will need to be updated annually to reflect changes to valuation, condition and impairment of assets.

Council is currently undergoing a review of its Local Government Infrastructure Plan. When the implications of LGIP are fully understood they will be incorporated in this plan.

8.2 CURRENT LONG TERM FINANCIAL PLAN

There is no current Long Term Financial Plan for cemetery asset management and service provision. It is intended that this service management plan will become the initial LTFP data source. Expenditure projections for the LTFP are summarised below in Section 9.3.

8.2.1 RENEWAL EXPENDITURE

Figure 8-1 shows the projected asset renewal expenditure over the 10 years of the SMP. This expenditure has been verified against a baseline of replacement cost to adopted useful life to check the validity of data used and this resulted in a baseline of approximately \$10,500 per year with the current asset inventory. Additionally this has been compared to a 20 year model that is projecting an average of \$14,210 per year. This indicates there is some refinement required in the useful life and unit rates adopted, but is sufficiently close to provide confidence that the stated \$7,488 per year is reasonable at this stage and should be adopted. Future iterations of this plan will develop a longer term strategy.

Condition Renewals

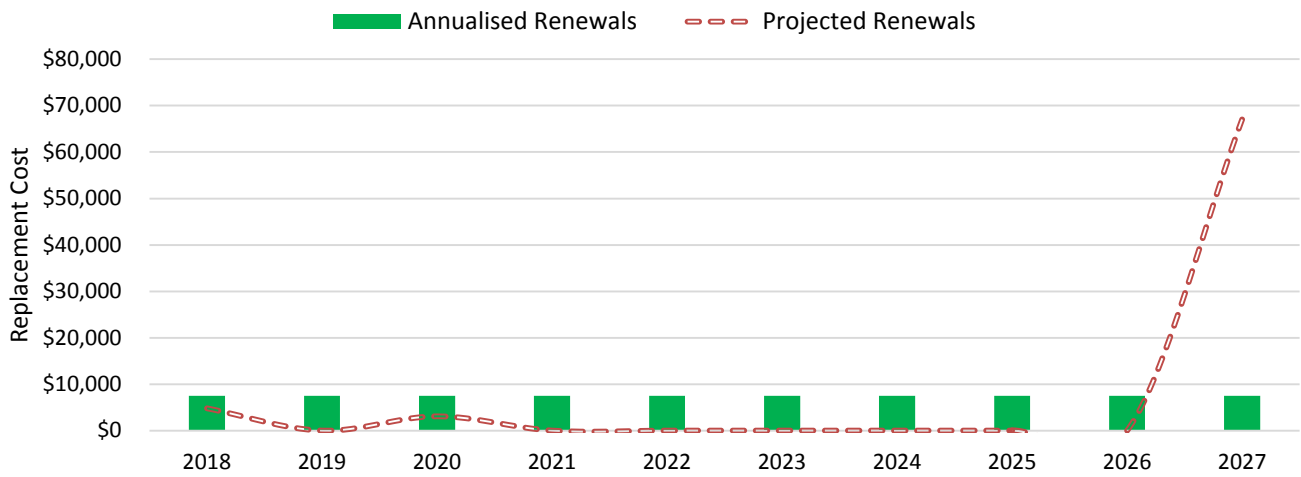


FIGURE 8-1: PROJECTED AND ANNUALISED RENEWAL EXPENDITURE

8.2.2 PLANNED NEW/UPGRADE EXPENDITURE

Projected upgrade/new asset expenditures are summarised in Figure 8-2. The projected new/upgrade capital works program is shown in Appendix B 10 Year New/Upgrade Program.

The current capital works program should be revised to give a more consistent annual figure. The long term financial plan should also be developed to ensure there are adequate funds for all planned works.

Cemetery Assets New/Upgrade Expenditure

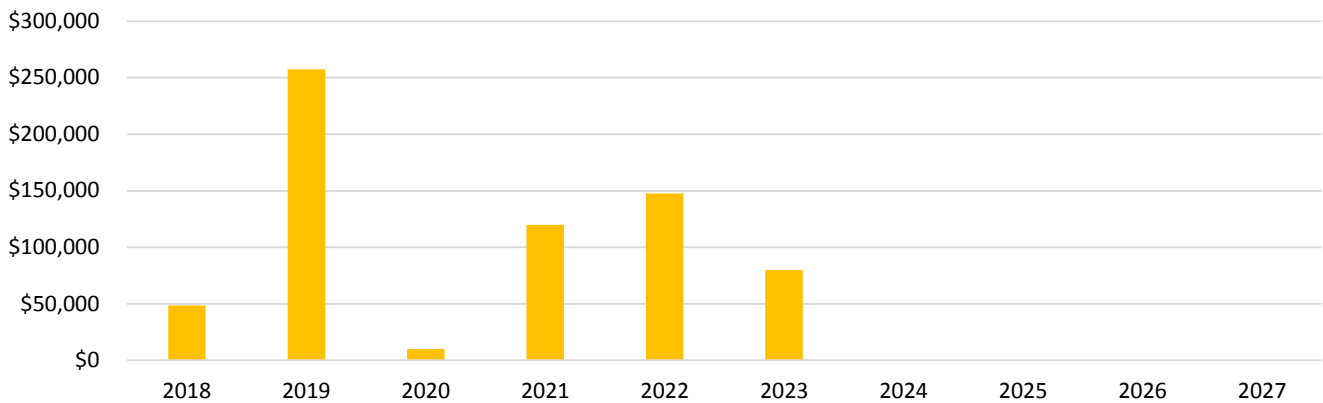


FIGURE 8-2: 10 YEAR NEW/UPGRADE EXPENDITURE PLAN

8.3 FORECAST OPERATIONS AND MAINTENANCE EXPENDITURES

No Operations and Maintenance modelling has been undertaken. Therefore, operations and maintenance expenditure shown in Figure 8-3 below is based on 2014-15 budget, indexed at 2%.

Cemetery Assets Forecast Operations and Maintenance Expenditure

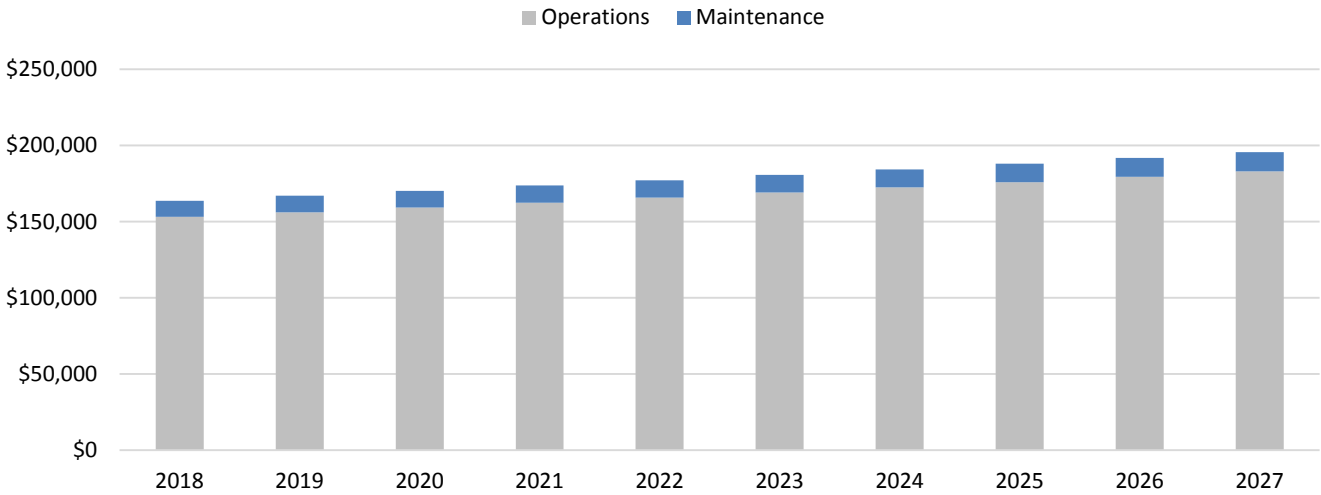


FIGURE 8-3: FORECAST OPERATIONS & MAINTENANCE EXPENDITURE

8.4 EXPENDITURE SUMMARY

The financial projections and the available funding are shown in Figure 8-4 for forecast operating (operations and maintenance) and capital expenditure (renewal and new/upgrade assets).

Cemetery Assets 10 Year Expenditure Forecasts

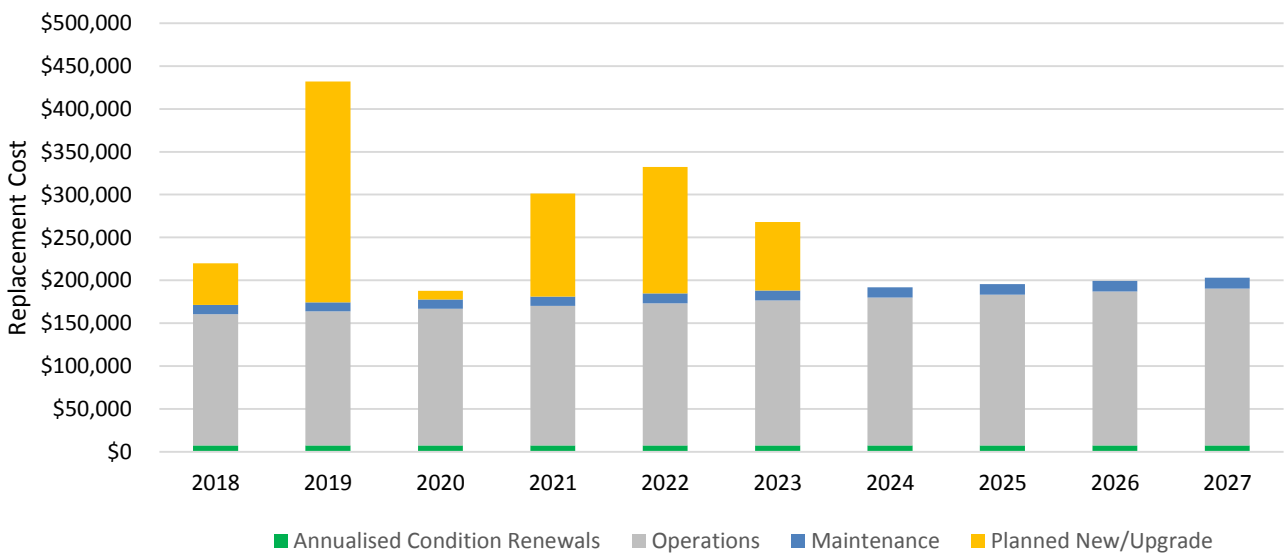


FIGURE 8-4: 10 YEAR EXPENDITURE FORECAST

8.5 EXPENDITURE PROJECTIONS FOR LONG TERM FINANCIAL PLAN

Condition Renewal	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Total
Furniture	\$7,180	\$7,180	\$7,180	\$7,180	\$7,180	\$7,180	\$7,180	\$7,180	\$7,180	\$7,180	\$71,802
Landscaping	\$308	\$308	\$308	\$308	\$308	\$308	\$308	\$308	\$308	\$308	\$3,076
Structures	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Renewal Total	\$7,488	\$7,488	\$7,488	\$7,488	\$7,488	\$7,488	\$7,488	\$7,488	\$7,488	\$7,488	\$74,878

New/Upgrade	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Total
Furniture	\$0	\$10,000	\$10,000	\$0	\$0	\$10,000	\$0	\$0	\$0	\$0	\$30,000
Landscaping	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Structures	\$18,650	\$27,500	\$0	\$0	\$27,500	\$0	\$0	\$0	\$0	\$0	\$73,650
Other	\$10,000	\$220,000	\$0	\$120,000	\$120,000	\$70,000	\$0	\$0	\$0	\$0	\$540,000
New/Upgrade Total	\$28,650	\$257,500	\$10,000	\$120,000	\$147,500	\$80,000	\$0	\$0	\$0	\$0	\$643,650

Operations & Maintenance	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	Total
Operations	\$153,164	\$156,228	\$159,352	\$162,539	\$165,790	\$169,106	\$172,488	\$175,938	\$179,456	\$183,046	\$1,677,106
Maintenance	\$10,548	\$10,759	\$10,974	\$11,193	\$11,417	\$11,646	\$11,879	\$12,116	\$12,358	\$12,606	\$115,496
Operations & Maintenance Total	\$163,712	\$166,986	\$170,326	\$173,733	\$177,207	\$180,751	\$184,366	\$188,054	\$191,815	\$195,651	\$1,792,602

Expenditure Total	\$199,850	\$431,974	\$187,814	\$301,220	\$332,195	\$268,239	\$191,854	\$195,542	\$199,303	\$203,139	\$2,511,131
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TABLE 8-1: EXPENDITURE PROJECTS FOR LTFP

8.6 ASSET VALUATIONS

The value of the assets recorded in the asset register as at 30 June 2016 covered by this Plan are shown in Table 8-2.

Cemetery assets were not valued at a component level prior to the 2016/2017 financial year and will be continually refined over the subsequent valuation periods. The valuation is based on:

- A review of the asset register;
- Unit rates provided in the valuation service;
- Adopted asset useful lives;
- Condition assessments to determine remaining useful lives.

TABLE 8-2: ASSET VALUATIONS AS AT 30 JUNE 2016 (\$000's)

Service	Replacement Cost	Accumulated Depreciation	Fair Value	Annual Depreciation
Cemetery	\$396	\$204	\$192	

Asset values are forecast to increase as additional assets are added to the asset register from construction and acquisition by Council. Specifically the impacted additions as a result of the Gatton Cemetery Masterplan will likely see asset values increase significantly if estimated works go ahead.

8.7 FUNDING STRATEGY

Cemetery revenue calculation is based on the current revenue figure of \$100 000 per year, with a modest increase of 2% in fees and charges. Cemetery revenue is demand driven making it difficult to project over the long term. Council reviews its fees and charges every 12 months and is anticipating an increase in fees over the next 5 years to ensure cost recover is maintained.

8.8 FINANCIAL RECOMMENDATIONS

In order to maintain current service levels over the next 10 years, Council will have to spend on average \$187,000 every year on operations, maintenance and the renewal of existing assets. The Gatton Cemetery is nearing capacity and requires significant investment to ensure services can be continued in the future. **It is therefore highly recommended the new and upgrade expenditure outlined in the SMP be adopted without delay.**

It is recommended that:

1. The current Maintenance and Operations expenditure levels be maintained.
2. A base budget review of maintenance costs be undertaken.
3. A condition based renewal program of works be adopted.
4. Funding be reallocated to new/upgrade works while still prioritising renewals, operations and maintenance.
5. The New/Upgrade program be adopted.

9 Plan Improvement and Monitoring

9.1 PERFORMANCE MEASURES

The effectiveness of the service management plan can be measured in the following ways:

- The degree to which the required cash flows identified in the development of the final Plan are incorporated into Council's long term financial plan and Community/Strategic Planning processes and documents;
- The degree to which 1-5 year detailed works programs, budgets, business plans and organisational structures take into account the 'global' works program trends provided by the service management plan;
- The degree to which the existing and projected service levels and service consequences (what we cannot do), risks and residual risks are incorporated into the Council's Strategic Plan and associated plans;
- The Asset Renewal Funding Ratio achieving the target of 1.0.

9.2 IMPROVEMENT PLAN

An asset management improvement plan generated from this service management plan is shown in Table 9-1.

TABLE 9-1: IMPROVEMENT PLAN

Task No	Task	Responsibility	Resources Required	Timeline
1.	Develop classifications and hierarchy against each of Councils Cemeteries.	Matt Burdett/Brendan Sippel		June 2018
2.	Review asset naming and descriptions. Update where necessary.	Matt Burdett		June 2018
3.	Confirm current levels of service for parks and open space assets and identify future demand impacts on levels of service.	Brendan Sippel		June 2018
4.	Develop a condition assessment manual for parks and open space assets	Sam Stocker		June 2018
5.	Develop a demand management plan and associated models.	Brendan Sippel / Matt Burdett		June 2018
6.	Align the Long Term Financial Plan to the expenditure forecasts found in this SMP.	Tony Brett		June 2018
7.	Set intervention levels for maintenance	Brendan Sippel / Matt Burdett		June 2018
8.	Perform a base budget review of maintenance costs	Brendan Sippel		December 2018
9.	Create a funding allocation specifically for forward planning & design of capital works projects.	Brendan Sippel		December 2018
10.	Refine asset useful lives	Matt Burdett		September 2018
11.	Undertake an annual review and update this service management plan	Matt Burdett		December 2018

9.3 MONITORING AND REVIEW PROCEDURES

This Plan will be reviewed during annual budget preparation and amended to recognise any material changes in service levels and/or resources available to provide those services as a result of the budget decision process.

This Plan has a life of 3 years and is due for major review in early 2020.

10 Appendices

Appendix A Condition Renewal 10 year Program

Appendix B Planned New/Upgrade 10 year Program

APPENDIX A 10 YEAR CONDITION RENEWAL PROGRAM

Last updated 01/12/2017

Asset Number	Asset Type	Asset Description	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
CE000059	Cemetery Fencing	Laidley Cemetery, Laidley	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$13,362
CE000225	Cemetery Fencing	Ropeley Cemetery, Ropeley	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$12,003
CE000226	Cemetery Fencing	Murphys Creek Cemetery, Murphys Creek	\$4,797	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
CE000238	Cemetery Fencing	Laidley Cemetery, Laidley	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$3,568
CE000248	Cemetery Fencing	Forest Hill Cemetery, Forest Hill	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$38,073
CE000025	Cemetery Garden Edging	Gatton Cemetery, Gatton	\$0	\$0	\$346	\$0	\$0	\$0	\$0	\$0	\$0	\$0
CE000045	Cemetery Garden Edging	Gatton Cemetery, Gatton	\$0	\$0	\$999	\$0	\$0	\$0	\$0	\$0	\$0	\$0
CE000046	Cemetery Garden Edging	Gatton Cemetery, Gatton	\$0	\$0	\$1,731	\$0	\$0	\$0	\$0	\$0	\$0	\$0

APPENDIX B 10 YEAR NEW/UPGRADE PROGRAM

Project ID	Project Title	Project Description	Project Category	Capital Work Type	Priority	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
	Gatton Cemetery	Erect a fence/screening to the Lake Apex Drive frontage	Furniture	Capital New		0	10,000	10,000	0	0	0	0	0	0	0
	Lockyer Valley All Cemeteries	Master Plan for all Council Cemeteries	Other	Capital New		10,000	0	0	0	0	0	0	0	0	0
	Forest Hill Cemetery	Erect a columbarium in cemetery	Structure	Capital New		23,650	0	0	0	0	0	0	0	0	0
	Gatton Cemetery Columbarium		Structure	Capital New		0	0	0	0	27,500	0	0	0	0	0
	Gatton Cemetery	Investigation, soil sampling, clearing and preparation	Other	Capital Upgrade		0	220,000	0	120,000	120,000	70,000	0	0	0	0
	Laidley Cemetery Columbarium		Structure	Capital New		0	27,500	0	0	0	0	0	0	0	0
	Laidley Cemetery		Furniture	Capital New		0	0	0	0	0	10,000	0	0	0	0

