Our home
Our City **Our future**

FairfieldCity
Celebrating diversity

ASSET
MANAGEMENT
PLAN
MONUMENTS AND
MEMORIALS

INTEGRATED **PLANNING** AND **REPORTING** FRAMEWORK

LEST WE FORGET

TABLE OF CONTENTS

EXECUTIVE SUMMARY

This Asset Management Plan provides an overview of Council's Monuments and Memorials.

The Monuments and Memorials Asset Management (AMP) seeks to identify all the tasks and resources required to manage and maintain Council's monuments and memorials to an agreed standard.

Council currently has an adopted level of service to resource the maintenance/ renewal of its monuments and memorials to ensure that they are not in poor condition.

This AMP identifies the inventory of Council's Monuments and Memorials to ensure the resourcing to meet that level of service for Council's next Delivery Program.

This is Councils third Delivery Program (4 years).

It is the first time that Monuments and Memorials have been inventoried for the purpose of improving upon the maintenance of this portfolio of assets.

1. INTRODUCTION

Fairfield City Council recognises the importance of acknowledging and rewarding excellence in achievement and contributions to the community by individuals, businesses and community groups. Such contributions to the community and achievements can be publicly recognised in a spirit of shared community pride and wellbeing.

The Monuments and Memorials Asset Management Plan, support Council's Recognition Policy 0-032 and includes an inventory of memorials, monuments, plaques and statues across Fairfield City.

The Asset Management Plan prescribes Council's inspection and maintenance program relating to these assets as well as the responsibilities of other parties under agreements with Council for the care of these items in the public domain.

1.1 Fairfield City Plan Link

The Fairfield City Plan goals and objectives in this Asset Management Plan are:

Table 1.1 Council Goals and how these are addressed in this Plan

Broad Theme	Goal	Outcomes	How objectives are addressed in AMP
Theme 1 - Community Wellbeing	Goal b: A proud diverse community of many cultures that is valued and celebrated	1 A cohesive and supportive community that takes pride in its cultural diversity	Preserve, protect and celebrate local heritage protected buildings and sites of local significance as well as encourage active uses.
Theme 2 - Places and Infrastructure	Goal c: Community assets and infrastructure are well managed into the future	1 Facilities and assets well managed and developed for the future	Improve quality designs including seating, landscaping, fountains, art, monuments etc. in Town Centres.
Theme 3 - Environmental Sustainability	Goal c: Environmental compliance standards met	1 Environmental compliance	Sound asset management practices as set out in this building AMP are used to ensure that legislative controls are met.
Theme 4 – Strong and Resilient Economy	Goal b: Attractive and lively City	1 A unique and energetic city as a destination for food and leisure activities	Upgrade/improve - engaging with local community for input

Broad Theme	Goal	Outcomes	How objectives are addressed in AMP
Theme 5 – Good Governance and Leadership	Goal a: Decision making processes are open and transparent	1 Community interests are well represented	Develop plans based on feedback from the community. Provide open and transparent community consultation

1.2 Scope of this Plan

The Fairfield City Plan 2022-2032 is a key component of the Integrated Planning and Reporting Framework. It identifies the community aspirations through extensive community engagement which sets out the community's vision, goals, outcomes and community strategies.

The Monuments and Memorial assets covered by this Asset Management Plan (AMP) with their estimated replacement value ($1,654,707.19) are shown in Table 1.3.

This calculation of replacement value is informed by current data and is expected to be much higher as Council determines to renew significant memorials such as the Freedom Gate in Cabramatta Town Centre.

Table 1.3 Monuments/Memorials Asset components covered by this Plan

Asset Category	Number Assets	Replacement Cost
Monuments/Statues	2 items	$74,585.94
Kugel Ball	1 item	$839,134.82
Artworks/Structures	71 items	$727,486.43
Plaques	11 items	$11,000.00
Memorial Furniture/Seating	1 item	$2,500.00
TOTAL	**86 items**	**$1,654,707.19**

- *Council maintains QMI-OS-092 Fine Art Collectibles Register as part of its Quality Management System and these items do not form a part of this infrastructure asset management plan.*

- *The replacement cost of these assets has been informed by historical establishment costs and will be updated in line with renewal expenditure.*

1.3 Documents that informed the Monuments and Memorials Asset Management Plan

- Fairfield City Plan

- Local Environmental Plan (LEP)

- Plans of Management

- Fairfield City Open Space Strategy

- Fairfield City Community Facilities Strategy

- Community Engagement and Consultation Policy

- Fairfield Recognition Policy 0-032

2. LEVELS OF SERVICE

2.1 Legislative Requirements

Council has to meet many legislative requirements including Australian and State Legislation and State regulations. These include:

Table 2.1.1 Legislative Requirements

Legislation	Requirement
Local Government Act	Sets out role, purpose, responsibilities and powers of local governments including the preparation of a long term financial plans supported by asset management plans for sustainable service delivery.
The Australian Accounting Standards	The Australian Accounting Standards Section 27 (AAS27) requires that assets be valued, and reported in the annual accounts, which also includes depreciation value (i.e. how fast these assets are wearing out).
Australian Accounting Standard AASB116	Reporting on asset condition and consumption to Councillors, management and the community.
Australian Citizen Act and Regulations 2007	Informs how to become an Australian citizen and matters related to citizenship.
International Council on Monuments and Sites (COMOC) Burra Charter, 1999	Practice of cultural heritage management.
Copyright Act 1968	Nature and duration of ownership of copyright.
Civil Liability Act 2002 and Civil Liability Amendment (Personal Responsibility) Act 2002	Protects the Council from civil action by requiring the courts to take into account the financial resources, the general responsibilities of the authority and the compliance with general practices and applicable standards.
Disability Discriminations Act, 1992	(a) to eliminate, as far as possible, discrimination against persons to the ground of disability in the areas of: (i) work, accommodation, education, access to premises, clubs, and sport; (ii) the provision of goods, facilities, services and land; (iii) existing laws; and (iv) the administration of Commonwealth laws and programs; and (b) to ensure, as far as practicable, that persons with disabilities have the same rights to equality before the

Legislation	Requirement
	law as the rest of the community; and To promote recognition and acceptance within the community of the principle that persons with disabilities have the same fundamental rights as the rest of the community.
Heritage Act 1977	An Act to conserve the environmental heritage of the State.
Workplace Health and Safety Act and Regulations	Sets out roles and responsibilities to secure the health, safety and welfare of persons.
Environmental Planning and Assessment Act 1979 (POPE)	This Act sets out the requirements in respect to environmental planning legislation.

2.2 Adopted Levels of Service

The adopted Levels of Service that are considered appropriate to Fairfield City Council are scheduled in Table 2.1.

Table 2.2.1 Current Service Levels – Monuments and Memorials

Key Performance Indicator	Level of Service	Performanc Indicator	Performance Measure
Social Needs	Ensure memorial demonstrates lasting value to the community and adds to the existing amenity of the location	Importance and satisfaction levels are surveyed	Indicator Survey Results
Appearance	Ensure memorial is kept free of accumulated litter and are in a presentable condition	>75% customer surveyed satisfied	Annual facility users survey
Legislative Compliance	All structures comply with construction standards and WHS Act. LGA - PoM	100% compliance	Inspection program formulated and implemented
Health and Safety	Facilities are safe and free from identified hazards	<5 per year Incident Reports	Incident Reports
		<50 per year request related to safety	Customer service requests
		100% identified hazards remediated	Routine inspections to include Hazard Identification
Quality	Ensure that memorial sites are clean, inviting, damage and graffiti free	<20 complaints per annum	Number of customer complaints per annum
Responsiveness	All maintenance	90% of work identified completed within	Audit of Work Orders generated

Key Performance Indicator	Level of Service	Performanc Indicator	Performance Measure
	Monuments/Memorials within agreed timeframes as per the risk rating	designated response times	Customer Request Management statistics
Condition	Average Asset Condition	Average asset condition equal to or less than 2	Condition Data Analysis Annual inspection of Monuments/Memorials
Financial Sustainability	Capital Projects proposal reviewed to ensure repair/renewal costs are agreed	100%	Renewal works considered on a project by project basis and do not form a part of a Major Program

2.3 Desired Levels of Service

Currently the maintenance and renewal of memorials and monuments is undertaken reactively. This approach reflects the unique nature of many of the structures.

An annual maintenance budget for minor wear and tear repair is provided. Works proposed requiring expert specification is to be advised for the consideration of a project capital budget allocation.

This approach enables Council to consider the relevance of the monument/memorial and to determine the extent of any recommended.

It is recognised that some monuments/memorials on Council owned land have been constructed by others and their ongoing value to the community needs consideration prior to the commitment of funding for replacement/major renewal work.

3.   FUTURE DEMAND

3.1. Demand Forecast

Council acknowledges the need to commemorate events, organisations, groups or people who have made significant contributions to Fairfield City.

Commemoration which can be initiated by both the Council and others needs to be considered with the following factors considered:

- Population growth/residential development;

- Increased risk of failure in ageing infrastructure;

- Change in community expectations; and

- Changes in community age profile.

3.1.1 Technological Change

Table 3.1.1 Changes in Technology and Forecast effect on Service Delivery

Technological Change	Effect on Service Delivery
Consider design to ensure ongoing maintenance specialty requirements are limited to enable efficient repair/renewal	Identify maintenance requirements to limit the requirement for speciality trades or services

3.1.2 Increased Demand for Asset Renewal and Maintenance

Council's 0-032 Recognition Policy provides the principles and guidelines for the recognition of the contribution that individual and groups make to the community through recognition including monuments and statues; plaques and memorials.

The policy establishes a hierarchy of awards to ensure a consistent approach and to manage equitably this demand.
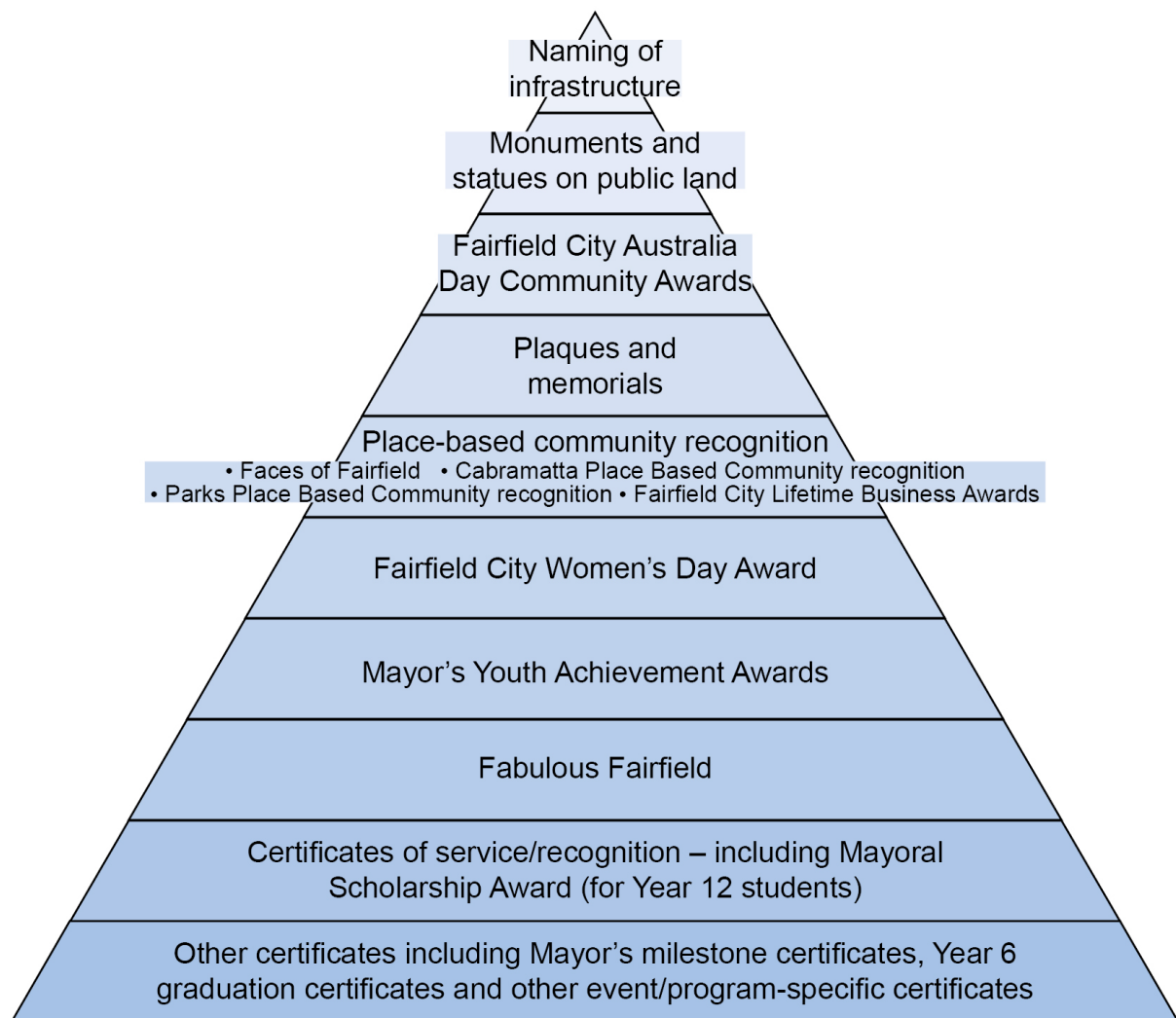
The Policy:
- Defines the level of recognition
- Establishes a hierarchy for the levels of recognition
- Refers to established procedures, eligibility, selection criteria and terms of reference for application for recognition where relevant.

3.1.3 Change in Community Expectation

Council Policy No. 0-032 is subject to review every 5 years or as required to ensure that this approach remains in line with community expectation.

Table 3.1.3.1 Demand Management Hierarchy Summary

Naming of infrastructure

Monuments and statues on public land

Fairfield City Australia Day Community Awards

Plaques and memorials

Place-based community recognition
• Faces of Fairfield   • Cabramatta Place Based Community recognition
• Parks Place Based Community recognition • Fairfield City Lifetime Business Awards

Fairfield City Women's Day Award

Mayor's Youth Achievement Awards

Fabulous Fairfield

Certificates of service/recognition – including Mayoral Scholarship Award (for Year 12 students)

Other certificates including Mayor's milestone certificates, Year 6 graduation certificates and other event/program-specific certificates

4. RISK MANAGEMENT

In order to establish those risks that will be covered by the risk management program a table has been developed showing sources of risk, their potential impacts, current controls and action plans (refer to Table 4.1). The risk register has established the responsibilities of the relevant departments (City Assets and Operations) and person.

Table 4.1 Monuments/Memorials Risk Register

Hazards	Risk (what can happen?)	Likeli-hood	Conseq uence	Risk Score	Controls	Actions	Responsibility
Asset Condition	Injury as a consequence of deterioration of monument/m memorial	3	3	9	Regular inspection and maintenance reports supported by resident reports inform repair	1. Regular condition assessments 2. Maintenance Reports (Assets) 3. Annual allocation of sufficient funding and resources	Asset Management
Insufficient Maintenance	Insufficient maintenance increases the risk of injury to users	3	3	9	Regular inspection and Service Levels for maintenance	Service Levels for preventative maintenance optimised	Asset Management
Trips/Slips	Member of the public trips and injures themselves	3	3	9	Regular inspection and Service Levels for maintenance	Inspections optimised to program maintenance/ renewal with appropriate budget allocation	Asset Management
Vandalism	Distress to community due to damage to a memorial	2	3	6	Vandalism reported to Police and public advised Police informed of all vandalism for offender identification	Reactive repair of damage in a timely manner	Asset Management

Hazards	Risk (what can happen?)	Likeli-hood	Conseq uence	Risk Score	Controls	Actions	Responsibility
WHS Practices	Injury due to poor WHS practices	2	3	6	WHS procedures and policies applied	WHS systems continue to be implemented and educated	All
Inappropriate works	Damage and injury caused by inappropriate works	2	3	6	Regular inspection and Service Levels for maintenance	Design and placement of memorials consistent with purpose and site constraints	Asset Management
Poor Design and Construction	Injury caused by poor design and construction	2	3	6	Design in accordance with Australian Standards	1. Implement quality control & quality assurance processes in construction. 2.Establish post construction review with design	Asset Management

5. LIFECYCLE MANAGEMENT PLAN

5.1 Objective

The core objectives for the management of monuments and memorials on Council land are to:

- Strong community support for the installation

- Design is appropriately respectful

- Design materials are of a high standard and the desired life span is met and identified

- Proposed design is safe for a public place

- The cost estimate include a "full cycle" of maintenance costs to ensure the maintenance of the public memorial for its whole life

5.2 Asset Inclusions/Exclusions and Hierarchy

5.2.1 Inclusions

The assets covered in this plan are shown below:

- Monuments/Statues

- Kugel Ball

- Artworks/Structures

- Plaques

- Memorial Furniture/Seating

5.2.2 Exclusions

Artworks/Memorials excluded from this Asset Management Plan are those under Licence Agreement for the maintenance by other parties.

The following sites are excluded from this AMP:

- Licence Agreements

  - Fairfield Park – Allende Memorial
  - Smithfield RSL – Memorial Park

5.2.3 Hierarchy

Council's Recognition Policy 0-032 establishes a hierarchy of ten levels of recognition to ensure consistency.

The Policy seeks to ensure that costs associated with establishment are borne by third parties and where possible placed on private land.

The asset management hierarchy is established by the maintenance requirements of the asset. An example is the Kugal Ball which is requires weekly attention and is maintained as a water feature/fountain.

5.3 Asset Description

For the purposes of identifying the different types of monuments/memorials the following outlines the definitions used:

Memorial an object or feature intended to preserve the memory of a person, group, event or place.

Monument a statue which is dedicated to the remembrance of a particular person, event or story.

Statue a work of art in three (sometime two) dimensions. It may be representational or abstract and may be composed of a wide range of elements and materials.

Plaque a small/medium sized plate or slab made of metal, stone or any other material with text and graphics displayed on it for the purposed of commemoration.

Artwork a painting, sculpture, photograph etc. that is created to be beautiful or to express an important idea or feeling.

5.3.1 Life Cycle Issues

Some of the key life cycle issues that affect monuments/memorials in public open spaces are:

- Weather events (drought/flood)

- Vandalism

- User misuse or abuse

- Poor design

5.3.2 Asset Condition

Condition is measured using a 1-5 rating system as defined in the Table 5.3.2.1 below:

Level	Condition	Description	% Life Consumed
1	Excellent	No work required (normal maintenance)	0
2	Good	Only minor work required	25
3	Average	Some work required	50
4	Poor	Some renovation needed within 1 year	75
5	Very Poor	Urgent renovation/upgrading required	100

Assessment of Monuments and Memorials is undertaken annually with maintenance work specified at that time.

Each monument/memorial is reported in the format example provided below:

Inscriptions and Names are legible- Condition

- ✔ Names etc. legible
- ☐ Legible but need minor work or cleaning
- ☐ generally legible but deterioration noticeable
- ☐ obscured or fading
- ☐ barely or no longer legible
- ☐ N/A

What category is the monument/ memorial

- ☐ Statue
- ☐ Plaques/ Pavers
- ☐ Public Art (Structure/ Memorial)
- ✔ Time Capsules

Photo

Photo 2

Photo 3

Maintenance work is undertaken to remediate identified minor works.

5.3.3 Asset Valuation

Currently, Council's Monuments and Memorial assets are not subject to re-valuation.

5.3.4 Asset Useful Life

The useful life of asset in the Monument/Memorial portfolio is identified for the purpose of asset management as 20 years.

5.3.5 Renewal Expenditure

The historical expenditure over the past three years is detailed in Table 5.3.5.1.

Table 5.3.5.1: Renewal Expenditure

	2019/2020	**2020/2021**	**2021/2022**
Maintenance	$10,000	$10,000	$10,000

5.3.6 Life Cycle Activities

5.3.6.1 Operations

Operational activities keep the asset utilised but have no effect on condition. A typical operational activity for this class of assets includes the removal of litter/graffiti.

5.3.6.2 Maintenance

Maintenance activities are those routine works which keep assets operating to the required service levels. They fall into two broad categories:

1. *Planned Maintenance (proactive)*
    Maintenance works planned to prevent asset failure and deterioration. Typical planned maintenance activities include:
    -    The testing and cleaning of water fountains.

2. *Unplanned Maintenance (reactive)*
    Maintenance works carried out in response to reported problems or defects. This is the current level of service provided for this asset type.

5.3.6.3 Maintenance Standards

Maintenance standards are a set of performance criteria to the agreed service standard and future maintenance needs of monuments/memorials. They form the basis of the minimum level of service for Councils assets.

The actual asset condition will be compared against the desired maintenance standard, or in the case of legislation the required maintenance standard. Variations from the standard that are identified will form part of the planned corrective and maintenance plans.

5.3.6.4   Maintenance Strategy

Maintenance strategies include:

Inspections (Routine Maintenance and Scheduled)

- Preventing premature deterioration or failure of assets

- Identifying requirement for renewal or capital upgrades

Maintenance works are prioritised based on the following factors:

- Safety

- Aesthetics

- Statutory regulation

- Value

Maintenance Specifications

- Maintenance work is carried out in accordance with Australian Service Standards and Specifications.

5.3.6.5   Maintenance Program

Both planned and unplanned maintenance is undertaken as a result of either proactive inspection by Council staff or after receiving a request from customer.

Scheduled inspections assist to inform renewal and capital works programs.

5.3.6.6   Maintenance Service Provision

Current Service Provision

Fairfield City Council predominantly uses its own staff for the monument/memorial maintenance inspections services.

5.4 Renewal Plan

Renewal work is the replacement of an asset or a significant component to restore its original size and capacity.

Renewal of monuments/memorials is subject to specialist advice.

5.4.1 Renewal Strategy

Renewal/replacement strategies are determined on the basis of:

- **Risk** – where the risk of failure and associated safety, financial and commercial impact justifies action;

- **Asset performance** – when the asset fails to meet the required level of service; and

- **Economics** – when it is no longer economic to continue repairing the asset (that is, the annual cost of repairs exceeds the annualised cost of renewal).

All renewal works are prioritised based upon the following criteria:

- Asset Hierarchy

- Maintenance Standard

- WHS Obligations

- Statutory Obligations

- Overall Condition

- Environment impacts

- Costs

The table below provides a priority ranking for weighting renewal projects:

Table 5.4.1.1 Renewal Priority Ranking Criteria

Criteria	Weighting %
Community - Function	30
Community – Quality	5
Technical – Condition	10

Technical – Risk of Failure	40
Technical – Operating/Maintenance and lifecycle costs	15
Total	**100**

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

Council's Renewal Works Program
Budget allocations for renewal works on monuments/memorials are primarily managed within the City Assets (Open Space) business management unit.

5.4.2 Renewal Expenditure Forecasts

This unique portfolio is subject to decision making options when the asset approaches the end of its life.

Further consideration of each monument/memorial and its agreed life and maintenance plan is a future improvement task required for appropriate management of this asset class.

5.5   Asset - New/Upgraded

New works are approved in line with Councils Recognition Policy where the following are key considerations:

- Strong Community support has been demonstrated
- Design is appropriate
- Design is safe in a public place
- Funding includes full "life cycle" and maintenance costs
- Proposed design and materials are of a high standard
- Design meets Councils standards and specifications requirements

5.5.1 Fairfield City Council – Capital Works Program and Funding Forecasts

Capital work for the replacement or significant renewal of monuments and memorials will be the subject of a Project Proposal as part of Council's Operational Plan adoption.

5.10 Asset Disposal

Disposal of assets may be recommended when:

- Community consultation identifies that the monument/memorial is no longer relevant

- The installation has reached the end of its specified life

6.   FINANCIAL FORECAST

6.1   10 Year Financial Forecasts

Currently, Council budgets $10,000.00 per annum for minor repair of monuments and memorials.

The renewal of this unique asset type requires expert specification.

6.1.1 Financial Projection Discussions

Fairfield City Council has budgets $10,000.00 per annum for the minor maintenance of monument and memorials.

Some monuments are subject to maintenance by other parties including:

-    Statue -   Kalang Park - Assyrian National Association
-    Gateway - Honour Avenue – Fairfield Park - Fairfield RSL Club

Council does not currently have a disposal policy relating to monuments/memorials

For this reason renewal work is required to be the subject of specialist Scopes of Work and the consideration for funding by Council.

6.2   Key Assumptions

- Maintenance allocations are based on maintaining current level of expenditure

- Assumptions have been made to average useful lives, these assumptions will be reviewed and the accuracy improved based on further analysis of asset deterioration

- No disposal of assets is considered in the financial projection

6.3   Funding Strategy

The focus of this Asset Management Plan is on identifying the optimum cost for each asset group necessary to produce the desired level of service. How the cash flow is to be funded is a matter for separate consideration as part of Council's funding policy review.

Current Funding sources available for these assets include:

Asset Type	Funding Source
Monuments/Memorials	Rates Federal Government Funding State Government funding Other organisation contribution

6.4 Confidence Levels

The confidence in the asset data used as a basis for the financial forecasts has been assessed using the following grading system:

Confidence ratings for each Monuments/Memorials

Asset Category	Confidence Rating							
	Qty	Cond	Age	Service Levels	Demand Forecasts	Lifecycle Mange	Financial Forecasts	Overall Rating
Monuments/ Memorials	B	B	B	B	B	B	C	B

Confidence ratings and estimates of uncertainty values

Confidence Grade	Confidence Rating and Description
A	**Highly Reliable < 2% uncertainty** Data based on sound records, procedure, investigations and analysis which is properly documented and recognised as the best method of assessment
B	**Reliable □2-10% uncertainty** Data based on sound records, procedures, investigations, and analysis which is properly documented but has minor shortcomings for example the data is old, some documentation is missing and reliance is placed on unconfirmed reports or some extrapolation
C	**Reasonably Reliable □10–25 % uncertainty** Data based on sound records, procedures, investigations, and analysis which is properly documented but has minor shortcomings for example the data is old, some documentation is missing and reliance is placed on unconfirmed reports or significant extrapolation.
D	**Uncertain □25–50% uncertainty** Data based on uncertain records, procedures, investigations and analysis, which is incomplete or unsupported, or extrapolation from a limited sample for which grade A or B data is available.
E	**Very Uncertain > 50% uncertainty** Data based on unconfirmed verbal reports and/or cursory inspection and analysis

7.   ASSET MANAGEMENT PRACTICES

Council utilises the following computer software as part of Council's Asset Management system to manage its /Memorials assets:

- Peoplesoft Financial Management System

- Conquest Asset Management System

- My Predictor Predictive Modelling Tool

- Mapinfo (GIS – Geographic Information System)

8.   PLAN IMPROVEMENT AND MONITORING

8.1   Improvement Program

Council's Asset Management Strategy 2022/23 – 2031/32 identifies the improvement tasks as part of the following Priority Themes:

- Asset Capitalisation

- Asset Information Management

- Service Management

- Risk Management

- Innovation

9. APPENDICES

Appendix 1 Monuments and Memorials Asset Inspection

Asset Group	Inspection Type	Frequency	Responsibility
Monuments/Statues	Risk Inspection	Monthly	Operations
	Condition Inspection	Annually	Asset Management
Kugel Ball	Risk Inspection	Monthly	Specialist Contractor
	Condition Inspection	Monthly	Specialist Contractor
Artworks/Structures	Risk Inspection	12 Months	Asset Management
	Condition Inspection	12 Months	Asset Management
Plaques	Risk Inspection	12 Months	Asset Management
	Condition Inspection	12 Months	Asset Management
Memorial Furniture/Seating	Risk Inspection	Monthly	Operations
	Condition Inspection	Annually	Asset Management

Photo

Photo 2

Photo 3