



Fit for the Future Submission

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LKSQUAERO

Queanbeyan and Palerang Fit for the Future Business Case

27 April 2015

1. Executive Summary

There are commonalities in the way the Councils of Palerang and Queanbeyan express their community aspirations. Both Councils state that they value their rural lifestyles, although, given their communities, there may be divergence in how those rural lifestyles are perceived. They aspire to maintain those lifestyles for the residents as well as to provide the facilities and amenities that support those of all ages and backgrounds to prosper and thrive. Geographically, they are adjacent and their residents look to Canberra for a number of services: health, further education, leisure, and retail. A significant number also are employed in the Australian Capital Territory (ACT).

Beyond those expressed strategic similarities, there are the two Councils, their communities, and their organisations.

Most of Palerang's population live outside of the main towns within the local authority area. Queanbeyan's population is more urbanised.

Palerang Council was formed in 2004 and has become a tight organisation reliant on key experienced staff, an organisation that focusses its resources on delivering the core, traditional services to its community. Its history has meant that it has had to overcome significant financial challenges. To a large extent, those challenges remain.

Queanbeyan is a larger Council that, with its urban areas and spill-over growth from the ACT, has more resources at its disposal. A larger range of services is provided by the Council, including services for youth and a performing arts venue. Significant resources are invested in increasing the capabilities of its people as well as in the organisation's internal capacity to improve and potentially compete in the provision of services to the sector.

The focus and the way in which the two Councils consider their strategic directions are best implemented are very different. A vital issue in achieving a successful merger is the integration of the different organisational cultures. Whatever the shared vision or strategic direction of the new Council, realising them will be dependent upon a cohesive organisation working together. Furthermore, that a strategic direction will need to be agreed and investment in its realisation prioritised since the communities within each current Council will have different expectations.

A merger of Palerang and Queanbeyan Council cannot be simply a 'bolting together' of the existing two Councils. Irrespective of the judgement of whether they meet the scale and capacity threshold, neither Council on its own meets the financial outcome criteria completely.

While the assumptions around revenue growth and efficiency savings are relatively conservative, after 10 years, on a no change basis, Palerang will turn out deficits to \$6.9m per annum, slightly rising over that 10 year period. Its asset renewal backlog will stand at \$82m, for which there is no identifiable and sufficient means of funding. It will not meet the Fit for the Future financial outcome criteria and objectively could be described as a high financial risk.¹

Likewise, the assumptions around growth and efficiency prospects for Queanbeyan are conservative. It too will record deficits after 10 years, rising over this period. However, unlike Palerang, it has greater amounts of unrestricted cash, which, if applied to the asset renewal backlog of \$92.3m, would see that backlog reduced by 80% over the 10 years. The availability of cash places the financial position of Queanbeyan in the low-medium risk category.

The current positions of the individual Councils would have an impact upon a newly merged Council.

The rationalisation of the resources that would be possible following a merger does enable the realisation of savings of \$5.495m per annum after investing one-off transition costs of \$5.597m. However, a conservative approach to savings will still see the new Council operating in deficit of \$9.525m in 10 years' time.

Financially, a merged Council will not meet the Fit for the Future outcome criteria, but it will be able to apply the significant cash reserves to largely eliminate the infrastructure renewal backlogs inherited by both Councils.

Representation of local communities was a critical issue to both Councils. Using the 2004 Tamworth Council ratios of Councillors to electors as a guide (a merger of 5 Councils), the new Council would have 11 elected representatives, one of whom would be a popularly elected Mayor. Given the urban/rural dichotomy, elections across an undivided area could potentially better mitigate the disproportionate voting power of the more intensely populated areas, especially in Queanbeyan.

The geographic disparity and dispersed communities raises the issue of how to enable local people to participate and contribute to shaping the place in which they live. Consideration could be given to the Council establishing Local Area Committees, for which there are national and international models. These committees would be chaired by an elected representative with membership by nomination from the local community. Broadly, they would advocate on local issues, provide input into neighbourhood planning, and monitor the provision of services to that area. They could also be delegated authority to expend local budgets.

¹ By applying the criteria developed by the Victorian Auditor General to assess the financial sustainability risk of Councils. See Appendix 5 for more details.

2. Introduction

In February 2015, Queanbeyan City Council and Palerang Council issued a brief to broadly identify alternative options for governance and service delivery, in both merged and standalone forms.

The review was sought in the context of the local government reforms championed by the State Government, announced as the Fit for the Future program in October 2014. This program, amongst other matters, requires Councils to either demonstrate their fitness for the future against several criteria or present their pathway for structural change. For those Councils presenting the latter, the Government announced the availability of significant packages of support. They also do not need to demonstrate either the 'scale and capacity' threshold or meet the financial outcome criteria.

Neither Council has expressed a disposition towards a merger between them. However, both Councils are keen to ensure that, in giving consideration themselves and in consulting the communities, they have at their disposal a business case that models the impact of merging the Councils, whether entirely or in terms of shared back office functions. This will enable informed consideration, based on transparent assumptions and evidence gathered with the help of both Councils.

The Brief

The brief issued by Palerang and Queanbeyan Councils is attached as Appendix 1.

In fulfilling the brief, LKS Quaero was mindful of the underpinning principles that were to partly form the criteria against which options could be addressed.

Firstly, it was important to gain a picture of the region and provide a representation of it that encompassed more than the geographic boundaries of the Councils. However, this was not a full review for the purposes of any boundary adjustment.

LKS Quaero undertook analysis of the services, finances, and structures of the existing Councils in conjunction, with financial modelling projected out over ten years. This analysis served as the baseline against which the results of the modelling of different scenarios could be viewed and assessed.

Aside from an examination of the existing situation, the brief also required the examination of the following possibilities:

- A full merger of the Councils, including having a single elected Council
- Assuming the retention of the elected bodies, separate administrations that share their back office functions

The review involved both onsite and offsite research and analysis. In addition to specialist financial input, consultants reviewed the business systems and organisational structures. Individual interviews with each General Manager, members of the executive staff, and other specialist staff as required were also undertaken. Workshops were also held at elected member and senior staff level.

3. Definition of the Area

Demography

In 2011, Queanbeyan's population was 40,000. It is projected to increase to 58,500 by 2031. Palerang's population was 14,850 in 2011 and is projected to increase to 20,550 by 2031. These are among the highest annual growth rates in regional NSW.

Economy

Palerang's labour force numbered at 7,620 in 2011, and Queanbeyan's at 21,087. Public administration and safety was the biggest sector for both, employing 23.3% of Palerang workers and 27.5% of Queanbeyan workers. The unemployment rates were low at respectively 2.7% and 2.9%. For both local government areas (LGAs), most residents worked in the ACT and 25% in their own LGA, with little crossover between LGAs.

Health, Education, Sport, and Leisure

Most residents received their in-patient and tertiary health care from services in Canberra. There are several medical centres and aged care facilities in both LGAs as well as Queanbeyan and Braidwood District Hospitals. Primary students are educated locally, as are Queanbeyan secondary students. Palerang students largely attend Braidwood or ACT high schools. Tertiary options include ACT and Queanbeyan TAFEs and also various NSW and ACT universities. While Queanbeyan has strong sporting communities, junior sport in the eastern section of Palerang is organised locally. However, sport generally in both areas is orientated towards the ACT. Shoppers largely use ACT retailers or Queanbeyan's Riverside Plaza, although it was indicated that some residents of eastern Palerang tend towards shopping in Nowra, Batemans Bay, and Goulburn. Commuting residents, particularly in Palerang, tend to shop in the ACT.

Transport

Cars are the main means of transport. Bungendore and Queanbeyan both have railway stations and taxi services. Limited bus services are available in Palerang and more in Queanbeyan, which is a short drive from Canberra's airport. High school students in Bungendore and surrounds use dedicated public transport for schooling in Braidwood, Queanbeyan, and the ACT.

4. Recent Council History

Both the Queanbeyan and Palerang local government areas were incorporated in early 2004 by the NSW State Government in what were seen by some as controversial circumstances. In all, ten local government areas in the region around the ACT were constituted into seven. Cooma-Monaro, Crookwell, the City of Goulburn, Gunning, Mulwaree, the City of Queanbeyan, Tallaganda, Tumut, Yarrowlumla, and Yass were amalgamated so as to constitute new areas by the names of Cooma-Monaro, Eastern Capital City Regional, Greater Argyle, Greater Queanbeyan City, Tumut, Upper Lachlan, and Yass Valley.

The names of the local government areas that are the subject of this report were subsequently changed by the Government, at the request of the individual Councils. Eastern Capital City Regional became Palerang and Greater Queanbeyan City became Queanbeyan City. Palerang was named after Mount Palerang, which is close to the area's geographic centre, one of its highest points, and within the Tallaganda State Forest.

The Queanbeyan local government area was expanded with the inclusion of the Googong area of the former Shire of Yarrowlumla. This was a boundary extension that had been fought by the Shire since 1989. Queanbeyan prevailed with its argument to the State Government that the City needed sufficient land 'for adequate and sensitive long range planning to allow the region to meet the obvious demands which the growing population will inflict'. In its submission to the Local Government Boundaries Commission in May 2003, the City also argued that 'Yarrowlumla residents will benefit from a stronger city with services supported by a larger city revenue base and increased development and activity'.

The successful argument of over a decade ago leaves a funding shortfall legacy to Palerang that was compounded by a rating levy underestimate. The Council auditor noted it as being in the order of \$1m. This does not take into account the lost opportunity of a larger and growing rate revenue base in Yarrowlumla.

While the incorporation of the Googong area into the boundaries of Queanbeyan has allowed it to address its population growth demands, media reports of views of the time contended that it has added to the problems of Palerang..

The administrative headquarters of the former Yarrowlumla Shire Council were in the Queanbeyan area, with the Tallaganda administration and depot situated in Braidwood. The maintenance of staff numbers of the former Tallaganda Shire at Braidwood, as demanded by the Local Government Act, has a further impact on Palerang's position. It is worthwhile to note that the then Division of Local Government, in its May 2012 *Promoting Better Practice Review*, stated that 'there remains an underlying vulnerability to its position'.

5. The Councils' Status Quo and Baseline Position

The Councils

In total, there are nineteen elected members between the two Councils. Palerang has nine elected Councillors, while Queanbeyan has ten. Palerang's Mayor is elected annually and Queanbeyan's is popularly elected.

The Administrations

Both of the elected bodies are supported by an Administration, headed by a General Manager who is appointed by the Council.

The structures follow a conventional local government model, structured largely on professional and technical lines and divided into back office support services and external technical services. Palerang has a large body of long term staff, as does Queanbeyan, but with higher turnover rates occurring among new staff. Palerang's workforce plan is dated. Some retirements at director/management level are anticipated, which would facilitate a realignment of the structure. Palerang's General Manager and directors have all occupied their positions for some time. This experience and competence, and the organisational reliance upon them, represents a succession risk.

Recently, the senior levels of the Queanbeyan organisation have experienced a series of changes with the departure of their General Manager and two other senior members of staff. Concurrent with the recruitment of replacement staff, a restructure of the administrative organisation has been announced and implementation has commenced.

As in many organisations, particularly smaller ones, the Councils match their structures and responsibilities to the capabilities and strengths of individuals.

Aspirations for the Future

Many commonalities and some divergences are evident in the principles and strategic priorities put forward by both Palerang and Queanbeyan. The following analysis draws on the Councils' respective community strategic planning; community vision; and vision, mission, and values documents.

- *Environment:* Palerang's emphasis is on prudential service delivery with minimal environmental impact in order to protect 'the good health of our natural environment'. Queanbeyan stresses planning for long term future growth, including sustainable water management and transport options. The end goal of environmental protection is entirely shared.

- *Community:* The Councils' principles as stated in their strategic plans are closely aligned here, with a strong emphasis on a 'country atmosphere'. Safe, concordant, diverse, and involved communities are prized. While Queanbeyan prides itself on providing a 'country town with city benefits' lifestyle in terms of housing, services, community groups, and transport links, Palerang seeks to be characterised 'by its rural landscape which encompasses diverse agricultural activities, small towns and villages and rural residential communities'.
- *Economy:* As part of its strategic priorities, Queanbeyan prioritises the delivery of local economic initiatives, including the revitalisation of the CBD. Palerang values the principle of economic prosperity, and the local economy focus area seeks to provide diverse 'employment opportunities and ease of access to goods and services'. While local economic development is a strategic priority for both Councils, Palerang prioritises general prosperity, while Queanbeyan seeks to evolve as a hub of economic development.
- *Customer relationship:* Palerang's focus is on equity in access to resources, services, and the provision of opportunities for participation and consultation in decision-making processes. Queanbeyan likewise values community engagement as a means of achieving its community strategic priority. Taking a business-oriented approach, Queanbeyan also considers efficient and excellent customer service as a key organisational value.
- *Integrity in governance:* Palerang's governance principle promotes that Council 'business and activities are managed and undertaken in a manner that is transparent and accountable and achieve the long-term goals of the organisation'. Similarly, for Queanbeyan, integrity and professionalism are key organisational values, with the aim of promoting 'an open, honest, and ethical manner to create an environment of mutual respect, trust and professionalism' that resonates internally and externally.
- *Place-shaping:* Queanbeyan focusses on brand-building and raising the local profile as a destination. Palerang seeks a future in which it can support its residents with 'safe, functional, accessible and well maintained infrastructure and comprehensive local and regional transport networks' while maintaining its small communities. These visions are consistent as they both require well-maintained infrastructure and networks throughout the region.

The Services

Both Councils provide the core services of waste disposal, infrastructure maintenance, and renewal and regulatory services. Palerang operates traditional or core services only, with library services conducted in association with Queanbeyan.

Queanbeyan provides community and cultural services, encompassing a performing arts venue, library services, services for youth, and community development. Of late, the Council has ceased to provide aged services with grants from the Commonwealth Government.

Service standards at Palerang are based on custom and practice. The focus is on working hard and getting good results in the absence of specified service standards. Palerang's emphasis has been on compliance with statutory obligations. Follow up is limited due to resource restrictions. Queanbeyan's service statements are a work in progress while the Council moves to a place-shaping agenda.

Business Systems

Both Councils have recently invested in their Information Technology infrastructure. Both use Dell servers and hardware. Both Councils have purchased their servers and computers outright and lease their photocopiers. Queanbeyan leases its printers and Palerang has purchased theirs. While both use Technology One as their finance systems, the majority of their other applications are not shared.

Palerang has taken a lean approach, linking their applications to a few core suppliers. The Information Services Business Unit is comprised of 4 staff members, serving 90 staff members using the Council computer network. The 2014-15 cost per Council employee is \$8,143, with a capital expenditure budget of \$332,800. The main computer is located in Bungendore, with 9 locations connected to the central site through ADSL links, Telstra fibre-optic cable to the Braidwood office, and a wireless link to the Bungendore depot. Palerang currently has no Strategic ICT/Technology Plan reflecting current and near-future business requirements, although a 2-year ICT infrastructure plan is available. Regular mains power outages have proved to be an issue. Power generator options are being investigated. There is much scope for more online real-time business transactions to be integrated with the Technology One core applications. Currently, customers can pay their rates, water, and debtor accounts and receive their rate notices in electronic form.

Queanbeyan has adopted an investment in a best of breed systems approach. The Manager of IT and Business Solutions is responsible for the ICT operations as well as system business analysis, physical security, records management, and other roles as required, overseeing 23 staff. Queanbeyan uses 325 PCs and 6 laptops as well as iPads and iPhones. The 2014-15 cost per Council employee is \$6,042, with a capital expenditure budget of \$222,500. There is a fibre-optic connection to Palerang

on a private link to support the Palerang library services. Remote sites are connected through wireless solutions or private links. The Strategic Information Technology Plan 2014-2017 places greater emphasis and resource on increasing their electronic business and customer integration processes, with several Pathway-integrated real-time business transactions available to customers. The ITBS department is currently moving to a new computer room, removing the flooding risk in the existing one.

The Financial Position

Background

In order to assess the financial impact of the different options considered in this project, we developed a model of the long term financial position and performance of the two Councils.

This model used the published financial reports of the two Councils as its basis, augmented by more contemporary data where necessary. It projected forward the data using consistent assumptions and replicating any significant adjustments identified in the long term financial plans of the respective Councils. The long term financial plan was cast in real terms (i.e. money retains a constant value) and extended over a 20 year timeframe. However, the figures shown in this report are for either 10 years or less as specified.

As far as could be observed, the long term financial plan of each Council showed a continuation of the current level of activity without any significant change in operation or financial direction. This was reflected in the plan developed for this assignment.

The key assumptions made in the baseline long term financial plan were:

- Municipal rates to grow at the same rate of growth as their predicted population growth, for Palerang 1.7% and for Queanbeyan 1.8%. These are based upon the rates predicted by Planning NSW and was agreed with the Councils.
- Grants as anticipated by respective Councils.
- Employee benefits to rise at 1% above the rate of population rate of growth.
- Materials and contractors and other expenses to rise at 1% above the rate of population rate of growth.
- Borrowings based upon borrowings in the long term financial plans of each Council.
- Capital expenditure based upon data in the long term financial plan of each Council. For Queanbeyan, a further assumption is made that unrestricted general fund cash is applied to asset renewals in sufficient quantities to enable it to meet the Fit for the Future benchmarks data as it relates to asset renewal. Due to Palerang's low level of unrestricted cash it was not possible to adjust their capital renewal expenditure.

- 2% efficiency in staffing, materials and contracts and other expense achieved over 2 years.
- For Palerang:
 - Changes in senior staff structure and commensurate pay rates and a new Corporate Planning Coordinator – an additional \$464,000 per annum in total
- For Queanbeyan:
 - Reduction in three tier two (senior) positions – a saving of \$663,000 per annum

These assumptions were discussed at the Councillor and staff workshops.

The outputs of the baseline long term financial plan are:

- The statutory financial statements of
 - each Council
 - the General, Water and Sewer funds
- Fit for the Future financial criteria

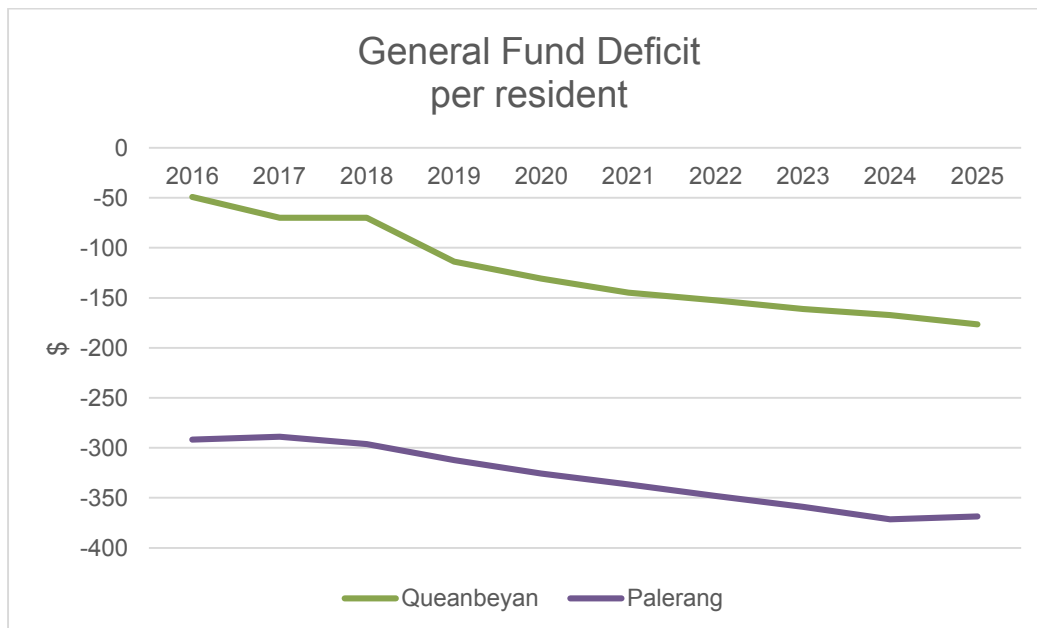
The focus of the financial analysis has been on the general fund. The water and sewer funds are subject to less controls over the level of fees they charge and it is the general fund which is responsible for the funding of most of the core municipal services.

The 10 Year View

	Palerang	Queanbeyan
Underlying result	Slow increase in General Fund deficits	Rising General Fund deficits
Total cash	Reducing	Constant
Financial sustainability risk²	High	Medium to low to high
Fit for the Future criteria achieved³	No	No
Predicted asset renewal backlog in 2025	\$82.6m	Nil if unrestricted cash applied to addressing backlog

² As calculated using the methodology of the Victorian Auditor-General's Office.

³ Only six of the seven criteria are reported on. The seventh, Asset Maintenance Ratio, cannot be determined from the data available.



Conclusion

The increasing operating deficits of the Councils will make it increasingly difficult for them to sustain the current level of services.

Queanbeyan has a stronger financial position and will have the financial ability in the medium term to sufficiently fund the renewal of its existing assets. However, in the longer term, the continuing operating deficit will result in pressure on its cash position and difficulty in directing sufficient cash towards the renewal of its existing infrastructure or continue with its current level of services.

Other Considerations - Queanbeyan

A planned significant increase in water and sewer fees has not been built into this model. If implemented, this will result in both funds operating with an operating surplus. When this occurs, and the necessary plans are completed, Queanbeyan's general fund will be able to start receiving distributions from its water and sewer businesses, of up to \$1m per annum.

This distribution would not completely alleviate the predicted operating deficit in their general fund. However, this additional general fund income, along with rigorous internal cost limitation, could within 5 years achieve the Fit for the Future criteria. This would require a persistent and robust focus on cost reduction within the organisation.

Whilst the best publicly available data for the change in population has been used, there is a general consensus that annual population growth of 1.8% is conservative. It has been put to us that a more realistic figure would be closer to 3% pa. With growth figures such as this, and if operating expenses could be contained, Queanbeyan's general fund operating deficit would slowly fall over the next 10 years. How quickly would depend on the exact growth in property assessments and in the level of operating expenditure.

Other Considerations - Palerang

Palerang has fewer options in the future and would need to rely on a successful special rate variation to be financially sustainable. Due to its size and already tight investment in human resources, it has more limited opportunities to reduce its administrative overheads. In the past, it has been successful in undertaking road maintenance and construction for the State Government. Council has prudently underestimated the amount it will receive from this activity in the future, given the foreshadowed financial constraints upon both the State and Commonwealth Governments. Consistent with their own strategic plans, a conservative level of income has been included in the modelling. Should the conservatively estimated figures not be achieved, there would be a significant deleterious impact on the finances of the Council.

Similarly to Queanbeyan Council, Palerang Council is nearing the completion of the plans necessary for it to be able to commence the distribution of profits from its water and sewer operations. This would assist in reducing the general deficit.

The amount of additional rates required to bring Council back into an operating surplus would be in the order of 6-7% per annum rate increase for 5 years. Even then, Palerang would not meet the Fit for the Future criteria as it would continue to have a significant and growing asset renewal backlog.

6. Merger of Palerang and Queanbeyan

The Merged Council

To merge the two Councils and be true to the principles of local place shaping, while also gaining the advantages of a regional voice and financial benefits, it is important to redesign both the governance and organisational structures. A simple combination approach will not achieve these. Indeed, with such an approach, it is possible that all of the current challenges and disadvantages will be imported into the larger entity.

Governance

The Local Government Act states that a Council must have at least 5 and not more than 15 Councillors, one of whom is the Mayor.

The current ratio of Councillors to population/elector is as follows:

	Population (30/06/13)	Electors (8/9/12)
Palerang	1,701	1,142
Queanbeyan	4,057	2,640

When considering any matter referred to it that is related to boundaries of areas, the Local Government Boundaries Commission must have regard to:

- The requirements of the area in relation to elected representation for residents and ratepayers at the local level, the desirable and appropriate relationship between elected representatives and ratepayers and residents, and other matters it considers relevant to the past and future patterns of elected representation for that area
- In the case of a proposal for the amalgamation of two or more areas, the desirability (or otherwise) of dividing the resulting area or areas into two wards
- In the case of a proposal for the amalgamation of two or more areas, the need to ensure that the opinions of each of the diverse communities of the resulting area or areas are effectively represented

It is the stated view of the Commission that the number of Councillors in a new Council area should be based on the levels of representation and on the effectiveness of the Council as a policy and decision making body. In relation to its Tamworth Regional Council report in 2003, the Commission stated 'generally the larger the number of people on a board or committee, the less effective is the body in making decisions'.

It may be useful for the purposes of considering governance structures for the new Council to consider the Tamworth Regional Council experience. The following has been provided for the purposes of highlighting the governance issues.

In line with modern practice and the stated views of Government in relation to strengthening Council political leadership, it is likely and therefore assumed that any merged entity would have a popularly elected Mayor.

There are three options for the election of Councillors in local government areas:

- An area can be divided into wards with an equal number of councillors elected from each ward
- All councillors are elected from the area as a whole
- Some councillors elected from equal wards and some elected from the whole area

The Local Government Act requires that, where an area is divided into wards, there must not be a variation of more than 10% between the electors in each ward. There is a requirement to consult with the Electoral Commission and the Australian Statistician to generally ensure the above compliance with census collection districts.

Given the population of the Queanbeyan area in relation to the more rural dispersed population of Palerang, the option most likely to deliver a representative result for the election of Councillors is on an undivided area basis. To do otherwise may have the effect of defaulting democratic representation to the urban area.

The role of a Councillor under the Act is clear in its intentions that elected representatives are on the Council to exercise community leadership for the whole Local Government Area, not just for particular parts or special interests.

Based on the latest estimated information, the merged area would have a population of 55,874 increasing to 77,100 in 2031. The latest published Local Government Office comparative information (2012/13) notes that average number of persons per Councillors in regional areas is 4,950: 1. Using the above guide, the merged Council would have 11 Councillors (including a popularly elected Mayor), with a ratio of one Councillor to 5080 residents.

Based on average reported 2012 electoral information in relation to Palerang and Queanbeyan, with 10 elected Councillors, a quota would be in the order of 2204.

For comparison purposes, Tamworth Regional Council was proclaimed in 2004 and was an amalgamation of Tamworth City, Parry, Manilla, Barraba, and Nundle Shires. When originally proclaimed, it had 12 Councillors, with the Mayor elected from among the Councillors, with 4,667 residents per Councillor.

Below is the present position of Tamworth compared with a merged Palerang and Queanbeyan LGA. This comparison is for the purposes of representation only and is not intended to draw an analogy between the nature of the respective communities or their aspirations.

	Tamworth	Palerang & Queanbeyan
Population	58,922	55,874
Councillors	9	11
Persons per Cr	6,547	5,079
Area	9,895km ²	5,315km ²

According to Local Government Office comparative information, the average number of Councillors in regional areas is 10. Given the Government's projected population growth for the Palerang and Queanbeyan region, 11 elected officials could be justified. For comparison purposes, 9 elected officials (including a popularly elected Mayor) would result in 6308 persons per Councillor. Based on the 2012 election, the quota would increase to 2694.

Loss of identity and local representation was a significant concern raised in members' workshops with Palerang Councillors.

In order to maintain and enhance the ability of the residents to participate in shaping the place in which they live, play, and work, Area Committees could be established. This is discussed further below.

At the 2012 elections, Palerang had 7 polling places and Queanbeyan had 9. Reported views of independent candidates indicate that their more limited resources are disadvantaged by having to manage polling places. A merged and undivided Local Government Area could also have the unintended consequence of disadvantaging genuine independent candidates who have few resources.

In late 2013, the *Local Government Acts Taskforce* reported to Government and, among other recommendations, recommended the Councils have the option of using universal postal voting at elections. This could be of assistance to independent candidates. Based on evidence from both Victoria and Western Australia, voter participation could increase and costs could be reduced by 15-20%. In relation to participation, it is reported that in the other states there was a voter take up rate of 90%. By way of comparison, in 2012, these rates were 81.5% in Palerang and 75.9% in Queanbeyan.

The Taskforce also recommended that, where universal postal voting is used, a candidate information booklet be included in ballot packs as a way of increasing voter knowledge of the candidates.

In its response to the Taskforce recommendations, the Government has indicated its broad support.

Should the merger occur and universal postal voting be adopted on an undivided area basis, there is also potentially an argument for public funding of the distribution of all election material.

Governance and Administrative Structures

The overview depiction of the redesigned governance and administrative structure is below. It is important to note that the structures were designed for modelling purposes only as ultimately these decisions will be made under the Transition arrangements (such as a Board or the new Council). They are structures that have been implemented elsewhere and can be demonstrated (as structures) to be capable of delivering on local government services and representation.

A conservative approach has been taken in the design of the potential administrative structure. Economies available by removing duplicated roles and functions at management levels comprise the bulk of identified savings. There is confidence that a full review of the services, delivery mechanisms and processes against desired volumetrics and service standards required by the new Council will result in significantly greater savings being able to be achieved.

Palerang/Queanbeyan Merged Council

The new Council would comprise representatives elected in accordance with the **Local Government Act 1993**. The Council will be the peak decision making body for the region. The Mayor will be popularly elected.

In line with the legislation, the new Council will, among other roles:

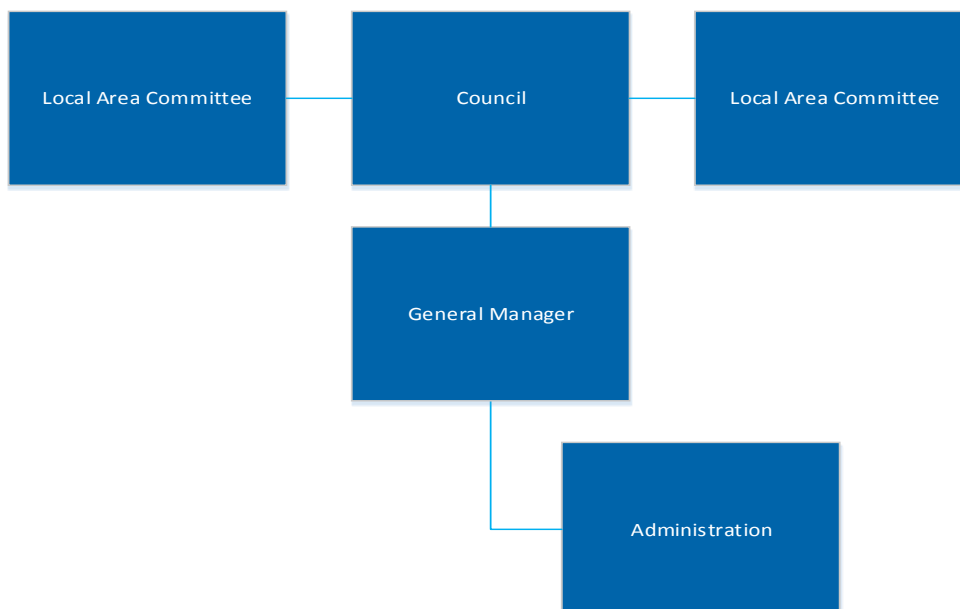
- Appoint the General Manager
- Approve strategic plans and policies for the new Council area, such as the Community Strategy, Development Plan, Delivery Plans and Asset Management Plans
- Ensure the services required by the region and in the local communities are properly commissioned to meet community needs
- Establish and appoint to such Committees as it requires to oversight and conduct the business of Council, including the Development Assessment and Control Committee
- Approve the Delivery and Operational Plans and annual budgets
- Advocate for the area when negotiating and dealing with State and Commonwealth governments
- Elect and appoint from the Council chairs of the Area Committees
- Receive and consider submissions and input on local issues from the Area Committees

- Monitor and hold to account the organisation's performance in the delivery of the Delivery Plans and annual business plans and budgets

Local Level – Area Committees

In well-established examples, the Area Committee would be chaired by an Elected Member of the Council. Membership of the Area Committee would be by nomination (including self-nomination). Members might comprise people from Residents Associations, Neighbourhood Watch groups, **S355 Committees**, or simply people in the community interested in making a contribution to general and specific local issues.

While the Committees would have their own standing orders, they would not make decisions binding on the Council. Their role would be advisory and recommendatory in nature unless otherwise determined or delegated by the elected Council. However, the chairmanship of the Committees by an Elected Councillor provides the Committees with a direct voice with decision-making authority in the Council for the region. In this manner, they could be more than a local resident or interest group and will have a formal role in providing input into the plans and priorities of the Council.



The key roles of the Area Committees could be:

- Monitoring the performance of the local services contracts and service level agreements
- Providing the Council with advice on local needs and issues for consideration when developing the regional plans, including financial plans and budgets
- Commenting and making recommendations on development applications
- Providing advice and input with respect to the local area for local projects commissioned by the Council, such as playground development
- Dealing with local resident requests with respect to local service delivery or monitoring them through the Council regional office

The number and composition of area committees would be at the new Council's discretion.

The Supporting Organisational Structure

A schematic organisational structure is appended.

It has been designed to enable financial modelling of a merged Council scenario and further detailed design will be necessary to enable the structure to be implemented. A 'top down' approach has been taken and volumetric data that is currently not available from the individual Councils will need to be collected to inform the final size of the full organisation. Further, assumptions had necessarily to be made about the operating model of the new Council, based on greater use of technology, devolved working practices, economies of scale and redesigned service delivery models.

This model does not assume a radical end to end re-engineering of the organisation, which could include removal of rework, transforming service delivery, and testing internal service against the market. The model assumes a modest improvement in efficiency and reflects the size and configuration of a Council delivering the current range of services. It does not assume any changes to outdoor direct service delivery employee numbers.

Legislative Requirements

Opportunities to reduce staffing levels when consolidating administrations of both Councils have been identified, principally in the office bound workforce.

The reduction in staffing levels releases a number of employees from their existing roles, presenting a number of considerations that include:

- Reducing overall staffing levels and re-allocating the cost savings into increased asset maintenance/replacement and/or improvement to other service levels

- Securing staffing levels that increase current levels of service and or increase the number of services provided

In addition to the obligations existing Councils have towards their employees under the Award, there is a significant obligation placed upon Councils in rural centres under the **NSW Local Government Act 1993**.

The Act places certain obligations on the transferee Council (a Council that is constituted as a result of the amalgamation of two or more areas). This obligation is required under **Ss218 and 354 of the Act** and covers the maintenance of staff numbers in rural centres. Rural centres are defined under **S354 of the Act** as ‘a centre of population of 5,000 people or fewer’. It requires the transferee to

‘ensure that the number of regular staff of the Council employed at the rural centre is, as far as is reasonably practicable, maintained at not less than the same level of regular staff as were employed by the previous council at the centre immediately before the amalgamation’.

There is a continuing financial impact on Palerang with the statutory requirement from the 2004 amalgamation to maintain staffing numbers in Braidwood, the location of the headquarters of the former Tallaganda Shire. This requirement would also have an impact on any merger between Palerang and Queanbeyan as Bungendore staffing numbers must be maintained.

The definition for “regular staff” includes permanent and part-time staff employed immediately prior to any amalgamation and casual staff engaged on a regular and systematic basis. Senior staff and temporary staff positions would be exempt.

The provisions within the Act, while seeking to ensure the maintenance of staff numbers in rural areas, are not absolute and recognise that this should be achieved ‘as far as is reasonably practicable’. It is therefore possible that, if it is impractical to maintain a particular position in a rural centre, then the transferee may properly decide to not maintain that position. If the overall number of regular staff employed in a rural centre falls below the number applying at the time immediately prior to an amalgamation, the transferee would need to investigate what other regular staff positions could reasonably and practically be transferred to the rural centre workplace.

The staffing establishment of the merged Palerang and Queanbeyan acknowledges the statutory obligation of the new entity.

ICT Transition Issues and Costs

The current systems common to Queanbeyan and Palerang are the finance system, library system (which is, as mentioned above, already managed for Palerang by Queanbeyan), the Windows 7 desktop operating system, and Microsoft Office 2007. Although the finance software is the same, this does not mean the same coded system is used. This is due to different account structures and business processes. As the majority of application software is different, it is expected the transition process will be more complex and costly as a result. As both Councils place their Name and Address Registers within the IT department, this should better ensure the accuracy of the data, but data accuracy will have an impact upon the transition.

The issues to be considered in reducing transition costs are:

- As the majority of application software is different, strong leadership is required to adopt a common application platform and best available business processes
- The existing data needs to be in a good state, including property and name/address data, so that it can easily be extracted, converted, and uploaded to the common application
- For the merger, it is important to ensure customer contact systems have been tested properly and are available from the beginning, including the website, property and rating, customer request, and phone systems as well as some back office systems such as payroll, procurement, accounts payable, the debtors systems (including property and water rates), and one finance account structure
- For the merged ICT operations to be successful, it is important to have the same technical infrastructure in place, such as a standard operating environment for desktops, with switches having been installed and tested
- A vital consideration is the installation of one VOIP system, relying on a stable communication network, connecting as much as possible all remote sites to the central site
- A realistic training programme needs to be established, with staff time and costs resources allocated
- Room availability within Council is needed to support the project team activities, training activities in particular

It is expected the transition for the merger of the two Councils will be done over a period of 18 months. The estimated ICT transition cost, based on the internal and external project staff resources, is:

External staff	\$320,500
Internal staff	\$386,800
Additional licenses, bandwidth, and hardware	\$240,000
Contingency	\$142,095
Estimated ICT merged costs	\$1,089,395

Scale and Capacity

In October 2013, in its final report, *Revitalising Local Government*, the NSW Independent Local Government Review Panel outlined its criteria for determining future Local Government boundaries across the state. The State Government is placing reliance on the scale and capacity criteria as the threshold for any Council looking to determine their fitness for the future. These are included in full in Appendix 2 of this report.

However, scale and capacity is the underpinning assumption of any merger recommended by the Panel. As such, they do not have to be addressed in any supportive proposal.

The Government acknowledges that the Independent Panel did not take a 'one size fits all' approach to scale and capacity and did not set a minimum geographic or population size. It is said to have looked at the unique characteristics of each area: geography, economic and transport flows, communities of interest, and local identity.

While the scale and capacity thresholds do not need to be specifically addressed as part of any merger proposal, it may be useful to consider the impact of the merger against the general principles provided by the State Government.

Criteria	Comments
Sustainability and Strategic Capacity	The new Council, serving a population of 66,000 in 2021, is of a size to be able to compete for staff and resources.
Efficiency and Effectiveness	Whilst the largest population centre is on the edge of the boundary of the new Council, Council facilities will be retained in existing locations. The size of the proposed Council would enhance the ability of the organisation to achieve economies of scale and rationalisation of duplicated functions and resources.
Integrated Planning	Broader spatial and infrastructure planning will be possible, particularly in the light of commuter flows and access to Canberra as the major city centre.
Local Identity and Sense of Place	The proposed area through the two existing Councils, have expressed a similar community vision but it will be a challenge to establish a sense of identity and place in the diverse and possibly divergent communities which comprise the current LGAs. This would be compounded the close proximity Canberra and the facilities available in the capital city
Population Growth	The area is expected to grow significantly in the next 10 to 15 years. The combined population will increase from 60,550 in 2016 to 79,500 in 2031. This growth will expand the proposed Council's financial base.
Accessibility	A significant administrative presence may need to be retained at the centres of activity and population. These are within 90 minutes' drive of all residents. However, in a merged Council, accessibility and the ability to do business with the Council may need to be reliant on technology
Strong Centre	Queanbeyan is a large and prosperous regional centre. Palerang has a largely rural dispersed population.
Key Infrastructure	Except for residents in the east of the proposed Council area, residents would access common health facilities, shops, and sporting facilities as well as using the same transportation corridors. Again, Canberra will continue to play a substantial role in these matters.
Combining Existing Municipalities	No boundary adjustments are envisaged in this report.

Financial Sustainability over Ten Years

The key assumptions made in the baseline long term financial plan are:

- Municipal rates to grow at the same rate of growth as their predicted population growth, for Palerang 1.7% and for Queanbeyan 1.8%. These are based upon the rates predicted by Planning NSW.
- Grants as anticipated by respective Councils.
- Employee benefits to rise at 1% above the rate of population rate of growth.
- Materials and contractors and other expenses to rise at 1% above the rate of population rate of growth.
- Borrowings based upon borrowings in the long term financial plans of each Council.
- Capital expenditure based upon data in the long term financial plan of each Council.
- Asset maintenance ratio based upon the combined rates for the Councils in 2013/14.
- 2% efficiency in materials and contracts and other expense achieved over two years.

In addition the following adjustments were made to the financial model to represent the merger of the two Councils:

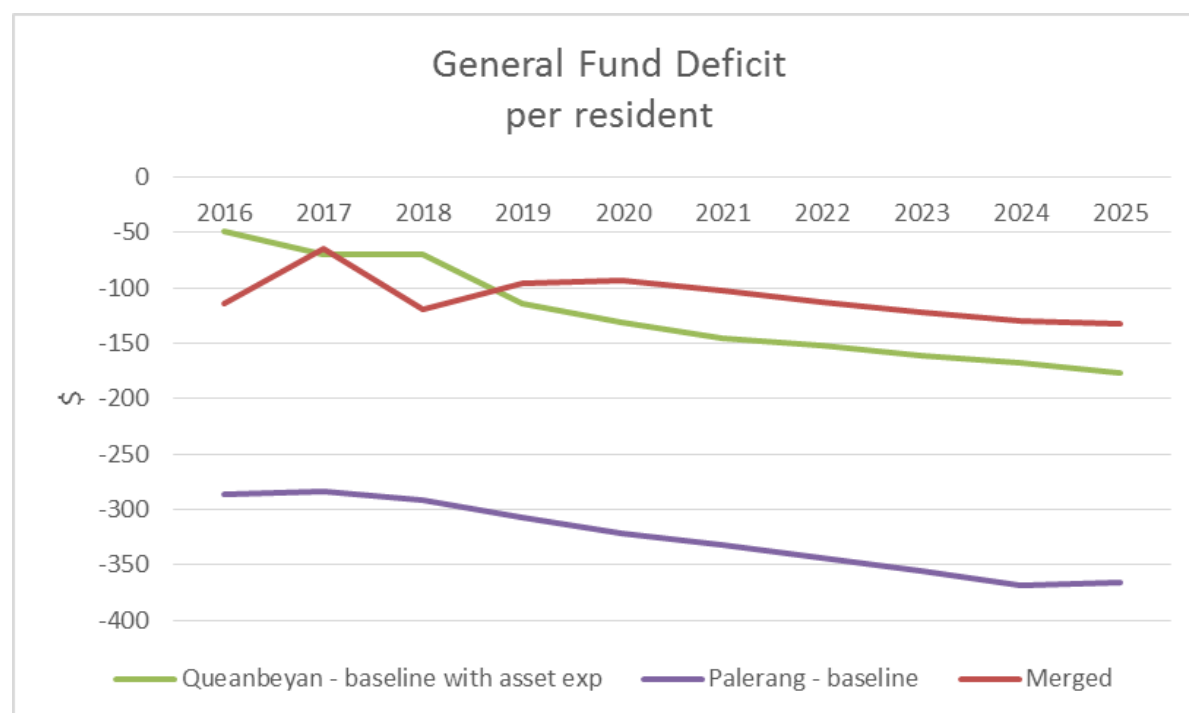
Ongoing Savings	
Corporate and governance costs	\$511k
Information technology (excluding staff savings)	\$150k
Employee costs	\$4,834k
Once Off Income	
State Government grant	\$5,000k
Once Off Costs	
Transition board	\$460k
Council rebranding	\$750k
Policy alignment	\$200k
Information technology	\$1,089k
Employee costs	\$3,098k
Ongoing Costs	
Local Area Committees	\$50k

No additional State government grants have been included in the analysis. Each of the costs above have their own unique timing and this has been reflected in the financial model.

The financial outcome is summarised in the table below:

Full council merger	
Underlying result	Slightly increasing general fund deficits
Total cash	Significant cash surpluses achieved, particularly from 2021 onwards
Financial sustainability risk⁴	Medium
Fit for the Future criteria achieved⁵	No
Predicted asset renewal backlog	Potential to use unrestricted cash and investments to significantly reduce the backlog

The table below shows the expected deficit per resident after the merger compared to a similar figure before the merger.



⁴ As calculated using the methodology of the Victorian Auditor-General's Office.

⁵ Only six of the seven criteria are reported on. The seventh, Asset Maintenance Ratio, cannot be determined from the data available.

The merged Council will have limited opportunity to add to their predicted asset renewal expenditure in the near term as their level of unrestricted cash balances would preclude significant additional expenditure.

The State Government does not require a merged Council to meet the Fit for the Future financial criteria. For reference, the table below shows how the merged Council would fare based on the assumptions outlined.

	2016/17	2017/18	2018/19	2019/20
Operating Performance Ratio (Greater than or equal to break-even average over 3 years)	✗	✗	✗	✗
Own Source Revenue Ratio (Greater than 60% average over 3 years)	✓	✓	✓	✓
Building and Infrastructure Asset Renewal Ratio (Greater than 100% average over 3 years)	✗	✗	✗	✗
Infrastructure Backlog Ratio (Less than 2%)	✗	✗	✗	✗
Asset Maintenance Ratio (Greater than 100% average over 3 years)	✗	✗	✗	✗
Debt Service Ratio (Greater than 0% and less than or equal to 20% average over 3 years)	✓	✓	✓	✓
Real Operating Expenditure per capita (A decrease in real operating expenditure per capita over time)	✗	✓	✓	✓

The predicted figures for the Fit for Future criteria are shown in Appendix 4.

The financial assumptions made in this model are deliberately conservative. There would be opportunity for a merged body to achieve a higher level of savings should it take a more transformative approach when creating the new organisation. Additionally, once the necessary plans have been completed, the merged Council could receive dividends from their water and sewer operations. This being the case, there is reasonable confidence that the merged Council would be able to meet the financial outcome criteria in the medium term.

Alternatively, the merged Council would be able to achieve an operating surplus (before capital income) by increasing its rates by approximately 3% per annum for 5 years. The Government has indicated that, in the future, merged Councils will have more autonomy over their rates.

Conclusion

The merged Council would be able to operate with a reasonable degree of financial soundness, especially since the financial modelling assumptions have been conservative. These savings are achieved through a combination of sources but the most substantial would be through a reduction in staff numbers necessary to provide the current levels of services. The draft organisation structure, if implemented, would result in a reduction of approximately 63.4 fte resulting in annual savings of \$4.8m. Whilst surpluses will not be able to be achieved, the merged Council would generate sufficient cash to, at the very least, maintain the current level of services and quality of its assets.

From the communities' perspective, once the savings from the merger are realised, a merged Council is likely to be able to provide the same level of service with a lesser and more manageable deficit. In 2021, the combined deficit of the separate Councils is predicted to be \$12.4m. For a merged Council, the deficit in 2021 would be \$6.858m.

The merged Council would be able to advocate for and provide the civic leadership for a wider geographic area. Greater coherence when planning for growth, infrastructure and development will be possible.

A merger is not without risks, and the key risks are summarised below.

Other Merger considerations

A merger of two organisations is a complex undertaking and has been discussed earlier in the report subject to a range of risks. The following lists summarise the benefits, costs, and potential risks associated with a merger. However, for the purposes of completing Fit for the Future templates, a full risk assessment will need to be undertaken.

Potential Benefits of a Merger

- Best practices from each Council could be used in the new organisation, overseen by a Transition Committee of equal representation
- \$5m one off grant from State Government
- Despite the large cost of the amalgamation, a net financial benefit is expected to be achieved
- Outdoor staffing structure and numbers are maintained under the merged option to acknowledge the desire of both Councils to maintain existing levels of service. In preparing this report, it was not possible to clearly identify standards of service in this regard
- Merging allows for better planning and regional coordination with the State Government and ACT administration
- Improved long term financial sustainability
- Access to loan funds at favourable interest rates

Costs Associated with Merger

- Loss of degree of representation in smaller Council area, which may be able to be mediated in part by the establishment of local area bodies or committees
- Significant disruption to administrative focus for a number of years
- Potential loss of local jobs

Risks Associated with Merger

- Weak support for amalgamation amongst legacy Councils
- Unable to achieve identified savings
- Unable to successfully merge different organisational cultures
- Unable to come to agreed understanding of strategic priorities

Appendices

Appendix 1: Consultancy Briefing – Terms of Reference

Appendix 2: Fit for the Future Scale and Capacity

Appendix 3: Potential Organisational Structure

Appendix 4: Expected Improvement in Performance

Appendix 5: Victorian Auditor General Financial Sustainability Risk Assessment

Appendix 6: Financial Reports for Merger



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Appendix 1: Consultancy Briefing - Terms of Reference

Understanding Your Requirements

Palerang and Queanbeyan City Councils seek to develop a business case in relation to the potential merger of the Councils.

We have facilitated a number of discussions at elected member and senior staff level. We understand that neither Palerang nor Queanbeyan Councils have expressed a disposition towards a merger between them. However, both Councils are keen to ensure that when giving consideration themselves and when consulting with the community they have at their disposal a business case that models the impact of merging the Councils together. This will enable informed consideration, based on transparent assumptions and evidence.

The business case will be developed from the agreed assumptions of the current Councils' long term plans (Community, Asset Management and Financial), how services may be delivered in the future, and how the merged area may be represented and governed.

Meeting Your Requirements

We will assist you to prepare a business case that will:

- Assist Palerang and Queanbeyan Councils to assess how a particular merger option may help them to address the issue of scale and capacity, and the benefits and costs of the option
- Inform your communities about the costs and benefits of the merger option.
- Form the basis of each Council's Fit for the Future proposal should they agree to pursue the merger option

Our Methodology

1. Assessing Your Current and Forecast Performance

This will be done with a view to developing the base position for the two Councils.

We will meet with key personnel from both Councils to assess the availability and collection of relevant information. We will provide you with a detailed list of information requirements covering the following areas:

- General background and contextual information about Councils, the communities you serve, and the needs and expectations of the Councils
- The current organisations, locations, and services provided by the Councils
- Key strategies and plans for future reduction/growth, change, and improvement in services
- Current and anticipated financial positions for each Council, and the cost of service provision (including procured goods and services)
- Councils' assets and infrastructure, and the management and renewal of these
- Information and technology systems, and documented work processes

- Service performance and community outcomes
- The Councils' workforces

We will undertake an assessment of the information that is provided, identifying any critical gaps or deficiencies. We will try to assist in overcoming these where practicable in the timescales for this project. With the data that is provided by the Councils, we will:

- Review Community Plans, delivery plans, asset management, and business plans (if any) against the Councils' Long Term Financial Plans
- Assess the viability of those long term plans against FFF benchmark ratios
- Review current service delivery against current financial performance and FFF benchmark ratios for Sustainability, Infrastructure and Service Management and Efficiency
- We will share the above analysis with key Council personnel for validation

2. Developing the Merged Council Business Model

We will quickly establish a base case, which will essentially be a 'bolt together' of the two Councils' services, organisational structure and financial plans.

We will then develop the assumptions for how the new merged Council might operate in governance, service delivery and financial operating terms. From this we will develop:

- A rationale and high level Operating Model for the new merged organisation
- A comparison to the Independent Local Government Review Panel recommendation (if relevant)
- A financial benefit profile for the new merged organisation, including a Long Term Financial Profile
- A performance benefit profile, including the improvements to the Fit for the Future Benchmark ratios
- Other non-financial benefits for the community and Council
- An assessment of the risk and issues in undertaking and not undertaking the merger

In preparing the above, options will be considered for:

- Different organisational operating arrangements
- Governance and representation arrangements (but **not** covering the issues to be addressed by the Local Transition Committee)
- Transition arrangements and timeframes

The existing long term asset management and community plans will be used as being representative of the merged Councils' future plans unless superseded by subsequent plans and work.

We will workshop the various option(s) with representatives of the Councils to:

- Gain confirmation of the current financial positions
- Clarify and gain confirmation of the financial model based on a 'no change' service catalogue and standards against known revenue and funding forecasts for the two Councils

- Discuss and agree the merged Council assumptions and options as the basis of future financial modelling

Project Deliverables

The key deliverable from this project will be a Business Case document that addresses the issue of scale and capacity for Palerang and Queanbeyan City Councils and sets out how the proposed new entity would be or become Fit for the Future. It will specifically include:

- A 'no change' base case that is an unreconstructed merger of the two Councils as they currently exist
- The financial and performance forecast over 10 years of the options for a merged Council
- The expected performance improvements against the Fit for the Future benchmark ratios
- A high level transition plan to transition to a new merged entity
- High level of assessment of the transition costs over a 3 and 5 year transition for the organisation
- A high level due diligence assessment of the risks and concerns of the merger option identified by each Council

We confirm that the business case will include sufficient information to complete the Fit for the Future Council Merger Proposal template.

Appendix 2: Fit for the Future Scale and Capacity

In October 2013, in its final report, *Revitalising Local Government*, the NSW Independent Local Government Review Panel outlined its criteria for determining future Local Government boundaries across the state. In view of the reliance of the State Government on the criterion relating to scale and capacity, they are outlined in full below:

- Sustainability and Strategic Capacity Criteria

Councils need a strong base to ensure their long term sustainability; to achieve economies of scale and scope; to deliver quality services; to provide a pool of talented Councillor candidates; to attract skilled staff; and to develop strategic capacity in governance, advocacy, planning, and management.

- Efficiency and Effectiveness

Councils should be able to operate efficiently and effectively within the limits imposed by their location, geography, and the characteristics of the communities they serve. They should be able to provide value for money to their ratepayers and external funding agencies.

- Integrated Planning

LGA boundaries should not unnecessarily divide areas with strong economic and social inter-relationships; they should facilitate integrated planning, coordinated service delivery, and regional development.

- Local Identity and Sense of Place

Consistent with the need for integrated planning, boundaries should reflect a sense of identity and place, including important historical and traditional values. However, other mechanisms available to maintain local identity should be taken into account.

- Population Growth

The boundaries of a local government area should be able to accommodate projected population growth generated by the area over at least the next 25 years.

- Accessibility

As a general rule, it should be possible to drive to the boundaries of a LGA from a main administration centre within 60-90 minutes in country areas, and within 30 to 45 minutes in metropolitan areas.

- Strong Centre

Each LGA should have a substantial population centre that can provide higher order commercial, administrative, education, health and other services.

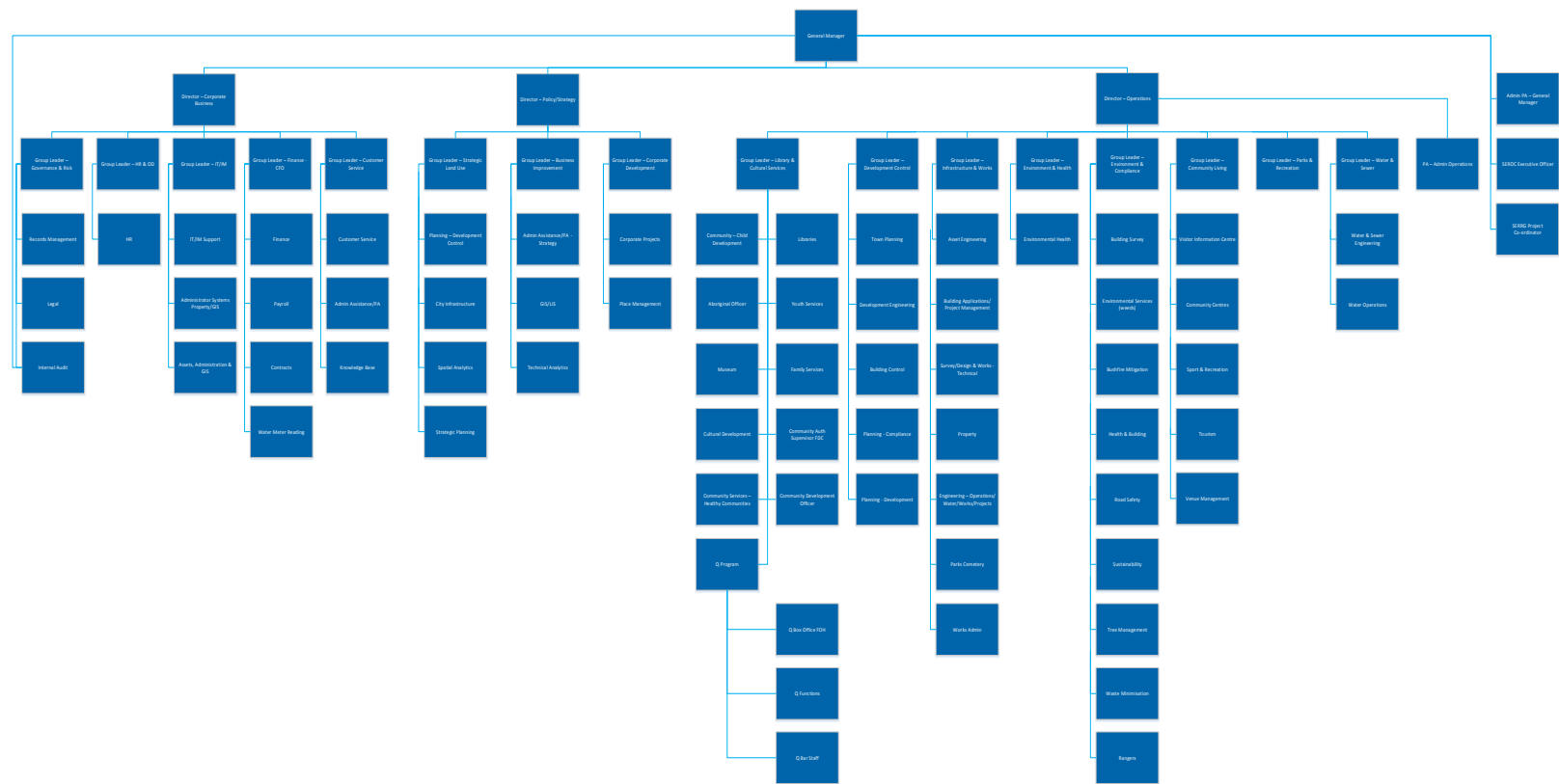
- Key Infrastructure

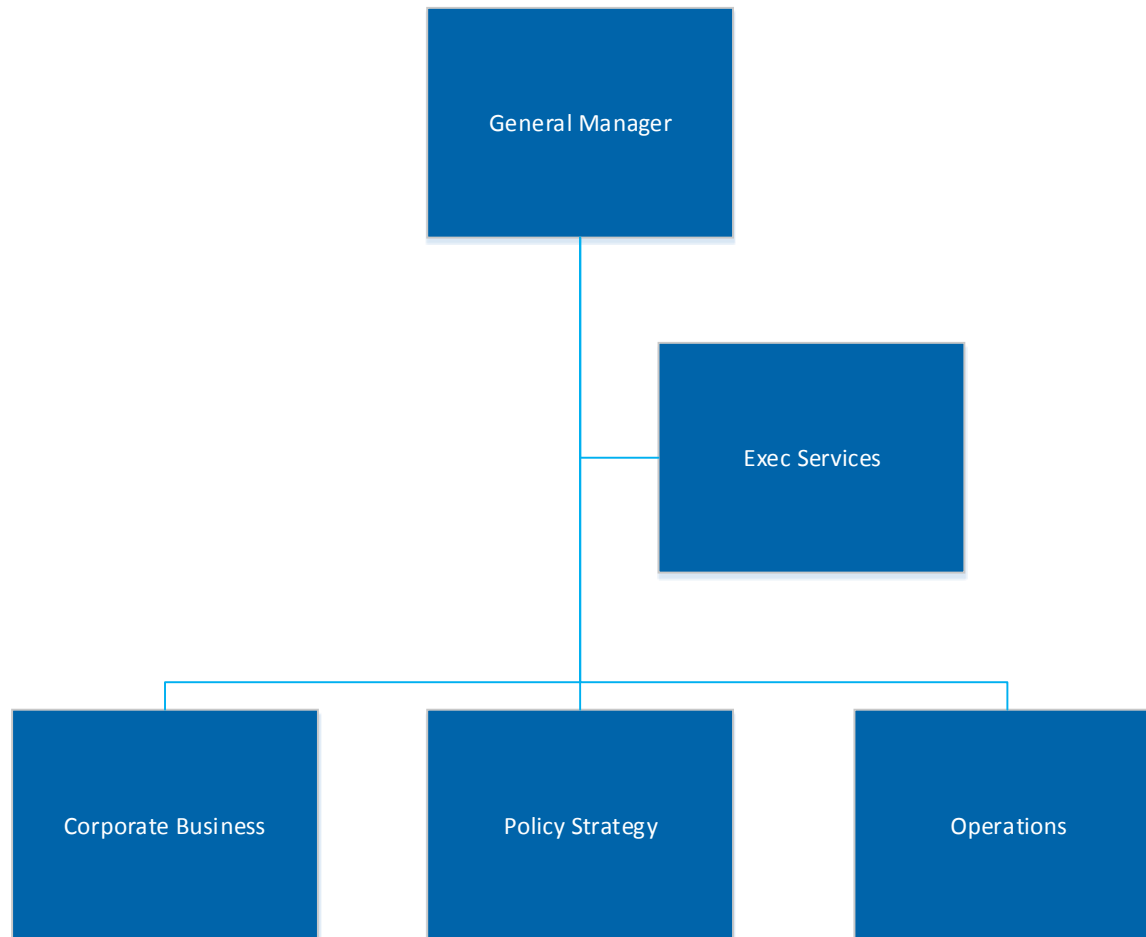
As far as possible, key transport infrastructure such as airports and ports, and those nearby urban and regional centres that are principal destination points, should be within the same LGA.

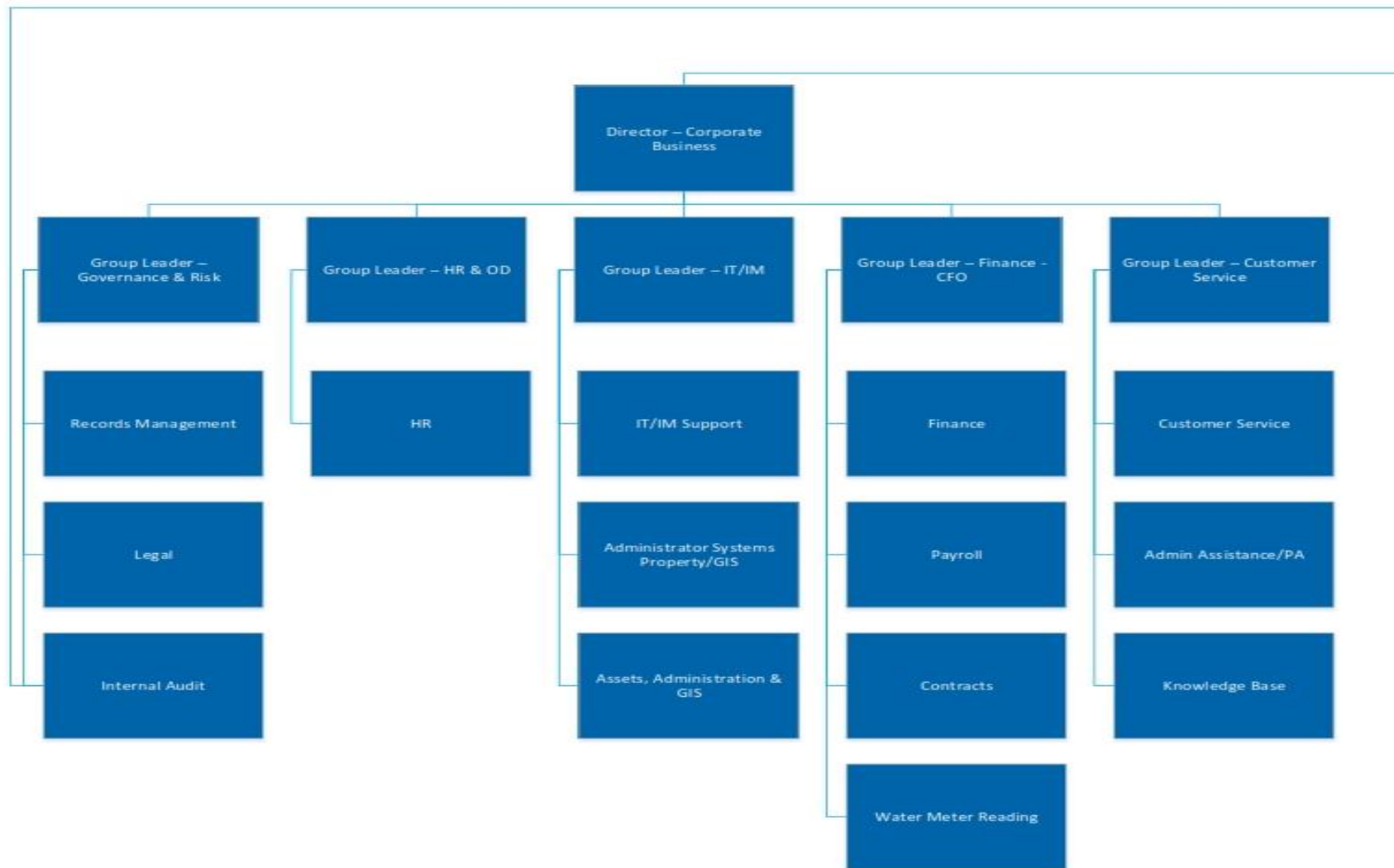
- Combining Existing Municipalities

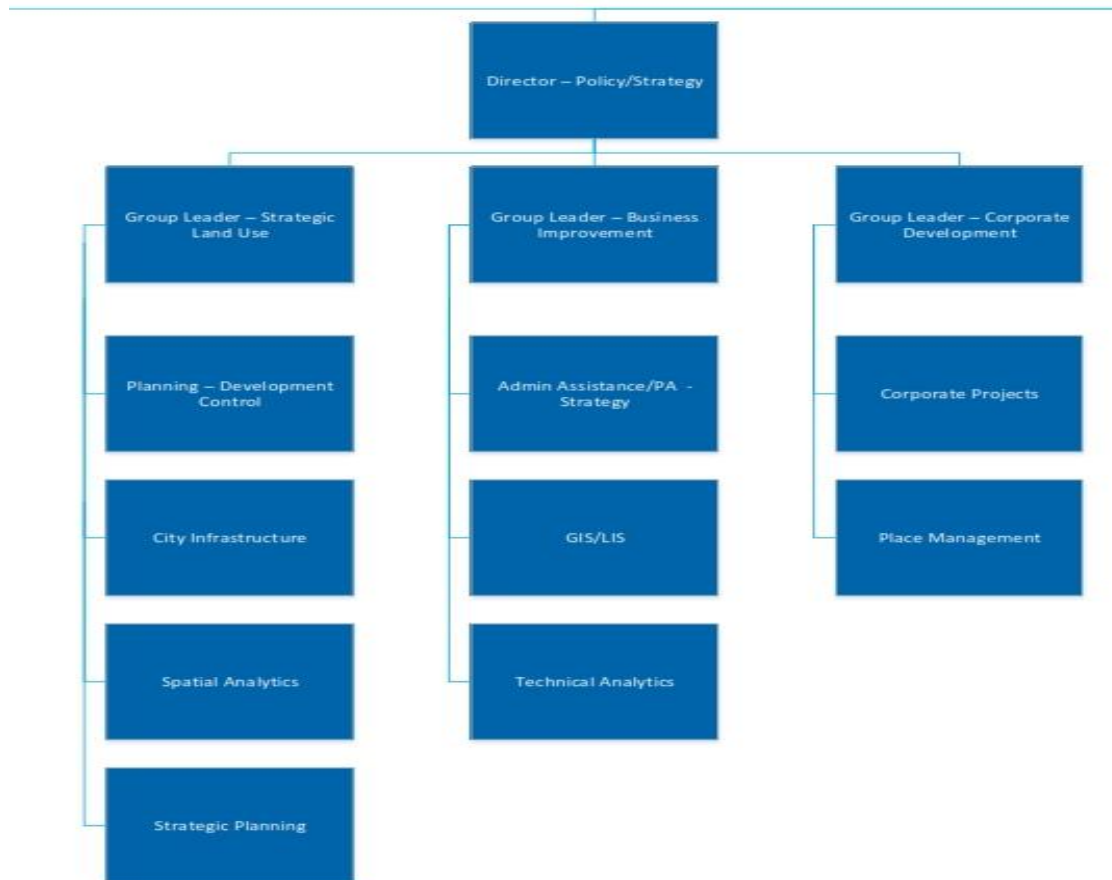
Wherever practicable, amalgamations should combine the whole of two or more existing LGAs without the additional cost and disruption of associated boundary adjustments.

Appendix 3: Potential Organisational Structure











Appendix 4: Expected Improvement in Performance

4.1 Expected improvement in performance				
Measure/benchmark	2016/17	2017/18	2018/19	2019/20
Operating Performance Ratio (Greater than or equal to break-even average over 3 years)	-21.7%	-10.3%	-8.1%	-7.7%
Own Source Revenue Ratio (Greater than 60% average over 3 years)	83%	77%	49%	78%
Building and Infrastructure Asset Renewal Ratio (Greater than 100% average over 3 years)	61%	86%	80%	42%
Infrastructure Backlog Ratio (Less than 2%)	5%	5%	5%	7%
Asset Maintenance Ratio (Greater than 100% average over 3 years)	73%	73%	73%	73%
Debt Service Ratio (Greater than 0% and less than or equal to 20% average over 3 years)	15.7%	14.7%	14.5%	14.9%
Real Operating Expenditure per capita (A decrease in real operating expenditure per capita over time)	\$1.67	\$1.62	\$1.59	\$1.58

Appendix 5: Victorian Auditor General Financial Sustainability Risk Assessment

The Victorian Auditor General has developed a financial sustainability assessment model which scores a number of financial criteria to establish whether a council could be judged to have low, medium or high financial sustainability risk.

The model uses the following financial sustainability indicators

- Underlying result
- Liquidity
- Indebtedness
- Self-financing
- Capital replacement
- Renewal gap

Each indicators has range within which it is assessed to have either a high, medium or low risk.

Overall financial sustainability risk is determined as follows:

High risk if either underlying result indicator or liquidity indicator have a high risk

Medium risk if self- financing indicator, indebtedness indicator, capital replacement indicator or renewal gap indicator have a high risk

Low risk if not medium or high risk

Full details of the model can be found in the Victorian Auditor General's report, Local Government: Results of the 2012-2013 Audits.

Appendix 6: Financial Reports for Merger

ltfp consolidated financial statements

	General Fund									
	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Income Statement										
Income from continuing operations										
Rates and annual charges	38,536	39,218	39,912	40,618	41,337	42,068	42,812	43,570	44,341	45,125
User charges and fees	11,608	11,811	12,018	12,228	12,443	12,660	12,882	13,108	13,337	13,571
Interest and investment revenue	1,279	1,231	745	1,012	976	1,394	1,427	1,367	1,263	1,161
Other revenues	2,287	2,328	2,369	2,412	2,455	2,498	2,543	2,588	2,634	2,681
Grants and contributions provided for operating purposes	12,722	17,708	12,823	13,219	13,079	13,213	13,351	13,492	13,640	13,640
Grants and contributions provided for capital purposes	7,656	3,696	3,689	46,688	3,487	24,742	7,394	2,096	2,041	2,041
Net gain from the disposal of assets	85	85	85	85	85	85	85	85	85	85
Total Income from continuing operations	74,173	76,076	71,641	#####	73,860	96,661	80,494	76,306	77,342	78,304
Expenses from continuing operations										
Employee benefits and on-costs	31,744	31,872	30,900	29,639	29,342	30,024	31,030	32,079	33,157	34,266
Borrowing costs	9,018	9,055	9,173	9,292	9,541	9,657	9,774	9,891	10,008	10,123
Materials and contracts	19,559	21,075	20,586	20,116	20,490	20,914	21,333	21,682	22,036	22,198
Depreciation and amortisation	14,518	15,827	16,090	17,857	18,074	19,025	19,293	19,520	19,609	19,433
Impairment	-	-	-	-	-	-	-	-	-	-
Other expenses	(1,400)	(1,461)	(1,306)	(1,151)	(997)	(844)	(690)	(537)	(384)	(232)
Net loss from the disposal of assets	-	-	-	-	-	-	-	-	-	-
Total Expenses from continuing operations	73,439	76,368	75,443	75,752	76,449	78,777	80,739	82,634	84,425	85,788
Net Operating Result from continuing operations	734	(292)	(3,803)	40,508	(2,589)	17,884	(245)	(6,328)	(7,084)	(7,484)
Net operating result before grants and contributions provided for capital purposes	(6,922)	(3,988)	(7,492)	(6,179)	(6,075)	(6,858)	(7,639)	(8,425)	(9,125)	(9,525)
Statement of Comprehensive Income										
Net Operating Result for the Year	(6,922)	(3,988)	(7,492)	(6,179)	(6,075)	(6,858)	(7,639)	(8,425)	(9,125)	(9,525)
Other Comprehensive Income:										
Amounts which will not be reclassified subsequently to the Opera										
Gain (loss) on revaluation on I,PP&E	-	-	-	-	-	-	-	-	-	-
Impairment (loss) reversal relating to I,PP&E	-	-	-	-	-	-	-	-	-	-
Total Items which will not be reclassified subsequently to the Operating Re	-	-	-	-	-	-	-	-	-	-
Amounts which will be reclassified to the Operating Result										
Total Other Comprehensive Income for the year	-	-	-	-	-	-	-	-	-	-
Total Comprehensive Income for the year	(6,922)	(3,988)	(7,492)	(6,179)	(6,075)	(6,858)	(7,639)	(8,425)	(9,125)	(9,525)

Statement of Financial Position

Assets

Current Assets

Cash and cash equivalents

Investments

Receivables

Inventories

Other

Total Current Assets

Non-Current Assets

Investments

Receivables

Infrastructure, property, plant and equipment

Total Non-Current Assets

Total Assets

Liabilities

Current Liabilities

Payables

Borrowings

Provisions

Total Current Liabilities

Non-Current Liabilities

Borrowings

Provisions

Total Non-Current Liabilities

Total Liabilities

Net Assets

Equity

Retained earnings

Reserves

Council equity interest

Total Equity

General Fund									
2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Assets									
Current Assets									
Cash and cash equivalents	10,308	10,096	(13,864)	8,858	12,583	39,140	47,271	49,660	50,218
Investments	21,490	21,490	21,490	21,490	21,490	21,490	21,490	21,490	21,490
Receivables	2,994	2,994	2,994	2,994	2,994	2,994	2,994	2,994	2,994
Inventories	32	32	32	32	32	32	32	32	32
Other	231	231	231	231	231	231	231	231	231
Total Current Assets	35,055	34,843	10,883	33,605	37,330	63,887	72,018	74,407	74,965
Non-Current Assets									
Investments	14,908	14,908	14,908	14,908	14,908	14,908	14,908	14,908	14,908
Receivables	(153)	(153)	(153)	(153)	(153)	(153)	(153)	(153)	(153)
Infrastructure, property, plant and equipment	876,737	875,893	897,257	914,214	906,951	897,267	887,812	877,947	860,293
Total Non-Current Assets	891,492	890,648	912,012	#####	921,706	912,022	902,567	892,702	875,048
Total Assets	926,546	925,491	922,894	#####	959,036	975,909	974,585	967,109	950,013
Liabilities									
Current Liabilities									
Payables	6,013	6,013	6,013	6,013	6,013	6,013	6,013	6,013	6,013
Borrowings	763	794	829	949	1,012	1,078	1,148	1,223	1,306
Provisions	7,320	7,320	7,320	7,320	7,320	7,320	7,320	7,320	7,320
Total Current Liabilities	14,096	14,127	14,162	14,282	14,345	14,411	14,481	14,556	14,726
Non-Current Liabilities									
Borrowings	24,992	24,198	25,369	24,420	23,408	22,330	21,182	19,959	17,260
Provisions	5,455	5,455	5,455	5,455	5,455	5,455	5,455	5,455	5,455
Total Non-Current Liabilities	30,447	29,653	30,824	29,875	28,863	27,785	26,637	25,414	22,715
Total Liabilities	44,543	43,780	44,986	44,157	43,208	42,196	41,118	39,970	37,441
Net Assets	882,003	881,711	877,908	#####	915,828	933,713	933,467	927,139	912,571
Equity									
Retained earnings	364,058	363,766	359,963	400,472	397,883	415,768	415,522	409,194	394,626
Reserves	517,945	517,945	517,945	517,945	517,945	517,945	517,945	517,945	517,945
Council equity interest	-	-	-	-	-	-	-	-	-
Total Equity	882,003	881,711	877,908	#####	915,828	933,713	933,467	927,139	912,571

Statement of Changes in Equity

Retained Earnings

Balance at end of previous period	349,299	364,058	363,766	359,963	400,472	397,883	415,768	415,522	409,194	402,110
Net Result for the year	734	(292)	(3,803)	40,508	(2,589)	17,884	(245)	(6,328)	(7,084)	(7,484)
Transfer to and (from) retained earnings	14,025	-	-	-	-	-	-	-	-	-
Balance at end of period	364,058	363,766	359,963	*****	397,883	415,768	415,522	409,194	402,110	394,626

Reserves

Balance at end of previous period	517,945	517,945	517,945	517,945	517,945	517,945	517,945	517,945	517,945	517,945
Other Comprehensive Income	-	-	-	-	-	-	-	-	-	-
Transfer to and (from) retained earnings	-	-	-	-	-	-	-	-	-	-
Balance at end of period	517,945	517,945	517,945	#####	517,945	517,945	517,945	517,945	517,945	517,945

Council Equity Interest

Balance at end of previous period	-	-	-	-	-	-	-	-	-
Net Result for the year	-	-	-	-	-	-	-	-	-
Transfer to and (from) retained earnings	-	-	-	-	-	-	-	-	-
Balance at end of period	-	-	-	-	-	-	-	-	-

Total Equity at end of reporting period

Total Equity at end of reporting period	882,003	881,711	877,908	#####	915,828	933,713	933,467	927,139	920,055	912,571
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Statement of Cash Flows

Cash flows from operating activities

Receipts:

Rates & annual charges	38,536	39,218	39,912	40,618	41,337	42,068	42,812	43,570	44,341	45,125
User charges & fees	11,608	11,811	12,018	12,228	12,443	12,660	12,882	13,108	13,337	13,571
Investment & interest revenue received	1,279	1,231	745	1,012	976	1,394	1,427	1,367	1,263	1,161
Grants & contributions	20,379	21,404	16,512	59,906	16,566	37,955	20,745	15,589	15,681	15,681
Other receipts	2,287	2,328	2,369	2,412	2,455	2,498	2,543	2,588	2,634	2,681

Payments:

Employee benefits & on-costs	(31,744)	(31,872)	(30,900)	(29,639)	(29,342)	(30,024)	(31,030)	(32,079)	(33,157)	(34,266)
Materials & contracts	(26,843)	(28,437)	(28,147)	(27,841)	(28,349)	(28,951)	(29,553)	(30,089)	(30,634)	(30,995)
Borrowing cost payments	(1,734)	(1,694)	(1,612)	(1,567)	(1,682)	(1,620)	(1,554)	(1,484)	(1,409)	(1,326)
Other payments	1,400	1,461	1,306	1,151	997	844	690	537	384	232

Net cash provided (or used in) operating activities

	15,167	15,450	12,202	58,280	15,400	36,824	18,963	13,107	12,440	11,864
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Cash flows from investing activities

Receipts:

Sale of investments	-	-	-	-	-	-	-	-	-	-
Sale of infrastructure, property, plant and equipment	500	500	500	500	500	500	500	500	500	500
Deferred debtors receipts	-	-	-	-	-	-	-	-	-	-

Payments:

Purchase of investments	-	-	-	-	-	-	-	-	-	-
Purchase of property, plant and equipment - renewal	(8,681)	(9,725)	(13,857)	(14,291)	(7,571)	(7,558)	(7,943)	(7,909)	(8,182)	(7,737)
Purchase of property, plant and equipment - new	(4,908)	(5,674)	(24,012)	(20,939)	(3,655)	(2,197)	(2,310)	(2,160)	(3,523)	(2,777)
Impairment reversal	-	-	-	-	-	-	-	-	-	-

Net cash provided (or used in) investing activities

	(13,089)	(14,898)	(37,369)	(34,729)	(10,726)	(9,256)	(9,753)	(9,570)	(11,204)	(10,014)
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Cash flows from financing activities

Receipts:

New loans	300	-	2,000	-	-	-	-	-	-	-
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Payments:

Repayment of borrowings and advances	(735)	(763)	(794)	(829)	(949)	(1,012)	(1,078)	(1,148)	(1,223)	(1,306)
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Net cash provided (or used in) investing activities

	(435)	(763)	1,206	(829)	(949)	(1,012)	(1,078)	(1,148)	(1,223)	(1,306)
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Net increase / (decrease) in cash

	1,644	(211)	(23,961)	22,722	3,725	26,557	8,132	2,389	13	545
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Cash at the beginning of the year	8,664	10,308	10,096	(13,864)	8,858	12,583	39,140	47,271	49,660	49,673
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Cash at the end of the year	10,308	10,096	(13,864)	8,858	12,583	39,140	47,271	49,660	49,673	50,218
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LKSQUAERO



Scale and Capacity within Palerang Council



The town of Braidwood and surrounds

History

The Palerang Local Government Area (LGA) was established in 2004, following the amalgamation of Tallaganda Shire with parts of Cooma-Monaro, Gunning, Mulwaree and Yarrowlumla Shires. The result was an LGA with an essentially rural character, incorporating the towns of Bungendore, Braidwood and Captains Flat.

The new LGA also included several smaller villages — Araluen, Hoskinstown, Majors Creek, Mongarlowe, Nerriga and Rossi. Almost half the Palerang population, however, resides in rural residential areas — Bywong, Burra, Carwoola, Royalla, Sutton and Wamboin — along its western border with the ACT.

Wamboin Rural Residential Living





Lake George and the Capital Wind Farm

The Palerang LGA comprises 5,147km² of predominantly rural land that includes parts of the Morton, Budawang, Monga and Deua National Parks, and the Tallaganda State Forest. It contains the headwaters of the Corang, Deua, Molonglo, Queanbeyan, Shoalhaven and Yass Rivers, and Lake George.

The Palerang rural landscape embraces both agricultural and ecological qualities, supporting demographic groups that seek out a life style quite distinct from that found in more urban areas. The demographic composition of the shire is uniquely broad, embracing broad acre farming, rural residential settlements that cover both eco living and hobby farming, and rural villages and towns. The distribution of the population of 15,510 residents (ABS, 2014) allows all of these demographic groups to be directly represented on a nine member Council, in spite of the size of the LGA.

While debate within Council is robust, councillors and staff work closely together and encourage active community participation in the democratic process. A wide range of Council-sponsored community committees also draws on the breadth and depth of skills available within the broader community.

Community members of all ages participate in the wide range of events and activities promoted within the shire.

Local residents actively engage with Council





The community promotes a wide range of events and activities for all ages

In addition to the natural beauty of the Palerang area, and its demographic diversity, it is steeped in history. Prior to European settlement, the Bungendore and Captains Flat areas were occupied by the Ngarigu Aborigines, and the Braidwood area by the Walbunja. The area developed rapidly during the gold rush of the 1860s, with extensive mining operations at Nerriga, Majors Creek and in the Araluen Valley. Zinc, copper and lead were also extracted from the Lake George Mine in Captains Flat, as recently as 1962. The town of Braidwood has managed so successfully to retain its character from those early days that it was the first entire town to be listed on the NSW Heritage Register.

Building Foundations

With the formation of the Palerang LGA, the new Council established Chambers in Bungendore. Working within a tight budget, the new building, as specified by Council, won the Master Builders Association ACT 2007 Boral MBA Awards (Celebrating Excellence in the Building & Construction Industry), in the category for a Commercial Building Less than \$3 million.

In 2014, Council equipped the building with solar panels, as it embarked on a program of energy efficiency in all its buildings and facilities.



Palerang’s award-winning offices in Bungendore

The early years of the new Council were challenging, as the new organisation worked to merge disparate cultures and consolidate the systems of the predecessor Councils. With limited state and federal government assistance, financial resources were particularly strained. Nonetheless, the conservative financial policy adopted by Council at the time has laid a sound foundation for future expansion.

TCorp's 2013 Financial Sustainability Rating for Palerang Council was Moderate, and while outlook was assessed as Negative, it is important to view Council's position in the context of Palerang's short history, what has been achieved since its formation, and the positive projections for future growth.

Similarly, while the 2013 Infrastructure Audit assessment of Council's infrastructure management was Distressed, this was only due to the fact that Council had not completed its Asset Management Register. The Register is now in place and with the strong position that has been established with respect to core infrastructure (see below), Council's actual asset management status is quite healthy.

Core Infrastructure

Having faced its early challenges, and having established a policy of delivering balanced budgets that have been consistently achieved, Palerang Council embarked on a strategic program to replace run-down facilities and prepare for future growth.

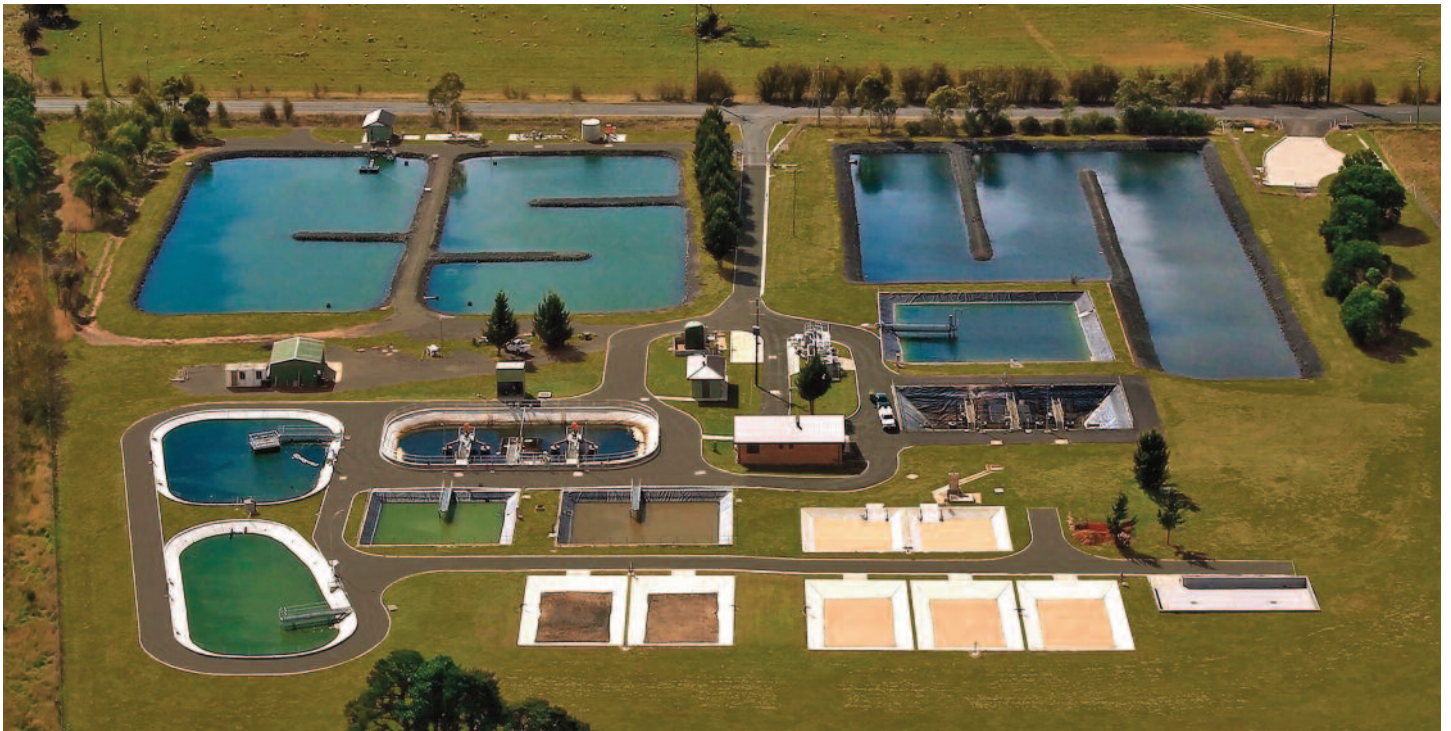
This phase of development saw a focus on the upgrade of key infrastructure to support existing communities and their expected expansion. A new, state of the art sewerage treatment plant was commissioned in Braidwood in 2010.



Braidwood Sewage Treatment Plant (2010)

Until recently, Braidwood's water supply was drawn directly from the upper reaches of the Shoalhaven River and distributed without further treatment. The construction of a new water treatment plant in 2013 saw the Braidwood community provided for the first time with a secure supply of fluoridated tap water. A new water reservoir to provide additional resilience in case of plant failure is currently under construction.

At the same time, the Bungendore sewage treatment plant has been upgraded, and will soon be expanded to support a doubling of the town's population. It should be noted that with the Elmslea development (see below), the population of Bungendore has increased by 40% in just the period between the last two censuses, in 2006 and 2011.



Bungendore Sewage Treatment Plant after its recent upgrade (2013)

The water treatment plants servicing Braidwood, Bungendore and Captains Flat are all quite different in character, contributing to the breadth of skills that can be developed and maintained within the organisation. As already noted, the Braidwood plant draws water directly from the Shoalhaven River.



Flocculant Tank at the new Braidwood Water Treatment Plant (2014)

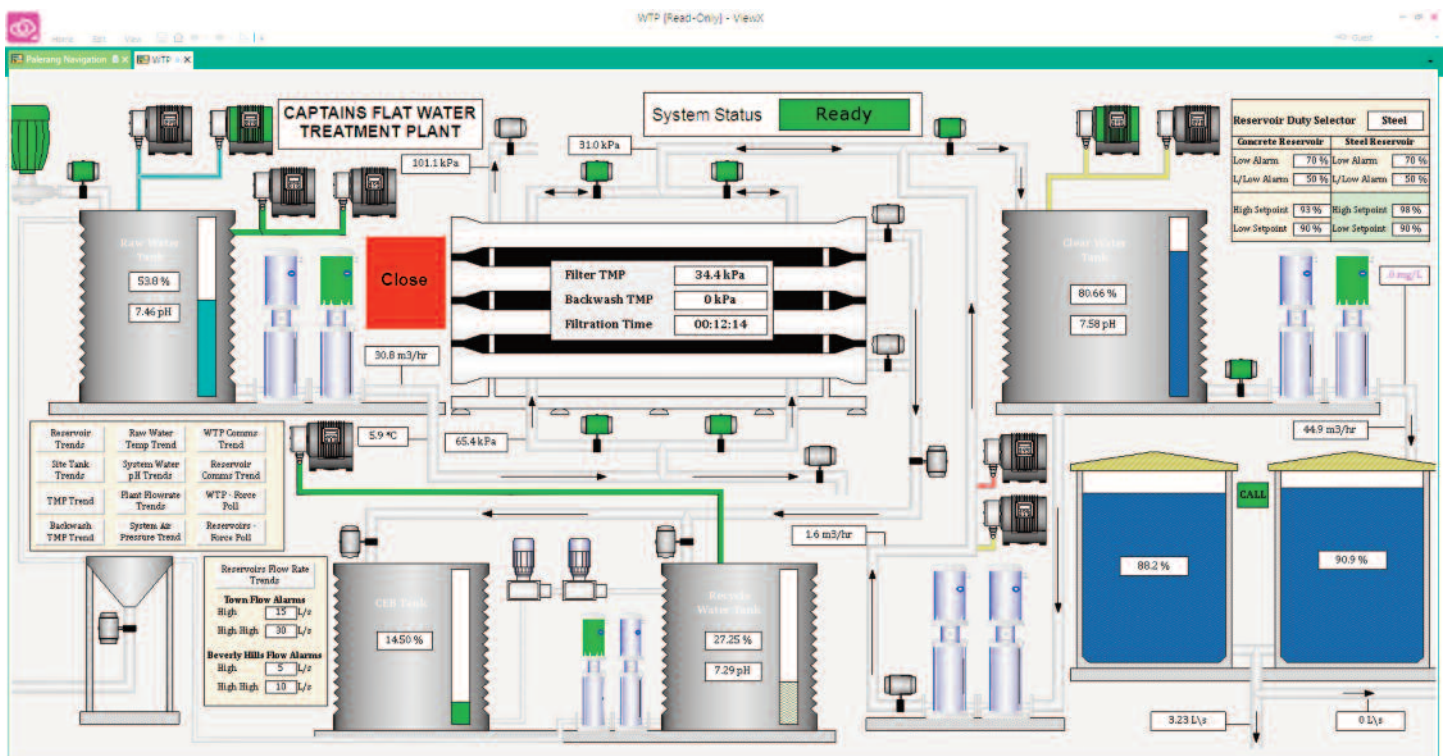
The water supply in Bungendore is drawn from several artesian bores, each with its own unique treatment needs. The latest facility, at Currandooley, came on line in 2014. In addition to the removal of minerals from this artesian water supply, Council manages a comprehensive monitoring program to track aquifer draw down and recharge rates. As with all activities associated with its water utilities, these programs have been developed and are managed entirely in-house, providing valuable data to the NSW Office of Water.



Currandooley Water Treatment Plant (2014)

Tap water in Captains Flat is drawn from the local dam that was originally built to support mining operations adjacent to the town. The dam provides a reliable supply of water, which is specially treated to remove residual ore leachate before it is used.

All Council utilities are managed remotely, minimising the need for on-site staff, courtesy of software systems developed in-house by Council's works engineers. The following graphic is the interface to the Captains Flat water treatment plant, illustrating both the degree of detail in the tools that Council has developed and the specialised process used to remove residual metals from the local dam water supply.



Captains Flat Water Treatment Plant Remote Monitoring Interface (2015)

The graphical user interface allows for simple monitoring of normal operations, with staff automatically notified, wherever they happen to be, when any system alarms are triggered.

In addition to these new water and sewer facilities, recognising the changing landscape in waste management, Council adopted a 20-year waste management strategy to manage the closure and rehabilitation of its seven landfill sites and the commissioning of new waste transfer stations across the LGA. Facilities have now been established in Captains Flat, Bungendore and Bywong, and planning for a new facility in Braidwood is well advanced.

All facilities have been developed in consultation with the communities they serve, to best meet their individual requirements. Smaller recycling stations have been established in Majors Creek and Araluen, and collection services introduced in several rural residential areas.



Bungendore Waste Transfer Station and Resource Recovery Centre (2014)

Palerang Council was one of the original participants in the pilot program for the City to Soil sustainability initiative that seeks to divert organics (food and garden waste) away from landfill to produce compost that is used locally to improve the quality of agricultural soils. The program has met with overwhelming community support and is yet another example of how foresight and strategic investment are supporting the needs of a growing, environmentally aware community.



Transport Infrastructure

Palerang Council is responsible for the maintenance of approximately 1440km of roads within its boundaries. These include kerbed pavement within our towns, unsealed rural roads and the Kings Highway, the major thoroughfare between Canberra and the coast. Council maintains the skills and resources to deal with all of these requirements.

Council work crews and engineering staff are widely recognised for their expertise, consistently demonstrating the capacity to contract work for NSW Roads and Maritime Services, both within Palerang and in adjacent LGAs. Council's ongoing relationship with RMS offers our engineers and works crews a broad scale of opportunity for skills development, while at the same time enabling Council to maximise plant use efficiency throughout the year.

In addition to its roads, Palerang is responsible for 129 bridges. Timber structures are steadily being replaced with concrete culverts or new bridges as appropriate. A recent example of bridge works that have been undertaken is the new Molonglo Bridge at Captains Flat, a \$1.2 million project undertaken with 50:50 funding assistance from the State government. Council constructed the bridge under contract, with all associated road works carried out by Council's works crews.



Pavement Rehabilitation on Macs Reef Road (2013)

(insets) Before and After

Molonglo Bridge, Captains Flat (2014)

(insets) Before and After





Elmslea, extending east of Bungendore (2013)

Strategic Planning

Planning for Palerang's future commenced at its outset, with comprehensive discussion papers dealing with the future of the various areas within the shire (Bungendore, Braidwood, Palerang Settlements, and Rural Residential, Rural and Environmental Areas) prepared and distributed for public comment. With particular interest from residents and developers about development within and around Bungendore, more specific strategic planning was undertaken in that context.

This planning exercise fed directly into the preparation of a unified Local Environmental Plan for the new LGA, a major undertaking to replace the six LEPs inherited with the amalgamation. The new PLEP was prepared by Council staff, in close consultation with the Department of Planning and extensive consultation with the Palerang community. The new PLEP has also been integrated with the Department's e-Planning portal to help simplify the process of Development Application processing for developers, while expanding Council's work force capacity.

In addition to preparing a new PLEP, Council's planning staff have recently completed the new Palerang Development Control Plan that, like the PLEP, brings together in a single document the 19 DCPs that were previously in force.

The Elmslea development in north Bungendore, providing 469 residential lots and 12 town houses, was the main reason for accelerated growth following Palerang's formation, together with steady, more modest increases in rural residential development along the ACT border. A further 170 lots have been approved for development within Bungendore in the last five years and planning proposals are being developed or considered for new subdivisions that would provide a further 900 lots.

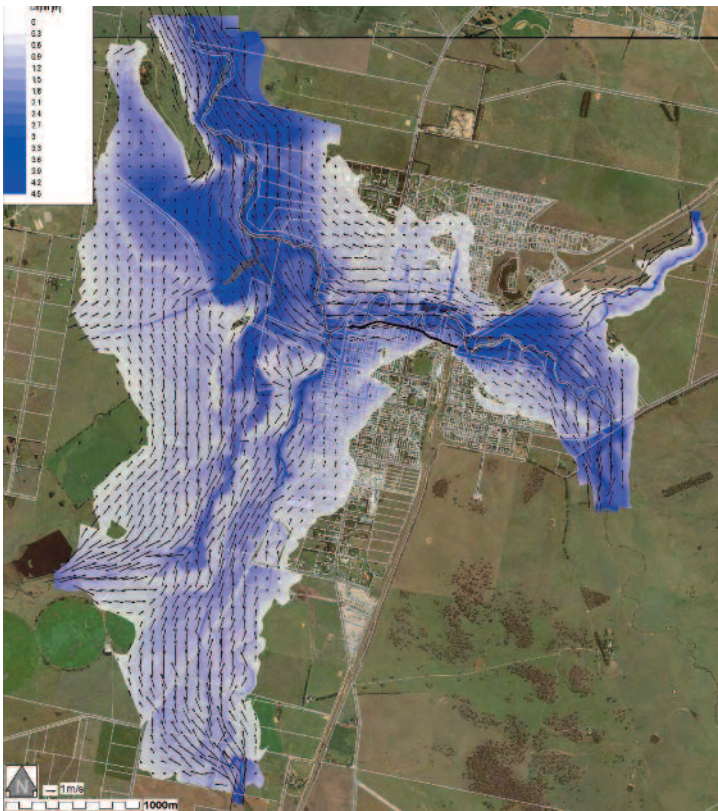


Bungendore Supermarket (Development approved 2014)

Bungendore Office and Retail Complex (Development approved 2014)



This residential expansion is being accompanied by business growth within the town, including the development of a new, larger supermarket, an office and retail complex and off-street parking in the town centre.



With growth and sound strategic planning comes the assessment and management of a range of risk factors. Bungendore is located in the Lake George basin, is very flat, and is prone to flooding under heavy rain events. In planning for the expansion of the town, and the mitigation of the impact of flooding, Council has undertaken an extensive study into the behaviour of flood waters in the area. The study involved terrain mapping and flood modelling, identifying a number of flood impact mitigation measures that are now in the process of being implemented.

While the terrain is quite different, Captains Flat faces a similar flooding problem and it too has been the subject of comprehensive modelling and flood mitigation planning.

Flood Model Mapping showing PMF Levels in Bungendore (2013)

Environmental Services

Palerang Council's environmental services officers carry out a range of uniquely skilled activities in collaboration with local universities and the Office of Environment and Heritage. Officers are consistently recognised for their work through awards for outstanding innovation in environmental management. Among the many programs with which Palerang is involved, it is the lead agency in the following:

Southern Tablelands Weeds Action Program – Palerang Council has acted as Lead Agency for this \$6 million program over the past five years, to help coordinate the management of weeds on behalf of nine Councils and state agencies across the Southern Tablelands.

South East Weeds Action Program 2015-2020 – Palerang Council is Lead Agency for this proposed \$30 million program over the coming five years to help coordinate weed management across South East NSW on behalf of 18 Councils, the ACT government and several state government agencies. Funding contributions are split evenly between local, state and federal government.

Southern Tablelands Plant Identification Tool – Palerang Council has developed this online interactive key to help identify and provide management information on weeds and native look alike plant species in collaboration with the ACT Government (including support funding from them) and local councils across the Southern Tablelands, Monaro and Eastern Riverina regions. Council is currently working with coastal councils in collaboration with SE Local Land Services (SELLS) and the ACT Government to expand this program across the whole SE NSW.

ACT and Southern Tablelands Weed Spotters

– Since 2013, Palerang Council has actively engaged with the ACT Government on behalf of NSW councils from the Southern Tablelands, Monaro and Eastern Riverina regions to help design, build and test the regional Weed Spotters web portal as an interactive educational and reporting tool to assist regional weed management. Negotiations to expand this program across SE NSW are ongoing.

Palerang Council has also embarked on an innovative program that utilises unmanned aerial vehicles (UAVs) to improve scale and effectiveness in a range of environmental monitoring activities, primarily in the identification, mapping and monitoring of weed infestations. Given the unique skills involved, there is the capacity to offer these services to other councils and agencies within the niche market for current, high resolution images supported by value-added vegetation mapping.



Weed Spotter Website, developed in conjunction with the ACT Government and the Atlas of Living Australia (2014)



Trialling an Aerial Biosurvey UAV for Weed Detection and Mapping (2015)

Awards

Awards won by Palerang Council for excellence in environmental services include:

Local Government NSW Excellence in the Environment Awards 2012/2013

Winner (Division A), Weed Management Award

Local Government NSW Excellence in the Environment Awards 2012/2013

Overall Winner, Weed Management Award

NSW Local Government Excellence in the Environment Awards 2011/2012

Winner (Division A), Natural Environment Policies, Planning and Decision Making Award

LGSA Excellence in the Environment Awards 2010/2011

Winner (Division A), Natural Environment Policies, Planning and Decision Making Award

LGSA Excellence in the Environment Awards 2010/2011

Joint Winner (Division C), Water Conservation Award

Murrumbidgee Regional Landcare Awards 2011

First Place, Local Government Landcare Partnerships Award

LGSA Excellence in the Environment Awards 2009/2010

Winner (Division A), Natural Environment Protection and Enhancement: On-Ground Works Award

LGNSW Award for Excellence in the Environment (2013)



Community Engagement

Palerang Council works cooperatively with its community, neighbours and other government agencies through the following external committees:

- ACT and Region Integrated Catchment Management Group
- Braidwood & Villages Tourism Inc.
- Braidwood Floodplain Management Committee
- Bungendore Floodplain Management Committee
- Captains Flat Floodplain Committee
- Community Aviation Consultation Group (Canberra Airport)
- Community Safety Precinct Committee
- Dargues Reef Community Consultative Committee
- Southern Joint Regional Planning Panel
- Jupiter Wind Farm Community Consultative Committee
- Lake George and Local Government Bush Fire Liaison Committee
- Lake George Bush Fire Management Committee
- Lake George Emergency Management Committee
- Local Traffic Committee
- Palerang Transport Working Group
- Safer Communities and Neighbours Committee
- South East Australia Transport Strategy Inc.
- South East Weight of Loads Group
- Southern Tablelands and South Coast Regional Noxious Plants Committee
- Sydney Catchment Authority (Local Government Reference Panel)
- Upper Murrumbidgee Catchment Consultative Committee

Council also works collaboratively with community members to support a range of community infrastructure under Section 355 of the NSW Local Government Act as follows:

- Araluen Area Committee
- Braidwood Historic Cemetery Committee
- Braidwood Gymnasium Committee
- Braidwood National Theatre Community Centre Committee
- Braidwood Recreation Ground Committee
- Braidwood Saleyards Committee
- Braidwood Showground Reserve Trust
- Bungendore School Hall Management Committee
- Bungendore Town Centre and Environs Committee
- Bungendore War Memorial Committee
- Burra/Cargill Park Management Committee
- Canning Close Reserve
- Captains Flat Area Committee
- Carwoola/Stoney Creek Area Committee
- Climate Change Committee
- Greenways Management Committee
- Heritage Advisory Committee
- Hoskinstown Community Hall Committee
- Les Reardon Reserve Facility Management Committee
- Mick Sherd Oval Canteen Facility Committee
- Nerriga Sports Ground Reserve Committee
- Royalla Reserve Committee
- Wamboin Hall Management Committee

Through these committees, Council maintains community halls and sporting and recreational facilities—football fields, tennis courts, horse riding arenas, showgrounds, playgrounds and recreational trails (greenways)—throughout the shire. Swimming pools in each of the three main towns are managed directly by Council.

There is widespread, active community participation in all of these committees.

Regional Cooperation

In addition to the leading role played by Palerang Council in environmental management within SE NSW, involving close relationships with both the NSW Office of Environment and Heritage (OEH) and the ACT Government, Council's planning staff worked closely with the NSW Department of Planning in the development of the Sydney-Canberra Corridor Regional Strategy, a key regional planning initiative.

The State heritage listing of the town of Braidwood involves further collaboration with the OEH, and the fact that the Shoalhaven River has its headwaters in the Palerang LGA requires a close strategic relationship with Water NSW.

Palerang Council staff are deployed in key roles within the regional emergency management structure of both the RFS and SES, while Council officers are themselves in the front line in a range of emergency situations—Council staff members were formally recognised by the Governor General for their commitment and bravery during the 2010 floods that tore through the town of Captains Flat.

In working with neighbouring councils, Palerang Council has existing shared services arrangements with Queanbeyan Council, for library services, Goulburn-Mulwaree Council, for grants officers, and Yass Valley and Snowy River Councils for an internal auditor. Innovative waste management programs are also provided as a shared service through the Canberra Region Joint Organisation (CBRJO, formerly SEROC).

A wide range of cooperative arrangements, covering the gamut of Council operations, is also provided through the various committees convened under the CBRJO umbrella. The JO Board and General Managers Advisory Committee (GMAC) meetings alone provide a valuable opportunity for Mayors and GMs to discuss issues of regional significance and build relationships that assist in the day-to-day operation of all member councils.

Political and Managerial Leadership

The SEIFA (index of socioeconomic disadvantage) ranking for the Palerang LGA is 139 (1 is most disadvantaged, 152 is least disadvantaged), the lowest level of disadvantage outside of metropolitan Sydney. This assessment reinforces the fact that Palerang Council has access to a highly educated, and broadly skilled population base from which to draw both staff and elected representatives. Together with an established farming community and active community associations in many localities throughout the LGA, there is a wealth of local knowledge, experience and interest from which to draw a Council with the capacity to deal with the issues that are important to residents who choose a rural life style.

In 2010, Palerang Council operations were subject to review by the DLG through its Promoting Better Practice Program. This was a valuable check point for the young organisation, providing 69 recommendations to help increase Council's capacity and improve its governance practices. Most of the recommendations were adopted in the lead up to the Integrated Planning and Reporting program in 2011, and those that remained were incorporated into Council's planning processes. Council has recently established an Audit and Risk Committee, under the guidelines provided by the OLG, to manage the ongoing oversight of its operations.

Palerang Council participates in the NSW Local Government Operational and Management Effectiveness surveys conducted by Price Waterhouse Coopers under the auspices of the Local Government Professional Association. The resulting analysis assists in Council's ongoing efforts to improve performance throughout the organisation.

Key Elements of Strategic Capacity

Drawing from the background information presented above, the following sections address the key elements of strategic capacity outlined by the ILGRP as they apply to Palerang Council.

1. More robust revenue base and increased discretionary spending

- i) Council has operated on a balanced cash budget for more than five years;
- ii) Working to a 20 year strategic plan, Council has used an independent funding model for water, sewer and waste services for more than five years. All three services have consistently delivered an operating surplus;
- iii) As presented in the accompanying Council Improvement Proposal, a special rate variation of 7% above the rate cap, for each of the next five years will deliver an operating surplus within that period;

Council has undertaken comprehensive planning relating to projects identified in its Community Strategic Plan that would be included in a proposal for a special variation. While a formal application is yet to be submitted, the need for, and impact of a special variation was presented in the community meetings held in conjunction with Council's FFTF program.

With an index of 1081.7, the Palerang LGA has the highest SEIFA ranking (least socioeconomic disadvantage) of any LGA outside of metropolitan Sydney;

- iv) The Palerang LGA has presented one of the highest growth rates in NSW for more than five years (13.5% for the five year period to 2013);
- v) Council operates a number of plans under Section 94 of the Local Government Act to set aside revenue to fund projects that are driven by local development;
- vi) Council's revenue base must be considered in the context of the range of services and activities that are required within a rural community.

2. Scope to undertake new functions and major projects

- i) Since its inception, Palerang Council has proven its capacity to undertake major capital works projects. In the short time since its formation it has delivered:
 - a new Council office building in Bungendore;
 - a new sewage treatment plant in Braidwood;
 - a new truck washout facility at the Braidwood sale yards;
 - a major upgrade to the Bungendore sewage treatment plant;
 - a new water treatment plant in Braidwood;
 - a new water treatment plant in Currandooley (Bungendore);
 - waste transfer stations in Captains Flat and Bywong;
 - a waste transfer station and resources recovery centre in Bungendore;
 - major road reconstruction and realignment works on local and Regional roads;
 - bridgeworks, including the \$1.2 million Molonglo Bridge at Captains Flat.
- ii) Council engineering staff developed, in-house, the remote monitoring systems used in the operation of Council's water and sewage facilities;
- iii) As a highly valued partner of NSW RMS, Council consistently demonstrates its capacity to deliver major road works projects on State roads within both Palerang and adjacent LGAs;
- iv) Council is in the process of refurbishing and upgrading the main sporting facilities in both Bungendore and Braidwood. These programs include the upgrade of playing surfaces and

associated irrigation and lighting, new amenities buildings, parking areas and children's playgrounds;

- v) Council has delivered flood management studies for its two most vulnerable towns, Bungendore and Captains Flat. The former involved several years of terrain mapping, hydraulic modelling, and ground-truthing to yield the basis for ongoing flood mitigation works in the town;
- vi) Council planning staff managed all aspects of the preparation of the new Palerang LEP and DCP in-house. These exercises brought together into single planning documents, the six LEPs and 19 DCPs inherited under the amalgamation;
- vii) Council planning staff have also managed the integration of the new LEP into the State's e-Planning and Electronic Housing Code system;
- viii) Council's environmental services officers have established an outstanding reputation for excellence in environmental monitoring through the use of innovative and creative approaches to their task. The most recent example is the announcement of a \$30 million program to help coordinate weed management across SE NSW on behalf of 18 councils, the ACT government and several State agencies;
- ix) The cooperative structure of the Canberra Region Joint Organisation (CBRJO, formerly SEROC) has a proven capacity to assist member councils in addressing both novel programs and new challenges. For example, CBRJO has engaged specialist resources to help deliver innovative waste management programs to member councils. Other SEROC Working Groups help share experiences within member councils and pool resources to manages issues ranging from IT systems management to the sourcing of competitive insurance.

3. Ability to employ wider range of skilled staff

- i) The proximity of the Palerang LGA to Canberra, and the demographics of its own population present a broad range of skilled resources;
- ii) With a SEIFA Index of 1081.7, the Palerang LGA boasts the least socioeconomically disadvantaged demographic outside of the top metropolitan council areas. Currently rated 139 out of the 152 NSW LGAs (a higher number is better), 24.6% of the population is university qualified, as high as 31.3% in some areas. By comparison, the regional NSW average is just 12.5% and the average across all of NSW is 19.9%. In the ACT, 33.8% of the population is university qualified;
- iii) As a council that manages its own water and sewer utilities, Palerang offers engineering staff a unique opportunity to develop a broad range of skills;
- iv) With a rapidly growing population and the potential for large greenfield developments, Palerang offers planning staff a similar opportunity to develop a broad range of planning skills;
- v) The outstanding reputation of Council's environmental services section attracts offers from ACT universities seeking to contribute to their innovative projects;
- vi) The collegiate atmosphere within a high achieving rural council, and the breadth of experience available within a relatively small organisation, provides an attractive alternative to the narrow focus of individual functions with urban councils and larger organisations;
- vii) Palerang's membership of CBRJO provides further access to resources less widely used in a rural context. The JO structure provides additional scale in situations where the needs of rural communities do not justify full time staff. The opportunity to work within the JO structure, across several councils, again provides an attractive alternative to the siloed environment within larger organisations.

4. Knowledge, creativity and innovation

- i) Council's breadth and depth of knowledge in the areas of water and sewer systems management is borne out in the efficiency with which Council's wide range of facilities are managed. Council

engineering staff demonstrated not only their knowledge of the system, but their own creativity in developing, in-house, the remote monitoring systems used in the management of Council's water and sewage facilities;

- ii) Council's knowledge and excellence in road construction is recognised by RMS through ongoing contracts within both Palerang and adjacent LGAs;
- iii) Council environmental services staff have established a reputation for excellence and innovation in their field:
 - They are consistently recognised for their efforts through the LGNSW Excellence in the Environment awards;
 - They are acknowledged as leaders in the field through the range of programs they are invited to lead on behalf of regional councils and agencies;
 - They have demonstrated an innovative approach through their collaboration with local universities, and use of new technologies, such as UAVs for weed mapping, in their programs.
- iv) Palerang demonstrated its capacity for innovation as one of the pilot councils for the Groundswell City to Soil project that seeks to divert organics (food and garden waste) away from landfill to produce compost that is used to improve the quality of agricultural soils.

5. Advanced skills in strategic planning and policy development

- i) Palerang's new LEP and DCP were developed entirely by Council's planning staff. The task included the preparation of wide ranging discussion papers, the coordination of subsequent community input, the development and refinement of draft documents, and collaboration with the Department of Planning to ensure that the Standard Instrument incorporated the clauses required to support planning in the local rural context;
- ii) Council's planning staff assisted in the development of the Sydney-Canberra Corridor Regional Strategy;
- iii) Planning staff are also nearing completion of a Rural Lands Study that will underpin the development of the long term strategy for the use of rural, rural residential and environmental land within the LGA;
- iv) With 20% of the Palerang population employed in the public administration sector, there is no shortage of experience in policy development within the pool of residents available to serve on Council.

6. Effective regional collaboration

- i) As a member of CBRJO, Council engages at several levels with its neighbouring councils and the ACT government. Council staff are active members of several CBRJO working groups designed to promote regional collaboration to the benefit of member councils:
 - CBRJO Transition Working Group
 - Economic Development Working Group
 - Organisational Development Working Group
 - Regional Waste Strategy Projects and Working Group
 - Information Technology Working Group
- ii) Council is a partner in a range of activities coordinated by CBRJO:
 - Shared contract for e-Waste with DHL;
 - Capital Region Living, a joint promotional activity with regional councils and the ACT Government;

- Canberra Region branding, to leverage the economic development and tourism advantages of the wider region, which takes in the South Coast, Snowy Mountains, Southern Tablelands and Canberra.
- iii) Palerang Council has existing shared services arrangements with neighbouring councils:
- SE Weight of Loads Group with 10 other regional councils;
 - Lake George Emergency Management Committee with Queanbeyan City Council;
 - Library services with Queanbeyan City Council;
 - Grants Officers with Goulburn-Mulwaree Council;
 - Internal Auditor with Snowy River and Yass Valley Councils;

7. Credibility for more effective advocacy

- i) Through the development of the Sydney-Canberra Corridor Regional Strategy, the Palerang LEP and the Palerang Rural Lands Study, planning staff have developed a close working relationship with the NSW Department of Planning;
- ii) With the State Heritage Listing of Braidwood, and the development of flood mitigation strategies, staff also have a close working relationship with the NSW Office of Environment and Heritage;
- iii) Council's environmental services team is highly regarded, as acknowledged through the awards it has received and the programs in which it is invited to take a leading role;
- iv) The Mayor and GM meet regularly local Federal and State members, and Federal and State Ministers;
- v) Through active advocacy on behalf of its community and identification of appropriate opportunities, Council is a regular recipient of grant funding for community projects such as the new Community Health Centre in Captains Flat.

8. Capable partner for State and federal agencies

- i) Palerang Council is a well-respected, long term partner with RMS for road works within both Palerang and adjoining LGAs;
- ii) Planning staff have worked closely with the Department of Planning in the development of the Sydney-Canberra Corridor Regional Strategy, as well as our own LEP;
- iii) Council's environmental services offices are widely respected and recognised for their outstanding work in delivering environmental management projects. The quality of their work is reflected in the awards they have received and the consistency with which they are invited to lead major environmental projects within the region;
- iii) Palerang is a signatory to the Office of the Small Business Commissioner's Small Business Friendly Councils program;
- iv) Council has actively supported the provision of local area health services, successfully supporting an application for funding and managing the construction of a new Community Health Centre in Captains Flat.

9. Resources to cope with complex and unexpected change

- i) Palerang Council is a relatively small and agile organisation. It nonetheless has the scale and capacity to comfortably manage its resources and deliver the range of services that are appropriate within a rural community;
- ii) The cooperative attitude and delegation of responsibility within the organisation encourages individuals to take responsibility for situations they encounter and this in turn brings out their best in unexpected circumstances;
- iii) Staff are highly skilled and capable at all levels in the organisation, leading to the high degree of flexibility and adaptability that characterises a rural community. Staff are directly involved with

emergency responses in both managing Council assets and assisting RFS and SES crews in their operations. While fortunately not regular events, both bush fire and flood are common enough to require sound planning and preparedness.

10. High quality political and managerial leadership.

- i) The Palerang LGA's proximity to Canberra, and its own demographic, provides access to a broad supply of quality executive management assets for both staff and elected office;
- ii) As immediate past president of the local Rotary Club and an active parent (including service as vice-president and president) with the local Scout group, the General Manager is widely respected within the community, as he is in broader local government circles. The GM is a Fellow of the Australian Institute of Management, a Graduate of the Australian Institute of Company Directors, a member of both LG Professionals NSW and the CEO Institute, and on the Executive of CBRJO (formerly SEROC);
- iii) Through its Director of Works, Palerang is one of only three councils represented on the RMS Block Grant Review Panel;
- iv) The Mayor has a high local media profile and plays an active role in guiding community groups throughout the shire, representing the community's interests to State and Federal members and advocating for the Palerang community at large;
- v) The collegiate nature of the elected body and the Executive Management Team enables both to work together constructively to maximise the scale and capacity that can be achieved with available resources.

Concluding Remarks

The Palerang LGA is a rural shire with characteristics that embrace agricultural and ecological qualities, supporting communities that seek out a life style quite distinct from that found in more urban areas. It has varied demographic characteristics and its population distribution allows all of these demographic groups to be directly represented on a nine member Council. Something that is missing from the assessment of FFTF is any formal recognition of the political reality that a dominant population group (as would occur in a merger involving a large urban population with a smaller rural population) will dominate a democratically elected Council—demographic groups will not be actively represented just because it would be the right thing to do.

In the short time that it has existed, Palerang Council has brought together people, with a unique range of specialist skills, who have demonstrated their ability to adapt quickly to the requirements of a rural community in a world of rapidly changing technology.

One important reason why Palerang Council was able to rise above its early challenges is that it has been able to focus both policy development and operational activities on the needs of its rural community. It is Council's firm belief, well supported by the residents it represents, that the Palerang community will be better served by an agile and innovative council that can remain focussed on the unique needs of a rural community, than by a council dominated by urban interests.

We have established core infrastructure in our towns and growth areas and are now entering the next phase of development that will focus on building social capital.

In line with inspiration presented in the *Foundation Stones of Success*, Palerang Council has demonstrated in the short time that it has existed that it is indeed *a council that can*, a council that has the capacity to meet the needs of its local and regional communities and to be a valued partner of State and Federal governments.

References

Bungendore Discussion Paper, Palerang Council, July 2006

Braidwood Discussion Paper, Palerang Council, August 2006

Palerang Settlements Discussion Paper, Palerang Council, December 2006

Rural Residential, Rural and Environmental Areas Discussion Paper, Palerang Council, May 2008

Bungendore Land Use Strategy and Structure Plan, P&A Walsh Consulting, August 2009

Bungendore Floodplain Risk Management Study, Worley Parsons, March 2013

Captains Flat Flood Study, Cardno, June 2013

Financial Sustainability of the New South Wales Local Government Sector. TCorp, April 2013

Local Government Infrastructure Audit, DLG, June 2013

Palerang Local Environmental Plan 2014

Palerang Development Control Plan 2015

How to best make Palerang “Fit For the Future” what is your view?

In 2012, the NSW Government commissioned a review of local government. The current **Fit For the Future** (FFtF) program is a key element of the State Government's response to the report subsequently handed down by the Independent Local Government Review Panel (ILGRP).

Being 'Fit For the Future'

The FFtF initiative requires each NSW council to assess its financial position, and to demonstrate that it has the scale and capacity to effectively maintain critical infrastructure and deliver the range of services required to support their respective communities. All assessments must be based on seven financial benchmarks that have been developed specifically for this purpose. The intent is that a sound council should meet or exceed these benchmarks.

To merge or not to merge

As part of this process, each council is to consider how recommendations made by the ILGRP might improve its position. In many cases this involves assessment of the potential benefit that might be derived from joining with one or more neighbouring councils to form a new local government area.

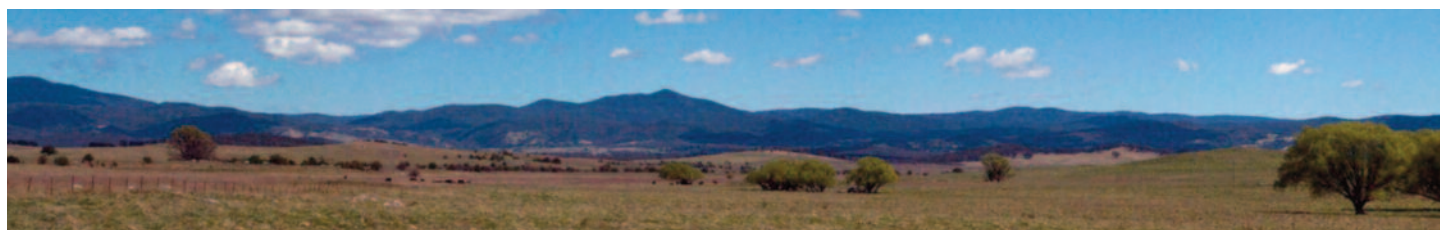
This information leaflet outlines how your council is developing a response to the FFtF program, and seeks your input to assist in this process.

Our foundation

The Palerang Local Government Area (LGA) is largely rural in nature, although it is characterised by a predominantly rural residential population. The amalgamation that led to the creation of the Palerang LGA in 2004 brought together this rural residential population with around 5,000 km² of farmland, two towns and several villages, creating a unique demographic. Although the economic conditions following its formation were challenging, our council has since worked with residents to consistently deliver balanced budgets and remain financially viable.

Palerang's financial position

In the recent financial assessment of NSW councils carried out by TCorp (NSW Treasury Corporation, the State's central financing authority), our financial situation was rated as 'Moderate', that being as good as, or better than 75% of NSW councils. The financial forecast for most NSW councils, however, including those in our region, was not strong.





Infrastructure maintenance

The most significant burden on rural councils like Palerang is the maintenance of an extensive network of roads and bridges, and much of this must be funded through general rates revenue. Due to the rate-capping regime that prevails in NSW, rising maintenance costs consistently outstrip rate increases, resulting in an ever-increasing infrastructure maintenance backlog.

Nonetheless, since its inception Palerang Council has managed to keep its major roads and bridges safe and operational. Moreover, we have made significant investments in core water, sewer and waste infrastructure. Over the past decade, Palerang has consistently strengthened associated service delivery capabilities and there is good reason to believe that this trend will continue into the future.

Our options

Under the State Government's FFtF program, Palerang and Queanbeyan Councils are required to consider the ILGRP's recommendation that the two councils merge.

Palerang and Queanbeyan Councils have met to consider the various issues that would need to be addressed in order to create a new council. With funding assistance provided under the FFtF

program, a local government consulting firm was engaged to provide an assessment of the current financial state of each council and the likely economic impact of a merger. This exercise dealt only with the seven FFtF financial benchmarks. It did not consider any broader social issues that might come into play in a merger scenario. Nonetheless, the merged entity as modelled did not meet any of the benchmarks that were not already satisfied by the individual councils.

For Palerang to meet the FFtF financial benchmarks, as either a stand-alone or merged entity, it will need to increase its revenue streams. As a stand-alone entity, modelling suggests that the benchmarks might be met with a moderate rate increase, phased in over five years. As illustrated in the tables opposite, a merged entity would also require an increase in order to meet the FFtF benchmarks. However, there would be no guarantee that in a new council such an increase would be levied evenly on both urban and rural residents.

Council also has concerns that this purely financial assessment ignores the more practical aspects of council's role within the community and the ability of rural residents to influence Council's budget priorities. Cultural and service needs of a rural/rural residential council such as Palerang can be quite different to those of an urban council like Queanbeyan.





	2016/17	2017/18	2018/19	2019/20
Operating Performance Ratio	✗	✗	✗	✗
Own Source Revenue Ratio	✓	✓	✓	✓
Building and Infrastructure Asset Renewal Ratio	✗	✗	✗	✗
Infrastructure Backlog Ratio	✗	✗	✗	✗
Asset Maintenance Ratio	✗	✗	✗	✗
Debt Service Ratio	✓	✓	✓	✓
Real Operating Expenditure per capita	✓	✓	✓	✓
Palerang Council – stand alone				

	2016/17	2017/18	2018/19	2019/20
Operating Performance Ratio	✗	✗	✗	✗
Own Source Revenue Ratio	✓	✓	✓	✓
Building and Infrastructure Asset Renewal Ratio	✗	✗	✗	✗
Infrastructure Backlog Ratio	✗	✗	✗	✗
Asset Maintenance Ratio	✗	✗	✗	✗
Debt Service Ratio	✓	✓	✓	✓
Real Operating Expenditure per capita	✗	✓	✓	✓
Merged Palerang/Queanbeyan Council				



The conclusion

After analysis, both councils have come to the conclusion that their respective communities will be better served by their continuing as independent entities.

Improving with independence

The ILGRP also recommended an alternative structure that could provide services at a regional level. Their proposed Joint Organisation (JO) structure is based on that of the current Regional Organisation of Councils (ROC). While primarily intended to focus on regional level strategic planning, the new model is also designed to cater for the delivery of shared services that would improve economic capacity in rural areas. This could include more effective delivery of back-office functions such as ICT and HR services. Road works and waste collection services could also benefit from economies of scale.

Palerang Council already has various shared services arrangements in place with neighbouring councils. Your Council believes that this style of cooperation, provided under the new JO structure, has the potential to offer a more mutually beneficial means of addressing the capacity issues that face smaller, rural councils than merging them with larger councils with a more urban focus.

What are your thoughts?

A key element of the FFtF program is community feedback on the options that are available. It is important for residents to be comfortable that whatever option we recommend is consistent with current priorities.

In view of the information presented in this leaflet, your Council is of the view that residents would not be well served by the proposed merger and that we remain as an independent LGA.

Community feedback

During the month of May, Council will be seeking community input via several mechanisms: the enclosed reply paid card, a voluntary web-based survey, a random telephone survey and community forums. Residents can help shape the future of your LGA by considering the information provided in this leaflet, thinking about the issues and participating in the feedback process.

The FFtF program is all about ensuring that councils are able to effectively deliver the range of services needed to support their communities. With this in mind, we ask you to consider:

- Do you feel that council provides an appropriate range of services for the rates you pay?
- Would be appropriate for general rates to rise if that were backed by an increase in services or infrastructure improvements?
- Would a council with a larger urban population better represent your interests or provide you with a more appropriate range of services?
- Which urban centre(s) outside Palerang, if any, do you most frequently visit (e.g. Batemans Bay, Canberra, Cooma, Goulburn, Queanbeyan, Moruya, Nowra, Yass, Other, None)?



Telephone survey

Palerang Council will be conducting a random telephone survey during May 2015. If you are selected as a participant, it would help for you to have familiarised yourself with the information provided in this brochure beforehand.

Web survey

For more information and to complete the web survey, please go to:

<http://bit.ly/FutureFit>

Community forums

Braidwood:

6pm Tuesday 26 May 2015 at the National Theatre.

Bungendore:

6pm Wednesday 27 May 2015 at the Bungendore Council Chambers.

For more information:

www.localgovernmentreview.nsw.gov.au

www.fitforthefuture.nsw.gov.au

<http://bit.ly/FutureFit>





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Partial Report on the 2015 Community Survey

(This document covers only the results to the
FFTF questions for inclusion in Council
business paper on 18 June)

Draft 2 – 17 June 2015

Presented to

Palerang Council

By Les Winton

17 June 2015

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1. Introduction

In September 2014, the State Government announced the Fit for the Future (FFTF) reform program in response to the Independent Local Government Review Panel's (ILGRP) final recommendations of October 2013. The FFTF program is about ensuring that councils are able to effectively deliver the range of services needed to support their communities.

The FFTF initiative requires each NSW council to assess its financial position, and to demonstrate that it has the scale and capacity to effectively maintain critical infrastructure and deliver the range of services required to support their communities.

All assessments must be based on seven financial benchmarks that have been developed specifically for this purpose. The intent is that a sound council should meet or exceed these benchmarks. As part of this process, each council is to consider how recommendations made by the ILGRP might improve their position. In many cases, this involves assessment of the potential benefit that might be derived from joining with one or more neighbouring councils to form a new local government area (LGA).

During the month of May, Council sought community input via several mechanisms: a reply paid card included with an information brochure, a voluntary web-based survey, community workshops in Braidwood and Bungendore, followed by this telephone survey in early June.

In addition to the FFTF questions this survey also covered various other question areas previously asked in the 2005 and 2011 surveys about:

- The local environment plan
- The management plan
- Several Bungendore and Braidwood options
- Socio-demographics.

2. Research Methodology

The study involved administration by telephone of a structured questionnaire of maximum 15 minutes duration to a stratified random sample of people drawn from throughout the Palerang Council area in the same way as that employed in 2005 and 2011. To ensure that the results in each of the regions could stand up to statistical scrutiny, a total sample size of 1,100 people (aged 18 years and over) was chosen, with the number of people interviewed in each region being calculated so that the statistical tolerance in each region is equal at around $\pm 6.6\%$ on 50/50% results at the 95% level of confidence. The sampling tolerance on total results is around $\pm 2.8\%$. Results were then weighted at the computer analysis stage to realign the total results to population proportions.

	Region	Estimated Population (ABS ERP 2014)	Weighted sample (proportional to population)	Unweighted sample (for consistent sampling tolerances)
1	Braidwood area	4,230	300	400
2	Bungendore area	10,152	720	500
3	Captains Flat area	1,128	80	200
	Total	15,510	1100	1100

Following drafting and pilot-testing of the questionnaire, a process of random digit dialling together with screening questions on location of residence was used to develop the sample. Filter questions were also used to ensure that only households living in or close to the towns and villages were included in those sub-samples, with the rest being classified into rural residential dwellings and farms.

We employed a three call approach in the interviewing process, in which we make an initial call and then up to two call-backs to not-at-homes on different days at different times before sample replacement. This approach provides a more representative sample than simply interviewing the first 1,100 people who answer the phone and agree to take part in the survey. By definition, the telephone approach leaves out all households where no phone contact is possible. Although this comprised only a relatively small proportion of households in regional and rural areas until recently, growing numbers of households, particularly younger households, are now replacing landlines with mobile phones, so a melded landline and mobile phone sample is now used to overcome this problem.

A structured questionnaire suitable for telephone administration was drawn up in consultation with Council, and pilot-tested with a small sub-sample of the population (via test interviews with some 20 people from different regions) to test for question flow and to eliminate any question wording ambiguities. The interviews were then conducted by our experienced team of ISO20252-accredited interviewers, who were briefed and supervised on the study.

3. Summary of the Findings for the FFTF Questions

3.1 The FFTF Questions

Centres of Influence:

- Q.A In which city or town do your weekly or major food, grocery or major supermarket shopping?
- Q.B Where do you shop for major household items such as whitegoods and furniture?
- Q.C Where do you mostly visit for minor top-up food and grocery shopping?
- Q.D In which city or town are your main healthcare providers located, such as your doctor, dentist and the like?
- Q.E Which city or town do you usually visit for entertainment?
- Q.F Which city or town do you mostly associate with the provision of primary, secondary or tertiary education for your family?

Amalgamation:

- Q.G As you may know, the State Government is seeking to amalgamate various councils throughout NSW, and it has been suggested that Palerang Council be merged with Queanbeyan City Council. In your opinion, should Palerang Council:
- Continue as an independent council in its own right;
 - Amalgamate with Queanbeyan Council;
 - Amalgamate with Goulburn Council;
 - Amalgamate with Yass Valley Council;
 - Amalgamate with some other Council; or
 - Be split up among adjoining Councils

3.2 Centres of influence

- Q.A In which city or town do your weekly or major food, grocery or major supermarket shopping?
 Q.B Where do you shop for major household items such as whitegoods and furniture?
 Q.C Where do you mostly visit for minor top-up food and grocery shopping?
 Q.D In which city or town are your main healthcare providers located, such as your doctor, dentist and the like?
 Q.E Which city or town do you usually visit for entertainment?
 Q.F Which city or town do you mostly associate with the provision of primary, secondary or tertiary education for your family?

TABLE 3.2.1: Summary:

	Major food and grocery shopping %	Major h'hold items shopping %	Minor top-up food & groceries %	Healthcare providers %	Entertainment %	Education %
Canberra only or mainly	15.2	48.3	8.0	38.9	56.3	29.9
Canberra and Queanbeyan about equally	9.4	12.1	0.0	2.1	1.9	2.9
Queanbeyan only or mainly	44.8	15.1	12.9	9.0	7.8	14.8
Total Canberra and/or Queanbeyan	69.4	75.5	20.9	50.0	66.0	47.6
Goulburn + nearby towns	3.6	2.5	0.4	1.8	2.5	3.6
Batemans Bay + nearby towns	2.2	0.7	0.0	0.7	1.9	0.4
Further afield (incl Sydney)	0.0	0.0	0.0	1.7	3.7	1.4
Total beyond Palerang	75.2	78.7	21.3	54.2	74.1	53.0
Braidwood [town]	18.4	13.7	31.8	27.1	5.8	12.7
Bungendore [town]	4.6	0.4	45.1	18.0	6.4	7.6
Captains Flat [town]	0.0	0.0	0.0	0.0	0.0	0.7
Sutton [area]	0.0	0.0	0.0	0.0	0.0	0.2
Not applicable/ don't do that/ unsure	1.8	5.6	1.8	0.4	13.7	25.8
<i>Base</i>	<i>1108</i>	<i>1108</i>	<i>1108</i>	<i>1108</i>	<i>1108</i>	<i>1108</i>

Majorities of the population venture beyond Palerang Council's borders for major household shopping (78.7%), major food and grocery shopping (75.2%), entertainment (74.1%), healthcare providers (54.2%) and educational activities (53.0%), but with only a minority doing so for minor top-up food and grocery shopping (21.3%).

In all cases, most of those venturing beyond Palerang go no further than Queanbeyan or Canberra. However, whereas more people do their major and top-up food and grocery shopping in Queanbeyan than in Canberra, Canberra, far more so than Queanbeyan, is the main destination for Major household items, healthcare providers, Entertainment and Education.

TABLE 3.2.2: Major food, groc, etc
Q.A In which city or town do your weekly or major food, grocery or major supermarket shopping?

	Total %	Area %			Age %			Gender %	
		Braidwood	Bungendore	Captains Flat	18-39 years	40-54 years	55+ years	Men	Women
Canberra only or mainly	15.2	7.6	17.6	22.0	18.6	16.1	12.8	14.9	15.6
Canberra and Queanbeyan about equally	9.4	4.7	10.8	13.5	11.5	9.9	7.9	9.1	9.5
Queanbeyan only or mainly	44.8	22.4	51.8	64.5	54.8	47.2	37.6	43.6	45.6
Total Canberra and/or Queanbeyan	69.4	34.7	80.2	100.0	84.9	73.2	58.3	67.6	70.7
Goulburn + nearby towns	3.6	10.7	1.1	0.0	1.5	2.3	5.7	2.5	4.4
Batemans Bay + nearby towns	2.2	2.7	2.2	0.0	0.0	2.3	3.3	5.0	0.0
Total beyond Palerang	75.2	48.1	83.5	100.0	86.4	77.8	67.3	75.1	75.1
Braidwood [town]	18.4	49.3	7.7	0.0	9.1	17.1	24.4	17.6	19.0
Bungendore [town]	4.6	1.3	6.5	0.0	1.5	3.7	6.9	4.6	4.6
Captains Flat [town]	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Not applicable/don't do that	1.8	1.3	2.2	0.0	3.0	1.4	1.4	2.5	1.3
<i>Weighted Base</i>	<i>1108</i>	<i>300</i>	<i>724</i>	<i>84</i>	<i>265</i>	<i>351</i>	<i>492</i>	<i>476</i>	<i>632</i>

TABLE 3.2.3: Major household items

Q.B Where do you shop for major household items such as whitegoods and furniture?

	Total %	Area %			Age %			Gender %	
		Braidwood	Bungendore	Captains Flat	18-39 years	40-54 years	55+ years	Men	Women
Canberra only or mainly	48.3	27.3	55.1	63.9	57.6	52.3	40.3	49.1	47.5
Canberra and Queanbeyan about equally	12.1	6.8	13.8	16.0	14.4	13.1	10.1	12.3	11.9
Queanbeyan only or mainly	15.1	8.6	17.3	20.1	18.2	16.4	12.6	15.5	15.0
Total Canberra and/or Queanbeyan	75.5	42.7	86.2	100.0	90.2	81.8	63.0	76.9	74.4
Goulburn + nearby towns	2.5	9.3	0.0	0.0	0.0	1.1	4.9	0.8	3.8
Batemans Bay + nearby towns	0.7	0.0	1.1	0.0	0.0	2.3	0.0	1.7	0.0
Total beyond Palerang	78.7	52.0	87.3	100.0	90.2	85.2	67.9	79.4	78.2
Braidwood [town]	13.7	42.7	3.3	0.0	4.5	8.0	22.8	14.3	13.3
Bungendore [town]	0.4	0.0	0.6	0.0	0.0	1.1	0.0	0.8	0.0
Captains Flat [town]	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Unsure/it varies/don't know	1.6	0.0	2.5	0.0	0.0	3.4	1.2	0.4	2.5
Not applicable/don't do that	5.6	5.3	6.4	0.0	5.3	2.3	8.1	5.0	6.0
<i>Weighted Base</i>	<i>1108</i>	<i>300</i>	<i>724</i>	<i>84</i>	<i>265</i>	<i>351</i>	<i>492</i>	<i>476</i>	<i>632</i>

TABLE 3.2.4: Minor top-up shopping

Q.C Where do you mostly visit for minor top-up food and grocery shopping?

	Total %	Area %			Age %			Gender %	
		Braidwood	Bungendore	Captains Flat	18-39 years	40-54 years	55+ years	Men	Women
Canberra only or mainly	8.0	5.4	7.1	35.4	14.2	6.3	5.8	10.3	6.2
Canberra and Queanbeyan about equally	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Queanbeyan only or mainly	12.9	1.3	11.7	55.1	23.2	10.2	9.4	16.8	10.1
Total Canberra and/or Queanbeyan	20.9	6.7	18.8	90.5	37.4	16.5	15.2	27.1	16.3
Goulburn + nearby towns	0.4	1.3	0.0	0.0	0.0	0.0	0.8	0.8	0.0
Total beyond Palerang	21.3	8.0	18.8	90.5	37.4	16.5	16.0	27.9	16.3
Braidwood [town]	31.8	86.7	12.2	4.8	18.1	34.2	37.4	30.3	32.9
Bungendore [town]	45.1	2.7	68.0	0.0	44.5	49.3	42.5	37.6	50.8
Captains Flat [town]	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Not applicable/ don't do that	1.8	2.7	1.1	4.8	0.0	0.0	4.1	4.2	0.0
<i>Weighted Base</i>	<i>1108</i>	<i>300</i>	<i>724</i>	<i>84</i>	<i>265</i>	<i>351</i>	<i>492</i>	<i>476</i>	<i>632</i>

Q.D In which city or town are your main healthcare providers located, such as your doctor, dentist and the like?

	Total %	Area %			Age %			Gender %	
		Braidwood	Bungendore	Captains Flat	18-39 years	40-54 years	55+ years	Men	Women
Canberra only or mainly	38.9	11.5	45.9	78.0	46.1	37.8	36.0	37.1	40.5
Canberra and Queanbeyan about equally	2.1	0.6	2.4	4.0	2.4	1.9	1.8	1.9	2.1
Queanbeyan only or mainly	9.0	2.6	10.5	18.0	10.7	8.7	8.3	8.5	9.3
Total Canberra and/or Queanbeyan	50.0	14.7	58.8	100.0	59.2	48.4	46.1	47.5	51.9
Goulburn + nearby towns	1.8	4.0	1.1	0.0	0.0	3.4	1.6	1.7	1.9
Batemans Bay + nearby towns	0.7	0.0	1.1	0.0	0.0	0.0	1.6	0.0	1.3
Further (eg, Sydney, Melbourne, etc)	1.7	1.3	2.1	0.0	0.0	2.3	2.2	1.5	1.9
Total beyond Palerang	54.2	20.0	63.1	100.0	59.2	54.1	51.5	50.7	57.0
Braidwood [town]	27.1	80.0	8.3	0.0	19.6	26.2	31.7	31.1	24.1
Bungendore [town]	18.0	0.0	27.5	0.0	21.1	17.4	16.7	17.4	18.4
Burra [area]	0.4	0.0	0.6	0.0	0.0	1.1	0.0	0.0	0.6
Captains Flat [town]	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Not applicable/ don't do that	0.4	0.0	0.6	0.0	0.0	1.1	0.0	0.8	0.0
<i>Weighted Base</i>	<i>1108</i>	<i>300</i>	<i>724</i>	<i>84</i>	<i>265</i>	<i>351</i>	<i>492</i>	<i>476</i>	<i>632</i>

Q.E Which city or town do you usually visit for entertainment?

	Total %	Area %			Age %			Gender %	
		Braidwood	Bungendore	Captains Flat	18-39 years	40-54 years	55+ years	Men	Women
Canberra only or mainly	56.3	43.1	60.0	68.9	69.3	60.3	46.0	55.2	56.8
Canberra and Queanbeyan about equally	1.9	1.5	2.1	2.4	2.4	2.1	1.6	1.9	2.0
Queanbeyan only or mainly	7.8	6.1	8.5	9.7	9.8	8.5	6.5	7.8	8.0
Total Canberra and/or Queanbeyan	66.0	50.7	70.6	81.0	81.5	70.9	54.1	64.9	66.8
Further (eg, Sydney, Melbourne, etc)	3.7	5.3	3.5	0.0	0.0	6.0	4.1	4.4	3.2
Goulburn + nearby towns	2.5	6.7	1.1	0.0	0.0	5.7	1.6	4.2	1.3
Batemans Bay + nearby towns	1.9	0.0	2.9	0.0	1.9	4.6	0.0	1.7	2.1
Total beyond Palerang	74.1	62.7	78.1	81.0	83.4	87.2	59.8	75.2	73.4
Braidwood [town]	5.8	18.7	1.1	0.0	1.5	2.3	10.6	3.4	7.6
Bungendore [town]	6.4	0.0	9.8	0.0	6.0	4.3	8.1	6.3	6.5
Captains Flat [town]	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Unsure/it varies/don't know	0.9	0.0	0.8	4.8	3.0	0.0	0.4	0.4	1.3
Not applicable/ don't do that	12.8	18.7	10.2	14.3	6.0	6.3	21.1	14.7	11.4
<i>Weighted Base</i>	<i>1108</i>	<i>300</i>	<i>724</i>	<i>84</i>	<i>265</i>	<i>351</i>	<i>492</i>	<i>476</i>	<i>632</i>

Q.F Which city or town do you mostly associate with the provision of primary, secondary or tertiary education for your family?

	Total %	Area %			Age %			Gender %	
		Braidwood	Bungendore	Captains Flat	18-39 years	40-54 years	55+ years	Men	Women
Canberra only or mainly	29.9	14.3	35.4	39.0	43.7	31.4	21.5	31.6	29.5
Canberra and Queanbeyan about equally	2.9	1.4	3.4	3.7	4.2	3.0	2.0	2.9	2.8
Queanbeyan only or mainly	14.8	7.0	17.4	19.2	21.5	15.5	10.6	14.0	14.5
Total Canberra and/or Queanbeyan	47.6	22.7	56.2	61.9	69.4	49.9	34.1	48.5	46.8
Goulburn + nearby towns	3.6	13.3	0.0	0.0	3.0	5.7	2.4	4.2	3.2
Further (eg, Sydney, Melbourne, etc)	1.4	2.7	1.1	0.0	0.0	2.3	1.6	1.7	1.3
Batemans Bay + nearby towns	0.4	1.3	0.0	0.0	0.0	0.0	0.8	0.0	0.6
Total beyond Palerang	53.0	40.0	57.3	61.9	72.4	57.9	38.9	54.4	51.9
Braidwood [town]	12.7	32.0	5.7	4.8	9.4	16.0	12.2	14.3	11.6
Bungendore [town]	7.6	1.3	11.0	0.0	12.1	10.3	3.3	5.7	9.0
Captains Flat [town]	0.7	0.0	0.0	9.5	1.5	1.1	0.0	0.0	1.3
Sutton [area]	0.2	0.0	0.3	0.0	0.0	0.0	0.4	0.0	0.3
Not applicable/ don't do that	25.8	26.7	25.7	23.8	4.5	14.8	45.1	25.6	25.9
<i>Weighted Base</i>	<i>1108</i>	<i>300</i>	<i>724</i>	<i>84</i>	<i>265</i>	<i>351</i>	<i>492</i>	<i>476</i>	<i>632</i>

3.3 Amalgamation

TABLE 3.3.1: Amalgamate or not

Q.G As you may know, the State Government is seeking to amalgamate various councils throughout NSW, and it has been suggested that Palerang Council be merged with Queanbeyan City Council. In your opinion, should Palerang Council:

READ OUT/ ROTATE	Total %	Area %			Age %			Gender %	
		Braidwood	Bungendore	Captains Flat	18-39 years	40-54 years	55+ years	Men	Women
Continue as an independent council in its own right	54.8	62.7	51.2	57.1	60.8	45.9	57.9	56.1	53.8
Amalgamate with Queanbeyan Council	20.5	17.3	20.9	28.6	21.5	22.5	18.5	20.4	20.6
Amalgamate with Goulburn Council	8.6	9.3	9.3	0.0	7.5	8.3	9.3	8.8	8.4
Amalgamate with Yass Valley Council	0.4	0.0	0.6	0.0	1.5	0.0	0.0	0.8	0.0
Amalgamate with some other Council/s	1.4	1.3	1.1	4.8	0.0	2.3	1.6	2.5	0.6
Be split up among adjoining Councils	8.3	5.3	9.4	9.5	6.0	11.7	7.1	9.5	7.4
Unsure	6.0	4.0	7.6	0.0	2.6	9.4	5.5	1.9	9.2
<i>Weighted Base</i>	<i>1108</i>	<i>300</i>	<i>724</i>	<i>84</i>	<i>265</i>	<i>351</i>	<i>492</i>	<i>476</i>	<i>632</i>

More than half the population (54.8%) would like Palerang to continue as an independent council in its own right, three in ten (31.9%) want it to amalgamate with Queanbeyan (20.5%), Goulburn (8.6%), Yass (0.4%) or some other council (1.4%), while less than one in ten (8.3%) would like to see it split up among adjoining councils, with 6.0% unsure.

The range of reasons offered for each response are detailed in the table below (over page):

TABLE 3.2.2: Reasons for responses	n
Why continue as an independent council in its own right [54.8% gave this response]	600
City council wouldn't understand rural needs/chalk and cheese/mismatch	123
Current council good enough/anything else worse/if it ain't broke, don't try to fix it	99
We become junior partner/lose priority/lose our identity/fewer services/poor cousin	89
Bigger is not better/more bureaucratic/more impersonal/less friendly	71
Less control over who represents us/loss of local representation	57
Less money/fewer services per household/more wasted on grandiose projects	56
More expensive/higher rates	27
We would inherit their debt/be worse off	26
Already amalgamated five years ago with negative consequences/don't repeat	22
Major local job losses/current council staff would lose jobs	17
Other councils poorly managed/not as good/politicised	14
Why amalgamate with Queanbeyan Council [20.5% gave this response]	225
Closest to us/our area/already our major local centre/we shop there anyway	76
Queanbeyan more efficient/progressive/modern/better managed/forward thinking	45
Would do more for us than Palerang/more resources	26
Would provide more rates per hectare overall so we benefit/more funds available to us	21
More/better services	15
Better deal for towns and villages other than Bungendore/put Bungendore in its place	15
Easier/more efficient land zoning and controls	12
Reduced rates/prices/fees	8
More like us than Goulburn/more connections	7
Why amalgamate with Goulburn Council [8.6% gave this response]	95
Rural oriented like us/better match/more compatible	45
Goulburn well-managed/efficient	15
Has similar history/heritage values	15
Would be more generous than others/more money	11
Better services	9
Why amalgamate with Yass Valley Council [0.4% gave this response]	4
Yass is rural like us/We have more in common with them/Less likely to ignore us/stronger voice	4
Why amalgamate with some other Council [1.4% gave this response]	15
Eurobodalla the main council mentioned, because it is a similar collection of towns	15
Why be split up among adjoining Councils [8.3% gave this response]	91
Palerang has disparate communities/previous amalgamation didn't work as artificial mix/heterogeneous	41
Join like with like so that all towns and villages benefit and none get ignored	26
Shire too big as is/better to add bits to nearby councils rather than add whole shire to one council	24
Why unsure [6.0% gave this response]	66
Insufficient information/advice to make decision	66



Palerang Council

Fit for the Future - Asset Reporting

June 2015

Content

❖ Report Content

- Background
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 - Condition Assessment
 - Required Maintenance
- Standardised methodology for determining the requirements of SS7
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 - Assessment Results
- Asset Depreciation
- Observations
- Modelling
- Conclusions
- Recommendations
- Next Steps

Background

- ❖ Council has requested that Morrison Low undertake an urgent review of Council's asset and financial data to ensure that Council infrastructure reporting is consistent and realistic
- ❖ To provide this assessment, a high level review of Council's asset and financial data was carried out and discussion held with the General Manager and Acting Finance Manager
- ❖ Modelling was also undertaken to see the impact of any changes on Council's forecast performance against the benchmarks

Special Schedule 7

- ❖ What is Special Schedule 7? (from accounting standards)
 - Required by the OLG to monitor the condition of public works and the extent to which councils are able to maintain public assets
 - The schedule requires councils to determine the estimated cost to bring infrastructure assets to a satisfactory condition (Cost to Satisfactory)
 - In determining the Cost to Satisfactory (C2S) councils should be estimating, in current dollars, the amount required to be spent on existing infrastructure only
 - All costs must be limited to providing the 'existing' service, not an improved one
 - The C2S is a reporting requirement for SS7 and is different to, and not comparable to, the planned or forecast asset renewal expenditure. Insufficient renewal expenditure will leave assets in poorer condition which will be reflected in a higher C2S
 - The level of 'satisfactory' condition is considered to be condition 2 unless the community has been consulted

Special Schedule 7 (cont.)

- The required annual maintenance is the amount that should be spent to maintain assets in a satisfactory condition
- It is important to note that C2S does not include requirements for expanded and new assets or assets that are under capacity or not meeting existing service requirements
- Councils are also required to report on the actual maintenance expenditure expended on assets as well as the required maintenance expenditure for each asset class
- The OLG provides no guidance as to how the required maintenance or the C2S are to be calculated

Cost to Satisfactory

- ❖ The OLG has provided little guidance on the determination of C2S
- ❖ Consequently, across the State there are a number of different approaches to its determination
- ❖ In our opinion, C2S must be based on asset condition as a primary driver to the determination of C2S
- ❖ The C2S and subsequent backlog ratio are indicators of the overall condition of a council's assets
- ❖ In our opinion this should be done at a network level rather than an individual asset level
- ❖ It should be noted that, under the Fit for the Future guidelines, the backlog ratio excludes water and sewerage assets

Condition Assessment

- ❖ Council should use a common condition matrix for each of the different asset groups. Typically, councils use different condition matrices for different asset groups
- ❖ Below is an example of an expanded condition matrix that is generally consistent with the International Infrastructure Management Manual – 2011

Condition Rating	Condition	Descriptor	Guide	Residual Life as a % of Total Life	Mean %age residual life
1	Excellent	Sound physical condition. Asset likely to perform adequately without major work.	Normal maintenance required	>86	95
2	Good	Acceptable physical condition, minimal short term risk of failure.	Normal maintenance plus minor repairs required (to 5% or less of the asset)	65 to 85	80
3	Satisfactory	Deterioration evident, failure in the short term unlikely. Minor components need replacement or repair now but asset still functions safely.	Significant maintenance and/or repairs required (to 10 - 20% of the asset)	41 to 64	55
4	Worn	Deterioration of the asset is evident and failure is possible in the short term. No immediate risk to health and safety.	Significant renewal required (to 20 - 40% of the asset)	10 to 40	35
5	Poor	Failed or failure is imminent or there is significant deterioration of the asset. Health and safety hazards exist which present a possible risk to public safety.	Over 50% of the asset requires renewal	<10	5

Condition Assessment (cont.)

- ❖ The Office of Local Government (OLG) provides some guidance by way of the Integrated Planning and Reporting Guidelines. In general terms:
 - in order to achieve consistency across the NSW local government sector, it is necessary to define what is meant by 'satisfactory standard'
 - satisfactory is defined as "satisfying expectations or needs, leaving no room for complaint, causing satisfaction, adequate"
 - with this in mind, OLG has established that the level of satisfactory standard for public works should be good (level 2) based on their current condition matrix below

Level	Condition	Description
1	Excellent	Normal maintenance
2	Good	Some surface/pavement structure deterioration – patching only needed for repair
3	Average	Serious surface/pavement structure deterioration- requires resurfacing or recycling of pavement structure
4	Poor	Deterioration materially affecting entire surface/pavement structure- requires renovation within one year
5	Very poor	Deterioration is of sufficient extent to render the surface/pavement structure unserviceable

Condition Assessment (cont.)

- ❖ In our opinion, when comparing the OLG condition matrix to the IIMM condition matrix we consider that condition 3 is comparable to the OLG condition 2
- ❖ Recommendation
 - That Council undertake a community engagement program to determine the community desire regarding asset condition
 - That Council formally adopt condition 3 as satisfactory condition

Required Maintenance

- ❖ SS7 also requires that councils compare the actual annual maintenance on the various classes of assets with the required maintenance spend
- ❖ Required annual maintenance is the amount of money that should be spent to maintain assets in a satisfactory condition
- ❖ What is maintenance expenditure?
 - Expenditure that ensures the asset reaches its useful life
 - Maintenance expenditure does not extend the life of the asset
- ❖ At a network level it could be expressed as a percentage of the replacement cost of the assets

Required Maintenance (cont.)

- ❖ Increases in Council's asset portfolio will result in an increase in maintenance liability. This is a reasonable assumption, especially when a complete network view of the assets is used
- ❖ Where a council componentises an asset to better reflect the consumption of the asset, different maintenance rates are able to be applied to the asset components to further improve the estimate of required maintenance
- ❖ For the purpose of SS7 we have looked at what similar councils are doing in relation to maintenance expenditure on assets
- ❖ We have also used known industry benchmark data to determine required maintenance expenditure
- ❖ In the longer term, trends in asset condition can also indicate the impact that expenditure is having on assets

Standardised Methodology for Calculating Special Schedule 7

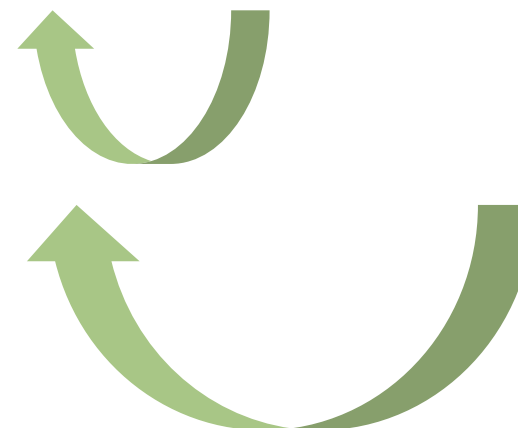
- ❖ Morrison Low has developed a standardised methodology for determining Special Schedule 7 requirements, which is summarised below
 - Assume that satisfactory condition is 3
 - Take an asset network, rather than an individual asset, approach
 - The cost of bringing condition 4 assets to condition 3?
 - The cost of bringing condition 5 assets to condition 3?
 - Utilise the Council's condition matrix to determine what the difference is between a condition 3, 4 and 5 asset
 - Knowing the current replacement cost of the assets we can apply a percentage of the current replacement cost of assets in condition 4 and 5 to determine the C2S
- ❖ The next chart shows how these percentages are determined

Standardised Methodology for Calculating Special Schedule 7 (cont.)

Condition Score	1	2	3	4	5
Defect %	0%	0 - 5%	5 – 20%	20 – 40%	40 - 100%
Average defect %	0%	2.5%	12.5%	30%	70%

Represents approximately
17.5% of asset value

Represents approximately
57.5% of asset value



local government

Standardised Methodology for Calculating Special Schedule 7 (cont.)

- ❖ The reality is that a council would never renew an asset in condition 5 or condition 4 to condition 3
- ❖ Renewal work would generally return the asset to condition 1 or 2
- ❖ Taking a network view means the Cost to Satisfactory is an indicative cost required to bring the whole asset portfolio up to a satisfactory standard
- ❖ As such, the Cost to Satisfactory is calculated by adding the cost to bring condition 4 assets to condition 3, and the cost to bring assets in condition 5 to condition 3

Assessment Tool

- ❖ Morrison Low has developed a model that uses the methodology documented in this report
- ❖ The model requires Council to update the condition matrix for each asset class on an annual basis
- ❖ Once this data is determined it can be input directly into the model to determine the C2S
- ❖ In relation to the determination of required maintenance, Morrison Low has assembled a benchmarking table that lists the maintenance information provided by a number of NSW councils and generates a percentage parameter to link benchmarked required maintenance with asset replacement value

Assessment Tool (cont.)

- ❖ The benchmarking data has been applied to the asset class value information provided by Palerang Council to compare the benchmarked, required and actual maintenance expenditure schedules related to Special Schedule 7
- ❖ Council was asked to supply a condition matrix setting out the percentage of each asset in condition 1 – 5, by class and value (Current Replacement Cost). In some cases, due to the short time available, Council could not supply that data. Where that was the case, a proxy of the published information of percentage of each asset in condition 1-5 by class and value (Written Down Value) has been used

Assessment Results

- ❖ The table below shows the summary of the asset groups and highlights the backlog or C2S and the backlog ratio. The backlog ratio of 5% is above the benchmark of 2%. It should be noted that, under Fit For the Future, water and sewerage assets are excluded from the backlog ratio calculation

Assets	Replacement Cost	Depreciated value	Backlog	Backlog Ratio
Buildings	\$ 20,641,907	\$ 10,268,436	\$ 1,285,329	12.52%
Other Structures	\$ 3,465,000	\$ 2,831,000	\$ 32,744	1.16%
Roads Assets	\$ 209,747,279	\$ 135,977,879	\$ 8,822,333	6.49%
Stormwater Drainage	\$ 88,534,804	\$ 60,705,404	\$ 377,143	0.62%
Open Space/Recreational Assets	\$ 4,569,000	\$ 1,737,000	\$ 131,313	7.56%
Other Infrastructure Assets	\$ -	\$ -	\$ -	-
-	\$ -	\$ -	\$ -	-
-	\$ -	\$ -	\$ -	-
Total	\$ 326,957,990	\$ 211,519,719	\$ 10,648,863	5.03%

Assessment Results (cont.)

- ❖ The table below highlights the revised required maintenance and the maintenance ratio for Palerang, based on our assessment
- ❖ It is assumed that the actual maintenance figure is as reported by Council
- ❖ The overall and general asset maintenance ratio is above the 100% benchmark

Assets	Gross Replacement Cost	Written Down Value	Actual maintenance	Estimated Required Maintenance	Maintenance ratio
Buildings	\$ 20,641,907	\$ 10,268,436	\$ 318,000	\$ 433,480	73.36%
Other Structures	\$ 3,465,000	\$ 2,831,000	\$ -	\$ 72,765	0.00%
Roads Assets	\$ 209,747,279	\$ 135,977,879	\$ 3,415,000	\$ 2,673,053	127.76%
Stormwater Drainage	\$ 88,534,804	\$ 60,705,404	\$ 65,000	\$ 477,351	13.62%
Open Space/Recreational Assets	\$ 4,569,000	\$ 1,737,000	\$ 424,000	\$ 111,825	379.16%
Other Infrastructure Assets	\$ -	\$ -	\$ -	\$ -	
-	\$ -	\$ -			
-	\$ -	\$ -			
Total	\$ 326,957,990	\$ 211,519,719	\$ 4,222,000	\$ 3,768,474	112.0%

Asset Depreciation

- ❖ Based on the limited information provided, we consider that the annual depreciation set out in the 2013/14 annual statements would appear to be high
- ❖ Based on comparison of similar councils, the road depreciation expressed as a percentage of the Gross Replacement Cost of infrastructure assets varies between 1.45% and 2%
- ❖ Palerang road depreciation, based on the 2013/14 statements, is approximately 3.4%
- ❖ The Yardstick roads benchmarking for rural councils shows road depreciation per km of road between \$2,000 and \$2,600 per km with a median result of \$2,366 per km
- ❖ Palerang road depreciation, based on a per km basis, is \$3,260
- ❖ Council has made some adjustment for depreciation as part of the Fit for the Future modelling, however a more detailed analysis of depreciation will be required

Observations

- ❖ The largest infrastructure backlog occurs in the road asset categories
- ❖ This is generally consistent with most other local councils
- ❖ Council has good, up-to-date and accurate information on its road assets. Consequently, the estimate of backlog for roads is reasonably reliable
- ❖ The condition data on stormwater is generally aged-based and may vary to some degree due to soil and ground conditions and other environmental factors. It is considered that asset condition data in this area is, at best, uncertain
- ❖ Improvement in condition assessment of stormwater pipes will provide greater certainty and confidence of the backlog in this asset class

Observations (cont.)

- ❖ As part of the staged process of auditing Special Schedule 7, the OLG has indicated that it will ask the auditors to provide comment on councils' preparedness for auditing of Special Schedule 7
- ❖ The auditors will be asked to provide comment on the following aspects of a council's asset management systems:
 - Asset knowledge and data
 - Strategic asset planning processes
 - Operations and maintenance work practices
 - Information systems
- ❖ The auditing guidelines follow a similar process to that adopted by the NSW Infrastructure Audit 2013

Observations (cont.)

- ❖ Council should consider undertaking an asset management audit not only to ensure that the requirements of SS7 are met but to ensure a consistent approach to asset management across the organisation
- ❖ As with most audits the adoption of an improvement program will help ensure that the future compliance requirements are met
- ❖ We have estimated that the current required maintenance expenditure on all assets is approximately \$3.8m compared to an actual maintenance expenditure of \$4.2m
- ❖ In our opinion, renewal expenditure provides better value to Council in terms of the overall management of its infrastructure assets. As such, Council should work on strategies that prioritise renewal expenditure over maintenance expenditure and adjust future forecasts to better model Fit for the Future benchmarks

Modelling

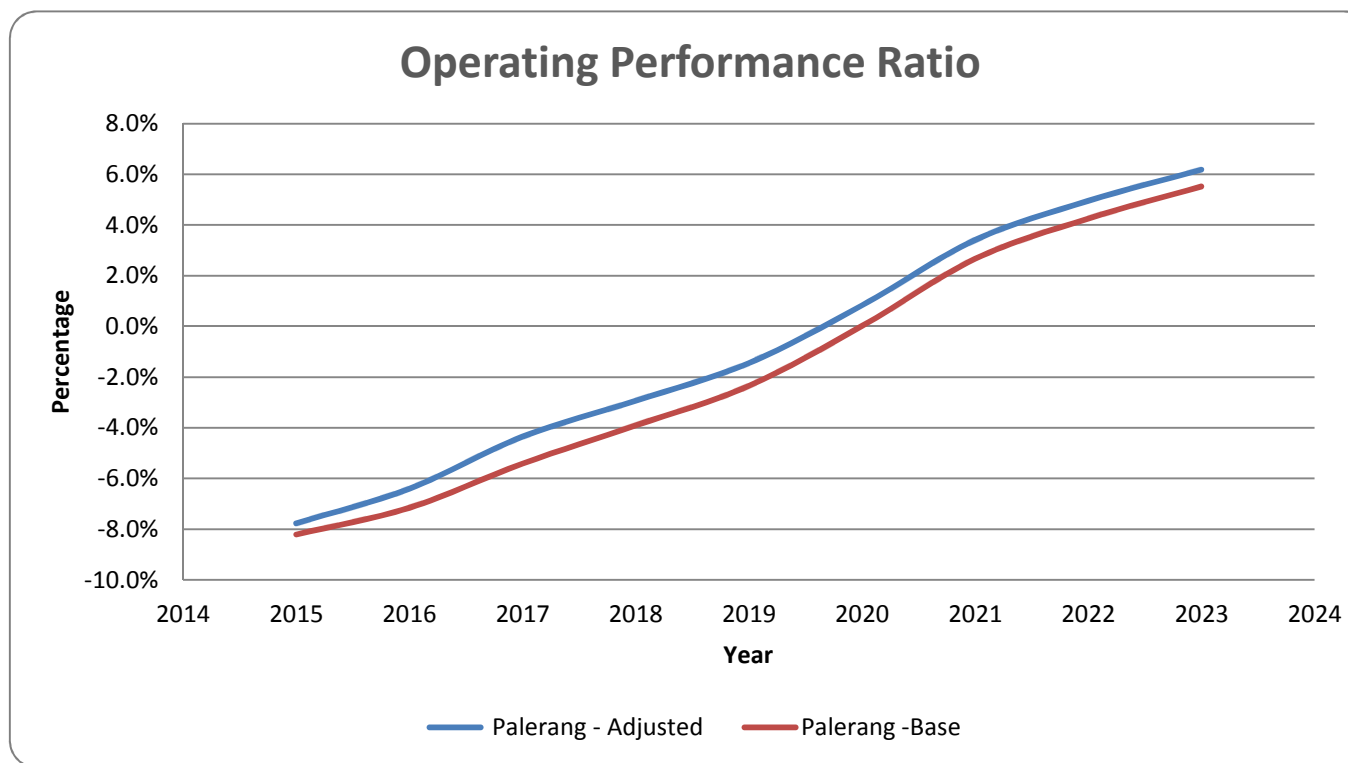
- ❖ Taking into account the updated information (required maintenance and estimated cost to satisfactory) Morrison Low has projected Council's performance against the benchmarks into the future
- ❖ Two scenarios were modelled to show the impact of the changes described in this report
 - Base case
 - Updated
- ❖ The following assumptions were made in the modelling
 - Projections are based on information provided by Council
 - Required maintenance is as set out in this report
 - Estimated cost to satisfactory is as set out in this report
 - The modelling ensures that the asset maintenance ratio is met and additional funds are re-allocated to renewals which, at the same time, improves the operating result and assists in reducing the infrastructure backlog to the benchmark

Summary of performance against the ratios to 2020

Indicator	Base Case	Updated
Operating Performance	✓	✓
Own Source Revenue	✓	✓
Debt Service Cover	✓	✓
Asset Maintenance	x	✓
Asset Renewal	✓	✓
Infrastructure Backlog	x	✓
Real Operating Expenditure	✓	✓

Operating Performance

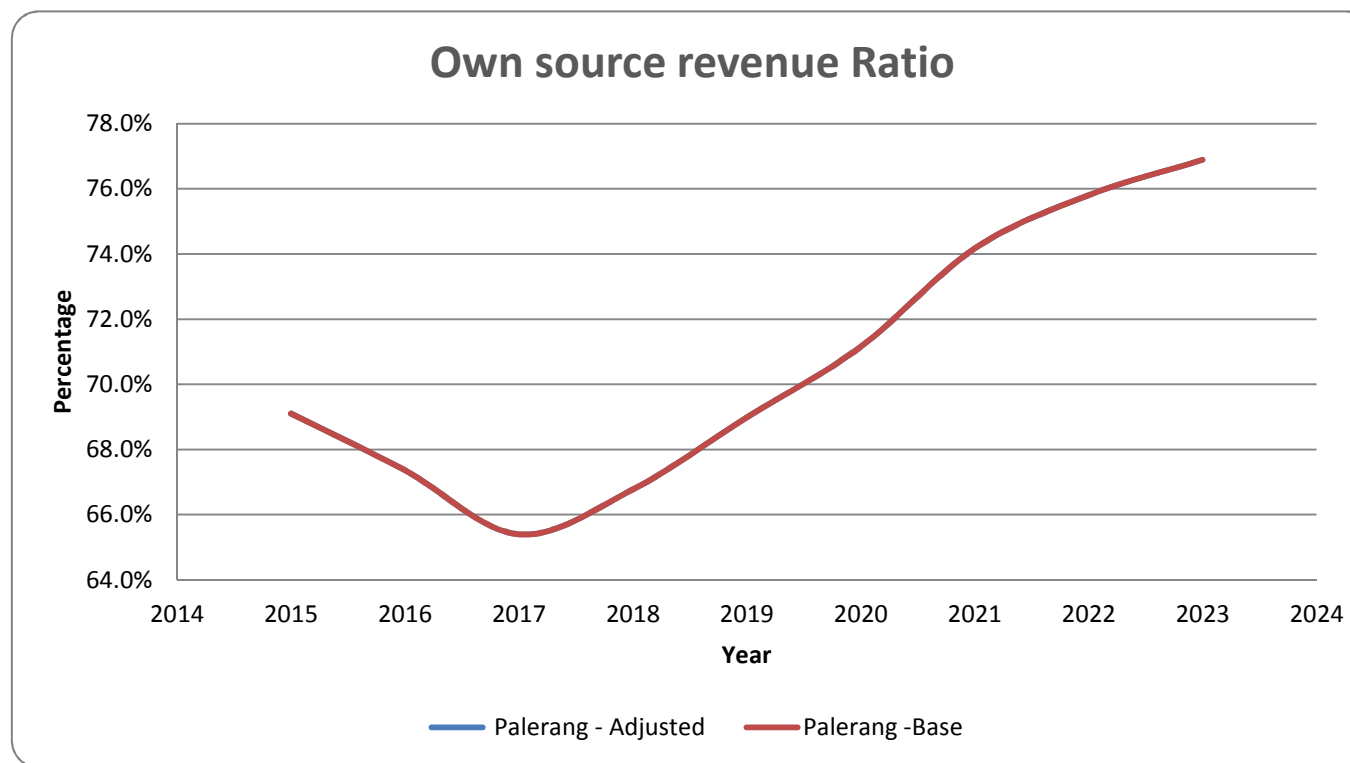
(Greater than or equal to breakeven – average over 3 years)



local government

Own Source Revenue

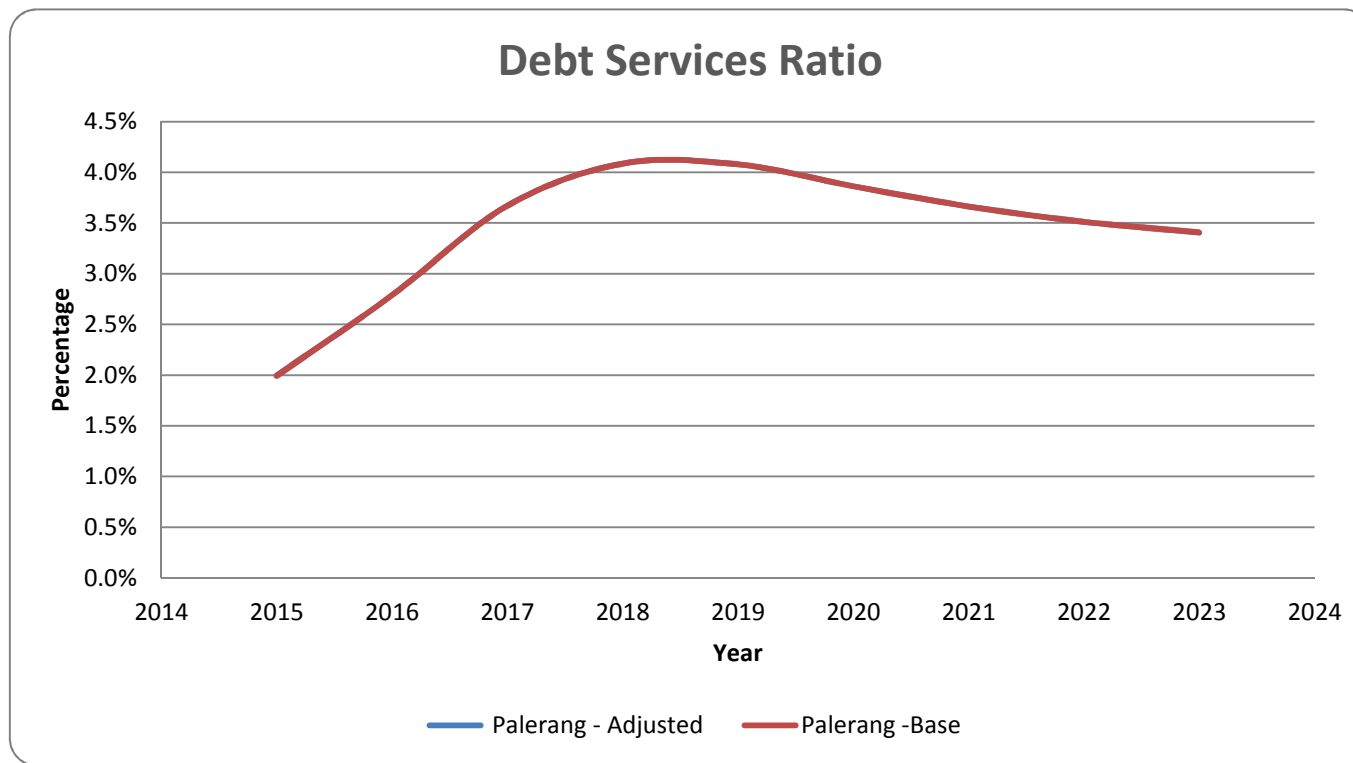
(Greater than 60% – average over 3 years)



local government

Debt Service

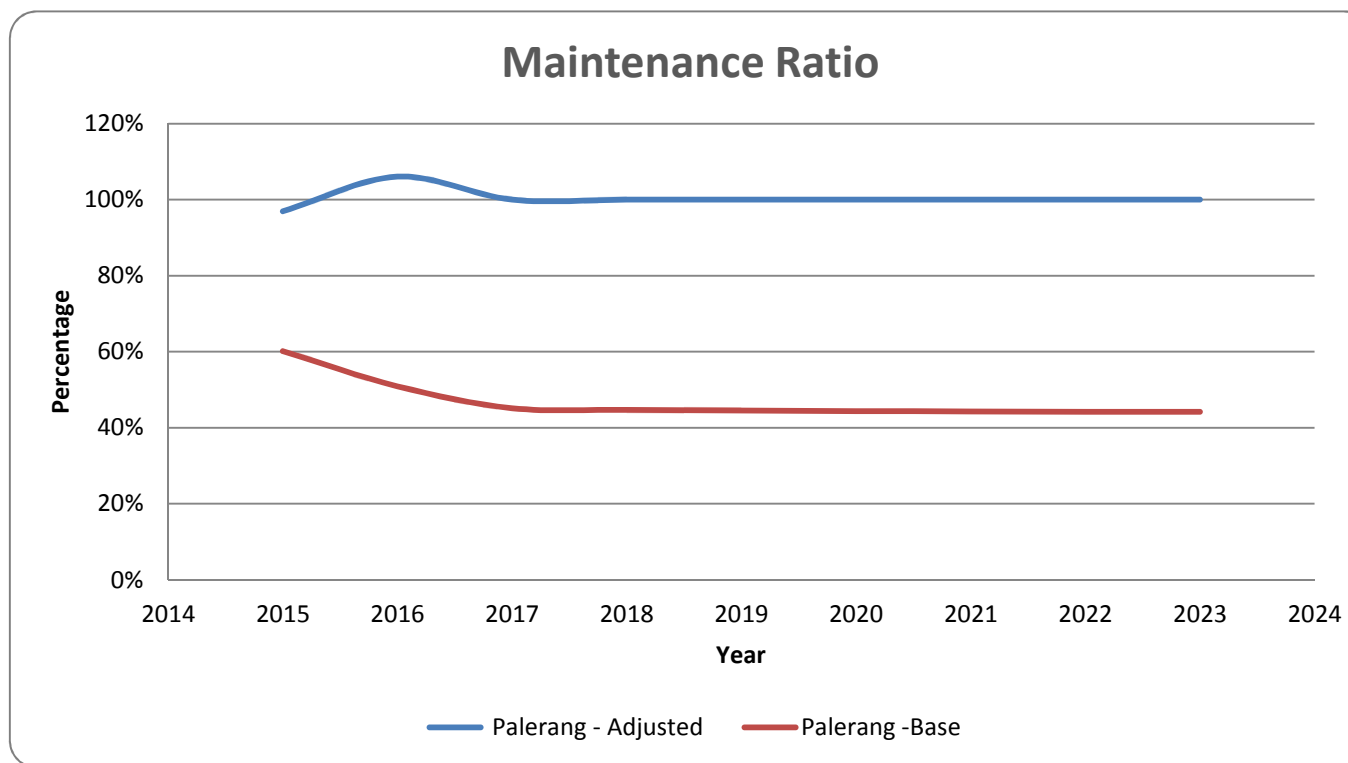
(Greater than 0% and less than or equal to 20%
– average over 3 years)



local government

Asset Maintenance

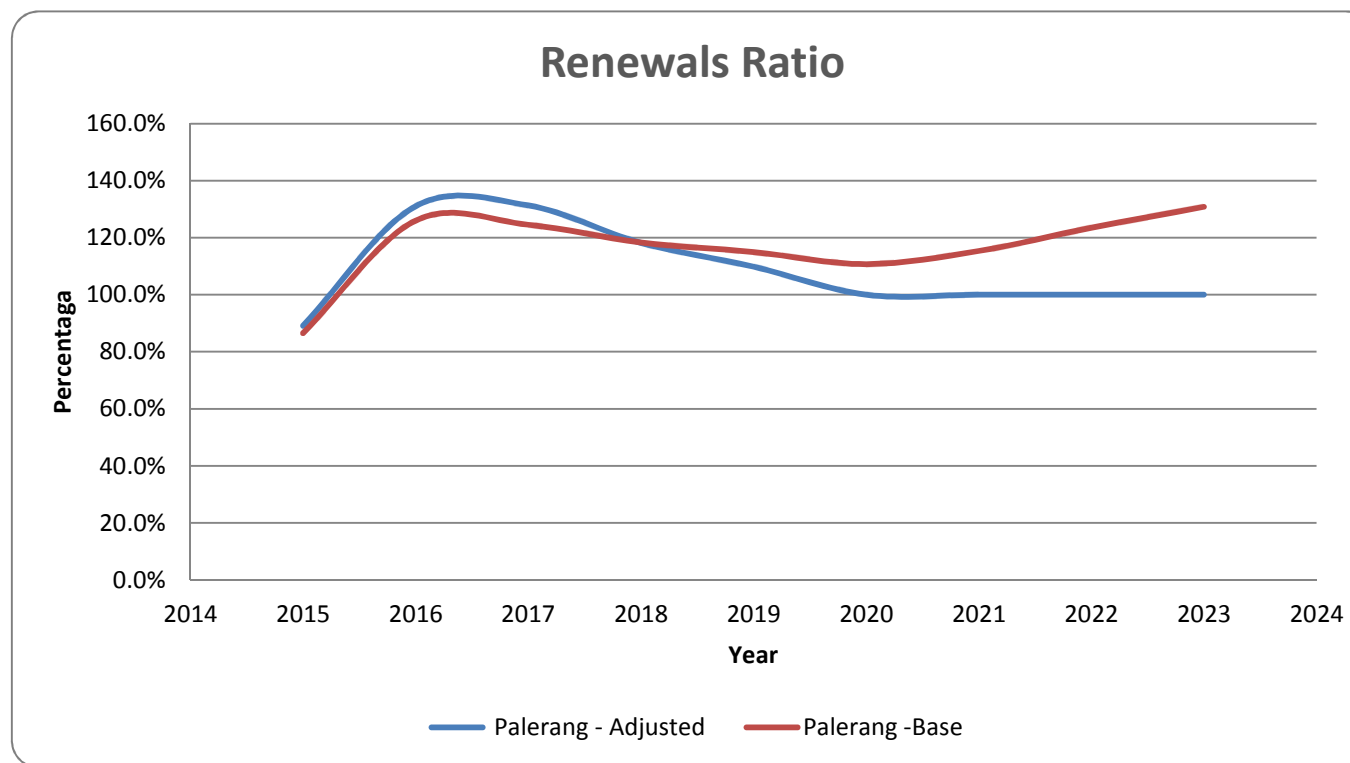
(Greater than 100% – average over 3 years)



local government

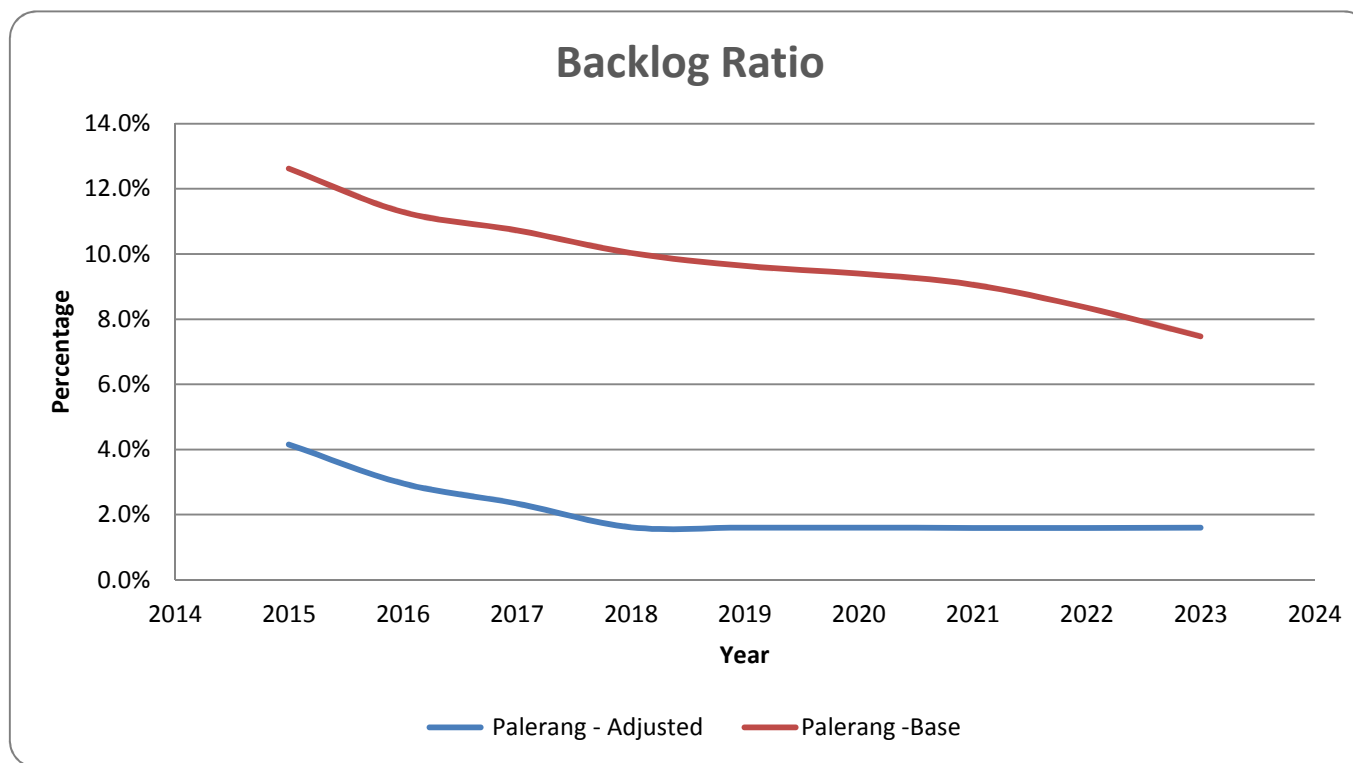
Building and Infrastructure Renewal

(Greater than 100% – average over 3 years)



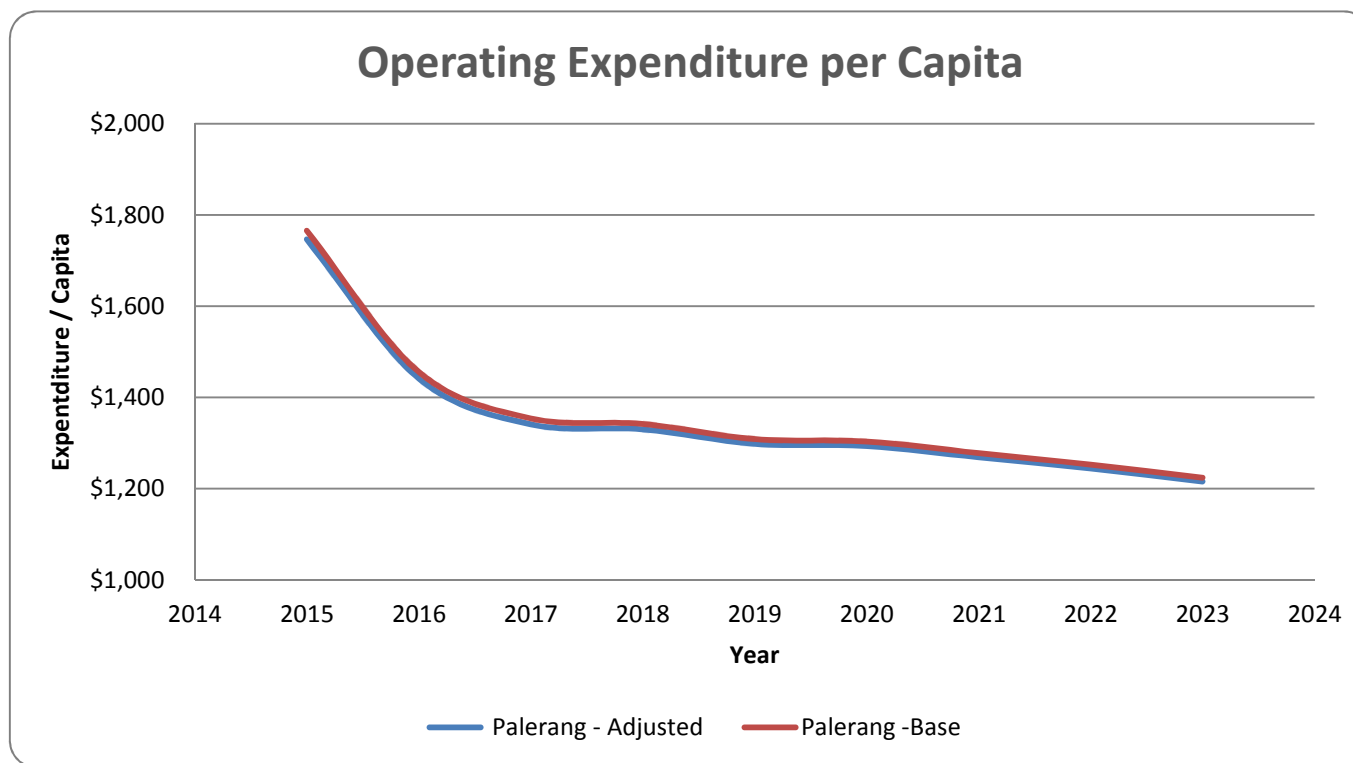
local government

Infrastructure Backlog (Less than 2%)



local government

Real Operating Expenditure (Decreasing)



local government

Conclusions

- ❖ The estimated Cost to Satisfactory condition for infrastructure assets is a key parameter in the Special Schedule 7 report
- ❖ There are numerous ways to calculate Cost to Satisfactory for SS7
- ❖ To establish a robust calculation methodology, Palerang Council should:
 - review their condition ratings with a view to endorsing condition 3 as a 'satisfactory' asset condition for reporting to Special Schedule 7
 - confirm the defect counts and hence a percentage of renewal cost allocations for each of the asset condition ratings
 - confirm the distribution of the assets by value across the condition ratings
 - apply an assessment tool developed by Morrison Low to arrive at a cost to bring infrastructure assets to a satisfactory condition, taking each asset class as a whole network
- ❖ Based on the information available, the overall cost to bring infrastructure assets to a satisfactory condition has been assessed by Morrison Low at \$10.6m against a replacement value of \$327m
 - The backlog ratio has been calculated at 5.03% against a benchmark of 2%

Conclusion (cont.)

- ❖ Council has used the benchmarking maintenance data assembled by Morrison Low to allow the required and actual asset maintenance expenditure to be compared with the average figure indicated across a number of NSW councils
 - Based on the information available, the annual maintenance spend for all asset classes is \$4.2m. The estimated required spend is \$3.8m. This represents an asset maintenance ratio of 112% on a one year basis (all assets)
- ❖ Modelling projected performance against the Fit for the Future benchmarks using these figures provides Council with an improved performance which sees all ratios met by 2019/20 as required by IPART
- ❖ As noted in this report, Council's depreciation, when compared to other similar councils, appears to be high. As such, Council has made some allowances for decreases in depreciation, however a more detailed review of annual depreciation is required

Recommendations

- ❖ That Council formally adopt condition 3 as satisfactory condition
- ❖ That condition 3 in the Council's condition matrix be identified as satisfactory
- ❖ That Council adopt a common methodology for the determination of Special Schedule 7 that can be used by all asset classes across the organisation
- ❖ That Council undertake a community engagement program to determine the community desire regarding asset condition
- ❖ Council review depreciation to ensure that it is accurately accounting for the cost of its assets

Next Steps

- ❖ Adopt common methodology for calculating Special Schedule 7
- ❖ Prepare for an audit of asset management systems
- ❖ Consider benchmarking actual and required maintenance results for major asset classes
- ❖ Reconsider current maintenance allocations and redirect this funding towards renewal expenditure where required
- ❖ Review depreciation



A word cloud of project components. The words are arranged in a cluster on the right side of the slide. The colors of the words correspond to the MorrisonLow brand colors: dark blue, green, and purple. The words are: local government, procurement, alliance partnering, long term financial plan, asset management, waste management, governance, financial/feasibility modeling, economic development, and sustainability.

local government
procurement
alliance partnering
long term financial plan
asset management
waste management
governance
financial/feasibility modeling
economic development
sustainability



Fit for Future Financial Model

Revenue and Fund Statement Forecast

	Year1	Year2	Year3	Year4	Year5	Year6
Description	Proposed 2015/16	Forecast 2016/17	Forecast 2017/18	Forecast 2018/19	Forecast 2019/20	Forecast 2020/21
Income						
Rates & Annual Charges	8,620,502	9,501,398	10,394,529	11,371,615	12,440,547	13,609,958
Rates & Annual Charges (Pensioner Subsidy)	(129,500)	(132,608)	(135,791)	(139,050)	(142,387)	(145,804)
Non Rates & Annual Charges	3,649,743	3,917,894	4,177,192	4,422,315	4,647,946	4,885,336
User Charges & Fees	7,204,122	5,418,947	5,642,214	5,798,564	5,960,066	6,126,900
Interest	710,897	857,401	862,512	839,226	840,642	842,093
Other Revenues	440,738	450,484	460,388	473,796	487,610	501,842
Operating Grants & Contributions	6,384,062	5,724,197	5,775,111	5,854,898	5,943,609	6,034,641
Capital Grants & Contributions	4,378,796	3,467,213	4,348,931	2,916,160	2,100,748	1,693,553
Contributions - Operating	223,248	250,134	257,436	264,945	272,670	280,616
Gain or Loss on Disposal	85,000	85,000	85,000	85,000	85,000	85,000
Total Income	31,567,608	29,540,059	31,867,523	31,887,470	32,636,452	33,914,135
Expenses						
Employee Costs	9,690,368	9,920,299	10,167,195	10,560,532	11,028,461	11,343,431
Borrowing Costs	753,172	742,382	721,398	701,586	675,018	651,792
Depreciation & Amortisation	6,483,641	6,601,457	6,714,921	6,822,495	6,926,201	7,036,477
Other Expenses	2,644,314	2,675,359	2,750,342	2,807,514	2,905,404	2,972,763
Materials & Contracts	8,219,877	7,001,239	7,497,029	7,436,633	7,899,310	8,092,093
Total Expenses	27,791,371	26,940,737	27,850,886	28,328,761	29,434,395	30,096,557
Net Operating Result	3,776,237	2,599,323	4,016,637	3,558,709	3,202,057	3,817,579



Fit for Future Financial Model

Revenue and Fund Statement Forecast

	Year1	Year2	Year3	Year4	Year5	Year6
Description	Proposed 2015/16	Forecast 2016/17	Forecast 2017/18	Forecast 2018/19	Forecast 2019/20	Forecast 2020/21
Capital Expenditure						
Employee Costs	769,068	270,867	274,763	257,626	141,909	146,167
Other Expenses	0	0	0	0	0	0
Materials & Contracts	8,523,681	7,855,828	8,040,766	7,577,453	7,447,165	7,793,129
Plant Acquisitions	2,150,000	2,800,000	2,000,000	2,000,000	2,800,000	2,000,000
Total Capital Expenditure	11,442,749	10,926,695	10,315,529	9,835,080	10,389,074	9,939,295
Capital Funding/Movements						
Loan Funding	(710,000)	(300,000)	(1,000,000)	(1,000,000)	0	0
Asset Sales	(500,000)	(500,000)	(500,000)	(500,000)	(500,000)	(500,000)
Loan Repayments	298,363	374,837	400,678	415,853	437,473	469,142
Transfers from Reserves	(6,144,438)	(6,437,987)	(4,655,591)	(3,211,216)	(4,144,048)	(2,664,134)
Transfers to Reserves	5,840,943	5,052,235	6,085,942	4,756,487	3,860,759	3,524,752
Total Capital Funding/Movements	(1,215,131)	(1,810,914)	331,030	461,124	(345,816)	829,760
Less: Non Cash	(6,451,381)	(6,516,457)	(6,629,921)	(6,737,495)	(6,841,201)	(6,951,477)
Budget Result	(0)	0	0	0	0	0
Operating Result Before Capital	(602,559)	(867,890)	(332,294)	642,549	1,101,309	2,124,026



Fit for Future Financial Model Balance Sheet

Account Description	Proposed 2015/16	Forecast 2016/17	Forecast 2017/18	Forecast 2018/19	Forecast 2019/20	Forecast 2020/21
Current Assets						
Cash & Cash Equivalents	7,449,803	6,318,240	8,010,407	9,825,348	9,819,819	10,966,528
Investments	12,500,000	12,500,000	12,500,000	12,500,000	12,500,000	12,500,000
Receivables	4,458,503	4,458,503	4,458,503	4,458,503	4,458,503	4,458,503
Inventories	2,508	2,508	2,508	2,508	2,508	2,508
Other Assets	4,800	4,800	4,800	4,800	4,800	4,800
Total Current Assets	24,415,614	23,284,051	24,976,218	26,791,159	26,785,630	27,932,339
Non Current Assets						
Infrastructure, Property, Plant & Equip	497,933,891	501,844,128	505,029,736	507,627,320	510,675,193	513,163,012
Total Non Current Assets	497,933,891	501,844,128	505,029,736	507,627,320	510,675,193	513,163,012
Total Assets	522,349,505	525,128,180	530,005,953	534,418,479	537,460,822	541,095,351
Current Liabilities						
Current Payables	5,751,905	5,751,905	5,751,905	5,751,905	5,751,905	5,751,905
Current Borrowings	898,025	1,298,703	1,714,556	2,152,029	2,621,171	3,118,937
Current Provisions	2,835,923	3,077,403	3,326,127	3,582,313	3,846,185	4,117,973
Total Current Liabilities	9,485,852	10,128,010	10,792,588	11,486,247	12,219,260	12,988,814



Fit for Future Financial Model Balance Sheet

Account Description	Proposed 2015/16	Forecast 2016/17	Forecast 2017/18	Forecast 2018/19	Forecast 2019/20	Forecast 2020/21
Non Current Liabilities						
Non Current Payables	3,715	3,715	3,715	3,715	3,715	3,715
Non Current Borrowings	10,308,095	9,832,579	10,016,048	10,162,722	9,256,107	8,289,199
Non Current Provisions	5,093,531	5,106,240	5,119,331	5,132,815	5,146,703	5,161,007
Total Non Current Liabilities	15,405,341	14,942,535	15,139,094	15,299,251	14,406,525	13,453,921
Total Liabilities	24,891,193	25,070,545	25,931,682	26,785,498	26,625,785	26,442,736
Net Assets	497,458,312	500,057,635	504,074,272	507,632,981	510,835,037	514,652,615
Equity						
Retained Earnings	119,759,283	122,358,605	126,375,242	129,933,951	133,136,008	136,953,586
Revaluation Reserves	377,699,030	377,699,030	377,699,030	377,699,030	377,699,030	377,699,030
Total Equity	497,458,312	500,057,635	504,074,272	507,632,981	510,835,037	514,652,615
Total Equity	497,458,312	500,057,635	504,074,272	507,632,981	510,835,037	514,652,615



Fit for Future Financial Model

Cash Flow Statement

Account Description	Year1	Year2	Year3	Year4	Year5	Year6
	Proposed 2015/16	Forecast 2016/17	Forecast 2017/18	Forecast 2018/19	Forecast 2019/20	Forecast 2020/21
Cash Flows from Operating Activities						
Receipts:						
Rates & Annual Charges	12,140,745	13,286,684	14,435,931	15,654,880	16,946,106	18,349,490
User Charges & Fees	7,204,122	5,418,947	5,642,214	5,798,564	5,960,066	6,126,900
Interest	710,897	857,401	862,512	839,226	840,642	842,093
Other Revenues	440,738	450,484	460,388	473,796	487,610	501,842
Operating Grants & Contributions	6,384,062	5,724,197	5,775,111	5,854,898	5,943,609	6,034,641
Capital Grants & Contributions	4,378,796	3,467,213	4,348,931	2,916,160	2,100,748	1,693,553
Contributions - Operating	223,248	250,134	257,436	264,945	272,670	280,616
Payments:						
Employee Costs	(9,690,368)	(9,920,299)	(10,167,195)	(10,560,532)	(11,028,461)	(11,343,431)
Borrowing Costs	(753,172)	(742,382)	(721,398)	(701,586)	(675,018)	(651,792)
Other Expenses	(2,644,314)	(2,675,359)	(2,750,342)	(2,807,514)	(2,905,404)	(2,972,763)
Materials & Contracts	(8,219,877)	(7,001,239)	(7,497,029)	(7,436,633)	(7,899,310)	(8,092,093)
Net cash provided (or used in) operating activities	10,174,878	9,115,780	10,646,559	10,296,204	10,043,258	10,769,055



Fit for Future Financial Model

Cash Flow Statement

Account Description	Year1 Proposed 2015/16	Year2 Forecast 2016/17	Year3 Forecast 2017/18	Year4 Forecast 2018/19	Year5 Forecast 2019/20	Year6 Forecast 2020/21
Cash Flows from Investing Activities						
<i>Receipts:</i>						
Sale of infrastructure, property, plant and equipment	500,000	500,000	500,000	500,000	500,000	500,000
Deferred Debtors	0	0	0	0	0	0
<i>Payments:</i>						
Purchase of infrastructure, property, plant and equipment	(11,442,749)	(10,926,695)	(10,315,529)	(9,835,080)	(10,389,074)	(9,939,295)
Net cash provided (or used in) investing activities	(10,942,749)	(10,426,695)	(9,815,529)	(9,335,080)	(9,889,074)	(9,439,295)
Cash Flows from Financing Activities						
<i>Receipts:</i>						
Proceeds from Borrowings & Advances	710,000	300,000	1,000,000	1,000,000	0	0
<i>Payments:</i>						
Repayment of Borrowings and Advances	(298,363)	(374,837)	(400,678)	(415,853)	(437,473)	(469,142)
Net cash provided (or used in) financing activities	411,637	(74,837)	599,322	584,147	(437,473)	(469,142)
Net (increase) / decrease in cash	(356,234)	(1,385,752)	1,430,351	1,545,271	(283,289)	860,618

FFTF Criteria Result- SV (3 year averages)

	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
Operating Performance Ratio	-7.8%	-5.6%	-2.6%	-1.0%	1.3%	3.9%
Own Source Revenue Ratio	77.5%	75.2%	76.5%	78.8%	80.7%	83.7%
Building and Infrastructure Asset Renewal Ratio	113%	131%	118%	110%	100%	100%
Infrastructure Backlog Ratio	2.96%	2.34%	1.61%	1.60%	1.60%	0.00%
Asset Maintenance Ratio	106%	100.0%	100.0%	100.0%	100.0%	100.0%
Debt Service Ratio	2.89%	3.71%	4.09%	4.08%	3.86%	3.66%
Real Operating Expenditure per Capita	1.42	1.32	1.31	1.28	1.27	1.25

FFTF Criteria Result- SV (3 year averages)

	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
Operating Performance Ratio	✗	✗	✗	✗	✓	✓
Own Source Revenue Ratio	✓	✓	✓	✓	✓	✓
Building and Infrastructure Asset Renewal Ratio	✓	✓	✓	✓	✓	✓
Infrastructure Backlog Ratio	✗	✗	✓	✓	✓	✓
Asset Maintenance Ratio	✓	✓	✓	✓	✓	✓
Debt Service Ratio	✓	✓	✓	✓	✓	✓
Real Operating Expenditure per Capita	✓	✓	✓	✓	✓	✓

ASSUMPTIONS USED IN FIT FOR FUTURE FINANCIAL MODEL

Index Description	Rate FY2	Rate FY3	Rate FY4	Rate FY5	Rate FY6	Rate FY7	Rate FY8	Rate FY9	Rate FY10	Comment
Rate Pegging	2.40%	2.40%	2.40%	2.40%	2.40%	2.40%	2.40%	2.40%	2.40%	Based on IPART for 2015/16
Annual Charge	3.70%	3.70%	3.70%	3.70%	3.70%	3.70%	3.70%	3.70%	3.70%	Based on average LGCI
User Charges	3.70%	3.70%	3.70%	3.70%	3.70%	3.70%	3.70%	3.70%	3.70%	Based on average LGCI
Fees	3.70%	3.70%	3.70%	3.70%	3.70%	3.70%	3.70%	3.70%	3.70%	Based on average LGCI
Employee	2.80%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	Based on average Award Increases
CPI	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	TCorp 10 year CPI forecast issued November 2013
Utility	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	Estimated forecast
Insurance	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	Estimated forecast Based on Road & Bridge Construction Cost Index
Road Cost	4.40%	5.50%	4.80%	4.10%	0.80%	3.70%	3.70%	3.70%	3.70%	Forecasts
Manual No Index	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	No movement manual input
Interest Rates on Investments	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	Estimated forecast interest return
Interest Rate on RA reserves	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	Interest rate applied to Reserve (RA) Balances
LSL Non Current %	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	Non Current LSL as a % of Total LSL
Leaseback Contribution	10.00%	10.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	5.00%	Increase applied to Vehicle Leaseback contribution
General Waste No Recycling	8.50%	7.50%	6.50%	5.50%	5.50%	5.50%	3.50%	3.50%	3.50%	Based on LTP for Waste 8% inc plus 0.5% growth
General Waste with Recycling	10.50%	9.50%	8.50%	7.50%	7.50%	7.50%	5.50%	5.50%	5.50%	Based on LTP Waste 8% inc plus 2% growth Assumed average 40 year life - halved to take into
FY Capital Works Dep Rate	1.25%	1.25%	1.25%	1.25%	1.25%	1.25%	1.25%	1.25%	1.25%	account asset disposals

FFTF ASSUMPTIONS

Special Rates Variation	7%	7%	7%	7%	7%					Special Rates Variation of 7% for a period of five years commencing 2016/17 retained permanently in rate base.
Development Growth	1%	1%	1%	1%	1%	1%	1%	1%	1%	1% Estimated growth in rateable properties
Efficiency Savings Estimate	-1%	-1%	-1%							Estimated efficiency savings on base operating expenses excluding depreciation and borrowing costs
Population Growth	1.70%	1.70%	1.70%	1.70%	1.70%	1.70%	1.70%	1.70%	1.70%	Population growth forecast

PALERANG

Our Future



Community Strategic Plan

2014—2024

Palerang Council acknowledges the members and elders of the local Indigenous community who have been custodians of this land for many thousands of years.
We recognise their living culture and unique role in the life of this region.

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Message from the Mayor & Councillors

This is now the second edition of the Palerang Community Strategic Plan (CSP), updated to reflect our progress to date, and to include input from our new councillors. We have continued with the basic principle adopted by the previous Council, namely to keep the plan simple and achievable.

The initial document was the culmination of an extensive process of community consultation, through regional resident, business and youth workshops, and structured telephone interviews. Although there were many unknowns and associated challenges in bringing the plan to life, there is now a greater appreciation for what can be achieved and how the CSP can help Council to successfully address the aspirations of the broader Palerang community.

We understand that, when the CSP was first released, many people were surprised by how simple it was, with little detail about how the plan's stated objectives would be achieved. The CSP, however, simply

provides an overarching strategic framework for council's activities, with the necessary implementation detail contained in supporting documents, including the four-year Delivery Plan and annual Operating Plans. These documents are, in turn, underpinned by council's Resourcing Strategy, which comprises the Asset Management, Long Term Financial, and Workforce Plans.

The Community Strategic Plan 2014-2024 provides an overview of the aspirations that you have communicated to us, and Council's ongoing plans to address these aspirations. In cases where responsibilities are beyond the scope of the local government charter, we will advocate on behalf of our residents to achieve the best possible outcome.

We invite your continued support and involvement in Council's strategic planning processes. Only with active engagement and shared commitment will we all be able to realize the goals we have established to lead us productively into the future.

Mayor Cr Pete Harrison

Deputy Mayor Cr Paul Cockram

Cr Richard Graham

Cr Keith France

Cr Belinda Hogarth-Boyd

Cr Peter Marshall

Cr Trevor Hicks

Cr Mark Schweikert

Cr Garth Morrison

IP&R Framework

Integrated Planning and Reporting is a legislative framework which recognises that most communities share similar aspirations: a safe, healthy and pleasant place to live, a sustainable environment, opportunities for social interaction, opportunities for employment, reliable infrastructure, etc. The difference lies in how each community responds to these needs. That is what shapes the character of individual towns and cities. It also recognises that Council plans and policies should not exist in isolation and that they are in fact connected.

This framework allows NSW councils to draw their various plans together, to understand how they interact and to get the maximum leverage from their efforts by planning holistically for the future.

The Community Strategic Plan is the highest level plan that Council will prepare. The purpose of the plan is



to identify the community's main priorities and aspirations for the future and to plan strategies for achieving these goals.

In doing this, the planning process will consider the issues and pressures that may affect the community and the level of resources that will realistically be available to achieve its aims and aspirations.

While Council has a custodial role in initiating, preparing and maintaining the Community Strategic Plan on behalf the community, it is not wholly responsible for its implementation. Other partners, such as State agencies and community groups may also be engaged in delivering the long-term objectives of the plan.

Council is required to review the Community Strategic Plan and the Delivery Plan within twelve months of a council general election.

The Consultation Framework

The guiding principles of Council's community strategic planning and service delivery

Community strategic planning processes and service delivery in Palerang are guided by principles applying to social justice and sustainability. These principles are as follows:

Social justice principles:

Equity - there is fairness in the distribution of resources

Rights – peoples rights are recognised and promoted

Access - people have fair access to the economic resources and services essential to meet their basic needs and to improve their quality of life

Participation - people have opportunities for genuine participation and consultation about decisions affecting their lives

Sustainability Principles:

Social enhancement – Council's decisions-making processes lead to greater physical, cultural and financial access and equity in the provision of services and facilities

Environmental quality - resources are used prudently in the delivery of services and facilities, improving overall environmental amenity, while reducing the effect on natural assets

Economic prosperity – sustainable local development of jobs, business prosperity and market growth is promoted and supported

Governance - the council business and activities are managed and undertaken in a manner that is transparent and accountable and

achieve the long-term goals of the organisation

Stakeholders in Palerang

To enable completion of the Community Strategic Plan for Palerang, the Council's Integrated Planning team identified the following towns, villages, localities and sectors of the community for targeting during the community engagement process:

- ◆ Towns and villages including Bungendore, Braidwood, Captains Flat, Nerriga and Araluen
- ◆ Localities including Gundillion, Burra, Wamboin and surrounding areas
- ◆ The local rural population
- ◆ Business owners
- ◆ Government agencies with responsibilities in the Council area
- ◆ Non-government and community organisations
- ◆ Secondary schools within the Council area

Outcomes of community engagement

Given the currency of the community consultation processes from 2012, Council determined not to repeat the full consultation process in this revision of the CSP but rather relied on the information previously gathered. This revision will be subject to a public exhibition period together with the revised delivery and Operational Plans during May and June 2013.

In working towards the development and completion of the Integrated Planning and Reporting framework, community engagement processes conducted across Palerang were designed and managed to deliver



the following community (external) and organisational (internal) outcomes:

Community outcomes

- ◆ Identify community priorities and expectations for the future of the local area
- ◆ Build positive relationships between Council and local communities

- ◆ Foster a greater community understanding of the role and responsibilities of Council
- ◆ Build community ownership of and connectedness with the Council's Community Strategic Planning process
- ◆ Provide opportunities for all community members to participate in the development of a vision and long term goals for the local area
- ◆ Foster common understandings and productive relationships with other service delivery agencies within the public and private sectors
- ◆ Determine community expectations regarding Council's service levels

Outcomes for Council

- ◆ Develop clear strategic objectives for Council
- ◆ Build council capacities in working with local community groups
- ◆ Development of a cross-council understanding of and familiarity with local communities
- ◆ Create opportunities to examine how staff roles and activities relate to the broader community
- ◆ Facilitate greater organisational understanding of and participation in the Integrated Planning and Reporting process
- ◆ Provide councillors with opportunities for frontline involvement in community engagement activities
- ◆ Build councillor awareness of the importance of their role in community leadership

Community engagement processes

Visioning forums

Ten forums were held across the Council area over a two week period, comprising eight community forums and two business and government forums. Community forums were conducted in the following locations:

- ◆ Braidwood and surrounding rural districts
- ◆ Bungendore and surrounding rural districts
- ◆ Captains Flat and surrounding rural districts
- ◆ Araluen and surrounding rural districts
- ◆ Nerriga and surrounding rural districts
- ◆ Gundillion and surrounding rural districts
- ◆ Wamboin and surrounding rural districts
- ◆ Burra and surrounding rural districts
- ◆ Approximately 408 people participated in the community forums.

Business and government forums

- ◆ Braidwood
- ◆ Bungendore

Approximately 120 people participated in the business and government forums

School forum

- ◆ Bungendore

Approximately 20 students participated in the school forum.

Survey

A targeted telephone survey was conducted on a stratified random sample basis. The survey adopted the same questioning approach as the forums to ensure consistency in the data obtained. A total participation of 1100 people was achieved through the survey

Appreciative Inquiry as a technique for community engagement

Palerang's community engagement process adopted an 'Appreciative

Inquiry' approach as an effective tool for community visioning. This approach used a series of questions, applied consistently across the forums and surveys, to determine participants ideas and opinions according to the following themes:

- ◆ Where are we now? (what we value about the local community and area at present)
- ◆ Where are we going? (significant local issues that need to be addressed)
- ◆ Where do we want to be? (long term goals that we would like to achieve for the local area)
- ◆ How do we get there (strategies to achieve our goals)
- ◆ How will we know when we've arrived (indicators of achievement of goals)

Publicity and community information

To enable the community strategic planning process to develop a high profile within the Palerang community, it was important to give the process a distinct identity whilst maintaining strong links with Council. This identity was developed through the creation of a specific name and logo and through a range of publicity and community information activities that included:

- ◆ Local radio interviews – Mayor and GM
- ◆ Local newspapers – articles / press releases / Council advertisement
- ◆ Items uploaded on Council's website
- ◆ Town / village newsletters
- ◆ Posters and flyers to publicise the community strategic planning and give community engagement processes a high profile

About Palerang

Our Place

Proclaimed on 11 February 2004, following an amalgamation of Talaganda and parts of Yarrawluma, Mulwaree, Gunning and Cooma-Monaro Shires, the Palerang Local Government Area (LGA) is located in the Southern Tablelands of New South Wales, adjacent to the eastern boarder of the Australian Capital Territory.

Palerang takes its name from one of the highest peaks in the area, Mt Palerang, located more or less in the geographic centre of the shire. The council logo is a stylised representation of the range of hills around Mt Palerang.

With an area of 5,143 km², the Palerang LGA includes the towns of Bungendore, Braidwood and Captains Flat, and the villages of Araluen, Mongarlowe, Majors Creek and Nerriga. It also encompasses the rural and rural residential settlements of Wamboin, Bywong and Sutton East, Royalla, Burra, Urila, Carwoola and Stoney Creek, Hoskinstown and Ros-si.

The Palerang area is the traditional home of several groups of Aboriginal peoples. Along the western ranges, the Ngunnawal inhabited the northern parts of Palerang, and the Ngarigo the southern parts. In the east, the Wandandian people lived in the ranges toward the north, and the Wal-bunja, of the greater Yuin group, in the south.

The first European explorers passed by Lake George, in the north west of the shire, in 1820 and European settlement in the area began soon thereafter. The township of Bungendore, then on the route to Queanbeyan, was proclaimed in 1837, and Braidwood in 1839. Captains Flat, which owes its presence to the Lake George Mines copper mine, was gazetted some time later, in 1888. With the gold rush of the 1850s, the area around Braidwood, Majors Creek and Araluen grew dramatically, then declined as the gold ran out.



Our Natural Environment

The headwaters of the Shoalhaven, Molonglo and Yass Rivers are all located within Palerang's borders. The Shoalhaven ultimately flows into the Sydney basin, while both the Molonglo and Yass Rivers are part of the Murrumbidgee catchment.

The capricious Lake George, in the north of the shire, has fascinated geologists and naturalists alike since it was discovered by European explorers in 1820. In fact, the some time expansive body of water had established its place in Aboriginal lore well before then. It is located at the base of an escarpment that provides a favoured launching spot for local hang gliders. It was quite logical then that the opposite shore was chosen as the site for the Capital wind farm.

Googong Dam, in the south west of the shire, provides water storage for Queanbeyan and Canberra. As well as the local catchment, a pipeline delivering water from the Murrumbidgee River to Googong Dam has recently been completed to secure this water supply.

The National Parks & Wildlife Service is responsible for the maintenance and protection of more than 630 km² of national park within Palerang. Bordering Morton National Park in the north, the Budawang, Monga and Deua National Parks run down the eastern boundary of the shire. They provide camping facilities, bushwalking trails, and opportunities for canoeing, swimming and bird watching

Located in the southern part of Palerang, and operated by the Forestry Corporation of NSW, the Tallaganda State Forest covers an area of about around 57 km². The area includes camping and picnic facilities, and trails suitable for bushwalking, mountain bike riding and 4WD activities.

Our People

The Census population of the Palerang Council area in 2011 was 14,350, living in 5,995 dwellings with an average household size of 2.67. ABS estimates show the Palerang population growing by a further 1.5%, to just over 15,000, in the twelve months to 30 June 2012.

The majority of the population, more than 60%, lives in the western part of the shire, with 42% living in the rural residential areas along the ACT border. The townships of Bungendore, Braidwood and Captains Flat comprise 19%, 8% and 3% of the population respectively. The large number of rural residential properties, the dominant form of residential settlement in the area, is a unique feature of the Palerang LGA. Rural residential lots typically vary between two and 16 hectares in size and accommodate a range of rural lifestyles, from bush blocks, through a range of hobby farming activities, particularly equestrian pursuits, to low intensity agriculture.

With the introduction of high speed broadband services, current government initiatives to promote telecommuting are being embraced by the local community. Nonetheless, some 47% of the Palerang population commute into Canberra for work each day. At the same time, the Australian Defence Force Headquarters Joint Operations Command (HQJOC), located in Palerang between Bungendore and Queanbeyan, provides employment for many ACT residents.

The Palerang population fits largely into two distinct demographic groups. Those communities that are within commuting distance of Canberra rank amongst the highest in the country, according to the ABS SEIFA (Socio-Economic) Indexes. This is in stark contrast to the rural communities in the eastern parts of the shire, which rank amongst the lowest.

The western part of the shire is dominated by young families, while the eastern part is populated by a higher proportion of older residents, living alone.

ABS census data reveal that the median age of the Palerang population is 41, with the townships of Bungendore and Captains Flat having lowest median age (37), and the rural areas in the east of the shire the highest (46). Bungendore has the highest percentage population under the age of 18 (29.3%), while Braidwood has the highest percentage population over the age of 60 (28%).

The average household size in Palerang is 2.67, higher than the state (2.59) and national (2.55) averages. Bungendore and the western rural residential areas all have average household sizes in excess of 2.8, while those in Braidwood and the eastern rural areas are 2.24 and 2.35 respectively. Nonetheless, 30% of households across Palerang comprise couples, young or old, without children.

The Palerang population is not particularly diverse, with only 13.3% born overseas, compared to the state and national averages of 25.7% and 24.5% respectively. Aboriginal and Torres Strait Islanders comprise 1.7% of the population, again compared with the state and national average of 2.5%.



Our Economy

The Palerang economy is predominantly agricultural, with traditional industries such as sheep and cattle grazing, predominantly in the central and eastern parts of the shire, and stone fruit orchards in the Araluen valley to the south east. More recently, niche rural industries such as vineyards, olive groves and alpaca breeding have been introduced, primarily in or adjacent to the western rural residential areas.

Private plantations, primarily of radiata pine, are generally located on marginal agricultural land in the north-eastern part of the Council area, north of Mongarlowe and the Durran Durra range. Other pockets of pine plantation exist to the west of Braidwood and south in the Parish of Krawarree.

Unity Mining's Dargue's Gold Mine at Majors Creek is reviving the old gold field there, now that gold prices and modern technology allow the remaining gold to be freed from the ore

body.

Along the eastern shores of Lake George, the Capital Wind Farm, currently comprising some 63 turbines, supplies power into the NSW grid. The wind farm output will soon be augmented by that of the shire's first solar farm.

The townships of Bungendore and Braidwood, on the route between Canberra and the south coast, cater for the passing tourist traffic, with specialty craft shops, restaurants and cafés.

Acknowledgements

Photos

- Copyright Chris Whitelaw: Cover, Pages 10, 11



Focus Area 1: Natural Environment

What we value

Palerang has extensive natural areas with pristine streams and forests containing a diversity of flora and fauna, some of which are rare and endangered and unique to the area.

Our natural environment includes significant geographical features such as Mt Palerang, the Big Hole, the Shoalhaven River and Lake George. We appreciate easy access to our local natural environment and nearby mountains, snowfields and beaches.

We value our peace and quiet, clean air, clear open skies, and a good climate with four distinct seasons.

Priorities for the future

We are concerned about impacts on our natural environment resulting from human activity includ-

ing population growth, development and the compounding effects of climate change. We need to consider impacts specific to Palerang which may include increased fire and flood risk and loss of water resources.

We need to address problems resulting from the proliferation of weeds, pests and feral and domestic animals and the impacts of these on the natural ecosystem.

Environmental education is needed to promote sustainable living, minimise consumption of finite resources and reduce our carbon footprint.

We need assurance that national parks, reserves and forests will be properly and responsibly managed and make allowances for appropriate public access. State agencies need to work cooperatively with landowners to develop a “good neighbour” attitude, and vice versa.

Outcome

The good health of our natural environment and biodiversity is protected and enhanced.

Council's Role

- ◆ Establish education programs to raise awareness of the responsibilities of landholders regarding management of land.
- ◆ Involve the community in maintaining and enhancing environmental health.
- ◆ Ensure that planning policies and processes protect and enhance our natural environment and biodiversity.
- ◆ Ensure that natural water resources are utilised in a sustainable manner, and kept clean and healthy with adequate environmental flows.
- ◆ Minimise the impact of weeds and pest animals on the natural environment
- ◆ Involve appropriate regulatory and enforcement agencies in proactively addressing environmental issues.

- ◆ Adopt a regional approach to the management of our natural environment.

Your Role

- ◆ Manage weeds
- ◆ Manage the source of feral animal species through registration and greater care of pets.
- ◆ Attempt to reduce, reuse and recycle more.
- ◆ Use Council's waste services appropriately.

Indicators of success

- ◆ Palerang is home to a thriving biodiversity that contributes to the health of our environment.

- ◆ Feral plants and animals within the Palerang local government area are decreasing and are continuing to decline.
- ◆ Carbon emissions from human activities within the Palerang local government area have decreased to a satisfactory level and continue to decline.
- ◆ The Palerang community is satisfied that national parks, reserves and forests are well managed and appropriately accessible to the public.
- ◆ Water resources are managed effectively and sustainably.

Focus Area 2: Local Economy

What we value

Our local economy benefits from a strong agricultural industry supported by the saleyards, and locally owned businesses including arts, crafts and local produce.

We have active main streets which include cafes, restaurants and hotels. We enjoy economic potential for further business growth through tourism.

Business activity is aided by the proximity to major centres and good transport links.

There are ample employment opportunities due to our proximity to Canberra and our own diverse, albeit small, employment base.

Priorities for the future

Our local tourism potential is constrained by the immaturity of Palerang as a destination – its attractions, activities, choice and distribution of accommodation, and the lack of cohesion and promotion across the shire.

We need to foster business development to meet the increasing population and demand for goods and services.

We need to extend and/or improve infrastructure such as parking, streetscapes, public amenities and footpaths in our villages to support local business development.

Increasing business reliance on telecommunications will also demand infrastructure and service improvements.

Outcome

Our economy is strong and sustainable, providing diverse local employment opportunities and ease of access to goods and services

Our planning processes need to balance local economic development with the residents' desire to maintain the atmosphere and lifestyle currently offered by living in our shire.

Agricultural land needs to be protected from urbanisation to sustain a strong rural economy.

Impacts of road bypasses on our local economy will need to be identified and evaluated.

There is a need to recognise and address economic inequalities across the Palerang area.

Council's Role

- ◆ Develop an economic master plan for Palerang that identifies tools and mechanisms to foster local economic development, including tourism.
- ◆ Improve Council's LEP, DCP and planning processes to provide greater clarity surrounding growth and development in the local economy.
- ◆ Encourage vertical integration of businesses throughout Palerang on a 'buy local – sell local' basis.

Your Role

- ◆ Use local businesses more.
- ◆ Encourage visitors to our Shire (word of mouth).
- ◆ Buy local, sell local.

Indicators of success

- ◆ Palerang has a strong economy with thriving businesses and vibrant town centres.
- ◆ There is a significant increase in the number and diversity of employment opportunities within the shire.
- ◆ There is an increase in the number of visitors contributing to the local economy.
- ◆ There is an increase in production and sale of produce within the shire

Focus Area 3: Community & Culture

What we value

There is a strong sense of community pride and spirit across Palerang. Our community is friendly, caring and accepting. We enjoy low crime rates and a safe environment in which to live and raise our families.

We have a strong tradition of volunteerism within our local RFS, SES and other organisations.

Our towns, villages and rural residential communities are focal points for social interaction with a wide range of community groups, venues and events.

We have a strong awareness of local heritage and history and a thriving arts and crafts community.

We appreciate the benefits of peaceful, quiet, rural living while valuing our close proximity to major cultural centres

Planning and provision of community facilities and services needs to reflect this growth and change, and provide incentives to encourage employment and participation of young people within our community.

There are social issues for outlying communities not being able to access facilities and services readily.

The Palerang area will continue to need effective police and emergency services.

There needs to be more comprehensive provision and distribution of community information.

Impacts of road bypasses on our local economy will need to be identified and evaluated.

There is a need to recognise and address economic

inequalities across the Palerang area.

Outcome

Our communities are safe, harmonious and connected, sustained by a spirit of involvement and a shared vision for our future.

Priorities for the future

Palerang is experiencing significant population growth and demographic change. Our population is ageing and many of our young people are leaving. We need to maintain our community spirit and rural lifestyle.

Council's Role

- ◆ Provide support to community groups and organisations in identifying and accessing grants, sponsorships, funding and other resources for community capacity-building.
- ◆ Facilitate stronger connections and interaction among people of all ages in our communities.
- ◆ Recognise and support local volunteers and create increased opportunities for people to contribute to community well-being.
- ◆ Build on and strengthen the community and cultural life of Palerang.

- ◆ Ensure that there are locally available services and facilities to cater for people of all ages.
- ◆ Enable information relevant to the Palerang community to be easily exchanged.
- ◆ Ensure that community health and safety issues are identified and addressed.

Your Role

- ◆ Volunteer in your community.
- ◆ Join local community associations.

- ◆ Value your neighbours.
- ◆ Maintain the ideal of Pride in your Town.
- ◆ Be more involved in local Council business.

Indicators of success

- ◆ The community views Palerang as a safe and healthy place to live for people of all ages.
- ◆ There is greater support for elderly people to live in the local area.
- ◆ There is an increase in the number of and attendance at community events.
- ◆ There is an increase in the number of people actively contributing to public life in Palerang.
- ◆ The incidence of crime and anti-social behaviour remains low across the Palerang area.
- ◆ There is an increase in production and sale of produce within the shire

Focus Area 4: Rural and Urban Development

What we value

We appreciate the openness of our rural landscape and the low-scale, uncrowded village environment in contrast to nearby urban centres.

We value our built heritage and its contribution to our local identity.

There are choices in the way we are able to live arising from a range of property sizes and styles, and flexibility in land uses.

Priorities for the future

We acknowledge the benefit that development can bring to our area while recognising the need to conserve our local history, built heritage and rural character.

It will be of critical importance to ensure that water requirements arising from development take account of available surface and groundwater resources.

The expansion of village and rural residential development needs to be balanced with the retention of productive farmland.

Outcome

Palerang is characterised by its rural landscape which encompasses diverse agricultural activities, small towns and villages and rural residential communities.

Adequately serviced commercial and industrial precincts need to be identified and provided in our towns and villages.

We need to improve the attractiveness and amenity of main streets in our towns and villages while retaining the rural village ambience.

Council's Role

- ◆ Conduct periodic reviews to ensure that Palerang's Local Environmental Plan and other planning instruments reflect the direction, intent and long-term vision of the Community Strategic Plan.
- ◆ Maintain a long-term planning approach that caters for diversity and choice in rural and village living.
- ◆ Encourage individuals, agencies and businesses to apply sustainability principles and practices to local growth and development.
- ◆ Promote and support economic, social and environmental sustainability initiatives in the Palerang community.
- ◆ Ensure that Braidwood, Bungendore and Captains Flat have access to a secure, good quality water supply and reliable sewerage infrastructure, and that water resources are managed sustainably in collaboration with other relevant agencies.

Indicators of Success

- ◆ The Palerang area is characterised by its rural landscape and working farms.
- ◆ Local village character, streetscapes and heritage values of our urban areas have been retained.
- ◆ Water and energy efficiency is integral to all new development.
- ◆ All development occurs within the constraints of our water supply and other natural resources.

Focus Area 5: Recreation and Open Space

What we value

We have access to a range of opportunities to participate in organised sporting activities and recreational pursuits.

Our natural environment and recreation areas provide abundant opportunities for outdoor activities including horse-riding, bushwalking, camping, swimming and fishing.

There are many facilities and opportunities for active recreation such as swimming pools, horse-riding, dog off-leash areas, cycle ways, greenways, walking trails, skate parks, exercise centres, golf courses and tennis courts.

Priorities for the future

Co-operative planning will be required to ensure that our local parks and sporting and recreational facilities are adequate in meeting the needs of our growing population.

It is important to our community that appropriate public access to nearby national parks and reserves be maintained for recreational use.

Outcome

We have access to a range of places, activities and facilities which cater for diverse sporting and recreational pursuits

We need to raise public awareness of the benefits of local sporting and recreational facilities and activities in contributing to community health and wellbeing.

Council's Role

- ◆ Ensure that provision of local recreational and sporting facilities reflect the needs and interests of a growing community.
- ◆ Encourage and support a diversity of sporting and recreational activities throughout Palerang.
- ◆ Ensure that appropriate access to public lands is maintained for recreational purposes.

Your Role

- ◆ Support local sports clubs and teams through patronage, raffles and volunteering.
- ◆ Use parks responsibly and report problems or misuse.

- ◆ Be aware of National Parks and Wildlife rules and regulations for appropriate use.

Indicators of Success

- ◆ Adequate open spaces are allocated or adapted for active and passive recreation.
- ◆ Local sporting and recreational facilities meet community demands.
- ◆ There is a diverse array of sporting and recreational options available locally with high levels of community participation.

Focus Area 5: Infrastructure and Transport

What we value

Our location between the ACT and the coast affords us easy access to a range of transport modes including air, rail and major roads and highways.

We value the range of local services and facilities that we have.

Priorities for the future

Our road infrastructure requires extensive maintenance and upgrading with an equitable focus of works across the council area.

The cost of providing adequate infrastructure for our existing and expanding community requires additional financial support.

Our local area needs more comprehensive telecommunications infrastructure to ensure

equitable access and coverage for our towns, villages and outlying areas.

Communities across our council area would be better connected through provision of more comprehensive public transport services.

Local groundwater resources need careful management to ensure their protection against possible future depletion.

We need to better utilise local opportunities for renewable power generation.

We will need to adopt principles of sustainability to guide us in future infrastructure development.

Outcome

Palerang enjoys safe, functional, accessible and well-maintained infrastructure and comprehensive local and regional transport networks.

Council's Role

- ◆ Ensure that community assets and public infrastructure are maintained and improved to a reasonable standard.
- ◆ Undertake necessary planning to ensure that provision of public infrastructure reflects the needs of a growing and changing population.
- ◆ Adopt an equitable approach in the provision of, and access to, telecommunications services and infrastructure across Palerang.
- ◆ Support Palerang communities through provision of transport services linking them locally and regionally, and make better use of our rail assets.
- ◆ Ensure that Palerang communities have local access to quality educational and medical services and facilities.
- ◆ Improve traffic management and road safety throughout Palerang.

Your Role

- ◆ Report to Council any road issues.

- ◆ Use public transport when made available.
- ◆ Maintain responsible use of water from town water supplies, bores and dams.

Indicators of Success

- ◆ The provision and maintenance of quality public facilities and infrastructure, including water supply, sewerage and waste, reflects population growth and demand.
- ◆ There is increasing community satisfaction with the standard and condition of the Palerang road network and traffic facilities.
- ◆ All areas of Palerang have access to high standard telecommunications including mobile telephone, internet and media services.
- ◆ Communities of Palerang are serviced by scheduled public transport that meets local demand.
- ◆ Communities of Palerang have improved access to local health and education services and facilities.

Focus Area 6: Local Government and Finance

What we value

Council encourages appropriate growth throughout the area, adding to local community diversity and economic prosperity.

Council has developed a productive relationship with State and Federal agencies.

Council has co-operative relationships with other Councils through the South East Regional Organisation of Councils (SEROCC).

Council is active in developing and building on our awareness of local history.

Priorities for the future

Council and its local communities are adversely affected by a lack of adequate funding. It is essential that Council is

afforded greater capacity and flexibility to source essential funds for the provision of services and infrastructure.

The Palerang community would benefit from improved communication with Council and closer relationships with councillors. All parties need to work more closely together to ensure that the priorities and expectations of each

are aligned in order to plan effectively and create a positive future for Palerang.

Council needs to liaise closely with the State Government to ensure as far as possible that any adverse impacts of decision-making at State level are minimised, particularly in relation to urban and infrastructure planning.

Outcome

Palerang Council is recognised for its strong community leadership, financial sustainability and ethical, accountable and responsive governance.

Council's Role

- ◆ Council will be proactive in its community advocacy by pursuing constructive relationships with other spheres of government.
- ◆ Councillors will maintain high standards in their responsiveness, accessibility and active involvement within the communities of Palerang.
- ◆ Councillors and staff will adopt a 'continuous improvement' approach to ensure that its decision-making processes are open, transparent and inclusive.
- ◆ Council will identify and implement a range of methods to engage in broad and effective communication with the communities of Palerang.
- ◆ Council will ensure that development application processes are clear, efficient, rigorous and customer-focused.
- ◆ Council will align its governance and organisational structures to reflect the vision, priorities and directions outlined in the Community Strategic Plan.
- ◆ Council will identify and adopt financial management strategies to ensure its long-term viability.

- ◆ Council will maintain a regional outlook and seek opportunities for regional co-operation.
- ◆ Appropriate staff are attracted, retained and supported within a safe, caring and productive workplace.

Your Role

- ◆ Support Council community activities and be active in obtaining information about Council programmes.
- ◆ Be courteous when dealing with Council Staff.

Indicators of Success

- ◆ Council has access to sufficient funding to enable it to meet local demands in the provision of facilities and services.
- ◆ The community recognises Council for its effective leadership and advocacy.
- ◆ There is strong community satisfaction with Council's service levels, decision making, communication and public engagement.
- ◆ Council has a strong working relationship with and support from other levels of government.

Glossary

Term	Definition
Amenity	The quality of being pleasant or attractive; agreeableness. Something that contributes to physical or material comfort.
Biodiversity	The variability among organisms on the earth, including the variability within and between species and within and between ecosystems.
Community	“Our community” includes our residents who live here, those who own property or who operate a business here, as well as those who visit our area, and thus contribute to our prosperity.
Community Strategic Plan (CSP)	A plan that identifies the main priorities and aspirations for the future of the Palerang communities over the next 20 years.
Council	A body of persons elected to act in an advisory and legislative capacity.
Delivery Program (DP)	Details the principles activities to be undertaken by Council to implement strategies established by the CSP over a period of 4 years.
EMT	Executive Management Team—Those staff members, as identified by the General Manager, who head a significant operational unit within the Council organisation.
Focus Areas (FAs)	These are the key areas the community would like Council and its many stakeholders to focus on achieving during the 20-year life of the Community Strategic Plan.
GM	The General Manager of Council, or the person acting as General Manager during any absence of the General Manager.
Key Performance Indicators (KPIs)	The key performance indicators are provided as a way of monitoring progress towards objectives. It is a requirement of the legislation that we measure the effect our strategies are having and whether we must adapt.
Local Environmental Plan (LEP):	A piece of NSW Legislation that is produced by the Council, community and State agencies which sets rules about land use and development i.e. “what goes where?”

Operational Plan	Details the activities to be engaged in by council during the period of 1 year, and annual budget. This is the annual sub-plan of the DP.
Outcomes	What we want to see in 20-years for a particular focus area—these can be considered “postcards from the future”.
Principles	Standards or ethical guidelines embraced by Council in its operations and used to guide the development of this plan
Red Tape	The collection or sequence of procedures and forms required to gain bureaucratic approval for something, especially when oppressively complex and time-consuming
Senior Staff	Senior Staff, as used in this and the supporting plans, refers to those staff that are members of the EMT. It does not refer to Senior Staff as defined by the <i>Local Government Act</i> 1993. At Palerang, only the General Manager is Senior Staff as defined by the act.
Social Justice	The right of all people in our community to be considered in a fair and equitable manner. While equal opportunity applies to everyone in the community, social justice principles are directed especially at groups of people who are marginalised and disadvantaged.
Stakeholders	A person or group with a direct interest, involvement, or investment in something
Strategies	Strategies represent the specific actions related to each objective and define how each objective will be achieved. The strategies included throughout this plan have been developed through careful analysis from the information gathered from our forums and surveys as well as existing Council, agency and community plans, and by close reference to each objective as an efficient means of achieving it.
Sustainability (sometimes called ESD or ecologically sustainable development)	Using, conserving and enhancing the community’s resources so that ecological processes, on which life depends, are maintained, and total quality of life, now and for future generations, can be increased. <i>(Note: there is a separate concept of financial sustainability; in Council documents the use will be made explicit, or will be obvious from the context.)</i>
Vision	A statement that identifies the community’s aspirations for the future .

Strategic Plan Roles and Responsibilities

Mayor

- ◆ Primary Council spokesperson for the promotion of the Community Strategic Plan and Community Engagement process

Mayor & Councillors

- ◆ Promote the Community Strategic Planning process to the community and support and participate in community engagement for the development of the CSP.
- ◆ Consider advice on resourcing implications of the CSP and consult the community.
- ◆ Endorse the CSP, on behalf of the community.
- ◆ Work with the General Manager and Senior Staff to develop a Delivery program in accordance with the guidelines.
- ◆ Oversee the implementation of the Delivery program and receive and review reports from the General Manager on progress towards achieving its objectives.
- ◆ Review the delivery program on an annual basis
- ◆ Ensure that Council reports to the community annually, as required by the legislation and the guidelines.
- ◆ Work with the General Manager and senior staff to develop and oversee the implementation of the Operational Plan in accordance with the guidelines.



General Manager

- ◆ Guide and advise Councillors and Council Staff in developing the various plans and requirements of the new framework.
- ◆ Ensure that adequate information/research is available to inform the CSP, the Community Engagement strategy, and that members of the community are given sufficient information to participate in the development of the IPR suite of plans.
- ◆ Ensure the *Resourcing Strategy* is being developed and is pre-

sented to Council where necessary.

- ◆ Provide advice on resourcing implications of the CSP to Councillors.
- ◆ Ensure an annual *Operation Plan* is prepared and approved by Council.
 - ◆ Implement the *CSP, Resourcing Strategy, Delivery Program and Operational Plan* and advise Council of any matters that may affect the delivery of the plans, as appropriate.
 - ◆ Work with Council to develop an appropriate reporting schedule on the implementation of the *Delivery Program and Operational Plan*, ensuring compliance with the minimum standard specified in the legislation and Guidelines.
 - ◆ Ensure that Council staff are aware of their responsibilities in implementing the *Delivery Program and Operational Plan* and their performance in this regard is monitored through the Council's Staff performance system.
 - ◆ Oversee the preparation of the Annual Report to the community and the state of environment report, in accordance with the legislation and Guidelines.

Executive Management Team

- ◆ Work with and support the General Manager in the development of the various plans and requirements of the new framework.
- ◆ Maintain a watching brief over the implementation of the CSP, Resourcing Strategy, Delivery Program and Operational Plan and advise the General Manager of any matters that may affect the delivery of the plans, as appropriate.
- ◆ Maintain a watching brief over the implementation of the CSP, Resourcing Strategy, Delivery Program and Operational Plan and advise the General Manager of any matters that may affect the delivery of the plans, as appropriate.
- ◆ Undertake specific responsibilities allocated within the Delivery Program and Operational Plan. Ensure staff under their direction undertake responsibilities allocated within the Delivery Program and Operational Plan.
- ◆ Provide timely advice to the General Manager, as required on the progress of projects/activities included in the Delivery Program and the Operational Plan.

P A L E R A N G

Our Future



Delivery Plan 2014 – 2017

Operational Plan 2015-16



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Introduction

Palerang Council's Delivery Program 2013-2017 including Operational Plan 2015-2016 are combined into one document and detail Strategies and Programs/Initiatives to achieve the community objectives, as articulated in the Community Strategic Plan.

In developing the Community Strategic Plan and Delivery Plan, Council has had a number of objectives:

- Maximise the community involvement, which was achieved through numerous community workshops and a statistically significant, stratified random sample survey.
- To present the Plans in the most succinct but easy to understand way. Council has concentrated getting the content correct by accurately reflecting the aspirations of Palerang's varied communities.
- To ensure the integration of activities across both Focus Area and organisational units to maximise effectiveness of the Delivery Plan.
- To avoid the development of an unachievable "wish-list" or "shopping-list" of good ideas. Council acknowledges the financial constraints faced by its residents, and hence the limit of Council's own funds.

Councils in New South Wales are experiencing a period of significant reform under the "Fit for the Future" program announced by the NSW State Government in September 2014. Key focus areas of the reform include an expectation that councils are sustainable, efficient, can effectively manage infrastructure and deliver services for communities; and have the scale and capacity to engage effectively across community, industry and government. Council is currently preparing a submission addressing the "Fit for the Future" criteria and associated benchmarks by 30 June 2015, which will be assessed by a panel of independent experts. This submission will inform the way in which council delivers programs, projects and infrastructure to the community now and into the future.

The following provides a summary of the criteria and benchmarks set by the Office of Local Government that Council is working toward as part of its "Fit for the Future" submission.



Sustainability

For councils to meet the service and infrastructure needs of their communities they need to be financially sustainable. The NSW Treasury Corporation defined a financially sustainable council as one that, over the long term, is able to generate sufficient funds to provide the level and scope of services and infrastructure, agreed with its community through the Integrated Planning & Reporting process.

Effective infrastructure and services

A Fit for the Future council is one that knows the current and future infrastructure needs of the community; develops, maintains and renews infrastructure using the right mix of revenue and borrowing; works with others to deliver cost effective services; delivers services and infrastructure that meets the needs of communities as identified through the Integrated Planning & Reporting process; and delivers services and infrastructure on time and on budget.

Efficiency

A Fit for the Future council minimises unnecessary burden on business and the community; provides value for money to the community; and manages resources well to deliver services or infrastructure.

Scale and capacity

Scale is a key component of strategic capacity – both in creating individual councils with the resources and skills to provide leadership on regional planning and to advocate on behalf of communities by creating a system of local government where State and Local Government can work together effectively. A Fit for the Future council is one that saves money on bureaucracy and administration, freeing up funds for front-line services and community facilities; can contribute to projects and tackle issues that impact on its residents and extend beyond the council boundary; and has credibility and influence across councils, across government, and with industry.

Delivery Plan

The rolling four (4) year Delivery Program sets out a program of Strategies for Council to undertake across the full range of Councils operations. It includes performance measures to monitor our success and a detailed financial plan for the period.

The Delivery Program directly addresses the seven Key Focus Areas, which have been colour coded throughout the document so readers quickly identify each area:

- Natural Environment (FA1)
- Local Economy (FA2)
- Community & Culture (FA3)
- Rural and Urban Development (FA4)
- Recreation and Open Space (FA5)
- Infrastructure and Transport (FA6)
- Local Government and Finance (FA7)

The 2015/16 year represents the third financial year of the four year (2014-2017) Delivery Plan. While the Delivery Plan term officially completes in 2016/17, council has presented financial results for 5 years to 2017/18. The 2017/18 financial year budgets will be set by the current Council and will continue to be reflective of the requirements identified within the Community Strategic Plan even though a newly elected Council will be reviewing and setting a revised Delivery Plan during 2017/18.

Operational Plan

The Operational Plan supports the Delivery Program. It outlines in more detail the Actions that Council will undertake for each financial year to address the Delivery Program and allocates the resources necessary to achieve the Actions.

Organisational responsibilities are allocated for achieving the 1 Year Actions. It also sets the Performance Measures to ensure we can measure progress towards the Strategies and ultimately progress towards meeting our community priorities.

Also included are the annual budget, capital works program and the fees and charges, as well as other financial details which help to present Councils financial position.

Delivery and Operational Plan Budget

Council's key objective when managing its financial resources is to remain financially sustainable. Council's budget needs to demonstrate our long term capacity to deliver the Strategic Objectives in the Community Strategic Plan, Delivery Program and Operational Plan, while remaining financially sustainable. Financial sustainability is achieved when service and infrastructure levels are delivered according to a long term plan without the need to significantly increase rates or significantly reduce services.

While the short term financial capacity of the Council is considered sound and the Operational Plan Budget for 2015/16 has been set to meet the requirements of the Delivery Plan there are some indications that council is not earning sufficient revenue to maintain current service levels and assets over the long term. This is because the current levels of depreciation indicate that Council's assets are depreciating at a rate that is not matched by what Council is funding for their replacement. This tells us that we need to be putting more Council funds into reserves for replacing our assets that is, more roads resealing, stormwater pipes replacement, replacing old water mains and renewing sewer mains.

As our current path is not sustainable in the longer term, future year budgets will require intervention to ensure Council's long term sustainability. This will be a combination of different actions to reduce the cost of service delivery, increase revenue including a special rate variation (SRV), reducing services, organisational constraint, resource sharing and changes to existing policies. This is why Council is continuing on implementing the Australian Business Excellence Framework during the next financial year (\$50K) and also provided funding to address the Fit for the Future guidelines (\$40K) as both will help identify opportunities for business process improvements which will ultimately lead to potential savings and improved community satisfaction with services.

Council is considering applying to the Independent Pricing and Regulatory Tribunal (IPART) for a SRV in 2016/17 as Council's Long Term Financial Plan has identified that more funds are required to maintain assets and services to the level expected by the community, while at the same time ensuring Council's financial sustainability and compliance with the Fit for the Future program. An SRV would ensure that Council can maintain existing service levels as well as commence improving services like provide upgraded roads, new footpaths and develop recreational facilities. Council will undertake further community engagement to consider the proposed size and timing of the proposed SRV.



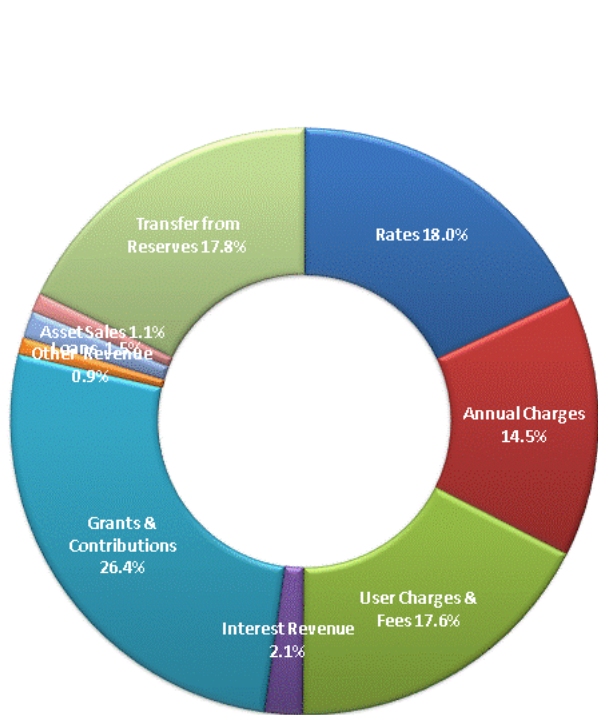
Four Year Consolidated Budget

The table below provides a consolidated budget summary (includes all funds general, water, sewerage and waste) for Councils Delivery Plan term, presenting both a Net Operating result position including both cash and non cash items, reconciled back to a cash movement position or funded result.

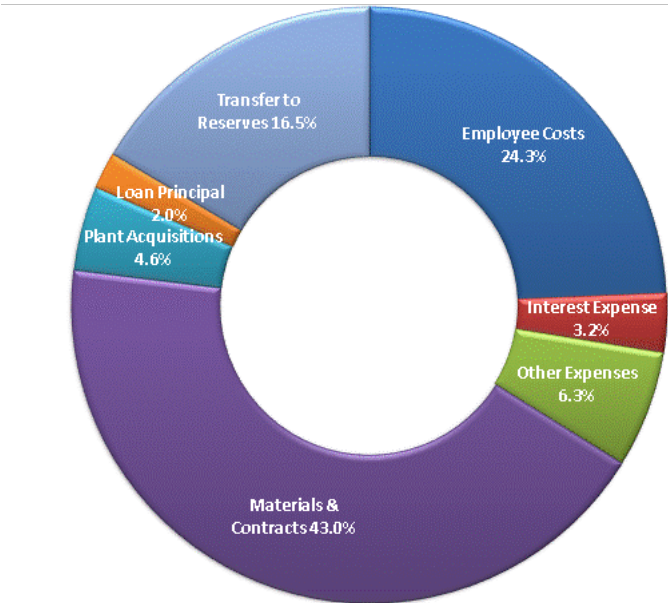
Consolidated Council Result Account Description	Delivery Program Term				
	Prior Year	Current Year	Proposed	FY2	FY3
	2013/14	2014/15	2015/16	2016/17	2017/18
Income					
Rates & Annual Charges	\$14,032,016	\$14,685,568	\$15,312,597	\$15,901,890	\$16,491,564
User Charges & Fees	\$5,368,180	\$11,288,864	\$8,285,654	\$6,518,167	\$6,782,105
Interest	\$1,377,829	\$1,323,838	\$1,002,975	\$1,275,441	\$1,281,253
Other Revenues	\$319,543	\$546,325	\$440,738	\$450,484	\$460,388
Operating Grants & Contributions	\$6,208,504	\$6,310,865	\$6,416,188	\$5,757,512	\$5,809,659
Capital Grants & Contributions	\$3,910,816	\$8,432,691	\$5,818,690	\$5,670,251	\$7,345,062
Contributions - Operating	\$0	\$832,357	\$223,116	\$249,999	\$257,297
Gain or Loss on Disposal	\$85,000	\$85,000	\$85,000	\$85,000	\$85,000
Total Income	\$31,301,888	\$43,505,508	\$37,584,958	\$35,908,743	\$38,512,328
Expenses					
Employee Costs	\$9,584,241	\$9,854,668	\$10,747,152	\$11,012,221	\$11,291,539
Borrowing Costs	\$1,368,649	\$1,571,550	\$1,662,893	\$1,625,636	\$1,611,973
Depreciation & Amortisation	\$8,424,208	\$8,613,889	\$8,949,355	\$9,114,669	\$9,250,392
Other Expenses	\$3,252,772	\$3,276,572	\$2,971,521	\$3,037,770	\$3,121,896
Materials & Contracts	\$6,499,386	\$14,012,224	\$9,915,070	\$8,702,088	\$9,041,801
Total Expenses	\$29,129,256	\$37,328,904	\$34,245,991	\$33,492,384	\$34,317,601
Net Operating Surplus/(Deficit)	\$2,172,632	\$6,176,605	\$3,338,967	\$2,416,359	\$4,194,727
Capital Expenditure					
Employee Costs	\$979,973	\$865,908	\$720,937	\$141,000	\$141,000
Other Expenses	\$29,500	\$0	\$0	\$0	\$0
Materials & Contracts	\$11,212,408	\$18,621,531	\$10,354,199	\$7,916,847	\$7,978,824
Plant Acquisitions	\$1,925,000	\$2,150,000	\$2,150,000	\$2,800,000	\$2,000,000
Total Capital Expenditure	\$14,146,881	\$21,637,439	\$13,225,136	\$10,857,847	\$10,119,824
Capital Funding/Movements					
Loan Funding	\$4,580,000	\$2,225,000	\$710,000	\$1,050,000	\$1,750,000
Asset Sales	\$745,000	\$1,511,152	\$500,000	\$500,000	\$500,000
Loan Repayments	(\$703,145)	(\$838,535)	(\$952,641)	(\$1,049,246)	(\$1,109,828)
Transfers from Reserves	\$5,808,983	\$14,062,989	\$8,402,966	\$6,647,443	\$5,145,235
Transfers to Reserves	(\$6,960,525)	(\$10,181,497)	(\$7,777,354)	(\$7,807,510)	(\$9,691,291)
Total Capital Funding/Movements	\$3,470,313	\$6,779,109	\$882,970	(\$659,312)	(\$3,405,885)
Less: Non Cash	(\$8,503,937)	(\$8,681,726)	(\$9,003,199)	(\$9,100,800)	(\$9,220,503)
Net Funded Surplus/(Deficit)	\$0	\$0	\$0	\$0	(\$110,478)

Source and Application of Funds

Source of funds – ‘where we get our money from’



Application of funds – ‘what we spend our money on’



Additional Information on Selected Source of Funds

Rates	\$'000	%
Rates Residential	6,080	71.6%
Rates Farmland	2,196	25.9%
Rates Mining	23	0.3%
Rates Business	191	2.3%
	<u>8,491</u>	

Annual Charges		
Domestic Waste	877	12.9%
Water	1,008	14.8%
Sewer	2,164	31.7%
Non Domestic Waste	<u>2,773</u>	40.7%
	<u>6,822</u>	

User Charges & Fees		
User Charges Water	935	11.3%
User Charges Sewer	125	1.5%
User Charges Other	435	5.3%
Fees - RMS	5,185	62.6%
Fees - Planning & Building	935	11.3%
Fees - Private Works	76	0.9%
Fees - Saleyard	115	1.4%
Fees - S603 Certificates	27	0.3%
Fees - Swimming Centres	48	0.6%
Fees - Agencies	3	0.0%
Fees - Cemeteries	46	0.5%
Fees - Other	117	1.4%
Fees - Leases	<u>240</u>	2.9%
	<u>8,286</u>	

Operational Budgets by Function

This financial table displays a more detailed view of where Council is allocating funds across key functional service areas for the term of the Delivery Plan. The result of this table will reconcile to the 'Net Operating Result' displayed in the Four Year Consolidated Program Budget and simply presents all operating expenses and income (including non cash items like depreciation) specifically excluding the detailed Capital Works Program which is shown in the preceding section.

Description	Delivery Program Term											
	2013/14			2014/15			2015/2016			2016/2017		
	Total Income	Total Expenditure	Budget Result	Total Income	Total Expenditure	Budget Result	Total Income	Total Expenditure	Budget Result	Total Income	Total Expenditure	Budget Result
Governance	\$0	\$314,892	(\$314,892)	\$3,542	\$738,703	(\$735,161)	\$0	\$713,921	(\$713,921)	\$0	\$879,519	(\$879,519)
Administration	\$350	\$896,009	(\$895,659)	\$1,206	\$628,530	(\$627,325)	\$300	\$436,585	(\$436,285)	\$308	\$445,385	(\$445,078)
Records Management	\$0	\$161,098	(\$161,098)	\$0	\$251,348	(\$251,348)	\$0	\$259,661	(\$259,661)	\$0	\$266,870	(\$266,870)
Library	\$71,400	\$296,284	(\$224,884)	\$70,160	\$278,766	(\$208,606)	\$70,800	\$287,565	(\$216,765)	\$72,640	\$294,051	(\$221,411)
Customer Services	\$0	\$514,845	(\$514,845)	\$0	\$481,103	(\$481,103)	\$0	\$491,762	(\$491,762)	\$0	\$505,508	(\$505,508)
Community Services	\$2,430	\$88,471	(\$86,041)	\$2,464	\$82,271	(\$79,807)	\$2,053	\$63,500	(\$61,447)	\$2,104	\$65,088	(\$62,983)
Organisational & Risk Management	\$50,000	\$1,023,138	(\$973,138)	\$115,943	\$1,060,708	(\$944,765)	\$55,000	\$1,034,015	(\$979,015)	\$56,375	\$1,063,225	(\$1,006,850)
Employment Overheads	\$0	(\$51,398)	\$51,398	\$75,000	(\$724,366)	\$799,366	\$70,000	(\$464,769)	\$534,769	\$71,750	(\$374,003)	\$445,753
Information Technology	\$24,000	\$1,060,776	(\$1,036,776)	\$49,781	\$1,143,928	(\$1,094,147)	\$49,781	\$1,349,674	(\$1,299,893)	\$51,033	\$1,361,785	(\$1,310,752)
Emergency Services	\$454,604	\$791,964	(\$337,360)	\$515,016	\$812,331	(\$297,314)	\$513,269	\$818,850	(\$305,581)	\$477,720	\$837,883	(\$360,163)
Finance	\$10,579,292	\$426,695	\$10,152,597	\$10,911,191	\$756,983	\$10,154,208	\$11,017,613	\$245,300	\$10,772,313	\$11,302,199	\$327,897	\$10,974,301
Infrastructure & Asset Management	\$0	\$361,609	(\$361,609)	\$0	\$372,648	(\$372,648)	\$0	\$383,027	(\$383,027)	\$0	\$393,746	(\$393,746)
Business Activities - General	\$74,800	\$74,800	\$0	\$80,846	\$80,846	(\$0)	\$74,800	\$74,800	\$0	\$77,568	\$71,782	\$5,785

Description	Delivery Program Term											
	2013/14			2014/15			2015/2016			2016/2017		
	Total Income	Total Expenditure	Budget Result	Total Income	Total Expenditure	Budget Result	Total Income	Total Expenditure	Budget Result	Total Income	Total Expenditure	Budget Result
Business Activities - State Rds	\$3,035,002	\$2,985,002	\$50,000	\$8,538,656	\$8,438,655	\$100,000	\$5,184,999	\$5,384,999	(\$200,000)	\$3,249,502	\$3,252,612	(\$3,110)
Business Activities - Property	\$48,564	\$8,949	\$39,615	\$69,521	\$23,148	\$46,373	\$49,900	\$16,995	\$32,905	\$51,148	\$17,099	\$34,048
Showground	\$4,500	\$4,500	\$0	\$4,671	\$9,421	(\$4,750)	\$4,671	\$4,671	\$0	\$4,844	\$4,788	\$56
Heritage	\$5,000	\$15,000	(\$10,000)	\$5,000	\$25,000	(\$20,000)	\$5,000	\$20,000	(\$15,000)	\$5,125	\$20,500	(\$15,375)
Development & Building Control	\$839,500	\$984,749	(\$145,249)	\$896,926	\$1,012,122	(\$115,196)	\$896,500	\$986,488	(\$89,988)	\$929,671	\$1,003,165	(\$73,494)
Environmental Services	\$105,750	\$254,180	(\$148,430)	\$53,500	\$293,539	(\$240,039)	\$63,500	\$301,538	(\$238,038)	\$65,850	\$309,857	(\$244,008)
Strategic Planning	\$82,096	\$457,461	(\$375,365)	\$65,064	\$458,276	(\$393,212)	\$57,778	\$375,614	(\$317,836)	\$66,213	\$385,854	(\$319,641)
Noxious Weeds	\$723,522	\$975,065	(\$251,543)	\$197,818	\$593,438	(\$395,620)	\$173,339	\$536,158	(\$362,819)	\$178,176	\$550,703	(\$372,527)
Enforcement & Regulation	\$10,196	\$90,171	(\$79,975)	\$11,949	\$92,244	(\$80,295)	\$12,150	\$93,193	(\$81,043)	\$12,600	\$95,678	(\$83,078)
Fleet Management	\$279,883	(\$546,563)	\$826,446	\$310,364	(\$484,133)	\$794,498	\$355,326	(\$285,270)	\$640,596	\$376,359	\$73,766	\$302,593
Water Supply	\$2,527,339	\$1,910,364	\$616,975	\$2,981,490	\$2,122,307	\$859,183	\$2,733,455	\$2,258,635	\$474,820	\$3,301,929	\$2,317,334	\$984,595
Sewerage Services	\$3,095,072	\$2,493,670	\$601,402	\$3,609,011	\$2,548,082	\$1,060,929	\$3,275,027	\$2,634,291	\$640,735	\$3,740,893	\$2,669,768	\$1,071,126
Council Buildings & Halls	\$22,501	\$395,380	(\$372,879)	\$755,087	\$394,595	\$360,493	\$166,898	\$592,240	(\$425,342)	\$17,523	\$601,073	(\$583,549)
Depot	\$0	\$182,173	(\$182,173)	\$0	\$185,363	(\$185,363)	\$0	\$213,034	(\$213,034)	\$0	\$217,878	(\$217,878)
Saleyards	\$114,855	\$106,106	\$8,749	\$259,219	\$107,412	\$151,807	\$122,681	\$116,892	\$5,790	\$127,220	\$119,400	\$7,821
Drainage	\$44,265	\$126,546	(\$82,281)	\$67,726	\$135,418	(\$67,692)	\$30,569	\$136,272	(\$105,703)	\$46,771	\$169,048	(\$122,277)
Flood Management	\$80,000	\$120,000	(\$40,000)	\$72,007	\$113,007	(\$41,000)	\$60,000	\$90,000	(\$30,000)	\$40,000	\$60,000	(\$20,000)
Public Privies	\$0	\$221,522	(\$221,522)	\$0	\$226,317	(\$226,317)	\$0	\$226,584	(\$226,584)	\$0	\$232,237	(\$232,237)
Cemeteries	\$47,812	\$82,057	(\$34,245)	\$44,263	\$83,945	(\$39,681)	\$45,500	\$85,351	(\$39,851)	\$47,184	\$87,646	(\$40,462)
Domestic Waste Management	\$674,366	\$558,452	\$115,914	\$718,000	\$651,768	\$66,232	\$909,919	\$902,707	\$7,212	\$936,654	\$933,273	\$3,381

Description	Delivery Program Term											
	2013/14			2014/15			2015/2016			2016/2017		
	Total Income	Total Expenditure	Budget Result	Total Income	Total Expenditure	Budget Result	Total Income	Total Expenditure	Budget Result	Total Income	Total Expenditure	Budget Result
Waste Management	\$2,679,799	\$1,884,455	\$795,344	\$3,160,688	\$2,869,002	\$291,686	\$3,257,048	\$3,519,310	(\$262,261)	\$3,628,569	\$3,768,729	(\$140,160)
Swimming Pools	\$44,247	\$287,886	(\$243,639)	\$47,724	\$295,503	(\$247,779)	\$48,000	\$303,930	(\$255,930)	\$49,776	\$310,366	(\$260,590)
Parks & Reserves	\$575,250	\$452,887	\$122,364	\$1,214,247	\$531,265	\$682,982	\$1,019,941	\$476,906	\$543,035	\$253,315	\$500,467	(\$247,152)
Regional Roads	\$1,704,751	\$2,105,326	(\$400,575)	\$3,878,202	\$2,368,196	\$1,510,006	\$3,042,776	\$2,165,254	\$877,522	\$1,701,255	\$2,194,344	(\$493,090)
Local Roads	\$3,300,743	\$6,966,886	(\$3,666,143)	\$3,433,619	\$7,208,943	(\$3,775,324)	\$3,984,249	\$7,118,364	(\$3,134,115)	\$4,707,474	\$7,184,605	(\$2,477,131)
Car Parks	\$0	\$47,853	(\$47,853)	\$0	\$41,911	(\$41,911)	\$0	\$39,013	(\$39,013)	\$0	\$37,897	(\$37,897)
CBRJO - Canberra Region Joint Organisation	\$0	\$0	\$0	\$1,285,605	\$1,020,361	\$265,244	\$232,116	\$238,931	(\$6,815)	\$258,999	\$235,564	\$23,435
Council Operating Result	\$31,301,888	\$29,129,256	\$2,172,632	\$43,505,508	\$37,328,904	\$6,176,605	\$37,584,958	\$34,245,991	\$3,338,967	\$35,908,743	\$33,492,384	\$2,416,359

Capital Works Program

Councils planned Capital Works Program for the term of the Delivery Plan is displayed below by key functional service areas. The table presents the cost of each Project and identifies in which financial year works will commence. The total capital cost of each financial year will reconcile to the 'Total Capital Expenditure' row displayed in the Four Year Consolidated Program Budget.

Code	Account Description	New or Renewal	Delivery Program Term				
			Prior Year 2013/14	Current Year 2014/15	Proposed 2015/16	FY2 2016/17	FY3 2017/18
	Library						
1101	Library Braidwood Capital	New	\$21,623	\$19,936	\$20,270	\$21,517	\$22,197
1103	Library Bungendore Capital	New	\$21,623	\$19,936	\$20,270	\$21,480	\$22,141
	Total Library		\$43,246	\$39,872	\$40,540	\$42,997	\$44,338
	Information Technology						
1035	Desktop/Laptop Upgrades	New	\$0	\$0	\$84,000	\$0	\$0
1036	Server/Network Upgrades	New	\$0	\$0	\$156,000	\$0	\$0
1037	Printers/Plotters/Photocopiers/Scanners	New	\$0	\$0	\$1,000	\$0	\$0
1042	Lync Capital Project	New	\$0	\$0	\$0	\$0	\$0
1045	RFID Library Capital	New	\$0	\$0	\$7,000	\$0	\$0
1046	Waste Transfer Station IT Capital	New	\$0	\$0	\$2,000	\$0	\$0
1047	Intramaps Upgrade Capital	New	\$0	\$0	\$11,000	\$0	\$0
1052	Computer & I.T.Services Capital	New	\$166,644	\$332,800	\$0	\$32,000	\$7,500
	Total Information Technology		\$166,644	\$332,800	\$261,000	\$32,000	\$7,500
	Emergency Services						
1406	Fire Control - RFS Capital	Renewal	\$0	\$110,814	\$55,000	\$0	\$70,000
	Total Emergency Services		\$0	\$110,814	\$55,000	\$0	\$70,000
	Business Activities - State Rds						
7555	MR 51 - Pedestrian Crossings Wallace Street	New	\$50,000	\$253,900	\$0	\$0	\$0
	Total Business Activities - State Rds		\$50,000	\$253,900	\$0	\$0	\$0
	Fleet Management						
1886	Fleet Capital Transactions	New	\$1,925,000	\$2,150,000	\$2,150,000	\$2,800,000	\$2,000,000

Code	Account Description	New or Renewal	Delivery Program Term				FY3 2017/18
			Prior Year 2013/14	Current Year 2014/15	Proposed 2015/16	FY2 2016/17	
	Total Fleet Management		\$1,925,000	\$2,150,000	\$2,150,000	\$2,800,000	\$2,000,000
	Water Supply						
2100	Bung.Water - Connections & Minor Works	Renewal	\$10,892	\$9,692	\$9,692	\$0	\$0
2102	Bung.Water - Retic.Mains Upgrade	Renewal	\$300,000	\$0	\$300,000	\$0	\$0
2117	Bungendore water telemetry upgrade	Renewal	\$0	\$9,816	\$0	\$0	\$10,000
2123	Days Hill reservoir gantry	New	\$0	\$15,000	\$0	\$0	\$0
2124	Turallo Reservoirs roof and gantry	Renewal	\$0	\$200,000	\$0	\$0	\$0
2125	Water supply works 106 Gibraltar St (Harrison)	New	\$0	\$5,778	\$0	\$0	\$0
2126	Solar Installations - WTP	New	\$0	\$0	\$150,000	\$0	\$0
2400	BWD Water - Connections & Minor Works	Renewal	\$11,800	\$3,000	\$3,000	\$0	\$0
2404	BWD Water Main Replacement	Renewal	\$700,000	\$200,000	\$700,000	\$0	\$0
2413	Braidwood water telemetry upgrade	Renewal	\$0	\$0	\$0	\$0	\$10,000
2418	Braidwood Water - New Reservoir	New	\$50,000	\$1,500,000	\$0	\$0	\$0
2419	Braidwood Water – Shoalhaven Pump Station upgrade	Renewal	\$0	\$0	\$0	\$0	\$200,000
2700	CFT Water - Connections & Minor Works	Renewal	\$1,000	\$1,000	\$1,000	\$0	\$0
2705	Replace membranes _WTP	Renewal	\$0	\$0	\$65,000	\$0	\$0
2715	Captains Flat water telemetry upgrade	Renewal	\$0	\$0	\$0	\$0	\$10,000
2720	Keatings reservoir #1 roofing	Renewal	\$0	\$185,000	\$0	\$0	\$0
2722	Cap Flat Replace Steel Reservoir	Renewal	\$0	\$0	\$500,000	\$0	\$0
	Total Water Supply		\$1,073,692	\$2,129,286	\$1,728,692	\$0	\$230,000
	Sewerage Services						
3100	BUN Sewer - Connections & Minor Works	Renewal	\$10,000	\$3,705	\$3,705	\$0	\$0
3103	BUN Sewer - Sth Bung.Extension	New	\$0	\$275,000	\$0	\$0	\$0
3108	BUN Sewer – Refurbish EAT1 and systems	Renewal	\$100,000	\$450,000	\$0	\$0	\$0
3113	BUN Sewer - SPS Upgrading	Renewal	\$400,000	\$400,000	\$0	\$0	\$200,000
3117	Bungendore sewerage telemetry upgrade	Renewal	\$0	\$15,000	\$0	\$0	\$10,000
3122	Sewerage works 106 Gibraltar St (Harrison)	Renewal	\$0	\$5,410	\$0	\$0	\$0
3123	Solar Installations STP	New	\$0	\$0	\$400,000	\$0	\$0

Code	Account Description	New or Renewal	Delivery Program Term				FY3 2017/18
			Prior Year 2013/14	Current Year 2014/15	Proposed 2015/16	FY2 2016/17	
3400	BWD Sewer - Connections & Minor Works	Renewal	\$2,623	\$2,623	\$2,623	\$0	\$0
3413	Braidwood sewerage telemetry upgrade	Renewal	\$0	\$0	\$0	\$0	\$10,000
3415	Bwd Sewer – West Braidwood SPS-Reticulation Construction	New	\$400,000	\$925,000	\$0	\$0	\$0
3416	Braidwood Sewer – Mains upgrades	Renewal	\$0	\$0	\$0	\$200,000	\$0
3700	CFT Sewer - Connections & Minor Works	Renewal	\$1,512	\$1,512	\$1,512	\$0	\$0
3704	Captains Flat STP Construction	Renewal	\$100,000	\$57,657	\$0	\$750,000	\$750,000
3705	Captains Flat sewerage telemetry upgrade	Renewal	\$0	\$0	\$0	\$0	\$10,000
	Total Sewerage Services		\$1,014,135	\$2,135,907	\$407,840	\$950,000	\$980,000
	Council Buildings & Halls						
4006	Council Offices Bungendore - Generator	New	\$0	\$0	\$45,000	\$0	\$0
4013	Bungendore Office vent dampeners	New	\$15,000	\$0	\$0	\$0	\$0
4014	Bungendore Office CSO security screen	New	\$30,000	\$0	\$0	\$0	\$0
4015	Braidwood Library Solar Panels	Renewal	\$0	\$25,000	\$0	\$0	\$0
4209	Medicare Local - Captains Flat Community Health const	New	\$0	\$708,250	\$0	\$0	\$0
4224	Captains Flat RFS Building - Contstruction	New	\$0	\$250,000	\$150,000	\$0	\$0
	Total Council Buildings & Halls		\$45,000	\$983,250	\$195,000	\$0	\$0
	Depot						
4114	Construct New Braidwood works Depot	New	\$0	\$0	\$0	\$0	\$1,000,000
	Total Depot		\$0	\$0	\$0	\$0	\$1,000,000
	Saleyards						
4311	Saleyards Truckwash Construction	Renewal	\$0	\$178,170	\$0	\$0	\$0
	Total Saleyards		\$0	\$178,170	\$0	\$0	\$0
	Drainage						
4410	Drainage - Majara Street (Gibraltar to Malbon)	New	\$0	\$0	\$0	\$300,000	\$0
4411	Drainage - Wallace Street (Lascelles to Flood)	Renewal	\$0	\$0	\$250,000	\$0	\$0
4415	Kings Highway Culvert - South Bungendore	New	\$160,000	\$0	\$0	\$0	\$0
	Total Drainage		\$160,000	\$0	\$250,000	\$300,000	\$0
	Waste Management						

Code	Account Description	New or Renewal	Delivery Program Term				FY3 2017/18
			Prior Year 2013/14	Current Year 2014/15	Proposed 2015/16	FY2 2016/17	
5102	BUN Trfer.Stn.Resource Recovery Capital	New	\$4,360,000	\$1,691,120	\$0	\$0	\$0
5104	Bungendore Landfill Reinstatement	Renewal	\$0	\$600,000	\$50,000	\$0	\$0
5105	Macs Reef Landfill Reinstatement	Renewal	\$40,000	\$150,000	\$50,000	\$0	\$0
5108	Macs Reef Waste Transfer Station Construction	New	\$1,500,000	\$1,155,005	\$0	\$0	\$0
5109	Braidwood Waste Transfer Station Construction	New	\$80,000	\$250,000	\$0	\$0	\$0
5112	Braidwood Landfill Reinstatement	Renewal	\$50,000	\$90,000	\$0	\$700,000	\$0
5116	Majors Creek Landfill Reinstatement	Renewal	\$0	\$240,000	\$0	\$0	\$0
5117	Majors Creek Bin Compound Construction	New	\$0	\$0	\$80,000	\$0	\$0
5118	Araluen Landfill Reinstatement	Renewal	\$0	\$240,000	\$0	\$0	\$0
5119	Araluen Bin Compound Construction	New	\$0	\$0	\$80,000	\$0	\$0
5121	Nerriga Transfer Station Construction	New	\$0	\$0	\$0	\$50,000	\$450,000
5122	Bungendore Recycling Grant Project	New	\$0	\$43,636	\$0	\$0	\$0
5123	Extra Bin Compounds	New	\$0	\$0	\$80,000	\$0	\$0
	Total Waste Management		\$6,030,000	\$4,459,761	\$340,000	\$750,000	\$450,000
	Swimming Pools						
5480	C/Flat Pool Repairs	Renewal	\$0	\$0	\$20,000	\$0	\$0
	Total Swimming Pools		\$0	\$0	\$20,000	\$0	\$0
	Parks & Reserves						
5716	BWD Showground Capital	Renewal	\$0	\$49,400	\$0	\$0	\$0
5749	Braidwood Rec Ground Construction	New	\$0	\$1,050,000	\$1,050,000	\$0	\$0
5750	Playing fields Bungendore - Purchase Land	New	\$0	\$0	\$500,000	\$0	\$0
5752	Royalla Common Amenities Building	New	\$0	\$2,510	\$202,000	\$0	\$0
5753	BungendorePark Masterplan	Renewal	\$0	\$40,000	\$0	\$0	\$0
9910	Future Yrs Dev Contributions Comm Fac - EB Use only	New	\$0	\$0	\$0	\$700,000	\$0
	Total Parks & Reserves		\$0	\$1,141,910	\$1,752,000	\$700,000	\$0
	Regional Roads						
6521	RR92 Nerriga Road Routine Capital	Renewal	\$55,000	\$56,595	\$57,727	\$58,236	\$59,925
6531	RR270 Captains Flat Road Routine Capital	Renewal	\$200,000	\$63,666	\$294,976	\$211,768	\$217,907

Code	Account Description	New or Renewal	Delivery Program Term				FY3 2017/18
			Prior Year 2013/14	Current Year 2014/15	Proposed 2015/16	FY2 2016/17	
6541	RR7625 Krawaree Road Routine Capital	Renewal	\$0	\$199,543	\$0	\$0	\$0
6599	Generic RRRP projects	Renewal	\$0	\$0	\$0	\$530,000	\$530,000
6602	RR7625 Krawaree Road Resheet (S94 Funds)	Renewal	\$0	\$35,454	\$0	\$0	\$0
6607	Krawaree Rd Rehabilitation(S94 Funds)(3116)	Renewal	\$61,000	\$0	\$28,000	\$0	\$0
6612	RR270 Rehabilitation Cockatoo Hill	Renewal	\$530,000	\$55,000	\$0	\$0	\$0
6618	RR268 Rehabilitation (S94 RA 2015/2000)	Renewal	\$0	\$0	\$1,500,000	\$1,150,000	\$1,150,000
6620	R2R Macs Reef Hill 5.3 to 6.8 km	Renewal	\$0	\$96,300	\$0	\$0	\$0
6631	Cooma Rd rehab - Hawthorn to Jinglemoney	Renewal	\$0	\$1,253,814	\$620,914	\$0	\$0
6637	MR92 - St Omers Bridge replacement	Renewal	\$304,250	\$0	\$0	\$0	\$0
6645	MR268 - Deep Ck Bridge approaches	Renewal	\$0	\$32,553	\$0	\$0	\$0
6646	MR92 – Durran Durra Safety Improvements	Renewal	\$0	\$1,130,809	\$0	\$0	\$0
6647	Molonglo River Bridge (MR270) replacement	Renewal	\$0	\$1,093,288	\$0	\$0	\$0
6651	MR92 - Resheeting	Renewal	\$0	\$54,563	\$0	\$0	\$0
6671	Rehabilitation QCC to Stoney Creek	Renewal	\$0	\$0	\$620,914	\$0	\$0
6672	Rehabilitation near Carwoola Church	Renewal	\$0	\$0	\$590,000	\$0	\$0
	Total Regional Roads		\$1,150,250	\$4,071,585	\$3,712,531	\$1,950,004	\$1,957,832
	Local Roads						
7056	Local Roads Routine Capital	Renewal	\$1,078,411	\$918,238	\$1,830,033	\$1,127,682	\$1,160,384
7098	Generic Road Rehabilitation projects	Renewal	\$0	\$0	\$0	\$584,250	\$598,856
7099	Generic R2R projects	Renewal	\$0	\$0	\$0	\$620,914	\$620,914
7108	Tudor Valley Rd. Impts. (S94 Funds)	Renewal	\$0	\$0	\$35,000	\$0	\$0
7358	Taylors Creek Road (Windfarm Project)	New	\$0	\$0	\$57,500	\$0	\$0
7397	Park Lane Reconstruction	Renewal	\$0	\$271,000	\$0	\$0	\$0
7552	Norton Road Rehab (MR52 to Fernloff Rd)	Renewal	\$850,504	\$467,727	\$0	\$0	\$0
7553	Butmaroo Street seal	Renewal	\$300,000	\$0	\$0	\$0	\$0
7554	Shared Pathway (TYL to Malbon Street)	New	\$260,000	\$270,970	\$0	\$0	\$0
7558	Euradux Rd Resheet	Renewal	\$0	\$0	\$40,000	\$0	\$0
7574	Joe Rocks Road sealing	New	\$0	\$258,000	\$0	\$0	\$0

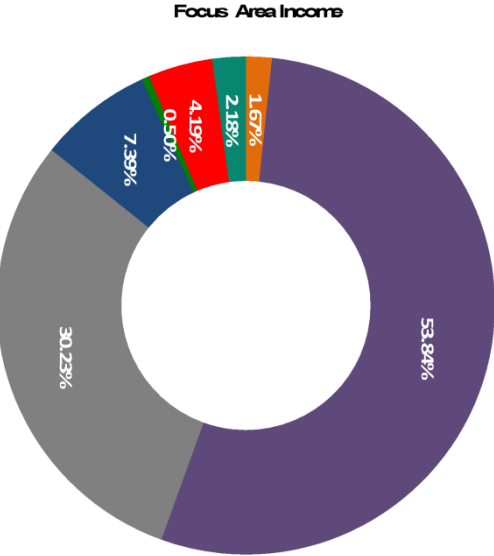
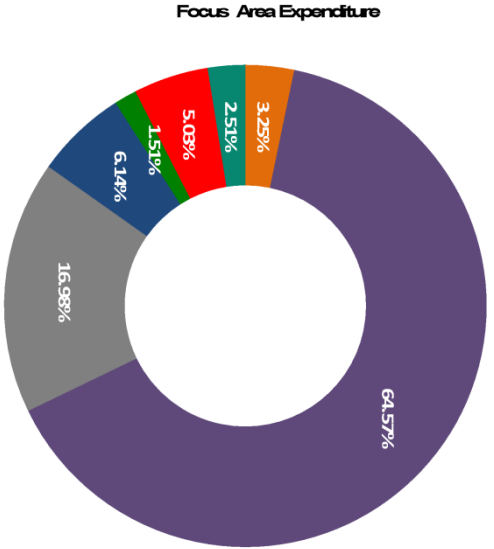
Code	Account Description	New or Renewal	Delivery Program Term				FY3 2017/18
			Prior Year 2013/14	Current Year 2014/15	Proposed 2015/16	FY2 2016/17	
7575	Williamsdale Road – Burra Creek Crossing	New	\$0	\$0	\$100,000	\$0	\$0
7576	Lascelles St Reconstruction	Renewal	\$0	\$0	\$250,000	\$0	\$0
7587	Bobs Creek culvert replacement	Renewal	\$0	\$370,000	\$0	\$0	\$0
7594	Burra Rd restoration and drainage improvements	Renewal	\$0	\$214,249	\$0	\$0	\$0
7595	Little Bombay Road resheet	Renewal	\$0	\$25,000	\$0	\$0	\$0
7596	Bombay Road resheet	Renewal	\$0	\$25,000	\$0	\$0	\$0
9905	Future Yrs Dev Contribution Roads - EB Use only	Renewal	\$0	\$0	\$0	\$1,000,000	\$1,000,000
	Total Local Roads		\$2,488,914	\$2,820,184	\$2,312,533	\$3,332,846	\$3,380,154
	Car Parks						
7500	Car Parks Construction	New	\$0	\$830,000	\$0	\$0	\$0
	Total Car Parks		\$0	\$830,000	\$0	\$0	\$0
	Total Capital Program		\$14,146,881	\$21,637,439	\$13,225,136	\$10,857,847	\$10,119,824
	Capital Funding Sources						
	User Charges & Fees		(\$37,827)	(\$32,720)	(\$21,532)	\$0	\$0
	Operating Grants & Contributions		(\$1,086,250)	(\$940,718)	(\$1,766,531)	(\$1,052,918)	(\$1,060,746)
	Capital Grants & Contributions		(\$548,000)	(\$3,922,508)	(\$1,453,000)	(\$368,000)	(\$368,000)
	Loan Funding		(\$4,580,000)	(\$2,225,000)	(\$710,000)	(\$1,050,000)	(\$1,750,000)
	Asset Sales		(\$745,000)	(\$1,511,152)	(\$500,000)	(\$500,000)	(\$500,000)
	Transfers from Reserves		(\$5,472,644)	(\$12,322,065)	(\$6,974,396)	(\$6,102,112)	(\$4,632,249)
	Total Capital Funding Sources		(\$12,469,721)	(\$20,954,163)	(\$11,425,459)	(\$9,073,030)	(\$8,310,995)
	Rates Funding Required		\$1,677,160	\$683,276	\$1,799,677	\$1,784,817	\$1,808,829

Budget by Focus Area

This budget summary provides the income and expenditure allocated against each of the Community Strategic Plan’s focus areas. Where an activity addresses multiple focus areas, Council has allocated all the budget items related to that activity to the primary focus area to which it applies. Both the graphs and table refer to total expenditure and income, including capital and operating.

The Operational Plan currently shows that for every \$100 income that Council receives it is allocated across the Focus Areas as:

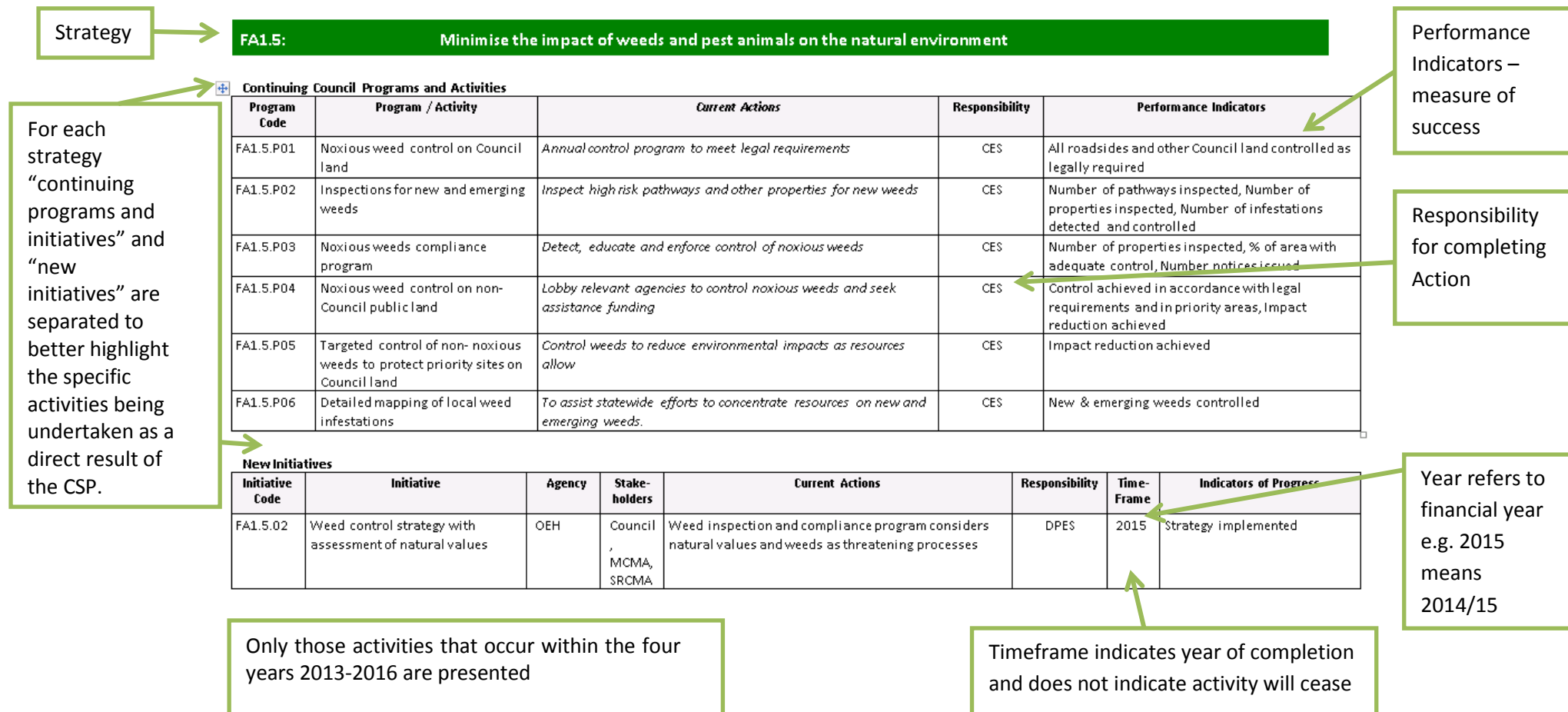
The Weekly Shopping List	
Natural Environment	\$2
Local Economy	\$7
Community & Culture	\$4
Rural & Urban Development	\$3
Recreation & Culture	\$6
Infrastructure & Transport	\$62
Council Governance & Finance	\$17



Description	Account Type	Delivery Program Term				
		Prior Year 2013/14	Current Year 2014/15	Proposed 2015/16	FY2 2016/17	FY3 2017/18
Community & Cultural	Income	\$581,246	\$2,075,056	\$786,622	\$1,304,772	\$698,644
	Expenditure	\$1,553,532	\$3,121,386	\$1,822,222	\$2,365,097	\$1,783,683
	Less: Non Cash	(\$142,342)	(\$142,655)	(\$114,861)	(\$114,861)	(\$114,861)
	Net Funded Surplus/ (Deficit)	(\$829,944)	(\$903,675)	(\$920,739)	(\$945,464)	(\$970,178)
Infrastructure & Transport	Income	\$22,887,593	\$39,109,111	\$25,330,570	\$22,659,093	\$25,500,341
	Expenditure	\$33,334,515	\$49,747,963	\$36,194,882	\$33,694,901	\$36,636,830
	Less: Non Cash	(\$6,846,817)	(\$6,988,613)	(\$7,147,287)	(\$7,106,281)	(\$7,102,136)
	Net Funded Surplus/ (Deficit)	(\$3,600,105)	(\$3,650,239)	(\$3,717,026)	(\$3,929,527)	(\$4,034,354)
Council Governance & Finance	Income	\$13,252,669	\$16,179,725	\$14,223,951	\$14,998,058	\$14,373,714
	Expenditure	\$8,627,509	\$11,398,731	\$9,519,727	\$10,183,322	\$9,639,447
	Less: Non Cash	(\$1,317,654)	(\$1,341,320)	(\$1,530,541)	(\$1,669,149)	(\$1,792,997)
	Net Funded Surplus/ (Deficit)	\$5,942,814	\$6,122,314	\$6,234,765	\$6,483,885	\$6,527,263
Local Economy	Income	\$3,253,803	\$1,064,679	\$3,475,573	\$3,548,663	\$3,623,067
	Expenditure	\$3,218,175	\$1,023,937	\$3,442,668	\$3,511,755	\$3,588,347
	Less: Non Cash	(\$13,376)	(\$21,164)	(\$31,034)	(\$31,034)	(\$31,034)
	Net Funded Surplus/ (Deficit)	\$49,003	\$61,905	\$63,939	\$67,942	\$65,754
Natural Environment	Income	\$829,272	\$292,478	\$236,839	\$244,026	\$251,439
	Expenditure	\$1,229,244	\$896,976	\$847,696	\$860,561	\$885,367
	Less: Non Cash	\$0	\$0	\$0	\$0	\$0
	Net Funded Surplus/ (Deficit)	(\$399,972)	(\$604,498)	(\$610,857)	(\$616,535)	(\$633,927)
Recreation & Open Space	Income	\$629,693	\$1,465,831	\$1,970,091	\$315,690	\$404,643
	Expenditure	\$1,402,526	\$2,319,286	\$2,818,046	\$1,183,259	\$1,291,191
	Less: Non Cash	(\$183,748)	(\$187,974)	(\$179,476)	(\$179,476)	(\$179,476)
	Net Funded Surplus/ (Deficit)	(\$589,085)	(\$665,481)	(\$668,479)	(\$688,092)	(\$707,071)
Rural & Urban Development	Income	\$1,001,596	\$1,092,770	\$1,024,278	\$1,035,884	\$1,055,714
	Expenditure	\$1,574,306	\$1,453,095	\$1,405,881	\$1,408,092	\$1,413,679
	Less: Non Cash	\$0	\$0	\$0	\$0	\$0
	Net Funded Surplus/ (Deficit)	(\$572,710)	(\$360,325)	(\$381,603)	(\$372,208)	(\$357,965)
Not Applicable	Income	\$0	\$25,000	\$150,000	\$0	\$0
	Expenditure	\$0	\$25,000	\$150,000	\$0	\$0
	Less: Non Cash	\$0	\$0	\$0	\$0	\$0
	Net Funded Surplus/ (Deficit)	\$0	\$0	\$0	\$0	\$0
Total Council Result	Income	\$42,435,871	\$61,304,649	\$47,197,924	\$44,106,186	\$45,907,563
	Expenditure	\$50,939,808	\$69,986,375	\$56,201,122	\$53,206,986	\$55,238,544
	Less: Non Cash	(\$8,503,937)	(\$8,681,726)	(\$9,003,199)	(\$9,100,800)	(\$9,220,503)
	Net Funded Surplus/ (Deficit)	\$0	\$0	\$0	\$0	(\$110,478)

How to Read the Focus Areas

Each focus area presents the outcomes that the community has identified within the Community Strategic Plan, the programs, activities and initiatives set by Council to achieve these outcomes, and the financial dollars Council has allocated to fund each focus area across the term of the Delivery Plan.





FA1: Natural Environment

The good health of our natural environment and biodiversity is protected and enhanced.

What we value

Palerang has extensive natural areas with pristine streams and forests containing a diversity of flora and fauna, some of which are rare and endangered and unique to the area.

Our natural environment includes significant geographical features such as Mt Palerang, the Big Hole, the Shoalhaven River and Lake George. We appreciate easy access to our local natural environment and nearby mountains, snowfields and beaches.

We value our peace and quiet, clean air, clear open skies, and a good climate with four distinct sea- sons.

Priorities for the future

We are concerned about impacts on our natural environment resulting from human activity including population growth, development and the compounding effects of climate change. We need to consider impacts specific to Palerang which may include increased fire and flood risk and loss of water resources.

We need to address problems resulting from the proliferation of weeds, pests and feral and domestic animals and the impacts of these on the natural eco- system.

Environmental education is needed to promote sustainable living, minimise consumption of finite resources and reduce our carbon footprint.

We need assurance that national parks, reserves and forests will be properly and responsibly managed and make allowances for appropriate public access. State agencies need to work cooperatively with landowners to develop a “good neighbour” attitude, and vice versa.

Account Description	Delivery Program Term				
	Prior Year 2013/14	Current Year 2014/15	Proposed 2015/16	FY2 2016/17	FY3 2017/18
Income					
User Charges & Fees	\$111,750	\$60,500	\$65,500	\$67,924	\$70,437
Other Revenues	\$40,000	\$30,000	\$40,000	\$41,480	\$43,015
Operating Grants & Contributions	\$677,522	\$160,818	\$131,339	\$134,622	\$137,988
Total Income	\$829,272	\$251,318	\$236,839	\$244,026	\$251,439
Expenses					
Employee Costs	\$540,160	\$625,032	\$642,048	\$660,021	\$679,814
Other Expenses	\$551,801	\$0	\$0	\$0	\$0
Materials & Contracts	\$137,283	\$261,944	\$195,648	\$200,539	\$205,553
Total Expenses	\$1,229,244	\$886,976	\$837,696	\$860,561	\$885,367
Net Operating Surplus/(Deficit)	(\$399,972)	(\$635,658)	(\$600,857)	(\$616,535)	(\$633,927)
Capital Expenditure					
	\$0	\$0	\$0	\$0	\$0
Total Capital Expenditure	\$0	\$0	\$0	\$0	\$0
Capital Funding/Movements					
Transfers from Reserves	\$0	\$41,160	\$0	\$0	\$0
Transfers to Reserves	\$0	(\$10,000)	(\$10,000)	\$0	\$0
Total Capital Funding/Movements	\$0	\$31,160	(\$10,000)	\$0	\$0
Less: Non Cash	\$0	\$0	\$0	\$0	\$0
Net Funded Surplus/(Deficit)	(\$399,972)	(\$604,498)	(\$610,857)	(\$616,535)	(\$633,927)

FA1.1: Establish education programs to raise awareness of the responsibilities of landholders regarding management of land

Continuing Council Programs and Activities

Program Code	Program / Activity	Current Actions	Responsibility	Performance Indicators
FA1.1.P01	Distribute third party fact sheets on NRM issues	Maintain brochure stand in Bungendore office foyer and refer enquiries to other sources including via Council website	CES	Number of brochures distributed
FA1.1.P02	Council fact sheets available for common environmental issues	Progressively update and add new fact sheets	CES	Fact sheets readily available. All CSOs and operational staff familiar with fact sheets
FA1.1.P03	Noxious weeds field days	Run at request of local community groups where strategically worthwhile as resources allow	CES	Number of field days & attendees, Improvement in local weed control
FA1.1.P04	Natural Environment in newsletter	At least one article per month in Council's newsletter to include recent activities, compliance action, and timely feature article	CES	Completed monthly, Positive feedback on usefulness
FA1.1.P05	Local environmental guide	Development of simple environmental living factsheets for distribution to new residents	CES	Number of factsheets distributed
FA1.1.P06	Locality guides	Customisation of relevant local environmental factsheets to each locality for distribution	CES	Number of localities provided with customised factsheets

FA1.2: Involve the community in maintaining and enhancing environmental health

Continuing Council Programs and Activities

Program Code	Program / Activity	Current Actions	Responsibility	Performance Indicators
FA1.2.P01	Weeds inspection program	Inspect private properties and educate landholders on weed control	CES	Number of inspections, Number of reports issued
FA1.2.P02	Support s.355 committees	Assist with on-ground activities as requested and resources allow	CES	Number of beneficial activities completed
FA1.2.P03	Support Clean Up Australia Day	Assist with on-ground activities as requested and resources allow	CES	Number of sites cleaned up, Amount of rubbish collected
FA1.2.P04	Support funding applications	Provide letters of support and other assistance to community group grant applications	CES	Number of requests supported

New Initiatives

Initiative Code	Initiative	Agency	Stake-holders	Current Actions	Responsibility	Time-Frame	Indicators of Progress
FA1.2.02	Effective Waterwatch program	OEH	Council	Seek funding for and support the development of a broader network of regularly monitored sites	DPES	2016	Number of sites and subcatchments regularly monitored

FA1.3: Ensure that planning policies and processes protect and enhance our natural environment and biodiversity

Continuing Council Programs and Activities

Program Code	Program / Activity	Current Actions	Responsibility	Performance Indicators
FA1.3.P03	State of the Environment reporting	SOE reports used to identify key issues for policy review	DPES	SOE reports completed as required and reviewed for policy recommendations
FA1.3.P04	Accurate and consistent vegetation map across Palerang	Development of map in collaboration with relevant State agencies	CES	Map with practical resolution and accuracy
FA1.3.P05	Localised mapping of threatened species ranges across Palerang	Development of map in collaboration with relevant State agencies	CES	Map with practical resolution and accuracy

New Initiatives

Initiative Code	Initiative	Agency	Stake-holders	Current Actions	Responsibility	Time-Frame	Indicators of Progress
FA1.3.01	Stabilise water extraction and capture rates	OW	Council	Support NSW government policies that restrict dam and bore approvals in stressed areas	DPES	2016	No net annual increase in water extractions from over-allocated catchments

FA1.4: Ensure that natural water resources are clean and healthy with adequate environmental flows

Continuing Council Programs and Activities

Program Code	Program / Activity	Current Actions	Responsibility	Performance Indicators
FA1.4.P01	Water resources assessment	Map and estimate storage volumes for all dams and local over-allocation rates	CES	All dams mapped for dates of available imagery
FA1.4.P02	Water quality assessment	Map and assess potential water pollution sites	CES	All significant sites mapped and assessed
FA1.4.P03	Development Assessment considers water impacts	DA process considers impacts on water, including referral to SCA	CDS	New development does not significantly impact on water quality or resources
FA1.4.P04	Water pollution compliance	Investigate complaints and monitor for water pollution	CES	Number of incidents detected and resolved
FA1.4.P05	OSSM approvals compliance program	Identify unapproved on-site systems of sewage management and proactively reapprove all systems	CDS	All operational OSSMs identified and reinspected when reapproved to detect pollution
FA1.4.P06	Project road work	Development of project environmental management plans together with sedimentation control measures	DW	No complaints from public or regulatory authorities.
FA1.4.P07	Saleyards	Operation of first flush & truckwash systems	DW	Both facilities operating within long term legal framework with periodic tests confirming compliance
FA1.4.P08	Sewerage	Discharge of treated effluent in accordance with POEO licence	DW	Compliance with EPA licences
FA1.4.P09	Waste	Progressive closure of landfill sites and establishment of formal leachate collection and monitoring systems	DW	Closure of landfills in accordance with adopted closure plans.
FA1.4.P10	Water supply	Discharge of water from the Captains Flat dam in accordance with operational and riparian requirements.	DW	Records of valve operation
FA1.4.P11	Provide modern sewage treatment plants (STPs) for urban areas	New plants at both Bungendore & Braidwood. Old EAT at Bungendore due for recommissioning within next few years. Upgrade planned for Captains Flat.	DW	Compliance with EPA licences
FA1.4.P12	Captains Flat Dam operation	Discharge of water from the Captains Flat dam in accordance with operational and riparian requirements.	DW	Records of valve operation
FA1.4.P13	Town water supply extractions	Measure and monitor extracted flows	DW	Extractions do not exceed water entitlements

Program Code	Program / Activity	Current Actions	Responsibility	Performance Indicators
FA1.4.P14	Regular review of water monitoring programs to detect problems	Regularly review Waterwatch and other monitoring program results	CES	Number of sites and sub-catchments regularly monitored

New Initiatives

Initiative Code	Initiative	Agency	Stake-holders	Current Actions	Responsibility	Time-Frame	Indicators of Progress
FA1.4.02	Support licensed bore compliance program	OW	Council	Provide local information and other support as requested	DPES	2016	Number of illegal bores detected and capped
FA1.4.03	Support dam compliance program	OW	Council	Provide local information and other support as requested	DPES	2016	Number of illegal dams detected and removed
FA1.4.04	Dam removal program	OW	Council	Seek collaboration and funding to 'buy back' key dams in highly over-allocated catchments	DPES	2016	Program established
FA1.4.05	Improved erosion gully mapping	LLS, SCA	Council	Encourage development of improved mapping and support funding applications if requested	DPES	2016	Accurate and current maps produced

FA1.5: Minimise the impact of weeds and pest animals on the natural environment

Continuing Council Programs and Activities

Program Code	Program / Activity	Current Actions	Responsibility	Performance Indicators
FA1.5.P01	Noxious weed control on Council land	Annual control program to meet legal requirements	CES	All roadsides and other Council land controlled as legally required
FA1.5.P02	Inspections for new and emerging weeds	Inspect high risk pathways and other properties for new weeds	CES	Number of pathways inspected, Number of properties inspected, Number of infestations detected and controlled
FA1.5.P03	Noxious weeds compliance program	Detect, educate and enforce control of noxious weeds	CES	Number of properties inspected, % of area with adequate control, Number notices issued
FA1.5.P04	Noxious weed control on non-Council public land	Lobby relevant agencies to control noxious weeds and seek assistance funding	CES	Control achieved in accordance with legal requirements and in priority areas, Impact reduction achieved
FA1.5.P05	Targeted control of non- noxious weeds to protect priority sites on Council land	Control weeds to reduce environmental impacts as resources allow	CES	Impact reduction achieved
FA1.5.P06	Detailed mapping of local weed infestations	Map weeds to help focus resources on new/emerging weeds and priority sites	CES	Detailed maps of all new & emerging weeds
FA1.5.P07	Fireweed eradication program	Inspect for and immediately eradicate any new plants detected, including historical sites	CES	No known mature plants in Palerang
FA1.5.P08	Weed control strategy with assessment of natural values	Weed inspection and compliance program considers natural values and weeds as threatening processes	CES	Strategy implemented
FA1.5.P09	Cape Broom removal	Compliance program to remove all mature plants from Palerang, including seek funding support	CES	No known mature plants in Palerang
FA1.5.P10	Gorse removal	Compliance program to remove all mature plants from Palerang, including seek funding support	CES	No known mature plants in Palerang

New Initiatives

Initiative Code	Initiative	Agency	Stake-holders	Current Actions	Responsibility	Time-Frame	Indicators of Progress
FA1.5.01	Weed control strategy with assessment of natural values	OEH	Council , MCMA, SRCMA	Weed inspection and compliance program considers natural values and weeds as threatening processes	DPES	2015	Strategy implemented
FA1.5.02	Cape Broom removal	Council	Crown lands, LLS	Compliance program to remove all mature plants from Palerang, including seek funding support	DPES	2015	No known mature plants in Palerang
FA1.5.03	Gorse removal	Council	Crown lands, LLS	Compliance program to remove all mature plants from Palerang, including seek funding support	DPES	2015	No known mature plants in Palerang

FA1.6: Involve appropriate regulatory and enforcement agencies in proactively addressing environmental issues

Continuing Council Programs and Activities

Program Code	Program / Activity	Current Actions	Responsibility	Performance Indicators
FA1.6.P01	Liaise with state agencies on specific compliance cases	Share information, determine the appropriate authority and collaborate as the need arises	DPES	Compliance issues are investigated by the appropriate authority
FA1.6.P02	Liaise with adjoining councils on common compliance issues	Share information and resources as appropriate	DPES	Number of joint operations
FA1.6.P03	Regulatory enforcement of environmental issues.	Compliance programs to help control weeds, pollution, unapproved development, dogs	DPES	Investigations are commenced within policy timeframes

New Initiatives

Initiative Code	Initiative	Agency	Stake-holders	Current Actions	Responsibility	Time-Frame	Indicators of Progress
FA1.6.01	Support licenced bore compliance program	OW	Council	Provide local information and other support as requested	DPES	2016	Number of illegal bores detected and capped
FA1.6.02	Dam compliance program	OW	Council	Provide local information and other support as requested	DPES	2016	Number of illegal dams detected and removed

FA1.7: Adopt a regional approach to the management of our natural environment

Continuing Council Programs and Activities

Program Code	Program / Activity	Current Actions	Responsibility	Performance Indicators
FA1.7.P01	Membership of regional committees	Representative on UMCCC, USNRMG, STSCNPC and SWPP committees and other less formal groups	CES	Number of meetings attended, Contribution to / benefit from region initiatives
FA1.7.P02	Southern Tablelands Region Weeds Group membership and lead agency	Lead agency for the Weeds Action Program and project officer host for Southern Tablelands region	CES	Number of meetings attended, Contribution to / benefit from region initiatives, Ongoing grant funding from DPI
FA1.7.P03	DA referral program	Refer development applications to environmental agencies as required	CDS	All DAs referred to appropriate agency as required in a timely manner
FA1.7.P04	CBRJO membership	Representative on committee	GM	Number of meetings attended, Contribution to / benefit from region initiatives

New Initiatives

Initiative Code	Initiative	Agency	Stake-holders	Current Actions	Responsibility	Time-Frame	Indicators of Progress
FA1.7.01	Support regional mapping of common state of the environment report indicators	CBRJO	Council	Work with CBRJO and relevant agencies to develop baseline 2012 maps and 2016 updates	DPES	2016	Comparable 2012 and 2016 maps for a range of common indicators



FA2: Local Economy

Our economy is strong and sustainable, providing diverse local employment opportunities and ease of access to goods and services.

What we value

Our local economy benefits from a strong agricultural industry supported by the sale yards, and locally owned businesses including arts, crafts and local produce.

We have active main streets which include cafes, restaurants and hotels. We enjoy economic potential for further business growth through tourism.

Business activity is aided by the proximity to major centres and good transport links.

There are ample employment opportunities due to our proximity to Canberra and our own diverse, albeit small, employment base.

Priorities for the future

Our local tourism potential is constrained by the immaturity of Palerang as a destination – its attractions, activities, choice and distribution of accommodation, and the lack of cohesion and promotion across the shire.

We need to foster business development to meet the increasing population and demand for goods and services. We need to extend and/or improve infrastructure such as parking, streetscapes, public amenities and footpaths in our villages to support local business development.

Increasing business reliance on telecommunications will also demand infrastructure and service improvements. Our planning processes need to balance local economic development with the residents' desire to maintain the atmosphere and lifestyle currently offered by living in our shire.

Agricultural land needs to be protected from urbanisation to sustain a strong rural economy. Impacts of road bypasses on our local economy will need to be identified and evaluated. There is a need to recognise and address economic inequalities across the Palerang area.

Account Description	Delivery Program Term				
	Prior Year 2013/14	Current Year 2014/15	Proposed 2015/16	FY2 2016/17	FY3 2017/18
Income					
User Charges & Fees	\$3,227,721	\$859,258	\$3,437,051	\$3,510,282	\$3,585,517
Capital Grants & Contributions	\$0	\$140,000	\$0	\$0	\$0
Total Income	\$3,227,721	\$999,258	\$3,437,051	\$3,510,282	\$3,585,517
Expenses					
Employee Costs	\$475,376	\$263,202	\$939,546	\$960,213	\$982,976
Borrowing Costs	\$4,410	\$3,848	\$3,227	\$3,135	\$3,046
Depreciation & Amortisation	\$13,376	\$21,164	\$31,034	\$31,034	\$31,034
Other Expenses	\$9,691	\$12,272	\$9,786	\$10,031	\$10,281
Materials & Contracts	\$2,680,491	\$509,422	\$2,414,762	\$2,461,268	\$2,513,861
Total Expenses	\$3,183,344	\$809,908	\$3,398,356	\$3,465,681	\$3,541,198
Net Operating Surplus/(Deficit)	\$44,376	\$189,350	\$38,695	\$44,601	\$44,319
Capital Expenditure					
Materials & Contracts	\$0	\$178,170	\$0	\$0	\$0
Total Capital Expenditure	\$0	\$178,170	\$0	\$0	\$0
Capital Funding/Movements					
Loan Repayments	(\$1,713)	(\$1,623)	(\$1,471)	(\$1,556)	(\$1,657)
Transfers from Reserves	\$26,082	\$65,421	\$38,522	\$38,381	\$37,550
Transfers to Reserves	(\$33,118)	(\$34,236)	(\$42,841)	(\$44,518)	(\$45,492)
Total Capital Funding/Movements	(\$8,749)	\$29,562	(\$5,790)	(\$7,693)	(\$9,599)
Less: Non Cash	(\$13,376)	(\$21,164)	(\$31,034)	(\$31,034)	(\$31,034)
Net Funded Surplus/(Deficit)	\$49,003	\$61,905	\$63,939	\$67,942	\$65,754

FA2.1: Develop an economic master plan for Palerang that identifies tools and mechanisms to foster local economic development, including tourism

Continuing Council Programs and Activities

Program Code	Program / Activity	Current Actions	Responsibility	Performance Indicators
FA2.1.P01	No specific current program	Council works with local groups on specific projects and lobbies other agencies and tiers of government as appropriate.	GM	Nil
FA2.1.P02	State Roads (RMCC)	Participation in Road Maintenance Council Contracts (RMCC) for State Roads on behalf of NSW RMS	DW	Ongoing satisfaction of client (RMS) evidenced through continuation of contract and the issue of work orders.
FA2.1.P03	Private Works	Availability for private engagements to undertake works within Council's expertise (subject to priorities and resource limitations)	DW	Quantum and type of works undertaken;
FA2.1.P04	Saleyards	Operation of the Braidwood Saleyard	DW	Compliant facility that is financially self sufficient

New Initiatives

Initiative Code	Initiative	Agency	Stake-holders	Current Actions	Responsibility	Time-Frame	Indicators of Progress
FA2.1.01	Prepare an economic master plan for Palerang	Council	BCCI, BVTA	Prepare facilitator's brief and tender for consultancy (subject to availability of funding)	DPES	2016	Plan prepared

FA2.2: Improve Council's LEP, DCP and planning processes to provide greater clarity surrounding growth and development in the local economy

Continuing Council Programs and Activities

Program Code	Program / Activity	Current Actions	Responsibility	Performance Indicators
FA2.2.P01	New Palerang LEP	Progress draft to implementation	DPES	LEP in force with clear objectives and development controls to encourage development while protecting the local environment
FA2.2.P02	New Palerang DCP	Progress draft to implementation	DPES	DCP in force with clear objectives and development controls to encourage development while protecting the local environment
FA2.2.P03	Review of planning procedures	Preparation of new procedures manual and checklists	DPES	New procedures implemented.

FA2.3: Encourage vertical integration of businesses throughout Palerang on a 'buy local – sell local' basis

Continuing Council Programs and Activities

Program Code	Program / Activity	Current Actions	Responsibility	Performance Indicators
FA2.3.P01	No specific program	Council attempts to buy local for all its activities, provided the local pricing represents value for money	GM	Nil

New Initiatives

Initiative Code	Initiative	Agency	Stake-holders	Current Actions	Responsibility	Time-Frame	Indicators of Progress
FA2.3.01	Modify procurement policy to allow introduction of support for local suppliers.	Council	Nil	Amend procurement policy while continuing to conform with the Trade Practices Act	DW	2016	New policy endorsed by Council



FA3: Community and Culture

Our communities are safe, harmonious and connected, sustained by a spirit of involvement and a shared vision for the future.

What we value

There is a strong sense of community pride and spirit across Palerang. Our community is friendly, caring and accepting. We enjoy low crime rates and a safe environment in which to live and raise our families. We have a strong tradition of volunteerism within our local RFS, SES and other organisations.

Our towns, villages and rural residential communities are focal points for social interaction with a wide range of community groups, venues and events. We have a strong awareness of local heritage and history and a thriving arts and crafts community. We appreciate the benefits of peaceful, quiet, rural living while valuing our close proximity to major cultural centres.

Priorities for the future

Palerang is experiencing significant population growth and demographic change. Our population is ageing and many of our young people are leaving. We need to maintain our community spirit and rural lifestyle. Planning and provision of community facilities and services needs to reflect this growth and change, and provide incentives to encourage employment and participation of young people within our community. There are social issues for outlying communities not being able to access facilities and services readily.

The Palerang area will continue to need effective police and emergency services. There needs to be more comprehensive provision and distribution of community information. Impacts of road bypasses on our local economy will need to be identified and evaluated. There is a need to recognise and address economic inequalities across the Palerang area.

Account Description	Delivery Program Term				
	Prior Year 2013/14	Current Year 2014/15	Proposed 2015/16	FY2 2016/17	FY3 2017/18
Income					
User Charges & Fees	\$52,212	\$51,763	\$51,300	\$53,198	\$55,166
Other Revenues	\$24,930	\$110,978	\$32,937	\$33,760	\$34,604
Operating Grants & Contributions	\$489,116	\$486,453	\$481,553	\$493,592	\$505,931
Capital Grants & Contributions	\$14,988	\$796,584	\$220,832	\$24,222	\$32,942
Total Income	\$581,246	\$1,445,778	\$786,622	\$604,772	\$628,644
Expenses					
Employee Costs	\$281,480	\$276,050	\$284,223	\$292,125	\$300,792
Depreciation & Amortisation	\$142,342	\$142,655	\$114,861	\$114,861	\$114,861
Other Expenses	\$584,259	\$601,266	\$600,450	\$615,544	\$631,017
Materials & Contracts	\$487,217	\$733,356	\$561,316	\$575,349	\$589,733
Total Expenses	\$1,495,298	\$1,753,328	\$1,560,850	\$1,597,878	\$1,636,403
Net Operating Surplus/(Deficit)	(\$914,052)	(\$307,551)	(\$774,228)	(\$993,106)	(\$1,007,759)
Capital Expenditure					
Materials & Contracts	\$43,246	\$1,108,936	\$245,540	\$742,997	\$114,338
Total Capital Expenditure	\$43,246	\$1,108,936	\$245,540	\$742,997	\$114,338
Capital Funding/Movements					
Asset Sales	\$0	\$230,000	\$0	\$0	\$0
Transfers from Reserves	\$0	\$399,278	\$0	\$700,000	\$70,000
Transfers to Reserves	(\$14,988)	(\$259,122)	(\$15,832)	(\$24,222)	(\$32,942)
Total Capital Funding/Movements	(\$14,988)	\$370,156	(\$15,832)	\$675,778	\$37,058
Less: Non Cash	(\$142,342)	(\$142,655)	(\$114,861)	(\$114,861)	(\$114,861)
Net Funded Surplus/(Deficit)	(\$829,944)	(\$903,675)	(\$920,739)	(\$945,464)	(\$970,178)

FA3.1: Provide support to community groups and organisations in identifying and accessing grants, sponsorships, funding and other resources for community capacity building

Continuing Council Programs and Activities

Program Code	Program / Activity	Current Actions	Responsibility	Performance Indicators
FA3.1.P01	Seek funding for, and participate in, community cultural events sponsored by the NSW Government	Funding obtained where possible and cultural events held annually	MES	Number and type of events
FA3.1.P02	Facilitate community consultation, discussion and feedback on Council's programs and services	Community Consultative Committee meetings to be held twice a year	MES	Council meetings held, Advertising of policies and other Council documents released for discussion
FA3.1.P03	Locally-held grant funding workshops advertised on Council's website	Notifications uploaded	MES	No opportunities missed
FA3.1.P04	Promote Indigenous cultural days including NAIDOC	Liaison with schools to support activities in NAIDOC Week	MES	Events supported
FA3.1.P04	Volunteer participation in Rural Fire Services program for fire mitigation, prevention & suppression	Promote active volunteer participation in shared funded program by Council & State Government	MF	Participation of Volunteers supported by adequate funding allocated by both Council & State Government
FA3.1.P05	Volunteer participation in State Emergency Services program	Promote active volunteer participation in shared funded program by Council & State Government	MF	Participation of Volunteers supported by adequate funding allocated by both Council & State Government

New Initiatives

Initiative Code	Initiative	Agency	Stake-holders	Current Actions	Responsibility	Time-Frame	Indicators of Progress
FA3.1.01	Develop a corporate sponsorship policy outlining programs and activities that Council may auspice on behalf of community/not-for-profit organisations	Council	Nil	Develop policy and identify grant funding opportunities for community activities that meet Council's and the community's objectives	MES	2016	Policy presented to Council for adoption

FA3.2: Facilitate stronger connections and interaction among people of all ages in our communities

Continuing Council Programs and Activities

Program Code	Program / Activity	Current Actions	Responsibility	Performance Indicators
FA3.2.P01	Administration of Council's s.355 committees	Liaison with s.355 committees on a regular basis, providing information and advice where required	MES	Committees conform to their charter and reporting requirements.
FA3.2.P02	Review s.355 Committee Guidelines	To be done	MES	Guidelines revised where required

FA3.3: Recognise and support local volunteers and create increased opportunities for people to contribute to community wellbeing

Continuing Council Programs and Activities

Program Code	Program / Activity	Current Actions	Responsibility	Performance Indicators
FA3.3.P01	Support for Landcare	Provision of letters of support for grant applications, Provision of technical advice.	CES	Number of projects and proposals supported.
FA3.3.P02	Provide support to existing and new s.355 committees where possible	Provide risk management and insurance cover to s.355 committees	WSO	Risk assessments completed and insurance requirements in place prior to events
FA3.3.P03	Call for new or replacement members of s.355 committees	Advertisements placed in local media and on Council's website	MES	Nominations received and persons appointed to serve
FA3.3.P04	Presentation of Australia Day awards to volunteers	Awards presented as part of Australia Day events	MES	Nominations received and awards presented
FA3.3.P05	Clean-up Australia Campaign	Assist with co-ordination and support with supply of material and collection of bagged waste	DPES	Groups continue to be active on the scheduled clean up days

New Initiatives

Initiative Code	Initiative	Agency	Stake-holders	Current Actions	Responsibility	Time-Frame	Indicators of Progress
FA3.3.01	Conduct community surveys to ascertain specific needs	Council	Nil	Surveys prepared and conducted on topical issues	MES	2016	Surveys undertaken if funded by Council

FA3.4: Build on and strengthen the community and cultural life of Palerang

Continuing Council Programs and Activities

Program Code	Program / Activity	Current Actions	Responsibility	Performance Indicators
FA3.4.P01	Maximise use of all library resources including collections and e-resources	Library collection management	MES	Loans per volume is 6.1
FA3.4.P02	Provision of resources and e-resources that are current, accessible and meet library users' needs	Purchase of collection material, Promotion of e-books	MES	Collections continuously updated and renewed

New Initiatives

Initiative Code	Initiative	Agency	Stake-holders	Current Actions	Responsibility	Time-Frame	Indicators of Progress
FA3.4.01	Ensure new residents feel welcome and are informed of community and cultural activities in Palerang	Council	Nil	Develop a 'welcoming strategy' including a new residents' kit Information about community activities placed on Council's website	MES	2016	Strategy and kit developed and endorsed by Council
FA3.4.03	Develop Palerang Community Events Policy	Council	Nil	Prepare policy	MES	2016	Policy adopted by Council

FA3.5: Ensure that there are locally available services and facilities to cater for people of all ages

Continuing Council Programs and Activities

Program Code	Program / Activity	Current Actions	Responsibility	Performance Indicators
FA3.5.P01	LEP strategic planning	Review and amendment of planning instruments	DPES	Sufficient appropriately zoned land available.
FA3.5.P02	Provide Internet access for the public in Council's libraries	Access provided	MES	No complaints about lack of access
FA3.5.P03	Maintain presence in community directories to advise of Council's services	Information updated for each publication	MES	Information provided by publication deadlines
FA3.5.P07	Support and promote programs and activities for seniors and young people in Palerang	Liaison with representatives groups to provide support wherever possible	MES	Seniors Week and Youth Week celebrations held

FA3.6: Enable information relevant to the Palerang community to be easily exchanged

Continuing Council Programs and Activities

Program Code	Program / Activity	Current Actions	Responsibility	Performance Indicators
FA3.6.P01	Proactively release information on Council's website in accordance with the Government Information (Public Access) Act 2009	Information published	MES	Statutory obligations met
FA3.6.P02	Publish information about development applications in local media and on Council's website	Information being published	MES	Information provided on regular basis

New Initiatives

Initiative Code	Initiative	Agency	Stake-holders	Current Actions	Responsibility	Time-Frame	Indicators of Progress
FA3.6.01	Include item for information exchange on agenda for Community Consultative Committee meetings	Council	Nil	Prepare agenda with relevant items	MES	2016	Community organisations provide outline of their roles and activities at each meeting



FA4: Rural and Urban Development

Palerang is characterised by its rural landscape which encompasses diverse agricultural activities, small towns and villages and rural residential communities.

What we value

We appreciate the openness of our rural landscape and the low-scale, uncrowded village environment in contrast to nearby urban centres. We value our built heritage and its contribution to our local identity.

There are choices in the way we are able to live arising from a range of property sizes and styles, and flexibility in land uses.

Priorities for the future

We acknowledge the benefit that development can bring to our area while recognising the need to conserve our local history, built heritage and rural character.

It will be of critical importance to ensure that water requirements arising from development take account of available surface and groundwater resources.

The expansion of village and rural residential development needs to be balanced with the retention of productive farmland. Adequately serviced commercial and industrial precincts need to be identified and provided in our towns and villages.

We need to improve the attractiveness and amenity of main streets in our towns and villages while retaining the rural village ambience.

Account Description	Delivery Program Term				
	Prior Year 2013/14	Current Year 2014/15	Proposed 2015/16	FY2 2016/17	FY3 2017/18
Income					
User Charges & Fees	\$839,500	\$943,482	\$941,500	\$976,336	\$1,012,460
Operating Grants & Contributions	\$150,000	\$72,007	\$60,000	\$40,000	\$6,667
Capital Grants & Contributions	\$12,096	\$18,508	\$12,778	\$19,548	\$26,587
Total Income	\$1,001,596	\$1,033,997	\$1,014,278	\$1,035,884	\$1,045,714
Expenses					
Employee Costs	\$1,142,760	\$996,881	\$1,038,603	\$1,067,681	\$1,099,708
Other Expenses	\$102,000	\$86,000	\$86,000	\$77,900	\$89,848
Materials & Contracts	\$317,450	\$351,706	\$268,500	\$242,962	\$197,536
Total Expenses	\$1,562,210	\$1,434,587	\$1,393,103	\$1,388,544	\$1,387,092
Net Operating Surplus/(Deficit)	(\$560,614)	(\$400,590)	(\$378,825)	(\$352,660)	(\$341,378)
Capital Expenditure					
	\$0	\$0	\$0	\$0	\$0
Total Capital Expenditure	\$0	\$0	\$0	\$0	\$0
Capital Funding/Movements					
Transfers from Reserves	\$0	\$58,773	\$10,000	\$0	\$10,000
Transfers to Reserves	(\$12,096)	(\$18,508)	(\$12,778)	(\$19,548)	(\$26,587)
Total Capital Funding/Movements	(\$12,096)	\$40,265	(\$2,778)	(\$19,548)	(\$16,587)
Less: Non Cash	\$0	\$0	\$0	\$0	\$0
Net Funded Surplus/(Deficit)	(\$572,710)	(\$360,325)	(\$381,603)	(\$372,208)	(\$357,965)

FA4.1: Ensure that community health and safety issues are identified and addressed

Continuing Council Programs and Activities

Program Code	Program / Activity	Current Actions	Responsibility	Performance Indicators
FA4.1.P01	Food shop inspection program	Annual inspection regime	CDS	Number of inspections, Number of compliant food businesses, Number of notices issued
FA4.1.P02	Control of illegal public activities	Patrols and response to complaints	CES	Number of issues addressed
FA4.1.P03	Development application assessment	Consideration of accessibility in subdivision design	DPES	No of subdivisions approved that feature high levels of pedestrian and cycle accessibility
FA4.1.P04	Development application assessment	Consideration of Crime Prevention Through Environmental Design (CPTED) principles	DPES	No of appropriately designed developments approved
FA4.1.P05	Partnership with Cancer Council utilised to spread "sun safe" message	Displays and stands prepared at relevant expos and fairs	WSO	Undertaken when resources permit
FA4.1.P06	Floodplain Management	Flood study and Floodplain Management Plans	DIP	Plans are developed

New Initiatives

Initiative Code	Initiative	Agency	Stake-holders	Current Actions	Responsibility	Time-Frame	Indicators of Progress
FA4.1.02	Bungendore floodplain Management Plan	Council	Council	Preconstruction - Investiagtion & design	DIP	2016	Design complete
FA4.1.03	Braidwood floodplain study & plan	Council	Council/c ommunit y	Prepare floodplain management study and plan	DIP	2016	Study complete

FA4.2: Conduct periodic reviews to ensure that Palerang's Local Environmental Plan and other planning instruments reflect the direction, intent and long term vision of the Community Strategic Plan

Continuing Council Programs and Activities

Program Code	Program / Activity	Current Actions	Responsibility	Performance Indicators
FA4.2.P01	LEP Development	Consideration of issues arising in the implementation of Palerang LEP 2014	DPES	PLEP amendments to address issues made in a timely manner
FA4.2.P02	DCP Development	Finalise DCPs and monitor implementation	DPES	Plaerang DCPs in force and amendments to address issues made in a timely manner

FA4.3: Maintain a long term planning approach that caters for diversity and choice in rural and village living

Continuing Council Programs and Activities

Program Code	Program / Activity	Current Actions	Responsibility	Performance Indicators
FA4.3.P02	Community consultation	Relevant s.355 committees	GM	Committee members and Council satisfied that the committees are performing to their charter.
FA4.3.P03	Rural Lands Study	Rural Lands Study undertaken by consultant planner	DPES	Rural study completed, adopted by Council and accepted by Department of Planning and Environment
FA4.3.P04	Bungendore town master plan	Preparation of technical issues paper	DPES	Issues paper completed

FA4.4: Encourage individuals, agencies and businesses to apply sustainability principles and practices that involve local growth and development

Continuing Council Programs and Activities

Program Code	Program / Activity	Current Actions	Responsibility	Performance Indicators
FA4.4.P01	Development application assessment	Ensure "triple-bottom line" sustainability issues considered in development assessment	CDS	Development of appropriate checklist and its subsequent use in the DA process.

FA4.5: Promote and support initiatives that encourage the Palerang community to live sustainably

Continuing Council Programs and Activities

Program Code	Program / Activity	Current Actions	Responsibility	Performance Indicators
FA4.5.P01	Waterwise program	Financial incentives offered to water customers to install water saving devices	DW	Availability of program
FA4.5.P02	Recycling collections	Recycling facilities and roadside recycling bin collections provided	DW	Amount of recyclables collected
FA4.5.P03	Green waste collection	Continuation of roadside greenwaste collection service	DW	Amount of greenwaste collected

FA4.6: Ensure that Braidwood, Bungendore and Captains Flat have access to a secure, good quality water supply and reliable sewerage infrastructure

Continuing Council Programs and Activities

Program Code	Program / Activity	Current Actions	Responsibility	Performance Indicators
FA4.6.P02	Water Supplies (General) - Quality	Mandatory NSW Health testing of water quality - quarterly full chemical testing by Council	DW	Number of non-conformances relevant to ADWG
FA4.6.P03	Water supplies (General) - Dead ends	Reduce number of dead end mains in the reticulation networks	DW	Number of dead end mains remaining
FA4.6.P04	Bungendore water supply	Aquifer monitoring process	DW	Confirmation of increased water entitlement for Bungendore
FA4.6.P05	Sewerage treatment facilities	Mandatory POEO licence testing	DW	Conformance to EPA licence requirements
FA4.6.P06	Telemetry	Telemetry monitoring of all sewage pump stations	DW	>90% communications maintained to all pump stations

New Initiatives

Initiative Code	Initiative	Agency	Stake-holders	Current Actions	Responsibility	Time-Frame	Indicators of Progress
FA4.6.01	Adoption of framework for management of drinking water quality (ADWG)	Council	MOU Partners	Engage consultant to have carriage of the process	DW	2016	Adoption of plan - legislative requirement
FA4.6.02	Review of emergency storage capabilities for all sewage pump stations	Council	Nil	Assessment of current capacities and development of strategy for rectification	DW	2017	Assessment complete - Strategy and initiative for capital improvements in place
FA4.6.04	Upgrade of infrastructure at Captains Flat STP according to concept review	Council	Nil	Construct / modify appropriate infrastructure	DW	2016	Completion of works
FA4.6.05	Refurbishment of pre- existing 2000EP EAT at Bungendore	Council	Nil	Assess and remediate all mechanical and civil infrastructure associated with the soon to be decommissioned plant at Bungendore.	DW	2016	Completion of works
FA4.6.06	Establishment of emergency response plans	Council	MOU Partners	Develop plans to cater for responses to emergency situations in water and sewerage infrastructure	DW	2016	Completion of plans

Initiative Code	Initiative	Agency	Stake-holders	Current Actions	Responsibility	Time-Frame	Indicators of Progress
FA4.6.07	Improve pump shed at Shoalhaven River site - Braidwood	Council	Council	Replace Shoalhaven River pump enclosure	DW	2018	Works complete
FA4.6.08	Water storage for Braidwood	Council	Council	Construct 1.5ML reservoir for Braidwood water supply	DW	2015	Works complete
FA4.6.09	Water Supply for Bungendore	Council	Council	Establish second bore for Currandooly system	DW	2016	Works complete
FA4.6.10	Improve access arrangements to Bungendore & Captains Flat reservoirs	Council	Council	Provide davits, access ladders and new roofing as identified to existing reservoirs at Bungendore & Captains Flat	DW	2016	Works complete
FA4.6.11	Develop an Integrated Water Cycle Management Plan for Palerang's Water and Sewerage Businesses	Council	Community/Council/State	Engage consultant and participate in IWCM development	DW	2016	Plan adopted by Council and signed off by NSW Office of Water
FA4.6.12	West Braidwood sewerage project	Council	Council/SCA	Secure funding, design and construct 2.1 kms of sewerage infrastructure together with 2 pumping stations	DW	2015	Works complete
FA4.6.13	Construct new sewage pumping station #1 at Bungendore allowing for greater capacity and 8 hrs ADWF storage	Council	Nil	Design and construct infrastructure	DW	2015	Works complete
FA4.6.14	Provide new rising main from sewage pumping station #4 Bungendore	Council	Nil	Design and construct rising main	DW	2015	Works complete
FA4.6.15	Replace trunk delivery main for Braidwood Water Supply	Council	Nil	Design and construct pipeline	DW	2016	Works complete
FA4.6.16	Construct new 500kL reservoir for Captains Flat	Council /Public Works	Nil	Design, tender and construct new 500kL concrete reservoir for Captains Flat	DW	2016	Works complete
FA4.6.17	Provide solar installations at various water supply facilities	Council	Nil	Procure and install alternative energy supply options for water supply infrastructure	DW	2016	Works complete
FA4.6.18	Provide solar installations at various sewerage facilities	Council	Nil	Procure and install alternative energy supply options for sewerage infrastructure	DW	2016	Works complete



FA5: Recreation and Open Space

We have access to a range of places, activities and facilities which cater for diverse sporting and recreational pursuits.

What we value

We have access to a range of opportunities to participate in organised sporting activities and recreational pursuits.

Our natural environment and recreation areas provide abundant opportunities for outdoor activities including horse-riding, bushwalking, camping, swimming and fishing. There are many facilities and opportunities for active recreation such as swimming pools, horse-riding, dog off-leash areas, cycle ways, greenways, walking trails, skate parks, exercise centres, golf courses and tennis courts.

Priorities for the future

Co-operative planning will be required to ensure that our local parks and sporting and recreational facilities are adequate in meeting the needs of our growing population.

It is important to our community that appropriate public access to nearby national parks and reserves be maintained for recreational use. We need to raise public awareness of the benefits of local sporting and recreational facilities and activities in contributing to community health and wellbeing.

Account Description	Delivery Program Term				
	Prior Year 2013/14	Current Year 2014/15	Proposed 2015/16	FY2 2016/17	FY3 2017/18
Income					
User Charges & Fees	\$64,185	\$72,321	\$73,729	\$76,457	\$79,286
Other Revenues	\$1,063	\$0	\$0	\$0	\$0
Capital Grants & Contributions	\$564,445	\$1,201,600	\$1,006,362	\$239,233	\$325,357
Total Income	\$629,693	\$1,273,921	\$1,080,091	\$315,690	\$404,643
Expenses					
Employee Costs	\$357,308	\$382,596	\$378,538	\$389,137	\$400,812
Borrowing Costs	\$18,374	\$17,763	\$39,635	\$54,607	\$52,492
Depreciation & Amortisation	\$183,748	\$187,974	\$179,476	\$179,476	\$179,476
Other Expenses	\$6,659	\$6,812	\$6,812	\$6,982	\$7,157
Materials & Contracts	\$264,853	\$323,867	\$269,568	\$276,307	\$283,215
Total Expenses	\$830,943	\$919,012	\$874,029	\$906,511	\$923,152
Net Operating Surplus/(Deficit)	(\$201,250)	\$354,909	\$206,062	(\$590,820)	(\$518,508)
Capital Expenditure					
Materials & Contracts	\$0	\$1,141,910	\$1,772,000	\$0	\$0
Total Capital Expenditure	\$0	\$1,141,910	\$1,772,000	\$0	\$0
Capital Funding/Movements					
Loan Funding	\$0	\$100,000	\$300,000	\$0	\$0
Loan Repayments	(\$7,139)	(\$6,764)	(\$15,655)	(\$37,515)	(\$42,682)
Transfers from Reserves	\$0	\$91,910	\$590,000	\$0	\$0
Transfers to Reserves	(\$564,445)	(\$251,600)	(\$156,362)	(\$239,233)	(\$325,357)
Total Capital Funding/Movements	(\$571,584)	(\$66,454)	\$717,983	(\$276,748)	(\$368,039)
Less: Non Cash	(\$183,748)	(\$187,974)	(\$179,476)	(\$179,476)	(\$179,476)
Net Funded Surplus/(Deficit)	(\$589,085)	(\$665,481)	(\$668,479)	(\$688,092)	(\$707,071)

FA5.1: Ensure that local recreational and sporting facilities reflect the needs and interests of a growing community

Continuing Council Programs and Activities

Program Code	Program / Activity	Current Actions	Responsibility	Performance Indicators
FA5.1.P02	Sport and recreation facilities	Maintain facilities	DW	Satisfaction level of users
FA5.1.P03	Pathways program	Provision of appropriately located footpaths and cycleways	DIP	Length of new paths installed

New Initiatives

Initiative Code	Initiative	Agency	Stake-holders	Current Actions	Responsibility	Time-Frame	Indicators of Progress
FA5.1.01	Determine the need for additional playing fields in Bungendore	Council	Nil	Seek community input to assess the needs of individual sports and recreational activities so that the information can be used in determining the appropriate scale, layout and staging arrangements for providing the required facilities. Res No 32/2015 5/2/15	DIP	2016	Survey undertaken and highest priorities determined and included in future funding proposals.
FA5.1.02	Establish new sporting and recreation grounds at Bungendore	Council	Nil	Procure suitable land, Plan and design the facility Seek funding assistance Construct the facility in stages	DIP	2018	Facility in use and current sporting and recreation needs addressed by June 2017
FA5.1.03	Upgrade the Braidwood Recreation Grounds	Council	Nil	Plan and design the upgraded facilities to meet the needs of users and gain approvals for construction. Source funding and construct the facility. In stages	DIP	2017	Project Completed by June 2016
FA5.1.04	Bungendore Park Master Plan	Council	Nil	Implement Master Plan in line with available funding	DW	2017	Aspects of plan implemented
FA5.1.05	Braidwood recreation grounds	Council	Council/ NSW Govt/Be ndigo Bank	Construct new amenities building and skatepark	DW	2016	Works complete

FA5.2: Encourage and support a diversity of sporting and recreational activities throughout Palerang

Continuing Council Programs and Activities

Program Code	Program / Activity	Current Actions	Responsibility	Performance Indicators
FA5.2.P01	Sporting and Recreational facilities	Sporting facilities, play equipment and open spaces provided and maintained	DW	No of complaints received about inadequate facilities

FA5.3: Ensure that appropriate access to public lands is maintained for recreational purposes

Continuing Council Programs and Activities

Program Code	Program / Activity	Current Actions	Responsibility	Performance Indicators
FA5.3.P01	No specific activity	Councillors & staff lobby on behalf of the community as the opportunity arises	GM	Nil
FA5.3.P02	Greenways	Greenways managed by Council in cooperation with local groups	DW	Continued community satisfaction with Greenways access

New Initiatives

Initiative Code	Initiative	Agency	Stake-holders	Current Actions	Responsibility	Time-Frame	Indicators of Progress
FA5.3.01	Royalla Common	Council	Nil	Construct amenities building	DIP	2016	Project complete



FA6: Infrastructure and Transport

Palerang enjoys safe, functional, accessible and well maintained infrastructure and comprehensive local and regional transport networks.

What we value

Our location between the ACT and the coast affords us easy access to a range of transport modes including air, rail and major roads and highways. We value the range of local services and facilities that we have.

Priorities for the future

Our road infrastructure requires extensive maintenance and upgrading with an equitable focus of works across the council area. The cost of providing adequate infrastructure for our existing and expanding community requires additional financial support.

Our local area needs more comprehensive telecommunications infrastructure to ensure equitable access and coverage for our towns, villages and outlying areas. Communities across our council area would be better connected through provision of more comprehensive public transport services.

Local groundwater resources need careful management to ensure their protection against possible future depletion. We need to better utilise local opportunities for renewable power generation.

We will need to adopt principles of sustainability to guide us in future infrastructure development.

Account Description	Delivery Program Term				
	Prior Year 2013/14	Current Year 2014/15	Proposed 2015/16	FY2 2016/17	FY3 2017/18
Income					
Rates & Annual Charges	\$6,043,472	\$6,426,017	\$6,821,595	\$7,207,104	\$7,588,103
User Charges & Fees	\$890,130	\$9,087,757	\$3,485,735	\$1,582,600	\$1,705,379
Interest	\$562,696	\$536,335	\$338,535	\$537,298	\$538,286
Other Revenues	\$20,500	\$6,000	\$6,500	\$3,630	\$538
Operating Grants & Contributions	\$3,262,751	\$3,416,497	\$4,017,858	\$3,362,151	\$3,430,175
Capital Grants & Contributions	\$3,319,287	\$6,275,999	\$4,578,718	\$5,387,248	\$6,960,176
Total Income	\$14,098,836	\$25,748,604	\$19,248,941	\$18,080,031	\$20,222,656
Expenses					
Employee Costs	\$3,631,451	\$4,092,793	\$4,050,083	\$4,038,380	\$4,120,948
Borrowing Costs	\$1,289,494	\$1,499,126	\$1,575,028	\$1,523,952	\$1,513,517
Depreciation & Amortisation	\$6,682,088	\$6,835,776	\$7,008,443	\$7,035,150	\$7,047,025
Other Expenses	\$408,374	\$449,223	\$518,079	\$530,762	\$543,750
Materials & Contracts	\$4,440,183	\$13,193,018	\$8,271,516	\$6,605,172	\$7,037,238
Total Expenses	\$16,451,590	\$26,069,936	\$21,423,148	\$19,733,415	\$20,262,478
Net Operating Surplus/(Deficit)	(\$2,352,754)	(\$321,331)	(\$2,174,207)	(\$1,653,384)	(\$39,822)
Capital Expenditure					
Employee Costs	\$979,973	\$865,908	\$720,937	\$141,000	\$141,000
Materials & Contracts	\$10,987,018	\$15,809,715	\$7,880,659	\$7,141,850	\$7,856,986
Total Capital Expenditure	\$11,966,991	\$16,675,623	\$8,601,596	\$7,282,850	\$7,997,986
Capital Funding/Movements					
Loan Funding	\$4,580,000	\$2,100,000	\$410,000	\$1,050,000	\$1,750,000
Asset Sales	\$0	\$781,152	\$0	\$0	\$0
Loan Repayments	(\$663,914)	(\$804,971)	(\$917,168)	(\$990,758)	(\$1,044,819)
Transfers from Reserves	\$4,208,757	\$10,479,355	\$5,671,629	\$3,529,062	\$3,527,685
Transfers to Reserves	(\$4,252,020)	(\$6,197,434)	(\$5,252,971)	(\$5,687,878)	(\$7,331,547)
Total Capital Funding/Movements	\$3,872,823	\$6,358,102	(\$88,510)	(\$2,099,574)	(\$3,098,682)
Less: Non Cash	(\$6,846,817)	(\$6,988,613)	(\$7,147,287)	(\$7,106,281)	(\$7,102,136)
Net Funded Surplus/(Deficit)	(\$3,600,105)	(\$3,650,239)	(\$3,717,026)	(\$3,929,527)	(\$4,034,354)

FA6.1: Ensure that community assets and public infrastructure are maintained and improved to a reasonable standard

Continuing Council Programs and Activities

Program Code	Program / Activity	Current Actions	Responsibility	Performance Indicators
FA6.1.P01	Paths, street lights and other street furniture	Maintenance and renewals	DW	No of complaints regarding services provision
FA6.1.P02	Roads & Drainage	Maintenance & renewal of existing assets	DW	To a level consistent with Council's policy and budget
FA6.1.P03	Reseal program	Recurrent resealing of sealed roads according to industry condition standards	DW	Actual return frequency of 10 years or less
FA6.1.P04	Maintenance grading of unsealed roads	Grading according to adopted Council policy	DW	Achievement of target to within +10% of its due date.
FA6.1.P05	Waste Services	Domestic (road side) collection of recyclable and residual waste, Management of land fills and transfer stations	DW	Collections on time, Landfills operated within industry standards
FA6.1.P06	Water and Waste Water	Operation of Council water and sewerage plants and	DW	Number of variances from drinking water standards, Number of STP licence non conformances
FA6.1.P07	Sports & Recreation Facilities	Current facilities maintained	DW	Users satisfied with level of service
FA6.1.P08	Asset Management Plans	Keep an updated list of Council assets, Monitor the condition of assets, Establish levels of service, Forecast demand for assets and associated services, Adopt lifecycle strategies and programs for optimising maintenance, renewals, new works and disposals	DIP	As per asset management plans

New Initiatives

Initiative Code	Initiative	Agency	Stake-holders	Current Actions	Responsibility	Time-Frame	Indicators of Progress
FA6.1.01	Seek additional funding for necessary works identified in above.	Council	State & Federal Govt	Lobby for additional funding	GM	2017	Funding levels for maintenance and improvement works increased to levels identified in the above plan
FA6.1.04	Construct new roundabout at intersection of Lascelles and Wallace Streets - Braidwood	Council	RMS/Council	Seek funding for construction from RMS. Construct when funds become available.	DW	2016	Completion of works (subject to funding)
FA6.1.05	Construct new roundabout at intersection of Molonglo and Malbon Streets - Bungendore	Council	RMS/Council	Seek funding for construction from RMS. Construct when funds become available.	DW	2016	Completion of works (subject to funding)
FA6.1.06	Road improvements Tarago Road	Council	Council /Veolia	Design and construct stage 1 of pavement rehabilitation Tarago Road	DW	2016	Completion of works
FA6.1.07	Road improvements Tarago Road	Council	Council /Veolia	Design and construct stage 2 of pavement rehabilitation Tarago Road	DW	2017	Completion of works
FA6.1.08	Road improvements Tarago Road	Council	Council /Veolia	Design and construct stage 3 of pavement rehabilitation Tarago Road	DW	2018	Completion of works
FA6.1.09	Road improvements Cooma Road	Council	Council	Design and construction of stage 1 rehabilitation works between Hawthorn Lane and Jinglemoney Rd	DW	2015	Completion of works
FA6.1.10	Road improvements Cooma Road	Council	Council	Design and construction of stage 2 rehabilitation works between Hawthorn Lane and Jinglemoney Rd	DW	2016	Completion of works
FA6.1.11	Road improvements Captains Flat Road	Council	Council	Design and construction of rehabilitation works near Carwoola Church	DW	2016	Completion of works
FA6.1.12	Road improvements Captains Flat Road	Council	Council	Design and construction of rehabilitation works - QCC boundary to Stoney Creek	DW	2016	Completion of works
FA6.1.13	Local streets rehabilitation	Council	Nil	Rehabilitation of Lascelles Street near IGA	DW	2016	Completion of works
FA6.1.14	Braidwood village urban drainage master plan (Wallace Street)	Council	Nil	Wallace Street drainage - master plan	DW	2016	Plan developed
FA6.1.15	Bungendore off street car parking	Council	Nil	Design and construction of stage 1	DIP	2017	Construction complete

FA6.2: Undertake necessary planning to ensure that provision of public infrastructure reflects the needs of a growing and changing population

Continuing Council Programs and Activities

Program Code	Program / Activity	Current Actions	Responsibility	Performance Indicators
FA6.2.P01	20-year strategies and financial plans for the provision of water supply, sewerage and waste facilities and services	20 year plans are in place but will require ongoing revision, Appropriate pricing policies of these services to be maintained	DIP	Plans and policies reviewed at least every five years
FA6.2.P02	10-year Asset Management Plans for all other assets	Asset Management Plans adopted 2013	DIP	Plans continuously updated & available for budgetary deliberations

New Initiatives

Initiative Code	Initiative	Agency	Stake-holders	Current Actions	Responsibility	Time-Frame	Indicators of Progress
FA6.2.01	Determine the community's infrastructure needs	Council	Nil	Undertake community engagement on infrastructure programs and project	DIP	2017	Community surveys undertaken periodically
FA6.2.02	Plan for the longer term upkeep and renewal of assets	Council	Nil	Develop priority works lists for the rehabilitation and renewal of Council's infrastructure assets.	DW	2016	Adoption of priority works lists
FA6.2.04	Braidwood Waste Transfer Station	Council	Nil	Begin construction of the Braidwood Waste Transfer Station	DW	2016	Construction works commenced/complete
FA6.2.05	Bungendore landfill closure	Council	EPA/Council	Implement closure plan for Bungendore landfill	DW	2016	Closure site works complete
FA6.2.06	Macs Reef landfill closure	Council	EPA/Council	Implement closure plan for Macs Reef landfill	DW	2016	Closure site works complete
FA6.2.07	Majors Creek Landfill	Council	Council /EPA	Undertake final restoration of landfill	DW	2016	Completion of works
FA6.2.08	Araluen landfill	Council	Council /EPA	Undertake final restoration of landfill	DW	2016	Completion of works
FA6.2.09	Majors Creek bin compound	Council	Council	Finalise the bin compounds including hardstand and automated access	DW	2016	Completion of works
FA6.2.10	Araluen bin compound	Council	Council	Finalise the bin compounds including hardstand and automated access	DW	2016	Completion of works

Initiative Code	Initiative	Agency	Stake-holders	Current Actions	Responsibility	Time-Frame	Indicators of Progress
FA6.2.11	Public area recycling	Council	Council	Provide recycling facilities in CBD areas - public places	DIP	2016	Implementation complete
FA6.2.12	Kerbside collection of green waste	Council	Council	Implement green waste wheelie bin collections on a permanent basis	DW	2016	Program operational
FA6.2.13	Home composting project	Council	Nil	Investigate home composting	DIP	2016	Investigation complete

FA6.3: Adopt an equitable approach in the provision of, and access to, telecommunications services and infrastructure across Palerang

Continuing Council Programs and Activities

Program Code	Program / Activity	Current Actions	Responsibility	Performance Indicators
FA6.3.P01	No specific activity	Respond to requests for information from service providers, lobby services providers and Federal Government	GM	Nil

New Initiatives

Initiative Code	Initiative	Agency	Stake-holders	Current Actions	Responsibility	Time-Frame	Indicators of Progress
FA6.3.01	Reduce blackspot areas	Telcos	Council	Lobby for land based telecommunication infrastructure in blackspot areas within the shire	GM	2016	Reduction in blackspot areas

FA6.4: Support Palerang communities through provision of a range of transport services linking them locally and regionally

Continuing Council Programs and Activities

Program Code	Program / Activity	Current Actions	Responsibility	Performance Indicators
FA6.4.P01	Advocacy	Lobbying relevant agencies and Ministers	GM	State & Federal Govts respond with grants or improvement in own service delivery
FA6.4.P02	Funding for the further development of Nerriga Road	Continue to seek opportunities for the funding of improvements to Nerriga Road	DIP	Success with funding opportunities
FA6.4.P03	Improve quality and use of commuter services	Advocacy for improved services	GM	Improved patronage

New Initiatives

Initiative Code	Initiative	Agency	Stake-holders	Current Actions	Responsibility	Time-Frame	Indicators of Progress
FA6.4.01	Improve quality and use of commuter services	State & ACT agencies	Council	Advocacy for improved services	GM	2016	Improved patronage

FA6.5: Ensure that Palerang communities have local access to quality educational and medical services and facilities

Continuing Council Programs and Activities

Program Code	Program / Activity	Current Actions	Responsibility	Performance Indicators
FA6.5.P01	Council facilities	Community centres in Bungendore and Captains Flat used by variety of health services	GM	On-going use of the facilities
FA6.5.P02	Upgrade of Captains Flat Community Health Centre	Funding Application lodged	GM	Funding achieved and project progresses
FA6.5.P03	Establish High School, Ambulance State and upgraded fire service	Lobby State and Federal Member to facilitate the provision of quality educational and medical services and facilities e.g. ambulance service for Bungendore	GM	Ongoing lobbying to provide new facilities.

FA6.6: Improve traffic management and road safety throughout Palerang

Continuing Council Programs and Activities

Program Code	Program / Activity	Current Actions	Responsibility	Performance Indicators
FA6.6.P01	Identify and address accident blackspots	Monitor accident data & plan remedial treatments, Seek funding for treatments, Implement treatments.	DW	Treatments undertaken to address accident blackspots within available funding
FA6.6.P02	Improve and maintain roads	Undertake capital works projects to widen, rehabilitate and/or re-align defective roads that do not meet standards set	DW	Capital works projects undertaken to program set
FA6.6.P03	Traffic Committee	Council's Traffic Committee meets on a quarterly basis to make recommendations to address road safety concerns	DW	Traffic committee meetings held on schedule

New Initiatives

Initiative Code	Initiative	Agency	Stake-holders	Current Actions	Responsibility	Time-Frame	Indicators of Progress
FA6.6.01	Obtain funding for necessary works identified in above.	State & Federal Agencies	Council	Lobby for additional funding.	GM	2017	Funding levels for maintenance and improvement works increased to levels identified in the above plan



FA7: Council Governance and Finance

Palerang Council is recognised for its strong community leadership, financial sustainability and ethical, accountable and responsive governance.

What we value

Council encourages appropriate growth throughout the area, adding to local community diversity and economic prosperity.

Council has developed a productive relationship with State and Federal agencies. Council has co-operative relationships with other Councils through the Canberra Region Joint Organisation of Councils (CBRJO).

Council is active in developing and building on our awareness of local history.

Priorities for the future

Council and its local communities are adversely affected by a lack of adequate funding. It is essential that Council is afforded greater capacity and flexibility to source essential funds for the provision of services and infrastructure.

The Palerang community would benefit from improved communication with Council and closer relationships with Councillors. All parties need to work more closely together to ensure that the priorities and expectations of each are aligned in order to plan effectively and create a positive future for Palerang.

Council needs to liaise closely with the State Government to ensure as far as possible that any adverse impacts of decision-making at State level are minimised, particularly in relation to urban and infrastructure planning.

Account Description	Delivery Program Term				
	Prior Year 2013/14	Current Year 2014/15	Proposed 2015/16	FY2 2016/17	FY3 2017/18
Income					
Rates & Annual Charges	\$7,988,544	\$8,259,551	\$8,491,002	\$8,694,786	\$8,903,461
User Charges & Fees	\$182,683	\$213,784	\$230,839	\$251,370	\$273,861
Interest	\$815,133	\$787,503	\$664,440	\$738,142	\$742,967
Other Revenues	\$233,050	\$399,348	\$361,301	\$371,614	\$382,231
Operating Grants & Contributions	\$1,629,115	\$2,175,091	\$1,725,438	\$1,727,147	\$1,728,898
Contributions - Operating	\$0	\$832,357	\$223,116	\$249,999	\$257,297
Gain or Loss on Disposal	\$85,000	\$85,000	\$85,000	\$85,000	\$85,000
Total Income	\$10,933,525	\$12,752,633	\$11,781,136	\$12,118,058	\$12,373,714
Expenses					
Employee Costs	\$3,155,705	\$3,218,114	\$3,414,110	\$3,604,663	\$3,706,489
Borrowing Costs	\$56,371	\$50,813	\$45,003	\$43,942	\$42,918
Depreciation & Amortisation	\$1,402,654	\$1,426,320	\$1,615,541	\$1,754,149	\$1,877,997
Other Expenses	\$1,589,988	\$2,120,999	\$1,750,394	\$1,796,552	\$1,839,843
Materials & Contracts	(\$1,828,091)	(\$1,361,089)	(\$2,066,240)	(\$1,659,511)	(\$1,785,335)
Total Expenses	\$4,376,628	\$5,455,157	\$4,758,808	\$5,539,795	\$5,681,911
Net Operating Surplus/(Deficit)	\$6,556,897	\$7,297,476	\$7,022,327	\$6,578,264	\$6,691,802
Capital Expenditure					
Other Expenses	\$29,500	\$0	\$0	\$0	\$0
Materials & Contracts	\$182,144	\$357,800	\$306,000	\$32,000	\$7,500
Plant Acquisitions	\$1,925,000	\$2,150,000	\$2,150,000	\$2,800,000	\$2,000,000
Total Capital Expenditure	\$2,136,644	\$2,507,800	\$2,456,000	\$2,832,000	\$2,007,500
Capital Funding/Movements					
Loan Funding	\$0	\$25,000	\$0	\$0	\$0
Asset Sales	\$745,000	\$500,000	\$500,000	\$500,000	\$500,000
Loan Repayments	(\$30,379)	(\$25,177)	(\$18,348)	(\$19,416)	(\$20,670)
Transfers from Reserves	\$1,574,144	\$2,902,092	\$1,942,815	\$2,380,000	\$1,500,000
Transfers to Reserves	(\$2,083,858)	(\$3,410,597)	(\$2,286,570)	(\$1,792,111)	(\$1,929,366)
Total Capital Funding/Movements	\$204,907	(\$8,682)	\$137,897	\$1,068,473	\$49,964
Less: Non Cash	(\$1,317,654)	(\$1,341,320)	(\$1,530,541)	(\$1,669,149)	(\$1,792,997)
Net Funded Surplus/(Deficit)	\$5,942,814	\$6,122,314	\$6,234,765	\$6,483,885	\$6,527,263

FA7.1: Council will be proactive in its community advocacy by pursuing constructive relationships with other spheres of government

Continuing Council Programs and Activities

Program Code	Program / Activity	Current Actions	Responsibility	Performance Indicators
FA7.1.P01	Participation regional groups	Council is currently an active participant in a number of regional partnerships, including CBRJO.	GM	Positive outcomes from cooperation with neighbouring Councils and State and Federal Governments.
FA7.1.P02	Cross-jurisdictional liaison	Ongoing working relationship with local members and ACT	GM	Closer integration of cross-jurisdictional planning

New Initiatives

Initiative Code	Initiative	Agency	Stake-holders	Current Actions	Responsibility	Time-Frame	Indicators of Progress
FA7.1.01	No new initiative in this 4 year period	Council	Nil	Nil	GM	2016	Nil

FA7.2: Councillors will maintain high standards in their responsiveness, accessibility and active involvement within the communities of Palerang

Continuing Council Programs and Activities

Program Code	Program / Activity	Current Actions	Responsibility	Performance Indicators
FA7.2.P01	Community Engagement	Councillors actively engage with the community through a variety of s.355 committees, community groups and meetings.	GM	Positive support for the work of Councillors revealed in proposed surveys.
FA7.2.P02	Customer Service Charter	Council's interaction with its community is determined by the adopted policy	GM	Charter standards met

New Initiatives

Initiative Code	Initiative	Agency	Stake-holders	Current Actions	Responsibility	Time-Frame	Indicators of Progress
FA7.2.01	Self-assessment process as recommended for boards by AICD.	Council	Nil	Councillors trained in process, and self-assessment undertaken on a regular basis	GM	2016	Assessment completed and opportunities for improvement identified.

FA7.3: Councillors and staff will adopt a 'continuous improvement' approach to ensure that its decision making processes are open, transparent and inclusive

Continuing Council Programs and Activities

Program Code	Program / Activity	Current Actions	Responsibility	Performance Indicators
FA7.3.P01	Council's decisions made available for the public	Business papers and minutes are uploaded on to Council's website on regular basis	MES	Documents available in a timely manner
FA7.3.P02	Correspondence acknowledged and referred to appropriate staff	Correspondence tasked to appropriate staff	MES	Adherence to customer service charter
FA7.3.P03	Formal Training Program for Elected Members	Councillors undertaking planned and strategic programs to assist in the understanding of roles, responsibilities and strategic planning functions of Elected Members to the community	MYR	Participation in planned training programs
FA7.3.P07	Australian Business Excellence Framework	Review Council operations using the framework	GM	Opportunities for improvement identified & implemented, Improvement in community satisfaction with services

FA7.4: Council will identify and implement a range of methods to engage in broad and effective communication with the communities of Palerang

Continuing Council Programs and Activities

Program Code	Program / Activity	Current Actions	Responsibility	Performance Indicators
FA7.4.P01	Public consultation meetings held as required	Meetings scheduled and advertised	GM	Meetings held in multiple locations
FA7.4.P12	Publicise s.355 Committee information such as charters, minutes and meeting schedules	Committee charters are updated as required; minutes and meeting schedules completed and reported to Council.	MES	Charters updated and minutes of meetings reported to Council.

New Initiatives

Initiative Code	Initiative	Agency	Stake-holders	Current Actions	Responsibility	Time-Frame	Indicators of Progress
FA7.4.01	Implement different communication strategies listed in Council's Communication and Consultation Framework	Council	Nil	Set up new and different methods of community engagement and consultation processes	GM	2016	Increase in community engagement

FA7.5: Council will ensure that development application processes are clear, efficient, rigorous and customer focused

Continuing Council Programs and Activities

Program Code	Program / Activity	Current Actions	Responsibility	Performance Indicators
FA7.5.P01	Development assessment procedures review	Preparation of new procedures manual and checklists. Refinement of DA lodgement checklist as a result of Business Excellence Framework process improvement	DPES	New procedures implemented and publicised via website and fact sheets, All legislative requirements correctly considered for every DA
FA7.5.P02	On-Line DA tracking and lodgement	Council is currently implementing on-line DA tracking, with the plan to implement on-line lodgement once the initial system is stable.	DPES	Systems operating with good community acceptance

FA7.6: Council will align its governance and organisational structures to reflect the vision, priorities and directions outlined in the Community Strategic Plan

Continuing Council Programs and Activities

Program Code	Program / Activity	Current Actions	Responsibility	Performance Indicators
FA7.6.P01	Organisational structure reviewed after local government elections and/or when staff resign or retire	Review undertaken as required	GM	Organisation functions effectively and efficiently
FA7.6.P02	Complete quarterly and annual reviews of Delivery Plan progress	Review undertaken as required	GM	Legislative requirements met and reports submitted to Council

New Initiatives

Initiative Code	Initiative	Agency	Stake-holders	Current Actions	Responsibility	Time-Frame	Indicators of Progress
FA7.6.01	Engage the community in reviewing and endorsing the visions, outcomes and strategies articulated in "Palerang: Our Future"	Council	Nil	Engagement and communications activities	GM	2016	Community satisfied with level of engagement
FA7.6.02	Review alternate service delivery models	Council	ILGRP, CBRJO	Research and explore new organisational structures, with particular reference to the ILGRP recommendations	GM	2016	Best value service delivery models adopted
FA7.6.03	Business continuity	Council	Nil	Acquisition of generator to supply Council offices with electricity in event of interruption (particularlry during times of natural disaster)	DW	2016	Works complete

FA7.7: Council will identify and adopt financial management strategies to ensure its long term viability

Continuing Council Programs and Activities

Program Code	Program / Activity	Current Actions	Responsibility	Performance Indicators
FA7.7.P01	20 year plans and financial plans for water, sewerage and waste services; 10 yr plans for general fund assets	In place but require annual review	DIP	Viable services continue to be provided.
FA7.7.P02	Long Term Financial Management support systems	Continue Improvement of Financial Reporting Systems to ensure long term sustainability	MF	Timely reporting of Council's Financial performance in accordance with Council's policies and statutory reporting standards
FA7.7.P03	On-line e-Services for the community and other stakeholders' access to corporate administrative services	Implementation of e-Services for on-line access to property, planning and rating information	MF	Community and other stakeholders having access to on-line services
FA7.7.P06	Long Term Financial Management support systems	Complete financial reporting in accordance with statutory timeframes	MF	Compliance with statutory timeframes for financial reporting requirements.

New Initiatives

Initiative Code	Initiative	Agency	Stake-holders	Current Actions	Responsibility	Time-Frame	Indicators of Progress
FA7.7.01	Special Rates Variation Application for 2016-17	Council	Community	Complete application for Special Rate Variation for 2016-17 in accordance with IPART guidelines.	MF	2016	Rates revenue increase will improve financial sustainability and assist in addressing infrastructure back log
FA7.7.02	Monitor and Report on Fit For Future improvement program	Council	Community	Review and report on the implementation of Fit For Future improvement program as part of the IP&R regime.	GM	2016	Improved financial sustainability
FA7.7.03	Review opportunities for commercial development	Council	Nil	Review opportunities for Council to participate in revenue-making ventures to add value for rate-payers	MF	2016	Council on track with implementation of Fit For Future improvement program.

Initiative Code	Initiative	Agency	Stake-holders	Current Actions	Responsibility	Time-Frame	Indicators of Progress
FA7.7.04	Review of Councils payment processing system and procedures	Council	Business Partners/ Small Business Commission	Undertake a review of Councils payment processing system and procedures to maximise working funds management and maintain business relationships.	MF	2016	Review completed and payment to suppliers consistent with terms of trade and working funds management
FA7.7.05	Review Financial Reporting Process (Management Reporting and Financial Reporting_	Council	Office Of Local Government	Undertake a review of Councils Annual budget, quarterly budget reviews and audited annual financial reports process	MF	2016	Review completed and improvements where necessary implemented.

FA7.8: Council will maintain a regional outlook and seek opportunities for regional co-operation

Continuing Council Programs and Activities

Program Code	Program / Activity	Current Actions	Responsibility	Performance Indicators
FA7.8.P01	Queanbeyan & Palerang Library Service	Library service delivered in partnership with Queanbeyan City Council	MES	Increasing patronage, Satisfaction with service
FA7.8.P02	Membership of, and involvement with CBRJO maintained	Council represented at CBRJO meetings	GM	CBRJO initiatives supported by Council wherever possible and practical
FA7.8.P03	Regional Conduct Review Committee	Panel members selected for two-year term	GM	Regional panel members engaged when appropriate
FA7.8.P04	Respond to State Government discussion papers whenever possible	Submissions made on discussion papers within timeframe	GM	Submissions lodged
FA7.8.P05	Membership of SEATS	Join with other Councils and organisations to identify regional priorities for road and transport infrastructure and advocate for state and federal funding for projects identified	DIP	Attendance at SEATS meetings. Active advocacy for funding allocations.

FA7.9: Appropriate staff are attracted, retained and supported within a safe, caring and productive workplace

Continuing Council Programs and Activities

Program Code	Program / Activity	Current Actions	Responsibility	Performance Indicators
FA7.9.P01	Raise awareness of Council's policies such as the Palarang Public Interest Disclosures Policy	Staff inductions to include information on policies	MES	Staff inducted
FA7.9.P02	Develop appropriate and cost-effective training programs for employees	Training provided, with focus on mandatory training	MES	Funds allocated for training and development activities are expended, focusing on equal access to training for all staff
FA7.9.P03	Ensure that Council's workforce policies are current and relevant	Review of recruitment policy and manual, and an over-arching human resources manual	MES	Review completed
FA7.9.P04	Maintain a workplace that is free from discrimination and in accordance with relevant EEO legislation	EEO principles promoted in the workplace and included in staff inductions	MES	No formal complaints of discrimination
FA7.9.P05	Ensure that directors, managers and supervisors conduct regular performance appraisals	Staff are advised of due dates for conduct of performance appraisals	MES	Performance appraisal timeframes conveyed to management
FA7.9.P06	Ensure that Council's workers compensation program is effectively administered	80% of all claims reported within 48 hours of incident	MES	Reduction in claims and the ongoing involvement in rehabilitation of injured workers
FA7.9.P07	Promote risk management policy and practices throughout workforce	Presentations made to all departments through team meetings	MES	All staff aware of policies and practices
FA7.9.P08	Address shortfalls in the tools available to assist in the implementation of risk management practices	Tools are readily available	MES	Any shortfalls identified and remedied
FA7.9.P09	Prevent incidents and accidents through continual review and improvement of WH&S systems, programs and training	Workplace conditions monitored through risk assessments to ensure they are safe at all times	MES	No increase in workers compensation claims, No increase in lost time from previous year

Program Code	Program / Activity	Current Actions	Responsibility	Performance Indicators
FA7.9.P10	Ensure that all Council members, staff, contractors and volunteers meet their responsibilities relating to workplace health and safety	Training sessions facilitated, Shortfalls or deficiencies reported through the WH&S Committee and rectification plans developed	MES	Information disseminated
FA7.9.P11	Update Council's systems and processes to reflect the requirements of the new Workforce Health & Safety legislation, implemented 1 January 2012	All systems and processes updated and staff awareness raised	MES	New policies, procedures etc in place

Revenue Policy

Rates and charges are Council's main source of income and are used to improve and maintain services and facilities for the community. Rates are levied against properties in accordance with their classification as defined in the Local Government Act. Properties are classified as Residential, Business or Farmland based on their dominant use. Council has determined the rates for 2015/16 in line with the maximum permissible limits allowed by the Minister for Local Government which has been set at 2.4%. The 2015/16 rating increase was determined by IPART.

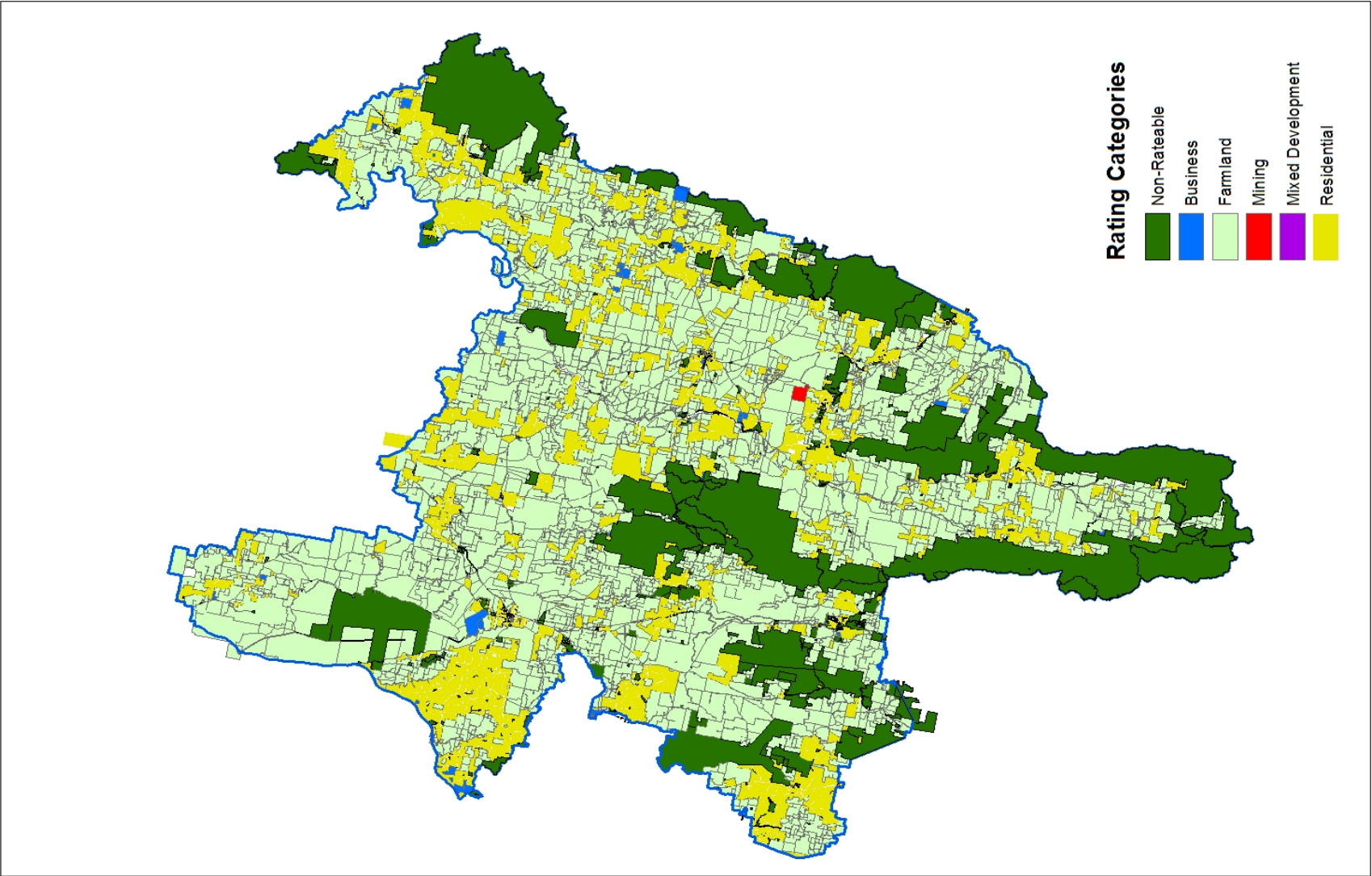
The NSW Land & Property Management Authority (Valuer General's office) completed a revaluation of all rateable properties in the Local Government area in 2012. This was undertaken as part of a three year revaluation cycle.

Rate Structure

The Ordinary Rate Structure for 2015/16 is similar to the 2014/15 rating year with the rates in the dollar and base amounts in the Table below. Based upon Council's adopted policy the Rate Table for 2015/16 is:

Rate Table 2015/16	# of Assessments	Base Amount \$	Cents in Dollar	Valuation (Base Date 1 July 2012)	Notional Income \$
Farmland					
Base Amount	989	\$1,080.00			\$1,068,120
Ad Valorem			0.0018230	\$621,192,316	\$1,132,434
Sub-Total	989			\$621,192,316	\$2,200,554
Residential					
Base Amount	6,451	\$460.00			\$2,967,244
Ad Valorem			0.0018644	\$1,737,081,551	\$3,238,615
Sub-Total	6,451			\$1,737,081,551	\$6,205,859
Mining					
Base Amount	2	\$460.00			\$920
Ad Valorem			0.0050210	\$4,472,000	\$22,454
Sub-Total	2			\$4,472,000	\$23,374
Business					
Base Amount	242	\$378.00			\$91,654
Ad Valorem			0.0018717	\$53,388,263	\$99,927
Sub-Total	242			\$53,388,263	\$191,580
TOTAL ORDINARY RATES	7,684			\$2,416,134,130	\$8,621,367

Rates Category Map



Loan Borrowing Program

The Delivery and Operational Plan proposes that Council will draw new loans to fund the following projects:

Account Description	Delivery Program Term				
	Prior Year 2013/14	Current Year 2014/15	Proposed 2015/16	FY2 2016/17	FY3 2017/18
General Fund					
Braidwood Library Solar Panels	\$0	\$25,000	\$0	\$0	\$0
Construct New Braidwood works Depot	\$0	\$0	\$0	\$0	\$1,000,000
Drainage - Majara Street (Gibraltar to Malbon)	\$0	\$0	\$0	\$300,000	\$0
Drainage - Wallace Street (Lascelles to Flood)	\$0	\$0	\$250,000	\$0	\$0
Braidwood Rec Ground Construction	\$0	\$100,000	\$200,000	\$0	\$0
Playing fields Bungendore - Purchase Land	\$0	\$0	\$100,000	\$0	\$0
Molonglo River Bridge (MR270) replacement	\$0	\$600,000	\$0	\$0	\$0
Total General Fund	\$0	\$725,000	\$550,000	\$300,000	\$1,000,000
General Waste					
BUN Trfer.Stn.Resource Recovery Capital	\$3,400,000	\$0	\$0	\$0	\$0
Macs Reef Waste Transfer Station Construction	\$1,180,000	\$0	\$0	\$0	\$0
Majors Creek Bin Compound Construction	\$0	\$0	\$80,000	\$0	\$0
Araluen Bin Compound Construction	\$0	\$0	\$80,000	\$0	\$0
Total General Waste	\$4,580,000	\$0	\$160,000	\$0	\$0
Domestic Waste					
Total Domestic Waste	\$0	\$0	\$0	\$0	\$0
Water Fund					
Braidwood Water - New Reservoir	\$0	\$1,500,000	\$0	\$0	\$0
Total Water Fund	\$0	\$1,500,000	\$0	\$0	\$0
Sewer Fund					
Captains Flat STP Construction	\$0	\$0	\$0	\$750,000	\$750,000
Total Sewer Fund	\$0	\$0	\$0	\$750,000	\$750,000
Total Loan Borrowing Program	\$4,580,000	\$2,225,000	\$710,000	\$1,050,000	\$1,750,000

Appendix 1: Abbreviations Used

AICD	Australian Institute of Company Directors
CDS	Coordinator Development Services
CES	Coordinator Environmental Services
CSP	Community Strategic Plan
DCP	Development Control Plan
DIP	Director of Infrastructure Planning
DLG	NSW Division of Local Government, part of the NSW Department of Premier and Cabinet
DPI	NSW Department of Planning and Infrastructure
DPES	Director of Planning & Environmental Services
DW	Director of Works
EMT	Executive Management Team (staff in Manager & Director positions reporting directly to the GM)
ILGRP	Independent Local Government Review Panel
LEP	Local Environment Plan
MCMA	Murrumbidgee Catchment Management Authority
MES	Manager Executive Services
MYR	Mayor of Palerang Council
OW	NSW Office of Water
PLEP	Palerang Local Environment Plan, currently in draft form.
RMS	Roads & Maritime Services, of which the former RTA is part
RTA	Roads & Traffic Authority (now part of RMS)
SEATS	South East Australia Transport Strategy
CBRJO	Canberra Region Joint Organisation
SCA	Sydney Catchment Authority
SRCMA	Southern Rivers Catchment Management Authority
TCorp	A unit of NSW Treasury, which has, at the request of DLG and ILGP, undertaken a review of the financial sustainability of every NSW local government.



Fees & Charges Pricing Policy

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2015 - 2016

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Palerang Council Pricing Policy

Section 404 of the Local Government Act requires Council to include in its Operational Plan, a Statement of the Council's Pricing Policy with respect to the goods and services provided by it.

The Schedule of Fees and Charges is reviewed on an annual basis as part of the Operational Plan process with the view of optimising the revenue base whilst at the same time attempting to ensure that the level of our fees and charges are fair and equitable for stakeholders using our services.

When setting its level of fees and charges, consideration is given to the nature of the service and any community service obligation as well as wider policy objectives such as equity and social justice considerations.

The purpose of a Pricing Policy is to explain the rationale behind each fee and charge set out in the Schedule of Fees and Charges.

The Pricing Policy is made up of a number of Pricing Principles and the Pricing Basis used for setting the level of the fee or charge.

Pricing Principle

All goods and services provided should have an identified Pricing Principle which is a simple statement that clarifies the philosophy of the goods and services and the reasoning for the level of charges set.

Pricing Basis

This is the method by which the fee or charge is determined and it sets the level of cost recovery. The basis used depends on the Pricing Principle chosen.

Council's Pricing Policy provides transparency so that stakeholders can clearly understand the basis of the Fees and Charges set.

The Pricing Principle and Pricing Basis are disclosed in respect of each fee and charge listed in the Schedule of Fees and Charges.

The following is a list of Pricing Principles and Pricing Basis.

Palerang Council Pricing Principles and Pricing Basis

Ref	Pricing Principle	Pricing Basis
A	Public Good	
	Service provides a broad community benefit. Inconceivable or impractical to charge for service on a user basis	Zero Cost Recovery
B	Practical Constraint	
	Service is a minor part of the overall operation of the Council, or the potential for revenue collection is so minor as to be outweighed by the costs of collection.	Zero Cost Recovery
C	Shared Benefit	
	Benefits from provision of the service accrue to the community as whole as well as individual users (Community Service Obligation).	Partial Cost Recovery
D	Stimulus	
	A stimulus to the demand for the service is required. In the short term, only part of the cost of the service is to be recovered.	Partial Cost Recovery
E	Evasion	
	Charging prices to recover full cost may result in widespread evasion.	Partial Cost Recovery
F	Amended - Palerang Council - 7 November 2013	
	The service is targeted to low income users.	Partial Cost Recovery
G	Economic/Social/Community Welfare	
	Service promotes or encourages local economic or social activity	Partial Cost Recovery
H	Private Good	
	Service benefits particular users, making a contribution to their individual income, welfare or profits, without any broader benefits to the community.	Full Cost Recovery
I	Monopoly	
	Council has a monopoly over provision of the service and there is no community service or equity obligation.	Full Cost Recovery
J	Development	
	Fee set will enable Council to develop and maintain a service.	Full Cost Recovery
K	Contribution	
	Charges levied to compensate community for an increase in demand for service or facilities as a consequence of a development proposal.	Full Cost Recovery
L	Regulatory : Non-Fixed	
	Fee charges to cover costs incurred by legislative requirements where no community service obligation exists.	Full Cost Recovery
M	Regulatory : Fixed	
	Fee fixed by legislation.	Regulatory
N	Market	
	Service provided is in competition with that provided by another council or agency (private or public) and there is pressure to set a price which will attract adequate usage of the service.	Reference Pricing
O	In-House	
	Service provided predominantly for Council use but sale to external markets may defray costs.	Reference Pricing
P	Entrepreneurial	
	The service is a profit making activity and the price paid by users should recover an amount greater than the full cost of providing that service.	Rate of Return Pricing
Q	Penalty	
	Fee charge is greater than cost of the service so as to act as a dis-incentive.	Rate of Return Pricing
R	Utility	
	Fee charges for possession, occupation or enjoyment of Council Land, Public Land and Air Space by Gas, Electricity, Telecommunications and Water Utilities	Rate of Return Pricing

Description	Pricing Policy	2015/16 Fee GST Inclusive \$	GST
A1 Administration			
A1.1 Faxes - Transmission and Receipt of Faxes			
Minimum Fax transmission and receipt fee	H	12.00	Yes
Minimum Charge + per page	H	3.00	Yes
A1.2 Photocopies of Plans and Documents (per page)			
A3	H	2.00	Yes
A4	H	2.00	Yes
Minimum Charge	H	11.50	Yes
Bulk Copies > of the same A4 document	H	1.50	Yes
Section 355 Committees (must provide own paper)	C	0.50	No
A1.3 Warning Signs			
Effluent area sign	L	12.50	Yes
Rainwater sign	L	12.50	Yes
Reuse Water/Grey Water sign	L	12.50	Yes
Swimming Pool sign	L	25.00	Yes
A1.4 Certified copy of document, map or plan held by Council			
Certified copy of document, map or plan held by Council	M	53.00	No
A1.5 Map Sales (Council maps not LIC data)			
Large	I	18.50	No
Small	I	9.50	No
A1.6 Map Sales (printed from LIC Data & subject to copyright)			
A0 - 80 gsm paper - Data & subject to copyright	N	44.00	No
A1	N	37.00	No
A2	N	29.50	No
A3	N	22.50	No
A4	N	8.00	No
A0 - 130 gsm - A4 with property information	N	44.00	No
A1	N	37.00	No
A2	N	29.50	No
A3	N	22.50	No
A4	N	15.50	No
A0 - Photo gloss paper	N	73.00	No
A1	N	58.50	No
A2	N	44.00	No
A3	N	29.50	No
A4	N	22.50	No
A1.7 Electronic Media Transfer			

Description	Pricing Policy	2015/16 Fee GST Inclusive \$	GST
<i>Note: Additional copyright license fees may apply to all items</i>			
USB (4GB)	H	22.50	No
CD/DVD	H	15.50	No
Email	H	8.00	No
GIS Map Compilation (per hour)	H	116.00	No
GIS Analysis (per hour)	H	231.50	No
A1.8 Reports and studies			
State of Environmental Report / CD	H	24.00	No
A1.9 Search of Council records (archives/files/maps etc)			
Search of Council record (archives/files/maps etc) - Per hour or part thereof	H	87.50	No
A1.10 Inquiry Fees - Government Information (Public Access) Act 2009 (GIPA)			
Application	M	30.00	No
Search fee per hour after first hour	M	30.00	No
B1 Animal Registration			
B1.1 Dog/Cat Registration			
<i>Note: 1. See Companion Animals Regulation 2008 Section 16 for exemptions, 2. Fees set by legislation and subject to change</i>			
Working dog - primarily used for stock work or in service of public authority	M	No Charge	No
Assistance animal	M	No Charge	No
Desexed dog/cat (except if owned by an eligible pensioner) OLG likely to announce CPI increase from 1 July	M	51.00	No
Desexed dog/cat - owned by an eligible pensioner OLG likely to announce CPI increase from 1 July	M	20.00	No
Non-desexed dog/cat - except if kept by a recognised breeder for breeding purposes OLG likely to announce CPI increase from 1 July	M	188.00	No
Non-desexed dog/cat - kept by a recognised breeder for breeding purposes OLG likely to announce CPI increase from 1 July	M	51.00	No
B1.2 Cat trap			
Cat trap Deposit bond	H	49.00	No
Cat trap hire per week	H	7.50	Yes
C1 Certificates			
C1.1 Drainage Diagram (Copy of Drainage Plan)			
Copy of Drainage Plan	L	94.00	No
C1.2 Compliance Certificates			
Certificate for Outstanding Notices s735A LGA & s121ZP EPAA	L	188.50	No
Noxious Weeds Outstanding Notices & Charges Certificate - s64 NWA	L	108.00	No
Swimming Pool Registration Assistance Fee	M	10.00	No
Swimming Pool Compliance Certificate Inspection Fee - cl18A SPR	M	150.00	No
Swimming Pool Compliance Certificate Re-Inspection Fee	M	100.00	No

Description	Pricing Policy	2015/16 Fee GST Inclusive \$	GST
Dangerous or Restricted Dog Enclosure Certificate of Compliance - s58H CAA	M	150.00	No
Dangerous or Restricted Dog Enclosure Certificate of Compliance Inspection Fee - S58H CAA	L	199.50	No
C1.4 Rate Information Certificates			
Rate Information Certificate - Section 603 LGA At the time of publication the rate for 2015/16 has not been set. The fee will be updated when set by legislation without further notification	M	75.00	No
Rate Information Certificate - Expeditory Fee - same day service	H	48.00	No
Special Water Meter reading	H	156.50	No
C1.7 Planning Certificate			
Section 149 (2) Certificate	M	53.00	No
Section 149 (2) & (5) Certificate	M	133.00	No
D1 Cemeteries			
D1.1 Cemeteries - Palerang Council			
Plot	G	641.50	Yes
Standard Plaque (incl Freight)	G	538.00	Yes
Standard Headstone	G	366.50	Yes
Weekday Interment	G	850.00	Yes
Weekend / public holiday Interment 1.5 times the weekday interment	G	1,275.00	Yes
Garden Interment (all inclusive)	G	998.50	Yes
Niche in wall (includes plaque)	G	463.00	Yes
Interment of ashes in existing (occupied) plot 50% regular interment cost	G	425.00	Yes
Interment of ashes in new plot Equivalent to regular interment cost	G	850.00	Yes
E1 Development and Environmental Services			
E1.1 Building Certificates - Classes 1 & 10 (Incl. C1.2 building that comprises 2 dwellings only)			
<i>Note: refer to Section 260 EPA Regulations 2000</i>			
Base Charge - for each dwelling on lot	M	250.00	No
Part of building being external wall only	M	250.00	No
Additional fee for more than one inspection	M	90.00	No
Additional fee under cl. 260(3A) EP&A Reg. where required certification or approval was not obtained prior to construction	M	Fee determined in accordance with cl.260(3B) - equivalent to DA, CDC or CC application fee	No
E1.2 Building Certificates - Classes 2 to 9			
<i>Note: According to floor area of building or part:</i>			
Not exceeding 200m ²	M	250.00	No
>200m ² to 2000m ²	M	250.00 plus 50c per m ² > 200	No

Description	Pricing Policy	2015/16 Fee GST Inclusive \$	GST
>2000m2	M	1,165.00 plus 7.5c per m2 > 2,000	No
Part of building being external wall only	M	250.00	No
Additional fee for more than one inspection	M	90.00	No
Additional fee under cl. 260(3A) EP&A Reg. where required certification or approval was not obtained prior to construction	M	Fee determined in accordance with cl.260(3B) - equivalent to DA, CDC or CC application fee	No
E1.5 Copy of Building Certificate all classes			
<i>Note: refer to Section 261 EPA Regulations 2000</i>			
Copy of Building Certificate all classes	M	13.00	No
E1.6 Extend lapsing period of Development consent			
<i>Note: refer to Section 95A EPA Regulations 2000</i>			
Extend lapsing period of Development consent s.95A	H	287.50	No
E1.7 s.82A Review of Determination of DA			
<i>Note: refer to Section 257 EPA Regulations 2000</i>			
If DA does not involve erection of building, carrying out work, or demolition of a work or building	M	50% of fee for original development application	No
If DA involves the erection of a dwelling house with an estimated construction cost of \$100,000 or less	M	190.00	No
For other DAs if the estimated cost of development is: \$0 to \$5,000	M	55.00	No
For other DAs if the estimated cost of development is: \$5,001 to \$250,000	M	85.00 plus \$1.50 for each \$1,000 or part thereof	No
For other DAs if the estimated cost of development is: \$250,001 to \$500,000	M	500.00 plus 85c for each \$1,000 or part thereof in excess of \$250,000	No
For other DAs if the estimated cost of development is: \$500,001 to \$1,000,000	M	712.00 plus 50c for each \$1,000 or part thereof in excess of \$500,000	No
For other DAs if the estimated cost of development is: \$1,000,001 to \$10,000,000	M	987.00 plus 40c for each \$1,000 or part thereof in excess of \$1,000,000	No
For other DAs if the estimated cost of development is: > \$10,000,000	M	4,737.00 plus 27c for each \$1,000 or part thereof in excess of \$10,000,000	No
Additional fee if notice required under s.82A	L	350.00	No
E1.8 Review of decision to reject development application			

Description	Pricing Policy	2015/16 Fee GST Inclusive \$	GST
<i>Note: refer to clause 257A EPA Regulation 2000</i>			
Estimated cost of development < \$100,000	M	55.00	No
Estimated cost of development \$100,000 to \$1,000,000	M	150.00	No
Estimated cost of development > \$1,000,000	M	250.00	No
E1.9 Review of Modification application			
<i>Note: refer to clause 258A EPA Regulation 2000</i>			
Review of decision under s.96AB	M	50% of modification application fee	No
E1.10 s.96 Modification of Development Consent			
<i>Note: refer to Section 258 EPA Regulation 2000</i>			
s.96 (1) (unless correcting an assessment error)	M	71.00	No
s.96 (1A) or s.96AA (1) (minimal environmental impact)	M	645.00 or 50% of original DA fee (whichever is less)	No
E1.11 s.96(2),s.96AA (1) Modification of Development Consent (not of minimal environmental impact)			
<i>Note: refer to Clause 258 EPA Regulation 2000</i>			
If fee for original DA <\$100	M	50% of original DA Fee	No
If DA does not involve erection of building, carrying out of a work, or the demolition of a work or building	M	50% of original DA Fee	No
If DA involves the erection of a dwelling house with an estimated construction cost of \$100,00 or less	M	190.00	No
Other DA if the estimated cost of development is: \$0 to \$5,000	M	55.00	No
Other DA if the estimated cost of development is: \$5,001 to \$250,000	M	85.00 plus \$1.50 for each \$1,000 or part thereof	No
Other DA if the estimated cost of development is:\$250,000 to \$500,000	M	500.00 plus 85c for each \$1,000 or part thereof in excess of \$250,000	No
Other DA if the estimated cost of development is: \$500,001 to \$1,000,000	M	712.00 plus 50c for each \$1,000 or part thereof in excess of \$500,000	No
Other DA if the estimated cost of development is:\$1,000,001 to \$10,000,000	M	987.00 plus 40c for each \$1,000 or part thereof in excess of \$1,000,000	No
Other DA if the estimated cost of development is: More than \$10,000,000	M	4,737.00 plus 27c for each \$1,000 or part thereof in excess of \$10,000,000	No
If notice is required under s.96 (2) or 96AA (1) - additional fee	L	350.00	No
If application for residential flat building required to be referred to a design review panel under SEPP 65 - additional fee	M	760.00	No

Description	Pricing Policy	2015/16 Fee GST Inclusive \$	GST
E1.12 Long Service Levy Collection Fee			
<i>Note: Collected on behalf of Building & Construction Industry Long Service Payments Corporation. This is not a Council fee, but a State Government levy, for which Council receives a commission. It is included in this schedule for information purposes only.</i>			
Long Service Levy Collection Fee	M	19.80 plus 0.35% of all building/ construction works \$25,000 and over	Yes
E1.13 Lodgement of Certificates			
<i>Note: refer to clause 263 EPA Regulation 2000</i>			
Fee for lodgement with Council of a complying development certificate or a Part 4A certificate (if it is a construction certificate or occupation certificate or subdivision certificate)	M	36.00	No
Lodgement of Notice of Work for Plumbing and Drainage s.9 Plumbing and Drainage Act 2011	L	65.00	No
E1.14 Principal Certifying Authority (PCA) Nomination/Notice to Commence			
Fee to cover administration costs of lodging notice to commence/nominations PCA	L	71.50	Yes
E1.15 Principal Certifying Authority (PCA) Nomination (if Council nominated)			
Inspection fee - by quotation, per inspection	H	211.10	Yes
Missed Inspections administration additional to Inspection Fee	H	132.50	Yes
Re inspection fee per inspection	H	240.40	Yes
E1.17 Occupation Certificates			
Interim or final certificate - dwelling house and works under \$50 000	H	278.50	Yes
Reinspection fee for interim or final certificate - dwelling house and works under \$50 000	H	243.00	Yes
Interim or final certificate - multi dwelling - Base Fee for 1 dwelling	H	278.50	Yes
Interim or final certificate - multi dwelling - fee in addition to Base Fee	H	200.00 per additional dwelling	Yes
Reinspection fee Interim or final certificate - multi dwelling - Base Fee	H	243.00	Yes
Reinspection fee Interim or final certificate - multi dwelling - fee in addition to Base Fee for each additional dwelling reinspection	H	234.00 per additional dwelling	Yes
Interim or final certificate - agricultural, retail, commercial, industrial - Application fee	H	532.50	Yes
Interim or final certificate - agricultural, retail, commercial, industrial - additional fee per 100 sq metres gross floor area	H	117.50 per 100 m2 gross floor area	Yes
Reinspection fee Interim or final certificate - agricultural, retail, commercial, industrial	H	243.00	Yes
Reinspection fee Interim or final certificate - agricultural, retail, commercial, industrial - additional fee per 100 sq metres gross floor area	H	117.50 per 100 m2 gross floor area	Yes
E1.18 Development Application - Subdivision			
<i>Note: refer to Section 249 EPA Regulation 2000</i>			

Description	Pricing Policy	2015/16 Fee GST Inclusive \$	GST
Subdivision other than strata subdivision: Involving opening of a public road	M	665.00 plus \$65.00 per additional lot	No
Not involving opening of a public road	M	330.00 plus \$53.00 per additional lot	No
Strata subdivision	M	330.00 plus \$65.00 per additional lot	No
E1.19 Subdivision Certificate Release			
Application for Subdivision Certificate - base fee	N	538.00	No
Application for Subdivision Certificate - fee for each allotment	N	54.00	No
Application for Strata Subdivision Certificate - base fee	N	538.00	No
Application for Strata Subdivision Certificate - for each allotment	N	54.00	No
Termination of strata scheme	N	108.00	No
Signing or endorsement of 88B instrument	N	162.00	No
Amended 88B instrument - applicant's mistake	N	81.00	No
Resigning of Document	N	162.00	No
E1.20 Construction Certificates - Building			
Estimated cost is between \$0 to \$5,000	N	278.00 plus 0.5% of estimated cost	Yes
Estimated cost is between 5,001 to \$100,000	N	320.50 plus 0.3% of estimated cost	Yes
Estimated cost is between \$100,001 to \$250,000	N	1,055.00 plus 0.2% of estimated cost	Yes
Estimated cost Exceeding \$250,000	N	1,116.00 plus 0.1% of estimated cost	Yes
E1.21 Construction Certificate - Subdivision			
For first new lot created	L	553.50	No
Each additional lot	L	166.00	No
E1.22 Modification of Construction certificate			
<i>Note: refer to clause 148 EPA Regulation 2000</i>			
Minor modification	N	178.00	Yes
Major modification	N	50% of original fee Construction Certificate	Yes
E1.23 Defects Liability Bond			
Defects Liability Bond for new roads per kilometre	Q	20,239.00	No
Application for Bonding of Uncompleted Engineering Works	H	269.50	No
E1.24 Naming of Roads			
Application / Gazette Advertising Fee	L	680.00	No
Supply and Install signs - per sign	H	179.00	Yes
E1.25 Vehicular entrance approval and/or inspection fee			

Description	Pricing Policy	2015/16 Fee GST Inclusive \$	GST
Urban crossover - s.138 consent	H	100.00	No
non subdividing DA - s138 consent	H	323.50	No
commercial & subdivision	H	532.50	No
Hoarding permit	H	296.50	No
E1.26 Development Engineer Inspections			
Private and Public Roads Road length (m) up to 1000 Per metre, minimum \$400	H	4.00	No
Private and Public Roads 1000 - 2000m Per metre	H	3.50	No
Private and Public Roads 2000-3000m Per metre	H	3.00	No
Private and Public Roads over 3000m Per metre	H	2.50	No
Private and Public Roads Bridges, major culverts/drainage	H	3% of estimated cost of work, minimum \$102	No
Private and Public Roads Entrances	H	248.00	No
Sewer Reticulation Per metre, minimum \$102	H	3.00	No
Water - per hour (min. 1 hour) Per metre, minimum \$102	H	3.00	No
Construction inspections and Documentation Review during & post construction	H	215.50	No
E1.27 Designated Development			
<i>Note: refer to Section 251 EPA Regulation 2000</i>			
Fee in addition to any other fees payable	M	920.00	No
E1.28 Developments required to be advertised			
<i>Note: refer to Section 252 EPA Regulation 2000</i>			
a. Designated Development	M	2,220.00	No
b. Advertised Development	M	350.00	No
c. Prohibited Development	M	1,105.00	No
d. In the case of development for which an environmental planning instrument of Development control plan requires notice to be given, otherwise that as referred in a. b. & c. above.	M	350.00	No
E1.29 Development Applications			
<i>Note: refer to Section 246 EPA Regulation 2000</i>			
Estimated cost between \$0 to \$5,000	M	110.00	No
Estimated cost between \$5,001 To \$50,000	M	170.00 plus an additional \$3 for each \$1,000 (or part \$1,000) of estimated cost	No
Estimated cost between \$50,001 to \$250,000	M	352.00 plus \$3.64 for each \$1,000 (or part thereof) by which the estimated cost exceeds \$50,000	No

Description	Pricing Policy	2015/16 Fee GST Inclusive \$	GST
Estimated cost between \$250,001 to \$500,000	M	1,160.00 plus \$2.34 for each \$1,000 (or part thereof) by which the estimated cost exceeds \$250,000	No
Estimated cost between \$500,001 to \$1,000,000	M	1,745.00 plus \$1.64 for each \$1,000 (or part thereof) by which the estimated cost exceeds \$500,000	No
Estimated cost between \$1,000,001 to \$10,000,000	M	2,615.00 plus \$1.44 for each \$1,000 (or part thereof) by which the estimated cost exceeds \$1,000,000	No
Estimated cost more than \$10,000,000	M	15,875.00 plus \$1.19 for each \$1,000 (or part thereof) by which the estimated cost exceeds \$10,000,000	No
Advertising Signs	M	285.00 plus \$93 for each Advert in excess of one, or the fee calculated in accordance with the standard development application fee schedule whichever is greater	No
Dwelling houses with a construction cost of \$100,000 or less Refer to cl.247 EPA Reg 2000	M	455.00	No
Development Application for change of use or Development not involving the erection of buildings, the carrying out of work, the subdivision of land or the demolition of a building work Refer to cl.250 EPA Reg 2000	M	285.00	No
Amend plans before determination (DA & s96)	H	50% of fee for original development application	No
Amend plans before determination (DA & s96) - Inspection Fee	H	192.00	No
E1.30 Complying Development			
<i>Note: refer to Section 258 EPA Regulation 2000</i>			
Estimated cost between \$0 to \$5,000	N	67.00	No
Estimated cost \$5,001 to \$250,000	N	100.00 plus \$1.50 for ea.\$1,000 or part thereof	No
Estimated cost between \$250,001 to \$500,000	N	589.50 plus 85c for each \$1,000 or part thereof in excess of \$250,000	No

Description	Pricing Policy	2015/16 Fee GST Inclusive \$	GST
Estimated cost between \$500,001 to \$1,000,000	N	839.00 plus 50c for each \$1,000 or part thereof in excess of \$500,000	No
Estimated cost between \$1,000,001 to \$10,000,000	N	1,164.00 plus 40c for each \$1,000 or part thereof in excess of \$1,000,000	No
Estimated cost more than \$10,000,000	N	5,586.50 plus 27c for each \$1,000 or part thereof in excess of \$10,000,000	No
Preparation of Bush Fire Attack Level (BAL) Risk Assessment	H	414.50	Yes
E1.31 Integrated and Concurrence Development			
<i>Note: refer to Section 253 EPA Regulation 2000</i>			
Fee per referral Authority	M	320.00	No
Processing fee per referral	M	140.00	No
E1.32 General Enquiry Fee			
Including building entitlement search, previous consents etc - search fees per hour or part thereof minimum fee includes admin and up to 1 hour of research)	H	254.50	No
Additional research fee per hour in excess of one hour	H	188.50	No
E1.33 Supply of Development approval list per annum			
Supply of Development approval list per annum	K	1,659.00	No
Monthly service	K	166.00	No
E1.34 Water Sample Fees (per sample)			
Water Sample Fees	H	177.00	Yes
Water Sample Fees - Fee per hour (minimum 1 hour)	H	222.00	Yes
E1.35 Inspection of Food Premises - Food Vehicles			
Inspection Fee	G	199.50	No
Inspect food Premise (temporary event) Event operator plus fee per stall	G	177.00	No
Inspect food Premise (temporary event)- per stall plus fee for event operator	G	22.00	No
Inspect mobile food premises - per vehicle	G	199.50	No
Reinspection Fee - 125% of original fee	G	125% of original inspection fee	No
E1.36 Inspection of Regulated Activities			
<i>Note: refer to the Public Health Act 2012</i>			
Notification of Regulated Activity	L	119.00	No
Inspection of Regulated Activity	L	199.50	No
E1.37 Licence Fees			
Sidewalk Café (per seat)	H	11.00	No

Description	Pricing Policy	2015/16 Fee GST Inclusive \$	GST
E1.38 Filming (Local Government Filming Protocol)			
Filming approval application fee – Ultra Low impact	M	0.00	No
Filming approval application fee – Low impact	M	150.00	No
Filming approval application fee – Medium impact	M	300.00	No
Filming approval application fee – High impact	M	500.00	No
Filming approval – major revision	M	75% of the original application fee	No
Assessment of Traffic Management Plans – Low impact	M	100.00	No
Assessment of Traffic Management Plans – Medium impact	M	300.00	No
Assessment of Traffic Management Plans – High impact	M	500.00	No
Additional services (e.g. labour, vehicle use, advertising, signage, bond) at cost	M	At Cost	Yes
E1.39 Weed Control			
Weed Control Notice Administration Fee	L	118.50	No
Weed Control Notice Inspection Fee	L	199.50	No
Operator per hour (labour and plant hire cost - one operator only) Plus chemicals at cost +10% + freight.	L	145.50	No
Operator per hour (labour and plant hire - cost two operators) Plus chemicals at cost +10% + freight.	L	201.50	No
Weed Control Travel Fee per site inspection	L	199.50	No
E1.40 Protection of the Environment Operations Regulation fee			
Protection of the Environment Operations (General) Regulation 2009 Fee for clean-up, prevention and noise control notices (or as specified in the POEO General Regulation 2009 cl.99)	M	506.00	No
E1.42 Modification of Complying Development			
Minor amendment of construction detail	N	188.50	Yes
Other	N	50% of original application fee	Yes
E1.43 Security Deposit for damage to Public Assets (payable on lodgement of construction certificate or complying development application)			
Urban areas - developments involving delivery of construction materials or machine excavation	NA	1,500.00	No
Urban areas - involving demolition	NA	4,000.00	No
Rural areas - developments involving delivery of construction materials or machine excavation	NA	500.00	No
Rural areas - involving demolition	NA	1,500.00	No
Inspection prior to bond release (if Council not PCA)	NA	199.50	No
E1.44 Provision of advice on S.64/S.94 contributions payable			
Statement of contributions payable Includes 1 hour investigation time - additional hours @ \$228.20 per hour	H	250.00	No
F1 Finance			

Description	Pricing Policy	2015/16 Fee GST Inclusive \$	GST
F1.1 Deposit Held Search			
Search of records to determine various deposits held by Council when no information (receipt details) as to date of payment or type of deposit is provided	H	61.00	No
F1.2 Copy of Rate Notice-Instalment Notice			
Paper Copy of Rate Notices or Instalment Notices - each	H	36.00	No
Email Copy of Rate Notices or Instalment Notices	H	15.00	No
F1.3 Interest on Debts including Deferred Debts			
Interest Rate Charge on Overdue Debts 21 days after issue of first Tax Invoice	Q	8.5% rate	No
F1.4 Interest on overdue rates			
<i>Note: refer to Section 566 of Local Government Act</i>			
Interest Rate applied on overdue rates & charges At the time of publication the rate for 2015/16 has not been set. The fee will be updated when set by legislation without further notification	M	8.5% rate set by legislation	No
F1.5 Dishonour Fee			
Fee for dishonoured cheque	Q	66.00	No
Fee for electronic dishonour	Q	66.00	No
F1.6 Debt Recovery Fees for Rates, Annual Charges & other Account			
Fee for a paper copy of each Reminder Notice	E	29.50	No
Fee for email copy of each Reminder Notice	E	15.00	No
F1.7 Statement of Liquidated Claim (Summons) - Fees on-charged from Recovery Provider			
Solicitor Costs (Debt \$0 - \$1,000)	H	303.50	No
Solicitor Costs (Debt >\$1,000 - \$5,000)	H	456.50	No
Solicitor Costs (Debt >\$5,000 - \$20,000)	H	608.00	No
Issue Fee & Delivery	H	94.50	No
Court Costs	H	94.50	No
Service Fee	H	62.50	No
Service Fee by Court Post	H	40.50	No
Service Audit Fee	H	7.50	No
F1.8 Judgement - Fees on-charged from Recovery Provider			
Solicitor Costs (Debt \$0 - \$1,000)	H	125.00	No
Solicitor Costs (Debt >\$1,000 - \$5,000)	H	186.50	No
Solicitor Costs (Debt >\$5,000 - \$20,000)	H	250.00	No
F1.9 Writ of Execution - Fees on-charged from Recovery Provider			
Court Costs (or according to distance from Court House on-charged by Court)	H	77.00	No
Solicitor Costs	H	303.50	No
F1.10 Examination Order - Fees on-charged from Recovery Provider			
Court Costs (or according to distance from Court House on-charged by Court)	H	80.00	No

Description	Pricing Policy	2015/16 Fee GST Inclusive \$	GST
Solicitor Costs	H	452.50	No
Service Fee	H	62.50	No
F1.11 Examination Hearing - Fees on-charged from Recovery Provider			
Solicitor Costs	H	328.50	No
Agent Fees	H	129.50	No
F1.12 Company Search			
Company Search - Fees on-charged from Recovery Provider	H	32.50	No
F1.13 Skip Trace - External Successful (unsuccessful no charge)			
Skip Trace Fee - Fees on-charged from Recovery Provider	H	119.00	No
F1.14 Land Title Search			
<i>Note: via Land Titles Office, Department of Land & Property Information</i>			
Recovery of Title Search fees and administration - identify registered title and ownership of properties	H	29.50	No
G1 Engineering			
G1.2 Roads Directory			
Roads Directory Fee	N	30.00	No
G1.3 Use of General Plant and Operator per hour (all inclusive)			
<i>Note: in ordinary working time for a maximum of one days work</i>			
Private Grading (Grader, Roller & Water Cart) - rate per hour	H	450.00	Yes
Other plant combinations	H	By Quotation	Yes
G1.4 Supply rural address number			
Initial number	G	143.50	Yes
Replacement numbers - per set	G	22.00	Yes
For subdivisions for first lot or new dual occupancy	G	143.50	Yes
For subdivisions for each other lot	G	72.50	Yes
G1.6 Closure of Public Road			
Application fee	H	867.00	No
Dept of Lands fee	M	As set By Dept	Yes
Lodgement of Plan	H	426.50	No
G1.10 Weight of Loads			
Heavy Vehicle OS/OM permit (set by NHVR)	M	70.00	No
G1.11 Contributions to Works - Adjoining Owners			
K & G Construction - Main frontage	C	Per Metre - 50% of actual cost	No
K & G Construction - Side frontage	C	Per Metre - 25% of actual cost	No
Foot paving - Main frontage	C	50% of actual cost	No
Foot paving - Side frontage	C	25% of actual cost	No

Description	Pricing Policy	2015/16 Fee GST Inclusive \$	GST
G1.12 AUS-SPEC#1 Development Series Documents			
a. Design	H	411.00	Yes
b. Construction	H	411.00	Yes
c. a. & b. together	H	626.50	Yes
G1.13 Release of abandoned vehicle			
Release of abandoned vehicle	H	418.00	Yes
Notice fee Issue of notices including letters	H	35.00	Yes
Advertising fee Per advert	H	135.00	Yes
G1.14 B-Double Route Application Fee			
B-Double Route Application Fee	M	Now handled by NHVR	No
G1.15 Sale of Section 94 Plans - photocopy fees apply			
Sale of Section 94 Plans	H	Photocopy fees apply	No
G1.16 Land Access and Activity Notice			
<i>Note: refer to the Telecommunications Act 1999</i>			
Land Access and Activity Notice fee per hour minimum fee \$85	M	85.00	No
G1.17 Lease of Council Land or Council Asset			
Lease of Council Land or Council Asset	H	Casual hire to be negotiated based on market rate Permanent hire subject to contract	Yes
G2 Water Services			
G2.1 Connection to water supply			
20mm(3/4") service	H	1,300.00	No
Other sizes	H	Fee determined by Quotation	No
Meter only (Areas where services provided by developers - consult Works)	H	400.00	No
Meter testing fee 20mm meter only. All others by quotation	G	253.00	No
Reconnection of intact water service	H	665.00	No
Disconnection of Water Service	H	665.00	No
Service Alterations	H	Fee determined by Quotation	No
G2.2 Supply Potable Water Standpipe			
Standpipe Hire (per annum) payable quarterly	H	720.00	No
Replace lost, stolen or damaged standpipe For current hirers only otherwise G02.02.03 applies for all new hirers	H	1,800.00	Yes
Refundable deposit for metered standpipe Forfeited if standpipe not returned, damaged, lost or stolen.	H	2,000.00	Yes
G2.3 Potable Water Consumption Charge (per kl)			
Standpipe usage (All Areas)	H	5.00	No

Description	Pricing Policy	2015/16 Fee GST Inclusive \$	GST
G2.4 Water Supply Headworks Contribution (Per Lot)			
Bungendore North	K	9,676.50	No
Bungendore other areas (or otherwise amended by new contribution plans)	K	9,676.50	No
Braidwood	K	9,676.50	No
G2.5 Supply of Non-Potable Water			
Supply from Bungendore STP	H	2.00	No
G2.6 Miscellaneous (Water)			
Statement of water pressures (Field tests and letter)	H	220.00	Yes
Backflow prevention (RPZ) initial device inspection & registration	H	130.00	Yes
Backflow prevention (RPZ) annual registration	H	39.00	Yes
Backflow prevention (RPZ) - overdue compliance report/registration (per month)	H	77.30	Yes
Backflow prevention (RPZ) - Maintenance/test books	H	33.80	Yes
G3 Sewerage Services			
G3.1 Sewerage Connection/Extensions (Up to 1.5m deep)			
Install new junction (includes up to 3m)	K	772.00	No
Additional to 3m - per metre	K	145.00	No
Manholes - each (quotation required for manholes over 1.5 deep)	K	1,150.50	Yes
G3.2 Sewerage Connection Application			
Dwelling House	H	104.50	No
Other Building	H	104.50	No
1st Closet	H	104.50	No
Each additional Closet	H	18.50	No
G3.3 Sewerage Headworks Contribution (per Lot)			
Bungendore North	K	11,612.50	No
Bungendore other areas	K	11,612.50	No
Braidwood	K	11,612.50	No
H1 Liquid Trade Waste			
H1.1 Application Fee			
Existing dischargers	H	0.00	No
Classification A	H	64.00	No
Classification B	H	127.50	No
Classification S	H	190.50	No
Classification C	H	381.50	No
H1.2 Trade Waste Annual Charge			
Category 1 Discharger	H	95.00	No
Category 2 Discharger	H	190.50	No

Description	Pricing Policy	2015/16 Fee GST Inclusive \$	GST
Category 3 Discharger	H	637.00	No
Industrial Discharger- fee based on waste	H	183.50 to 614.00	No
Re-inspection Fee	H	90.00	No
H1.3 Trade Waste Usage Rates			
Category 1 Discharger with appropriate equipment	H	0.00	No
Category 1 Discharger without appropriate pre-treatment, R1 (per kl)	H	2.50	No
Category 2 Discharger with# appropriate pre-treatment, R1 (per kl)	H	2.50	No
Category 2 Discharger without appropriate pre-treatment, R2 (per kl)	H	18.00	No
Food Waste Disposal Charge, UF (per bed)	H	32.50	No
H1.4 Non-compliance pH charge			
Value of coefficient K in equation 3 of Liquid Trade Waste Policy	H	1.00	No
H1.5 Excess Mass Charges (U, \$/kg)			
Aluminium	H	1.50	No
Ammonia* (as N)	H	3.00	No
Arsenic	H	85.50	No
Barium	H	43.00	No
Biochemical oxygen demand* (BOD)	H	1.50	No
Boron	H	1.50	No
Bromine	H	17.50	No
Cadmium	H	394.00	No
Chloride	H	0.00	No
Chlorinated hydrocarbons	H	43.00	No
Chlorinated phenolics	H	1,697.00	No
Chlorine	H	2.50	No
Chromium	H	29.00	No
Cobalt	H	18.00	No
Copper	H	18.00	No
Cyanide	H	85.50	No
Fluoride	H	5.00	No
Formaldehyde	H	2.50	No
Oil and Grease* (Total O&G)	H	2.00	No
Herbicides/defoliants	H	850.00	No
Iron	H	2.50	No
Lead	H	43.00	No
Lithium	H	9.00	No
Manganese	H	9.00	No
Mercaptans	H	85.50	No

Description	Pricing Policy	2015/16 Fee GST Inclusive \$	GST
Mercury	H	2,829.00	No
Methylene blue active substances (MBAS)	H	1.50	No
Molybdenum	H	1.50	No
Nickel	H	29.00	No
Nitrogen* (Total Kjeldahl Nitrogen – Ammonia) as N	H	1.00	No
Organoarsenic compounds	H	850.00	No
Pesticides general (excludes organochlorines and organophosphates)	H	850.00	No
Petroleum hydrocarbons (non-flammable)	H	3.50	No
Phenolic compounds (non-chlorinated)	H	9.00	No
Phosphorous* (Total P)	H	2.50	No
Polynuclear aromatic hydrocarbons	H	18.00	No
Selenium	H	60.50	No
Silver	H	2.50	No
Sulphate* (SO4)	H	1.00	No
Sulphide	H	2.50	No
Sulphite	H	2.50	No
Suspended Solids* (SS)	H	2.00	No
Thiosulphate	H	1.00	No
Tin	H	9.00	No
Total dissolved solids* (TDS)	H	1.00	No
Uranium	H	9.00	No
Zinc	H	18.00	No
H1.6 Charges for Tankered Waste (\$, \$/kL)			
Chemical Toilet	H	47.50	No
H1.7 Septic Tank Waste			
Septage Reveal	H	47.50	No
J1 Waste Services			
J1.1 Landfill access			
Supervised access to landfills after hours + tipping charges Hourly rate. Minimum 1 hour applies each time	H	82.00	Yes
J1.2 Compost Bin			
Sale of Compost Bins	G	Cost price plus 20%	Yes
J1.3 General Waste Annual Charge			
Shire areas east of Queanbeyan River (without a DWC recycling service)	G	362.00	No
Shire areas east of Queanbeyan River (with a DWC recycling service)	G	326.00	No
Burra/Urila/Royalla Waste Charge per annum - with roadside recycling bin collection	G	23.00	No

Description	Pricing Policy	2015/16 Fee GST Inclusive \$	GST
Landfill Charge - East of Queanbeyan River only	G	47.00	Yes
Burra/Urila/Royalla residents full access to landfills - per annum	G	326.00	No
J1.4 Out of area Users - Depositing Domestic Waste			
<i>Note: 1. Entry to landfills by pre-purchased ticket, 2. Commercial or Builders Waste not accepted from outside Palerang Local Government Area</i>			
Purchased in first quarter - for 12 tickets	G	301.50	Yes
Purchased in second quarter - for 9 tickets	G	225.00	Yes
Purchased in third quarter - for 6 tickets	G	155.50	Yes
Purchased in fourth quarter - for 3 tickets	G	79.50	Yes
J1.5 Tip Passes			
Re-issue of lost tip passes	G	47.00	Yes
Extra tip pass for dual occupancies	G	47.00	Yes
Tip pass for National Parks and other government authorities with land in the Shire	G	367.50	Yes
J1.6 Waste Transfer Station Gate Fees - with a Tip Pass			
<i>Note: Deliveries to Captains Flat and Macs Reef WTS - Trucks >2 tonnes not accepted</i>			
Recycles	A	Free	Yes
Revolve Items	A	Free	Yes
Green Waste (No stumps, no branches > 250mm dia)	A	Free	Yes
White Goods and Scrap Metal - not accepted Macs Reef	A	Free	Yes
J1.7 Household (To Transfer Waste Bin) with Tip Pass			
Minimum Charge - small car boot or 1 wheelie bin	G	5.00	Yes
Large Car Boot/Station Wagon or half a small trailer or half a small van or half a ute or 2 wheelie bins	G	9.00	Yes
Small Trailer (6'x4'x1') to side height or ute to tray height or dual cab piled above sides or small van or 4 wheelie bins	G	16.00	Yes
Small dual cab to height of tray or or car boot and also on seats, station wagon in back area and on seats, or 3 wheelie bins	G	12.00	Yes
8'x5'x1.2' trailer to side height or 6'x4'x1 trailer with cage or dual cab with cage or large van	G	25.00	Yes
Small trailer (6'x4'x1') piled above sides, larger dual cab piled above sides	G	20.00	Yes
8'x5'x1.2' trailer piled high or ute piled high above sides	G	32.00	Yes
8'x5'x1.2' trailer with large cage or ute with cage	G	38.00	Yes
J1.8 Commercial Loads (Loads > 0.5 tonne. Costs based on \$92 per tonne with Tip Pass			
Dual Axle Trailers (Full Load)	G	55.00	Yes
Dual Axle Trailers (Half Load)	G	33.00	Yes
1-2 Tonne Truck (Full Load)	G	82.00	Yes
1-2 Tonne Truck (Half Load)	G	44.00	Yes
For larger vehicles (Received Bungendore WTS only) - fee based on \$92 per tonne	G	92.00	Yes

Description	Pricing Policy	2015/16 Fee GST Inclusive \$	GST
J1.9 Builders' Waste (based on \$110 per tonne with Tip Pass)			
Dual Axle Trailers (Full Load)	G	66.00	Yes
Dual Axle Trailers (Half Load)	G	38.00	Yes
1-2 Tonne Truck (Full Load)	G	99.00	Yes
1-2 Tonne Truck (Half Load)	G	50.00	Yes
For larger vehicles (Received Bungendore WTS only) - fee based on \$110 per tonne	G	110.00	Yes
J1.10 Engine Oil (for up to 40 litres) with Tip Pass			
Engine Oil (for up to 40 litres) with Tip Pass	A	Free	Yes
J1.11 Tyres with Tip Pass			
Light Vehicle	G	5.00	Yes
Truck/Tractor	G	13.00	Yes
J1.12 Batteries with Tip Pass			
Batteries with Tip Pass	G	Free	Yes
J1.13 Mattresses with Tip Pass			
Mattresses with Tip Pass	G	12.00	Yes
J1.14 Electronic -Waste with Tip Pass			
Computer Monitor	G	0.00	Yes
Computer Box	G	0.00	Yes
TVs, music appliances, and similar e-waste/audio visual. Fee per item	G	0.00	Yes
J1.15 Mobile Phones with Tip Pass			
Mobile Phones with Tip Pass	A	Free	Yes
J1.16 Liquid Waste & Asbestos Not Accepted			
Liquid Waste & Asbestos	G	Not accepted	Yes
J1.17 Dead Animals (Bungendore WTS only) with Tip Pass			
Small Animals - e.g. dog/cat	G	20.00	Yes
Medium Animals - e.g. sheep/calf/piglet	G	32.00	Yes
Large Animal - e.g. horse/cow	G	Not accepted	Yes
J1.18 Waste Transfer Station Gate Fees - without a Tip Pass			
<i>Note: Deliveries to Captains Flat and Macs Reef WTS - Trucks >2 tonnes not accepted</i>			
Recycles	N	5.00	Yes
Buy-back Items	N	Free	Yes
Green Waste (No stumps, no branches > 250mm dia) per load	N	14.00	Yes
White Goods and Scrap Metal - not accepted Macs Reef	N	Free	Yes
J1.19 Household (To Transfer Waste Bin) - without Tip Pass			
Minimum Charge - small car boot or 1 wheelie bin	N	12.00	Yes
Large Car Boot/Station Wagon or half a small trailer or half a small van or half a ute or 2 wheelie bins	N	16.00	Yes

Description	Pricing Policy	2015/16 Fee GST Inclusive \$	GST
Small Trailer (6'x4'x1') to side height or ute to tray height or dual cab piled above sides or small van or 4 wheelie bins	N	28.00	Yes
Small dual cab to height of tray or car boot and also on seats, station wagon in back area and on seats, or 3 wheelie bins	N	22.00	Yes
8'x5'x1.2' trailer to side height or 6'x4'x1 trailer with cage or dual cab with cage or large van	N	44.00	Yes
Small trailer (6'x4'x1') piled above sides, larger dual cab piled above sides	N	36.00	Yes
8'x5'x1.2' trailer piled high or ute piled high above sides	N	56.00	Yes
8'x5'x1.2' trailer with large cage or ute with cage	N	68.00	Yes
J1.20 Commercial Loads (Loads > 0.5 tonne. Costs based on \$140 per tonne without Tip Pass)			
Dual Axle Trailers (Full Load)	N	82.00	Yes
Dual Axle Trailers (Half Load)	N	50.00	Yes
1-2 Tonne Truck (Full Load)	N	150.00	Yes
1-2 Tonne Truck (Half Load)	N	80.00	Yes
For larger vehicles - fee based on \$140 per tonne	G	140.00	Yes
J1.21 Builders' Waste (based on \$165 per tonne) without Tip Pass			
Dual Axle Trailers (Full Load)	N	100.00	Yes
Dual Axle Trailers (Half Load)	N	60.00	Yes
1-2 Tonne Truck (Full Load)	N	150.00	Yes
1-2 Tonne Truck (Half Load)	N	80.00	Yes
For larger vehicles - fee based on \$165 per tonne	G	165.00	Yes
J1.22 Engine Oil - (for up to 40 litres) without Tip Pass			
Engine Oil - (for up to 40 litres) without Tip Pass	A	Free	Yes
J1.23 Tyres - without Tip Pass			
Light Vehicle	N	8.00	Yes
Truck/Tractor	N	22.00	Yes
J1.24 Batteries - without Tip Pass			
Batteries - without Tip Pass	N	Free	Yes
J1.25 Mattresses - without Tip Pass			
Mattresses - without Tip Pass	N	24.00	Yes
J1.26 Electronic Waste - without Tip Pass			
Computer Monitor	N	Free	Yes
Computer Box	N	Free	Yes
TVs, music appliances, and similar e-waste/audio visual. Fee per item	G	Free	Yes
J1.27 Mobile Phones - without Tip Pass			
Mobile Phones - without Tip Pass	A	Free	Yes
J1.28 Liquid Waste & Asbestos Not Accepted			
Liquid Waste & Asbestos - without Tip Pass	G	Not accepted	Yes

Description	Pricing Policy	2015/16 Fee GST Inclusive \$	GST
J1.29 Dead Animals (Bungendore WTS only) without Tip Pass			
Small Animals - e.g. dog/cat	G	30.00	Yes
Medium Animals - e.g. sheep/calf/piglet	G	50.00	Yes
Large Animal - e.g. horse/cow	G	Not accepted	Yes
Animal Welfare Groups - disposal small dead animals Zero Charge	A	Free	Yes
K1 Domestic Waste Management			
K1.1 Domestic Waste & Recycling Kerbside Collection			
Domestic Waste Urban - 140L Waste bin weekly, 240L Recycling bin fortnightly, 240L City to Soil bin (green waste and kitchen scraps) fortnightly	J	339.00	No
Domestic Waste Urban - 240L Waste bin weekly replacing 140L waste bin weekly	J	367.00	No
Domestic Waste Non-Urban/Hamlet - 240L Waste bin fortnightly, 240L Recycling bin fortnightly	J	274.00	No
Domestic Waste Non-Urban/Hamlet - 360L Waste bin fortnightly, replacing 240L waste bin fortnightly	J	348.50	No
Domestic Waste Non-Urban/Hamlet - Bin compound 240L Waste bin fortnightly, 240L Recycling bin fortnightly	J	206.00	No
Domestic Waste Non-Urban/Hamlet - Bin compound 360L Waste bin fortnightly, replacing 240L waste bin fortnightly	J	261.50	No
Sutton East, Carwoola/Primrose Valley - 240 L Recycling bin fortnightly	J	95.00	No
Sutton East, Carwoola/Primrose Valley - 360L replacing 240 L Recycling bin fortnightly	J	136.50	No
Annual Charge - Vacant Lot - Non built upon	J	23.00	No
K1.2 Larger Bins - Non Urban/Hamlet Waste if replacing an existing service			
<i>Note: Transport delivery fee (payable in advance) for each service</i>			
Transport delivery fee (payable in advance) for each service	J	54.50	No
Household Waste bin 360 L	J	348.50	No
Recycling Bin 360 L	J	136.50	No
For larger bins in bin compound Plus full delivery fee	J	75% of above charges	No
K1.3 Extra Bins - Non Urban/Hamlet Waste services at start-up of service			
Household Waste bin 140 L + Delivery fee (payable in advance) \$52.00 (GST incl.)	J	99.00	No
Household Waste bin 240 L + Delivery fee (payable in advance) \$52.00 (GST incl.)	J	150.00	No
Household Waste bin 360 L + Delivery fee (payable in advance) \$52.00 (GST incl.)	J	210.50	No
Recycling Bin 240 L + Delivery fee (payable in advance) \$52.00 (GST incl.)	J	77.00	No
Recycling Bin 360 L + Delivery fee (payable in advance) \$52.00 (GST incl.)	J	116.50	No
For extra bins in bin compound Plus full delivery fee	J	75% of above charges	No
K1.4 Extra Bins - Urban Waste			

Description	Pricing Policy	2015/16 Fee GST Inclusive \$	GST
<i>Note: Transport delivery fee (payable in advance) for each service</i>			
Household Waste bin 140 L + Delivery fee (payable in advance) \$52.00 (GST incl.)	J	137.50	No
Household Waste bin 240 L + Delivery fee (payable in advance) \$52.00 (GST incl.)	J	210.50	No
Household Waste bin 360 L + Delivery fee (payable in advance) \$52.00 (GST incl.)	J	292.50	No
Recycling Bin 240 L + Delivery fee (payable in advance) \$52.00 (GST incl.)	J	77.00	No
Recycling Bin 360 L + Delivery fee (payable in advance) \$52.00 (GST incl.)	J	116.50	No
K1.5 Replacement Bins lost or stolen			
Replacement of 240 L bin where stolen or damaged	J	90.50	Yes
Replacement of 140L bin where stolen or damaged	J	79.50	Yes
Replacement of 360L bin where lost, stolen or damaged New Charge	J	100.00	Yes
K2 Commercial Waste Services			
K2.1 Commercial Waste & Recycling Kerbside Collection			
Annual Charge Urban- 140L Waste bin collected weekly, 240 L Recycling bin collected fortnightly	J	301.00	Yes
Annual Charge Urban - 140L Waste bin collected weekly, 360 L Recycling bin collected fortnightly	J	383.50	Yes
Annual Charge Non Urban/Hamlet- 240L Waste bin, 240 L Recycling bin collected fortnightly	J	300.00	Yes
Annual Charge Non Urban/Hamlet - 360L Waste bin, 240 L Recycling bin collected fortnightly	J	382.00	Yes
Annual Charge - Vacant Lot	J	23.00	No
Extra 140L Waste Urban - bin collected weekly	J	151.50	Yes
Extra 240L Waste Urban - bin collected weekly	J	231.50	Yes
Extra 360L Waste Urban - bin collected weekly	J	321.50	Yes
Extra 140L Waste Non-Urban/Hamlet - bin collected fortnightly	J	109.00	Yes
Extra 240L Waste Non-Urban/Hamlet - bin collected fortnightly	J	165.00	Yes
Extra 360L Waste Non-Urban/Hamlet- bin collected fortnightly	J	231.50	Yes
Extra 240L Recycling Urban - bin collected fortnightly	J	85.00	Yes
Extra 360L Recycling Urban - bin collected fortnightly	J	128.50	Yes
Extra 240L Recycling Bungendore/Braidwood - bin collected weekly	J	145.50	Yes
Extra 360L Recycling Bungendore/Braidwood- bin collected weekly	J	217.50	Yes
Annual Charge Urban - 240L Waste bin collected weekly, 240 L Recycling bin collected fortnightly	J	332.00	Yes
Extra 240L Recycling Non-Urban/Hamlet - bin collected fortnightly	J	Free	Yes
Extra 360L Recycling Non-Urban/Hamlet- bin collected fortnightly	J	Free	Yes
K2.2 Replacement Bins lost or stolen			

Description	Pricing Policy	2015/16 Fee GST Inclusive \$	GST
Replacement of 240 L Waste bin where stolen or damaged	J	90.50	Yes
Replacement of 140L Waste bin where stolen or damaged	J	79.50	Yes
Replacement of 360L bin where lost, stolen or damaged New fee	J	100.00	Yes
L1 Hall Hire			
L1.1 Bungendore Community Centre - Multi-purpose Room - Local Community Groups			
<i>Note: Large Room</i>			
Non Profit & Charitable Organisations	G	8.50	Yes
L1.2 Bungendore Community Centre - Multi-purpose Room - Other Hirers			
<i>Note: Large Room</i>			
Other Hire	G	12.50	Yes
Commercial Hire	G	27.00	Yes
Bond (No GST)	G	74.00	No
Key Deposit - No Use of Kitchen (No GST)	G	25.00	No
Key Deposit - Use of Kitchen (No GST)	G	37.00	No
Storage Facility - weekly hire	G	12.50	Yes
Storage Facility - Not-for-profit organisations Free	A	0.00	No
L1.3 Bungendore Council Chambers - Businesses, corporations, government, political parties			
Council Meeting Room (large) - per hour	G	54.00	Yes
Council Meeting Room (large) - per day	G	419.50	Yes
Meeting Room 2 (up to 10 people) - per hour	G	11.50	Yes
Meeting Room 3 (up to 6 people) - per hour	G	9.00	Yes
Bond (No GST)	G	108.00	No
Fee for opening and closing Chambers for hire event New Fee	G	50.00	Yes
L1.4 Bungendore Council Chambers - Community or not-for-profit groups			
<i>Note: 1. Excluding political parties, 2. Regular Hirers must provide evidence of Insurance Cover</i>			
Council Meeting Room (large) - per hour	G	28.00	Yes
Council Foyer to Chambers - Non-business hours - per hour	G	28.00	Yes
Council Meeting Room (large) - per day	G	215.50	Yes
Meeting Room 2 (up to 10 People)	G	6.50	Yes
Meeting Room 3 (up to 6 People)	G	5.00	Yes
Bond (No GST)	G	38.00	No
L1.5 Braidwood Council Meeting Room- Business, corporations, government, political parties			
Meeting Room - per hour	K	56.00	Yes
Meeting Room - per day	K	430.50	Yes
Regular Hiring by commercial users	N	Hire to be negotiated	Yes
Bond (no GST)	K	108.00	No
L1.6 Braidwood Council Meeting Room - Community or not-for-profit groups			

Description	Pricing Policy	2015/16 Fee GST Inclusive \$	GST
<i>Note: 1. Excluding political parties, 2. Regular Hirers must provide evidence of Insurance Cover</i>			
Meeting Room - per hour	K	28.00	Yes
Meeting Room - per day	K	215.50	Yes
Bond (no GST)	K	38.00	No
L1.7 Braidwood Councillors' Facilities Room - General			
Full day (subject to availability)	K	215.50	Yes
L1.8 Braidwood Councillors' Facilities Room - Community or Not-for-Profit Groups excluding political parties			
<i>Note: 1. Excluding political parties, 2. Regular Hirers must provide evidence of Insurance Cover</i>			
Meeting Room	K	29.50	Yes
Bond (no GST)	K	38.00	No
L1.9 Bungendore School of Arts			
Private functions	G	110.00	Yes
Bond (No GST)	G	100.00	No
Cleaning fee	G	27.50	Yes
Heating fee - per hour	G	1.50	Yes
Bungendore Amateur Theatrical Society - per annum	G	220.00	Yes
Community Rate (< 0.5 day)	G	16.50	Yes
Community Rate (daily rate - half day or greater)	G	33.00	Yes
Commercial Rate (< 0.5 day)	G	44.00	Yes
Commercial Rate (daily rate - half day or greater)	G	60.00	Yes
L1.10 Burra Community Hall - Community Groups			
Community Organisations-regular users (per use)	G	15.00	Yes
Local Community Groups, Infrequent, special Events	G	40.00	Yes
L1.11 Burra Community Hall - Private Functions			
Local residents - per use	G	125.00	Yes
Bond (No GST)	G	150.00	No
Local residents - per use - daytime hire only (3 hours maximum)	G	40.00	Yes
Bond (No GST)	G	150.00	No
Non residents - per use	G	250.00	Yes
Bond - (No GST)	G	300.00	No
Hire of Annexe (Tennis Shed) by Local Community Groups for Meetings	G	5.00	Yes
L1.12 Hire of Cargill Park			
Pony Club use - per annum	G	65.00	Yes
L1.13 Hire of Carwoola/Stoney Creek Community Hall			
Private functions - Hall (with or without kitchen) - per day or part thereof	G	120.00	Yes
Bond Hirers from outside the local area (No GST)	G	250.00	No
Local Community Associations (Social or fundraising) - per day or part thereof	G	120.00	Yes

Description	Pricing Policy	2015/16 Fee GST Inclusive \$	GST
Community Groups - non fundraising - per day or part thereof	G	22.00	Yes
Gas fee for hire periods 1 April to 31 October - full bookings	G	55.00	Yes
Gas fee for hire periods 1 April to 31 October - regular users	G	6.00	Yes
Cleaning Charge	G	49.00	Yes
Private functions - Hall (with or without kitchen) Hirers from outside the local area - per day or part thereof	G	275.00	Yes
Bond for hall hire New Fee	G	1,000.00	No
L1.14 Hire of Les Reardon Reserve & Hall			
Pony Club - per annum	G	550.00	Yes
Local Group Hire of Hall and Reserve - Car Boot Sale, Gymkhanas (per event)	G	135.00	Yes
Local Group Hire of Hall and Reserve - Bywong Community Association, Landcare, Pony Club, View Club (Meeting Fees per annum)	G	165.00	Yes
Casual Hire of Hall (Full Day)	G	140.00	Yes
Casual Hire of Hall (Half Day or Evening)	G	85.00	Yes
Bond - Full Day (No GST)	G	300.00	No
Bond - Half Day (No GST)	G	150.00	No
Casual Hire of Hall (less than 2 hours)	G	22.00	Yes
L1.15 Hire of Canning Close Reserve			
Full Day Hire (inclusive of small clubhouse, gas stove, gas BBQ, rainwater & amenities)	G	100.00	Yes
Part Day Hire - Lesson with paid Instructor - grounds only	G	50.00	Yes
Wamboin Pony Club Free	G	0.00	Yes
L1.16 Hire of Wamboin Community Hall			
Casual - per hire	G	125.00	Yes
Bond (casual hire) (No GST)	G	300.00	No
Local Group Hire (Pilates, Scouts, Playgroup, Community Assoc., Mothers Group - per use (Up to 3 hours use)	G	7.00	Yes
Local Group - per hour with use of Kitchen and facilities (Up to 3 hours use)	G	10.00	Yes
Children's Party - Local Residents - with strict adult supervision	G	75.00	Yes
Bond (children's parties local residents) (No GST)	G	100.00	No
L1.17 Hire of Wamboin Community Hall - Outside Hirers			
Non residents - per use (not available for teenage parties nor 21st birthday parties)	G	300.00	Yes
Bond (No GST)	G	300.00	No
Children's Party - Non Residents - with strict adult supervision	G	100.00	Yes
Bond (children's parties non-residents) (No GST)	G	150.00	No
L1.18 Hire of Captains Flat Community Hall - Local Hirers			
Casual Hirers - per hour (max 10 hires per annum)	G	6.00	Yes

Description	Pricing Policy	2015/16 Fee GST Inclusive \$	GST
Casual Hirers Heating - per hour	G	10.50	Yes
Regular Users - per hour (must provide evidence of public liability insurance)	G	4.50	Yes
Regular Users Heating - per hour	G	10.50	Yes
Electricity - per hour	G	5.50	Yes
Cleaning	G	181.50	Yes
L1.19 Hire of Captains Flat Community Hall - Parties			
<i>Note: no 18th or 21st Birthday Parties</i>			
Bond (No GST)	G	1,000.00	No
Hire - per hour	G	5.50	Yes
Heating - per hour	G	10.50	Yes
Electricity - per hour	G	5.50	Yes
Cleaning	G	181.50	Yes
L1.20 Hire of Captains Flat Community Hall - Private Functions			
<i>Note: no 18th or 21st Birthday Parties</i>			
Bond (No GST)	G	1,000.00	No
Hire - per hour	G	5.50	Yes
Heating - per hour	G	10.50	Yes
Electricity - per hour	G	5.50	Yes
Cleaning	G	181.50	Yes
L1.21 Multi Purpose Hall Bungendore School - Community Use			
Non - exclusive use First Hour	G	36.50	Yes
Non - exclusive use Second and subsequent hours	G	30.50	Yes
Exclusive use First Hour	G	42.50	Yes
Exclusive Use Second and subsequent hours	G	36.50	Yes
Afternoon-evening community sporting use First Hour	G	36.50	Yes
Afternoon-evening community sporting use Second and subsequent hours	G	30.50	Yes
L1.22 Multi Purpose Hall Bungendore School - Special Fees for Youth-Oriented Use			
Non - exclusive use First Hour	G	25.00	Yes
Non - exclusive use Second and subsequent hours	G	19.50	Yes
Exclusive use First Hour	G	31.00	Yes
Exclusive Use Second and subsequent hours	G	25.50	Yes
L1.23 Multi Purpose Hall Bungendore School - Hire of Hall for Business Use - per hour			
Non - exclusive use First Hour	G	48.50	Yes
Non - exclusive use Second and subsequent hours	G	42.50	Yes
Exclusive use First Hour	G	54.50	Yes
Exclusive Use Second and subsequent hours	G	48.50	Yes
Multi Purpose Hall Bungendore School - Federal/State/Local Govt. All day rate	G	362.50	Yes

Description	Pricing Policy	2015/16 Fee GST Inclusive \$	GST
L1.24 Multi Purpose Hall Bungendore School - Sound/PA Hire			
Multi Purpose Hall Bungendore School - Sound/PA Hire	G	80.00	Yes
L1.25 Multi Purpose Hall Bungendore School - Function Rate			
Minimum 4 hours - per hour First Hour	G	266.00	Yes
Second and subsequent hours	G	67.00	Yes
Security Deposit - Regular Hirer (refundable - No GST)	G	300.00	No
Security Deposit - Casual Hirer (refundable - No GST)	G	600.00	No
Cleaning fee - per event	G	500.00	Yes
Hire of Chairs - per event	G	60.00	Yes
Canteen Hire - per day	G	24.50	Yes
Key deposit New	G	30.00	Yes
L1.26 Hire of Hoskinstown War Memorial Hall			
Private Use - all day	G	120.00	Yes
Private Use - minimum half day/evening	G	91.00	Yes
Community Use Not for profit organisations no charge	G	0.00	Yes
Community Use - half day	G	30.50	Yes
Community Use - 2 hours or less	G	12.50	Yes
Children's Party (17 years and under)	G	75.00	Yes
Regular Bookings (Private or Community)	G	Set by Booking Officer subject to length/frequency of hire	Yes
Bond (no GST) for cleaning/damages to be paid prior to handing over of keys	G	160.00	No
Party Hire - Summer	G	132.00	Yes
Party Hire - Winter	G	165.00	Yes
L1.27 Hire of Hoskinstown War Memorial Hall - Hire of Equipment			
<i>Note: 1. Repair costs for all damage to the Hall or breakage of equipment, caused by the hirer, must be paid by the hirer, 2 Equipment must be returned within 72 hours of the hire unless otherwise agreed with Booking Officer. Any equipment not returned on time will incur a double hire charge.</i>			
Tables and chairs for private use	G	54.50	Yes
Tables and chairs for Community use	G	18.50	Yes
Urn (all users)	G	12.50	Yes
Crockery/Cutlery private use	G	42.50	Yes
Crockery/Cutlery Community use	G	12.50	Yes
L1.28 Braidwood National Theatre Community Centre			
Community rates (incl community based events, Shire residents' private functions) up to 4 hours - per hour	G	26.00	Yes
Community events, performances - per day	G	105.00	Yes
Commercial purpose usage (per day or part thereof)	G	157.50	Yes

Description	Pricing Policy	2015/16 Fee GST Inclusive \$	GST
Community events; non-commercial (Rehearsal, setting up times and clean up - per day)	G	26.00	Yes
Hires of tables and chairs (in theatre use only - per day)	G	63.00	Yes
Hires of tables and chairs (in theatre use only - per table)	G	6.00	Yes
Table settings (Table cloths, crockery, cutlery, glasses, water jugs, water bottles) (8 - 10 settings per table)	G	21.00	Yes
Breakages of crockery per item	G	2.50	Yes
Breakages of crockery per item for full setting	G	1.50	Yes
Visual Artists - per day or part thereof	G	105.00	Yes
Council Use - e.g. Public Meetings, Elections	G	105.00	Yes
Chairs/seat moving - donations to Apex or SES (per move- once up; once down)	G	40.00	No
Bond - Refundable deposit	G	100.00	No
L1.29 Bungendore Emergency Services Centre			
Meeting room hire (incl kitchen)	G	77.00	Yes
L1.30 Rural Fire and Emergency Management Centre			
Training Room Hire - Half day	G	77.00	Yes
Training Room Hire - Full day	G	122.50	Yes
Planning Room Hire - Half day	G	31.00	Yes
Planning Room Hire - Full day	G	61.50	Yes
After hours surcharge (for both rooms)	G	31.00	Yes
L1.31 Captains Flat Community Health Centre			
Business/commercial/government half day hire New Fee	G	70.00	Yes
Business/commercial/government full day hire New Fee	G	120.00	Yes
Community/not-for-profit groups half day hire New Fee	G	10.00	Yes
Community/not-for-profit groups full day hire New Fee	G	15.00	Yes
L2 Sporting Grounds & Facilities			
L2.1 Sporting Groups (Seniors 18 & above)			
Competition (per session - per team)	G	50.00	Yes
Training (per session - per team)	G	17.00	Yes
Season (1 competition and 2 training sessions per week) per team	G	662.00	Yes
L2.2 Sporting Groups (Juniors >12 to 17)			
Competition (per session - per team)	G	17.00	Yes
Training (per session - per team)	G	6.00	Yes
Season (1 competition and 2 training sessions per week) per team	G	221.00	Yes
L2.3 Sporting Groups (Juniors 12 & under)			
Competition (per session - per team)	G	8.50	Yes
Training (per session - per team)	G	3.50	Yes

Description	Pricing Policy	2015/16 Fee GST Inclusive \$	GST
Season (1 competition and 2 training sessions per week) per team	G	110.00	Yes
L2.4 Change Rooms			
Key & cleaning bond (per season per club)	G	330.50	Yes
Cleaning fees (if not completed by user) per hour	G	50.00	Yes
L2.5 Lights			
Use of lights - Training (per hour)	G	12.50	Yes
Use of lights - Competition - Bungendore only (per hour)	G	31.00	Yes
L2.6 Line Marking			
Line Marking plus materials at cost (hourly rate)	G	65.00	Yes
L2.7 Special Events			
School use of grounds (per ground/per year)	G	110.50	Yes
Community Groups [includes power/lights] (per hour)	G	18.50	Yes
Non profit Groups [includes power/lights] (per day)	G	55.50	Yes
Commercial Use [includes power/lights] (per hour)	G	66.50	Yes
L2.8 Hire of Parks & Open Spaces			
Community Events [includes power] (per hour)	G	18.50	Yes
Non Profit Events [includes power] (per day)	G	55.50	Yes
Use of electricity (per day) (where special arrangements for concessional occupancy have been applied)	G	66.50	Yes
L2.9 Braidwood Tennis Courts			
Adults - half year	G	27.50	Yes
Adults - full year	G	54.50	Yes
Juniors - half year	G	7.50	Yes
Juniors - full year	G	14.00	Yes
School fee (per term per student)	G	7.50	Yes
Court Hire - per hour per night	G	21.00	Yes
Court Hire - per hour per day	G	14.00	Yes
Court Hire - Per day	G	27.50	Yes
L2.10 Bungendore Tennis Courts Hire			
Casual Hire - per hour per court	G	8.00	Yes
Annual Hire - Bungendore Park Tennis Club	G	9,930.50	Yes
L2.11 Braidwood Showground			
Hire of Pavilion - per day	G	220.00	Yes
User group (Pavilion) - per day	G	165.00	Yes
Hire of Ground Reserve(including old toilets) - per day	G	165.00	Yes
User group (Grounds) - per day	A	110.00	Yes
Camping (Primitive) per car: use Disabled Toilet only	G	25.00	Yes

Description	Pricing Policy	2015/16 Fee GST Inclusive \$	GST
Camping (Primitive) per car: use full Toilet facilities	G	5.00	Yes
User Group Camping (Primitive) per car Free	A	0.00	Yes
Hire of Harry Collett Stand - per day	G	110.00	Yes
User Group (Harry Collett Stand) - per day Free	A	0.00	Yes
Hire of P.A. System - per day	G	55.00	Yes
User Group of P.A. System - per day Free	A	0.00	Yes
Cleaning bond for casual hirers of pavilion	G	500.00	No
Cleaning bond for User groups Free	A	0.00	No
Hire of New Amenities - per day	G	165.00	Yes
User Group (New Amenities) - per day	G	100.00	Yes
Hire of Ground (Water Levy)	G	100.00	Yes
User Group (Water Levy)	G	100.00	Yes
Weekly Hire to be negotiated with s.355 Committee	G	Negotiated with Committee	Yes
Hire of Back Paddock	G	110.00	Yes
L2.12 Nerriga Sports Ground			
Tennis Court Hire (< half day) per hour	G	6.00	Yes
Tennis Court Hire per half day	G	11.00	Yes
Cricket Field Hire per day	G	22.00	Yes
General ground Hire per day (24 hours)	G	54.00	Yes
L2.13 Wilkins Park			
Community Events [includes power] (per hour)	G	18.50	Yes
Non Profit Events [includes power] (per day)	G	55.50	Yes
Commercial Use [includes power] (per hour)	G	66.50	Yes
L2.14 Braidwood Multipurpose Gymnasium - Cat 1A. Not-for-Profit			
<i>Note: Includes Quilt Shows, Art Exhibitions, Ballroom & Line Dancing (Tap Dancing not permitted), choir groups etc.</i>			
1st hour	G	39.00	Yes
> 1 Hour (per hour)	G	33.50	Yes
Bond for 1st hour	G	166.00	No
Bond > 1 hour	G	221.00	No
Professional Cleaning 1st hour	G	45.00	Yes
Professional Cleaning > 1 hour (per hour)	G	55.50	Yes
L2.15 Braidwood Multipurpose Gymnasium - Cat 1B. Commercial			
<i>Note: Includes Art Exhibitions, Dancing Classes, training</i>			
1st hour	G	50.00	Yes
> 1 Hour (per hour)	G	45.00	Yes
Bond for 1st hour	G	166.00	No

Description	Pricing Policy	2015/16 Fee GST Inclusive \$	GST
Bond > 1 hour	G	221.00	No
Professional Cleaning 1st hour	G	45.00	Yes
Professional Cleaning > 1 hour (per hour)	G	55.50	Yes
L2.16 Braidwood Multipurpose Gymnasium - Cat 2A. Not-for-Profit			
<i>Note: Includes Community Events, Concerts, Balls, Weddings etc (Minimum 4 hours)</i>			
1st 4 hours	G	243.50	Yes
> 4 Hours (per hour) maximum \$500.00	G	45.00	Yes
Bond for 1st hour	G	662.50	No
Bond > 1 hour	G	883.50	No
Professional Cleaning 1st hour	G	45.00	Yes
Professional Cleaning > 1 hour (per hour)	G	55.50	Yes
L2.17 Braidwood Multipurpose Gymnasium - Cat 2B. Commercial			
<i>Note: Includes Concerts, Bands, Exhibitions, Expos, Markets etc, Minimum 4 hours</i>			
1st 4 hours	G	276.00	Yes
> 4 Hours (per hour)	G	61.00	Yes
Bond for 1st hour	G	662.50	No
Bond > 1 hour	G	883.50	No
Professional Cleaning 1st hour	G	45.00	Yes
Professional Cleaning > 1 hour (per hour)	G	55.50	Yes
Cat 3. Federal, State, Local Government (all day)	G	304.00	Yes
Cat 4. Other Palerang Educational Institutions - During School Holidays Only Free	A	0.00	Yes
L2.18 Braidwood Multipurpose Gymnasium - Special Fees for Youth-Oriented Use			
Non - exclusive use First Hour	G	27.00	Yes
Non - exclusive use Second and subsequent hours	G	21.00	Yes
Exclusive use First Hour	G	34.00	Yes
Exclusive Use Second and subsequent hours	G	27.50	Yes
L2.19 Mick Sherd Shed Hire			
Local Community Groups (per hour)	G	12.00	Yes
Non-Profit & Charitable Organisations (per hour)	G	12.00	Yes
Other Hirers (per hour)	G	24.00	Yes
Commercial Hirer (per hour)	G	60.00	Yes
Bond (refundable)	G	71.50	No
Annual Hire (As agreed by Management Committee)	G	473.50	Yes
Bond for Annual Hire	G	323.50	No
Season Hire New	G	200.00	Yes
L2.20 Royalla Common Elm Grove			

Description	Pricing Policy	2015/16 Fee GST Inclusive \$	GST
<i>Royalla Common Elm Grove</i>			
Elm Grove hire per hour - residents New	G	TBA	Yes
Elm Grove hire per hour - non residents New	G	TBA	Yes
Elm Grove bond New	G	600.00	No
Elm Grove Party Hire - residents New	G	300.00	Yes
Elm Grove Party Hire - non residents New	G	500.00	Yes
Elm Grove Wedding Hire - residents New	G	300.00	Yes
Elm Grove Wedding Hire - non residents New	G	500.00	Yes
Photography use of Elm Grove - residents New	G	0.00	Yes
Photography use of Elm Grove - non residents New	G	150.00	Yes
Mowing fee New	G	200.00	Yes
L3 Public Swimming Pools			
L3.1 Swimming Pools Single entry			
Adult	G	5.50	Yes
Senior Card Holder	G	4.00	Yes
Full time Student	G	4.00	Yes
Child 3 years and over	G	4.00	Yes
Spectators	G	3.00	Yes
Disabled pensioner	G	3.00	Yes
Carer for Aged or Disabled	G	No Charge	Yes
Pensioner	G	3.00	Yes
Family - 2 adult/2 children	G	15.50	Yes
Family - 1 adult/3 children	G	15.50	Yes
Additional Family member	G	3.50	Yes
20 visit pass - Adult	G	99.00	Yes
20 visit pass - Children/Students/Seniors Card Holder	G	72.00	Yes
20 visit pass - Aged pensioner/Disabled pensioner/Carer	G	54.00	Yes
L3.2 Swimming Pools Season Pass			
Family	G	180.00	Yes
Adult	G	124.00	Yes
Senior Card Holder	G	90.00	Yes
Full time Student	G	90.00	Yes
Aged pensioner	G	68.00	Yes
Disabled pensioner	G	68.00	Yes
Child 3 years and over	G	90.00	Yes
L3.3 Schools/School Carnivals			

Description	Pricing Policy	2015/16 Fee GST Inclusive \$	GST
Single entry for school activities (where exclusive access is not required) lane hire fees may apply	G	4.00	Yes
Palerang Schools a.m. or p.m. sessions - per hour (exclusive use) - includes entry per hour	G	68.00	Yes
Palerang Schools - Full day (exclusive use) - includes entry per day	G	268.50	Yes
Other Schools a.m. or p.m. sessions - per hour (exclusive use) - includes entry per hour	G	94.50	Yes
Other Schools - Full day (exclusive use) - includes entry per day	G	361.50	Yes
L3.4 General lane hire (per lane, per hour)			
General lane hire (per lane, per hour)	G	13.20	Yes
L3.5 Swimming Club			
Lane Hire for training and club nights as per general lane hire @50% discount	G	6.60	Yes
Entry fee for club	G	Free	Yes
L4 Library			
L4.2 Braidwood Library Printing/Photocopying (per page)			
Printing/Photocopying - Black & White - A4	G	0.25	Yes
Printing/Photocopying - Colour (full page) A4	G	3.00	Yes
Printing/Photocopying - Colour (half page) A4	G	1.50	Yes
Printing/Photocopying - on photographic paper	G	6.00	Yes
Printing/Photocopying - Black & White - A3	G	0.50	Yes
Printing/Photocopying - Colour (full page) - A3	G	6.00	Yes
Laminating - A4 (per page)	G	2.00	Yes
Laminating - A3 (per page)	G	4.00	Yes
Laminating - A2 (per page)	G	6.00	Yes
Laminating - Business Card	G	1.50	Yes
Scanning A4 (per page)	G	2.00	Yes
Binding (coil)	G	6.00	Yes
Consumables - Disks - writable CD	G	2.50	Yes
Consumables - Memory Sticks	G	10.00	Yes
Consumables - DVD	G	2.50	Yes
Copy VCR to DVD - 1st copy	G	5.00	Yes
Copy VCR to DVD - 2nd & subsequent copies copy (each)	G	5.00	Yes
Faxes - Send (per page)	G	2.00	Yes
Faxes - Receive (per page)	G	1.00	Yes
L4.3 Technical Support			
Technical Support - on-site or off-site	G	25.50	Yes
L4.4 Venue Hire (per hour)			
Venue Hire - venue only	G	13.00	Yes

Description	Pricing Policy	2015/16 Fee GST Inclusive \$	GST
Venue Hire - including equipment	G	38.50	Yes
L4.5 Equipment Hire (per day)			
Equipment Hire - Data Projector	G	38.50	Yes
Equipment Hire Community Groups - Data Projector By arrangement	G	By arrangement	Yes
L4.6 Sale of Goods or Services			
Commission on Sale of Goods or Services %	G	20% Commission	Yes
L4.7 Bungendore Library Printing/Photocopying (per page)			
Printing/Photocopying - Black & White - A4	G	0.25	Yes
Printing/Photocopying - Colour (full page) A4	G	3.00	Yes
Printing/Photocopying - Colour (half page) A4	G	1.50	Yes
N1 Animal & Impounding (Seizure) Fees			
N1.1 Impounding Fees			
Release of impounded shopping trolleys	Q	79.00	No
Release of impounded signs	Q	79.00	No
Release of impounded vehicle	Q	See G1.13	No
Release of any other articles	Q	105.00	No
Storage (per day)	Q	26.50	No
N1.2 Impounding Fees - Stock			
Driving Charges	H	Actual Cost +47.75% admin costs	No
Sustenance charges per day for every bull, stallion, horse, cow, mule, camel, pig, goat alpaca, deer	H	45.00	No
Sustenance charges per day for every sheep including lambs	H	20.00	No
N1.3 Impounding Companion Animals			
Companion animal release fee – per animal	L	183.50	No
Companion animal maintenance charge – per animal per calendar day or part thereof	L	22.00	No
Companion animal special (e.g. medical) costs while in care at cost + 10% administration + GST	H	At Cost +10%	No
P1 Saleyards Braidwood			
P1.1 Saleyard Fees - Selling			
Contribution to capital improvement	H	3.00	Yes
Yard fees	H	4.00	Yes
Agent fees	H	2.50	Yes
Scanning Fee	H	2.50	Yes
P1.2 Selling with Weighing			
Contribution to capital improvement	H	3.00	Yes
Weighing fee	H	5.00	Yes

Description	Pricing Policy	2015/16 Fee GST Inclusive \$	GST
Yard fee	H	4.00	Yes
Agent fee	H	2.50	Yes
Scanning Fee	H	2.50	Yes
P1.3 Private Weighing			
Flag fall	H	60.00	Yes
Contribution to capital improvement	H	3.00	Yes
Weighing Fee	H	5.00	Yes
Yard Fee	H	4.00	Yes
Scanning Fee (if applicable)	H	2.50	Yes
P1.4 Stock in Transit			
Transit Fee	H	See holding charges below	Yes
Contribution to capital improvement	H	3.00	Yes
Holding and usage charge - for stock NOT sold through Braidwood (transit fee) per head/per day	H	5.50	Yes
Holding and usage charge - for stock sold through Braidwood saleyards (per head) per head/per day	H	4.00	Yes
P1.5 Removal and Burial of dead animal			
All types (ea)	H	332.00	Yes
P1.6 Auctioneers' Permit			
Auctioneers' Permit	H	110.00	No
P1.7 New Agent's fee			
New Agent's fee	H	1,790.00	No
P1.8 Truck Wash Bay at Saleyards			
Flag fall	H	6.60	Yes
Usage Charges per minute	H	0.77	Yes
P1.9 NLIS Tags			
<i>Provision for NLIS Emergency Tag</i>			
Emergency NLIS Tag	H	20.00	Yes
S1 Section 68 Local Approvals			
S1.1 Part A - Moveable Dwelling or Manufactured Home			
A1 Install a manufactured home, moveable dwelling or associated structure on land	H	\$2.00 for each \$1000 of estimate cost	No
S1.3 Part B - Water supply, Sewerage and Stormwater Drainage Work			
B1 Carry out water supply	H	119.00	No
B2 Draw water from Council water supply or a standpipe plus water charges F.1.1.	H	119.00	No
B3 Install, alter, disconnect or remove a meter connected to a service pipe	H	119.00	No
B4 Carry out sewerage work	H	119.00	No

Description	Pricing Policy	2015/16 Fee GST Inclusive \$	GST
B5 Carry out stormwater drainage work	H	119.00	No
B6 Connect a private drain or sewer with a public drain or sewer under the control of Council or with a drain or sewer which connects with such a public drain or sewer - supervision fee required for Council to inspect work	H	119.00	No
Inspection Fee	H	199.50	No
Final Inspection & Certificate Fee	H	253.50	No
Re-inspection Fee	H	237.50	No
S1.4 Part C - Management of Waste			
C1 For fee or reward transport waste over or under a public place	H	119.00	No
C2 Place waste in a public place	H	119.00	No
C3 Place a waste storage container in a public place	H	119.00	No
C4 Dispose of waste water into a sewer of the Council	H	119.00	No
C5 Install, construct or alter a waste treatment device or a human waste storage facility or a drain connected to any such device or facility	H	296.50	No
C6 Approval to operate a system of sewerage management	H	119.00	No
Inspection fee	H	199.50	No
Reinspection fee on-site sewer management system	H	237.00	No
Final Inspection & Certificate Fee	H	253.50	No
S1.5 Part D - Community Land			
D1 Engage in a trade or business	H	119.00	No
D2 Direct or procure a theatrical, musical or other entertainment for the public	H	119.00	No
D3 Construct a temporary enclosure for the purpose of entertainment	H	119.00	No
D4 For fee or reward, play a musical instrument or sing	H	119.00	No
D5 Set up, operate or use a loudspeaker or sound amplifying device or facility	H	119.00	No
D6 Deliver a public address or hold a religious service of public meeting	H	119.00	No
S1.6 Part E - Public Roads			
E1 Swing or hoist across or over any part of a public road by means of a lift, hoist or tackle projection over the footway	H	296.50	No
E2 Erect an advertising structure over a public road, or expose or allow to be exposed (whether for sale or otherwise) any article in or on so as to overhang any part of the road outside a shop window or doorway abutting a road or hang an article beneath an awning over the road	H	296.50	No
S1.7 Part F1 - Operate a public car park			
Administrative costs	H	355.50	No
Plus licence fee	H	355.50	No
Base fee & cost per site	H	13.00	No
S1.8 Part F2 - Operate a caravan park or camping ground			
Administrative costs (incl. inspection)	H	355.50	No
Licence fee	H	355.50	No

Description	Pricing Policy	2015/16 Fee GST Inclusive \$	GST
Base fee & cost per site	H	13.00	No
S1.9 Part F3 - Operate manufactured home estate annual inspection fee for caravan parks, camping grounds or manufactured housing estates			
Administration costs	H	355.50	No
Plus licence Fee	H	355.50	No
Base fee & cost per site	H	13.00	No
S1.10 Part F4 - Install a domestic oil or solid fuel heating appliance,			
Administration costs	H	119.00	No
Inspection fee	H	199.50	No
S1.11 Part F5 - Install or operate amusement devices			
Administration costs	H	119.00	No
Inspection fee	H	199.50	No
S1.12 Part F7 - Use a standing vehicle or any article for the purpose of selling any article in a public place			
F7 Use a standing vehicle or any article for the purpose of selling any article in a public place	H	355.50	No
S1.13 Objection to application of regulations and local policies under Section 82 of the Local Government Act			
Objection to application of regulations and local policies under Section 82 of the Local Government Act to a Section 68 Approval	H	100% of s.68 fee	No
S1.14 Review of Determination under Section 100 of the Local Government Act			
Review of Determination under Section 100 of the Local Government Act to a Section 68 Approval	H	50% of orig. fee	No
T1 Section 94 Plans			
T1.1 Section 94 Plans (Per Lot)			
#1 Bungendore Village - Contribution rates	G	Increased annually by CPI (Canberra)	No
#2 Provision for Access Roads	G	Increased annually by RTA Road Cost index	No
#3 Provision for Community Facilities	G	Increased annually by CPI (Canberra)	No
#4 Roadworks (former Tallaganda Shire)	G	Increased annually by CPI (Canberra)	No
#5 Bush Fire (former Tallaganda Shire)	G	Increased annually by CPI (Canberra)	No
#6 Waste Management (former Tallaganda Shire)	G	Increased annually by CPI (Canberra)	No
#7 Rural Addressing (former Tallaganda Shire)	G	Increased annually by CPI (Canberra)	No
#7 Provision of Recreation Facilities Bungendore	G	Increased quarterly by CPI (Canberra)	No
#8 Provision of Pathway Network	G	Increased quarterly by CPI (Canberra)	No

Description	Pricing Policy	2015/16 Fee GST Inclusive \$	GST
#9 Street Upgrading Bungendore	G	Increased quarterly by CPI (Canberra)	No
#10 Kings Highway Culverts at South Bungendore	G	Increased quarterly by CPI (Canberra)	No
#11 Bungendore Off-Street Carparking	G	Increased quarterly by CPI (Canberra)	No
V1 Strategic Planning			
V1.1 Preparation of Local Environmental Plans (rezoning)			
Administration Costs per hour	L	86.50	No
Technical Costs per hour	L	237.00	No
Inspection Costs each	L	199.50	No
Minimum Charge	L	1,613.50	No



ASSET MANAGEMENT PLAN



Version 3.2 - September 2013

Document Control

Version	Date	Revision Details	Author	Reviewer
1.0	20/08/2010	Roads and Drainage Asset Management Plan adopted by Council at an Ordinary Meeting on 2 September 2010	Adam Hassan	
1.1	21/12/2012	Periodic update to reflect more up to date inputs and to expand plan to include other assets categories in addition to Roads & Drainage	Bill Ellison	
1.2 – 1.8	3/02/2013 – 21/05/2013	Update of asset data and values and predictive modelling of funding requirements, updated formatting	Kevin Ward	Bill Ellison
2.0	21/05/2013	Updated Version submitted to Council Meeting for adoption	Kevin Ward	Bill Ellison
2.1	28/05/2013	Includes refinement and further explanation of tabulated figures in Executive Summary	Kevin Ward	Bill Ellison
3.0	27/06/2013	Adopted by Council	Kevin Ward	Bill Ellison
3.1	9/08/2013	Re-definition and re-assessment of Infrastructure Backlog and consequent amendments to section 1.2.4 and Attachment B (Capital Works Needed table) where columns indicating Renewal Component (Infrastructure Backlog) and Growth & Enhancement Component have been added	Bill Ellison	
3.2	11/09/2013	Update of Charts and figures in Sections 5 and 7 for re-definition and re-assessment of Infrastructure Backlog	Kevin Ward	

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ABBREVIATIONS

AAAC	Average annual asset consumption
AMP	Asset management plan
ARI	Average recurrence interval
BOD	Biochemical (biological) oxygen demand
CRC	Current replacement cost
CWMS	Community wastewater management systems
DA	Depreciable amount
DoH	Department of Health
EF	Earthworks/formation
IRMP	Infrastructure risk management plan
LCC	Life Cycle cost
LCE	Life cycle expenditure
MMS	Maintenance management system
PCI	Pavement condition index
RV	Residual value
SS	Suspended solids
vph	Vehicles per hour
vpd	Vehicles per day

1 EXECUTIVE SUMMARY

This asset management plan forms part of Council's Resource Strategy and supports the Integrated Reporting Framework being implemented by Council in keeping with the Local Government Amendment (Planning and Reporting) Act 2009. The plan is a living document and will continue to be updated as gaps in asset information are filled and methods of assessing this information are improved. "Best assumptions" have been made based on the best available information at the time and this is stated in the plan where applicable.

Since the adoption of the Asset Management Strategy (2006) and Roads and Drainage Asset Management Plan 2010, Council has made considerable progress in implementation of an integrated Asset management System, including data verification and audit of some classes of assets. The data and predictions from this system have been used in the development of this asset management plan.

1.1 What Council Provides

Council owns and manages a wide range of public infrastructure assets to enable associated services to be provided to the community. The services are provided via the following asset classes and asset groups and sub-groups under the asset classes:

Asset Class	Asset Group and Sub Group
Roads and Drainage (Section 5)	<ul style="list-style-type: none">• Sealed Pavements;• Kerb and Gutter;• Unsealed Pavements;• Paths;• Drainage;• Bridges and Major Culverts; and• Transport and Traffic Facilities.
Recreational Facilities (Section 6)	<ul style="list-style-type: none">• Public Reserves and Parks• Playing Fields and Sports Facilities• Swimming Pools
General Fund Properties (Section 7)	<ul style="list-style-type: none">• Public Buildings including<ul style="list-style-type: none">○ halls,○ community centres,○ amenities buildings○ public toilets• Council Offices and Depots• Other Property Entities<ul style="list-style-type: none">○ Cemeteries○ Saleyards○ Showgrounds
Waste Facilities (Section 8)	<ul style="list-style-type: none">• Landfills• Waste Transfer Stations
Water Supply Systems (Section 9)	<ul style="list-style-type: none">• Water Supply Headworks• Water Supply Mains & Services

Asset Class	Asset Group and Sub Group
Sewerage Systems (Section 10)	<ul style="list-style-type: none"> • Sewage Treatment Plants • Sewage Pumping Stations • Sewer Mains
Plant, Equipment and Other Items (Section 11)	<ul style="list-style-type: none"> • Plant, Vehicles and Works Equipment • Office Equipment (IT and office machines), Furniture and Fittings • Library Books

1.2 What does the plan tell us?

1.2.1 How many assets?

Council is currently responsible for the following assets

Asset Class	Assets Details
Roads & Drainage (includes Local and Regional Roads)	584 km sealed roads 748 km unsealed roads 47 km Kerb & Gutter 24.3 km paved footpaths 18.1 km urban drainage pipes 38.7 km rural culverts with 6740 headwalls 26 timber bridges, 48 concrete bridges, 2 iron bridges and 43 major culverts (over 6 m span) 3465 signs 26 bus shelters 24,500 guide posts
Recreational Facilities	101 public reserves mostly in rural areas. It is also responsible of 8 parks in mainly urban areas. There are also 9 children's playgrounds throughout our LGA. Sports and recreation grounds at Bungendore, Braidwood, Captains Flat, Araluen, Majors Creek and Nerriga The Bungendore Skateboard Park
General Fund Properties	Approximately 22 public buildings, including 7 public hall, 5 public toilet buildings, 3 amenities buildings at sports grounds and 4 Community Centres Council offices and works depots at Bungendore and Braidwood.
Waste Facilities	Landfills at Bungendore, Macs Reef, Braidwood, Araluen, Majors Creek, Nerriga and a waste Transfer Station at Captains Flat
Water Supply Systems	21.7 km bulk mains 59.1 km reticulation mains 2 dams 7 reservoirs 5 bores 3 pump stations Water treatment facilities at Bungendore, Braidwood and Captains Flat

Asset Class	Assets Details
Sewerage Systems	7.7 km rising mains 55.1 km sewers 16 pump stations Sewage treatment plants at Bungendore, Braidwood and Captains Flat
Plant, Equipment and Miscellaneous Items	Over 200 Plant and Equipment assets, including 60 vehicles, 71 plant items (trucks, road plant, mowers and construction plant)

1.2.2 What are the assets worth?

The Replacement Cost, Depreciated Replacement Cost and Annual Depreciation Expense for the Council assets are as follows and are detailed under the Asset Valuations Section for the relevant Asset Class.

Asset Class	Gross Replacement Cost (\$)	Depreciated Replacement Cost (\$)	Annual Depreciation Expense (\$)
Roads & Drainage (includes Local and Regional Roads)	636,022,000	564,562,000	7,114,400
Recreational Facilities	13,693,000	11,395,000	88,100
General Fund Properties	20,162,000	9,355,000	412,700
Waste Facilities (Landfill values included under land values and building values in General Fund Properties)	550,000	495,000	11,000
Water Supply Systems	29,041,000	15,552,000	393,300
Sewerage Systems	38,991,000	29,023,000	810,800
Plant, Equipment and Miscellaneous Items	12,794,000	5,746,000	1,870,000
Totals:	751,253,000	636,128,000	10,744,800

Notes: The Gross Replacement Costs in the above table are based on June 2012 construction costs for asset management estimating and prediction purposes.

Roads and drainage values include \$439,000,000 for road formation which is deemed to have infinite life.

1.2.3 What does it Cost?

The forecast expenditure need for the assets over the 10 year timeframe of this plan (in 2012 dollars) is:

Asset Class	Predicted Operations & Maintenance	Predicted Renewals	Needed Upgrades & Capital Works	Developer Funded New Works
Roads & Drainage (Section 5)	\$16,739,000	\$92,352,000	\$43,456,000	\$76,460,000
Recreational Facilities (Section 6)	\$6,142,000	\$1,995,000	\$9,920,000	\$32,000
General Fund Properties (Section 7)	\$7,506,000	\$3,930,000	\$4,372,000	0
Waste Facilities (Section 8)	\$21,791,500	\$2,640,000	\$9,360,000	0
Water Supply Systems (Section 9)	\$6,678,000	\$1,442,000	\$2,400,000	\$1,154,000
Sewerage Systems (Section 10)	\$7,277,000	\$2,770,000	\$7,968,000	\$1,899,000
Plant, Equipment and Miscellaneous Items (Section 11)	N/A	\$15,330,000	Nil	N/A
	\$66,133,500	\$120,459,000	\$77,476,000	\$79,545,000

NOTES:

1. The Upgrades & Capital Works for \$43,453,000 for Roads & Drainage comprises the following works

Road Asset Type	Needed Upgrades & Capital Works
Widen & Strengthen Sealed Roads (Excludes 50 % of cost for renewal component of the works)	\$15,056,000
Sealing of unsealed Roads	\$21,602,000
Unsealed Road Improvements	\$500,000
K&G and Road Safety	\$1,345,000
Footpaths	\$1,235,000
Drainage	\$550,000
Public Carpark	\$2,200,000
Other (Traffic facilities, Street lighting, Bus Bays)	\$968,000
Total:	\$43,456,000

2. The Predicted Renewals and Needed Upgrades & Capital Works includes \$51,713,000 for renewal and upgrade of existing sealed roads and for the sealing of higher traffic gravel roads, as shown below. This work is required to provide a satisfactory standard to meet growth, increased traffic load and more modern standards to address safety concerns. Bitumen sealing of gravel roads is cost effective generally when traffic counts exceed 150 vpd AADT. About \$13,000,000 is needed for Nerriga Road alone to seal the remaining 17 kms of gravel sections on this regional road (MR92). Traffic counts have reached 400-600 vpd following the sealing of MR 92 from Nowra to Nerriga in 2010.

Environs	Renew Sealed Roads to Adequate Standard		Seal Gravel Roads to Provide Adequate Standard	
	Length (km)	Cost	Length (km)	Cost
Braidwood	36.3	\$15,585,000	19.8	\$13,380,000
Bungendore	23.6	\$12,069,000	15.8	\$4,897,000
Burra/Urila/Royalla	3.2	\$1,725,000	9.1	\$2,785,000
Captains Flat	2.8	\$732,000	1.4	\$540,000
Totals	65.9	30,111,000	46.3	21,602,000

3. Renewal and upgrading of failed and deficient pavements are required on Burra Rd, Captains Flat Road, Tarago Road, Hoskinstown Rd, Park Lane, Cooma Rd, Majors Creek Rd and Nerriga Rd in particular.
4. \$555,000 is required to provide key missing links in the piped urban drainage systems.
5. \$1,235,000 is required to construct of required missing path links in our towns.
6. \$8,175,000 is required for replacement of timber bridges
7. Expenditure of \$9,920,000 is required on Recreation Facilities, which includes \$4,000,000 for replacement of the Bungendore swimming pool, \$3,000,000 for new Bungendore recreation grounds and \$1,300,000 for upgrade of the Braidwood recreation grounds
8. The Shoalhaven River pump station and equipment require replacement within the next decade at an estimated cost of \$360,000
9. Replacement of AC water mains in Captains Flat, Braidwood and Bungendore, amounting to \$990,000, is required over the next 10 years. Provision of an extra clearwater storage reservoir is needed in Braidwood to cater for peak day demands.
10. Further expansion of the Bungendore Sewage Treatment Plant by 3000-5000 EP will be required towards the end of the 10 year period at a present day cost between \$6,000,000 to \$8,000,000
11. Sewerage works renewals of \$2,772,000, includes \$1,155,000 - Treatment Works (Captains Flat), \$863,000 - Pump Stations, \$754,000 – Sewer Mains
12. The relatively high amount \$15,330,000 for renewal of Plant, Equipment and Miscellaneous, compared with the Replacement Cost, results from the short useful life of these assets compared with other infrastructure. In some cases (e.g. Motor vehicles), there will be several renewals of an asset over the next 10 years.

The most urgent General Fund projects, that virtually need to be constructed now, are indicated in Attachment B in the column with heading "Needed Now Projects". These works total \$59,820,000 and include Council's Infrastructure backlog as discussed in the next section, as well as new and enhancement projects to cater for growth.

1.2.4 Does Council have an Infrastructure Backlog?

Assessment of Infrastructure Backlog

The definition adopted by Council to determine its Infrastructure Backlog is as follows:

The level of funds that are needed at current date to do the necessary works required to return existing assets to a satisfactory condition at their existing capacity. 'Satisfactory' is assumed to

be the level of service provided by the asset when it was originally provided and by inference was acceptable to its users at the time.

This definition is in keeping with the NSW Local Government Act's Annual Statement of Accounts note (1) under Special Schedule No 7 which indicates that these works do not include any planned enhancements to the existing asset.

In Palerang, roads and bridges are the main asset classes where there is a substantial backlog of renewal works to return failing sections/components to satisfactory standard. While supplementary enhancement works may be desirable (and in practice will occur) to take a failing asset to a higher standard to cater for increased growth and latest standards, the scope of works required to solely address infrastructure backlog has been assessed based on undertaking the following, only:

1. For load limited bridges – the repair/refurbishment of the bridge structure to reinstate the structural capacity of the bridge to take general mass limit vehicles such as laden semi-trailers without any increase in existing lane widths.
2. For failing sealed roads that are becoming dangerous to users and may cause serious damage to vehicles as a result of their roughness – heavy patching and pavement rehabilitation to reinstate the travelling surface of pavements and replacement of failed culverts to the same dimensions as the original.
3. For sealed roads that need on-time renewal re-seals to preserve seal coat and thus pavement integrity – Re-seal on an average 15 year return period.
4. For unsealed roads where a lack of gravel sheeting causes slippery and/or boggy surfaces that may make them impassable during wet weather – gravel re-sheeting works
5. For paths and kerb & gutter – replacement of broken and uneven sections that are unserviceable and /or dangerous.

For other assets, infrastructure backlog works are typically those works required to ensure assets are provided in a safe and serviceable condition at the original level of service.

With reference to Attachment B, it has been estimated that Council's Infrastructure Backlog for its General Fund was \$15,437,000 at 30 June 2013. The table below summaries the infrastructure backlog for all of the asset groups which totals \$16,737,000:

Asset Group	Infrastructure Backlog At 30/06/2013
Sealed Roads	\$8,511,000
Unsealed Roads	\$1,500,000
Timber bridges	\$3,455,000
Other Bridges	\$375,000
Kerb & Gutter	\$46,000
Urban Drainage	-
Paths	\$40,000
Recreation Facilities	\$300,000
General Fund Properties	\$1,210,000
Sub-total for General Fund	\$15,437,000
Water Supply	\$1,300,000
Sewerage	-
Waste Facilities	-
Total Infrastructure Backlog	\$16,737,000

More specifically, the works required to return assets to a satisfactory condition are as follows:

- Renewal of failing and rough pavements on Burra Rd, Captains Flat Road, Tarago Road, Collector Road, Hoskinstown Rd, Park Lane, Cooma Rd, Majors Creek Rd and Nerriga Rd.
- A catch-up program of re-sealing on sealed roads to preserve the running surfaces to avoid an escalation of maintenance required to keep roads in an operational condition.
- A catch-up program of gravel re-sheeting on unsealed roads in rural areas to avoid dangerous surfaces especially during wet weather.
- Refurbishment/replacement of failed/failing timber bridge and failed large culverts. The problem bridges are at timber bridge at St Omers Creek on Nerriga Rd, the timber deck of the concrete/timber bridge over the Molonglo River on the Captains Flat Road, the Allen-truss bridge over the Molonglo River at Foxlow on Hoskinstown Rd, the timber bridge over Back Creek on Cooma Rd, the timber bridge over Bedding Ground Creek on Reidsdale Rd and the failing multicell culvert over Burra Creek on Williamsdale Rd.
- Repair of failed sections of the kerb and gutter in the towns.
- Repair of failed sections of the path network in the towns.
- Refurbishment of deficient/deteriorated amenities buildings at Braidwood Recreation Grounds.
- Refurbishment of Council's Braidwood works depot which no longer provides the level of service required.
- Replacement of the Captains Flat Community Health Centre and refurbishment of a number of halls that have deteriorated over the years.
- Replacement of the remaining un-replaced sections of the water supply delivery main serving Braidwood from the water treatment plant; and provision of adequate clearwater storage to cater for the town now that the previous storage arrangement involving the off-stream dam is no longer fit for the purpose.

1.2.5 What has Council been doing about its Infrastructure Backlog?

Since the formation of Palerang Council in 2004 to present date Council has expended over \$40 million on asset renewals and infrastructure capital projects with an objective of providing assets at a satisfactory standard for our community.

Most notably it has expended (with state & federal government financial assistance) over \$18 million on replacement of old and deficient sewerage headworks and on new projects to upgrade the capacity and quality of its water supply systems. These systems are now in new condition and with adequate capacity to cater for population growth for the next decade. There remains a smaller backlog of old asbestos mains that need replacement but these are catered for by ongoing renewal programs funded by water and sewer charges. There is also a relatively urgent need for an extra clear water storage reservoir for Braidwood.

Council has also commenced a program which has been funded by a special waste charge to close and restore landfills that are full and to replace them with waste transfer stations.

While Council has expended over \$22 million towards addressing its general fund infrastructure backlog as detailed below, the backlog remains high at current date, due to many more of our road, bridge, buildings and recreational facilities assets reaching the end of their serviceable life.

Works that have been undertaken include:

- Road rehabilitation projects on Bungendore Rd, Macs Reef Rd, Norton Rd, Captains Flat Rd, Hoskinstown Rd, Ellendon St, Tarago Rd, Molonglo St, Cooma Rd, Araluen Rd, Ryrie St and Little River Rd.
- Re-construction and bitumen sealing of higher trafficked gravel roads, including Williamsdale Rd, Urila Rd, Woolshed Lane, Mathews Lane, Briars-Sharrow Rd, Captains Flat Rd, Hill Street, Cooma Rd, Nerriga Rd and Charlie Forest Rd.
- Replacement of timber bridges with concrete structures on Tarago Rd (Turallo Ck), Cooma Rd (Jembaicumbene Ck), Neringla Rd (Araluen Ck), Majors Ck- Mountain Rd (Araluen Ck) and Stewarts Crossing Road (Pipeclay Ck). Major timber bridge refurbishments have also been undertaken on the Mongarlowe Ck Bridge at Mongarlowe, Tantuleun Ck on little River Rd and Majors Creek Rd Bridge.
- Gravel road re-sheeting and sealed road re-sealing programs
- New recreation facilities have been provided including the Bungendore Skatepark, Braidwood Gymnasium and at Mick Sherd Oval new amenities, car parking, underground watering and floodlighting.
- New WTS at Captains flat and re-instatement of landfill site.
- New Council Chambers and offices at Bungendore and refurbishment to the Braidwood Council offices and provision of new Braidwood library facility.
- New path links including new shared path linking Bungendore public school to Elmslea.

However, it is obvious that under existing funding arrangements, Council does not have the financial capacity to fund enough of the general fund infrastructure backlog and to also meet the need for necessary enhancements that are almost always required with these works in our fast growing LGA.

1.3 Plans for the Future

Council plans to operate and maintain all of its assets to achieve the following strategic objectives.

1. Ensure infrastructure assets are maintained at a safe standard.
2. Ensure that infrastructure assets provide the functions sought by the community.
3. Ensure that assets provide services at the standard that the community agrees to and can afford.

1.4 Measuring our Performance

Quality

All of Council's infrastructure assets will be maintained in a reasonably usable condition. Defects found or reported that are outside our service standard will be scheduled for repair commensurate with available funding.

Function

Our intent is that appropriate range of infrastructure is provided and maintained in partnership with other levels of government and stakeholders to meet the needs of the community. These assets will be maintained at a safe and functional standard as set out in this asset management plan within the constraints of our resource capacity.

Safety

We will inspect all infrastructure assets commensurate with available funding. Inspections will be carried out, with defects identified and repaired in accordance with adopted servicing regimes and schedules to ensure they are safe.

1.5 Ongoing Refinement of Asset Management Plan

Ongoing actions as listed below will improve the accuracy of asset knowledge and reliability of the AM plan to predict trends and allow asset management decisions to be optimised:

- Verify the value of unfunded renewals and investigate options to close the gap.
- Maintain and verify unit / renewal rates and useful lives across all asset groups.
- Regularly audit the condition of the Road infrastructure.
- Complete the establishment of a single asset register that is suitable for financial reporting and technical asset management. Develop formal processes for maintaining the asset register. Close the gaps in asset register data.
- Formalise condition inspection frameworks and establish process for on-going condition assessment (in particular, regularly audit the condition of the Road infrastructure). Close gaps in condition data.
- Pilot the inspection frequencies and maintenance response times as detailed in draft roads risk management policy. Expand the draft roads risk policy to cover all asset groups.
- Integrate the asset management system with other Council systems.
- Develop and implement monitoring and reporting processes for current service levels.
- Carryout a risk assessment to identify credible risks and develop a risk treatment plan for non-acceptable risks.
- Formalise methodologies for establishing future capital works programmes for undertaking necessary Council funded asset upgrade projects, including setting priorities for each group of assets. This will involve transfer of data into Long Term Financial Plans.

2 INTRODUCTION AND FRAMEWORK

2.1 Background

This asset management plan has been prepared to demonstrate responsive management of assets (and services provided from assets), compliance with regulatory requirements, and to communicate funding required to provide the required levels of service.

The ongoing periodic update of the plan will enable Council to review the performance of its infrastructure in relation to desired objectives for infrastructure management and funding.

The asset management plan is to be read with the following associated planning documents:

- Palerang Community Strategic Plan 2012-2016
- Asset Management Policy (2006);
- Asset Management Strategy (2006);
- Roads and Drainage Asset Management Plan 2010; and
- Draft Risk Management Policy for Roads (2008).

The scope of assets covered by this plan includes the following classes of assets:

- Roads and Drainage;
- Recreational Facilities;
- General Fund Properties;
- Waste Facilities;
- Water Supply Systems;
- Sewerage Systems; and
- Plant, Equipment and Miscellaneous Items.

Key stakeholders in the preparation and implementation of this asset management plan are:

- Government – State government having responsibility for Local Government. State and Federal Governments fund infrastructure developments;
- Councillors – As stewards of Council's infrastructure assets;
- Community – As users of services that rely on sound asset management;
- Visitors - As temporary users of services that rely on sound asset management;
- Utilities/Developers – As infrastructure providers;
- Employees/Volunteers – Having responsibilities for construction, operation and management of infrastructure and implementation of asset management plans;
- Contractors/Suppliers – As providers of services required in the implementation of asset management plans;
- Other Partners sharing asset management responsibility (including the Crown) ; and
- Insurers – Integral to risk management strategies that require sound asset management practice.

2.2 Goals and Objectives of Asset Management

The Council exists to provide services to its community in accordance with its charter under the Local Government Act 1993. Some of these services are provided by infrastructure assets. Council has acquired infrastructure assets by 'purchase', by contract, construction by Council staff and by donation of assets constructed by developers and others to meet increased levels of service.

This plan has been developed in accordance with actions outlined in the Asset Management Strategy and the Asset Management Policy previously adopted by Council, and will provide the framework under which all assets classes will be managed.

Council's goal in managing infrastructure assets is to meet the required level of service in the most cost effective manner for present and future consumers. The key elements of infrastructure asset management are:

- Taking a lifecycle approach;
- Developing cost-effective management strategies for the long term;
- Providing a defined level of service and monitoring performance;
- Understanding and meeting the demands of growth through demand management and infrastructure investment;
- Managing risks associated with asset failures;
- Sustainable use of physical resources; and
- Continuous improvement in asset management practices.¹

2.3 Integrated Planning & Reporting Legislation

The primary aim of Council's Asset Management Plan (AMP) is to communicate information about assets, including the actions required, to provide a defined level of service in the most cost effective manner. It also demonstrates Council's compliance with regulatory requirements in accordance with NSW Division of Local Government's Integrated Planning & Reporting Legislation.

Compliance with IP&R guidelines requires adoption of a strategic, corporate and organisational planning framework that takes an integrated approach to long and short term planning, providing clear linkages between Council's strategies and plans at all levels. Asset Management is part of this framework and this Asset Management Plan is to be read with reference to the following plans:

- **Community Strategic Plan (CSP)** - Peak plan providing Council, community and other stakeholders with priority issues for address and goals for achievement in the longer term.
- **Delivery Program** - Plan documenting Council activities, projects and initiatives during each Council term, to achieve long term goals and targets described in CSP.
- **Operational Plan** - Annual Management Plan programming ongoing activities, projects and initiatives to achieve Delivery Program goals and targets.

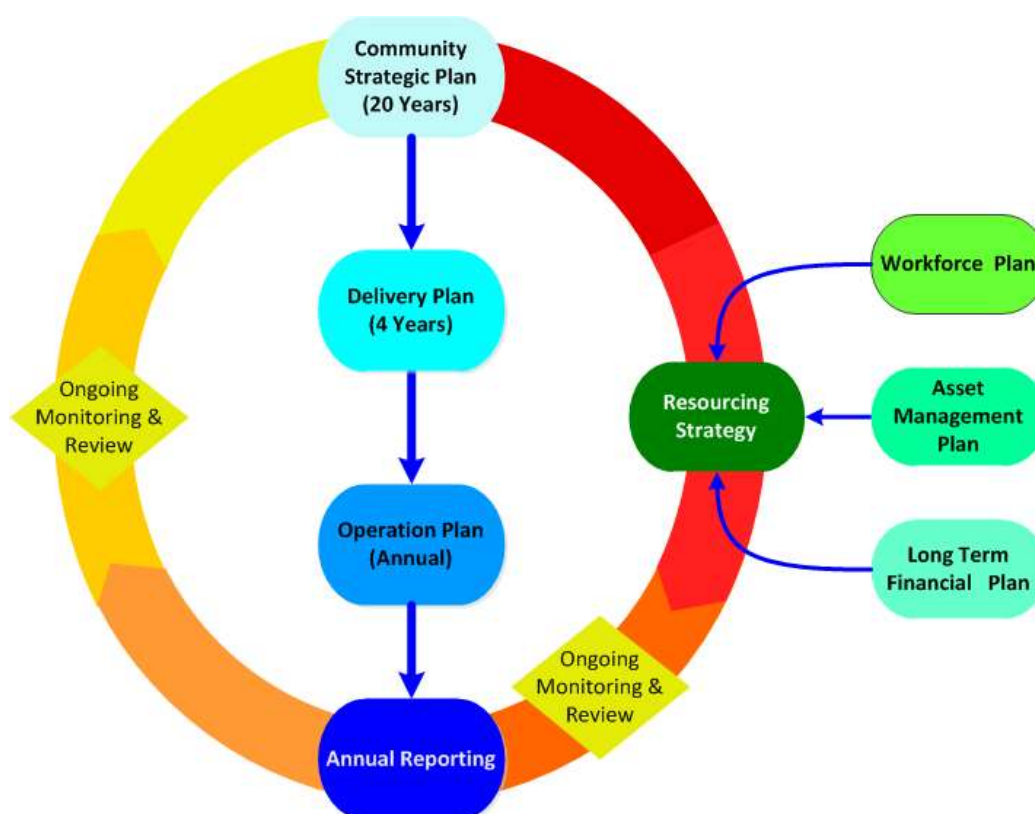
¹ International Infrastructure Management Manual 2006 Sec 1.1.3, p 1.3

These plans are supported by a **Resourcing Strategy** which comprises three sub-plans to ensure Council is able to adequately resource its ongoing activities, initiatives and long term goals. These consist of:

- This **Asset Management Plan** providing a comprehensive listing of Council's assets and outlining and communicating forecast demand, levels of service, lifecycle management strategies and activities and capital works programmes for the sustainable management of assets into the future over a 10 year period.
- **Long Term Financial Plan** documenting Council's projected income and expenditure and modelling to ensure financial sustainability over a 10 year period; and
- **Workforce Plan** identifying Council's anticipated human resource requirements to meet the goals and targets of the 4 year Delivery Program.

Council is also required to produce an **Annual Report** which documents Council activities in relation to its statutory responsibilities and reporting on progress of projects and initiatives outlined in the Operational Plan.

The inter-relationship between all these plans and the annual report is as depicted in the following diagram and together they form Councils Integrated Planning and Reporting framework in keeping with legislative requirements.



Strategic Statements contained in the Community Strategic Plan reinforce the goals of the asset management plan and vice versa:

Table 1 – Key Council Strategic Statements and how these are addressed in this Plan

CSP Focus Area.	Strategic Statements	How Strategic Statement is addressed in this Plan
Infrastructure and Transport	Goal: Palerang enjoys safe, functional, accessible and well-maintained infrastructure and comprehensive local and regional transport networks.	The asset management plan outlines and communicates forecast demand, levels of service, lifecycle management strategies and activities and capital works programmes for the sustainable management of assets into the future. It provides a framework for identifying, communicating and managing risks associated with infrastructure assets.
	The cost of providing adequate infrastructure for our existing and expanding community requires additional financial support.	The asset management plan provides a platform for financial planning and management of assets and can be used to inform and develop funding strategies and initiatives and advocacy for increased funding in the future.

2.4 Plan Framework

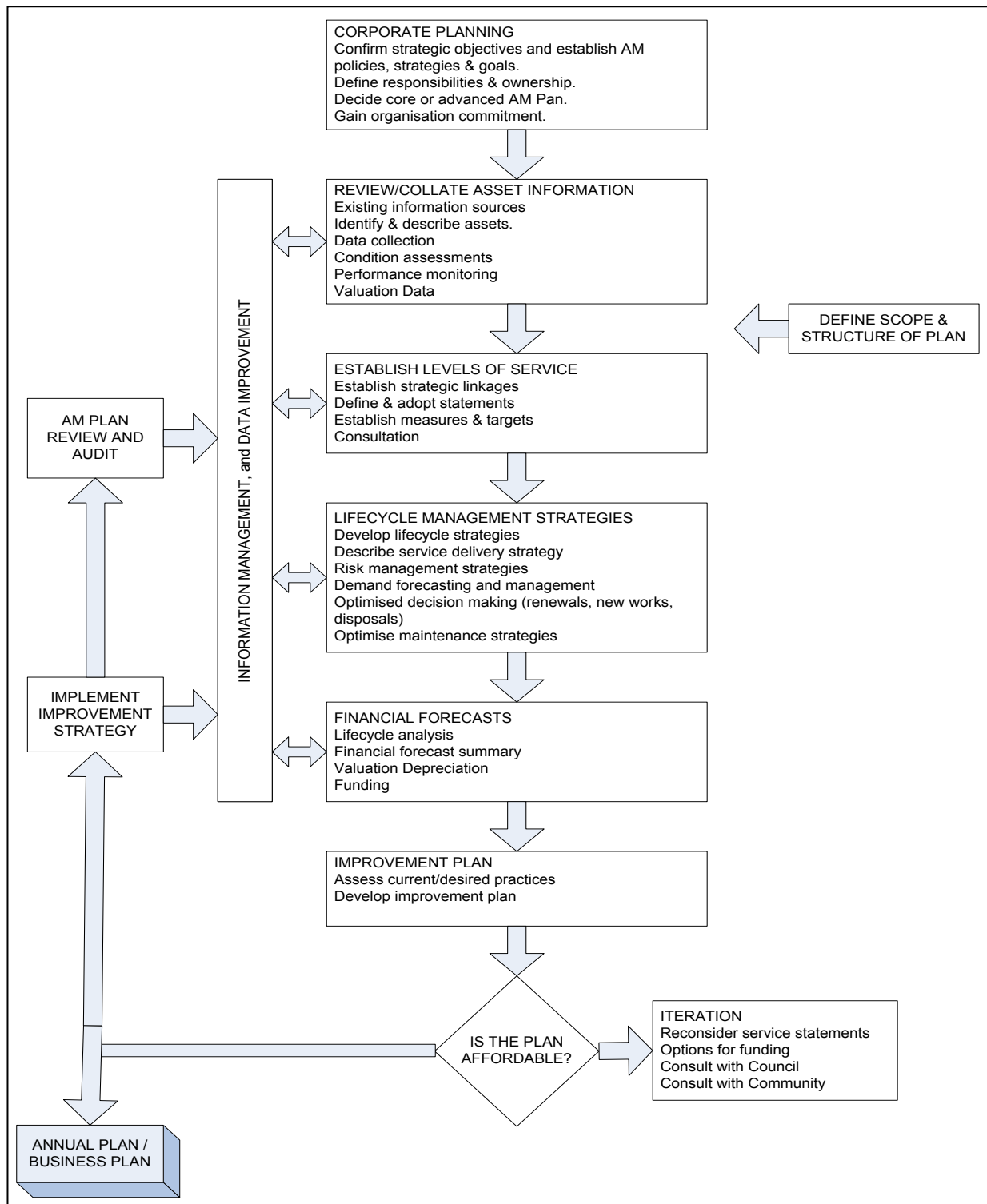
Based on the key elements of infrastructure asset management listed in Section 2.2, the key headings within each section of the plan (covering individual asset classes) are:

- Levels of service – specifies the services and levels of service to be provided by council;
- Future demand – how this will impact on future service delivery and how this is to be met;
- Life cycle management – how Council will manage its existing and future assets to provide the required services;
- Financial summary – what funds are required to provide the required services;
- Asset management practices;
- Monitoring – how the plan will be monitored to ensure it is meeting Council's objectives; and
- Asset management improvement plan.

A road map for preparing an asset management plan is shown in *Figure 1* below.

Figure 1 – Road Map for preparing an Asset Management Plan

Source: *International Infrastructure Management Manual 2006 Fig 1.5.1, p 1.11*



2.5 Core and Advanced Asset Management

The previous version of the asset management plan was prepared as a 'core' asset management plan in accordance with the International Infrastructure Management Manual. It was prepared to meet minimum legislative and organisational requirements for sustainable service delivery and long term financial planning and reporting. Core asset management is a 'top down' approach where analysis is applied at the 'system' or 'network' level.

This asset management plan moves towards 'advanced' asset management using a 'bottom up' approach for gathering asset information for individual assets to support the optimisation of activities and programs to meet agreed service levels.

This approach will continue as the Councils asset management system is further developed and integrated with other information systems and becomes utilised as part of the ongoing management of the assets.

2.6 Key Assumptions made in Financial Forecasts

This section details the key assumptions made in presenting the information contained in this asset management plan and in preparing forecasts of required operating and capital expenditure and 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 financial forecasts.

Key assumptions made in this asset management plan are:

- All figures are shown in June 2012 dollar values with no adjustment being made for CPI.
- All figures have been developed with the best available information at the time.
- Required maintenance expenditure for Year 1 of the plan (2013 /14) has been set as the average maintenance expenditure that was incurred over the 2010/11, 2011/12 and the budgeted expenditure for the 2012/13 financial years.
- Future maintenance expenditure is forecast to trend in line with the quantity of the asset stock.
- Replacement Cost, Depreciated Replacement Cost and Annual Depreciation are calculated for the 10 year period. The following formulae, which relate to values at the end of each period, have been used:
 - ⇒ Replacement Cost: $RC(2013/14) = RC(2012/13) + \text{New Works}(2013/14)$
 - ⇒ Depreciated Replacement Cost: $DRC(2013/14) = DRC(2012/13) + \text{New Works}(2013/14) + \text{Renewals}(2013/14) - \text{Depreciation}(2013/14)$.

Accuracy of future financial forecasts may be improved in future revisions of this asset management plan by the following actions.

- Continued improvement of the asset register data (in particular drainage assets).
- On-going maintenance of the asset registers.
- Integration of the asset register with other Council information systems (GIS, Finance, Records Management and Customer Requests).
- Regular condition audits of sealed pavements, unsealed pavements and drainage assets.
- Monitoring and confirmation of actual useful lives across the asset groups.

- Comparison of unit rates for renewal costs with actual cost of renewals across the asset groups.

2.7 Asset Data Confidence Levels

The confidence in the asset data used as a basis for the financial forecasts has been assessed using the grading system in *Table 2* detailed below.

Table 2 – Confidence Level Ratings

Confidence Grade	General Meaning
A	Highly Reliable Data based on sound records, procedure, investigations and analysis which is properly documented and recognised as the best method of assessment
B	Reliable Data based on sound records, procedures, investigations and analysis, documented properly but has minor shortcomings, for example the data are old, some documentation is missing and reliance is placed on unconfirmed reports or some extrapolation
C	Uncertain 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
D	Very Uncertain Data based on unconfirmed verbal reports and/or cursory inspection and analysis.

The confidence levels for the data for each asset class are shown in *Table 3* below.

Table 3 – Confidence Levels in Data

Asset Class	Asset Sub Class	Data Confidence Level
Roads and Drainage	Sealed Pavements	A
	Kerb and Gutter	A
	Unsealed Pavement	A-B
	Paths	A-B
	Drainage	B-C
	Bridges and Major Culverts	A-B
	Transport and Traffic Facilities	A-B
Recreational Facilities	Public Reserves and Parks	A-B
	Playing Fields and Sports Facilities	A-B
	Swimming Pools	A
General Fund Properties	Public Buildings including halls, community centres, amenities buildings, public toilets	A-B

Asset Class	Asset Sub Class	Data Confidence Level
	Council Offices and Depots	A
	Other Property Entities (Cemeteries, Saleyards, Showgrounds)	A
Waste Facilities	Landfills	A-B
	Waste Transfer Stations	A-B
Water Supply Systems	Headworks, Treatment Works, Water Mains and Services	A-B
Sewerage Systems	Treatment Plants, Pumping Stations and Sewer Mains	A-B
Plant, Equipment and Other Items	Plant, Vehicles and Works Equipment	A
	Office Equipment (IT and office machines), Furniture and Fittings	A
	Library Books	B

3 LEVELS OF SERVICE & LIFECYCLE MANAGEMENT PLANS

3.1 Customer Research and Expectations

A community survey was undertaken by Winston Sustainable Research Strategies Pty Ltd for Council during August 2011 and compares the results with an earlier survey in April 2005 by Artcraft Research. The study involved administration by telephone of a structured questionnaire of around 15 minutes duration to a stratified random sample of 1,100 people (aged 18 years and over), drawn from throughout the Palerang Council area. The objective of the survey was to collect information on a broad range of matters, for example, the Local Environment Plan (LEP), possible special rates/rate increases and satisfaction levels with Council's services; amongst other topics.

A summary of the results that are applicable to road and other infrastructure assets are detailed in **Table 4 - Table 6** below.

Table 4 – Summary of Customer Survey Results

What's not so good about the area you live in?	All %		Location					
			Braidwood %	Bungendore %	Captains Flat %	Villages %	Rural Resid'l %	Farms %
Roads / poor upkeep / potholed	2011	33.4	26.7	30.1	44.2	35.2	36.4	30.3
	2005	18.7	2.2	6.7	40.0	23.2	21.5	26.5
Garbage collection, none / infrequent /unreliable	2011	7.4	2.2	0.0	5.2	13.0	11.3	9.1
	2005	2.5	0.0	0.0	10.0	2.1	5.0	0.0
House Recycling none / infrequent /unreliable	2011	3.4	0.0	0.0	3.9	5.6	5.0	4.5
	2005	1.8	0.0	2.6	7.1	0.0	3.0	0.0

Table 5 – Summary of Customer Survey Results

Satisfaction Levels with:		Not at all satisfied	Not very satisfied	Quite satisfied	Very satisfied	Completely satisfied	Total Q+V+C	Mean
Garbage tip/transfer station	2011	9.3	15.8	38.1	20.9	15.9	74.9	3.2
	2005	12.9	10.6	32.1	32.1	12.4	76.6	3.2
Town water supply	2011	8.5	21.0	46.8	12.5	11.2	70.5	3.0
	2005	12.8	12.3	29.7	23.3	22.0	75.0	3.3
Local Roads	2011	7.4	28.3	46.0	13.8	4.4	64.2	2.8
	2005	8.7	19.0	32.7	29.7	9.9	72.3	3.1
Main roads through area	2011	9.9	30.8	35.6	15.5	8.1	59.2	2.8
	2005	10.7	18.2	24.7	30.5	15.8	71.0	3.2

Table 6 – Summary of Customer Survey Results

What changes would you most like to see that would make Palerang a better place? (1100 surveyed - responses relevant to assets listed only)	%
Upgrade all roads/road improvement generally	14.9
Upgrade Captains Flat Road	3.9
Build swimming pool in area	3.7
Upgrade Macs Reef Road	3.2

What changes would you most like to see that would make Palerang a better place? (1100 surveyed - responses relevant to assets listed only)	%
Upgrade Kings Highway	2.7

The surveys did not cover the full range of Council's assets, however it can be deduced from the above information that:

- a) Councils residents are less satisfied with the standard of our roads in 2011 than in 2005, however about 65% of respondents rated them satisfactory.
- b) There is a slightly lower satisfaction level with water supply services when comparing 2011 to 2005, however 70% still rated them satisfactory. A better result can be expected for the next survey as a new water treatment plant recently commissioned for Braidwood will produce high quality water to replace the pre-existing unfiltered supply arrangements that were very problematic.
- c) Satisfaction levels with waste services are about the same when comparing 2011 to 2005.

The survey also highlights some specific projects that are considered important by a proportion of the respondents

3.2 Legislative Requirements

Council has to meet many legislative requirements including Australian and State legislation and State regulations. These are detailed in **Table 7**

Table 7 – Legislative Requirements

Legislation	Requirement
Local Government Act 1993	Sets out the role, purpose, responsibilities and powers of Local Governments in New South Wales. Also sets out the legal framework for an effective, efficient, environmentally responsible and open system of local government in New South Wales and, to regulate the relationships between the people and bodies comprising the system, and, to encourage and assist the effective participation of local communities in the affairs of local government.
Local Government Amendment (Planning and Reporting) Act 2009	Sets out the integrated reporting requirements for local government in New South Wales, including the need to develop a Long-term Community Strategic Plan and Resourcing Strategy (which must include long-term financial planning, workforce management planning and asset management planning).
Environment Planning and Assessment Act 1979	Set out to encourage the proper management, development and conservation of natural and artificial resources for the purpose of promoting the social and economic welfare of the community and a better environment and the protection of the environment, including the protection and conservation of native animals and plants, including threatened species, populations and ecological communities, and their habitats.

Legislation	Requirement
Road Act 1993	Sets out the rights of members of the public to pass along public roads, the rights of persons who own land adjoining a public road to have access to the public road, and to establish the procedures for the opening and closing of a public road, to provide for the classification of roads, to provide for the declaration of public authorities as roads authorities for both classified and unclassified roads, to confer certain functions (in particular, the function of carrying out road work), and to regulate the carrying out of various activities on public roads.
Water Management Act 2000	The object of this Act is the sustainable and integrated management of the State's water for the benefit of both present and future generations.
Public Health Act 1991	The objectives of this Act are to protect the public health of the community.
Waste Avoidance and Resource Recovery Act 2001	The objects of this Act are to encourage the most efficient use of resources, to provide for the continual reduction in waste generation, to minimise the consumption of natural resources, to ensure efficient funding of waste and resource management planning and to assist with the achievement of the objectives of the Protection of Environment Operations Act
Protection of Environment Operations Act 1977	Sets out to protect, restore and enhance the quality of the environment in NSW, having regard to the need to maintain ecologically sustainable development, pollution prevention, the elimination of harmful wastes, the reduction in the use of materials and the re-use, recovery or recycling of materials.
Protection of Environment (Administration) Act 1991	The objects of this Act is to constitute the Environment Protection Authority (now the DECC), to provide integrated administration for environment protection and to require the Authority to perform particular tasks in relation to the quality of the environment, environmental audit and reports on the state of the environment.
Occupational Safety and Health Act 2000	Sets out roles and responsibilities of secure the health and safety and welfare of people at work.
Workers Compensation Act 1987	Set out to provide for the compensation and rehabilitation of workers in respect of work related injuries.
Civil Liability Act 2002	Sets out to make provision in relation to the recovery of damages for death or personal injury caused by the fault or negligent of a person or organisation.
Other relevant Legislation	As required

3.3 Levels of Service

Council has defined service levels in two terms; Community Levels of Service and Technical Levels of Service.

Community Levels of Service relate to the function of the service provided and how the customer receives the service and are often best measured by customer research and surveys.

Supporting the community service levels are Technical Levels of Service which are measures of performance developed to ensure that the minimum community levels of service are met. These technical measures relate to service criteria such as:

- Condition;
- Function;
- Safety;
- Responsiveness; and
- Quality

Council's current service levels are defined under each class of asset in following Sections 5 to 11 of this plan.

In the previous Road Asset Management Plan 2010 the Community and Technical levels of service was related to numbers of Customer Requests and other measures that were not currently measured. In reviewing many of the Asset Management plans for other Council it has also been noted that current performance is not currently measured.

At present Council does not have a computerised Customer Request System to enable it to readily report on customer requests. In any case it is considered that customer requests may not give an accurate indication of asset condition across the full extent of the assets.

In this plan a practical approach has been taken to include performance targets and measures that Council is in a position to measure and achieve.

This takes into account the following:

- The relative size and quantity of assets compared with larger councils
- The detailed knowledge of staff and managers of the status, performance and maintenance of existing assets
- Regular contact and information exchange between Councillors/Staff and local residents
- Customer surveys
- Weekly Works Planning meetings that cover issues and actions across the full range of infrastructure
- Proposed regular (annual) audit of the condition of Roads, Kerb and Gutter and Footpaths, which will enable Council to measure changes in condition between audits
- The limited resources available to undertake detailed recording and monitoring of customer requests. The shortage of funds available to maintain assets in a condition that meet high levels of performance targets or unachievable customer expectations. For example, the plan indicates that additional funding of \$900,000 per annum for sealed road renewal is required to avoid decline in condition
- Regularly repeated phone surveys (say every 4 years) will give the best indication of overall satisfaction levels with Councils services and facilities.

3.4 Lifecycle Management Plans

3.4.1 Introduction

The lifecycle management plans detail how Council plans to manage and operate the assets (at the agreed levels of service) while optimising lifecycle costs.

3.4.2 Asset Groups

Lifecycle management plans are defined for each of the key asset groups under each class of assets in Sections 5 to 11 that follow.

The lifecycle management plan outlines for each asset group:

- Background data – a description of the assets, capacity, performance and condition.
- Management tactics to achieve the identified levels of service for each asset group as included at the start of the Sections that cover each asset class. The management tactics are divided into the work categories defined under the next heading.

A summary of expenditure and changes to the asset base over the 10 year period is provided at the end of the section for each asset group. A complete financial summary is included in each Section.

3.4.3 Work Category Definitions

The work categories used for the lifecycle plans are defined below.

3.4.4 Maintenance and Operations

Maintenance is the day to day work that is necessary to keep assets operating, including instances where portions of the asset fail and need immediate repair to make the asset operational again. Appropriate levels of maintenance ensure that assets attain their full operational life expectancy.

Maintenance includes reactive, planned and cyclic maintenance work activities.

Reactive maintenance is unplanned repair work carried out in response to service requests and management/supervisory directions.

Planned maintenance is repair work that is identified and managed via a management system (not necessarily an information management system). Activities include inspection, assessing the condition against failure/breakdown experience, prioritising, scheduling, actioning the work and reporting what was done to develop a maintenance history and improve maintenance and service delivery performance. Local knowledge of Council Maintenance Supervisors and staff plays an important part in the identification and programming of repair work.

Cyclic maintenance is replacement of higher value components/sub-components of assets that is undertaken on a regular cycle including repainting, building roof replacement, etc. This work generally falls below the capital/maintenance threshold.

Operations are more applicable to provision of utility services including the operation of water supply, sewerage and waste assets. Typically, operations involves additional cost items beyond maintenance such as power use, chemical purchases, routine sampling and testing, staffing of facilities, meter reading and general monitoring of services.

3.4.5 Renewals

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

3.4.6 New Works

New works are those works that create a new asset that did not previously exist, or works which upgrade or improve an existing asset beyond its existing capacity. They may result from growth, social or environmental needs. Assets may also be acquired at no cost to the Council from land development. These assets from growth are considered in each of Sections 5 to 11.

3.4.7 Disposals

Disposal includes any activity associated with disposal of a decommissioned asset including sale, demolition or relocation.

4 CATERING FOR PALERANG'S GROWTH

4.1 The Palerang Area

Palerang Council area is located in south-eastern New South Wales, immediately to the east of Canberra. Our Council area is predominantly rural, with some rural-residential areas and a number of small towns and villages. The Council area, with a population of 14,350 (2011 census), encompasses 5,140 square kilometres. The major town is Bungendore, followed by Braidwood and Captains Flat, with several smaller townships. Rural land is used mainly for cattle and sheep grazing, forestry, orchards and vineyards. Tourism is also an important industry. With an average population density of only 0.03 persons per ha, significant road length is required to provide vehicular access to our relevantly dispersed community.



The population of Palerang increased between 2006 and 2011 by 16.52% which is equivalent to 3.1% pa. This high growth is due to its close proximity to Canberra and its desirable topography and location between the ACT and the NSW South Coast.

A similar continuing growth rate is expected throughout the next decade and a further 1,400 - 1,600 extra building lots are expected to be created. This Asset Management Plan needs to consider future developments, their locations, the resulting higher populations and the new infrastructure assets that Council will acquire/need to provide as a consequence. In addition to population growth, other factors may also affect the demand for new infrastructure assets including changes in demographics, seasonal factors, consumer preferences and expectations, economic factors, agricultural practices and environmental awareness.

Over the next decade the new assets acquired will include new roads, bridges, drainage systems, water supply systems, sewerage systems, waste facilities, parks, playing fields, buildings and other community facilities.

Section 94 (Planning & Assessment Act) Development Plans will be applied to collect contributions from developments towards the upgrading and provision of new general fund assets and Section 64 (Local Government Act) Development Plans will be applied to collect developer contributions towards new water supply and sewerage assets and upgrades required as a result of developments.

For the purposes of analysing what demand there will be for new and upgraded assets, the Palerang LGA has been broken up into four separate localities that have different characteristics and drivers for growth. As discussed below the separate localities are as follows:

- Bungendore and Environs
- Braidwood and Environs
- Captains Flat and Environs
- Burra/Urila/Royalla

4.2 Bungendore and Environs

Over the next decade about 500 new lots are expected at Bungendore. In this time, the population will continue to grow at around 5% per annum from the current 2,800 to about 4,500 persons.

Bungendore is very popular as a place to live and to visit. It is within easy commuting distance of the ACT and Queanbeyan and provides a pleasant, friendly and safe country town atmosphere. House and land packages on larger lots at competitive prices have been attractive to new families who want to move to the town. Other families will also continue to move to Bungendore to be near their workplace at the new Defence Headquarters (HQJOC) which is only 10 kms south of the town.

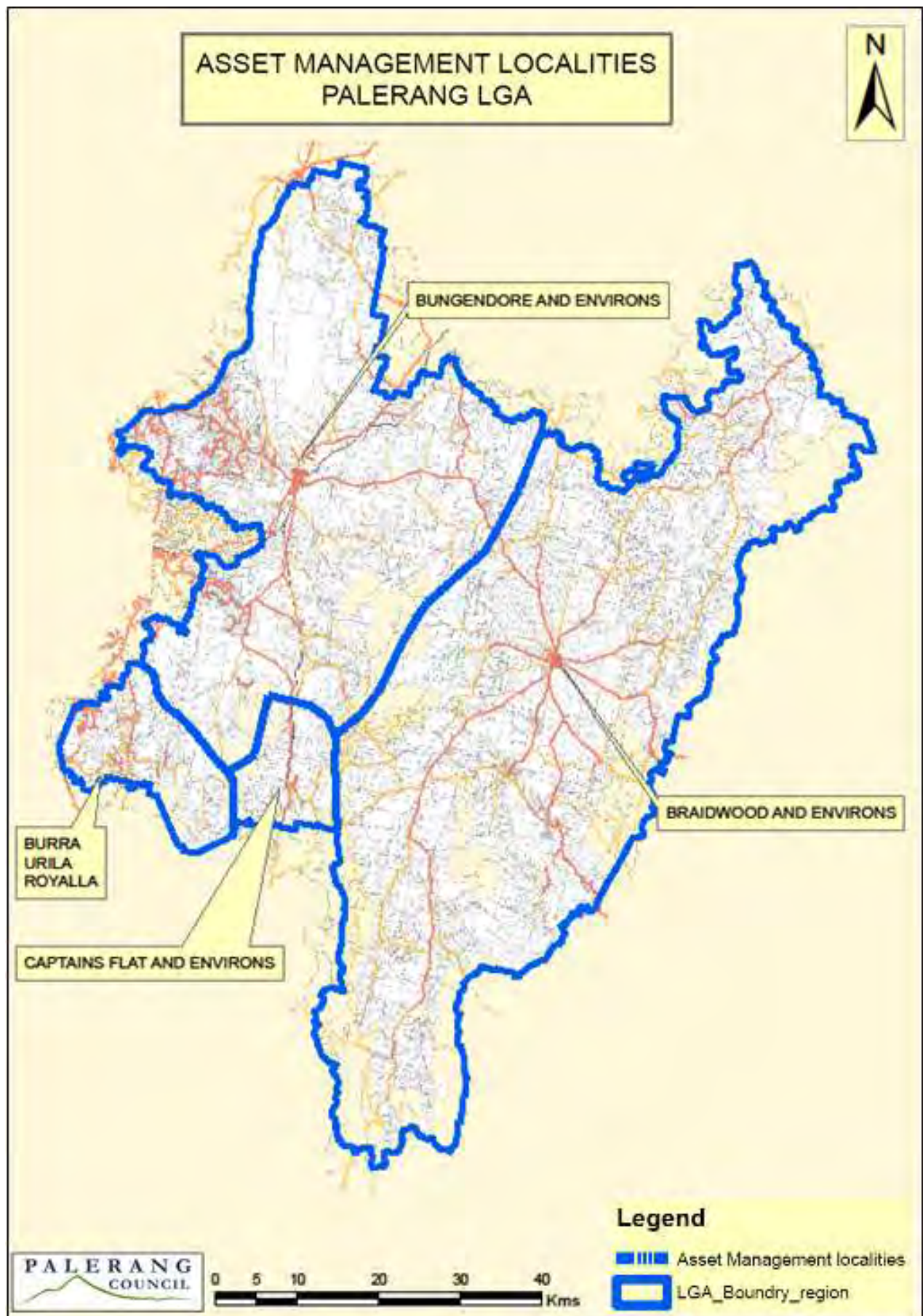
There continues to be much interest from developers to develop extra lots and medium density housing.

Under the current planning scheme proposals, new development that will occur at Bungendore over the next 5 years is likely to be within the existing town boundaries where existing road infrastructure and utility services will be supplemented by a few new roads and utility service extensions within subdivisions of the existing larger town blocks.

Provided the 'soon to be' commissioned supplementary Currandooly Water Supply System proves to be sustainable to support a larger population, it can be expected that in the latter part of the decade some of the growth will be in 'greenfields' sites on the edge of the town. Under these circumstances extended road, drainage, water supply, sewerage and path networks will be required as well as additional parks and children's play grounds to serve these

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The Bungendore swimming pool has reached capacity for the current population and a larger pool is required to serve the future population of the catchment which can be expected to be over 8000 people within 10 years.

The area has reached a population where an ambulance station and town fire brigade should ideally be located with Council providing suitable land.

A steady but modest level of subdivisions is also expected to occur over the next decade within the Bungendore environs in the rural residential areas of Wamboin, Bywong, Sutton East and Carwoola. However, the rezoning of further significant areas as rural residential is unlikely as NSW Planning regional planning documents encourage new development in or close to existing towns where lots are more readily serviced and where reticulated water supply and sewerage are available.

About 70 % of a total potential yield of 500 extra lots is expected to occur in these areas over the next decade. Further rural subdivisions can be expected in the rural Mulloon and the Fairy Meadow parish areas where 40ha lots can be created.

There will be a few larger subdivisions that will create new roads but there will also many 2-3 lot subdivisions along existing sealed and unsealed roads. These latter subdivisions will add to traffic flows without adding new road assets. These will pay a S94 contribution to assist in upgrading the road network utilised.

The rural and rural residential subdivisions will also increase the demands for playing fields and other sporting and recreational facilities which will be provided for the district in Bungendore.

Many sections of the most used sealed roads have aging and failing pavements that will need continuing rehabilitation and widening to cater for increased traffic generation. These include Captains Flat Road, Macs Reef Road, Norton Road, the Federal Highway end of Bungendore Road, Tarago Road and Hoskinstown Road.

There are also a number of existing gravel roads with relatively high traffic counts that are expected to experience moderate increases in traffic due to extra but dispersed subdivisions away from Bungendore. Ideally, to provide the appropriate level of service and to address safety and dust impacts, some of these roads warrant bitumen sealing. These include Gidleigh Lane, Hoskinstown Road between Briars-Sharrow Road and Hoskinstown and Woolcara Lane.

4.3 Braidwood and Environs

Braidwood has not grown significantly over the last 2 decades and remains at about 1,200. It is expected that new lots will be created by modest levels of subdivision.

The staged 'greenfields' subdivision ('Braidwood Ridge') on the southern outskirts of the town is likely to be the main source of new lots and place of population growth in Braidwood for the next decade and longer. This development will add some new roads, drainage, water supply,

sewerage and path assets and place demands for a children's playground and passive park space in this area. Along with a number of other small subdivisions of mainly 2-3 lots in the town and development of other rural subdivisions in the surrounding district it can be expected that there will be a higher level of demand on the town's playing fields at the Recreation Ground in Keder Street. These need to be upgraded to replace old and deficient amenities and under-sized playing fields at this ground.

Some of the new lots that are created may take some time to be occupied with a residence. Consequently there is likely to be a faster growth in the creation of new infrastructure assets than there will be growth in population. On past trends the population growth would be less than 1% however the expected opening of the new Dargues Reef Gold Mine at Majors Creek, employing about 60 employees, may add some impetus for growth.

Further rural subdivisions will also occur mainly in the old Tallaganda Shire areas, where concessional lot and 40 ha lot subdivisions have been allowed.

The boarder rural areas and the villages at Nerriga, Mongarlowe, Majors Creek and Araluen will experience continued slow development of rural subdivisions and some building activity in the village areas. The low employment prospects of the area restrict the population growth rate, especially in areas away from Braidwood. The sealing of MR 92 from Nowra towards Braidwood may make subdivision of 40ha lots and previously approved concessional lot subdivisions north of Braidwood more viable where new owners could commute the less than 1 hour trip to Nowra which is a larger commercial and industrial centre. The rural residential 1 (C) precinct on the eastern side of Mongarlowe is also likely to be developed with approvals having been given in recent years for lifestyle lots.

There are many sections of old and inadequate sealed pavements that are distressed and will require continuing rehabilitation to keep them in serviceable condition. The most distressed pavements are along Cooma Road, Nerriga Road, Majors Creek Road, Araluen Road and Little River Road.

There is also a need to upgrade and seal some unsealed Braidwood town streets serving multiple residences. These include Station St, Saleyards Lane/Gladys St and Hawthorne Lane.

The Nerriga Road needs to be bitumen sealed urgently over its 17 kms of gravel road to cater for the 400-600 vpd now travelling this road following the completion of the sealing of the Nowra to Nerriga section located mainly in Shoalhaven City Council's LGA in 2010.

Bridges at Back Creek and St Omers Creek need to be replaced as soon as possible, as they have reached the end of their life.

A growth rate in Braidwood and district of about 1% per annum is expected over the next decade.

4.4 Captains Flat and Environs

There is very little potential for new residential subdivisions at Captains Flat due to the surrounding steep topography and the rehabilitated but restricted old mine working areas. In fact, there has been a small decrease in population between the 2006 census and 2011 census to 437, even though there was an increase of 6 occupied dwellings.

There is also limited potential for future subdivisions in the surrounding areas apart from the possible creation of a few 80ha rural lots that may be approved. With 'averaging' allowed in the old Yarrowlunla Shire area the lot entitlements can be clustered thus reducing the length of new roads required to service them. One or two low standard access roads could be constructed as part of this activity but no other new infrastructure is expected.

Based on a no growth situation it can be accepted that there will be very little increase in demand for new infrastructure assets in Captains Flat and district, however the timber bridges over the Molonglo River will need replacement/refurbishment in the short term and the old community health centre building needs to be replaced with modern facilities

The Captains Flat Road, Wattle Avenue and sections of Jerangle Road, among other deteriorating sealed roads, are in urgent need of rehabilitation to maintain their serviceability.

4.5 Burra/Urila/Royalla

The potential for extra new large subdivisions on the western side the of Palerang LGA in these areas is becoming more limited as most of the larger properties in the Rural Residential 1(D) zones have already been subdivided.

Notwithstanding, there is some potential for some extra lots in the areas currently zoned rural residential 1(D).

A growth rate of less than 0.5% pa is expected where it is possible that 1 or 2 short new roads could be created to service the modest development levels.

The relatively high traffic counts of Urila Road and Williamsdale Road warrant that these roads should be upgraded and bitumen sealed in stages.

Many sealed sections of Burra Road already need rehabilitation and widening to ensure their serviceability into the future and the existing culvert over Burra Creek on Williamsdale Road needs to be replaced with a new, larger structure to improve the level of service especially during times of flood.

The Section 355 Committee responsible for the Royalla Reserve is planning to develop a community hall and recreational facilities on the site to meet community needs.

4.6 Tabulated Summaries of Future Asset Demand

The results of the above analyses are summarised in Attachment B under **Capital Works Needed** and **New Assets From Growth - Developer Funded Works**

5 ROADS AND DRAINAGE ASSETS

5.1 Current Levels of Service

Current levels of service for road and drainage assets are detailed in *Table 8 to Table 14 below*. As stated in Section 3.1, Council residents are less satisfied with the standard of our roads in 2011 than in 2005. Due to the relatively small size of the Palerang Council, staff have a detailed knowledge of the condition of the road and drainage assets and where maintenance renewal work is required.

In Section 5.5 - Lifecycle Management for Road Asset Groups, it is demonstrated that additional funding is required to improve the service levels of Sealed and Unsealed roads.

It is proposed that regular condition audits of roads, kerb & Gutter and footpaths will be conducted. These audits, along with customer surveys, extensive local staff knowledge of asset condition and information from weekly Works Planning meetings, will be used to measure the ongoing performance.

Table 8 – Current Levels of Service (Sealed Pavements)

Key Performance Measure	Level of Service	Performance Measure Process	Performance Target	Current Performance
COMMUNITY LEVELS OF SERVICE				
Quality	Provide a smooth ride.	Customer surveys	Improved customer satisfaction	Reduced satisfaction from 2005 to 2011. To be compared against next survey
Function	Meet user requirements for travel time and accessibility.	Customer surveys	Improved customer satisfaction	Reduced satisfaction from 2005 to 2011. To be compared against next survey
Safety	Provide safe useable roads free from hazards.	Customer surveys	Improved customer satisfaction	Reduced satisfaction from 2005 to 2011. To be compared against next survey
TECHNICAL LEVELS OF SERVICE				
Condition	Adequately maintained sealed roads	Condition rating	Improvement in condition rating of bitumen seals	To be measured at next audit
Function	Roads are adequate to carry the required vehicles and loadings	Road inspection	Reduction in length of sealed pavement where posted pavement strength restricts loading demand.	To be measured at next audit
Safety	Defects are responded to as per the Draft Risk Management Policy for Roads.	Compliance against the Draft Policy.	X% compliance	Defects and actions are reported at weekly Works Planning meetings Review of Traffic accident data (Refer Attachment E)

Key Performance Measure	Level of Service	Performance Measure Process	Performance Target	Current Performance
	Routine inspections are carried out as per the Draft Risk Management Policy for Roads.	Compliance against the Draft Policy.	X% compliance	Regular audits are to be conducted. Council staff have a detailed knowledge of road safety condition through daily work activities and customer contact

Table 9 – Current Levels of Service (Kerb and Gutter)

Key Performance Measure	Level of Service	Performance Measure Process	Performance Target	Current Performance
COMMUNITY LEVELS OF SERVICE				
Function	Provide adequate kerb and gutter to ensure efficient disposal of stormwater run-off.	Flooding of properties	No flooding of properties under normal rainfall conditions	There is insufficient kerb and gutter in the urban areas
Safety	Provide safe useable roads free from hazards.	Ponding on roads.	No ponding on roads under normal rainfall conditions	There is insufficient kerb and gutter in the urban areas
	Provide a safe kerb and gutter free from hazards.	Unsafe kerb and gutter.	Improvement in condition between audits	To be measured at next audit
TECHNICAL LEVELS OF SERVICE				
Condition	Maintain kerb and gutter.	Condition rating.	Improvement in condition between audits	To be measured at next audit

Table 10 – Current Levels of Service (Unsealed Pavements)

Key Performance Measure	Level of Service	Performance Measure Process	Performance Target	Current Performance
COMMUNITY LEVELS OF SERVICE				
Quality	Provide a smooth ride.	Customer surveys	Improved customer satisfaction	Reduced satisfaction from 2005 to 2011. To be compared against next survey
Function	Meet user requirements for travel time and accessibility.	Customer surveys	Improved customer satisfaction	Reduced satisfaction from 2005 to 2011. To be compared against next survey

Key Performance Measure	Level of Service	Performance Measure Process	Performance Target	Current Performance
Safety	Provide safe useable roads free from hazards.	Customer surveys	Improved customer satisfaction	Reduced satisfaction from 2005 to 2011. To be compared against next survey
TECHNICAL LEVELS OF SERVICE				
Condition	Carryout routine grading as per documented frequencies for unsealed pavements.	Compliance against the grading schedule	Roads graded within + or – 10% of their grading frequency.	80%
Function	Provide all weather access by providing adequate cover of gravel on unsealed roads. Subject to available funding, upgrade gravel roads to seal road standard, once traffic count has reached 150 vpd AADT.	Occurrences and duration of roads being inaccessible. Length of gravel road sealed.	Maintain roads in condition that provides all weather access and seal gravel roads when traffic count threshold reached.	Next audit to measure any change in condition and length of gravel roads sealed.
Safety	Defects are responded to as per the Draft Risk Management Policy for Roads.	Compliance against the Draft Policy	Full compliance	Defects and actions are reported at weekly Works Planning meetings
	Routine inspections are carried out as per the Draft Risk Management Policy for Roads.	Compliance against the Draft Policy	Full compliance	Regular audits are to be conducted. Council staff have a detailed knowledge of road safety condition through daily work activities and customer contact

Table 11 – Current Levels of Service (Paths)

Key Performance Measure	Level of Service	Performance Measure Process	Performance Target	Current Performance
COMMUNITY LEVELS OF SERVICE				
Quality	Provide footpaths that are wide enough and in good condition	Regular audit of condition.	Maintain good condition	To be measured at next audit
Function	Meet user requirements for pedestrians, bike riders and people with disabilities.	Regular audit of condition.	Maintain good condition	To be measured at next audit

Key Performance Measure	Level of Service	Performance Measure Process	Performance Target	Current Performance
Safety	Provide safe useable footpaths free from trip and other hazards.	Regular audit of condition.	Maintain good condition	To be measured at next audit
TECHNICAL LEVELS OF SERVICE				
Condition	Provide and maintain paths.	Condition rating.	Improvement in condition between audits.	To be measured at next audit

Table 12 – Current Levels of Service (Drainage)

Key Performance Measure	Level of Service	Performance Measure Process	Performance Target	Current Performance
COMMUNITY LEVELS OF SERVICE				
Function	Provide adequate drainage to ensure efficient disposal of stormwater run-off.	Instances of flooding of properties.	No flooding of properties under normal rainfall conditions	Audit of drainage assets in progress
Safety	Provide safe useable roads free from hazards.	Instances of ponding on roads.	No ponding on roads under normal rainfall conditions	Audit of drainage assets in progress
	Provide a safe drainage system free from hazards.	Instances of unsafe drainage assets.	Maintain assets in good condition	Audit of drainage assets in progress
TECHNICAL LEVELS OF SERVICE				
Condition	Maintain drainage assets.	Condition rating.	Maintain drainage assets in good condition	Audit of drainage assets in progress

Table 13 – Current Levels of Service (Bridges and Major Culverts)

Key Performance Measure	Level of Service	Performance Measure Process	Performance Target	Current Performance
COMMUNITY LEVELS OF SERVICE				
Function	Meet user requirements for accessibility.	Instances of issues of accessibility	Issues with access attended to promptly	Defects and actions are reported at weekly Works Planning meetings
Safety	Provide safe useable roads free from hazards.	Instances of issues relating to hazards on bridges and major culverts.	Issues with hazards attended to promptly	Defects and actions are reported at weekly Works Planning meetings

Key Performance Measure	Level of Service	Performance Measure Process	Performance Target	Current Performance
TECHNICAL LEVELS OF SERVICE				
Condition	Maintain bridges and major culverts.	Condition rating.	Maintain bridges in good condition	25% of bridges (mainly timber) in poor to very poor condition
Function	Bridges are adequate to carry the required vehicles and loadings.	Bridge inspection.	Minimise number of bridges with loading or dimension restrictions	2

Table 14 – Current Levels of Service (Traffic and Transport Facilities)

Key Performance Measure	Level of Service	Performance Measure Process	Performance Target	Current Performance
COMMUNITY LEVELS OF SERVICE				
Function	Meet user requirements for ease of navigation by providing adequate signage.	Signage provided in accordance with RTA guidelines	Signage provided and maintained in good condition	Issues and actions are reported at weekly Works Planning meetings
Safety	Provide safe conditions for night driving by providing adequate guide posts on rural roads.	Signage provided in accordance with RTA guidelines	Signage provided and maintained in good condition	Issues and actions are reported at weekly Works Planning meetings
TECHNICAL LEVELS OF SERVICE				
Function	Defects are responded to as per the Draft Risk Management Policy for Roads.	Compliance against the Draft Policy	Signage provided and maintained in compliance with Draft Policy	Issues and actions are reported at weekly Works Planning meetings
	Routine inspections are carried out as per the Draft Risk Management Policy for Roads.	Compliance against the Draft Policy	Signage provided and maintained in compliance with Draft Policy	Issues and actions are reported at weekly Works Planning meetings

5.2 Desired Levels of Service for Roads

At present, indications of desired levels of service are obtained from various sources including feedback from residents to Councillors and staff, service requests and correspondence. Council has yet to quantify desired levels of service. This will be done in future revisions of this asset management plan.

5.3 Future Demand for Road and Drainage Assets

5.3.1 Demand Forecast

A description of the expected demand for extra road assets is included in Section 5.4.

5.3.2 Changes in Technology

Technology changes may affect the delivery of services covered by this plan in the areas detailed in *Table 15* below. These changes in technology will need to be reflected in the financial forecasts of future versions of this plan as and when these technologies are introduced at Council.

Table 15 - Changes in Technology and Forecast Effect on Service Delivery

Technology Change	Effect on Service Delivery
Change in road construction methods	Use of existing road pavement materials for insitu stabilisation reducing construction and disposal costs.
Relining of pipes	Renewal of pipelines by relining reduces the impact and cost of work, whilst still extending the useful life of the pipeline.
Improvement of information systems and asset knowledge	Improvements in monitoring condition, capturing and analysing data, planning works and making information available to Council staff to enable more efficient service delivery Timely identification of maintenance and repair work to ensure achievement of asset life expectancy.

5.3.3 Demand Management Plan (Roads & Drainage)

Demand for new services will be managed through a combination of managing existing assets, upgrading of existing assets and providing new assets to meet demand and demand management. Demand management practices include non-asset solutions, insuring against risks and managing failures.

Opportunities identified to date for demand management are shown in *Table 16*. Further opportunities will be developed in future revisions of this asset management plan.

Table 16 - Demand Management Plan Summary

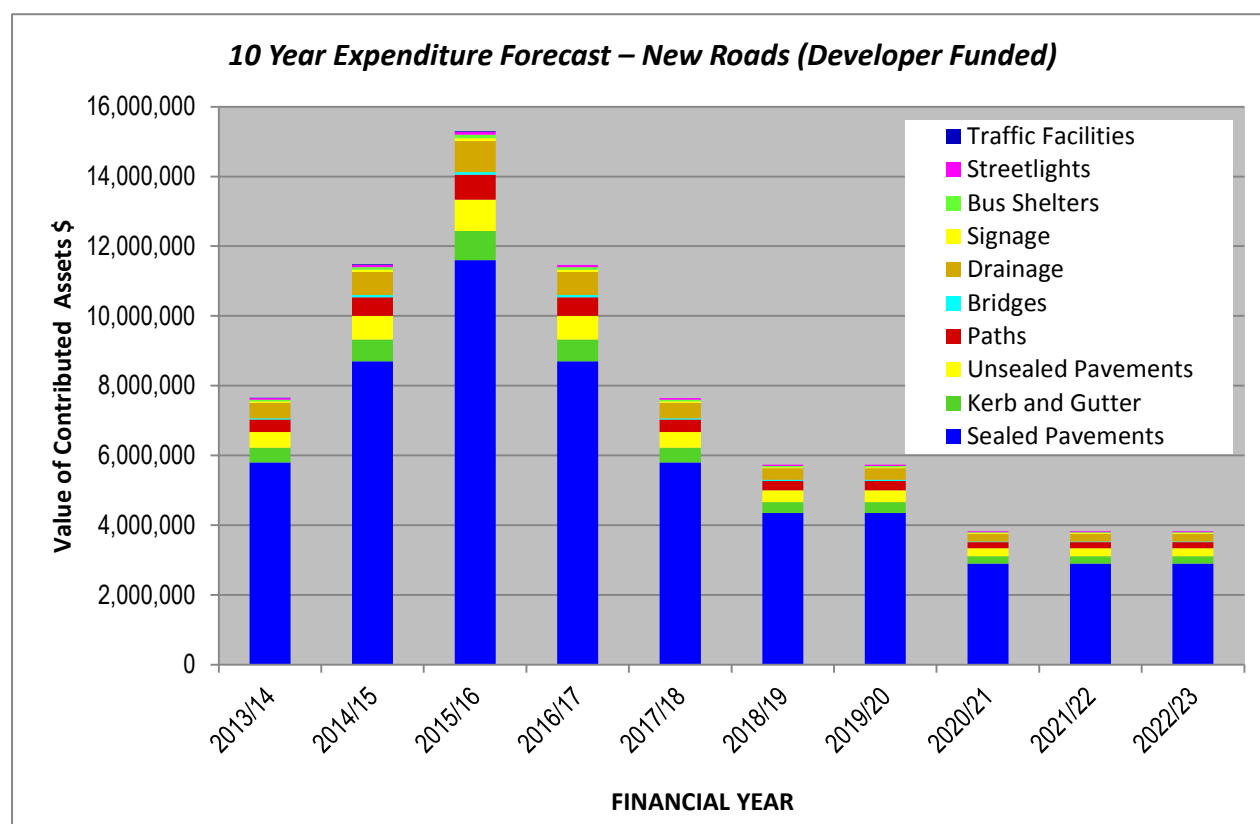
Service Activity	Demand Management Plan
Bridges	Use of load limits on bridges in poor condition where reasonable alternate access is available.
Sealed Pavement	Use of load limits on sealed pavements that are not designed to handle increased traffic loads.

5.4 New Road Assets from Growth

The new road assets required to meet growth will be acquired from land developments and others will be constructed by Council. A description of the expected extra road assets that will be acquired are tabulated in Attachment B and new asset values are summarised in *Figure 2* below. Acquiring these new assets will commit council to fund ongoing operations and maintenance costs for the period that the service provided from the assets is required. These

future costs are identified and considered in developing forecasts of future operating and maintenance costs.

Figure 2 – 10 Year Expenditure Forecast – New Road Asset (Developer Funded)



5.5 Lifecycle Management for Road Asset Groups

Lifecycle management plans are defined for each of the key asset groups detailed below:

- Section 5.5.1 Sealed Pavements
- Section 5.5.2 Kerb and Gutter
- Section 5.5.3 Unsealed Pavements
- Section 5.5.4 Paths
- Section 5.5.5 Drainage
- Section 5.5.6 Bridges and Major Culverts
- Section 5.5.7 Transport and Traffic Facilities

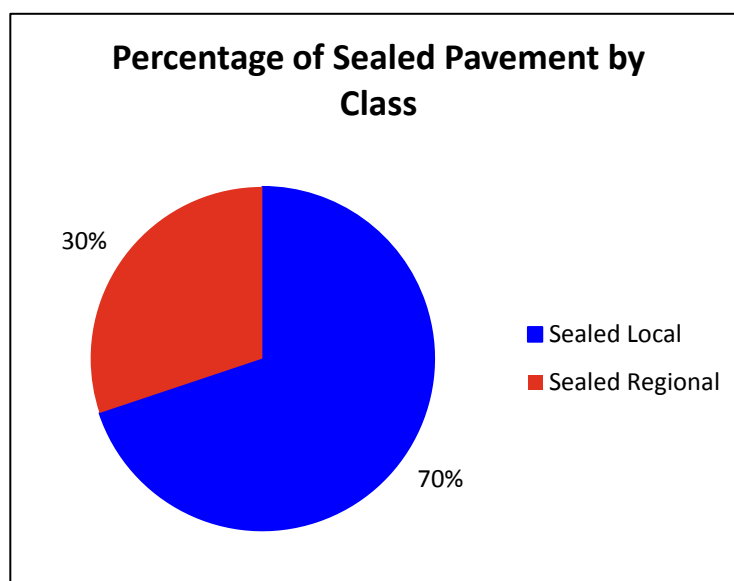
5.5.1 Sealed Pavements

5.5.1.1 Background Data

(a) Asset Description

Council is currently responsible for approximately 561km of sealed pavement, 394km of which is classed as Local and 167km as Regional. This is further illustrated in *Figure 3*

Figure 3 - Percentage of Sealed Pavement Length by Class



Data on sealed pavements is currently stored in Council's PARADOX Road Database. Each sealed pavement that Council is responsible for is identified in the database by a unique number (e.g. ID 1219 – Burra Road).

Each sealed pavement in the database is then further broken down into horizontal segments (Sealed Segments) identified by a second unique number (Segment Number) and a 'From' and 'To' description detailing where the segment is located in the field, which could be either a cross-road name or some obvious landmark such as a bridge, culvert or change of seal type.

Each segment is then further broken down into smaller horizontal sections (Sealed Sections) identified by a third unique number and the start and end chainage of the seal that was last placed on the road segment. Sealed pavements are re-segmented automatically in the database as reseals are entered into the database.

In addition to the horizontal break down, sealed pavements also comprise of 3 vertical components:

- Seal
- Pavement
- Formation

Formation is the area of disturbed natural ground that the pavement is formed on. Pavement is the area of compacted granular material above the formation and below the sealed top surface (seal).

In 2013 the roads data will be loaded into the Council's Asset Management System and linked to the road map. This will be used for the valuation and management of the road assets.

(b) Asset Capacity and Performance

There are an increasing number of failures of seal and pavement (e.g. edge break, potholes, and structural failures of pavement) which are causing a corresponding reduction in the level of service (e.g. reduction in speed, ride comfort, road width and aesthetics).

A number of sealed pavements do not comply with Council's current design standard. As a result, a number of roads are load limited to prevent accelerated deterioration as a result of heavy vehicle loadings.

(c) Asset Condition

A condition audit of sealed roads was conducted in July 2012. The audit was undertaken by Infrastructure Management Group Pty Ltd and involved digital image capture of the sealed road network to display pavement seals, kerbs, various roadside assets and footpath structures visible from roadside viewing. The detailed video was used to provide an accurate assessment of the sealed road network, including pavement defects & condition attributes (Crocodile Cracking, Linear Cracking, Pavement Defect, Local Surface Defects, No of Potholes, Edge Defects, Stripping, Flushing) at 20m increments, reported as the percentage of each defect for each road segment.

The road and condition data has been loaded into the Councils Asset Management and Predictive modelling systems which were acquired from Assetic Australia Pty Ltd in 2012.

The road components are given a 1-5 condition rating which provides an assessment of the depreciated condition of the components and allows for prediction of the renewal and maintenance requirements for up to a 20 year period.

The worst of the roads requiring rehabilitation include the following:

- Burra Road – older sections
- Captains Flat Road – older sections
- Hoskinstown Road
- Norton Road – Sutton Road to Weeroona Road
- Macs Reef Road
- Bungendore Road – north of Macs Reef Road
- Plains Road – eastern end
- Wattle Avenue
- Jerangle Road - at Captains Flat village boundary
- Cooma Road – especially between Braidwood and Captains Flat Road
- Majors Creek Road
- Araluen Road
- Park Lane
- Nerriga Road
- Little River Road - older sections

Graphs indicating the severity and extent of pavement distress for each of the above roads are included in **Attachment C** and a map of Road Crash locations for 2005 to 2012 is shown in **Attachment E**

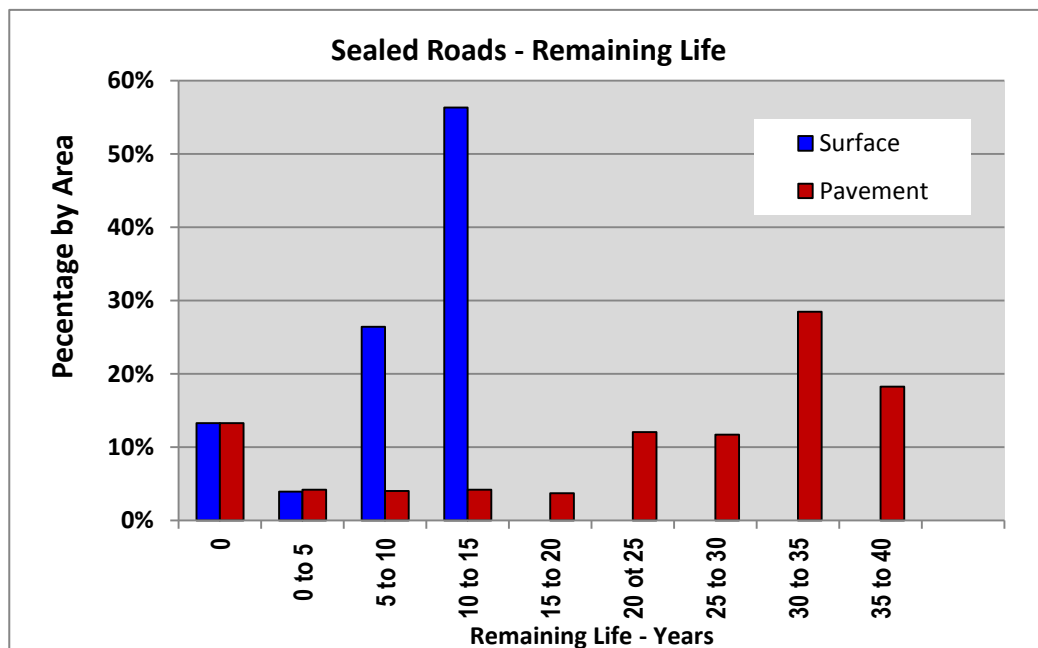
The Councils intention is to conduct regular condition audits of the sealed roads (ideally on an annual basis). This will provide an up to date accurate assessment of road condition and the effect of expenditure on road renewal and maintenance. It will also provide for ongoing modelling of the road condition and funding requirements for renewals and maintenance.



Infrastructure Management Group data audit vehicle and equipment

The remaining useful life (as a percentage of asset area) for seals and pavements is detailed in *Figure 4* below.

Figure 4 - Remaining Useful Life - Sealed Pavements



According to *Figure 4* approximately 21% of pavements (by area) are approaching the end of their useful life within the next 10 years.

5.5.1.2 Maintenance

(a) Maintenance Activities

Maintenance of sealed pavements is predominantly reactive. Activities include:

- Pothole repairs;
- Surface defect repairs;
- Edge break repairs;
- Crack sealing;

- Heavy patching;
- Vegetation clearing;
- Spraying; and
- Line marking.

(b) Maintenance Expenditure Trends

Maintenance expenditure trends are shown in *Table 17*.

Table 17 - Maintenance Expenditure Trends

Year	Maintenance Expenditure
2010/11	\$608,000
2011/12	\$862,000
2012/13 budget	\$502,000

Reactive, planned and cyclic maintenance works have not been identified separately in the table above. Assessment and prioritisation of maintenance is currently undertaken by Council staff using experience and judgement. Council staff regularly traverse a major proportion of the road network as part of their work activities or transit to and from work. Any road condition issues are reported to Maintenance Supervisors. This information, as well as customer requests and audit of the road condition, is used to establish work programs for road maintenance. The introduction of predictive modelling of regular condition audits will aid this process.

(c) Maintenance Standards and Specifications

Maintenance work is carried out in accordance with the following Standards and Specifications.

- AUS-SPEC #1 – Development Specification Series Design
- Various RTA standards for construction and materials; and
- Various Australian standards for testing and materials.

5.5.1.3 Renewals

(a) Renewal Plan

A seal may be renewed independently of the underlying pavement. The adopted useful life for a seal is 15 years, whereas that of a pavement is 40 years. A seal may therefore be renewed several times prior to the underlying pavement requiring renewal. Renewal of a pavement will always require renewal of the accompanying seal. At the pavement renewal stage there will be a significant amount of residual pavement and a total replacement is not required.

The results of the sealed road audit have been analysed in the predictive modelling system for the current budget on renewals and for an optimal level of renewal funding.

Forecast renewal dates for the 1- 5 condition ratings are shown in *Table 18*. Forecast renewal dates have been identified from the remaining useful life estimates as detailed in Section 5.5.1.1.

Renewal of the formation is driven by catastrophic events (e.g. major washout), redevelopment, or the need for realignment. No significant formation reconstruction is planned for the 10 year time frame of this plan.

Table 18 - Renewal Forecast of Sealed Pavements

Condition Rating	Surface Remaining Life	Pavement Remaining Life
1	15	40
2	10	22
3	7	14
4	3	6
5	0	0

The predictive modelling for the current expenditure and optimal expenditure on sealed road renewals is shown below.

Period	Sealed Roads Current Spend			Sealed Roads Optimal Spend		
	Renewal	Required Maintenance	Total	Renewal	Required Maintenance	Total
10 Years	20,446,000	12,317,000	32,763,000	29,397,000	5,797,000	35,194,000
20 Years	40,895,000	32,868,000	73,763,000	49,156,000	6,934,000	56,090,000

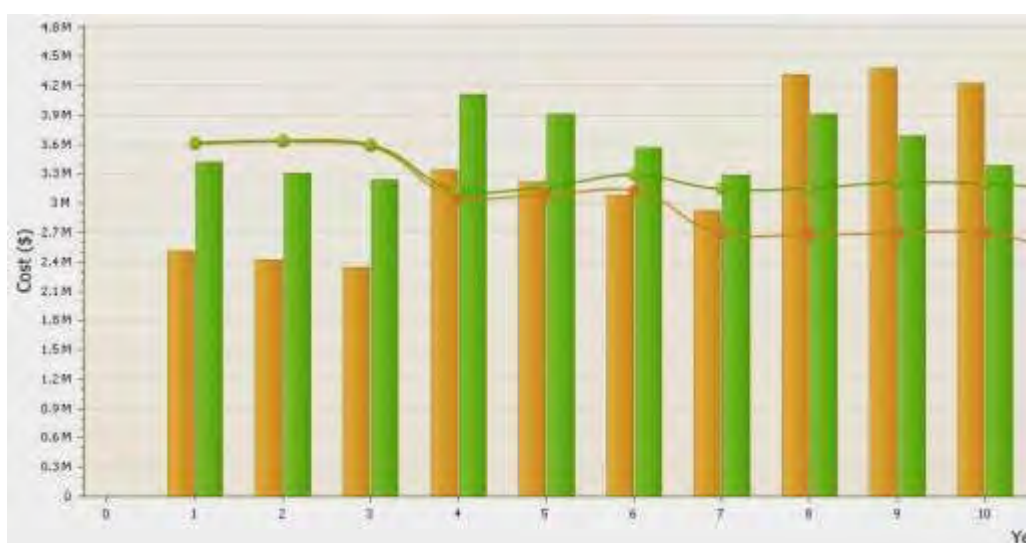
The optimal budget involves the provision of an additional \$900,000 per annum on renewals.

The current budget results in an escalation of the required maintenance budget due to inadequate renewal expenditure. The maintenance requirement for the 10 year period is \$12,317,000 compared with the current budget of about \$5,000,000

Over a 20 year period, with an increase in the renewal budget of \$900,000 per annum for the first 10 years, the total expenditure is about \$24,000,000 less compared with the current level of expenditure on renewals. This results from the large amount of expenditure required on maintenance due to the more rapid degradation of the road condition and amount required to keep the roads operational.

A comparison of the road condition rating for the alternative budgets on is shown below.

Figure 5 – Road Condition Rating and Budget Comparison





This indicates that over the 20 year period the current level of funding will result in many roads being well below expected service levels.

The above modelling does not take into account extra work effort which is typically required at renewal for the road to be upgraded to meet latest design standards (strength, width and alignment) for the current and predicted road traffic loads and usage. This particularly applies in high growth areas. The works required therefore have a renewal and new asset component to increase service capacity. Typically, the new asset component adds about 50% above the straight renewal cost.

Attachment B details Council staff's assessed need for renewal projects, identified as priorities 1 & 2 and extended reseal and rehabilitation programs, to overcome these deficiencies over the 10 year period of the plan and are summarised as follows

Environs	Length (km)	Amount
Braidwood	36.3	\$15,585,000
Bungendore	23.6	\$12,069,000
Burra/Urila/Royalla	3.2	\$1,725,000
Captains Flat	2.8	\$732,000
All Areas – extended reseals and rehabilitation program		\$7,500,000
Total:	71.9	\$37,611,000

(b) Renewal Standards and Specifications

Standards and specifications for the renewal of existing assets are the same as those for maintenance shown in Section 5.5.1.2 in addition to the following document:

- Road Access Requirements for Rural, Rural Residential and Environmental Protection Zones, 27 July 2004.

5.5.1.4 New Works

(a) Creation / Acquisition / Upgrade Plan

Engineering staff currently make an assessment of the need for projects to build new assets and upgrade/expand existing assets based on their knowledge of the network, expected growth

in traffic and feedback to date from the community. Further revisions of this plan will formalise methodologies for establishing future capital works programmes for undertaking Council funded road and drainage projects. This will include setting priorities and timeframes based on expected revenues.

(b) New Works Standards and Specifications

Standards and specifications for new assets and for upgrade/expansion of existing assets are the same as those for renewal shown in Section 5.5.1.2.

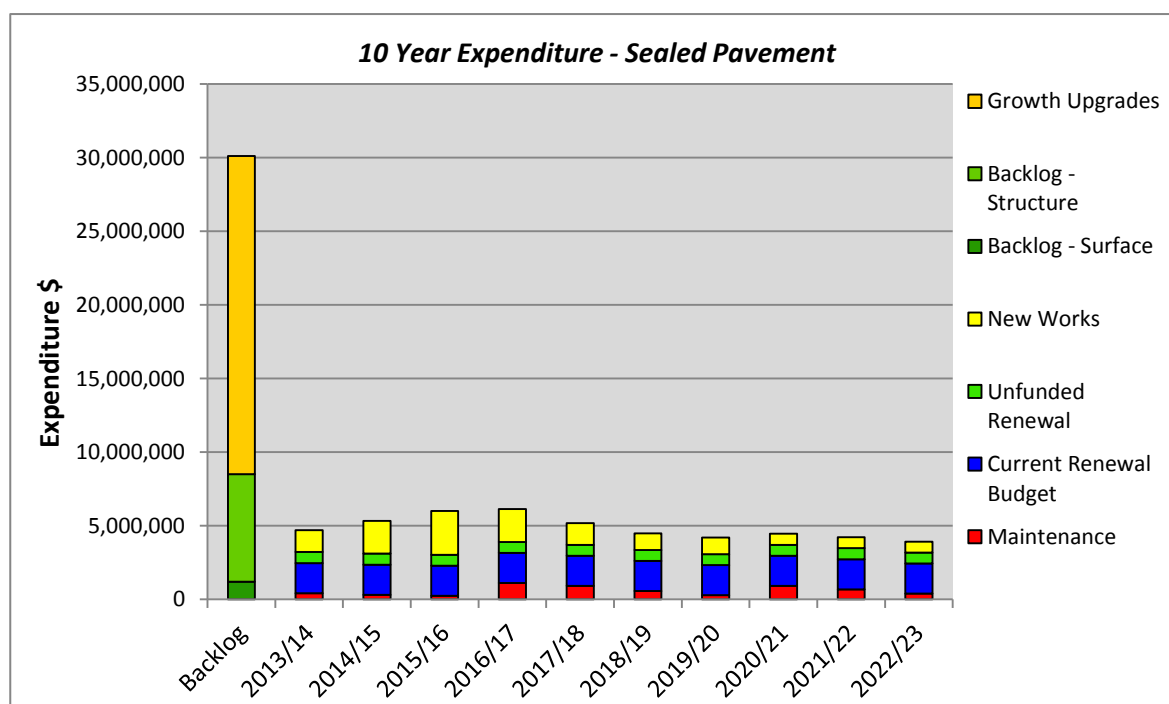
5.5.1.5 Disposal Plan

No sealed pavement assets have been identified for possible decommissioning or disposal.

5.5.1.6 Summary Planned Future Expenditure

The projected expenditure resulting from this lifecycle plan is detailed in *Figure 6* below.

Figure 6 – 10 Year Expenditure - Sealed Pavement



5.5.2 Kerb and Gutter

5.5.2.1 Background Data

(a) Asset Description

Council is currently responsible for approximately 47km of kerb and gutter. The distribution of kerb and gutter by length across the major town centres is:

- Bungendore – approximately 29km
- Braidwood – approximately 14km; and
- Captains Flat – approximately 4km.

Approximately 1.2km of kerb and gutter is made of bluestone (all located within Braidwood) with the remainder made of concrete.

Data on kerb and gutter was initially collected in the field by Council staff in January 2010 and has been maintained for any additions. Approximately 5 km of kerb and gutter has been constructed since 2010. The data is currently stored in a spreadsheet and is being prepared for input to the Asset Management System for revaluation of the Kerb and Gutter for 2012/13.

Each kerb and gutter asset is currently identified by a description that details the 'From and To' road name that the asset is associated with as well as the side of the road that the asset belongs to.

(b) Asset Capacity and Performance

There is insufficient kerb and gutter in the urban areas causing ponding, which in turn accelerates pavement condition deterioration and reduces level of service (e.g. nuisance, reduced safety and other asset failures).

(c) Asset Condition

The Road audit provided details of the Kerb & Gutter condition which has been used to update the condition rating of these assets. Kerb and gutter condition was assessed using the grading system detailed in Attachment D. The condition profile for kerb and gutter is detailed in *Figure 7* below.

Figure 7 – Kerb and Gutter Condition Profile

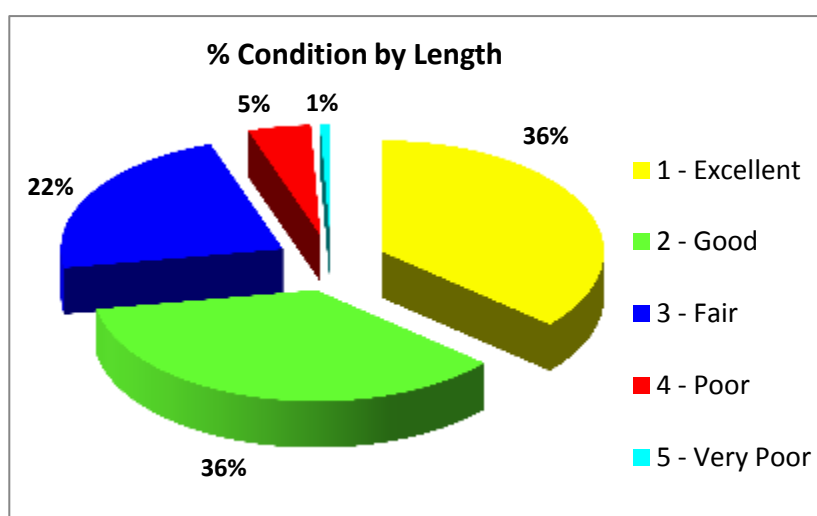


Figure 7 shows that approximately 6% of kerb and gutter is in poor or very poor condition.

5.5.2.2 Maintenance

(a) Maintenance Activities

Maintenance of kerb and gutter is predominantly reactive. Activities include:

- Grinding; and
- Replacement of small lengths of kerb and gutter;

(b) Maintenance Expenditure Trends

Maintenance expenditure trends are shown in *Table 19*.

Table 19 - Maintenance Expenditure Trends

Year	Maintenance Expenditure
2010/11	\$2,290
2011/12	\$6,530
2012/13 budget	\$39,351

Assessment and prioritisation of reactive maintenance is currently undertaken by Council staff using experience and judgement.

(c) Maintenance Standards and Specifications

Maintenance work is carried out in accordance with the same Standards and Specifications detailed for sealed pavement in Section 5.5.1.2.

5.5.2.3 Renewals

(a) Renewal Plan

Forecast renewal dates have been identified from the condition data as detailed in Section 5.5.2.1(c). A useful life of 75 years has been adopted for this plan.

Unfunded renewals (renewals that have been identified but not carried out prior to the first year of the plan) are estimated to be approximately \$46,000. No further kerb and gutter is currently forecast to be renewed within the 10 year time frame of this plan.

(b) Renewal Standards and Specifications

Renewal work is carried out in accordance with the same Standards and Specifications detailed for sealed pavements in Section 5.5.1.2.

5.5.2.4 New Works

(a) Creation / Acquisition / Upgrade Plan

The process for identifying and prioritising the Creation / Acquisition / Upgrade of kerb and gutter is the same as that detailed for sealed pavements in Section 5.5.1.4.

Attachment B details Council staff's Assessed Need for New Works.

(b) New Works Standards and Specifications

Standards and specifications for new assets and for upgrade/expansion of existing assets are the same as those for renewal shown in Section 5.5.1.2.

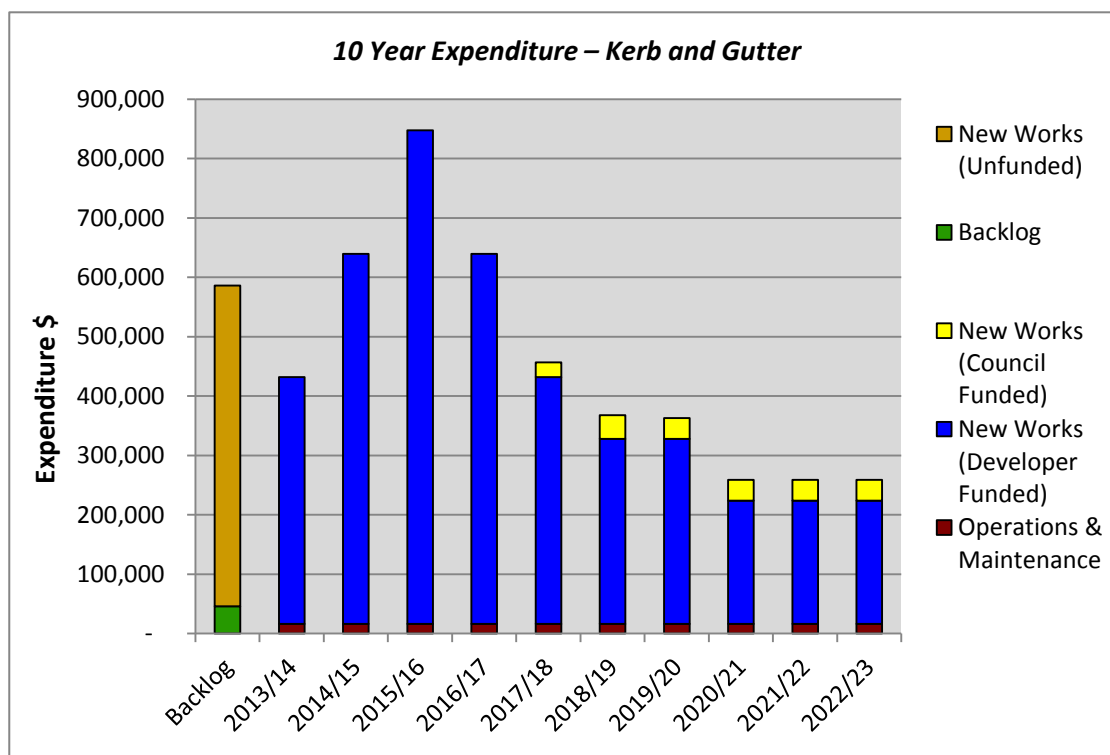
5.5.2.5 Disposal Plan

No kerb and gutter has been identified for possible decommissioning or disposal within the time frame of this 10 year plan.

5.5.2.6 Summary Planned Future Expenditure

The projected expenditure resulting from this lifecycle plan is detailed in *Figure 8*.

Figure 8 - 10 Year Expenditure – Kerb and Gutter



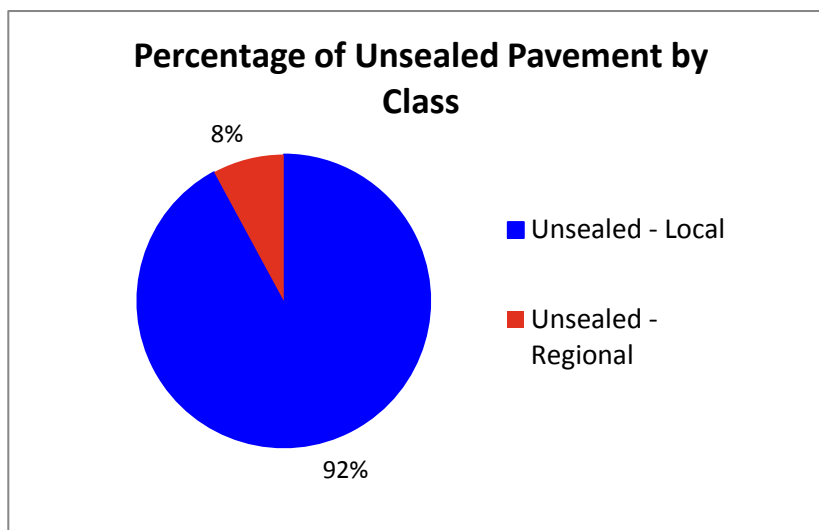
5.5.3 Unsealed Pavements

5.5.3.1 Background Data

(a) Asset Description

Council is currently responsible for approximately 747km of unsealed pavement, 688km of which is classed as Local and 59km as Regional. This is further illustrated in *Figure 9*.

Figure 9 – Unsealed Pavement by Class



Data on unsealed pavements is currently stored in Council's PARADOX Road Database. Each unsealed pavement that Council is responsible for is identified in the database by a unique number (e.g. ID 1000 – Mayfield Road).

Each unsealed pavement in the database is then further broken down into horizontal segments (Unsealed Segments) identified by a second unique number (Segment Number) and a 'From' and 'To' description detailing where the segment is located in the field, which could be either a cross-road name or some obvious landmark such as a bridge, culvert or a gate.

In addition to the horizontal break down, sealed pavements also comprise of 2 vertical components:

- Pavement; and
- Formation

Formation is the area of disturbed natural ground that the pavement is formed on. Pavement is the area of compacted granular material above the formation.

(b) Asset Capacity and Performance

The following unsealed pavements require consideration for upgrade to sealed pavement.

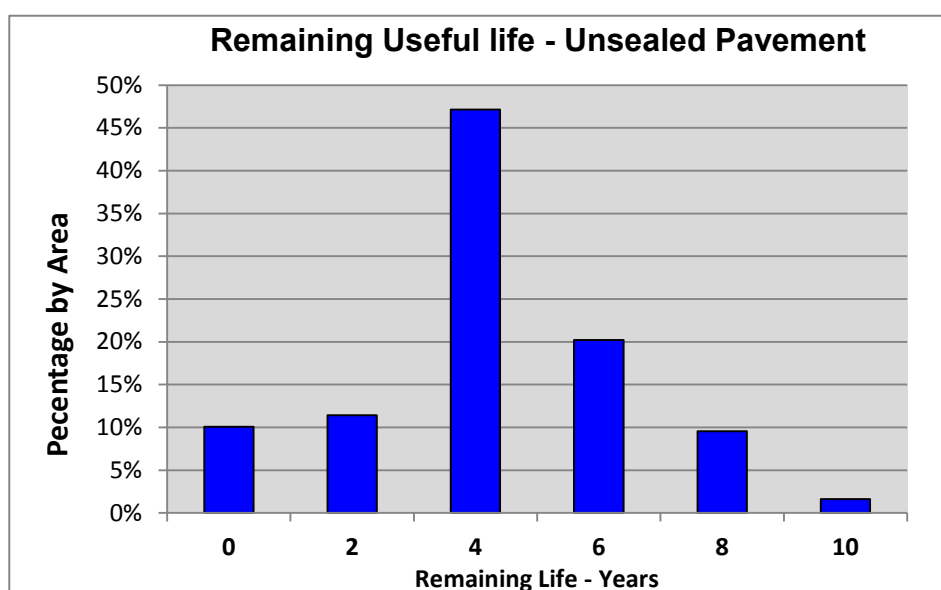
- Nerriga Road – 17km
- Woolcara Lane – 5.2km
- Gidleigh Lane – 6.8km
- Urila Road – 2.0km to Hardy Road
- Williamsdale Road – 5.8km remaining length
- Hoskinstown Road – 4.9km to Hoskinstown
- Various town streets

Unsealed pavements are considered for upgrade to sealed pavements if there is a traffic volume of 120-150 vpd and other factors (such as potential for traffic growth, unsafe alignment, dust nuisance/hazard, insitu materials and geographic location) which impact on the safety and amenity of the road and warrant the work. **Attachment F** provides details of the Decision Criteria for Sealing Gravel Roads. A map of Road Crash locations for 2005 to 2012 is shown in **Attachment E** and is referred to in the process for setting priorities for sealing of unsealed roads

(c) Asset Condition

Pavement condition was assessed in December 2012. This consisted of a workshop evaluation by the Regional Maintenance Supervisors to determine the condition of the pavement shape and depth of each unsealed road segment based on their experience with the pavement assets. Unsealed Segments range in length in the database from 4m to 7,800m for Local unsealed pavements and 20m to 12,700m for Regional unsealed pavements. The short segments are generally for causeways, bridges and major culverts. When the data is set up in the Asset Management System, the road segments will be reconfigured so that the maximum segment length is 1200 metres, to provide for more detailed management of maintenance data. The remaining useful life (as a percentage of asset area) for unsealed pavements is detailed in *Figure 10* below.

Figure 10 - Remaining Useful Life - Unsealed Pavements



5.5.3.2 Maintenance

(a) Maintenance Activities

Maintenance of unsealed pavements predominantly involves periodic grading. The frequency of grading ranges from 4 months to 3 years and is dictated by the traffic volume of the unsealed pavement. This is further detailed in *Table 20* below.

Table 20 – Grading Frequency of Unsealed Pavements

Category	Grading Frequency (months)	Criteria
3	3	340 vpd < AADT < 360 vpd
4	4	180 vpd < AADT < 260 vpd
5	6	80 vpd < AADT < 200 vpd
6	12	50 vpd < AADT < 100 vpd
7	18	20 vpd < AADT < 60 vpd
8	24	AADT < 40 vpd (Public Roads (dedicated and crown roads) previously not maintained by Council (prior to 1/7/05) but 4.0m wide and serving two or more residences.
9	36	0 vpd < AADT < 20 vpd
10	Not Maintained	Unformed Crown and dedicated roads, rights of way, public roads less than 4m wide and/or serving only one residence.

(b) Maintenance Expenditure Trends

Maintenance expenditure trends are shown in *Table 21*.

Table 21 - Maintenance Expenditure Trends

Year	Maintenance Expenditure
2010/11	\$795,000
2011/12	\$760,000
2012/13 budget	\$787,000

An annual grading schedule is prepared using the Grading Frequency Criteria and last grading dates. Work done is monitored against the schedule on a weekly basis. Adjustment to the schedule is undertaken by Council staff using experience and judgement.

(c) Maintenance Standards and Specifications

Maintenance work is carried out in accordance with the same Standards and Specifications detailed for sealed pavement in Section 5.5.1.2 in addition to the following document:

- Unsealed Roads Manual – Guidelines to Good Practice, ARRB, 3rd Edition, March 2009.

5.5.3.3 Renewals

(a) Renewal Plan

Forecast renewal dates have been identified from the condition data as detailed in Section 5.5.3.15.6.1(c).

The useful life for pavements (the gravel sheeting) is between 5 – 12 years depending on traffic counts. An average useful life of 10 years has been adopted for this plan. Based on road use and accounting for some roads being in areas with natural gravel subgrade, it is estimated that that 600 km (80%) of pavement will require renewal within the 10 year time frame of this plan. About 10% of these pavements are at the end of their useful life and is regarded as backlog. This equates to a backlog of \$1,500,000 and approximately \$1,350,000 per annum for a total of \$15,000,000 over 10 years.

There is a significant length (about 46 km) of unsealed roads that require renewal with sealed roads to bring them up to satisfactory standard to meet the current road usage. Attachment B details Council staff's assessed need for renewal works to overcome these deficiencies

The need for sealing of gravel roads with traffic counts greater than 150 vpd is summarised as follows.

Environs	Length (km)	Amount
Braidwood	19.8	\$13,380,000
Bungendore	15.8	\$4,897,000
Burra/Urila/Royalla	9.1	\$2,785,000
Captains Flat	1.4	\$540,000
Total:	46.1	\$21,602,000

Renewal of the formation is driven by catastrophic events (e.g. major washout), redevelopment, or the need for realignment. Sealing of gravel roads will include formation upgrading.

(b) Renewal Standards and Specifications

Renewal work is carried out in accordance with the same Standards and Specifications detailed for sealed pavements in Section 5.5.1.2.

5.5.3.4 New Works

(a) Creation / Acquisition / Upgrade Plan

The process for identifying and prioritising the Creation / Acquisition / Upgrade of unsealed pavements is the same as that detailed for sealed pavements in Section 5.5.1.4.

Attachment B details Council staff's Assessed Need for New Works.

(b) New Works Standards and Specifications

Construction of new assets and upgrade/expansion of existing assets is carried out in accordance with the same Standards and Specifications detailed for sealed pavements in Section 5.5.1.2.

5.5.3.5 Disposal Plan

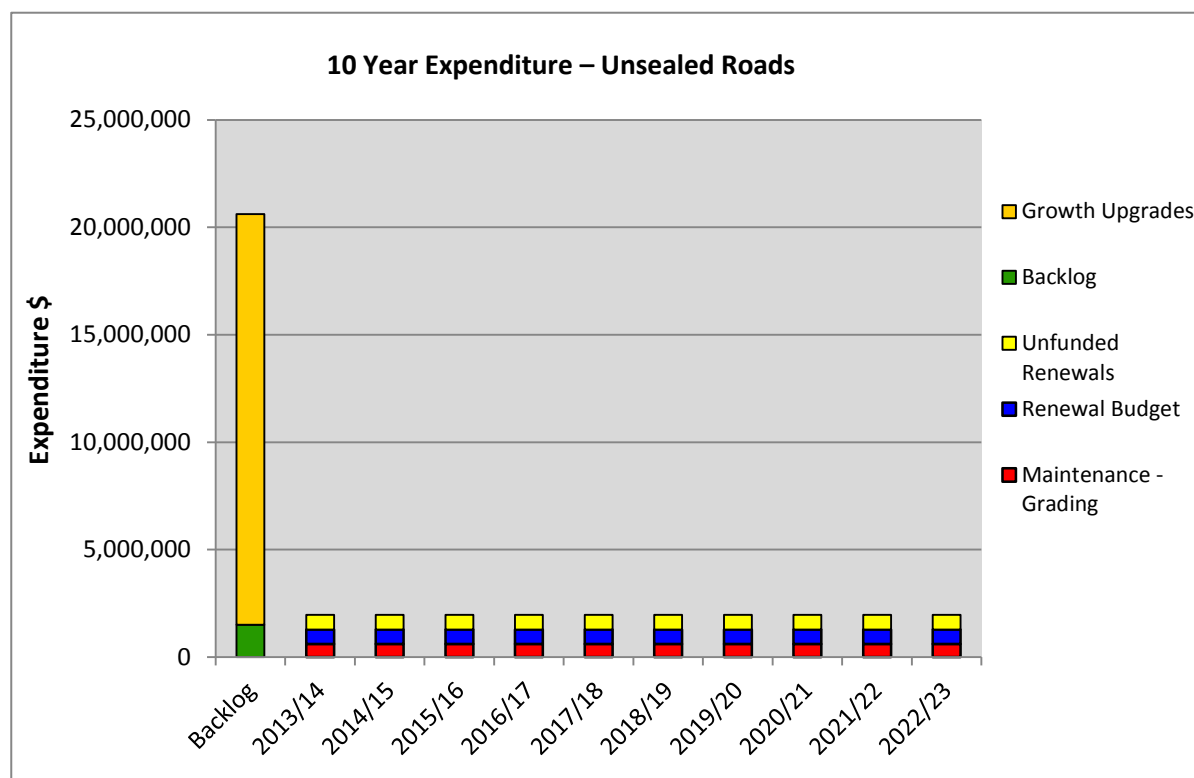
Unsealed pavement assets that have been identified for disposal will be upgraded to sealed pavements as detailed in Attachment B (Council's Assessed Need for New Works).

5.5.3.6 Summary Planned Future Expenditure

The projected expenditure resulting from this lifecycle plan is detailed in Figure 11 is as follows

- Maintenance Grading \$610,000 p.a.
- Current renewal budget \$660,000 p.a.
- Unfunded renewals \$690,000 p.a.
- Renewal/Upgrading Backlog \$21,612,000

Figure 11 - 10 Year Expenditure – Unsealed Pavement



5.5.4 Paths

5.5.4.1 Background Data

(a) Asset Description

Council is currently responsible for approximately 13.7km of path. The distribution of path by length across the major town centres is:

- Bungendore – approximately 9.4km
- Braidwood – approximately 3km; and
- Captains Flat – approximately 1.3km.

Approximately 11.6km of paths are made of concrete with the remainder made of asphaltic concrete, segmented pavers and gravel.

Data on paths was collected in the field by Council staff in January 2010 and is currently stored in a spreadsheet. This data has been updated for new paths, mainly constructed in Bungendore, such as in Ellendon Street and the shared paths in Bungendore Park and along Turallo Terrace. Each path asset is currently identified by a description that details the 'From and To' road name that the asset is associated with as well as the side of the road that the asset belongs to.

(b) Asset Capacity and Performance

About 2 km of new concrete paths have been constructed since 2010. However, there is still insufficient extent of paths in the urban areas causing the public to walk on roads. People with disabilities are not adequately catered for in some locations.

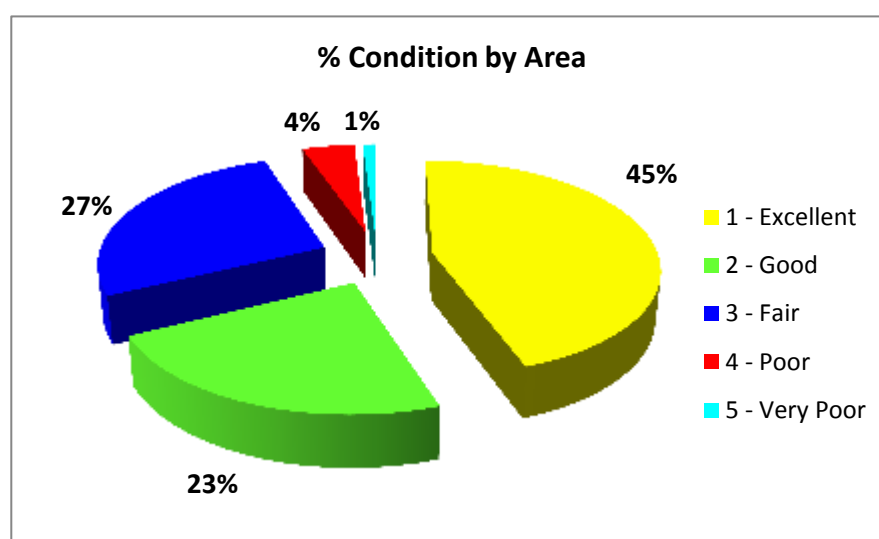
(c) Asset Condition

Path condition was assessed in January 2010 using the grading system detailed in Attachment D. The condition assessment was carried out by Council staff. The assessment has been updated for the new paths and repair work on existing paths. The condition profile for paths is detailed in Figure 12 below.

A condition audit of the footpaths was undertaken in December 2012. When the results of the audit have been compiled and are available the data will be loaded into the Asset Management System

Path Condition Profile

Figure 12 - Path Condition Profile



5.5.4.2 Maintenance

(a) Maintenance Activities

Maintenance of paths is predominantly reactive. Activities include:

- Grinding; and
- Replacement of sections;

(b) Maintenance Expenditure Trends

Maintenance expenditure trends are shown in **Table 22** **Table 27**.

Table 22 – Maintenance Expenditure Trends

Year	Maintenance Expenditure
2010/11	\$22,500
2011/12	\$24,250
2012/13 budget	\$12,800

Assessment and prioritisation of reactive maintenance is currently undertaken by Council staff using experience and judgement. A significant amount of the maintenance relates to grinding uneven joints between adjacent footpath slabs.

(c) Maintenance Standards and Specifications

Maintenance work is carried out in accordance with the same Standards and Specifications detailed for sealed pavement in Section 5.5.1.2.

5.5.4.3 Renewals

(a) Renewal Plan

Forecast renewal dates have been identified from the condition data as detailed in Section 5.5.4.1(c). Useful lives of 50 years for concrete paths, 30 years for asphaltic concrete paths and 15 years for gravel paths have been adopted for this plan.

The total projected renewal of paths is approximately \$17,000 over the 10 year time frame of this plan. In addition, unfunded renewals (renewals that have been identified but not carried out prior to the first year of the plan) are estimated to be approximately \$40,000. It is not expected that the condition audit data will significantly effect the projected renewals for the 10 year time frame

(b) Renewal standards

Renewal work is carried out in accordance with the same Standards and Specifications detailed for sealed pavements in Section 5.5.1.2.

5.5.4.4 New Works

(a) Creation / Acquisition / Upgrade Plan

The process for identifying and prioritising the Creation / Acquisition / Upgrade of paths is the same as that detailed for sealed pavements in Section 5.5.1.4.

A Bike Plan & Pedestrian Access and Mobility Plan was developed by Hub Traffic and Transport for Bungendore and Braidwood in 2009. The identified works to implement the recommendations from this plan was estimated to be \$340,000 per annum over a 5 year period. This amount has not been included in the expenditure forecast for paths as Council has not yet committed to the suggested programme of works.

Attachment B details Council staff's Assessed Need for New Works.

(b) New Works Standards and Specifications

Construction of new assets and upgrade/expansion of existing assets is carried out in accordance with the same Standards and Specifications detailed for sealed pavements in Section 5.5.1.2. Minimum pedestrian path width is 1.2m and ideal shared path (pedestrian and cyclist) width is 2.5m.

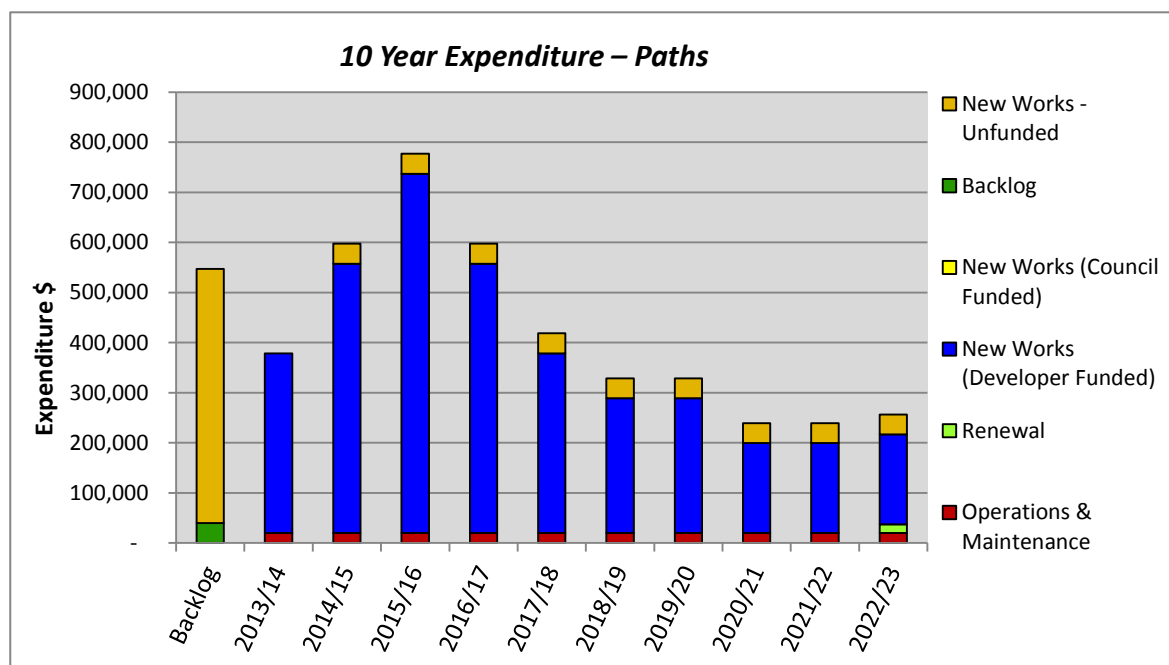
5.5.4.5 Disposal Plan

No path assets have been identified for possible decommissioning or disposal within the time frame of this 10 year plan.

5.5.4.6 Summary Planned Future Expenditure

The projected expenditure resulting from this lifecycle plan is detailed in Figure 13, *below*.

Figure 13 - 10 Year Expenditure – Paths



5.5.5 Drainage

5.5.5.1 Background Data

(a) Asset Description

The drainage asset group consists of:

- Pipes;
- Pits / Manholes; and
- Culverts and Headwalls.

There are some gaps in the data for drainage assets. For example, there are a number of drainage assets, including open drains and gross pollutant traps, where the data has not been collated from hard copy records or condition data has not been collected.

Urban Drainage

The data on pipes was collected from Works as Executed drawings. The distribution of drainage pipes across the major town centres is:

- Bungendore –15.3km and about 910 pits, manholes or headwalls;
- Braidwood –0.8km and about 100 pits, manholes or headwalls; and
- Captains Flat – 2.0km with about 110 pits, manholes or headwalls.

The number of pits / manholes has obtained from the drawings or assumed that there is a pit, manhole or headwall at each end of a pipe section

Rural Drainage

A program for collection of culvert details and condition assessment of the pipes and headwalls was commenced in 2010 using local staff. To date 2650 culverts have been audited, representing about 70% of all culverts. The total number of culverts is estimated at 3780 with total length of 38.7km (35.1km pipes, 3.5km box culverts)

The distribution of pipe culverts size is as follows

Pipe Diameter (mm)	%
< 375	4.3
375	24.6
450	25.1
525	4.2
600	15.0
700 - 900	15.4
1000 - 1800	11.4

The 3.5 km of box culverts have an average width of 900mm and average depth of 1500mm

There are approximately 6,700 headwalls

Data on culverts is currently stored in an MSAccess database and is being configured for loading into the Asset Management System

(b) Asset Capacity and Performance

There is insufficient drainage in both urban and rural areas.

There is open drainage in the urban areas which needs to be placed underground for safety and aesthetics reasons.

(c) Asset Condition

The collection of data for rural culverts has provided condition information for about 70% of the assets. This information has been used to estimate the condition for all rural culverts.

There is a large gap with condition data for drainage in the urban areas. In 2010 an estimate of the condition of pipes for Braidwood was provided by Council's Assets and GIS Officer using the grading system detailed in Attachment D. An estimated construction date has been allocated to the remaining urban drainage assets in order to estimate a remaining useful life and hence the timing for renewal.

Due to the importance of drainage in urban areas and the impact of any issues with poor condition any problems are attended to as a matter of priority.

5.5.5.2 Maintenance

(a) Maintenance Activities

Maintenance of drainage is predominantly reactive. Activities include:

- Clearing of pits;
- Clearing culverts; and
- Repairing / replacing headwalls.

(b) Maintenance Expenditure Trends

Maintenance expenditure trends are shown in *Table 23*.

Table 23 - Maintenance Expenditure Trends

Year	Maintenance Expenditure
2010/11	\$201,000
2011/12	\$87,000
2012/13 budget	\$151,000

Assessment and prioritisation of reactive maintenance is currently undertaken by Council staff using experience and judgement. The culvert audit has been used to identify the most urgent requirements for repairs and maintenance. Some cleaning and repair work was undertaken as a result of damage caused during the 2011 floods.

(c) Maintenance Standards and Specifications

Maintenance work is carried out in accordance with the same Standards and Specifications detailed for sealed pavement in Section 5.5.1.2.

5.5.5.3 Renewals

(a) Renewal Plan

Forecast renewal dates have been based on condition data for the pipe assets located in Braidwood and age for the remaining drainage assets as detailed in Section 5.5.5.1(c). A useful life of 40 years for pipes / pits, and 50 years for culverts / manholes has been adopted for this plan.

The total projected renewal of drainage assets is approximately \$330,000 over the 10 year time frame of this plan. In addition, unfunded renewals (renewals that have been identified but not carried out prior to the first year of the plan) are estimated to be approximately \$80,000 and is attributed to rural culverts and headwalls.

(b) Renewal standards

Renewal work is carried out in accordance with the same Standards and Specifications detailed for sealed pavements in Section 5.5.1.2.

5.5.5.4 New Works

(a) Creation / Acquisition / Upgrade Plan

The process for identifying and prioritising the Creation / Acquisition / Upgrade of drainage assets is the same as that detailed for sealed pavements in Section 5.4.

Attachment B details Council staff's Assessed Need for New Works.

(b) New Works Standards and Specifications

Construction of new assets and upgrade/expansion of existing assets is carried out in accordance with the same Standards and Specifications detailed for sealed pavements in Section 5.5.1.2.

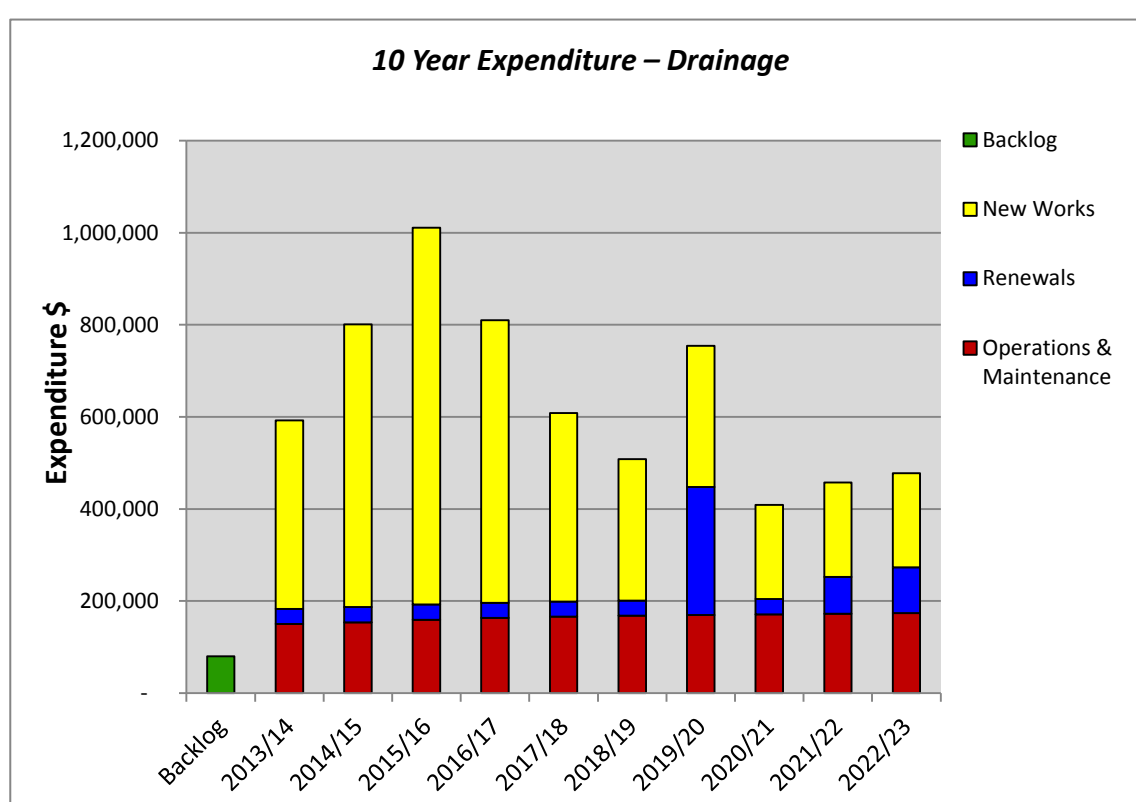
5.5.5.5 Disposal Plan

No urban drainage assets have been identified for possible decommissioning or disposal within the time frame of this 10 year plan.

5.5.5.6 Summary Planned Future Expenditure

The projected expenditure resulting from this lifecycle plan is detailed in Figure 14.

Figure 14 - 10 Year Expenditure – Drainage



5.5.6 Bridges and Major Culverts

5.5.6.1 Background Data

(a) Asset Description

Council is currently responsible for 119 bridges and major culverts. The bridges and major culverts asset group consists of:

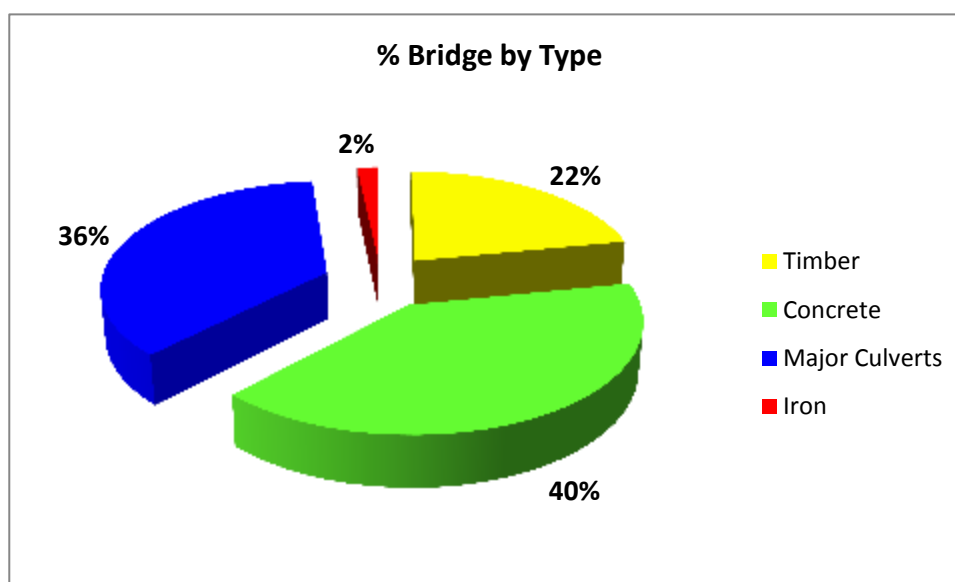
- Timber Bridges (26)
- Concrete Bridges (48)
- Iron Bridges (2)
- Major Culverts (culverts that have a span of greater than or equal to 6m – 43 in total).

Three timber bridges have been replaced with concrete since 2010, as follows

- Jembaicumbene Creek Bridge on Captains Flat Road
- Pipeclay Creek Bridge on Stewarts Crossing Road
- Tindery Creek Bridge on Urila Road

The distribution of bridges by type of bridge is detailed in Figure 15, below.

Figure 15 - 10 Year Expenditure – Drainage



(b) Asset Capacity and Performance

Timber bridges are approaching the end of their useful life and there is a lack of availability of structural timber material for repairs.

There is currently load limits on Foxlow Bridge, the Molonglo River Bridge on MR270 and Back Creek Bridge and each has been reduced to single lane access.

(c) Asset Condition

The condition of bridges and major culverts condition was assessed in January 2010. This consisted of a desktop evaluation (except for timber bridges) by the Director Works using the grading system detailed in Attachment D. The condition of timber bridges is assessed annually via field inspections. The condition has been updated for the 3 timber bridges that have been replaced with concrete

The condition profile for bridges (by bridge type) is detailed in Figure 16 to 18 below.

The assessed condition for all major culverts is 3 (Fair Condition).

Figure 16 – Timber Bridge Condition Profile

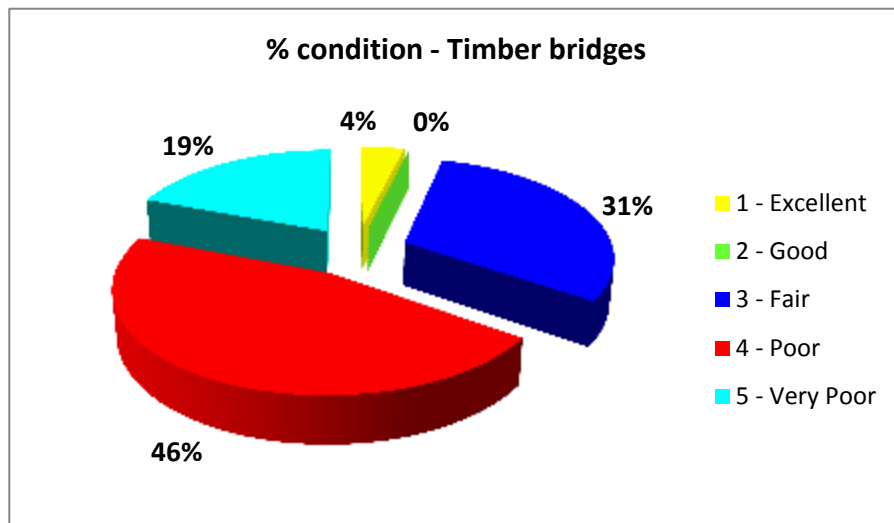


Figure 17 – Concrete Bridge Condition Profile

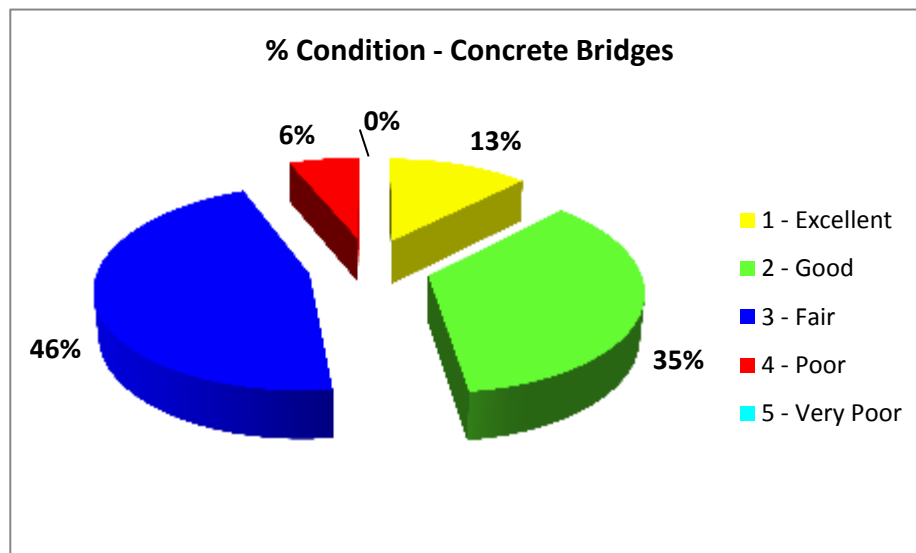
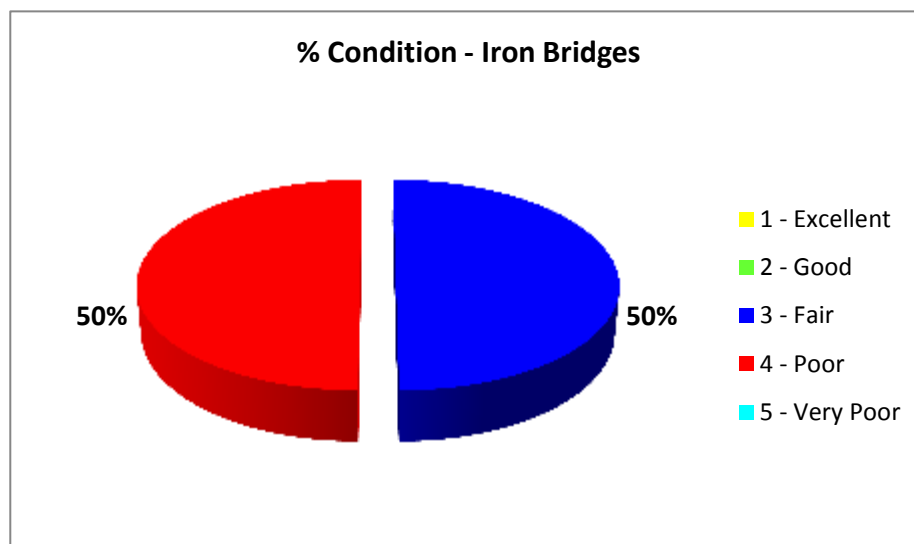


Figure 18 – Iron Bridge Condition Profile



A field based condition assessment is required on all bridges and major culverts to verify the desktop evaluation.

5.5.6.2 Maintenance

(a) Maintenance Activities

Maintenance of major culverts is predominantly reactive, however annual condition assessments are carried out on timber and concrete bridges. Activities include:

- Replacement of components of timber bridges; and
- Debris clearing out of major culverts.

(b) Maintenance Expenditure Trends

Maintenance expenditure trends are shown in *Table 24*.

Table 24 - Maintenance Expenditure Trends

Year	Maintenance Expenditure
2010/11	\$94,400
2011/12	\$169,900
2012/13 budget	\$88,300

Assessment and prioritisation of reactive maintenance is currently undertaken by Council staff using experience and judgement.

(c) Maintenance Standards and Specifications

Maintenance work is carried out in accordance with the same Standards and Specifications detailed for sealed pavement in Section 5.5.1.2. In addition, the following standards are followed:

- VicRoads Bridge Inspection Guidelines

5.5.6.3 4Renewals

(a) Renewal Plan

Forecast renewal dates have been identified from the condition data as detailed in Section 5.5.6.1. Useful lives of 40, 80, 75 and 50 years have been adopted for timber bridges, concrete bridges, iron bridges and major culverts respectively for this plan.

Unfunded renewals (renewals that have been identified but not carried out prior to the first year of the plan) are estimated to be approximately \$3,775,000 and is attributed to timber bridges listed in Table 25. Further timber bridge renewals and large culverts at flood prone causeways, estimated at \$5,500,400, are forecast to be required within the 10 year time frame of this plan.

Table 25 – Unfunded Timber Bridges renewal

Road Name	Bridge Name	Renewal Cost
Nerriga Road	St Omers Creek Bridge	\$305,000
Captains Flat Road	Back Creek Bridge	\$1,300,000
Reidsdale Road	Bedding Ground Creek Bridge	\$350,000
Foxlow Street	Foxlow Street Bridge (Molonglo River)	\$350,000
Captains Flat Road	Molonglo River Bridge	\$1,000,000
Other Major repairs		150,000
	Total:	\$3,305,000

(b) Renewal standards

Renewal work is carried out in accordance with the same Standards and Specifications detailed for sealed pavements in Section 5.5.1.2. For the purpose of this plan, it has been assumed that timber bridges will be replaced by concrete bridges.

5.5.6.4 New Works**(a) Creation / Acquisition / Upgrade Plan**

The process for identifying and prioritising the Creation / Acquisition / Upgrade of drainage assets is the same as that detailed for sealed pavements in Section 5.5.1.4.

Attachment B details Council staff's Assessed Need for New Works.

(b) New Works Standards and Specifications

Construction of new assets and upgrade/expansion of existing assets is carried out in accordance with the same Standards and Specifications detailed for sealed pavements in Section 5.5.1.2.

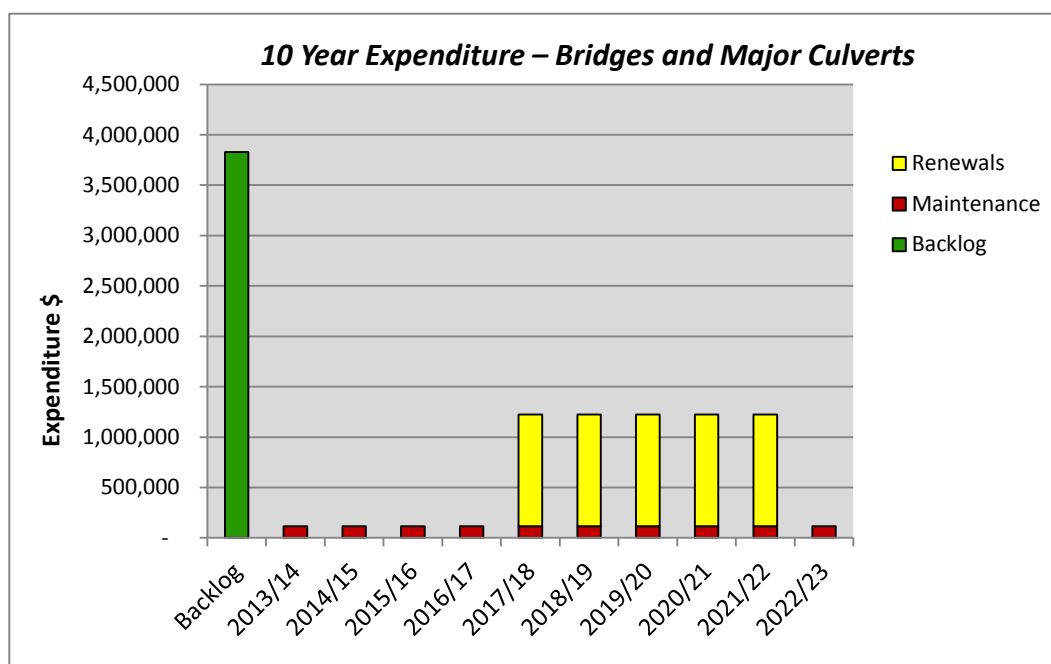
5.5.6.5 Disposal Plan

No bridges or major culverts have been identified for possible decommissioning or disposal within the time frame of this 10 year plan.

5.5.6.6 Summary Planned Future Expenditure

The projected expenditure resulting from this lifecycle plan is detailed in Figure 19.

Figure 19 - 10 Year Expenditure – Bridges and Major Culverts



5.5.7 Transport and Traffic Facilities

5.5.7.1 Background Data

(a) Asset Description

The transport and traffic facilities asset group consists of:

- Signs;
- Guide Posts; and
- Bus Shelters.

Traffic islands and pedestrian refuges are also part of the transport and traffic facilities group, and will be included in future revisions of this plan.

All of the data on signs has been obtained by sampling. Approximately 46km (3.5% of total road length) was sampled. Extrapolation of the sampled data gives a total of approximately 3,465 signs.

Data on guide posts for sealed roads was compiled using a review of the road condition video audit for a sample of 19km of sealed roads. This indicates that there is 1 guide post per side per 65 m of road. This equates to a normal spacing of 100m with additional guide posts on corners plus extra 2 guide posts for culverts. Using a normal spacing of 1 guide post per 250 of rural unsealed road (per side) there would be 1guide post per side per 160m for unsealed roads. This gives a total of about 24,500 guide posts

Data on bus shelters has been obtained via a field survey in 2010. There are a total of 26 bus shelters, the majority of which are constructed from timber / colourbond or metal / colourbond.

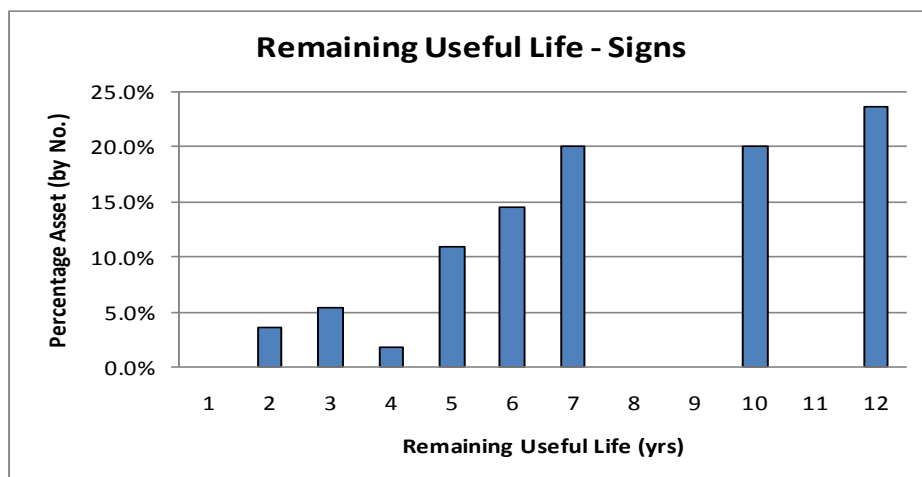
(b) Asset Capacity and Performance

There is a lack of guide posts on unsealed roads.

(c) Asset Condition

Sign condition was assessed in January 2010. The condition assessment was carried out by Council field staff on the sample of signs that were used to gather the inventory data. The remaining useful life (as a percentage of the total number of signs) is detailed in *Figure 20* below.

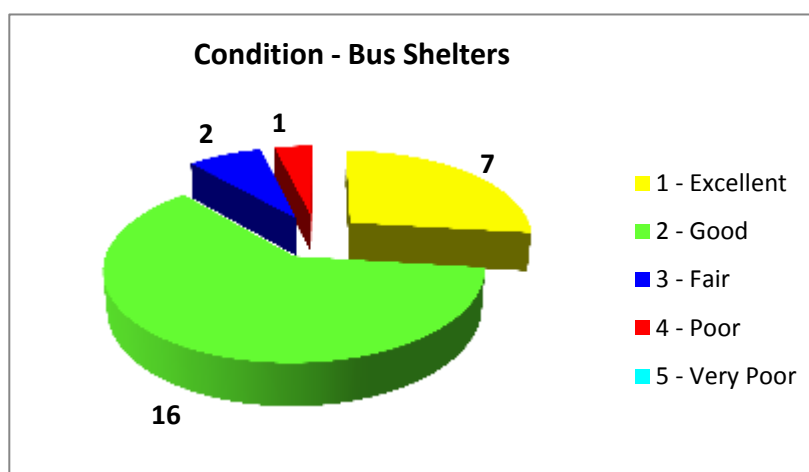
Figure 20 - Remaining Useful Life – Signs



Condition assessment of guide posts is not carried out.

Bus shelter condition was assessed in August 2010. The condition assessment was carried out by Council field staff using the grading system detailed in Attachment D. A condition profile is detailed in *Figure 21* below.

Figure 21- Bus Shelter Condition Profile



5.5.7.2 Maintenance

(a) Maintenance Activities

Maintenance of signs and guideposts is predominantly reactive. Activities include:

- Replacing guide posts;
- Replacing signs / blades; and
- Washing signs.

(b) Maintenance Expenditure Trends

Maintenance expenditure trends are shown in *Table 26*.

Table 26 - Maintenance Expenditure Trends

Year	Maintenance Expenditure
2010/11	\$204,000
2011/12	\$150,000
2012/13 budget	\$270,000

Assessment and prioritisation of reactive maintenance is currently undertaken by Council staff using experience and judgement.

(c) Maintenance Standards and Specifications

Maintenance work is carried out in accordance with the same Standards and Specifications detailed for sealed pavement in Section 5.5.1.2. In addition, the following standards are followed:

- RTA Road Design Guide for guide posts and signs.

5.5.7.3 Renewals

(a) Renewal Plan

There is currently no renewal plan for signs and guide posts as the replacement of these assets is currently expensed.

Forecast renewal dates for bus shelters have been identified from the condition data as detailed in Section 5.5.7.1 (c). A useful life of 20 years for bus shelters has been adopted for this plan.

The total projected renewal of bus shelters is approximately \$31,500 over the 10 year time frame of this plan.

(b) Renewal standards

Not applicable.

5.5.7.4 New Works

(a) Creation / Acquisition / Upgrade Plan

The creation of signs and guide posts is driven by creation of new roads and Traffic Committee recommended upgrades.

There is expected to be 12 new bus shelters resulting from new development over the 10 year

Attachment B details Council staff's Assessed Need for New Works.

(b) New Works Standards and Specifications

Not applicable.

5.5.7.5 Disposal Plan

No transport and traffic facilities assets have been identified for possible decommissioning or disposal within the time frame of this 10 year plan.

5.5.7.6 Summary Planned Future Expenditure

The projected expenditure resulting from this lifecycle plan is detailed in *Figure 22* for signs, *Figure 23* for guide posts and *Figure 24* for bus shelters respectively.

Figure 22- 10 Year Expenditure – Signage

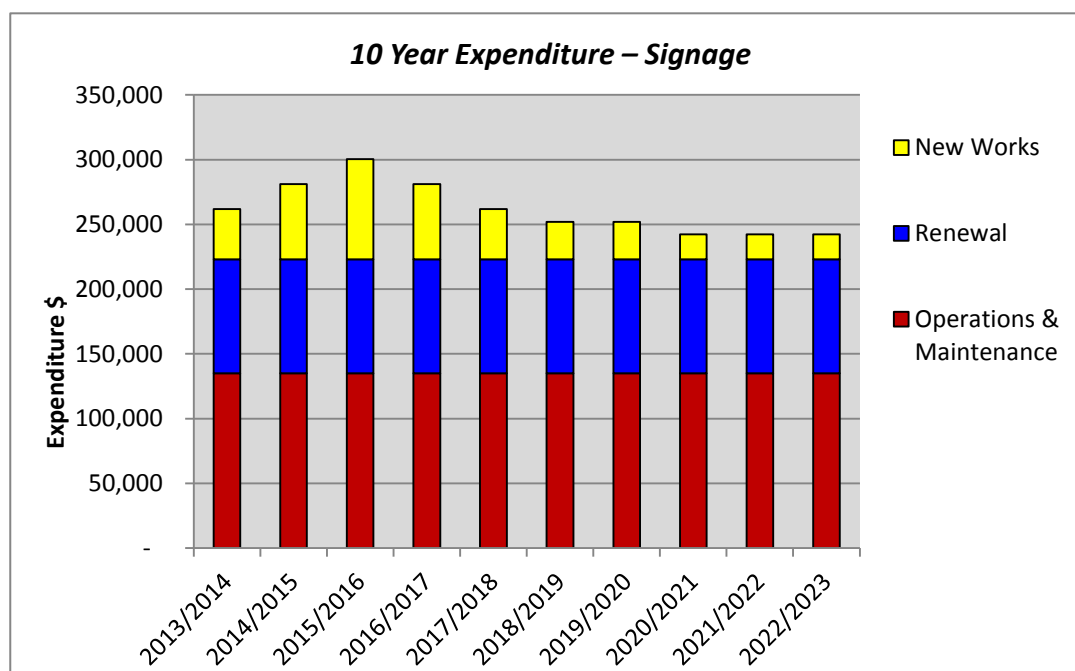


Figure 23- 10 Year Expenditure – Guide Posts

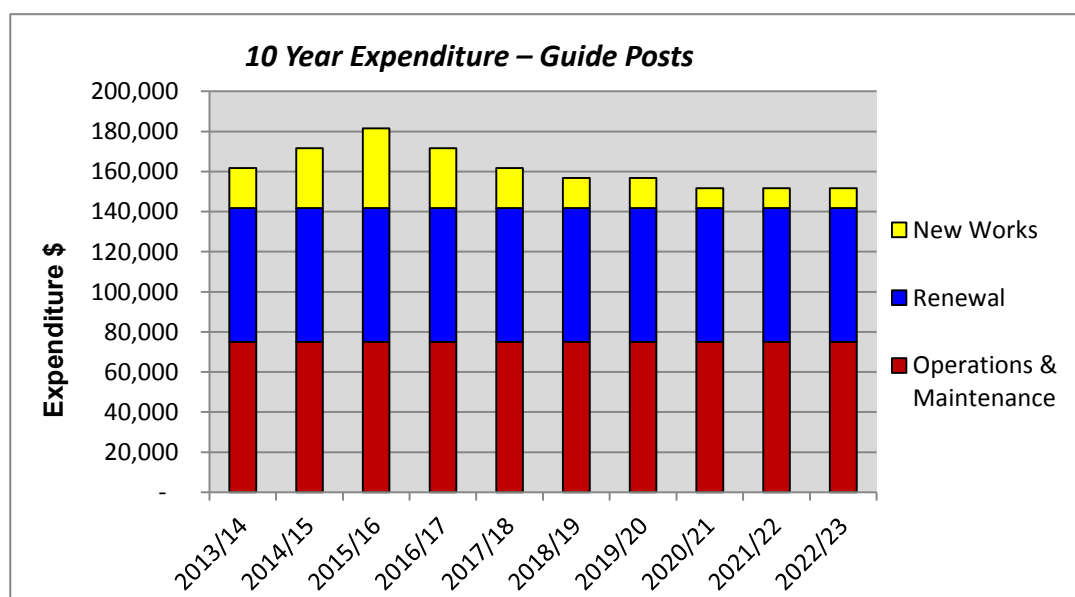
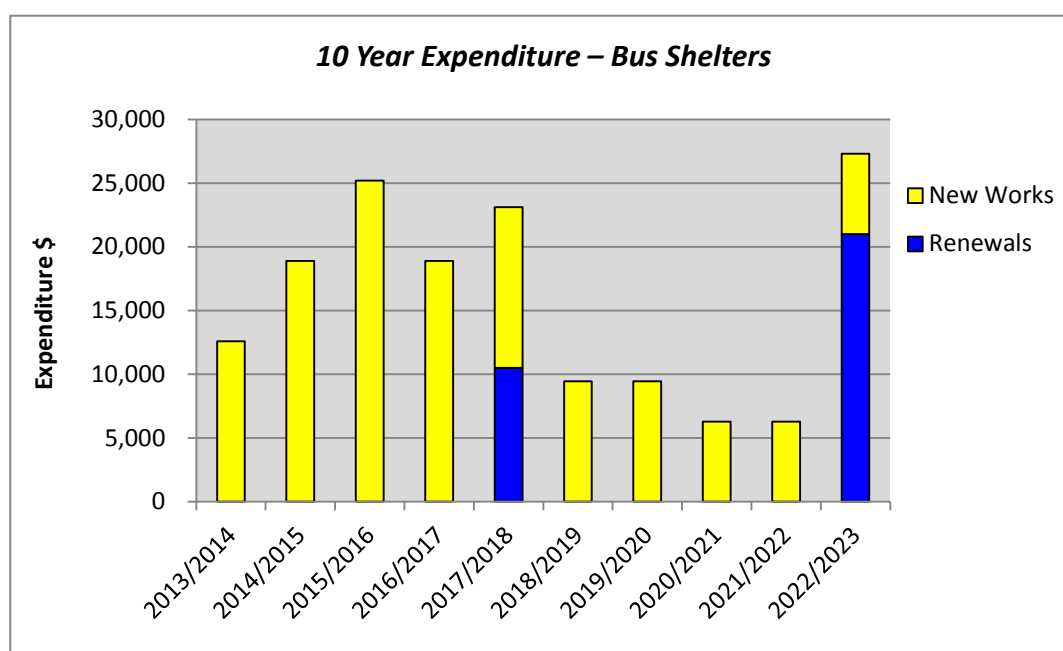


Figure 24- 10 Year Expenditure – Bus Shelters



5.6 Roads Risk Management Plan

Council has developed and adopted a corporate risk framework based on the Australian / New Zealand standard for Risk Management 4360:2004. The corporate risk framework (referred to as the Risk Management Plan) consists of a policy statement, roles and responsibilities for risk management across Council, a process for carrying out risk assessments and likelihood / consequence tables for rating risks.

A formal assessment of risks associated with service delivery from infrastructure assets is yet to be carried out by Council. The risk assessment process will identify credible risks, the likelihood of the risk event occurring, the consequences should the event occur, development of a risk rating, evaluation of the risk and development of a risk treatment plan for non-acceptable risks. Critical risks, being those assessed as 'Very High' - requiring immediate corrective action and 'High' – requiring prioritised corrective action will be identified in the infrastructure risk management plan once developed and subsequently summarised in future revisions of this asset management plan.

Council has, however, developed a draft risk based framework to assist with the management of planned and reactive maintenance. Routine inspection frequencies (planned maintenance) are set according to the hierarchy of the road (more important roads will be inspected more frequently than less important roads). Response times for reactive maintenance are dictated by a combination of the road hierarchy, the type and severity of the defect / hazard and the location of the defect / hazard on the road.

The framework currently covers the following asset groups:

- Sealed Pavement;
- Unsealed Pavement; and
- Transport and Traffic Facilities.

This framework should be piloted in the field and then eventually expanded to cover all asset groups that Council manages.

Further details on the draft framework can be obtained from the document “Risk Management Policy for Roads, September 2008”.

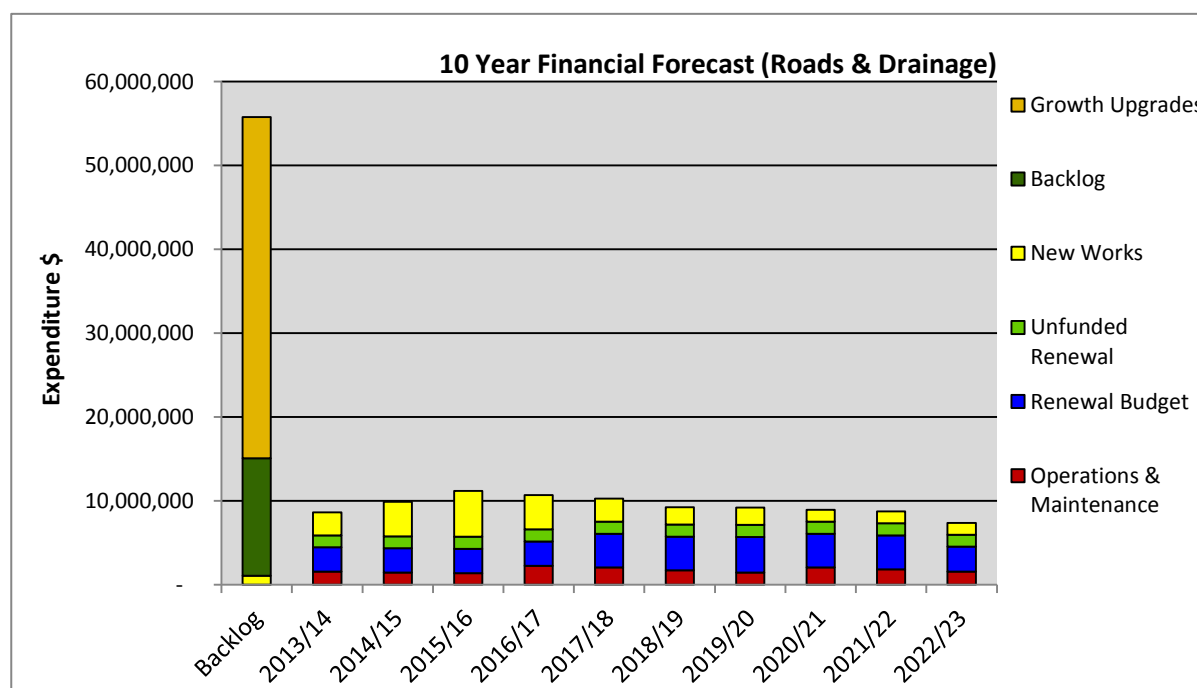
5.7 Financial Summary - Roads

This section contains the financial requirements resulting from all the information presented in the previous sections of this asset management plan. The financial projections will be improved as further information becomes available on desired levels of service and current and projected future asset performance.

5.7.1 Financial Statements and Projections (Roads & Drainage)

The financial projections are shown in *Figure 25* below for planned operating (operations and maintenance), capital expenditure (renewal and upgrade/expansion/new assets) and estimated unfunded renewals (renewals that have been identified but not carried out prior to the first year of the asset management plan).

Figure 25- 10 Year Expenditure – Roads & Drainage



Notes on 10 Year Financial Forecast:

- Total forecast required expenditure over the 10 year planning period are estimated to be approximately:
 - \$17,155,000 – Operations and Maintenance;
 - \$103,972,000 – Renewals (including the above Growth Upgrades); and
 - \$28,536,000 – New Works.

A breakdown of this 10 Year Financial Forecast by asset group is detailed in the corresponding lifecycle sections of this plan.

5.7.1.1 Sustainability of Service Delivery

This asset management plan identifies the estimated maintenance and capital expenditures required to provide an agreed level of service to the community over a 10 year period for input into a 10 year financial plan and funding plan to provide the service in a sustainable manner.

Figure 26 shows the projected asset renewals in the 10 year planning period from the asset register. The projected asset renewals are compared to capital renewal expenditure in the 2012/13 budget. Table 27 shows the annual and cumulative funding gap between projected renewals and reducing the current level of renewal expenditure by 20% annually until expenditure on renewals is reduced to zero.

Figure 26- Projected Renewals & Current Renewal Expenditure (Roads & Drainage)

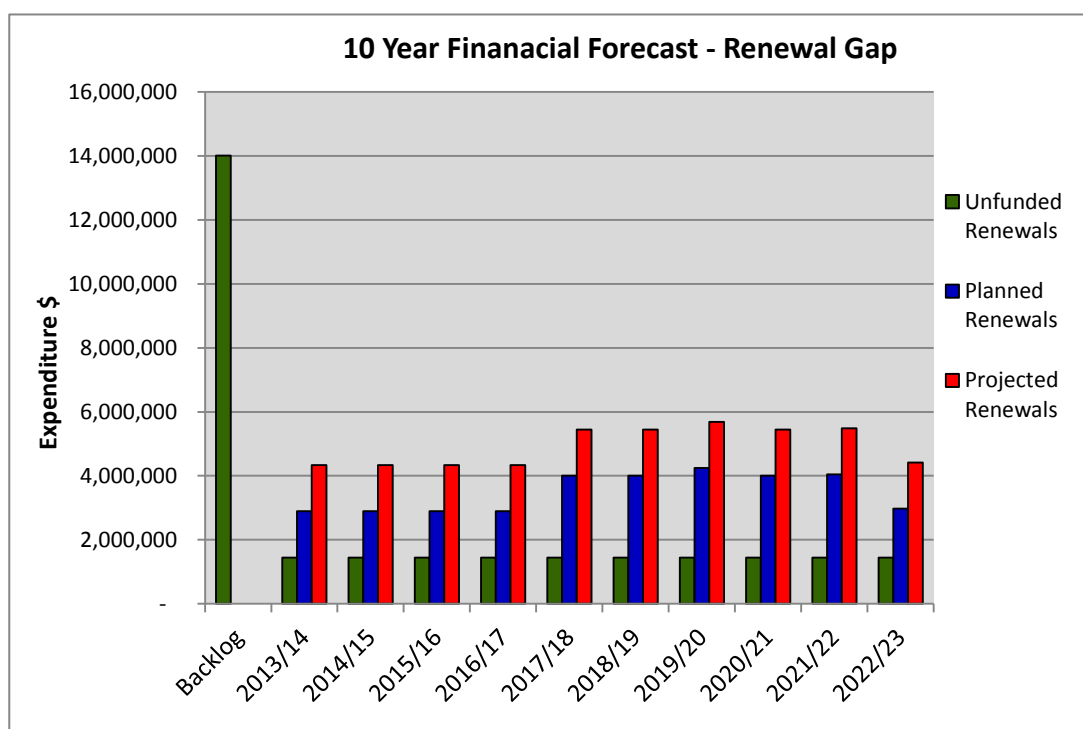


Table 27 - Projected and Planned Renewals and Expenditure Gap (Roads & Drainage)

	Unfunded Renewals	Projected Renewals	Planned Renewals	Renewal Funding Gap	Cumulative gap
2013/14	14,007,000	4,332,824	2,938,824	15,401,000	15,401,000
2014/15	0	4,332,824	2,892,824	1,440,000	16,841,000
2015/16	0	4,332,824	2,892,824	1,440,000	18,281,000
2016/17	0	4,332,824	2,892,824	1,440,000	19,721,000
2017/18	0	5,442,824	2,892,824	2,550,000	22,271,000
2018/19	0	5,442,824	2,892,824	2,550,000	24,821,000
2019/20	0	5,687,376	6,403,776	-716,400	24,104,600
2020/21	0	5,442,824	2,892,824	2,550,000	26,654,600
2021/22	0	5,489,723	2,939,723	2,550,000	29,204,600
2022/23	0	4,416,404	2,976,404	1,440,000	30,644,600

Note that **Table 27** includes the estimated \$14,007,000 required to close the gap of prior unfunded renewals.

Planned Renewals includes the current sealed and unsealed road renewal budget of \$2,705,000 per annum

Providing services in a sustainable manner will require matching of projected asset renewals to meet agreed service levels with planned capital works programs and available revenue.

A gap between projected asset renewals, planned asset renewals and funding indicates that further work is required to manage required service levels and funding to eliminate any funding gap.

Council will manage the 'gap' by developing this asset management plan to provide guidance on future service levels and resources required to provide these services. In particular improvement of the asset register, reassessment of useful lives and remaining lives will greatly improve the confidence level in the calculated results.

5.7.2 Funding Strategy Roads

Projected expenditure identified in Section 5.7.1 is to be funded from Council's operating and capital budgets. The funding strategy will be detailed in Council's 10 year long term financial plan.

5.7.3 Valuation Forecasts Roads

The current value of road asset is detailed in **Table 28** below

Table 28 – Road Infrastructure Values

Asset Group	Asset Type	Component	Replacement Cost(\$)	Depreciated Replacement Cost (\$)	Qty	Units	Annual Dep.n Expense	Effective Life (yrs)
Roads	Sealed Pavement	Seal	15,449,510	10,855,610	3,678,000	m2	1,029,970	15
		Pavement	92,604,110	66,069,000	4,520,000	m2	2,315,000	40
		Formation	223,968,100	223,968,100	584,300	M	0	Infinite
	Kerb and Gutter		6,340,230	4,028,460	46,990	m	84,540	75
	Unsealed Pavement	Pavement	22,396,360	9,043,800	4,479,000	m2	2,239,640	10
		Formation	205,299,990	205,299,990	747,500	M	0	Infinite
Paths	Paved Footpaths		3,435,000	2,505,000	24,284	m2	76,850	50
Drainage	Pipes		5,746,000	4,264,300	18,016	m	143,650	40
	Pits / Manholes		1,070,278	807,865	720	No.	26,760	40
	Culverts	Culverts	16,678,500	13,063,200	38,660	m	367,450	50
		Headwalls	1,685,670		6740	No.		50
Bridges and Major Culverts	Bridges - Timber		13,149,000	4,708,000	26	No.	328,730	40
	Bridges - Concrete		23,445,600	17,076,900	48	No.	293,070	80
	Bridges - Iron		288,000	108,000	2	No.	3,840	75
	Bridges - Major Culverts		1,789,050	894,530	43	No.	35,780	50
Transport and Traffic Facilities	Signage		1,056,590	739,600	3465	No.	88,050	12
	Bus Shelters		285,000	195,000	26	No.	14,250	20

	Guide Posts		1,335,500	934,850		No.	66,780	20
Totals			636,022,488	564,562,205			7,114,360	

Asset values are forecast to increase as additional assets are added to the asset stock from construction and acquisition by Council and from assets constructed by land developers and others and donated to Council. Figure 27 shows the projected replacement cost asset values over the planning period in 2010 dollar values. Depreciation expense values are forecast in line with asset values as shown in Figure 27.

Figure 27 – Projected Road Asset Replacement Cost

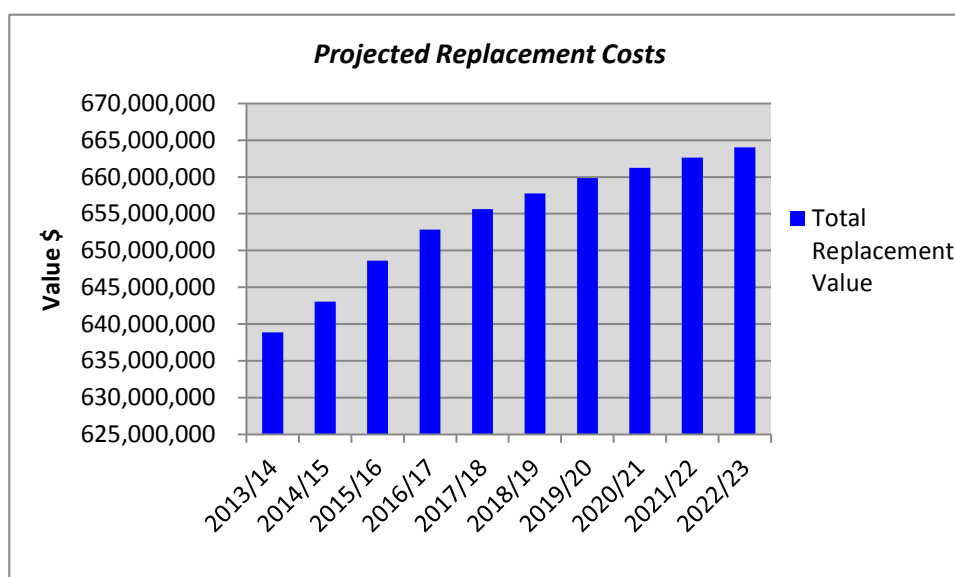
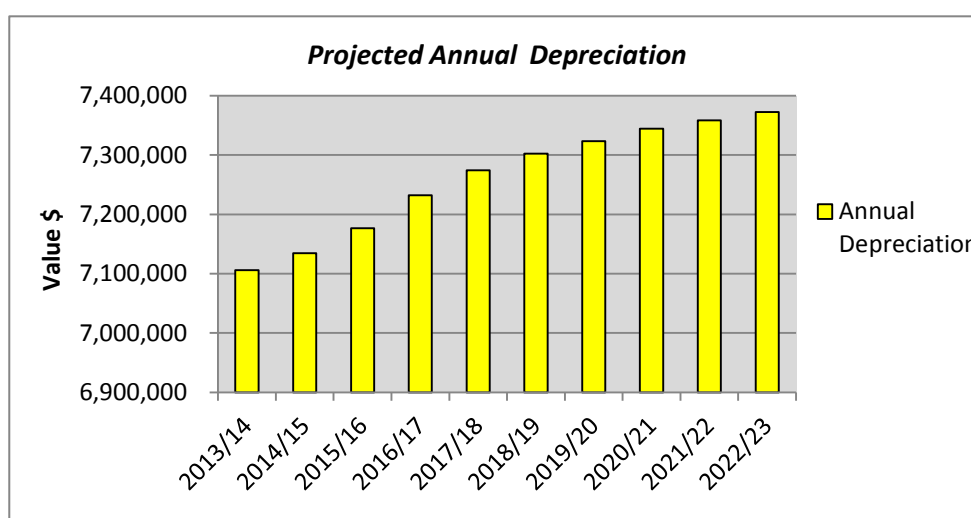
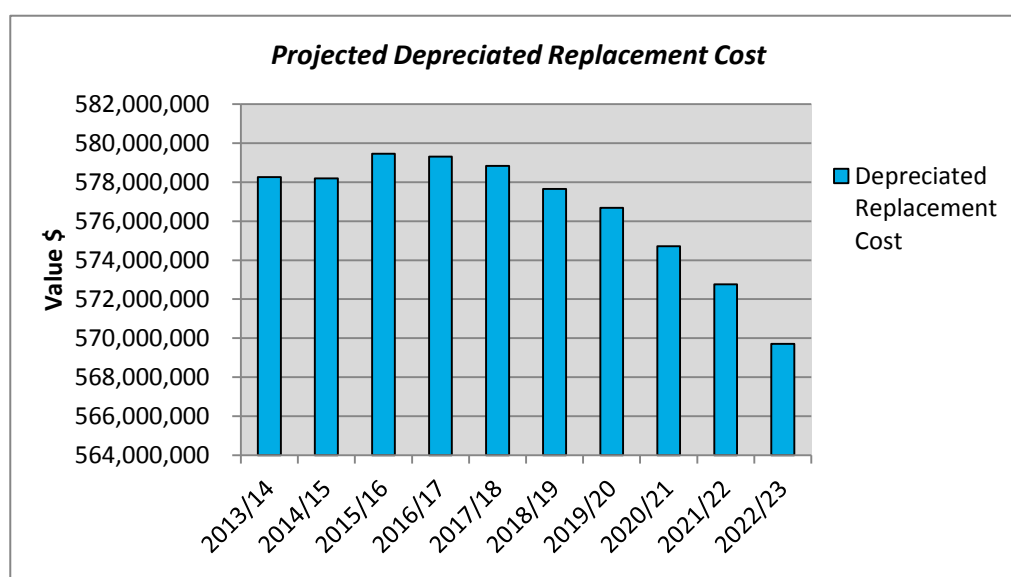


Figure 28 – Projected Road Depreciation Expense



The depreciated replacement cost (current replacement cost less accumulated depreciation) will vary over the forecast period depending on the rates of addition of new assets, disposal of old assets and consumption and renewal of existing assets. Forecast of the assets' depreciated replacement cost is shown in Figure 29.

Figure 29 – Projected Road Depreciated Replacement Cost



5.7.4 Key Assumptions made in Financial Forecasts

Refer Section 2.6

5.7.5 Road & Drainage Asset Valuations

A revaluation of Roads and Drainage assets was carried out in 2010. These values have been updated for 2012 values, including any changes to the asset base (renewals and disposals). A summary of the financial values is shown below, with a more detailed breakdown (including adopted Useful Lives) in **Table 28 – Road Infrastructure Values** :

- Current Replacement Cost \$635,999,830
- Depreciated Replacement Cost \$590,865,770
- Annual Depreciation Expense \$7,105,850

6 RECREATION FACILITIES

6.1 Current Levels of Service

Current levels of service for recreation facilities assets are detailed in **Table 29 below**. The current performance of many of the levels of service that are detailed is still unknown. However, performance monitoring processes can be established using these tables as a guide, thus enabling this missing information to be included in future revisions of this asset management plan.

Table 29 – Current Levels of Service (Recreation Facilities)

Recreation Facility	Key Performance Measure	Level of Service	Performance Measure Process	Performance Target	Current Performance
COMMUNITY LEVELS OF SERVICE					
Public Reserves and Parks	Quality Function Safety	Provide naturally vegetated, accessible reserves for passive recreation pursuits, free of erosion, weeds and pest animals and managed for fire hazard.	Customer survey relating to state of public reserves Monitoring and inspection by Council staff	General satisfaction with state of public reserves Adherence to maintenance standards	To be included in next survey. Issues and actions are reported at weekly Works Planning meetings.
		Provide mown urban parks with relatively short grass and mixture of tree and shrub types with occasional park style seating and paths but without vehicular access.	Customer survey relating to standard of town parks Monitoring and inspection by Council staff	General satisfaction with standard of town parks Adherence to maintenance standards	To be included in next survey. Issues and actions are reported at weekly Works Planning meetings
		Provide safe, readily accessible and interesting playgrounds in residential areas, supplemented by shade structures and supported by public amenities, seating, BBQs, waste bins and parking for high use areas	Customer survey relating to number and standard of facilities Monitoring and inspection by Council staff	General satisfaction with number and standard of facilities Adherence to maintenance standards	To be included in next survey. Issues and actions are reported at weekly Works Planning meetings
Playing Fields and Sports Facilities	Quality Function Safety	Provide an adequate number and range of well grassed and regularly mown playing fields and safe, good standard sports facilities, supported by modern amenities buildings, waste bins and adequate parking.	Customer survey relating to number and standard of facilities. Monitoring and inspection by Council staff	General satisfaction with number and standard of facilities Adherence to maintenance standards	To be included in next survey. Issues and actions are reported at weekly Works Planning meetings

Recreation Facility	Key Performance Measure	Level of Service	Performance Measure Process	Performance Target	Current Performance
Public Swimming Pools	Quality Function Safety	Provide viable, adequately sized and managed, good standard swimming pools in the larger urban areas.	Customer survey relating to availability and standard of facilities Monitoring and inspection by Council staff	General satisfaction with size and standard of facilities Adherence to maintenance standards	To be included in next survey. Issues and actions are reported at weekly Works Planning meetings
TECHNICAL LEVELS OF SERVICE					
Public Reserves and Parks	Quality Function Safety	Inspect reserves and program any follow up actions such as weed spraying. Inspect parks and program any follow up actions such as mowing and tree and park furniture care Inspect children's playgrounds in keeping with the draft Risk Management Plan	Inspections twice a year. Inspections undertaken fortnightly. Compliance against the Draft Policy.	Inspections undertaken. Necessary follow up actions undertaken.	Issues and actions are reported at weekly Works Planning meetings
Playing Fields and Sports Facilities	Quality Function Safety	Inspect playing fields and sports facilities and program any follow up actions such as mowing, watering, attention to supplementary facilities.	Inspections undertaken weekly.	Inspections undertaken. Necessary follow actions undertaken.	Issues and actions are reported at weekly Works Planning meetings
Public Swimming Pools	Quality Function Safety	Pool water is tested daily during swimming season and remediation actions taken as necessary. Pools are supervised by appropriately qualified staff.	Daily water quality tests	Compliance with test requirements	Issues and actions are reported at weekly Works Planning meetings

6.2 Desired Levels of Service

At present, indications of desired levels of service are obtained from various sources including feedback from residents to Councillors and staff, service requests and correspondence. It is considered that the above listed levels of service reasonably reflect desired levels of service. These will be further refined in future revisions of this asset management plan.

6.3 Future Demand for Recreation Facilities Assets

6.3.1 Demand Forecast

A description of the expected demand for extra recreation facilities assets is included in Section 4.

In summary, a major new playing fields/sports complex and a larger swimming pool are required in Bungendore to cater for future population growth.

In Braidwood the existing playing fields at The Recreation Ground need to be enlarged and supplemented with new floodlighting, irrigation system and modern canteen, change rooms and public amenities.

Extra reserves will be acquired in areas of rural and rural developments where land will be required for the siting of new buildings infrastructure such as halls and fire sheds and to meet passive and active recreation pursuits by the new residents of these areas.

In addition to the above, new parks and children's playgrounds will be acquired through new developments in Bungendore and Braidwood.

6.3.2 New Assets from Growth

The new assets required to meet growth will be acquired from land developments as well as those constructed by Council. The new asset values are summarised below. Acquiring these new assets will commit council to fund ongoing operations and maintenance costs for the period that the service provided from the assets is required. These future costs are identified and considered in developing forecasts of future operating and maintenance costs.

Total expenditure for new assets is estimated at \$4,091,000 as follows

Replacement of Bungendore Swimming Pool	\$4,000,000
Parks & Reserves from Developers	\$31,000
Playground Equipment from Growth	\$60,000

Unfunded works includes the following

New Bungendore Recreation Grounds	\$3,000,000 (Unfunded)
Upgrade Braidwood Recreation Grounds	\$1,300,000 (Unfunded)

6.4 Lifecycle Management Plan for Recreation Facilities Asset Groups

Lifecycle management plans are defined for each of the key asset groups detailed below:

Section 6.4.1 Public Reserves, Parks, Playing Fields and other Sports Facilities

Section 6.4.2 Swimming Pools

A summary of expenditure and changes to the asset base over the 10 year period is provided at the end of the section for each asset group. A complete financial summary is included in Section 6.6.

6.4.1 Public Reserves, Parks, Playing Fields and Sports Facilities

6.4.1.1 Background Data

(a) Asset Description

Public Reserves, Parks

Council is currently responsible for approximately 101 public reserves mostly in rural areas. It is also responsible of 8 parks in mainly urban areas. There are also 9 children's playgrounds throughout our LGA.

Data on public reserves and parks is currently being collated from Council's Property Database and spreadsheets. Each is also identifiable on Council's GIS system which links to limited data including lot description and area. The collated data will be loaded into the asset management system for the revaluation of these assets for 2012/13.

Most of the public reserves and parks have been classified as community land and many are under management control provided through Section 355 Committees of Council. Some have community halls, equestrian facilities, fire sheds, children's playgrounds, barbeques and public amenities erected on them. Some are used as greenways. Many others have no improvements and remain as passive recreation areas.

To date there has been little opportunity to determine a suitable listing of sub-assets for this class of asset.

There is a requirement for Council to develop Management Plan(s) for these properties.

Playing Fields and Sports Facilities

Council currently provides playing fields and sports facilities at the following locations:

At Bungendore:

- i. Mick Sherd Oval comprises an oval shaped area that with various field layouts caters for most outdoor sports played in the town. This includes rugby union, rugby league and touch football, as well as training for junior soccer and cricket. It is also used for school sports activities. There are also three tennis courts located at the site located adjacent to the oval.
- ii. BBB Oval on the Elmslea side of Turallo Creek provides a venue for cricket and Aussie Rules.
- iii. The Bungendore Skateboard Park has a skateboard/BMX bike bowl and an adjacent half basketball court and hit up wall.
- iv. The Bungendore School Hall provides a venue for indoor sports such as netball and basketball. This is a 'joint facility' that Council contributes to financially but only part of the building is on Council land.

At Braidwood

- i. Braidwood Recreation Ground has one senior and one junior sized football fields with a concrete cricket pitch between the fields. Area is also used for touch football and little athletics. A dirt BMX track is located in the corner of the grounds. There are also two tennis courts at the site.
- ii. The Braidwood School Gymnasium allow not owned by Council can be used for indoor netball, basketball and gymnastics especially associated with school sports programs.

At Captains Flat

- i. Col Winchester Oval is used for cricket and football matches.

At Other villages

Sports grounds at Araluen, Majors Creek and Nerriga on crown reserves are maintained by local trusts that are independent of Council.

(b) Asset Capacity and Performance

Most of these assets are performing well in terms of utilisation by community groups and individuals however there are many improvements that could be made if funds permitted.

Mick Sherd Oval has reached its capacity in terms of scheduling extra sports and matches and the level of existing wear and tear on the oval's surface. Extra playing fields are needed to cater for expected future growth in sports such as cricket and soccer. The local tennis club has identified the need for an extra tennis court to meet increased demand.

The Braidwood Recreation Ground is short on capacity to stage larger sporting events such a regional football carnivals due to the unsuitability of the smaller field for senior sports. The current configuration of fields also does not provide an ideal situation for spectators with the building shelter and canteen being remote from the main field where the feature main football games are played.

The Captains Flat playing fields appear to be adequate for the population served.

Public amenities at sports grounds are included in Section 7 under General Fund Property.

(c) Asset Condition

The various sports fields are maintained with good grass cover and are kept in good order through regular mowing and watering programs.

The dirt BXM track at Braidwood needs refurbishment to bring it up to an interesting and safe configuration.

This class of asset, being land, has unlimited useful life and is not depreciated. The capital improvements constructed on them do however have a limited life and require maintenance attention. These assets if they are buildings are included in Section 7. The existing children's playground equipment and other park furniture is in a good and safe condition.

6.4.1.2 Maintenance

(a) Maintenance Activities

Rural Public Reserves:

Maintenance of reserves is very limited due to lack of funds but is generally restricted to environmental land management activities. Grants funds are occasionally acquired for specific projects. Activities include:

- Weed inspection and spraying
- Stream banks stabilisation;
- Access maintenance;
- Erosion remediation;
- Fire hazard reduction

A significant amount of the maintenance effort at public reserves is organised and funded by the voluntary members of Council's S355 Committee who raise funds through fees and fund raising events.

Town Parks and Reserves: Town parks and reserves require a higher maintenance effort than public reserves in rural areas due to their greater intensity of use. The main activity in urban area parks and reserves is mowing, especially in the growing season, with the aims of keeping

them neat and tidy and to maintain grass height suitable for walking. Park equipment and furniture require regular attention to ensure they remain functional and safe and to repair periodic vandalism damage. Park trees require periodic lopping and sometimes removal to deal with dead limbs that pose a public safety risk. Replacement with new stock is part of maintenance activities. Some parks have irrigation systems that need to be kept in functional condition.

Table 30 – Mowing Frequency for Town Reserves and Parks

Park/Reserve	Mowing Frequency in Growing Season (weeks)
Turallo Creek Reserve	4
Elmslea linear parks	6
Mick Sherd Oval Surrounds	4
Frogs Hollow	6
Duralla St Park	6
Days Hill Reserve fringe areas and trails	8
Ryrie Park	4
Bi-Centennial Park	4
Braidwood Recreation Ground Surrounds	4
Hassell Reserve	6
Winchester Reserve	4

Playing Fields

Playing fields require a high level of maintenance effort to keep them ready for sports activities at the various venues.

Table 31 – Mowing Frequency for Playing Fields

Playing Fields	Mowing Frequency in Growing Season (weeks)
Mick Sherd Oval	weekly
BBB Oval	2
Braidwood Recreation Ground	2
Winchester Park Playing Fields	4

(b) Operations and Maintenance Expenditure Trends

Council maintenance expenditure trends are shown in **Table 32**

Table 32 - Maintenance Expenditure Trends

Year	Operations and Maintenance Expenditure
2010/11	\$312,000
2011/12	\$364,000
2012/13 budget	\$317,000

Assessment and prioritisation of reactive maintenance is currently undertaken by Council staff using experience and judgement.

(c) Maintenance Standards and Specifications

No specific standards or specifications are used for maintenance works.

6.4.1.3 Renewals

Playing fields being basically land are long lasting and do not need total renewal as such. However, a healthy fertile and well drainage topsoil layer is necessary for growing a thick and durable grass playing field surface. This may require reworking and supplementing the topsoil layer and re-turfing about every 10 years. This may also involve renewing any insitu irrigation systems at these grounds.

A renewal project of this nature is needed at the Braidwood Recreation Ground in association with the re-configuration of playing fields as described above.

No other existing sports facility assets are expected to need replacement in the next 10 year period.

Park play equipment, furniture, barbeques, fences, water systems and trees all need to be replaced over time with half of these being replaced over the next 10 years.

6.4.1.4 New Works

(a) Creation / Acquisition / Upgrade Plan

A major new playing fields/sports complex is required in Bungendore to cater for future population growth. This is needed to cater for an expected growth in teams playing the football codes, cricket and netball. Council Community Strategic Plan has identified the need to survey the various sporting clubs to verify and quantify the need. The results of this survey which is expected to be undertaken during 2013/14 will be used to revisions of this sub-section of this plan.

From time to time Council inherits new parks and public reserves in areas where large urban and rural residential subdivisions are undertaken.

In rural areas, these are often tracks of land on ridge tops and along watercourses where valuable remnant vegetation or native grasslands exist. These require some management and minor maintenance for which Council incurs a minor increase in expenditure. There are also a number of projects that could be undertaken to improve the facilities available on these reserves including construction of a new community hall and ground improvements at the Royalla reserve and upgraded pony club facilities at a number of other reserves.

As identified in Attachment B details Council staff's Assessed Need for New Works.

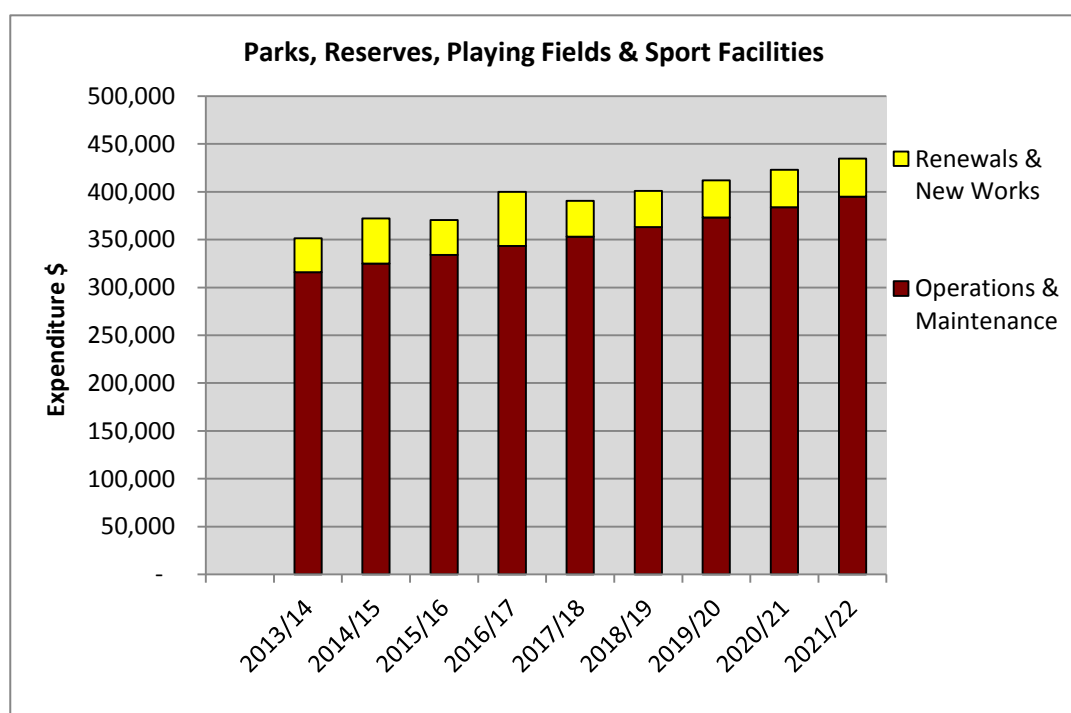
6.4.1.5 Disposal Plan

No public reserve and park assets have been identified for possible decommissioning or disposal in the next 10 year period.

6.4.1.6 Summary Planned Future Expenditure

The projected expenditure resulting from this lifecycle plan is detailed in *Figure 30* below.

Figure 30 - 10 Year Expenditure – Public Reserves, Parks, Playing Fields and Sports Facilities



6.4.2 Public Swimming Pools

6.4.2.1 Background Data

(a) Asset Description

Council owns and operates public swimming pools at Bungendore, Braidwood and Captains Flat.

Bungendore Pool: The main pool is 25m x 8m with 6 marked lanes. It was constructed in 1991. The pool is covered with a thermal cover during the winter months and fringe periods of the swimming season. There is also a 5m diameter wading pool at the site and toilets and change room building that is shared by teams playing football at adjacent Mick Sherd Oval during the winter months.

Braidwood Pool: The main pool is 20m x10m with 5 marked lanes. It was constructed in 1965. The pool water is heated by supplementary solar panels which were renewed in 2011. A small wading pool sits beside the main pool. Open roof change room and a toilet block supplement the pool facilities.

Captains Flat Pool: The main pool is 22m x 9m with 5 marked lanes. It was constructed by the Lake George Mining Company in the 1950's with ownership passing over to Council in the 1970s. At the site there is also a 4m x 5m wading pool and supplementary toilets and change rooms.

Data on swimming pools is currently stored in Council's spreadsheets and will be loaded into the Asset Management System for the 2013 revaluation of these assets. Each is also identifiable on Council's GIS system which links to limited data including lot description and area.

All pools are located on public recreation reserves.

There is a requirement for Council to develop Management Plan(s) for these properties.

(b) Asset Capacity and Performance

Bungendore Pool: This pool is regularly at or close to maximum capacity during the hotter summer days when the water circulation/filtration system is at its peak but cannot always safely cater for the number of patrons who wish to enter the pool. It has been necessary on occasions to turn patrons away. A full description of the deficiency of this pool is included in the "Proposals for the Renovation, Enlargement or Replacement of the Bungendore Pool (29 March 2011)" report

Braidwood Pool: While this pool has adequate capacity for the catchment it serves, it is an old pool that needs to be modernised.

Captains Flat Pool: This pool has adequate capacity provided by aging filtration equipment but is reaching the end of its useful life.

(c) Asset Condition

Bungendore Pool: This pool is generally in good condition but basically it is too small for the increasing population that it is required to serve and it needs enlarging or replacing in the near future.

Braidwood Pool: The pool is now 50 years old and needs upgrading to meet modern standards. A local interest group has approached Council about undertaking upgrade and refurbishment works for the pool and surrounds, including lengthening the pool to 25m

Captains Flat Pool: This 60 year old pool which has corroding steelwork and wall sections with crumbling concrete has developed a serious water leak that is costing Council \$25,000 p.a. in water bills.

Decision time has come on the future of this pool to determine whether:

- i. It receives temporary patching and repairs that may need to be repeated again within a few years.
- ii. It is replaced at great cost.
- iii. It is permanently closed to save costs for a facility that is poorly patronised and loses as much as \$75,000 pa.

6.4.2.2 Maintenance

(a) Maintenance Activities

Council's pools operate during the Summer months from the beginning of November to mid-March each year and are closed over the rest of the year.

Pool season maintenance and operations activities include:

- Start of season pool emptying and cleaning;
- Water filter servicing;
- Pool water testing;
- Weekly lawn mowing and landscaping care;
- Supervisor duties
- Collecting entry fees and checking season passes
- First aid when necessary;
- Toilet cleaning and servicing;
- Opening and closing the facility each day

There are also power and chemical costs.

Off season maintenance activities include:

- Necessary pool repairs
- Periodic mowing
- Inspections for vandalism

(b) Maintenance Expenditure Trends

Council maintenance expenditure trends are shown in **Table 33**.

Table 33 - Maintenance and Operations Expenditure Trends

Year	Maintenance and Operations		
	Maintenance	Operations	Total
2010/11	\$80,500	\$107,000	\$187,500
2011/12	\$60,600	\$148,200	\$208,800
2012/13 budget	\$61,500	\$168,700	\$230,200

Assessment and prioritisation of maintenance is currently undertaken by Council staff on an annual basis using experience and judgement.

(c) Maintenance Standards and Specifications

Pools are operated to Australian Lifesaving Standards.

6.4.2.3 Renewals

The pools have been assessed as having a 60 year life. On this basis and with reference to its existing condition the Captains Pool is due for renewal/replacement now.

The Braidwood pool is not due for renewal within the 10 years term of this plan.

The Bungendore pool needs to be replaced not because of its age but because it is now too small.

6.4.2.4 New Works

(a) Creation / Acquisition / Upgrade Plan

It is proposed to construct a replacement Bungendore pool within the next four years to meet the demands of Bungendore's growing population.

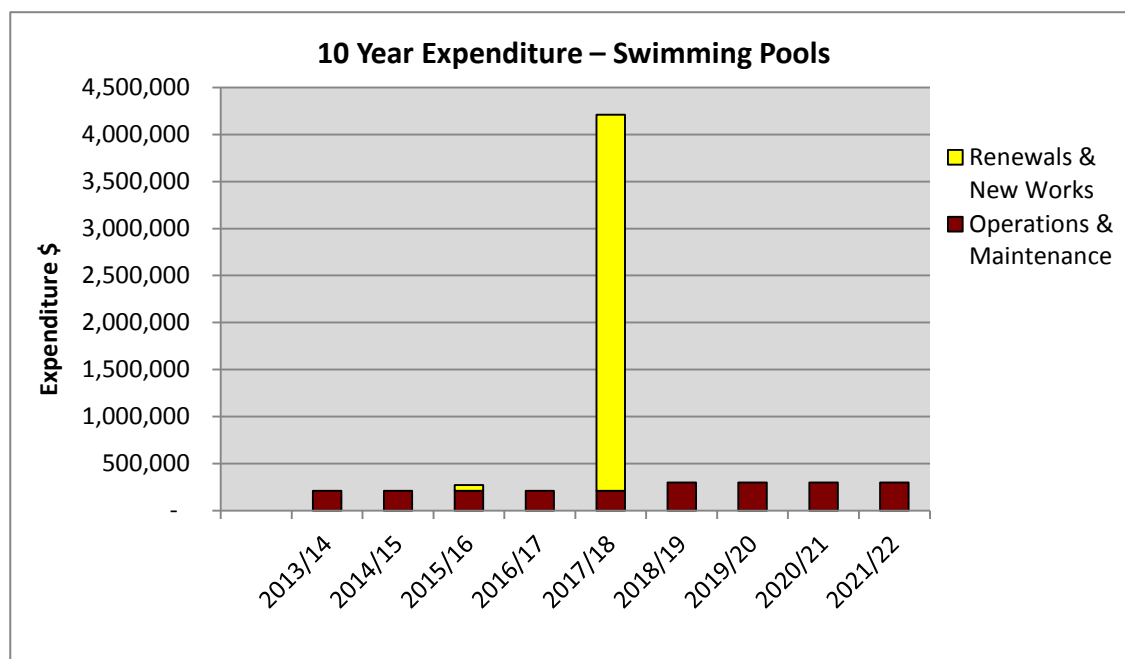
6.4.2.5 Disposal Plan

Serious consideration needs to be given to permanently closing the Captains Flat pool, dismantling it and restoring the site as open space.

6.4.2.6 Summary Planned Future Expenditure

The projected expenditure resulting from this lifecycle plan is detailed in *Figure 31* below.

Figure 31 - 10 Year Expenditure – Swimming Pools



6.5 Recreation Facilities Risk Management Plan

Council has developed and adopted a corporate risk framework based on the Australian / New Zealand standard for Risk Management 4360:2004. The corporate risk framework (referred to as the Risk Management Plan) consists of a policy statement, roles and responsibilities for risk management across Council, a process for carrying out risk assessments and likelihood / consequence tables for rating risks.

A formal assessment of risks associated with service delivery from infrastructure assets is yet to be carried out by Council. The risk assessment process will identify credible risks, the likelihood of the risk event occurring, the consequences should the event occur, development of a risk rating, evaluation of the risk and development of a risk treatment plan for non-acceptable risks. Critical risks, being those assessed as 'Very High' - requiring immediate corrective action and 'High' – requiring prioritised corrective action will be identified in the infrastructure risk

management plan once developed and subsequently summarised in future revisions of this asset management plan.

Council has, however, developed a draft risk based framework to assist with the management of planned and reactive maintenance. A routine inspection frequencies (planned maintenance) has been set for children's playgrounds with the check list covering faulty equipment, condition of freetail material and look-out for syringes in the play area). Response times for reactive maintenance are dictated by the type and severity of the defect / hazard and the location of the defect / hazard.

The framework currently covers the following asset groups:

- Children's playgrounds;
- Playing Fields; and
- Sports facilities.

This framework should be piloted in the field and then eventually expanded to cover all asset groups that Council manages.

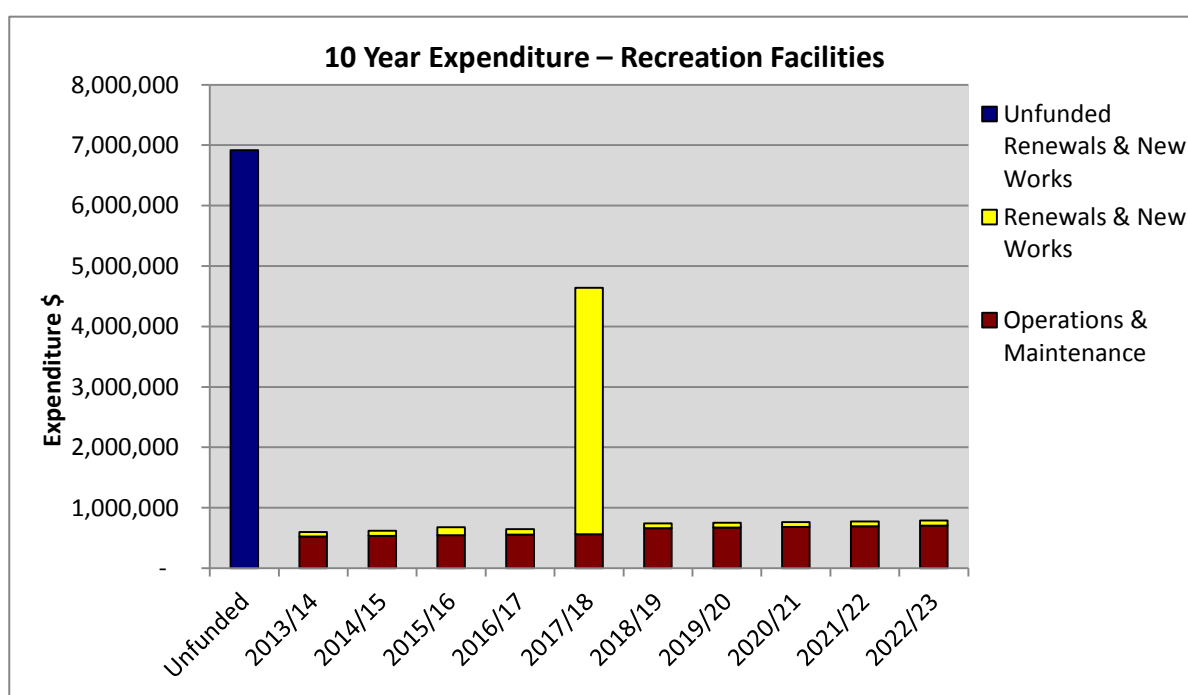
6.6 Financial Summary – Recreation Facilities

This section contains the financial requirements resulting from all the information presented in the previous sections of this asset management plan. The financial projections will be improved as further information becomes available on desired levels of service and current and projected future asset performance.

6.6.1 Financial Statements and Projections (Recreation Facilities)

The financial projections are shown in **Figure 32** below for planned operating (operations and maintenance), capital expenditure (renewal and upgrade/expansion/new assets) and estimated unfunded renewals (renewals that have been identified but not carried out prior to the first year of the asset management plan).

Figure 32 – 10 Year Financial Forecast (Recreation Facilities)



Notes on 10 Year Financial Forecast:

Total forecast expenditure over the 10 year planning period is estimated to be approximately:

Operations and Maintenance	\$6,142,000
New Works and Upgrades (Council Funded)	\$4,373,000
New Works and Upgrades (Council Unfunded)	\$4,300,000

6.6.1.1 Sustainability of Service Delivery

This asset management plan identifies the estimated operation and maintenance and capital expenditures required to provide an agreed level of service to the community over a 10 year period for input into a 10 year financial plan and funding plan to provide the service in a sustainable manner.

Providing services in a sustainable manner will require matching of projected asset renewals to meet agreed service levels with planned capital works programs and available revenue.

6.6.2 Funding Strategy Recreation Facilities

Projected expenditure identified in Section 6.6.1 is to be funded from Council's operating and capital budgets. The funding strategy will be detailed in Council's 10 year long term financial plan.

6.6.3 Valuation Forecasts Recreation Facilities

Asset values are forecast to increase as additional assets are added to the asset stock from construction and acquisition by Council and from assets constructed by land developers and others and donated to Council. Figure 33 shows the projected replacement cost asset values over the planning period in 2010 dollar values. Depreciation expense values are forecast in line with asset values as shown in Figure 34

Figure 33 – Projected Recreation Facilities Asset Replacement Cost

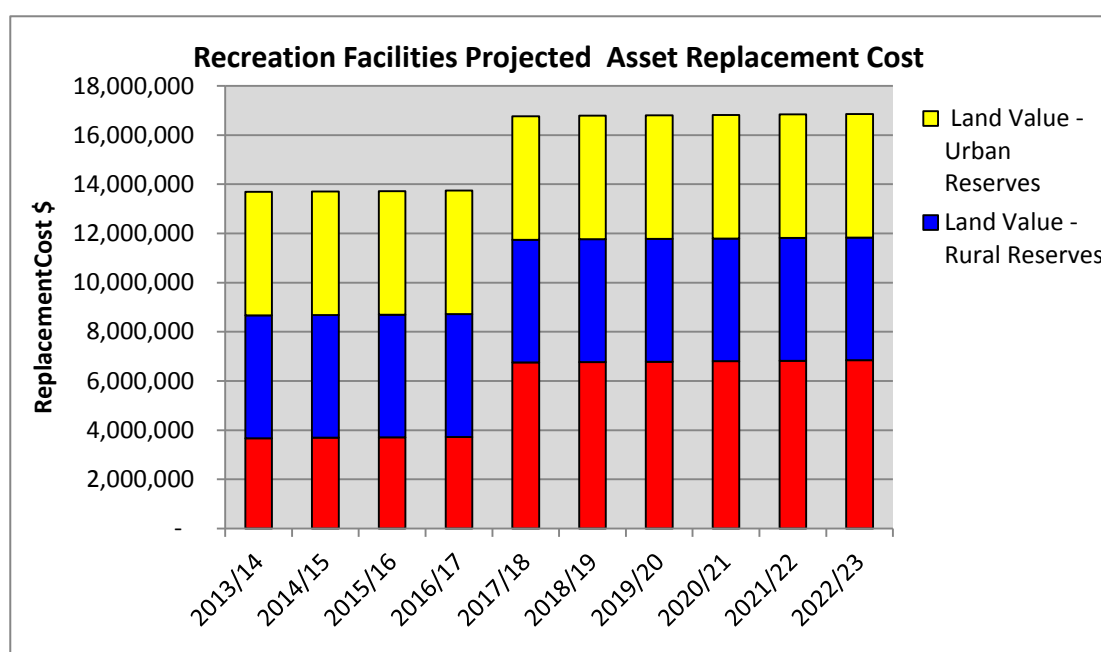
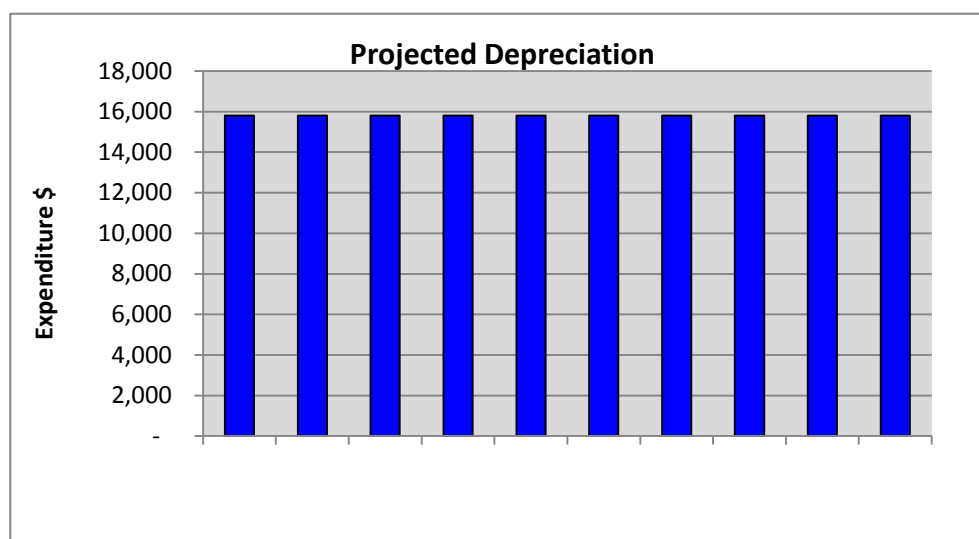
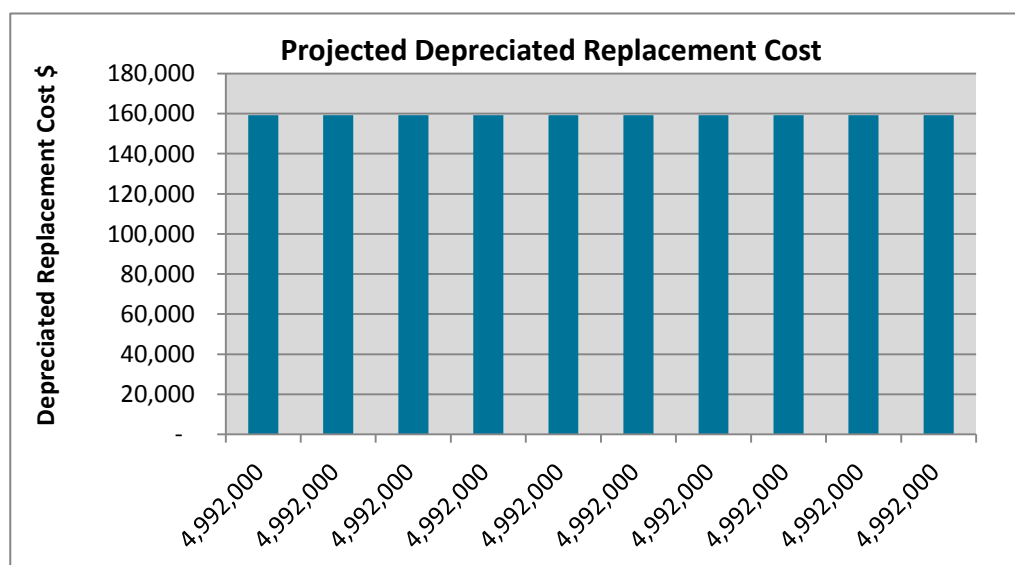


Figure 34 – Projected Recreation Facilities Depreciation Expense



The depreciated replacement cost (current replacement cost less accumulated depreciation) will vary over the forecast period depending on the rates of addition of new assets, disposal of old assets and consumption and renewal of existing assets. Forecast of the assets' depreciated replacement cost is shown in Figure 35.

Figure 35 – Projected Recreation Facilities Depreciated Replacement Cost



6.6.4 Key Assumptions made in Financial Forecasts

Refer Section 2.6

6.6.5 Recreation Facilities Asset Valuations

A revaluation of Recreation Facilities assets will be carried out for 2012/13. A summary of the current financial values is shown below.

Current Replacement Cost	\$13,111,000
Depreciated Replacement Cost	\$11,395,000

Annual Depreciation Expense	\$88,063
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7 GENERAL FUND PROPERTIES AND FACILITIES

7.1 Current Levels of Service

Current levels of service for recreation facilities assets are detailed in **Table 34** below. The current performance of many of the levels of service that are detailed is still unknown. However, performance monitoring processes can be established using these tables as a guide, thus enabling this missing information to be included in future revisions of this asset management plan.

Table 34 – Current Levels of Service (General Fund Properties and Facilities)

Recreation Facility	Key Performance Measure	Level of Service	Performance Measure Process	Performance Target	Current Performance
COMMUNITY LEVELS OF SERVICE					
Public Buildings (including halls, public toilets, playing field amenities, community centres)	Quality Function Safety	Provide clean and functional buildings to meet community needs	Customer survey relating to state of public buildings. Inspections and reporting by staff	General satisfaction with the state of the public buildings	To be included in next survey. Issues and actions are reported at weekly Works Planning meetings
Council Offices and Depots	Quality Function Safety	Provide modern, comfortable and functional Council Offices and Council Chambers. Provide well located, modern and functional depots that do not adversely impact on neighbouring properties.	Customer survey relating to the standard and state of these facilities Staff inspection and feedback on operation of the offices and depots	General satisfaction with state of these facilities	To be included in next survey. Issues and actions are reported at weekly Works Planning meetings
Council Public Domain Facilities (including cemeteries, saleyards, the Braidwood showground)	Quality Function Safety	Provide well maintained and pleasant cemeteries with sufficient vacant plots to meet community needs Provide and operate modern well maintained saleyards at Braidwood Provide a functional showground complex at Braidwood	Customer survey relating to the state of these facilities Staff inspection and feedback on operation and condition of these facilities	General satisfaction with state of these facilities Facilities maintained to adopted standards	To be included in next survey. Issues and actions are reported at weekly Works Planning meetings

Recreation Facility	Key Performance Measure	Level of Service	Performance Measure Process	Performance Target	Current Performance
Other property (including residential, commercial, industrial properties)	Quality Function Safety	Maintain properties in a neat and tidy condition	Customer survey relating to the state of these facilities Staff inspection and feedback on operation and condition of these facilities	General satisfaction with condition of these facilities Facilities maintained to adopted standards	To be included in next survey. Issues and actions are reported at weekly Works Planning meetings
TECHNICAL LEVELS OF SERVICE					
Public Buildings (including halls, public toilets, playing field amenities, community centres)	Quality Function Safety	Public toilets are cleaned and serviced daily Inspect buildings and program any follow up actions	Customer survey relating to the state of these facilities Inspections undertaken as follows a. public toilets - daily. b. public halls – quarterly c. playing field amenities – weekly d. community centres - fortnightly	General satisfaction with condition of these facilities Inspections undertaken. Necessary follow actions undertaken.	To be included in next survey. Issues and actions are reported at weekly Works Planning meetings
Council Offices and Depots	Quality Function Safety	Council offices are cleaned and serviced each week day Depots are maintained in a tidy and safe condition	Staff inspections and reports relating to the state of these facilities	General satisfaction with condition of these facilities Inspections undertaken. Necessary follow actions undertaken	Issues and actions are reported at weekly Works Planning meetings
Council Public Domain Facilities (including cemeteries, saleyards, the Braidwood showground)	Quality Function Safety	Maintain neat and tidy facilities that are operated efficiently	Customer survey relating to the state of these facilities Staff inspections and reports relating to the state of these facilities	General satisfaction with condition of these facilities Inspections undertaken. Necessary follow actions undertaken	To be included in next survey. Issues and actions are reported at weekly Works Planning meetings

Recreation Facility	Key Performance Measure	Level of Service	Performance Measure Process	Performance Target	Current Performance
Other property (including residential commercial industrial properties)	Quality Function Safety	Maintain properties in good condition	Customer survey relating to the state of these facilities Staff inspections and reports relating to the state of these facilities	General satisfaction with condition of these facilities Inspections undertaken. Necessary follow actions undertaken	To be included in next survey. Issues and actions are reported at weekly Works Planning meetings

7.2 Desired Levels of Service

At present, indications of desired levels of service are obtained from various sources including feedback from residents to Councillors and staff, service requests and correspondence. It is considered that the above listed levels of service reasonably reflect desired levels of service. These will be further refined in future revisions of this asset management plan.

7.3 Future Demand for General Fund Properties and Facilities

7.3.1 Demand Forecast

There is demand for new assets under this category including the following

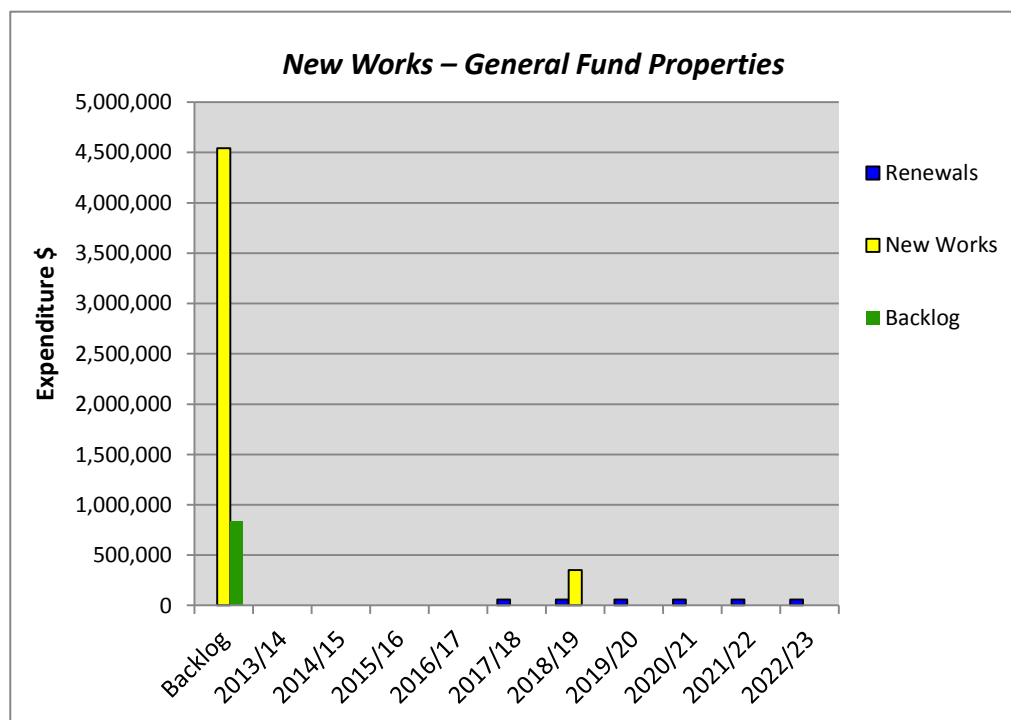
- A replacement community health centre at Captains Flat (\$450,000)
- New public amenities (public toilets and baby change facilities in the Bungendore CBD (\$350,000)
- New amenities, change rooms, meeting room and canteen at the Braidwood Recreation Ground (\$520,000)
- Upgrading/modernising/replacement of Council's works depots at Bungendore, Braidwood and Captains Flat (\$2,610,000)
- Modernised Council Offices at Braidwood (\$400,000)
- New community hall at Royalla (\$600,000)
- Public toilets at Nerriga Reserve (\$412,000)
- Land Acquisitions in Bungendore for development of a town square near Gibraltar/Ellendon Streets, Ambulance Station, Lake George Fire Control headquarters, Town Fire Brigade and Smartwork Centre (\$1,550,000)

7.3.2 New Assets from Growth

There are not expected to be new assets in the category required to meet growth from land developments over the next decade apart from those listed above and new public buildings that may be required as part of any residential rezoning that may occur on the fringes of

Bungendore. The new asset values are summarised In *Figure 36* below. Acquiring these new assets will commit council to fund ongoing operations and maintenance costs for the period that the service provided from the assets is required. These future costs are identified and considered in developing forecasts of future operating and maintenance costs.

Figure 36 – 10 Year Expenditure Forecast – New Works (Council Funded)



7.4 Lifecycle Management Plan for General Fund Properties and Facilities

Lifecycle management plans are defined for each of the key asset groups detailed below:

- Section 7.4.1 Public Buildings (including halls, public toilets, playing field amenities, community centres);
- Section 7.4.2 Council Offices and Depots;
- Section 7.4.3 Council Public Domain Facilities (including cemeteries, saleyards, the Braidwood showground);

A summary of expenditure and changes to the asset base over the 10 year period is provided at the end of the section for each asset group. A complete financial summary is included at the end of the Section.

7.4.1 Public Buildings (halls, public toilets, playing field amenities, community centres)

7.4.1.1 Background Data

(a) Asset Description

Council is currently responsible for approximately 22 public buildings. These are made up of:

Building Type	Quantity
Public halls that Council maintains directly	0
Public hall that are maintained through s355 Committees	7
Public toilets	5
Amenity buildings at sports venues	3
Community centres	4

Data on public buildings is currently being compiled from spreadsheets and the Finance One database. The data will be loaded into the Council's asset management system and will be used for revaluation of the buildings for 2012/13. Each asset location is identifiable on Council's property GIS system which links to limited data including lot description and area.

(b) Asset Capacity and Performance

These assets are performing well in terms of utilisation by community groups and individuals however there are many improvements that could be made to some of them if funds permitted. Most of these buildings are in good condition but some need upgrading works.

7.4.1.2 Maintenance

(a) Maintenance Activities

Maintenance activities include:

- Cleaning and servicing of buildings to match usage
- Painting;
- Repairs;
- Dealing with vandalism when it occurs;
- Paying power, water and sewerage charges

A significant amount of the maintenance effort is organised and funded by the voluntary members of Council's S355 Committee at some of the public buildings. The committees raise funds through fees and fund raising events. Some assistance is given by Council when major expense items are involved.

(b) Maintenance Expenditure Trends

Council maintenance expenditure trends are shown in **Table 35**.

Table 35 - Maintenance Expenditure Trends

Year	Operations and Maintenance Expenditure
2010/11	\$290,500
2011/12	\$316,500
2012/13 budget	\$375,000

Assessment and prioritisation of maintenance is currently undertaken by Council staff using experience and judgement.

(c) Maintenance Standards and Specifications

It is intended that buildings will comply with the Building Code of Australia. No specific standards or specifications are used for maintenance works.

7.4.1.3 Renewals

The Captains Flat Community Health Centre and the Braidwood Recreation Ground's public amenities and canteen are at the end of their useful life and replacement facilities are needed as soon as possible. With timely maintenance and repair it is not expected that any other buildings will need to be replaced over the next 10 year period.

7.4.1.4 New Works

(a) Creation / Acquisition / Upgrade Plan

As indicated above new public amenities (public toilets and baby change facilities) are required in the Bungendore CBD to meet existing and future demands for such facilities from shoppers and visitors to the area.

There have also been enquiries from the 355 Committee responsible for the Royalla Reserve for Council assistance to construct a new hall and amenities at this public reserve on Royalla Drive.

From time to time Council may also inherit new public buildings such as new amenities buildings in areas where large urban and rural residential subdivisions are undertaken.

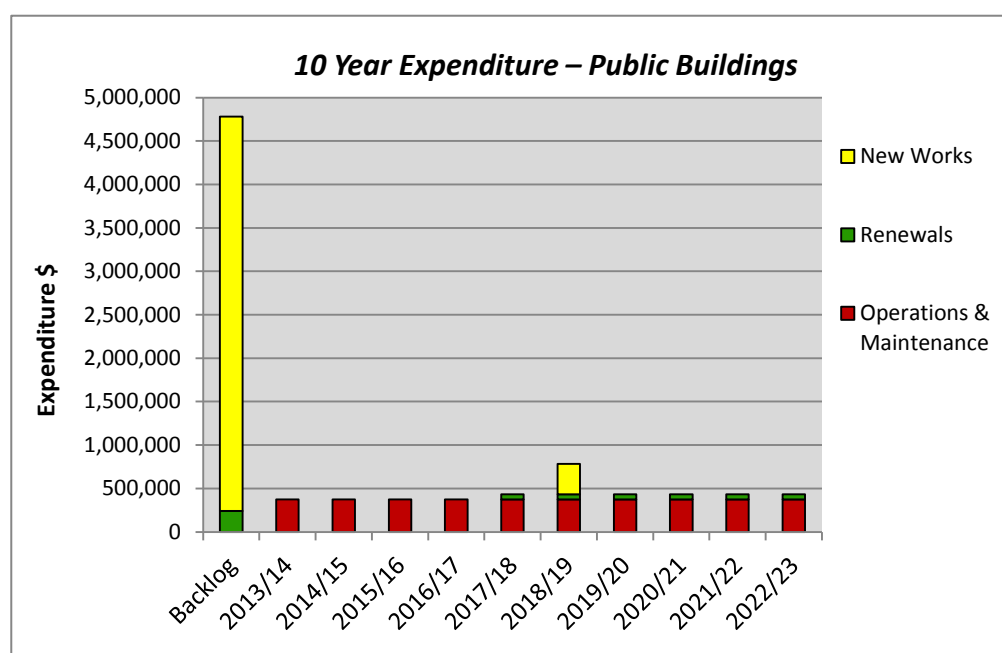
7.4.1.5 Disposal Plan

If a replacement facility can be funded, the existing Captains Flat community centre will be disposed of in the next 10 year period.

7.4.1.6 Summary Planned Future Expenditure

The projected expenditure resulting from this lifecycle plan is detailed in *Figure 37* below.

Figure 37 - 10 Year Expenditure – Public Buildings



7.4.2 Council Offices and Depots

7.4.2.1 Background Data

(a) Asset Description

There are Council offices at Bungendore and Braidwood and Council depots in Bungendore, Braidwood and Captains Flat.

(b) Asset Capacity, Performance and Condition

While these facilities currently serve their purpose, the Braidwood Council offices and depot and the Captains Flat depot are old and deficient premises and need refurbishment or replacement to meet future needs.

7.4.2.2 Maintenance

(a) Maintenance Activities

Maintenance activities include:

- Cleaning and servicing of buildings to match need
- Painting;
- Repairs;
- Some mowing and weeding;
- Paying power, water and sewerage charges;
- Opening and closing of facilities.

(b) Maintenance Expenditure Trends

Council maintenance expenditure trends are shown in **Table 36**.

Table 36 - Maintenance Expenditure Trends for Council's Offices and Depots

Year	Operations and Maintenance Expenditure
2010/11	\$224,500
2011/12	\$228,000
2012/13 budget	\$230,000

Assessment and prioritisation of reactive maintenance is currently undertaken by Council staff using experience and judgement.

(c) Maintenance Standards and Specifications

It is intended that buildings will comply with the Building Code of Australia. No specific standards or specifications are used for maintenance works.

7.4.2.3 Renewals

The Braidwood depot is most in need of replacement as it is old and no longer fit for efficient use. With timely maintenance and repairs, and some major upgrading to the other depots and the Braidwood offices these assets will continue to serve their purpose for the next 10 years.

7.4.2.4 New Works

(a) Creation / Acquisition / Upgrade Plan

As indicated above, a new works depot is needed at Braidwood and is expected to be constructed within the next 4 years.

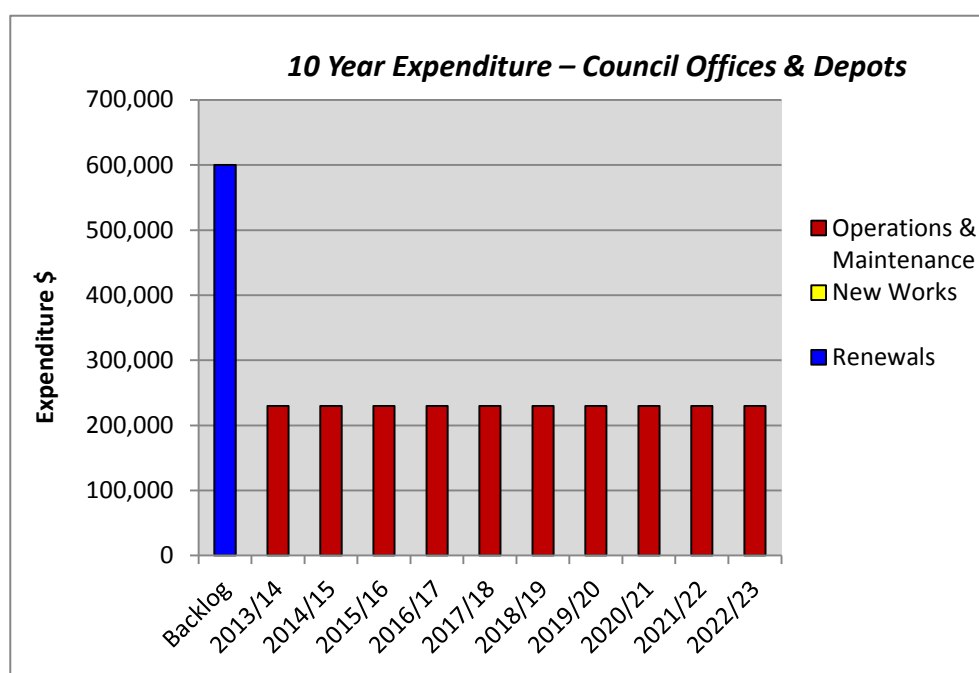
7.4.2.5 Disposal Plan

With the construction of a new Braidwood works depot at a new location the old facility can be closed and pulled down and the site restored for new uses.

7.4.2.6 Summary Planned Future Expenditure

The projected expenditure resulting from this lifecycle plan is detailed in *Figure 38* below.

Figure 38 - 10 Year Expenditure – Council Offices and Depots



7.4.3 Council Public Domain Facilities

7.4.3.1 Background Data

(a) Asset Description

These facilities include the Bungendore, Braidwood, Captains Flat, Araluen and Gundillion cemeteries, the Braidwood saleyards and the Braidwood showgrounds.

Data on these facilities is currently stored in Council's Finance Database and spreadsheets. Each is also identifiable on Council's GIS system which links to limited data including lot description and area. The data is being collated and verified for inclusion in the asset management system and valuation of the assets for 2012/13.

To date there has been little opportunity to determine a suitable listing of sub-assets for this class of asset.

(b) Asset Capacity, Performance and Condition

Cemeteries: Capacity at these cemeteries is more than adequate for the next 10 years apart from the old Braidwood Cemetery which has been closed and burials are now restricted to the newer Braidwood lawn cemetery.

The Bungendore and Braidwood lawn cemeteries are the most utilised are kept in good order with the lawns cut and trimmed on a fortnightly basis in the growing season. The older headstone type cemeteries are more difficult to keep in good condition and require a lot of hand work between the graves.

Braidwood Saleyards: The saleyards can cater for 3500 head of cattle on any one sale day. This capacity has proven to be adequate for the all sales to date.

The saleyards are cleaned after each sale and the facility is kept in good order.

Braidwood Showgrounds: This complex comprises a number of pavilions and ground amenities and a land area of 18.88 ha. There is plenty of space to hold the annual show and other events.

Some of the buildings are getting old and require maintenance.

7.4.3.2 Maintenance

(a) Maintenance Activities

Cemetery maintenance and operations activities include:

- Lawn mowing and trimming around graves;
- Weed spraying;
- Grave digging;
- Topping-up sunken graves;

The **Braidwood Saleyards** maintenance and operations activities include:

- Necessary yard and ramp repairs
- Periodic mowing and trimming
- Inspections for vandalism

The **Braidwood Showgrounds** maintenance and operations activities are undertaken by the s355 showgrounds committee and the costs involved are not recorded in Council's financial system.

(b) Maintenance Expenditure Trends

Council maintenance expenditure trends are shown in **Table 37**.

Table 37 - Maintenance Expenditure Trends for Council Public Domain Facilities

Year	Maintenance Expenditure
2010/11	\$125,100
2011/12	\$133,300
2012/13 budget	\$146,500

Assessment and prioritisation of reactive maintenance is currently undertaken by Council staff using experience and judgement.

(c) Maintenance Standards and Specifications

There are no standards for these areas.

7.4.3.3 Renewals

No renewals are anticipated in these areas during the next 10 year period.

7.4.3.4 New Works

(a) Creation / Acquisition / Upgrade Plan

Extended concrete burial beams will be required in the Bungendore and Braidwood lawn cemeteries within 5 years.

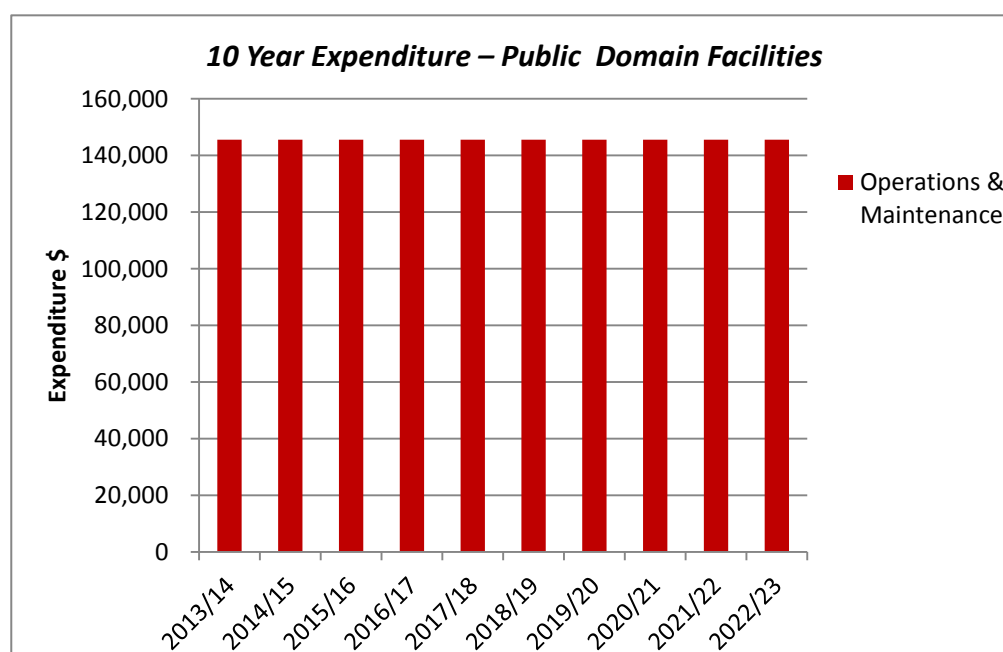
7.4.3.5 Disposal Plan

No disposals are planned in the next decade.

7.4.3.6 Summary Planned Future Expenditure

The projected expenditure resulting from this lifecycle plan is detailed in *Figure 39* below.

Figure 39 - 10 Year Expenditure – Public Domain Facilities



7.5 General Fund Properties and Facilities Risk Management Plan

Council has developed and adopted a corporate risk framework based on the Australian / New Zealand standard for Risk Management 4360:2004. The corporate risk framework (referred to as the Risk Management Plan) consists of a policy statement, roles and responsibilities for risk management across Council, a process for carrying out risk assessments and likelihood / consequence tables for rating risks.

A formal assessment of risks associated with service delivery from infrastructure assets is yet to be carried out by Council. The risk assessment process will identify credible risks, the likelihood of the risk event occurring, the consequences should the event occur, development of a risk rating, evaluation of the risk and development of a risk treatment plan for non-acceptable risks. Critical risks, being those assessed as 'Very High' - requiring immediate corrective action and 'High' – requiring prioritised corrective action will be identified in the infrastructure risk management plan once developed and subsequently summarised in future revisions of this asset management plan.

7.6 Financial Summary – General Fund Properties and Facilities

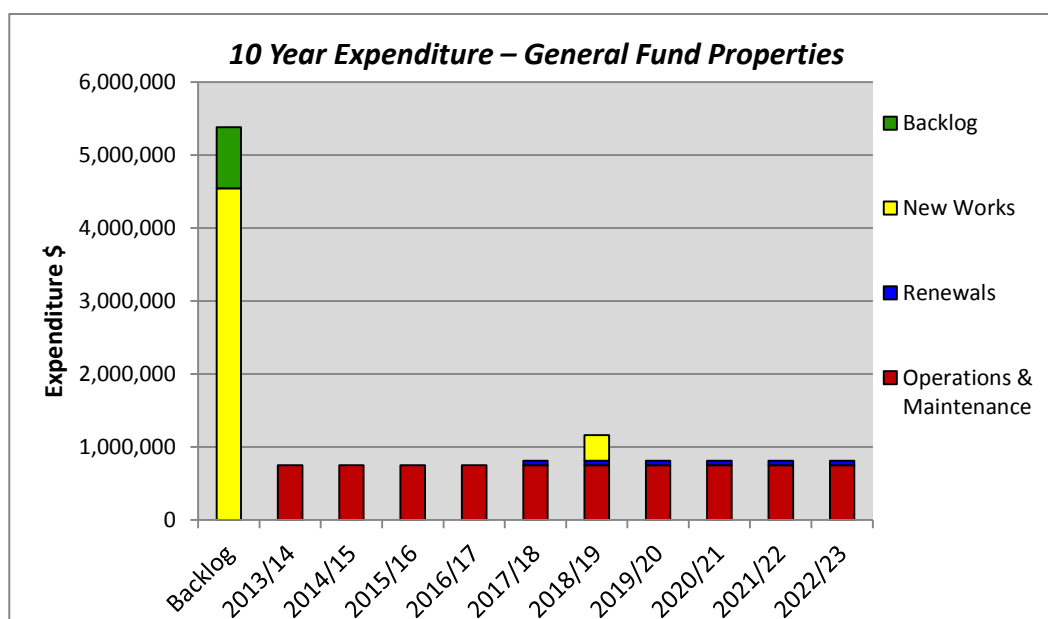
This section contains the financial requirements resulting from all the information presented in the previous sections of this asset management plan. The financial projections will be improved

as further information becomes available on desired levels of service and current and projected future asset performance.

7.6.1 Financial Statements and Projections (General fund Properties & Facilities)

The financial projections are shown in *Figure 40* below for planned operating (operations and maintenance), capital expenditure (renewal and upgrade/expansion/new assets) and estimated unfunded renewals (renewals that have been identified but not carried out prior to the first year of the asset management plan).

Figure 40 – 10 Year Financial Forecast General Fund Properties & Facilities)



Notes on 10 Year Financial Forecast:

Total forecast expenditure over the 10 year planning period is estimated to be approximately:

Operations and Maintenance	\$7,506,000
Renewals	\$1,200,000
New Works and Upgrades (Council Funded)	\$4,892,000

A breakdown of this 10 Year Financial Forecast by asset group is detailed in the corresponding lifecycle sections of this plan.

7.6.1.1 Sustainability of Service Delivery

This asset management plan identifies the estimated maintenance and capital expenditures required to provide an agreed level of service to the community over a 10 year period for input into a 10 year financial plan and funding plan to provide the service in a sustainable manner.

This may be compared to existing or planned expenditures in the 10 year period to identify any gap. In a core asset management plan, a gap is generally due to increasing asset renewals.

The projected unfunded asset renewals amount to \$3,380,000 for the following works

- New amenities, change rooms, meeting room and canteen at the Braidwood Recreation Ground (\$520,000)
- Upgrading/modernising/replacement of Council's works depots at Bungendore, Braidwood and Captains Flat. (\$2,610,000)
- Refurbish National Theatre at Braidwood (\$200,000)

Providing services in a sustainable manner will require matching of projected asset renewals to meet agreed service levels with planned capital works programs and available revenue.

A gap between projected asset renewals, planned asset renewals and funding indicates that further work is required to manage required service levels and funding to eliminate any funding gap.

Council will manage the 'gap' by developing this asset management plan to provide guidance on future service levels and resources required to provide these services. In particular improvement of the asset register, reassessment of useful lives and remaining lives will greatly improve the confidence level in the calculated results.

7.6.2 Funding Strategy General Fund Properties & Facilities

Projected expenditure identified in Section 7.1 is to be funded from Council's operating and capital budgets. The funding strategy will be detailed in Council's 10 year long term financial plan.

7.6.3 Valuation Forecasts General Fund Properties and Facilities

Asset values are forecast to increase as additional assets are added to the asset stock from construction and acquisition by Council and from assets constructed by land developers and others and donated to Council. Figure 41 shows the projected replacement cost asset values over the planning period in 2010 dollar values. Depreciation expense values are forecast in line with asset values as shown in Figure 42.

Figure 41 – Projected General Fund Properties & Facilities Asset Replacement Cost

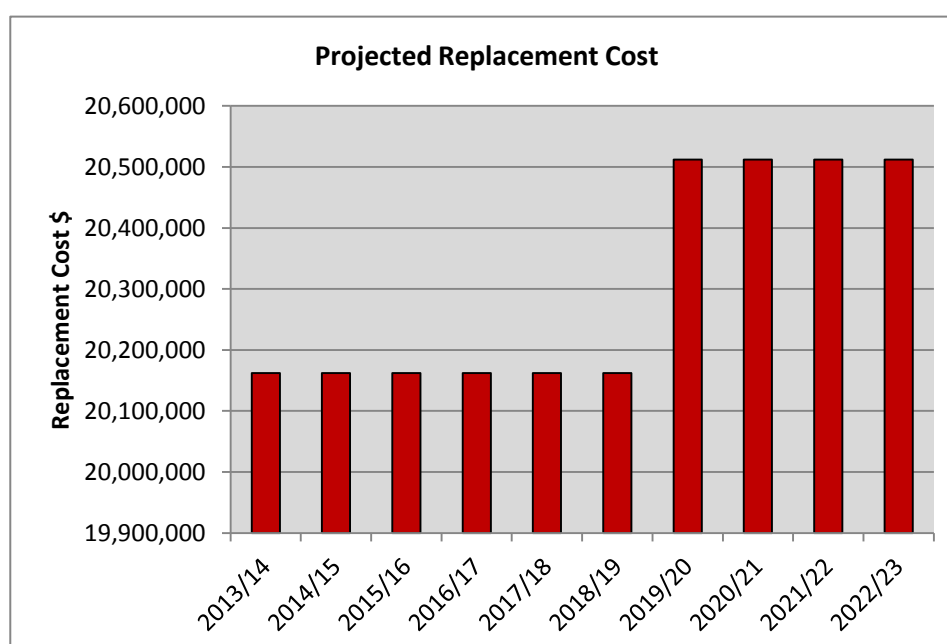
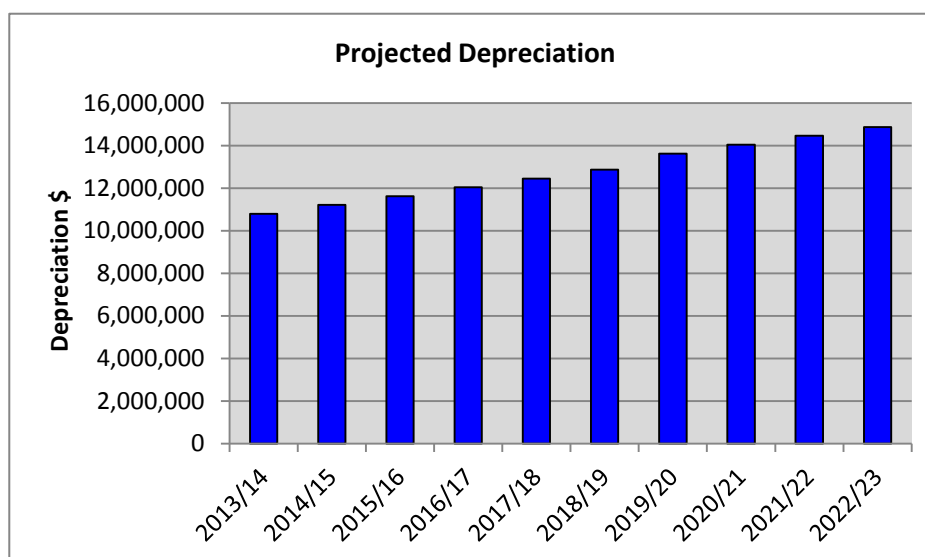
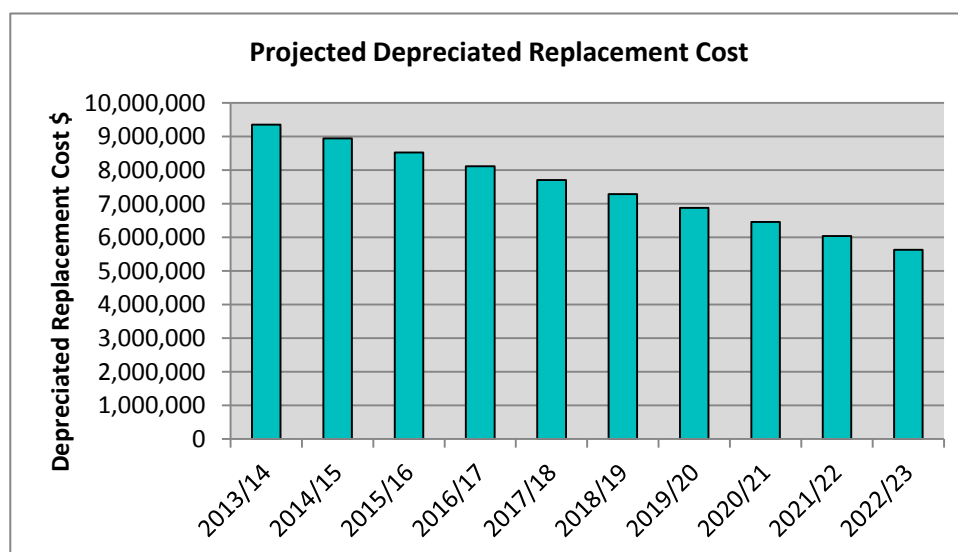


Figure 42 – Projected General Fund Properties & Facilities Depreciation Expense



The depreciated replacement cost (current replacement cost less accumulated depreciation) will vary over the forecast period depending on the rates of addition of new assets, disposal of old assets and consumption and renewal of existing assets. Forecast of the assets' depreciated replacement cost is shown in **Figure 43**.

Figure 43 – Projected General Fund Properties & Facilities Depreciated Replacement Cost



7.6.4 Key Assumptions made in Financial Forecasts

Refer Section 2.6

7.6.5 General Fund Properties & Facilities Asset Valuations

Building Assets are currently being revalued for the 2013/14 financial reporting requirements. A summary of the financial values is shown below.

Current Replacement Cost	\$20,162,000
Depreciated Replacement Cost	\$9,355,000
Annual Depreciation Expense	\$412,700

8 WASTE FACILITIES

8.1 Current Levels of Service

Current levels of service for waste assets are detailed in **Table 38 below**. The current performance of many of the levels of service that are detailed are not measured. However, performance monitoring processes can be established using these tables as a guide, thus enabling this missing information to be included in future revisions of this asset management plan.

Table 38 – Current Levels of Service (Waste Facilities)

Waste Facilities Asset Groups	Key Performance Measure	Level of Service	Performance Measure Process	Performance Target	Current Performance
COMMUNITY LEVELS OF SERVICE					
Landfills	Quality Function Health & Safety	Safe and functional locations are available at which waste can be dispose of Basic arrangements provided for the separation of suitable items for recycling or reuse	Customer survey relating to standard of arrangements	General satisfaction with standard of arrangements Closure of all Landfills	To be included in next survey. Issues and actions are reported at weekly Works Planning meetings
Waste Transfer Stations	Quality Function Health & Safety	Safe, functional, efficient and 'pleasant to visit' facilities are provided that make separation of useable materials from residue waste simple and quick	Customer survey relating to standard of facilities Staff inspections and reports	General satisfaction with standard of arrangements	To be included in next survey. Issues and actions are reported at weekly Works Planning meetings
TECHNICAL LEVELS OF SERVICE					
Landfills	Quality Function Health & Safety	Waste covered by soil at least once per week All weather access available to dumping points Recycling made easy	Customer survey relating to standard of facilities Staff inspections and reports	General satisfaction with standard of facilities	To be included in next survey. Issues and actions are reported at weekly Works Planning meetings
Waste Transfer Stations	Quality Function Health & Safety	Facilities with sealed access and manoeuvring areas Separate designated areas to place re-usable/recyclable material Facilities without offensive odour, dust and flies	Customer survey relating to standard of facilities Staff inspections and reports	General satisfaction with standard of facilities	To be included in next survey. Issues and actions are reported at weekly Works Planning meetings

8.2 Desired Levels of Service

At present, indications of desired levels of service are obtained from various sources including feedback from residents, service complaints and correspondence. It is considered that the levels of service desired by the community are covered by the various levels of service described above. It is also appreciated that there is a lot of dissatisfaction with landfills that are typically unpleasant to visit. The move to modern waste stations is expected to result in higher levels in the future.

8.3 Future Demand for Waste Facility Assets

8.3.1 Demand Forecast

The adopted Palerang Waste Strategy 2005-2025 identifies the waste facilities that will be needed in the LGA over the next 10 years. This document has been prepared taking into account expected population increases over the next two decades and recognises that all of the remaining landfills are all but full and need to be replaced with alternative waste management arrangements.

The difficulty of finding suitable locations for new landfill sites, together with the costs of establishing and operating them has ruled out including them in the strategy. Instead it has been adopted that landfills will be replaced with transfer stations that temporarily stored materials and waste prior to being transport to final destinations.

The strategy has suggested that waste transfer stations (WTSs) be located at Captains Flat (already operating), Bungendore, Braidwood, Majors Creek, Araluen and Nerriga. Processes to review the strategy are underway. Council has agreed to provide an extra WTS at Macs Reef and to undertake community engagement to explore the possibility of providing roadside bin collection services at Araluen and Majors Creek in lieu of constructing WTSs at these locations. Council recently gained approval to transport its residual waste to the Woodlawn Bioreactor, subject to paying a gate fee.

8.3.2 Changes in Technology

Technology changes may affect the delivery of services covered by this plan in the areas detailed in **Table 39** below. These changes in technology will need to be reflected in the financial forecasts of future versions of this plan as and when these technologies are introduced at Council.

Table 39 - Changes in Technology and Forecast Effect on Service Delivery

Technology Change	Effect on Service Delivery
Improved recycling arrangements e.g. the E-waste Stewardship Scheme	An increased level of materials, including e-waste products, will be presented for recycling under the new arrangements and diverted from landfill.
Improvement of information systems and asset knowledge	Improvements in monitoring condition, capturing and analysing data, planning works and making information available to Council staff to enable more efficient service delivery.

8.3.3 Demand Management Plan

Demand for new services will be managed through a combination of managing existing assets, upgrading of existing assets and providing new assets to meet demand, and demand

management. Demand management practices include non-asset solutions, insuring against risks and managing failures.

Opportunities identified to date for demand management are shown in **Table 40**. Further opportunities will be developed in future revisions of this asset management plan.

Table 40 - Demand Management Plan Summary

Service Activity	Demand Management Plan
Waste Transfer Stations	Gates fees at WTSs will be structured to reward visitors to the facilities that reduce the amount of waste going to landfill by arranging their loads for ready separation and recovery of reusable/recyclable material in their loads.

8.3.4 New Assets from Growth

The new assets required to meet growth will be constructed by Council. None are expected to be received directly from new developments. The new asset values are summarised in **Table 41** below. Providing these new assets will commit council to fund ongoing operations and maintenance costs for the period that the service provided from the assets is required. These future costs are identified and considered in developing forecasts of future operating and maintenance costs.

Table 41 - 10 Year Expenditure Forecast – New Works (Council Funded)

Location	Cost of Works
Bungendore	\$4,610,000
Macs Reef	\$1,500,000
Braidwood	\$2,000,000
Araluen	\$400,000
Majors Creek	\$400,000
Nerriga	\$450,000
Total	\$9,360,000

8.4 Lifecycle Management Plan for Waste Facility Assets

Lifecycle management plans are detailed below in Section 8.4.1 Landfills;

A summary of expenditure and changes to the asset base over the 10 year period is provided at the end of the section for each asset group. A complete financial summary is included in Section 8.6.

8.4.1 Landfills

8.4.1.1 Background Data

(a) Asset Description

Council is currently responsible for six landfills located at Bungendore, Macs Reef, Braidwood, Majors Creek, Araluen and Nerriga.

(b) Asset Capacity, Condition and Performance

All but the Nerriga landfill are close to being full and their closure is programmed as follows:

Landfill	Closure Date
Bungendore	By 30/06/2014
Macs Reef	By 30/06/2014
Braidwood	By 30/06/2015
Araluen	By 30/06/2105
Majors Creek	By 30/06/2015
Nerriga	By 30/06/2018

8.4.1.2 Operation and Maintenance

(a) Operation and Maintenance Activities

Four of the landfills have on-site supervisors during the hours of operations. These include Bungendore, Macs Reef, Braidwood and Nerriga. Staff duties include:

- checking tip passes and turning away non-Palerang residents
- directing customers to the recycling areas and residual waste dumping areas
- opening and closing the landfill gates
- recovering useful material from waste dumped
- keeping the facility as tidy as possible
- liaising with waste management to co-ordinate pick-up of recyclable materials
- liaising with waste management staff to dispatch plant for the covering of waste.

Ideally waste deposited in trenches should be covered with earth fill each day but due to the expense of having plant available at often remote locations this is at best undertaken once a week. Council is not bound by any licence conditions in this regard.

(b) Operation and Maintenance Expenditure Trends

Council operation and maintenance expenditure trends are shown in **Table 42**. Expenses will decrease as landfills as closed.

Table 42 – Operation and Maintenance Expenditure Trends for Landfills

Year	Operation and Maintenance Expenditure
2010/11	784,000
2011/12	913,000
2012/13 budget	747,000

The majority of the expenditure relates to operation of the landfills.

Assessment and prioritisation of maintenance is currently undertaken by Council staff using experience and judgement.

(c) Operation and Maintenance Standards and Specifications

No particular standards are used or available.

8.4.1.3 Renewals

As indicated above no renewals are proposed.

8.4.1.4 New Works

As indicated above no renewals are proposed.

8.4.1.5 Disposals

All landfills in our LGA area will be closed within the next decade. The sites will be restored and revegetated and written off in Council's accounts.

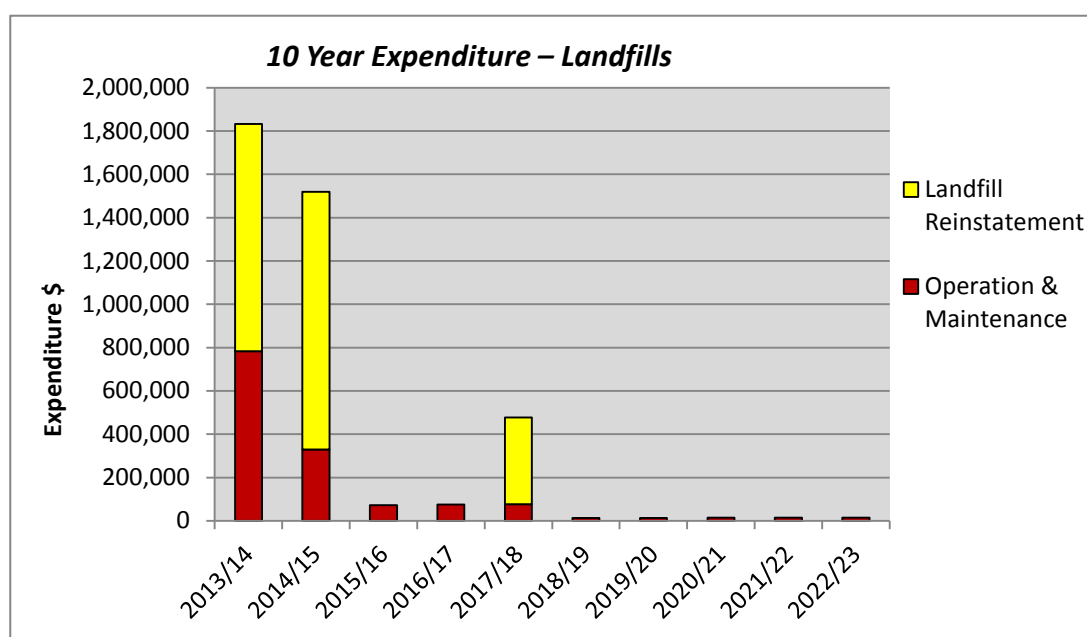
The costs of closure and restoration as expect to be as follows:

Landfill	Cost of Restoration at Closure	Date
Bungendore	\$600,000	2014/15
Macs Reef	\$450,000	2014/15
Braidwood	\$550,000	2015/16
Araluen	\$320,000	2015/16
Majors Creek	\$320,000	2015/16
Nerriga	\$400,000	2018/19
Total	\$2,640,000	

8.4.1.6 Summary Planned Future Expenditure on Landfills

The projected expenditure resulting from this lifecycle plan is detailed in *Figure 44* below.

Figure 44 - 10 Year Expenditure – Landfills



8.5 Waste Facility Risk Management Plan

Council has developed and adopted a corporate risk framework based on the Australian / New Zealand standard for Risk Management 4360:2004. The corporate risk framework (referred to as the Risk Management Plan) consists of a policy statement, roles and responsibilities for risk management across Council, a process for carrying out risk assessments and likelihood / consequence tables for rating risks.

A formal assessment of risks associated with service delivery from infrastructure assets is yet to be carried out by Council. The risk assessment process will identify credible risks, the likelihood of the risk event occurring, the consequences should the event occur, development of a risk rating, evaluation of the risk and development of a risk treatment plan for non-acceptable risks. Critical risks, being those assessed as 'Very High' - requiring immediate corrective action and 'High' – requiring prioritised corrective action will be identified in the infrastructure risk management plan once developed and subsequently summarised in future revisions of this asset management plan.

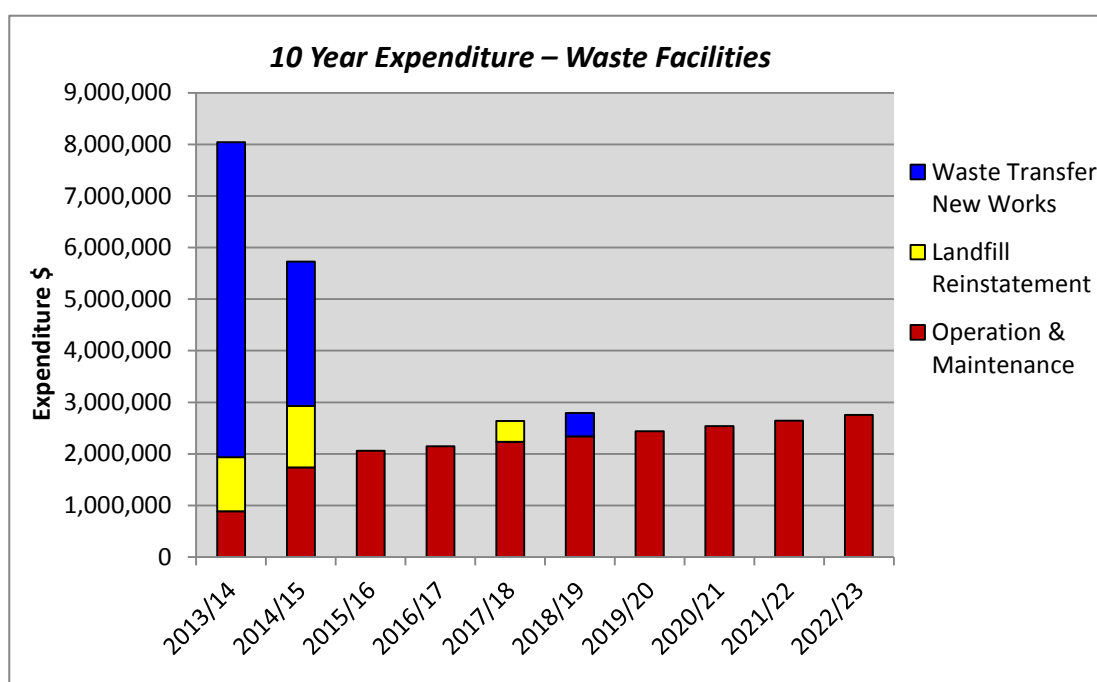
8.6 Financial Summary – Waste Facilities

This section contains the financial requirements resulting from all the information presented in the previous sections of this asset management plan. The financial projections will be improved as further information becomes available on desired levels of service and current and projected future asset performance.

8.6.1 Financial Statements and Projections (Waste Facilities)

The financial projections are shown in *Figure 45* below for planned operating (operations and maintenance), capital expenditure (renewal and upgrade/expansion/new assets) and estimated unfunded renewals (renewals that have been identified but not carried out prior to the first year of the asset management plan).

Figure 45 – 10 Year Financial Forecast (Waste Facilities)



Notes on 10 Year Financial Forecast:

Total forecast expenditure over the 10 year planning period is estimated to be approximately:

Operations and Maintenance	\$21,791,446
Landfill Reinstatements	\$2,640,000
New Transfer Stations	\$9,360,000

8.6.1.1 Sustainability of Service Delivery

This asset management plan identifies the estimated operation and maintenance and capital expenditures required to provide an agreed level of service to the community over a 10 year period for input into a 10 year financial plan and funding plan to provide the service in a sustainable manner.

Since all landfill sites are being replaced with new Waste Transfer Stations there will be no asset renewals in the 10 year planning period for this asset management plan

8.6.2 Funding Strategy Waste Facilities

Projected expenditure identified in Section 8.6.1 is to be funded from Council's operating and capital budgets. The funding strategy will be detailed in Council's 10 year long term financial plan.

8.6.3 Valuation Forecasts Waste Facilities

Asset values are forecast to increase as additional assets are added to the asset stock from construction and acquisition by Council and from assets constructed by land developers and others and donated to Council. Figure 46 shows the projected replacement cost asset values over the planning period in 2010 dollar values. Depreciation expense values are forecast in line with asset values as shown in Figure 47.

Figure 46 – Projected Waste Facility Assets Replacement Cost

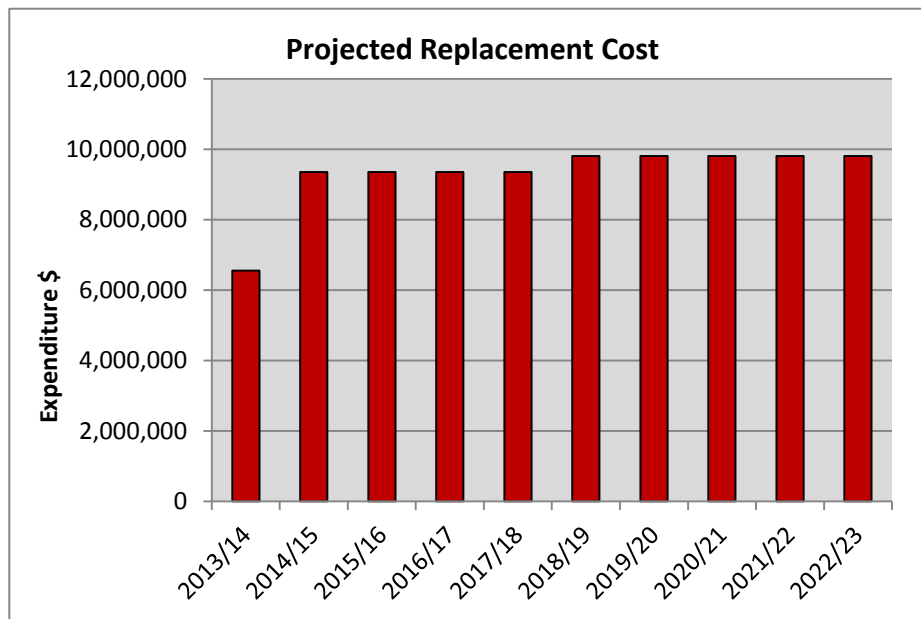
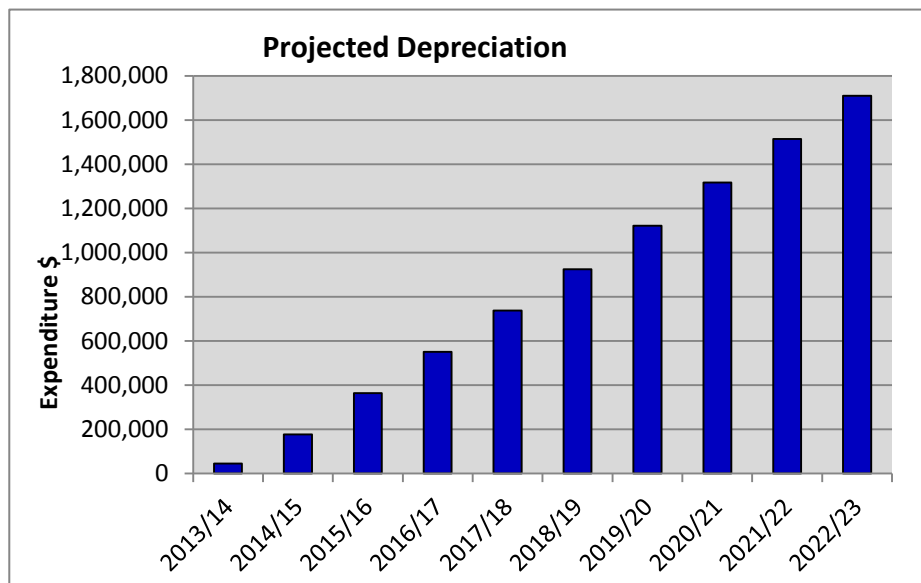
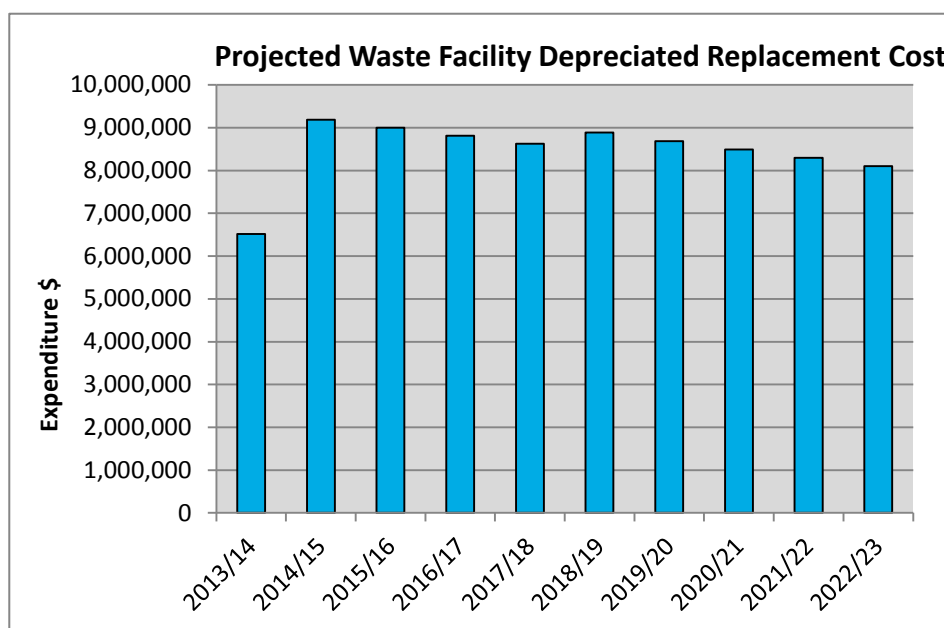


Figure 47 – Projected Waste Facilities Depreciation Expense



The depreciated replacement cost (current replacement cost less accumulated depreciation) will vary over the forecast period depending on the rates of addition of new assets, disposal of old assets and consumption and renewal of existing assets. Forecast of the assets' depreciated replacement cost is shown in Figure 48.

Figure 48 – Projected Waste Facilities Depreciated Replacement Cost



8.6.4 Key Assumptions made in Financial Forecasts

Refer Section 2.6

8.6.5 Waste Facilities Asset Valuations

The value of existing landfill sites is included under land values and building values as the landfill area is deemed to have no capital value

When the proposed waste transfer stations are completed the vales will be added to the asset register and included in the Council financial reports.

The component of the transfer stations will be recorded and depreciation applied as appropriate to the type of component (earthworks, buildings, siteworks, etc.).

9 WATER SUPPLY SYSTEMS

9.1 Current Levels of Service

Current levels of service for water supply assets are detailed in **Table 43** below. The current performance of many of the levels of service that are detailed is still unknown. However, performance monitoring processes can be established using these tables as a guide, thus enabling this missing information to be included in future revisions of this asset management plan.

Table 43 – Current Levels of Service (Water Supply)

Water Supply Asset Groups	Key Performance Measure	Level of Service	Performance Measure Process	Performance Target	Current Performance
COMMUNITY LEVELS OF SERVICE					
Water Supply Systems including: Water Treatment Plants Bores Reservoirs Dams Delivery Pumps Delivery Mains Reticulation Mains & services	Quality Function Health & Safety	Provide reliable urban water supply systems, at a fair and transparent price, that have good water quality and adequate pressure to cater for more than one tap operating at a time in a household.	Customer survey. Monitoring by Council staff Customer complaints relating to substandard supply Operator and Supervisor reports	General satisfaction with level of service	Customer satisfaction to be included in future surveys Defects and actions are reported at weekly Works Planning meetings
TECHNICAL LEVELS OF SERVICE					
Water Supply Systems including: Water Treatment Plants Bores Reservoirs Dams Delivery Pumps Delivery Mains Reticulation Mains & services	Quality Function Health & Safety	1. Headworks capacity can meet demands of a.) Peak Daily Demand for 10 years growth based on 3KL/day/property b) Average Annual Demand of 200KL/property 2. Residual water pressure ranging between 12-80m head with a minimum instantaneous flow of at least 0.1L/s at all properties 3. Water quality to meet NHMRC guidelines. 4. Supplies to be chlorinated and fluoridated to acceptable residual content. 5. System failures to be rare.	Telemetry records Water test results Operator and Supervisor reports	General achievement and maintenance of levels of service	Defects and actions are reported at weekly Works Planning meetings

9.2 Desired Levels of Service

At present, indications of desired levels of service are obtained from various sources including design standards, feedback from residents, service complaints and correspondence. It is considered that the levels of service desired by the community are covered by the various levels of service described above.

9.3 Future Demand for Water Supply Assets

9.3.1 Demand Forecast

A description of the expected demand for extra water supply assets is included in Section 4.

Council will acquire a significant length of new delivery and reticulation mains and services in new subdivisions at Bungendore and Braidwood. These are listed in Attachment B. No significant development is expected in Captains Flat.

At the time of writing this document Council was about to commission a new water treatment plant at Braidwood and the supplementary Currandooly water supply system at Bungendore, including new bore, bore delivery main, water treatment plant, clear water storage tank and clear water delivery main to town.

Further new water supply assets will be required to meet water demand over the next 10 years of growth including an extra 1.5ML reservoir at Braidwood and an extra 2.0ML reservoir and additional bore at Currandooly to service Bungendore. Supplementary delivery mains will also be required in the south Bungendore area to maintain supply volumes and mains pressure requirements of new subdivisions in this area.

It is to be noted that the new assets will be required in readiness for the impending population that follows after subdivisions are released for housing construction.

9.3.2 Changes in Technology

Technology changes may affect the delivery of services covered by this plan in the areas detailed in **Table 44** below. These changes in technology will need to be reflected in the financial forecasts of future versions of this plan as and when these technologies are introduced at Council.

Table 44 - Changes in Technology and Forecast Effect on Service Delivery

Technology Change	Effect on Service Delivery
Improved telemetry	Upgraded remote monitoring and control methods will assist in optimising system operation and reduce costs associated with staff call-outs.
Improvement of information systems and asset knowledge including new asset software to track service requests	Improvements in monitoring condition, capturing and analysing data, planning works and making information available to Council staff to enable more efficient service delivery.
Improved dynamic reticulation system hydraulic modelling software	The design and timing for providing upgraded infrastructure can be optimised through better knowledge of impacts of increases in water demand on the systems.

9.3.3 Demand Management Plan

Demand for new services will be managed through a combination of managing existing assets, upgrading of existing assets and providing new assets to meet demand, and demand management. Demand management practices include non-asset solutions, insuring against risks and managing failures.

Opportunities identified to date for demand management are shown in **Table 45**. Further opportunities will be developed in future revisions of this asset management plan.

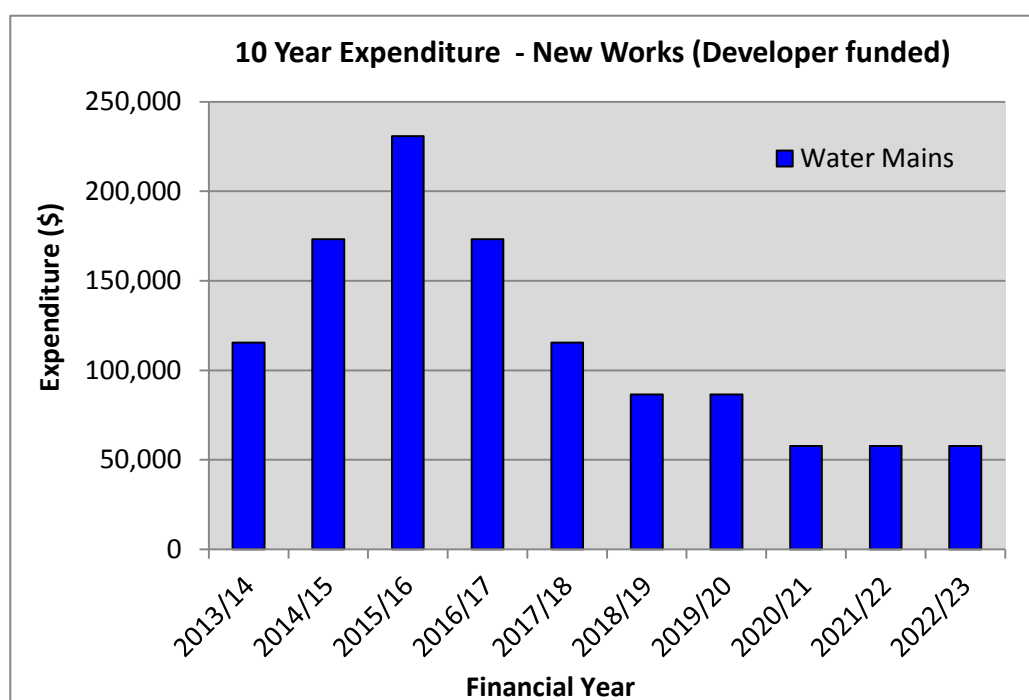
Table 45 - Demand Management Plan Summary

Service Activity	Demand Management Plan
Water Consumption	<p>The following water demand management measures have been adopted and are applied in all three water supply systems:</p> <ul style="list-style-type: none">a. A two tier 'best practice' water charging policy approved by IPART, with higher users paying more for water.b. BASIX for new buildings and a default requirement for large rain water tanks to be installed at all new residences.c. Operation of the 'Waterwise' program whereby customers are offered a number of retro-fit rebate incentive schemes to install to save water involving cash payments to install rainwater tanks, replace single flush with dual flush toilets, and replace inefficient water appliances.d. Installation of effluent recycling system to replace potable water as source for water playing fields at Bungendore.e. Operation of a Council's Water Restrictions Policy to ensure sustainability of supply during extended dry period when water sources are drawn down and are not being replenished.

9.3.4 New Assets from Growth

The new assets required to meet growth will be acquired from land developments and constructed by Council. The new asset values are summarised in *Figure 49* below. Acquiring these new assets will commit council to fund ongoing operations and maintenance costs for the period that the service provided from the assets is required. These future costs are identified and considered in developing forecasts of future operating and maintenance costs.

Figure 49 – 10 Year Expenditure Forecast – New Works (Developer Funded)



9.4 Lifecycle Management Plan for Water Supply Assets

Lifecycle management plans are defined for each of the key asset groups detailed below:

Section 8.4.1 Water Supply Headworks;

Section 8.4.2 Water Supply Mains;

A summary of expenditure and changes to the asset base over the 10 year period is provided at the end of the section for each asset group. A complete financial summary is included in Section 9.5.

9.4.1 Water Supply Headworks

9.4.1.1 Background Data

(a) Asset Description

Council is currently responsible for three water supply schemes located at Bungendore, Braidwood and Captains Flat. Water Supply Headworks includes all of the components of the systems that source, treat, store and transfer water to the distribution pipe network within the towns served. This includes dams, bores, water treatment works and reservoirs. Bore and river delivery mains from the water source and clear water delivery mains from treatment works have not been included under this category but are included in Water Supply Mains for asset maintenance and financial accounting purposes.

The three water systems currently serve about 2150 properties (Braidwood 720, Bungendore 1160, Captains Flat 268) some of which are undeveloped.

(b) Asset Capacity, Condition and Performance

The capacity, condition and current utilisation of the Headworks components are as follows:

i) **Bungendore**

Bungendore's current water source is a series of bores on the western fringe of the town. These all pump to a collection tank on Bungendore Road through an aeration tower on the site that removes carbon dioxide from the water. The quality of the groundwater is such that it does not need conventional treatment other than precautionary chlorination and fluoridation for dental health of consumers. From this collection storage an adjacent pumping station delivers the supply to town through the pipe reticulation system, with excess flow being forwarded to the town's three reservoirs (totalling 3.5 ML) until they are full.

A summary of current water demand, based on the existing level of development in the town and the predicted future water demand based on a continuing high scenario growth rate of 5.0% p.a., is as follows:

Criteria	Current Demand	Predicted demand in 10 years at 5.0% growth	Predicted demand in 20 years at 5.0% growth
Average Annual Demand	230 ML per year	375 ML per year	610 ML per year
Peak Daily Demand	1.2 ML per day	2.0 ML per day	3.2 ML per day

Water Use

Reticulated water supply use and change was:

Township	Water use 2011/12 (ML)	Change from 2009-10
Braidwood	120.3	+28%
Bungendore	230.0	-2%
Captains Flat	49.3	+9%

Despite some increased usage from the very low levels last year, all towns still used less than in 2009-10. There were no water restrictions, only water conservation measures.

Groundwater

Council extracted 230.0 ML of bore water, for Bungendore, less than the 233.6 ML in 2010-11 and 259.7 ML previous five year average.

This existing supply system has adequate capacity to provide the current demands of the town. However due to the safe yield of the Lake George aquifer being reached at the current water entitlement of 330 ML pa, it is not permissible to further exploit the existing borefield for the future growth of the town. A new supplementary source has been discovered and is being developed at Currandooly, 8km north of the town, for commissioning by March 2013.

The supplementary Currandooly system will include new bore, bore delivery main, water treatment plant, clear water storage tank and clear water delivery pump and main to town.

Once the new Currandooly system is commissioned other new water assets needed in the next decade will be an extra bore at Currandooly planned for construction in 2015/16 to provide standby capacity at a cost of \$250,000, an extra 2.0 ML reservoir in 2021/22 at a cost of \$1.1mill, and reticulation mains upgrades in southern Bungendore in 2013/14 at a cost of \$300,000.

ii) **Braidwood**

The water source is the Shoalhaven River to the west of the town. An on-river pump station delivers water to an 800 ML off-stream storage dam on Sandholes Road. A new diffused air flotation treatment works to be commissioned in February 2013 will treat the dam water which after processing, including chlorination and fluoridation, will be stored in 2 @ 0.55ML concrete reservoirs. From these reservoirs, the potable water gravitates to town to the reticulation pipe network.

A summary of current water demand based on the existing level of development in the town and the predicted future water demand based on a high scenario 2% growth rate, is as follows:

Criteria	Current Demand	Predicted demand in 10 years at 2.0% growth	Predicted demand in 20 years at 2.0% growth
Average Annual Demand	121 ML per year	148 ML per year	180 ML per year
Peak Daily Demand	0.56 ML per day	0.68 ML per day	0.83 ML per day

The river pumping station in combination with the delivery main to the off-stream storage dam has a capacity of 20L/s (both a duty pump and standby pump are available). Over a 22hr period a total of 1.6 ML can be pumped. This adequately meets current and predicted future demands. There is a need to expend about \$200,000 within the next 5 years to upgrade the deficient pump building and switchgear controls of the facility.

The 80 ML off-stream storage dam is expected, with application of water restrictions to the current demand and allowing for evaporation (Av 135mm per month), to provide at least 8 months storage should the Shoalhaven River run dry. At the 2% growth rate these times will be reduced by 22% to 6 months in 10 years and by 49% to 4 months in 20 years. These timeframes are considered adequate to outlast expected droughts or to otherwise make arrangements to truck in emergency water supplies.

The new water 2.0 ML/day water treatment plant, operational from February 2013, will adequately serve the town for the next 20 years.

The 1.1 ML existing total reservoir storage is not however adequate for the town. It would be desirable to have clear water storage for 2-3 days average supply should there be a serious mal-function that puts the treatment works off-line for this period. An extra 1.5ML reservoir is proposed for construction in 2013/14 at a cost of \$1.05 mill.

iii) **Captains Flat**

The water source is the 800ML Captains Flat dam on the Molonglo River above the town. Water from the dam feeds the 0.7 ML/day Ultra Membrane Filtration water treatment plant below the dam and from there the treated water is pumped to two reservoirs of 1.2ML total storage at Keatings Hill. From this point the water can gravitate through the pipe network serving the town.

The 800ML dam storage and the reliable catchment ensure that the available storage capacity is well in excess of the annual usage figures, which will remain at about 50 ML given that there is insignificant growth. The dam being a high consequence but low risk dam requires formal 5 year inspections by the State Safe Dam Surveillance team and as a result there are often many maintenance actions identified for follow up action.

Although it needs close monitoring and regular adjustment, the treatment works consistently produces high quality water. The high position of the reservoirs above the town ensure high mains pressure to consumers.

The only aspect of poor performance is the highly concerning level of corrosion that is occurring inside the WTP building where fumes from the chemicals stored there are reacting with the metal and concrete components of the building including the electrical switchgear. A new separate masonry building is required urgently to isolate the chemical storage. The switchgear and treatment plant will also require maintenance attention to bring these items back to good condition.

9.4.1.2 Operation and Maintenance

(a) Operation and Maintenance Activities

Operation and maintenance of water supply headworks facilities requires trained and experienced staff. The activities undertaken ensure that plant and equipment is maintained in good condition, supply sources are properly monitored and the correct operational procedures are followed.

The tasks and procedures involved are listed in the Operations Manuals that have been provided by the designers of the works. Some of the servicing is provided by external contractors engaged for the purpose.

Costs of operation increase as more water is pumped and treated resulting from higher power and chemical bills and greater wear and tear.

(b) Operation and Maintenance Expenditure Trends

Council operation and maintenance expenditure trends are shown in **Table 46**.

Table 46 - Maintenance Expenditure Trends for Water Supply Headworks

Year	Maintenance Expenditure	Operations Expenditure	Total Expenditure
2010/11	\$31,252	\$314,623	\$345,875
2011/12	\$30,961	\$375,536	\$406,497
2012/13 budget	\$112,304	\$384,662	\$496,966

Currandooley water treatment plant and fluoridation will add about \$40,000 to the annual operational expenditure

Assessment and prioritisation of reactive maintenance is currently undertaken by Council staff using experience and judgement.

(c) Operation and Maintenance Standards and Specifications

Maintenance work is carried out in accordance with the following:

- a) Relevant Australian Standards
- b) Relevant Industry Specifications and Codes of Practice
- c) Relevant 'manuals' provided with specialised equipment (e.g. pumps, blowers, screens, mixers, etc.), including the following documents:

- Currandooly WTW Operations Manual
- Braidwood WTW Operations Manual
- Affordable Water Supply & Sewerage for Small Communities (Water Services Australia).
- SW Public Works Water Supply Guidelines

9.4.1.3 Renewals

The Shoalhaven River pumping station building, pumps and switchgear need renewal works within the next decade.

Various Bungendore bore pumps will need renewal over the next decade.

The total cost of this work is estimated at \$460,000

9.4.1.4 New Works

New water assets needed in the next decade will be an extra bore at Currandooly planned for construction in 2015/16 to provide standby capacity at a cost of \$250,000, an extra 2.0 ML reservoir at Bungendore in 2021/22 at a cost of \$1.1mill, and an extra 1.5ML reservoir at Braidwood in 2013/14 at a cost of \$1.05 mill.

9.4.1.5 Disposals

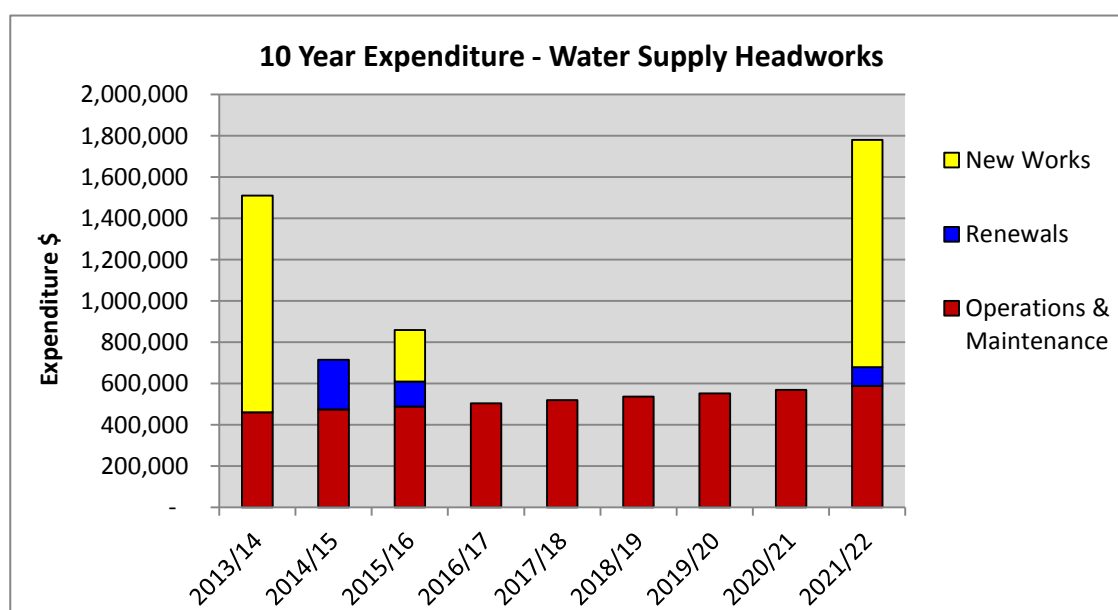
No disposals are planned.

9.4.1.6 Summary Planned Future Expenditure

The projected expenditure resulting from this lifecycle plan is detailed in *Figure 50* below

Figure 50 – 10 Year Expenditure Forecast – Water supply Headworks

There are no directly provided Water Supply Headworks provided developers. Contributions provided by developers will be used for future Headworks augmentation



9.4.2 Water Supply Mains

9.4.2.1 Background Data

(a) Asset Description

Council is currently responsible for approximately 80.8 km of water supply mains as detailed in the following table:

Town	Bulk Mains (km)	Reticulation Mains (km)
Bungendore	9.9	33.0
Braidwood	11.8	17.5
Captains Flat	0	8.6
Totals	21.7	59.1

(b) Asset Capacity, Condition and Performance

While each of the town water reticulation systems are operating satisfactorily with adequate flow and pressure capacity, the oldest mains are now over 60 years old and are becoming increasingly suspect to breakages. Of particular concern is the 250/300 mm diameter asbestos cement main that delivers flow to Braidwood from the new water treatment plant site on Sandholes Road. Programs to replace these mains will be required over the next decade, as detailed under **Renewals** below.

9.4.2.2 Maintenance

(a) Maintenance Activities

Maintenance of water mains is predominately reactive however periodic inspections are undertaken to pick up defects and deficiencies that require attention. Activities include:

- Repairing pipe breakages and leakages;
- Scouring mains to remove dirty water;
- Locating/providing/repairing services
- Mains replacement programs;
- Servicing/replacing valves

(b) Maintenance Expenditure Trends for Water Supply Mains

Council maintenance expenditure trends are shown in **Table 47** **Table 17**.

Table 47 - Maintenance Expenditure Trends for Water Supply Mains

Year	Operations & Maintenance Expenditure
2010/11	\$108,103
2011/12	\$91,842
2012/13 budget	\$213,110

Assessment and prioritisation of maintenance is currently undertaken by Council staff using experience and judgement.

(c) Maintenance Standards and Specifications

Maintenance work is carried out in accordance with the following:

- a) Relevant Australian Standards
- b) Relevant Industry Specifications and Codes of Practice
- c) Relevant 'manuals' provided with specialised equipment (e.g. pumps, blowers, screens, mixers, etc.)

9.4.2.3 Renewals

Forecast renewal dates have been identified from the expected condition based on age of asset. A useful life of 80 years for water supply mains has been adopted for this plan.

The total projected renewal of water mains is approximately \$990,000 over the 10 year time frame of this plan.

9.4.2.4 New Works

Additional reticulation mains will be constructed to service new development in the Bungendore and Braidwood. These works are estimated to cost \$970,000.00 in Bungendore and \$185,000 in Braidwood over the next 10 years.

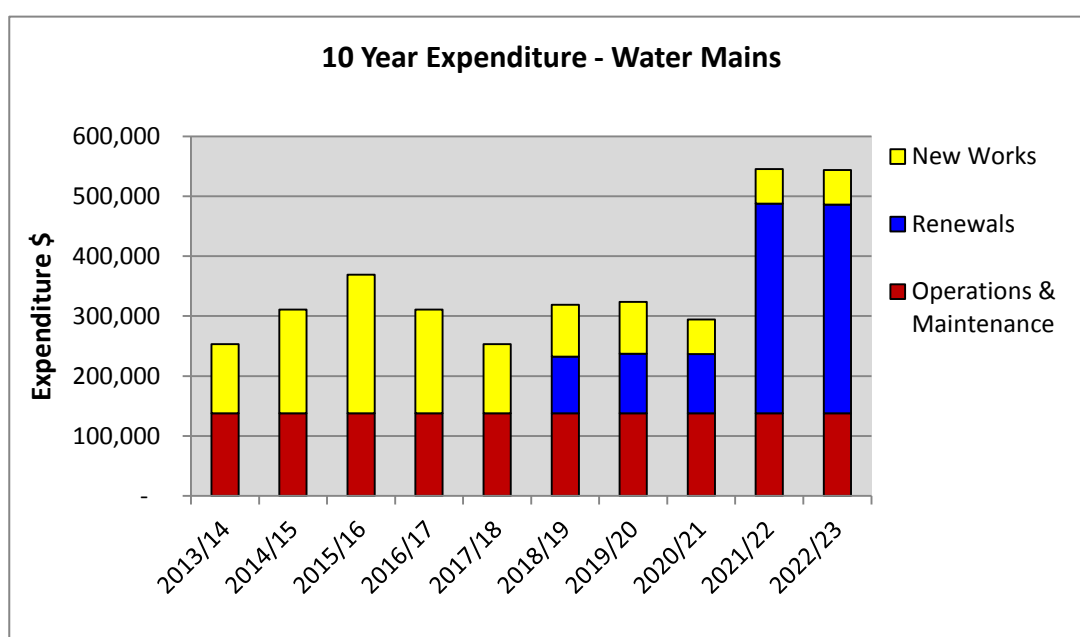
9.4.2.5 Disposal Plan

No water mains have been identified for possible decommissioning or disposal.

9.4.2.6 Summary Planned Future Expenditure

The projected expenditure resulting from this lifecycle plan is detailed in *Figure 51* below.

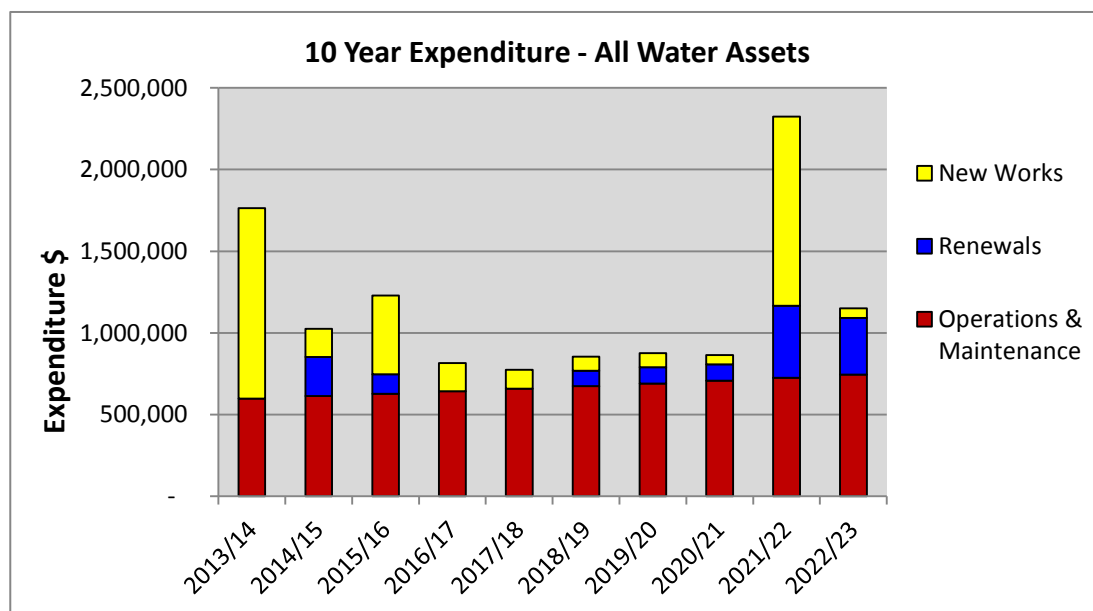
Figure 51 - 10 Year Expenditure –Water Supply Mains



9.4.3 Summary All Planned Future Expenditure for Water Supply Systems

The projected expenditure resulting from the lifecycle plans for combined water headworks water treatment, pumping and gravity main assets is detailed in **Table 48** below.

Table 48 - 10 Year Expenditure - All Water Assets



9.4.4 Water Supply Risk Management Plan

Council has developed and adopted a corporate risk framework based on the Australian / New Zealand standard for Risk Management 4360:2004. The corporate risk framework (referred to as the Risk Management Plan) consists of a policy statement, roles and responsibilities for risk management across Council, a process for carrying out risk assessments and likelihood / consequence tables for rating risks.

A formal assessment of risks associated with service delivery from infrastructure assets is yet to be carried out by Council. The risk assessment process will identify credible risks, the likelihood of the risk event occurring, the consequences should the event occur, development of a risk rating, evaluation of the risk and development of a risk treatment plan for non-acceptable risks. Critical risks, being those assessed as 'Very High' - requiring immediate corrective action and 'High' - requiring prioritised corrective action will be identified in the infrastructure risk management plan once developed and subsequently summarised in future revisions of this asset management plan.

It is important for Council to quantify and make informed decisions on how to deal with risks. The assessments will need to cover WH&S, operational and environmental aspects and will inherently need to involve programmed and targeted inspections with frequency based on the criticality of the asset. The result will be the preparation of contingency plans for each risk.

The contingency plans will allow Council to respond to events that last for extended periods and facilitate a return to normal operation as soon as possible after interruption.

9.5 Financial Summary – Water Supply

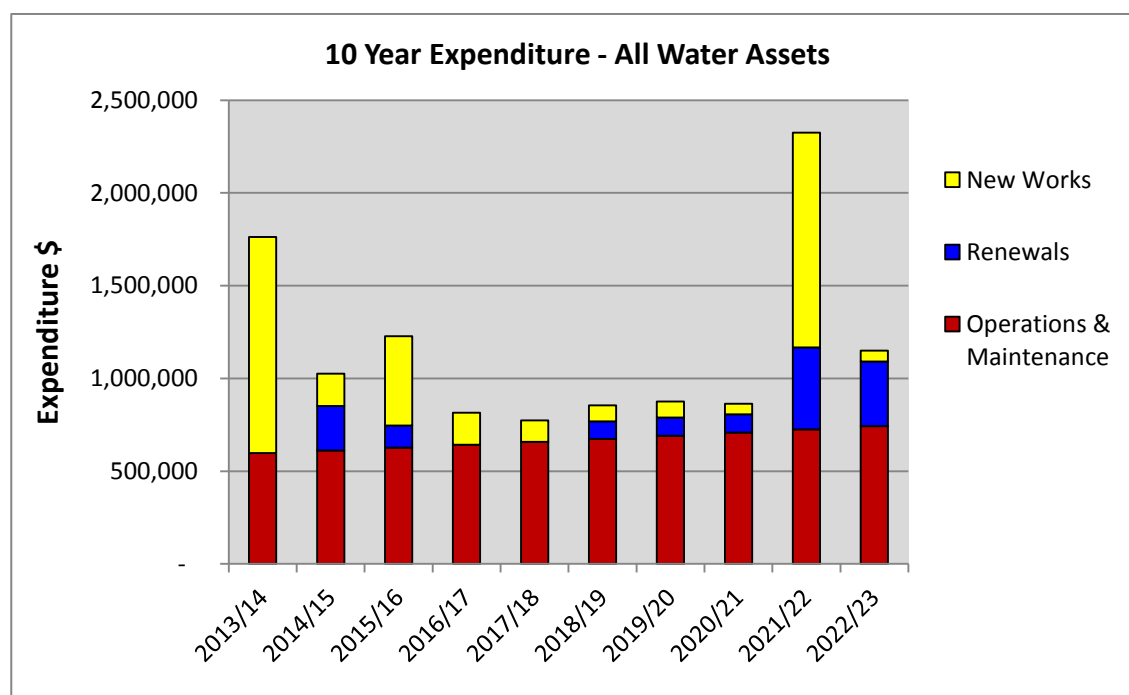
This section contains the financial requirements resulting from all the information presented in the previous sections of this asset management plan. The financial projections will be improved

as further information becomes available on desired levels of service and current and projected future asset performance.

9.5.1 Financial Statements and Projections (Water Supply)

The financial projections are shown in *Figure 52* below for planned operating (operations and maintenance), capital expenditure (renewal and upgrade/expansion/new assets) and estimated unfunded renewals (renewals that have been identified but not carried out prior to the first year of the asset management plan).

Figure 52 – 10 Year Financial Forecast (Water Supply)



Notes on 10 Year Financial Forecast:

Total forecast expenditure over the 10 year planning period are estimated to be approximately:

Operations and Maintenance	\$6,678,000
Renewals	\$1,442,000
New Works and Upgrades	\$3,554,000

A breakdown of this 10 Year Financial Forecast by asset group is detailed in the corresponding lifecycle sections of this plan.

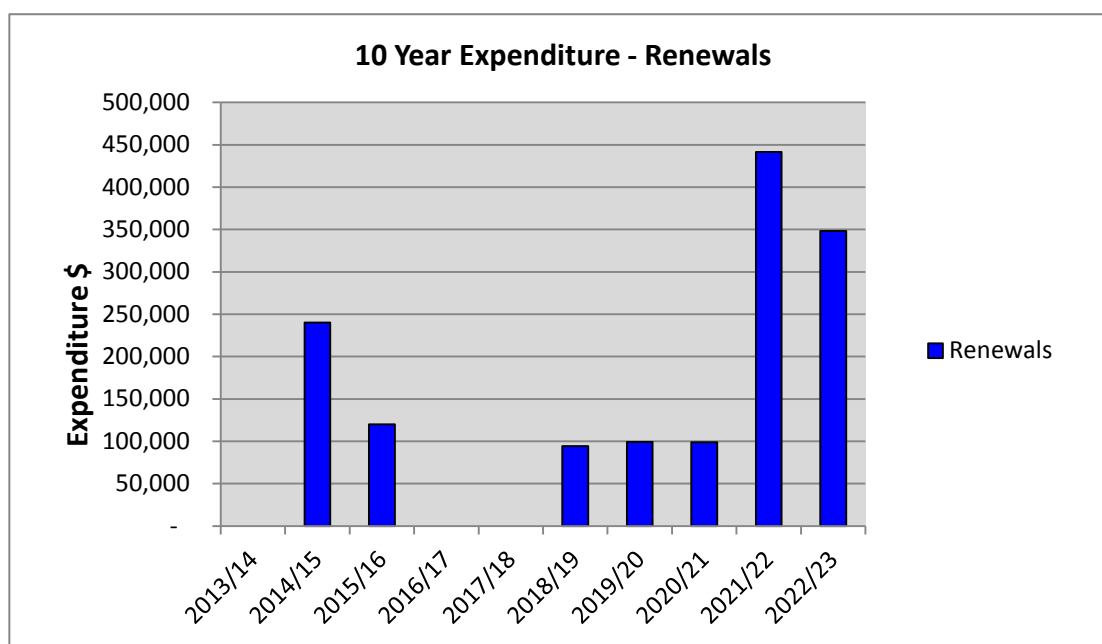
9.5.1.1 Sustainability of Service Delivery

This asset management plan identifies the estimated maintenance and capital expenditures required to provide an agreed level of service to the community over a 10 year period for input into a 10 year financial plan and funding plan to provide the service in a sustainable manner.

This may be compared to existing or planned expenditures in the 10 year period to identify any gap. In a core asset management plan, a gap is generally due to increasing asset renewals.

Figure 53 shows the projected asset renewals in the 10 year planning period from the asset register.

Figure 53 - Projected Renewals (Water Supply)



The projected renewals for water mains and headworks are shown in **Table 49**

Table 49 - Projected and Planned Renewals (Water Supply)

Year	Projected Renewals	
	Water Mains	Headworks
2013/14	-	0
2014/15	-	140,000
2015/16	-	120,000
2016/17	-	0
2017/18	-	0
2018/19	94,000	0
2019/20	99,000	0
2020/21	99,000	0
2021/22	350,000	92,000
2022/23	348,000	0
Total:	990,000	352,000

Water main renewals mainly refer to replacement of AC mains in Captains Flat and Bungendore

Headworks renewals are for replacement of pumps in Braidwood Pump Station No.1, Bungendore Pump Station No. 1 and Bungendore Bore No. 1

Providing services in a sustainable manner will require matching of projected asset renewals to meet agreed service levels with planned capital works programs and available revenue.

A gap between projected asset renewals, planned asset renewals and funding indicates that further work is required to manage required service levels and funding to eliminate any funding gap.

Council will manage the 'gap' by developing this asset management plan to provide guidance on future service levels and resources required to provide these services. In particular improvement of the asset register, reassessment of useful lives and remaining lives will greatly improve the confidence level in the calculated results.

9.5.2 Funding Strategy Water Supply

Projected expenditure identified in Section 7.1 is to be funded from Council's operating and capital budgets. The funding strategy will be detailed in Council's 10 year long term financial plan.

9.5.3 Valuation Forecasts Water Supply

Asset values are forecast to increase as additional assets are added to the asset stock from construction and acquisition by Council and from assets constructed by land developers and others and donated to Council. *Figure 54* shows the projected replacement cost asset values over the planning period in 2012 dollar values. Depreciation expense values are forecast in line with asset values as shown in *Figure 55*.

Figure 54 – Projected Replacement Costs (Water Supply)

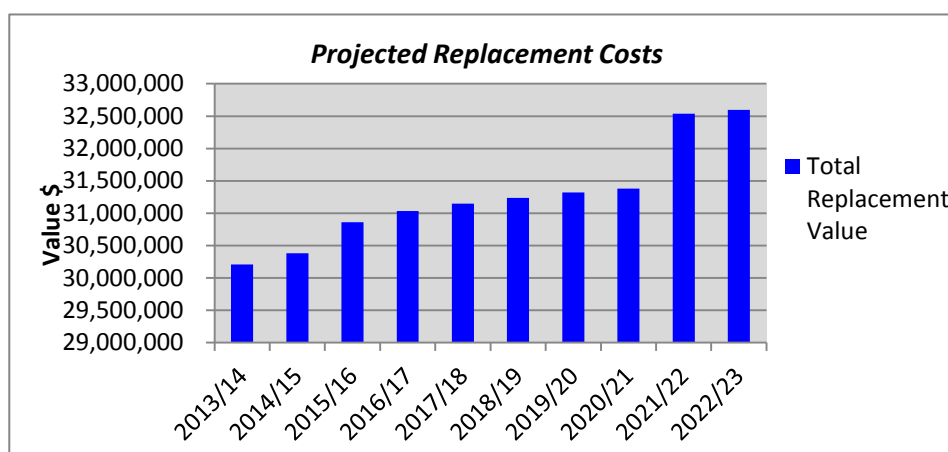
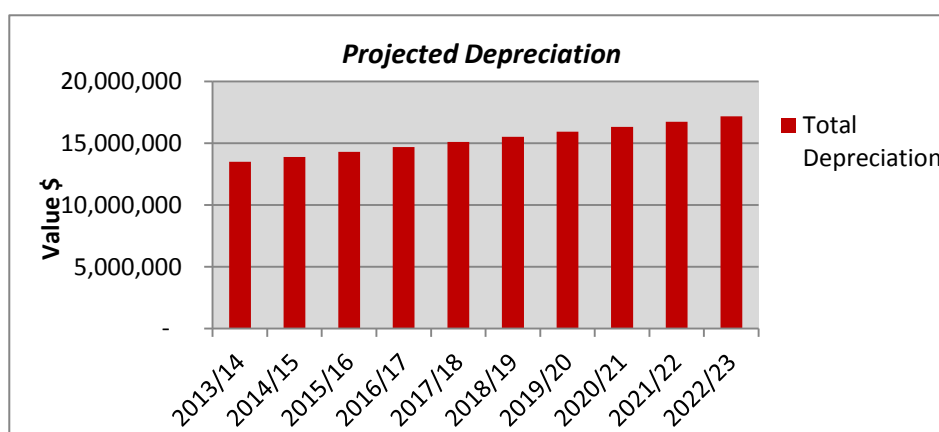
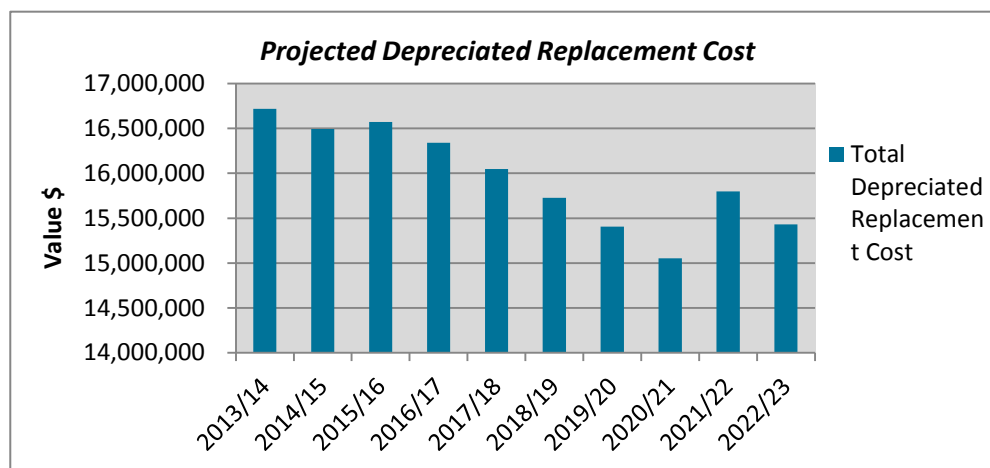


Figure 55 - Projected Depreciation Expense (Water Supply)



The depreciated replacement cost (current replacement cost less accumulated depreciation) will vary over the forecast period depending on the rates of addition of new assets, disposal of old assets and consumption and renewal of existing assets. Forecast of the assets' depreciated replacement cost is shown in *Figure 56*.

Figure 56 - Projected Depreciation Replacement Cost (Water Supply)



9.5.4 Key Assumptions made in Financial Forecasts for Water Supply

Refer Section 2.6

9.5.5 Water Supply Asset Valuations

A revaluation of Water Supply Assets was carried out in 2012. A summary of the financial values is shown below, with a more detailed breakdown (including adopted Useful Lives) in Table 50

Current Replacement Cost	\$29,041,000
Depreciated Replacement Cost	\$15,551,578
Annual Depreciation Expense	\$393,300

Table 50 – Water Supply Asset Values as at 30 June 2012

Asset Group	Asset Types	Gross Replacement Cost (\$)	Depreciated Replacement Cost (\$)	Qty	Units	Annual Depreciation Expense (\$)	Effective Life (yrs)
Water Supply Headworks	Dams, Reservoirs, Pump Stations, Bores, Treatment	20,047,000	9,368,578			280,882	Dams & Reservoirs - 100 Pumps - 25 Pump Station Structure - 50
Water Mains	Bulk Mains	3,104,000	2,371,000	21,690	m	38,798	80
	Reticulation Mains	5,890,000	3,812,000	59,070	m	73,620	80
Totals		29,041,000	15,551,578			393,300	

10 SEWERAGE SYSTEMS

10.1 Current Levels of Service

Current levels of service for sewerage system assets are detailed in **Table 51** below. The current performance of many of the levels of service that are detailed is still unknown. However, performance monitoring processes can be established using these tables as a guide, thus enabling this missing information to be included in future revisions of this asset management plan.

Table 51 – Current Levels of Service (Sewerage Systems)

Recreation Facility	Key Performance Measure	Level of Service	Performance Measure Process	Performance Target	Current Performance
COMMUNITY LEVELS OF SERVICE					
Sewage Treatment Works	Quality Function Safety	Provide modern, well-kept sewage treatment plants with adequate capacity for future growth and which operate without perceivable odour and produce high quality effluent that can be safely discharged/reused in keeping with EPA licence conditions	Meet EPA licence conditions. Customer survey relating to the operation of the plants Operator and Supervisor reports	General satisfaction with plant operation	Customer satisfaction to be included in future surveys Defects and actions are reported at weekly Works Planning meetings
Sewage Pumping Stations	Quality Function Safety	Provide trouble free sewage pumping stations that reliably transfer collected sewage flows without odour and noise impacts or overflows.	Avoidance of pump station overflows. Customer service complaints relating to operation of facilities Operator and Supervisor reports	No more than 1 PS overflow per annum. Average less than 1 customer service complaint per PS p.a.	Defects and actions are reported at weekly Works Planning meetings
Sewer Mains (including gravity and rising mains)	Quality Function Safety	Provide adequately sized and suitably designed mains for ready connection of properties to convey predicted peak sewage flows via sewage pumping stations to the treatment works.	Avoidance of blockages and overflows in the mains network Customer service complaints relating to the operation of the network Operator and Supervisor reports	Size of mains is adequate for sewage flows.	Operation of sewers is monitored and issues and actions are reported at weekly Works Planning meetings

Recreation Facility	Key Performance Measure	Level of Service	Performance Measure Process	Performance Target	Current Performance
TECHNICAL LEVELS OF SERVICE					
Sewage Treatment Works	Quality Function Safety	Treatment plants are designed, operated and maintained to consistently produce effluent meeting licence criteria: All STWs to have remote monitoring via telemetry.	Weekly tests of effluent undertaken and results satisfactory results achieved. Operator and Supervisor reports	Treatment plants are operated in accordance with standards	Operation of treatment plants is monitored. Issues and actions are reported at weekly Works Planning meetings
Sewage Pumping Stations	Quality Function Safety	Pumping stations designed, constructed, operated, maintained and managed in accordance with Water Services Association Handbook and references. Each PS to have duty and standby dual system pump arrangement and minimum 8 hours ADWF storage provision. All PSs to have remote monitoring via telemetry	Site inspections and cleaning undertaken daily. All PSs designed and constructed to standards set, including new PSs in new subdivisions.	Inspections undertaken and necessary follow-up actions undertaken. Standby pumping, 8 hrs ADWF storage and telemetry available at all PSs	Operation of pumping stations is monitored. Issues and actions are reported at weekly Works Planning meetings
Sewer Mains (including gravity and rising mains)	Quality Function Safety	Sewer mains are designed, constructed, operated, maintained and managed in accordance with Water Services Association Handbook and references.	All sewer mains designed, constructed and maintained to standards set, including new mains in new subdivisions	Bi-annual inspections of manholes and 5 yearly in-pipe TV inspections of gravity mains undertaken and necessary follow actions programmed.	Operation of sewers monitored. New sewers and as constructed drawings are inspected prior to handover Issues and actions are reported at weekly Works Planning meetings

10.2 Desired Levels of Service

At present, indications of desired levels of service are obtained from various sources including design standards, feedback from residents, service complaints and correspondence. It is considered that the levels of service desired by the community are covered by the various levels of service described above.

10.3 Future Demand for Sewerage Assets

10.3.1 Demand Forecast

Factors affecting demand for sewerage assets will largely be as a result of the development of new subdivisions within and adjacent to Bungendore and Braidwood that are currently provided with sewerage systems. No multi-lot subdivisions are expected at Captains Flat. It is not expected that any of the other Palerang LGA's villages will be seweraged in the next decade, and current arrangements with use of septic tanks and ATWs will prevail.

A description of the expected demand for extra sewerage assets is included in Section 4 and more detailed assessment based on expected subdivision developments is included in Attachment B.

In summary, it is expected that the following additional sewerage assets will be constructed over the next decade to cater for future population growth:

Bungendore 12.2 km of gravity sewers, 4 km of rising mains, 3 pump stations and a 3000P extension to the sewage treatment works.

Braidwood 3.8 km of gravity sewers, 1 km of rising mains and 2 pump stations.

It is to be noted that the new assets will be required in readiness for the impending population after the subdivisions are released for housing construction.

10.3.2 Changes in Technology

Technology changes may affect the delivery of services covered by this plan in the areas detailed in **Table 52** below. These changes in technology will need to be reflected in the financial forecasts of future versions of this plan as and when these technologies are introduced at Council.

Table 52 - Changes in Technology and Forecast Effect on Service Delivery

Technology Change	Effect on Service Delivery
Improved telemetry	Upgraded remote monitoring and control methods will assist in optimising system operation and reduce costs associated with staff call-outs.
Improvement of information systems and asset knowledge	Improvements in monitoring condition, capturing and analysing data, planning works and making information available to Council staff to enable more efficient service delivery.
Replacement of in-situ gravity sewers by pipe bursting and modern pipe thrusting methods	Renewal of pipelines by these techniques reduces the impact and cost of work, whilst still extending the useful life of the pipelines.

10.3.3 Demand Management Plan

Demand for new services will be managed through a combination of managing existing assets, upgrading of existing assets and providing new assets to meet demand and demand management. Demand management practices include non-asset solutions, insuring against risks and managing failures.

Opportunities identified to date for demand management are shown in **Table 53**. Further opportunities will be developed in future revisions of this asset management plan.

Table 53 - Demand Management Plan Summary

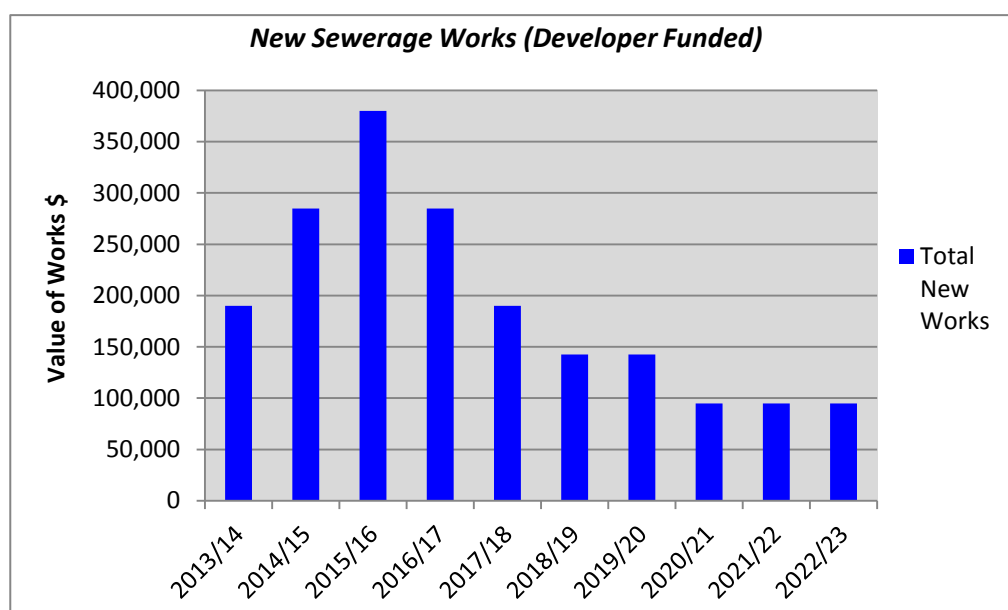
Service Activity	Demand Management Plan
Sewerage System	In addition to access charges for non-residential properties, application of user charges based on water usage. This will make non-residential customers aware and therefore encourage them to address the wasting of water to the sewerage system (e.g. leaking taps and running urinals).

10.3.4 New Assets from Growth

The new assets required to meet growth will be acquired from land developments and constructed by Council. The new asset values are summarised in

Figure 57 below. Acquiring these new assets will commit council to fund ongoing operations and maintenance costs for the period that the service provided from the assets is required. These future costs are identified and considered in developing forecasts of future operating and maintenance costs.

Figure 57 – 10 Year Expenditure Forecast – New Sewerage Works (Developer Funded)



10.4 Lifecycle Management Plan for Sewerage Assets

Lifecycle management plans are defined for each of the key asset groups detailed below:

- Section 10.4.1 Sewage Treatment Works;
- Section 10.4.2 Sewage Pump Stations;
- Section 10.4.3 Sewer Mains;

A summary of expenditure and changes to the asset base over the 10 year period is provided at the end of the section for each asset group. A complete financial summary is included in Section 10.6.

10.4.1 Sewage Treatment Works

10.4.1.1 Background Data

(a) Asset Description

Council is currently responsible for three sewerage schemes located at Bungendore, Braidwood and Captains Flat.

The plants currently serve about 2000 properties some of which are undeveloped.

(b) Asset Capacity, Condition and Performance

The capacity, condition and current utilisation of the three STWs are as follows:

i) **Bungendore** – The recently augmented STW, has a capacity to serve 5000 equivalent persons (EP). The current load on the plant is estimated to be 3000 EP. The plant is in good condition and consistently meets license requirements and receives very few complaints. Some refurbishment of the older components of the existing plant, including the replacement of deficient electrical switchgear, is required to optimise the full potential of the capacity.

ii) **Braidwood** – This is newly constructed plant has a capacity of 2000 EP and current load of about 1250 EP. With the installation of larger aerators the capacity could be increased to 3000 EP. Being new the plant is in excellent condition. There were some initial teething problems that have since been overcome.

iii) **Captains Flat** – This old Pasveer Channel has capacity of 500 EP and current loading of about 475 EP. While it has consistently produced effluent that meets EPA licence requirements, some components of the plant are considered to be old technology and will require replacement.

10.4.1.2 Operation and Maintenance

(a) Operation and Maintenance Activities

Operation and maintenance of sewage treatments works requires trained and experienced staff. The activities undertaken ensure that plant and equipment is maintained in good condition and the correct operational procedures are followed.

The tasks and procedures involved are listed in the Operations Manuals that have been provided by the designers of the works. Some of the servicing is provided by external contractors engaged for the purpose.

Costs of operation increase as more load is accepted at the works with higher power and chemical bills and greater wear and tear.

(b) Operation and Maintenance Expenditure Trends

Council operation and maintenance expenditure trends are shown in **Table 54**.

Table 54 - Maintenance and Operation Expenditure Trends for Sewage Treatment Works

Year	Expenditure	
	Maintenance & Repairs	Operations
2010/11	\$61,124	\$336,000
2011/12	\$66,166	\$325,000
2012/13 budget	\$62,492	\$390,000

Planned and cyclic maintenance works have not been identified separately in the table above. The intention is to capture future maintenance costs against the categories indicated in the table above.

Assessment and prioritisation of reactive maintenance is currently undertaken by Council staff using experience and judgement.

(c) Maintenance Standards and Specifications

The following documents are reference by sewerage staff:

- Bungendore STW Operations Manual
- Braidwood STW Operations Manual.
- NSW Public Works Sewage Treatment Works Guidelines

10.4.1.3 Renewals

The Braidwood STW is new and will not require any renewal works within the next decade.

The Bungendore STW has recently been augmented to add an extra 3000 EP capacity aeration vessel and matching sludge handling facilities. Renewal works will however be required to recommission the old 2000 EP aeration vessel involving replacement of electrical switchgear and controllers.

10.4.1.4 New Works

The Bungendore STW will need further augmentation to add further treatment capacity towards the end of the decade on the assumption that Bungendore will continue to grow at about 5.0% per annum. By this time the demand for sewage treatment is expected to be at about 5000 EP. As there is typically at least a 2 years lead time for design and construction of new facilities, the extra capacity will need to be available by the end of the decade (2022). It is expected that an extra 3000-5000 EP plant will be added, depending on the local water supply being able to service the potential population growth at that time. Based on the recent upgrade the new works are estimated to Cost \$7,500,000 to \$12,000,000

At the Captains Flat STW it is planned to upgrade the standard of the facility without adding an extra capacity. This will involve the effluent ponds being decommissioned and replaced with ultra-violet treatment equipment and upgrading of amenities and sludge lagoons.

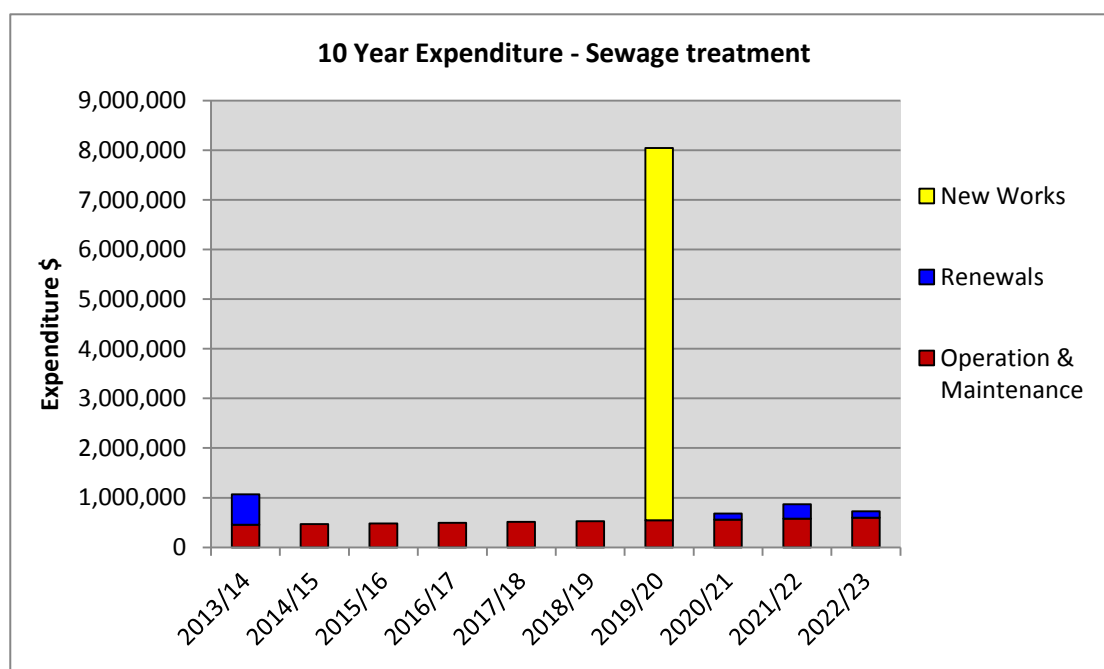
10.4.1.5 Disposals

The only disposal works anticipated involve those proposed at the Captains Flat STW as described in the sub-section above.

10.4.1.6 Summary Planned Future Expenditure

The projected expenditure resulting from this lifecycle plan is detailed in *Figure 58* below.

Figure 58 - 10 Year Expenditure – Sewage Treatment Works



10.4.2 Sewage Pump Stations

10.4.2.1 Background Data

(a) Asset Description

Council is currently responsible for 18 submersible sewage pump stations. There are eleven pump stations in Bungendore, four in Braidwood and one in Captains Flat which serves the whole of the town. Each pump station contains 2 submersible pumps.

(b) Asset Capacity, Condition and Performance

Each of the pump stations and rising mains in Braidwood has recently been reconstructed to the latest specifications and provide adequate capacity for growth. Most of the Captains Flat and Bungendore pump stations and rising mains have adequate capacity for growth over the next decade. However the main pump station at Bungendore is short on required storage capacity and has old pumps. A replacement pump station at this location is planned for early completion. The continuing monitoring and due replacement of old pumps will ensure satisfactory future operation.

10.4.2.2 Operations and Maintenance

(a) Operation and Maintenance Activities

The activities undertaken ensure that plant and equipment is maintained in good condition and the correct operational procedures are followed.

The tasks and procedures involved are listed in the Operations Manuals that have been provided by the designers of the works. Some of the servicing is provided by external contractors engaged for the purpose.

(b) Maintenance Expenditure Trends

Council operation and maintenance expenditure trends are shown in *Table 55*

Table 55 – Operations and Maintenance Expenditure Trends for Sewage Pump Stations

Year	Expenditure	
	Maintenance & Repairs	Operations
2010/11	\$5,645	\$73,000
2011/12	\$12,953	\$77,000
2012/13 budget	\$12,466	\$98,000

Assessment and prioritisation of reactive maintenance is currently undertaken by Council staff using experience and judgement.

(c) Maintenance Standards and Specifications

No specific standards or specifications are used for maintenance works.

10.4.2.3 Renewals

Forecast renewals of pumps and switchgear have been identified by the condition assessment undertaken by staff based on age of these components and their assumed useful lives.

10.4.2.4 New Works

A new sewage pump station will be constructed in 2013 at west Braidwood on the road reserve adjacent to the intersection of Araluen and Bombay Roads. This will be part of works to extend the Braidwood sewerage scheme to the western side of town to service emerging light industrial and residential development proposals in this area, involving subdivisions into smaller lots.

The main pump station (No1) at Bungendore will be replaced in 2013/14 with a larger facility at the same site. The existing pump station is short on required storage capacity and has old pumps and switchgear. Currently there is an unacceptable risk that the pump station could overflow with failure of the pumps and insufficient time to make repairs. It is expected that the existing pump well will provide added storage of sewage flow during emergency events such as during prolonged mains power outages.

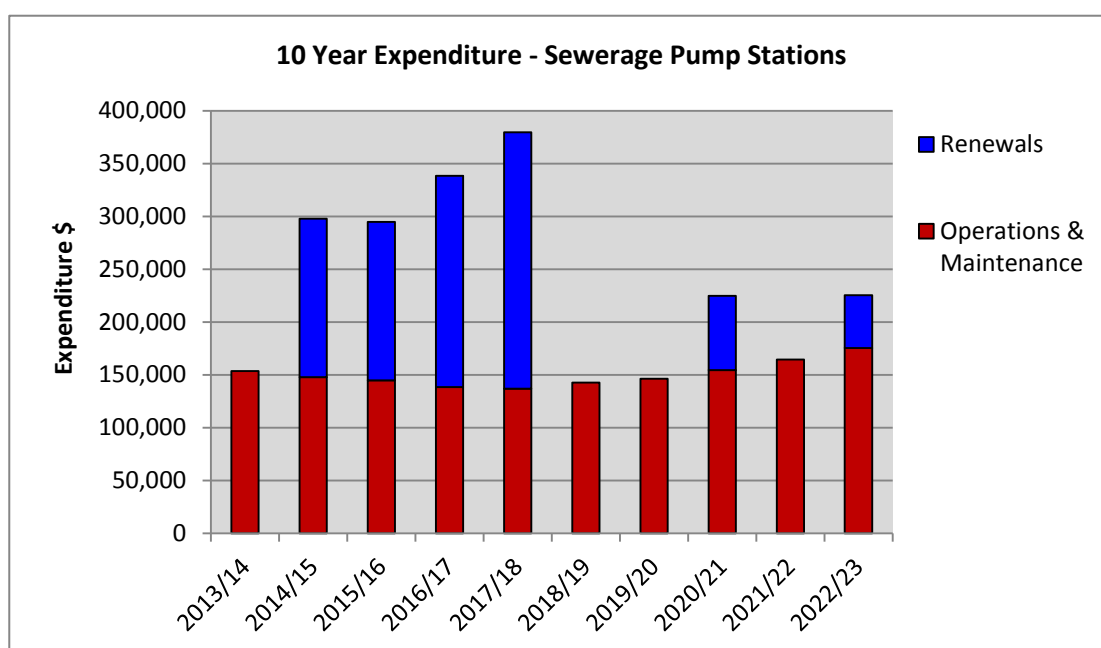
10.4.2.5 Disposal Plan

It is not expected that any sewage pumping stations will be disposed of in the next decade.

10.4.2.6 Summary Planned Future Expenditure

The projected expenditure resulting from this lifecycle plan is detailed in *Figure 59* below

Figure 59 - 10 Year Expenditure – Sewerage Pump Stations



10.4.3 Sewer Mains

10.4.3.1 Background Data

(a) Asset Description

Council is currently responsible for approximately 55.1 km of gravity sewers and junction lines and 7.7 km of rising mains of various sizes.

(b) Asset Capacity, Condition and Performance

The gravity reticulation system of Braidwood, while adequate in capacity to serve the town, is for the most part now towards the latter end of its useful life. The original VC mains were laid in the 1960s and are showing increasing signs of deterioration. Programs to replace many of these mains will be required over the next decade. The mains in Captains Flat (1980s) and Bungendore (earliest 1970s) are newer and have a longer timeframe to renewal.

Each of the rising mains in Braidwood has recently been reconstructed to the latest specifications and provide adequate capacity for growth. The Captains Flat and Bungendore rising mains have adequate capacity for growth over the next decade and should not require renewal within the next decade.

10.4.3.2 Maintenance

(a) Maintenance Activities

Maintenance of sewer mains is predominately reactive however periodic inspections are undertaken to pick up defects and deficiencies that require attention. Activities include:

- Repair of manholes
- Clearing of blocked mains;
- In line TV camera monitoring of condition;
- Locating sewer junctions;

- Servicing valves on rising mains
- Repairing rising main breaks;

(b) Maintenance Expenditure Trends

Council maintenance expenditure trends are shown in **Table 56**.

Table 56 - Maintenance Expenditure Trends for Sewer Mains

Year	Expenditure	
	Maintenance & Repairs	Operations
2010/11	\$27,951	\$13,000
2011/12	\$19,387	\$12,000
2012/13 budget	\$27,436	\$24,000

Planned and cyclic maintenance works have not been identified separately in the table above. The intention is to capture future maintenance costs against the categories indicated in the table above.

Assessment and prioritisation of reactive maintenance is currently undertaken by Council staff using experience and judgement.

(c) Maintenance Standards and Specifications

No specific standards or specifications are used for maintenance works.

10.4.3.3 Renewals

Forecast renewal dates have been identified from the expected condition based on age of asset as detailed in Section 10.4.1.3. A useful life of 70 years for sewerage pipes and manholes has been adopted for this plan.

The total projected renewal of sewer mains is approximately \$755,000 over the 10 year time frame of this plan.

10.4.3.4 New Works

As part of works to extend the Braidwood sewerage scheme to the western side of the town new gravity mains will be constructed to service emerging light industrial and residential development proposals in this area involving subdivisions into smaller lots. A new rising main will deliver sewage collected via a new pump station to the existing sewerage system.

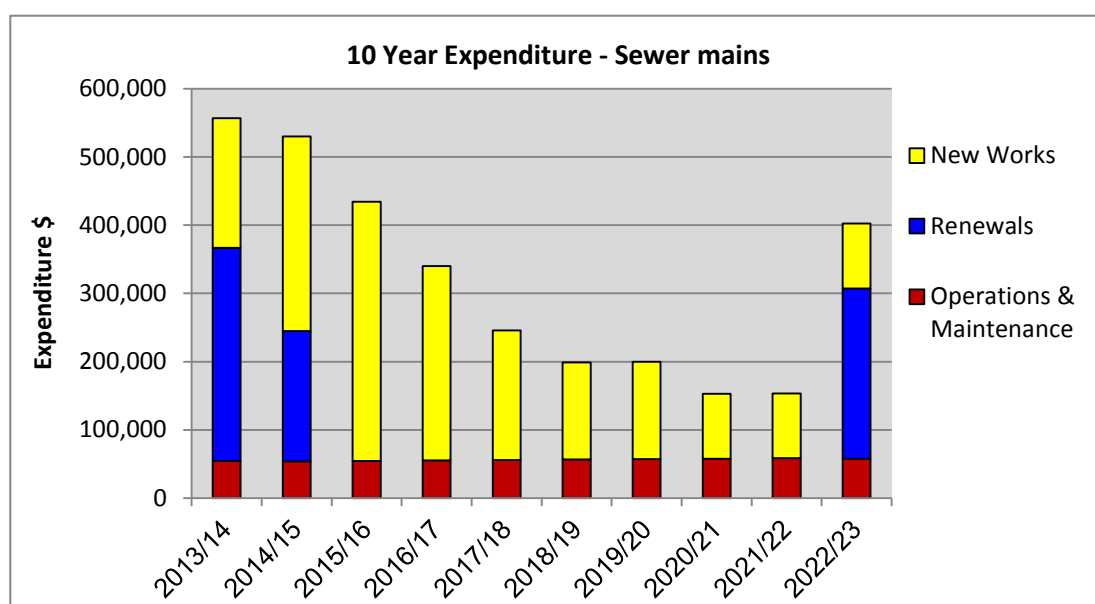
10.4.3.5 Disposal Plan

No sewer mains have been identified for possible decommissioning or disposal.

10.4.3.6 Summary Planned Future Expenditure

The projected expenditure resulting from this lifecycle plan is detailed in *Figure 60* below

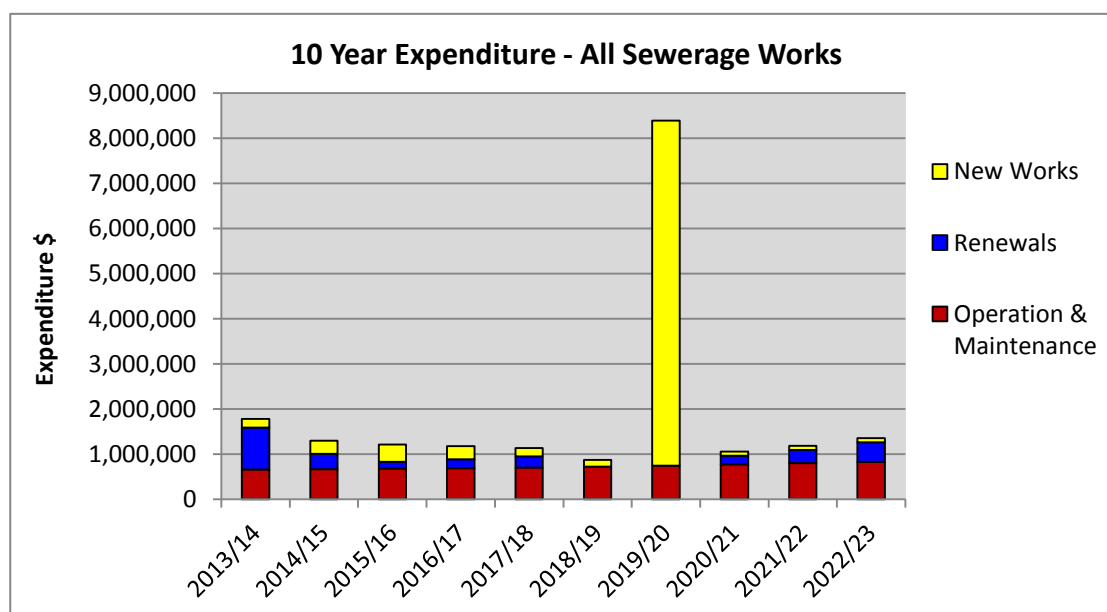
Figure 60 - 10 Year Expenditure – Sewer Mains



10.4.4 Summary All Planned Future Expenditure for Sewerage Systems

The projected expenditure resulting from the lifecycle plans for combined sewage treatment, sewage pumping and gravity main assets is detailed in *Figure 61* below.

Figure 61 - 10 Year Expenditure – All Sewerage System Assets



10.5 Sewerage Risk Management Plan

Council has developed and adopted a corporate risk framework based on the Australian / New Zealand standard for Risk Management 4360:2004. The corporate risk framework (referred to as the Risk Management Plan) consists of a policy statement, roles and responsibilities for risk management across Council, a process for carrying out risk assessments and likelihood / consequence tables for rating risks.

A formal assessment of risks associated with service delivery from infrastructure assets is yet to be carried out by Council. The risk assessment process will identify credible risks, the likelihood of the risk event occurring, the consequences should the event occur, development of a risk rating, evaluation of the risk and development of a risk treatment plan for non-acceptable risks. Critical risks, being those assessed as 'Very High' - requiring immediate corrective action and 'High' – requiring prioritised corrective action will be identified in the infrastructure risk management plan once developed and subsequently summarised in future revisions of this asset management plan.

It is important for Council to quantify and make informed decisions on how to deal with risks. The assessments will need to cover WH&S, operational and environmental aspects and will inherently need to involve programmed and targeted inspections with frequency based on the criticality of the asset to the systems operation. The result will be the preparation of contingency plans for each risk.

The contingency plans will allow Council to respond to events that last for extended periods and facilitate a return to normal operation as soon as possible after outages, blockages and overflows.

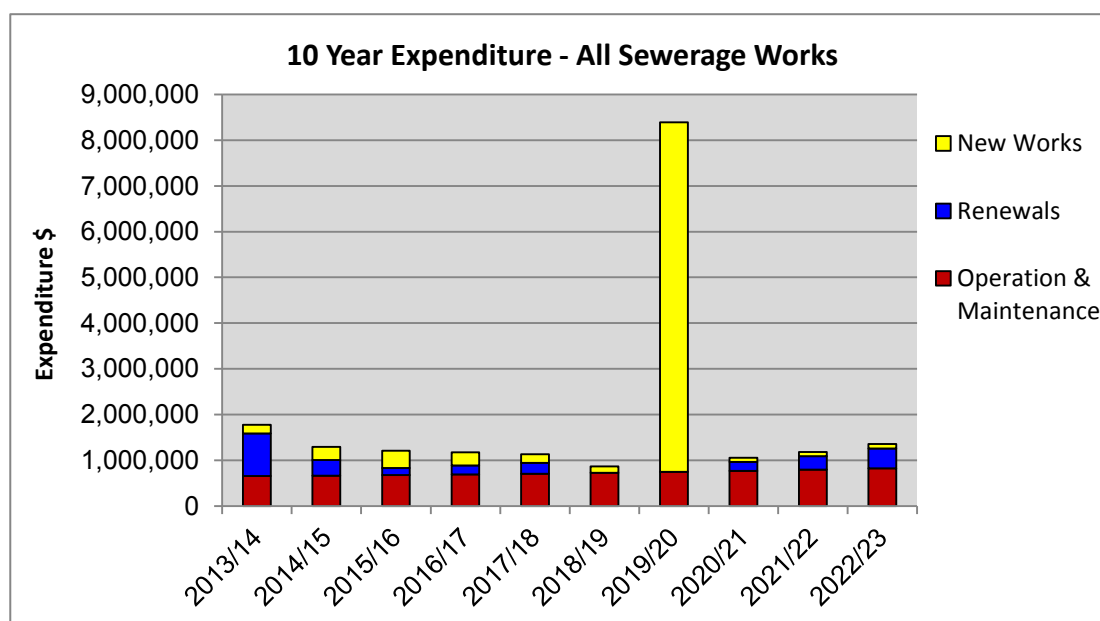
10.6 Financial Summary - Sewerage

This section contains the financial requirements resulting from all the information presented in the previous sections of this asset management plan. The financial projections will be improved as further information becomes available on desired levels of service and current and projected future asset performance.

10.6.1 Financial Statements and Projections (Sewerage)

The financial projections are shown in *Figure 62* below for planned operating (operations and maintenance), capital expenditure (renewal and upgrade/expansion/new assets) and estimated unfunded renewals (renewals that have been identified but not carried out prior to the first year of the asset management plan).

Figure 62 – 10 Year Financial Forecast (Sewerage Systems)



Notes on 10 Year Financial Forecast:

Total forecast expenditure over the 10 year planning period are estimated to be approximately:

Operations & Maintenance	\$7,277,000
Renewals	\$2,772,000 includes \$1,155,000 - Treatment Works (Captains Flat), \$863,000 - Pump Stations, \$754,000 – Sewer Mains
New Works and Upgrades	\$9,399,000 includes \$7,500,000 for Bungendore Treatment Works upgrade.

A breakdown of this 10 Year Financial Forecast by asset group is detailed in the corresponding lifecycle sections of this plan.

10.6.1.1 Sustainability of Service Delivery

This asset management plan identifies the estimated maintenance and capital expenditures required to provide an agreed level of service to the community over a 10 year period for input into a 10 year financial plan and funding plan to provide the service in a sustainable manner.

Forecast operation and maintenance expenditure is based on current budget levels. Any shortfall in funding for the projected renewals could also add a gap in the operation and maintenance funding, due to the deteriorated condition of the asset requiring renewal.

Forecast projected renewal expenditure is shown in **Table 57**

Table 57 - Projected Renewals Expenditure (Sewerage)

Year	Projected Renewals	Cumulative Renewals
2013/2014	925,500	925,500
2014/2015	341,300	1,266,800
2015/2016	150,000	1,416,800
2016/2017	200,000	1,616,800
2017/2018	242,700	1,859,500
2018/2019	0	1,859,500
2019/2020	0	1,859,500
2020/2021	190,500	2,050,000
2021/2022	290,000	2,340,000
2022/2023	432,000	2,772,000
Total	2,772,000	

Providing services in a sustainable manner will require matching of projected asset renewals to meet agreed service levels with planned capital works programs and available revenue.

Any gap between projected asset renewals and available funding indicates that further work is required to manage required service levels and funding to eliminate any funding gap.

Council will manage the 'gap' by developing this asset management plan to provide guidance on future service levels and resources required to provide these services. In particular

improvement of the asset register, reassessment of useful lives and remaining lives will greatly improve the confidence level in the calculated results.

10.6.2 Funding Strategy Sewerage

Projected expenditure identified in Section 10.6.1 is to be funded from Council's operating and capital budgets. The funding strategy will be detailed in Council's 10 year long term financial plan.

10.6.3 Valuation Forecasts Sewerage

Asset values are forecast to increase as additional assets are added to the asset stock from construction and acquisition by Council and from assets constructed by land developers and others and donated to Council. **Figure 63** shows the projected replacement cost asset values over the planning period in 2012 dollar values. Depreciation expense values are forecast in line with asset values as shown in *Figure 64*.

Figure 63 - Projected Sewerage Asset Replacement Cost

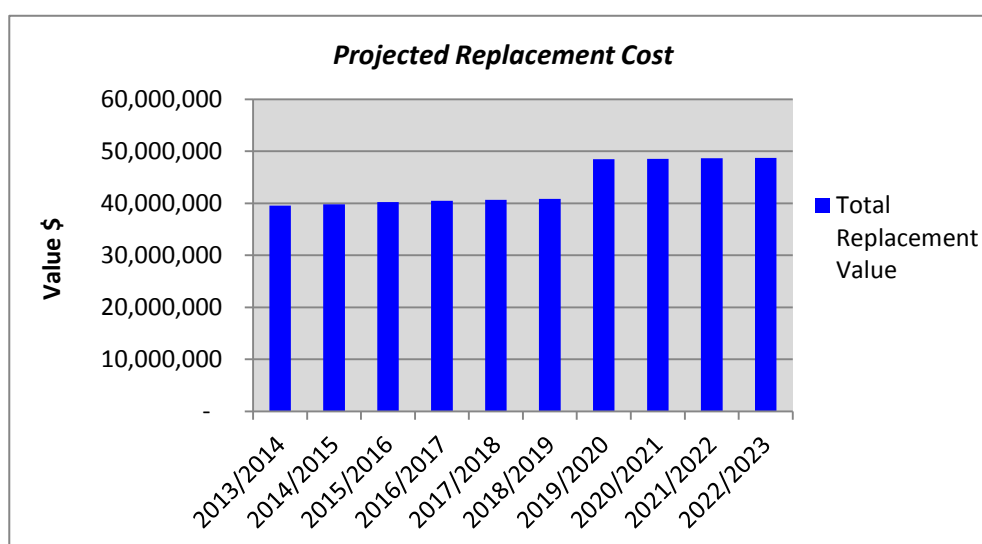
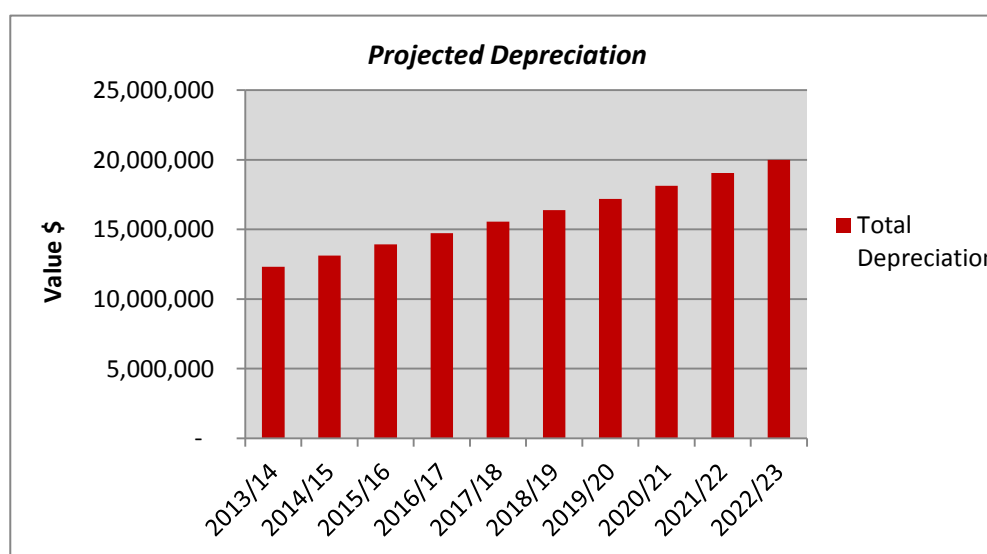
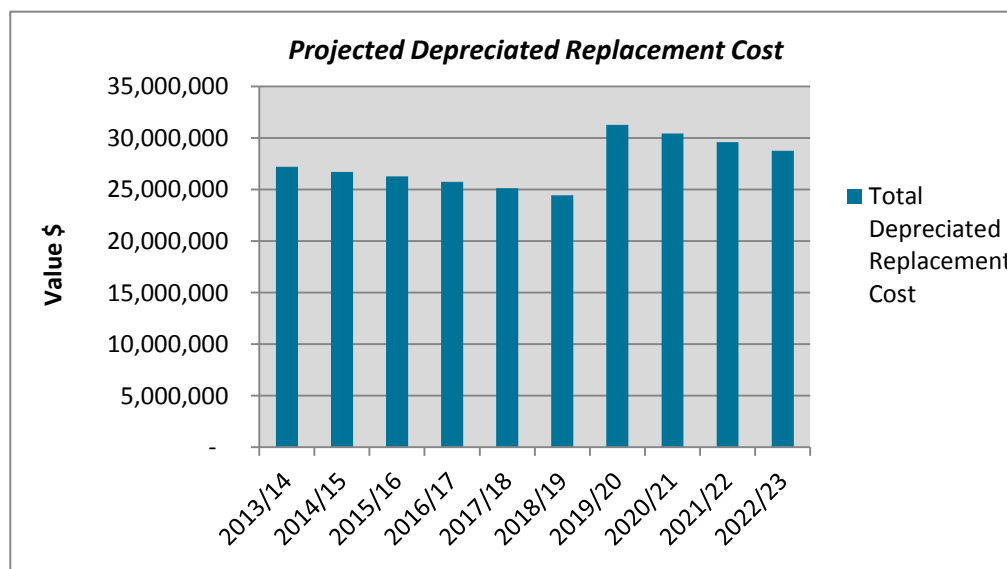


Figure 64 - Projected Sewerage Depreciation Expense



The depreciated replacement cost (current replacement cost less accumulated depreciation) will vary over the forecast period depending on the rates of addition of new assets, disposal of old assets and consumption and renewal of existing assets. Forecast of the assets' depreciated replacement cost is shown in Figure 65.

Figure 65 – Projected Sewerage Depreciated Replacement Cost



10.6.4 Key Assumptions made in Financial Forecasts

Refer Section 2.6

10.6.5 Sewerage Asset Valuations

A revaluation of sewerage assets was carried out in 2012. A summary of the financial values is shown below, with a more detailed breakdown (including adopted Useful Lives) in *Table 58*.

- Current Replacement Cost \$38,991,000
- Depreciated Replacement Cost \$29,023,000
- Annual Depreciation Expense \$810,835

Table 58 – Sewerage Asset Values as at 30 June 2012

Asset Group	Asset Types	Gross Replacement Cost (\$)	Depreciated Replacement Cost (\$)	Qty	Units	Annual Depreciation Expense (\$)	Effective Life (yrs)
Sewage Treatment		20,770,000	17,137,000	3	No	511,900	40
Sewer Pump Stations	Pump Station Civil	3,481,000	2,792,000	16	No.	54,867	70
	Sewer Pumps	1,561,000	927,000	16	No.	57,940	25
Sewer Mains	Rising Mains	1,044,000	636,000	7,670	m	12,773	45 -70
	Reticulation Mains	12,135,000	7,531,000	55,100	m	173,355	70
Totals		38,991,000	29,023,000			810,835	

11 PLANT, EQUIPMENT AND MISCELLANEOUS ITEMS

11.1 Current Levels of Service

Current levels of service for plant, equipment and miscellaneous items are detailed in **Table 59** below.

The performance of many of the levels of service that are detailed are not formally measured. However, Council staff receive training in the use of plant and equipment and are expected to ensure that plant and equipment is properly maintained. Operators are required to act responsibly in ensuring that plant and equipment items are properly maintained and any faults are reported and rectified. Council policy requires that vehicles and plant are operated and serviced in accordance with the Manufacturers guidelines. In addition, vehicles are replaced at set periods (e.g. motor vehicles – 2 years or 60,000km, trucks – 5 years) to ensure optimum trade-in values and performance.

Plant and vehicle usage and an operator training schedule is prepared and monitored weekly

Table 59 – Current Levels of Service (Plant, Equipment and other items)

Recreation Facility	Key Performance Measure	Level of Service	Performance Measure Process
COMMUNITY LEVELS OF SERVICE			
Plant and vehicles	Quality Function Safety	Effective, safe and reliable plant and vehicles are available to enable efficient service delivery	Number of plant and vehicle breakdowns
Equipment including office equipment	Quality Function Safety	Equipment is functional and serviceable and available to facilitate efficient administration	Customer service requests relating to standard of office equipment
Miscellaneous Items	Quality Function Safety	Items are functional and serviceable and available to use	Customer service requests relating to condition of items
TECHNICAL LEVELS OF SERVICE			
Plant and vehicles	Quality Function Safety	Plant is productively utilised on a full time basis to justify ownership Servicing is undertaken when due Items are replaced at adopted service life	All large plant items are utilised Servicing schedule Plant replacement policy
Equipment including office equipment	Quality Function Safety	Servicing is undertaken when due Items are replaced at adopted service life	Servicing schedule Equipment replacement policy
Miscellaneous Items	Quality Function Safety	Items replaced when due.	Replacement policy

11.2 Desired Levels of Service

At present, indications of desired levels of service are obtained from various sources including Council policy and feedback from staff and other users. Levels of service for safety of vehicles and construction plant is also set by manufacturer's operation instructions and guidelines

11.3 Future Demand for Plant and Equipment

11.3.1 Demand Forecast

Factors affecting demand include level of works projects requiring plant and equipment. It is not expected however that Council's plant fleet will be significantly increased over time as Council will likely rely on hiring additional plant to meet peaks in workloads.

11.3.2 Changes in Technology

Technology changes may affect the delivery of services covered by this plan in the areas detailed in **Table 60** below. These changes in technology will need to be reflected in the financial forecasts of future versions of this plan as and when these technologies are introduced at Council.

Table 60 - Changes in Technology and Forecast Effect on Service Delivery

Technology Change	Effect on Service Delivery
Developments in machine technology making available new and more innovative items.	New types and more efficient machines will allow increases in productivity in works tasks.

11.3.3 Demand Management Plan

Demand for new services will be managed through a combination of managing existing assets, upgrading of existing assets and providing new assets to meet demand and demand management. Demand management practices include non-asset solutions, insuring against risks and managing failures.

Opportunities identified to date for demand management are shown in **Table 61**. Further opportunities will be developed in future revisions of this asset management plan.

Table 61 - Demand Management Plan Summary

Service Activity	Demand Management Plan
Plant	Hire rather than buy plant to meet peak work loads

11.3.4 New Assets from Growth

The only new extra plant required is likely to result for an extension of services to cater for an increasing population, e.g. extension of waste collection services.

11.4 Lifecycle Management Plan

11.4.1 Introduction

The lifecycle management plan details how Council plans to manage and operate the assets at the agreed levels of service (defined in section 3) while optimising lifecycle costs.

11.4.2 Asset Groups

Lifecycle management plans are defined for each of the key asset groups detailed below:

- Plant and vehicles
- Equipment including office equipment

- Miscellaneous Items

The lifecycle management plan outlines for each asset group:

- Background data – a description of the assets, capacity and performance and condition.
- Management tactics to achieve the levels of service defined in Section 11.1, which are divided into the work categories defined in Section 11.5 below.

A summary of expenditure and changes to the asset base over the 10 year period is provided at the end of the section for each asset group. A complete financial summary is included in Section 11.6.

11.4.3 Plant and Vehicles

11.4.3.1 Background Data

(a) Asset Description

Council is currently responsible for over 200 items of Plant and Equipment, including 60 vehicles, 71 plant items (trucks, road plant, mowers and construction plant)

11.5 Plant, Equipment and Miscellaneous Items Risk Management Plan

Council has developed and adopted a corporate risk framework based on the Australian / New Zealand standard for Risk Management 4360:2004. The corporate risk framework (referred to as the Risk Management Plan) consists of a policy statement, roles and responsibilities for risk management across Council, a process for carrying out risk assessments and likelihood / consequence tables for rating risks.

A formal assessment of risks associated with service delivery from infrastructure assets is yet to be carried out by Council. The risk assessment process will identify credible risks, the likelihood of the risk event occurring, the consequences should the event occur, development of a risk rating, evaluation of the risk and development of a risk treatment plan for non-acceptable risks. Critical risks, being those assessed as 'Very High' - requiring immediate corrective action and 'High' – requiring prioritised corrective action will be identified in the infrastructure risk management plan once developed and subsequently summarised in future revisions of this asset management plan.

Council has, however, developed a draft risk based framework to assist with the management of planned and reactive maintenance. Routine inspection frequencies (planned maintenance) are set according to the hierarchy of the road (more important roads will be inspected more frequently than less important roads). Response times for reactive maintenance are dictated by a combination of the road hierarchy, the type and severity of the defect / hazard and the location of the defect / hazard on the road.

The framework currently covers the following asset groups:

- Plant and vehicles
- Equipment including office equipment
- Miscellaneous Items

This framework should be piloted in the field and then eventually expanded to cover all asset groups that Council manages.

Further details on the draft framework can be obtained from the document “Risk Management Policy for Roads, September 2008”.

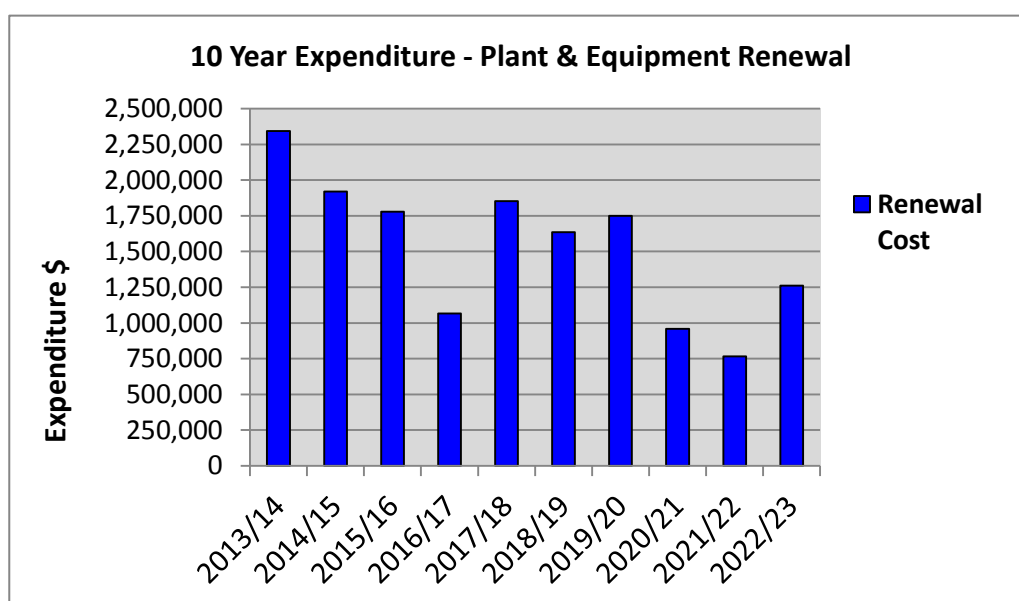
11.6 Financial Summary - Plant, Equipment and Miscellaneous Items

This section contains the financial requirements resulting from all the information presented in the previous sections of this asset management plan. The financial projections will be improved as further information becomes available on desired levels of service and current and projected future asset performance.

11.6.1 Financial Statements and Projections (Plant, Equipment and Miscellaneous Items)

The financial projections are shown in *Figure 66* below for planned operating (operations and maintenance), capital expenditure (renewal and upgrade/expansion/new assets) and estimated unfunded renewals (renewals that have been identified but not carried out prior to the first year of the asset management plan).

Figure 66 - 10 Year Expenditure – Plant and Equipment Renewal



Notes on 10 Year Financial Forecast:

Total forecast expenditure on renewals over the 10 year planning period are estimated to be \$15,330,000

11.6.2 Funding Strategy Plant, Equipment and Miscellaneous Items

Projected expenditure identified in Section 11.6.1 is to be funded from Council’s operating and capital budgets. The funding strategy will be detailed in Council’s 10 year long term financial plan.

11.6.3 Valuation Forecasts Plant, Equipment and Miscellaneous Items

Asset values are forecast to increase as additional assets are added to the asset stock from acquisition by Council. The growth rate of 3.1% per annum has been used to estimate the increase in the asset stock value. *Figure 67*, shows the projected replacement cost asset

values over the planning period in 2012 dollar values. Depreciation expense values are forecast in line with asset values as shown in *Figure 68*.

Figure 67 – Projected Replacement Value – Plant and Equipment Renewal

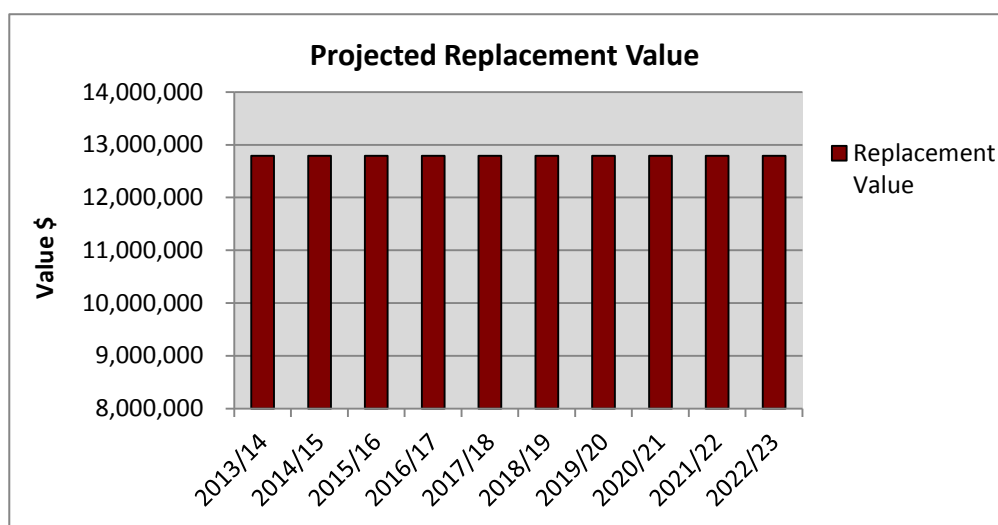
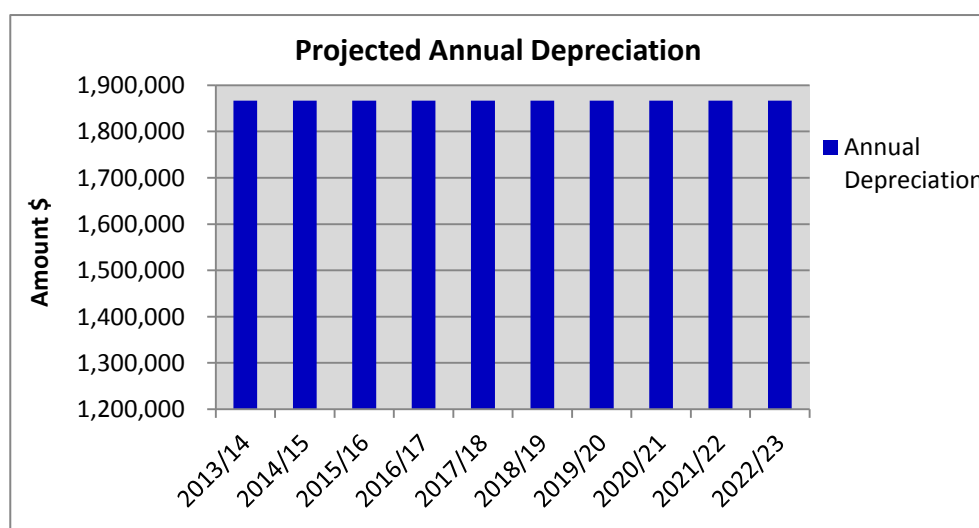


Figure 68 – Projected Annual Depreciation – Plant and Equipment Renewal



11.6.4 Key Assumptions made in Financial Forecasts

Refer Section 2.6

11.6.5 Plant, Equipment and Miscellaneous Items Asset Valuations

A summary of the financial values is shown below.

Vehicles, Plant and Construction Equipment

- Current Replacement Cost \$12,794,000
- Replacement Cost (Ex Trade-in Allowance) \$8,240,000
- Depreciated Replacement Cost \$4,981,000
- Annual Depreciation Expense \$1,460,000

Office Equipment and Furniture

• Current Replacement Cost	\$2,044,000
• Depreciated Replacement Cost	\$865,000
• Annual Depreciation Expense	\$410,000

12 ASSET MANAGEMENT PRACTICES

12.1 Accounting/Financial Systems

Council uses Finance ONE as its Financial System. Accountability and responsibility of the Finance System lies with the Manager Finance. A summary of Council's capitalisation thresholds (extracted from Council's General Purpose Financial Report for 30 June 2009) is shown in *Table 62* below:

Table 62 – Council's Capitalisation Thresholds

Asset Group / Activity	Threshold
Road construction and reconstruction	> \$10,000
Reseal / resheet and major repairs	> \$10,000
Bridge construction and reconstruction	> \$10,000
Drainage assets	> \$5,000

The relevant principal standard for asset accounting is AASB116 – Property, Plant and Equipment. In addition, financial reporting is prepared to meet the requirements of the Local Government Code of Accounting Practice and Financial Reporting.

12.2 Asset Management Systems

Council currently uses the following systems to manage its assets:

- Assetic Asset Management and Predictive modelling systems
- ESRI / MapInfo – Geographical Information System (GIS);
- An in-house developed PARDOX database to assist with job tracking and history;
- A Customer Complaint System; and
- Various spreadsheets.

The Assetic Asset Management and Predictive modelling Systems were purchased in 2012. To date, Water and Sewer Assets have been loaded into the asset system and used for the 2011/12 revaluation of these assets.

The road condition audit data has been configured and loaded into the asset and predictive modelling system data.

Data for buildings, land and plant and equipment will be loaded in 2012 for the 2012/13 revaluation of these asset classes.

It is intended that all classes of assets will be loaded into the asset management system. An important part of this process is to link the asset data to the GIS and other Council systems

The functionality of the PARADOX database is being used as a "limited" maintenance management system. It facilitates the capture of what work was done, to what (if work was done to an asset), when and by whom. It also flags when recurrent maintenance is due for an asset. The system does not however have the ability to capture any costs.

No links exist between any of the asset management systems, or between any of these systems and the Finance System.

Council staff are currently reviewing the alternatives to provide integration of the asset and finance system to provide for data flow between these systems and support the Strategic Management of the assets

12.3 Information Flow Requirements and Processes

The key information flows into this asset management plan are:

- The asset register data on size, age, value, remaining life of the network;
- The unit rates for categories of work/material;
- The adopted service levels;
- Projections of various factors affecting future demand for services;
- Correlations between maintenance and renewal, including decay models; and
- Data on new assets acquired by council.

The key information flows *from* this asset management plan are:

- The assumed Works Programme and trends;
- The resulting budget, valuation and depreciation projections; and
- The useful life analysis.

These will impact the Long Term Financial Plan, Strategic Business Plan, annual budget and departmental business plans and budgets.

There is a Financial Asset Register defined in Finance ONE, and a Technical Asset Register spread across a number of systems (Assetic Asset Management and Predictive modelling, PARADOX Road database, GIS, spreadsheets and hard copy records). There is no direct link between the various systems. This means the values associated to the assets defined in the Financial Asset Register (Deemed Cost and Written Down Value) cannot be related back to the movement (capital additions and disposals) of individual assets in the Technical Asset Register. The quality of the asset registers has been substantially improved over the past 2 years. Considerable effort has been given to establishing complete sets of data for the assets. As mentioned above, a concise set of water and sewer data was compiled for the 2011/12 valuation of these assets and a road condition audit has been undertaken for the road network, including Kerb and Gutter and Footpaths. Data is also being compiled for Buildings and Land.

The Assetic Asset Management System will become the source of the asset financial values and depreciation calculations as each asset class is loaded and the assets revalued. In 2012 the water and sewer assets were revalued in the asset system. In 2013, this will include roads, footpaths, kerb & gutter, buildings, plant & equipment and land

12.4 Standards and Guidelines

The following standards and guidelines are used for asset management at Council:

- Asset Management Policy (2006);
- Asset Management Strategy (2006);
- Draft Risk Management Policy for Roads (2008); and
- International Infrastructure Management Manual - Version 3.0, 2006.

13 PLAN IMPROVEMENT AND MONITORING

13.1 Performance Measures

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

- The degree to which the required cashflows identified in this asset management plan are incorporated into council's Long Term Financial Plan, Delivery Plan and Operational Plan; and
- The degree to which 1-5 year detailed works programmes, budgets, business plans and organisational structures take into account the 'global' works programme trends provided by the asset management plan.

13.2 Improvement Plan

The asset management improvement plan generated from this asset management plan is shown in Table 63. Council appointed an Asset Management Co-ordinator (AMC) in 2011. An Asset Management System was acquired in 2012. The Asset System was used for the 2011/12 revaluation of Water and Sewerage assets following a rigorous review and cleansing of the data (Finance Fixed Assets, GIS and Spreadsheets).

The following asset management information activities have been activities are in progress

- Detailed video audit of Roads, Kerb & Gutter and Footpaths was undertaken in 2012. It is proposed that there will be regular audit of these assets which will provide for accurate analysis of asset performance and condition projections against annual budgets and revaluation of these assets
- Re-segmentation of roads (Maximum length – 1,000m for sealed and 1,200m for unsealed) to provide for more detailed analysis and management of road works.
- Completion of audit of urban and rural drainage assets
- Collation of Recreational Facilities and General Fund Properties for input to the asset management system and valuation of these assets for 2012/13
- Collation of Council land holding data for input to the asset management system and valuation of these assets for 2012/13
- Establishment of links between the asset and GIS data

The asset management improvement plan will continue to be monitored and refined and provide a base for the enhancement of Council Asset Management

Table 63 – Asset Management Improvement Plan

Task No.	Task	Responsibility	Resources Required	Timeline
1.	Verify the value of unfunded renewals and investigate options to close the gap.	Director Works	AMC / Works Staff / Infrastructure Planning Staff	

Task No.	Task	Responsibility	Resources Required	Timeline
2.	Verify unit / renewal rates and useful lives across all asset groups.	Director Works	AMC / Works Staff	
3.	Continue with the establishment of a single asset register that is suitable for financial reporting and technical asset management. Develop formal processes for maintaining the asset register. Close the gaps in asset register data (in particular drainage assets).	Director Infrastructure Planning	AMC / Finance Staff / Works Staff	2013 - 2015
4.	Load asset data for roads, footpaths, kerb & gutter, buildings, plant & equipment and land in the Asset Management System and revalue these assets as at 30 June 2013	Director Infrastructure Planning	AMC	2013
5.	Integrate the Asset Management System with other information systems (Finance, GIS, Customer Requests, Document Management)	Director Infrastructure Planning	AMC / Information Services Staff	2014
6.	Investigate the acquisition of a Strategic Infrastructure Management module that supports the operational management of Council Assets and integrates with other information systems	Director Infrastructure Planning	AMC / Information Services/ Works Staff / Infrastructure Planning Staff/ Finance Staff	2013/14
7.	Formalise condition inspection frameworks and establish process for on-going condition assessment (in particular, undertake regular audits of sealed and unsealed pavements, footpaths and Kerb & Gutter). Close gaps in condition data. Consider the re-segmenting of the road network to improve the condition forecasting and determining job lots for renewal.	Director Works	AMC / Works Staff	2013/14
8.	Pilot the inspection frequencies and maintenance response times as detailed in draft risk management policy. Expand the draft risk policy to cover all asset groups.	Director Works	AMC / Works Staff	2013 - 2015
9.	Develop and implement monitoring and reporting processes for current service levels.	Director Infrastructure Planning	AMC / Works Staff / Customer Service Staff	2013 - 2015

Task No.	Task	Responsibility	Resources Required	Timeline
10.	Carryout a risk assessment to identify credible risks and develop a risk treatment plan for non-acceptable risks.	Director Infrastructure Planning	AMC / Works Staff / OH&S/Risk Management Officer	2013 - 2015
11.	Formalise methodologies for establishing future capital works programmes for undertaking necessary Council funded road and drainage upgrade projects, including setting priorities for each category of assets.	Director infrastructure planning	AMC / Works	2013/14

13.3 Monitoring and Review Procedures

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

The Plan has a life of 4 years and is due for revision and updating within 2 years of each Council election.

REFERENCES

Palerang Council, 'Management Plan 2010 – 2011'.

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Palerang Council, 'Draft Risk Management Policy for Roads 28 September 2008'.

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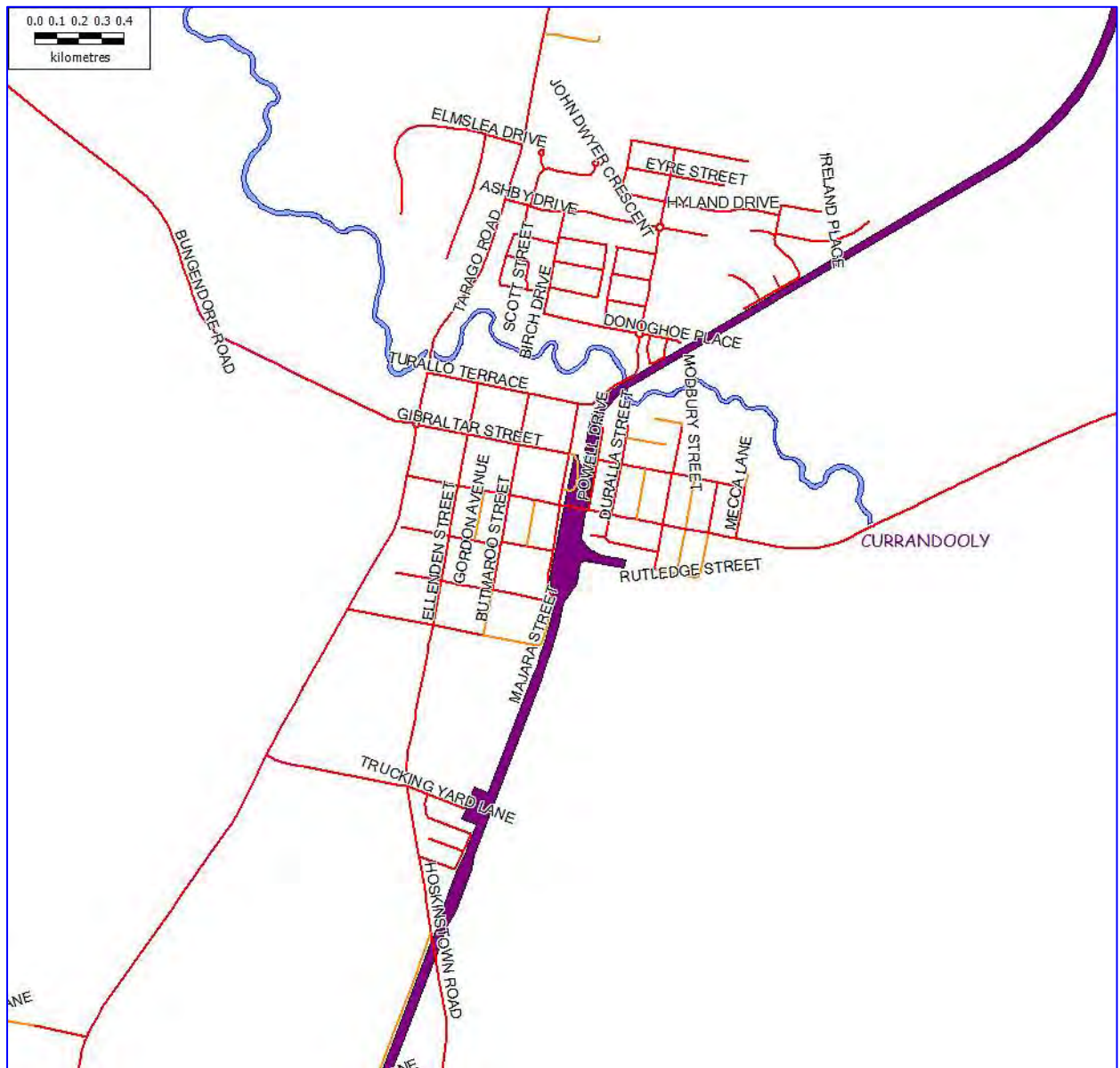
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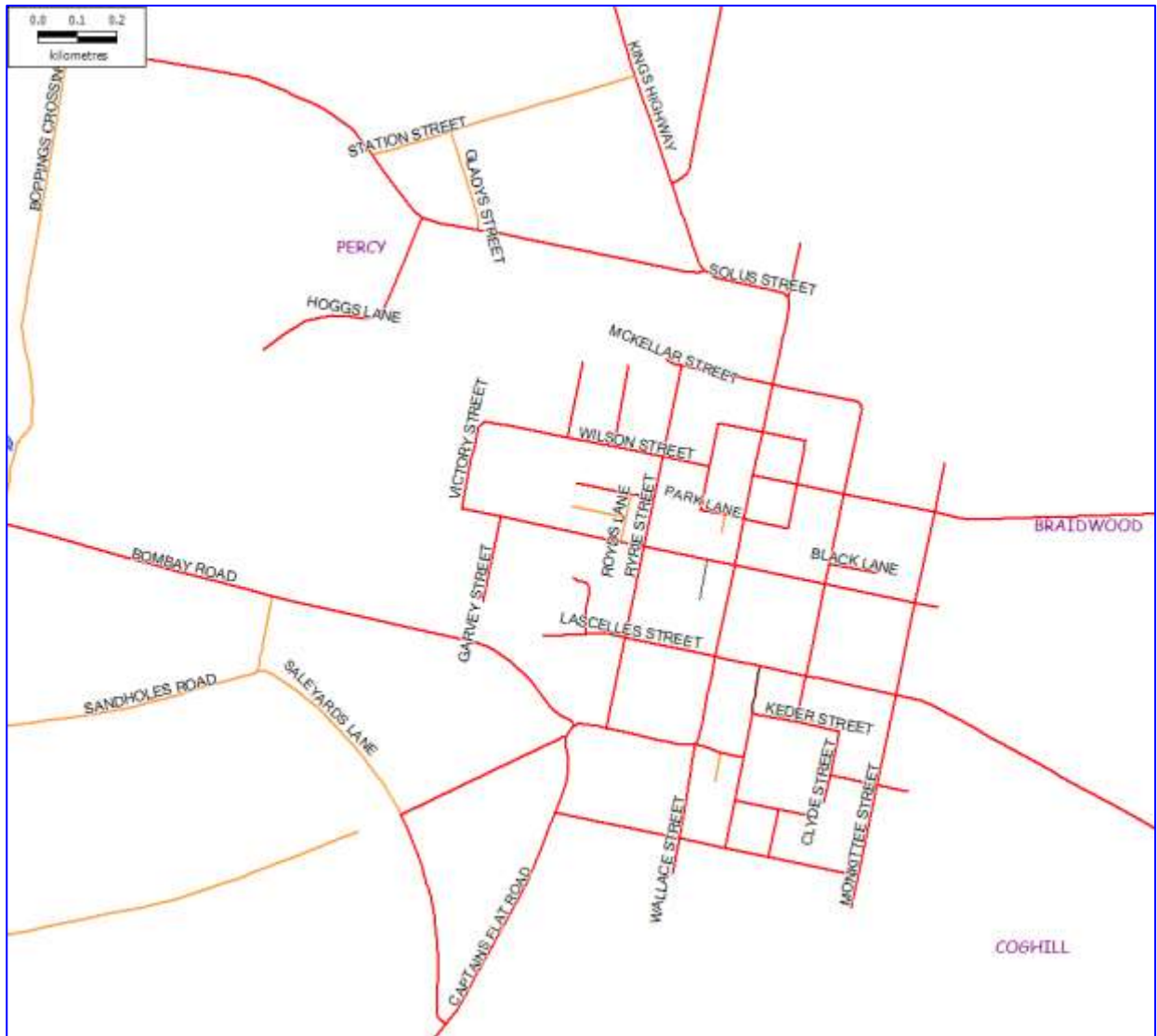
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Attachment A – Main Urban Centre Maps

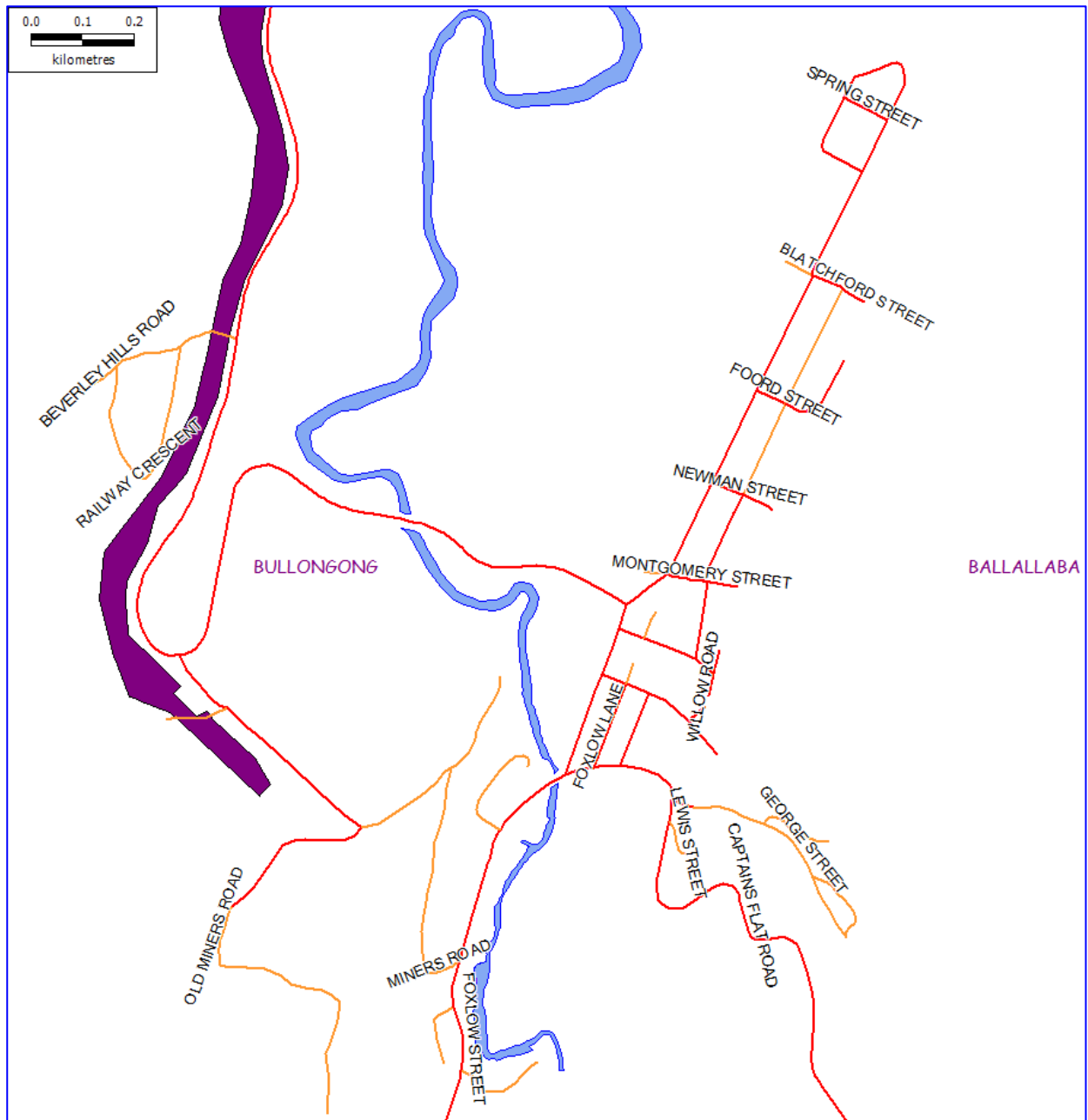




BUNGENDORE



BRAIDWOOD



CAPTAINS FLAT

Attachment B – Assessed Need for Capital Works

Capital Works Needed

NOTES:

- Priority 1 (within 0-4 years) The most urgent projects that need to be undertaken in the 4 years of the Delivery Plan commencing in 2013/14
- Priority 2 (5-10 years) Urgent works that need to be undertaken in the 10 year period of the Long Term Financial Planning. However, currently available funding and revenue sources do not cover many of these projects
- Priority 3 (>-10 years) Worthy projects that cannot be given a high priority within the next decade due to insufficient financial resources. Some may however be undertaken should Section 94 contributions be collected for the purpose

Locality	Function	Asset Group	Work Type	Location	Description of Project	AADT vpd	Length (km)	Total Cost	Priority	New or Renewal	Renewal Component (Infrastructure Backlog)	Growth & Enhancement Component	Needed Now Projects (includes Backlog)	Comments
Locality: All Areas														
All Areas	Local Roads	Unsealed Roads	Formation upgrading	Various	New program to improve the worst sections of gravel roads-\$50,000 per yr		0	200,000	1	New		200,000	200,000	There are currently 748 kms of unsealed roads most of which will never be bitumen sealed. There are however many safety deficiencies along these roads that should be addressed by local re-alignment/culvert widening/etc projects.

Locality	Function	Asset Group	Work Type	Location	Description of Project	AADT vpd	Length (km)	Total Cost	Priority	New or Renewal	Renewal Component (Infrastructure Backlog)	Growth & Enhancement Component	Needed Now Projects (includes Backlog)	Comments
All Areas	Local Roads	Unsealed Roads	Formation upgrading	Various	New program to improve the worst sections of gravel roads - \$50,000 per year		0	300,000	2	New		300,000		There are currently 748 kms of unsealed roads most of which will never be bitumen sealed. There are however many safety deficiencies along these roads that should be addressed by local re-alignment/culvert widening/etc projects.
All Areas	Local/Regional Roads	Unsealed Roads	Re-sheeting roads	Various - 748 km	Extended program to address re-sheeting needs (10 yr cycle on average)-Extra \$300,000 per year		0	1,200,000	1	Renewal	1,200,000		1,200,000	Extra funds are needed to allow a more desirable frequency of re-sheets on gravel roads. Assessment of backlog is provided at sect 5.5.3.3 of Council's AM Plan.
All Areas	Local/Regional Roads	Unsealed Roads	Re-sheeting roads	Various - 748 km	Extended program to address re-sheeting needs (10 yr cycle on average)-Extra \$300,000 per year		0	1,800,000	2	Renewal	300,000	1,500,000	300,000	Extra funds are needed to allow a more desirable frequency of re-sheets on gravel roads. Assessment of backlog is provided at sect 5.5.3.3 of Council's AM Plan.
All Areas	Local/Regional Roads	Sealed Roads	Resealing roads	Various - 584 km	Extended program to meet resealing needs (15yr cycle)-Extra \$250,000 per year (Existing \$515,000 for local rds and \$200,000 for reg rds)		0	1,000,000	1	Renewal	1,000,000		1,000,000	Extra funds are needed to allow a more desirable frequency of reseals on sealed roads. With reference to section 5.5.1.1 Fig 4 of AM Plan backlog is about 12% of sealed surfaces.

Locality	Function	Asset Group	Work Type	Location	Description of Project	AADT vpd	Length (km)	Total Cost	Priority	New or Renewal	Renewal Component (Infrastructure Backlog)	Growth & Enhancement Component	Needed Now Projects (includes Backlog)	Comments
All Areas	Local/Regional Roads	Sealed Roads	Resealing roads	Various - 584 km	Extended program to meet resealing needs (15yr cycle)- Extra \$250,000 per year (Existing \$515,000 for local rds and \$200,000 for reg rds)		0	1,500,000	2	Renewal		1,500,000		Extra funds are needed to allow a more desirable frequency of reseals on sealed roads. With reference to section 5.5.1.1 Fig 4 of AM Plan backlog is about 12% of sealed surfaces.
All Areas	Local Roads	Sealed Roads	Heavy Patching	Various	New program to keep up with pavement ruptures-\$200,000 per year		0	800,000	1	Renewal	200,000	600,000	200,000	Not all sealed roads that need rehabilitation can be treated at the one time. Up until rehabs can be funded, serious pavement ruptures will need repair by isolated heavy patching
All Areas	Local Roads	Sealed Roads	Heavy Patching	Various	New program to keep up with pavement ruptures-\$200,000 per year		0	1,200,000	2	Renewal		1,200,000		Not all sealed roads that need rehabilitation can be treated at the one time. Up until rehabs can be funded, serious pavement ruptures will need repair by isolated heavy patching
All Areas	Local/Regional Roads	Sealed Roads	Rd Rehabilitation	Various	Extended program to catch up with the ongoing deterioration and failure of pavements - \$300,000 per year			1,200,000	1	Renewal Yes	300,000	900,000	1,200,000	The existing \$550,000 annual rehab program and the other existing programs are insufficient to address the ongoing failure of sealed road pavements over time

Locality	Function	Asset Group	Work Type	Location	Description of Project	AADT vpd	Length (km)	Total Cost	Priority	New or Renewal	Renewal Component (Infrastructure Backlog)	Growth & Enhancement Component	Needed Now Projects (includes Backlog)	Comments
All Areas	Local/Regional Roads	Sealed Roads	Rd Rehabilitation	Various	Extended program to keep up with the ongoing deterioration and failure of pavements - \$300,000 per year			1,800,000	2	Renewal		1,800,000		The existing \$550,000 annual rehab program and the other existing programs are insufficient to address the ongoing failure of sealed road pavements over time
All Areas	Local/Regional Roads	Footpaths	Construct new paths/Replace damaged paths	Various	Annual Footpath Construction/Replacement program - \$40,000 per year			160,000	1	New	40,000	120,000	160,000	There is no existing Council funding program to provide new paths that are needed.
All Areas	Local/Regional Roads	Footpaths	Construct new paths/Replace damaged paths	Various	Annual Footpath Construction program/Replacement program - \$40,000 per year			240,000	2	New		240,000		There is no existing Council funding program to provide new paths that are needed.
All Areas	Local/Regional Roads	Kerb & Gutter	Replace damaged K&G	Various	Backlog Program to replace unservicable and uneven K&G			46,000	1	Renewal	46,000		46,000	A once allocation is required to put all K7G asset back in satisfactory order
All Areas	Parks & Reserves	Recreation Facilities	Recreation Facilities	Various	Annual Parks/Reserves/Streetscape program - \$30,000 per year			120,000	1	New	120,000		120,000	There is no existing Council funding program to provide carry out major repairs and improvements in our public spaces
All Areas	Parks & Reserves	Recreation Facilities	New Recreation Facilities	Various	Annual Parks/Reserves/Streetscape program - \$30,000 per year			180,000	2	New		180,000		There is no existing Council funding program to provide carry out major repairs and improvements in our public spaces

Locality	Function	Asset Group	Work Type	Location	Description of Project	AADT vpd	Length (km)	Total Cost	Priority	New or Renewal	Renewal Component (Infrastructure Backlog)	Growth & Enhancement Component	Needed Now Projects (includes Backlog)	Comments
All Areas	General Fund Properties	Public Halls/Buildings	Refurbishment	Various	New program to cover periodic projects at halls & buildings involving major repair &/or updating facilities - \$60,000 per year		0	240,000	1	Renewal	240,000		240,000	Many of our halls and other public buildings are old or outdated and need periodic repair/refurbishment. Program would assist s355 Committees with larger projects.
All Areas	General Fund Properties	Public Halls/Buildings	Refurbishment	Various	New program to cover periodic projects at halls & buildings involving major repair &/or updating facilities - \$60,000 per year		0	360,000	2	Renewal		360,000		Many of our halls and other public buildings are old or outdated and need periodic repair/refurbishment. Program would assist s355 Committees with larger projects.
Total Locality: All Areas								12,346,000			3,446,000	8,900,000	4,666,000	

Locality: Braidwood & Environs

Braidwood & Environs	Regional Roads	Gravel/Sealed Roads	Seal Gravel Roads	MR 92 - Nerriga Road	Bitumen seal gravel sections in ongoing program	600	8	6,000,000	1	New		6,000,000	6,000,000	Stage 1 -This road is now carrying too much traffic to be effectively maintained as a gravel road. Bitumen sealing would also be a boost to Braidwood economy. Needs special grant.
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Locality	Function	Asset Group	Work Type	Location	Description of Project	AADT vpd	Length (km)	Total Cost	Priority	New or Renewal	Renewal Component (Infrastructure Backlog)	Growth & Enhancement Component	Needed Now Projects (includes Backlog)	Comments
Braidwood & Environs	Regional Roads	Gravel/Sealed Roads	Seal Gravel Roads	MR 92 - Nerriga Road	Bitumen seal gravel sections in ongoing program	600	9	6,750,000	1	New		6,750,000	6,750,000	Stage 1 -This road is now carrying too much traffic to be effectively maintained as a gravel road. Bitumen sealing would also be a boost to Braidwood economy. Needs special grant.
Braidwood & Environs	Local Roads	Gravel/Sealed Roads	Seal Gravel Roads	Saleyards Lane	Bitumen seal gravel section-Gillamatong Lane and Sandholes Ln	59	0.52	140,400	1	New		140,400	140,000	A town street that needs sealing to met urban road standards in a location of further building developments.
Braidwood & Environs	Local Roads	Gravel/Sealed Roads	Seal Gravel Roads	Station/Gladys Street	Bitumen Seal gravel section		1.05	240,000	2	New		240,000		A town street serving a dozen residences
Braidwood & Environs	Local Roads	Gravel/Sealed Roads	Seal Gravel Roads	Hawthorne Lane	Bitumen seal gravel section		1.25	250,000	2	New		250,000		A town street serving 8 residences
Braidwood & Environs	Regional Roads	Gravel/Sealed Roads	New Nerriga Bypass Rd	MR 92 - Nerriga Road	Construct a 100kph bypass road on the eastern side of Nerriga	600	3	5,000,000	3	New		5,000,000		Council has a current policy to support a future Bypass of Nerriga.(But only with special funding)
Braidwood & Environs	Regional Roads	Sealed Roads	Road Rehabilitation	MR 92 - Nerriga Road	Widen & strengthen 1 km of older sections between Kings Hwy & Nerriga	500	1.3	530,000	1	New	265,000	265,000	530,000	Many of the older sections of this road need widening and strengthening to meet expected future traffic demand.

Locality	Function	Asset Group	Work Type	Location	Description of Project	AADT vpd	Length (km)	Total Cost	Priority	New or Renewal	Renewal Component (Infrastructure Backlog)	Growth & Enhancement Component	Needed Now Projects (includes Backlog)	Comments
Braidwood & Environs	Regional Roads	Sealed Roads	Road Rehabilitation	MR 92 - Nerriga Road	Widen & strengthen older sections between Kings Hwy & Nerriga	400	3	1,200,000	2	New		1,200,000		Many of the older sections of this road need widening and strengthening to meet expected future traffic demand.
Braidwood & Environs	Regional Roads	Sealed Roads	Road Rehabilitation	MR 92 - Nerriga Road	Widen & strengthen older sections between Kings Hwy & Nerriga	400	20	8,000,000	2	New		8,000,000		Many of the older sections of this road need widening and strengthening to meet expected future traffic demand.
Braidwood & Environs	Regional Roads	Sealed Roads	Road Rehabilitation	MR 270 - Cooma Rd	Widen & Strengthen various sections	490	1.75	530,000	1	New	300,000	230,000	530,000	Seriously damaged pavement on this road needs urgent rehabilitation
Braidwood & Environs	Regional Roads	Sealed Roads	Road Rehabilitation	MR 270 - Cooma Rd	Widen & Strengthen various sections	490	2	600,000	1	New	400,000	200,000	600,000	Damaged, high maintenance pavement on this road will need ongoing rehabilitation
Braidwood & Environs	Regional Roads	Sealed Roads	Road Rehabilitation	MR 270 - Cooma Rd	Widen & Strengthen various sections	490	8	2,400,000	1	New	1,200,000	1,200,000	2,400,000	Damaged, high maintenance pavement on this road will need ongoing rehabilitation
Braidwood & Environs	Local Roads	Sealed Roads	Road Rehabilitation	Araluen Road	Widen & Strengthen various sections	610	1	250,000	1	New	125,000	125,000	250,000	Damaged pavement on this road needs rehabilitation
Braidwood & Environs	Local Roads	Sealed Roads	Road Rehabilitation	Araluen Road	Widen & Strengthen various sections	610	1	250,000	2	New		250,000		Damaged pavement on this road will need ongoing rehabilitation

Locality	Function	Asset Group	Work Type	Location	Description of Project	AADT vpd	Length (km)	Total Cost	Priority	New or Renewal	Renewal Component (Infrastructure Backlog)	Growth & Enhancement Component	Needed Now Projects (includes Backlog)	Comments
Braidwood & Environs	Local Roads	Sealed Roads	Road Rehabilitation	Park Lane	Rip, strengthen and reseal between Wallace St & Wilson St west	200	0.20	75,000	1	New	75,000		75,000	Patched tired old pavement needs re-doing
Braidwood & Environs	Local Roads	Sealed Roads	Road Rehabilitation	Majors Creek Rd	Unity Mine entrance to Arual	300	3	750,000	1	New	375,000	375,000	750,000	Road with many ruptures will need ongoing attention. Darques Reef Mine will provide one off \$600,000 towards works and annual \$85,000 for ongoing works.
Braidwood & Environs	Local Roads	Sealed Roads	Road Rehabilitation	Majors Creek Rd	Widen & Strengthen various sections - Unity Mine Entrance to Araluen Rd	300	2	500,000	2	New		500,000		Road with many ruptures will need ongoing attention. Darques Reef Mine will provide \$85,000 pa for ongoing works.
Braidwood & Environs	Local Roads	Sealed Roads	Road Rehabilitation	Majors Creek Rd	Widen & Strengthen various sections - Unity Mine Entrance to Majors Creek	300	1	250,000	1	New	125,000	125,000	250,000	Road with many ruptures needs rehabilitation in worst sections.
Braidwood & Environs	Local Roads	Sealed Roads	Road Rehabilitation	Majors Creek Rd	Widen & Strengthen various sections over full length	300	2	500,000	3	New		500,000		Road with many ruptures will need ongoing attention. Darques Reef Mine is expected to close within next decade.
Braidwood & Environs	Local Roads	Sealed Roads	Road Rehabilitation	Little River Road	Rip, strengthen & reseal failing pavement	400	1.0	250,000	2	New		250,000		Out of shape road with ruptures for 300m each side of 1st bridge

Locality	Function	Asset Group	Work Type	Location	Description of Project	AADT vpd	Length (km)	Total Cost	Priority	New or Renewal	Renewal Component (Infrastructure Backlog)	Growth & Enhancement Component	Needed Now Projects (includes Backlog)	Comments
Braidwood & Environs	Local Roads	Sealed Roads	Shoulder K&G Constn	Wilson st	Place K&G & seal shoulder on north side near pre-school	1,000	0	140,000	1	New		140,000	140,000	This area of shoulder becomes muddy where parents pull up to drop off/collect children from the pre-school during rain. Parking also needs to be better controlled .
Braidwood & Environs	Local Roads	Sealed Roads	Shoulder K&G Constn	Monkittee St	Widen & K&G missing section east side north of hospital (in conjunction with new path)	427	75	25,000	1	New		25,000	25,000	Project will improve parking arrangements at the hospital and replace erodable gravel road shoulder surface. Do at same time as new footpath.
Braidwood & Environs	Regional Roads	Bridges	Replace timber bridge	MR 92 - St Omers Ck	Construct new concrete bridge or culvert to replace old structure	550	0	305,000	1	Renewal	305,000		305,000	The deck of this old timber bridge is temporarily propped. A replacement structure is urgently needed.
Braidwood & Environs	Regional Roads	Bridges	Replace timber bridge	MR 92 - Mongarlowe River	Replace single lane old timber bridge with 2 lane B-Double standard concrete structure plus approaches	400	0	7,000,000	2	Renewal		7,000,000		A bridge that is currently not a Council asset but its early replacement is required to guarantee the viability of upgrading MR 92 to Kings Hwy
Braidwood & Environs	Regional Roads	Bridges	New/Replacement Bridges	MR92 - various	New bridges/large culverts at existing flood prone causeways and replacement of narrow old bridges	0	0	4,000,000	2	Renewal		4,000,000		Replacement flood free creek crossing structures will be required if MR 92 is to reach highway and freight route standard.

Locality	Function	Asset Group	Work Type	Location	Description of Project	AADT vpd	Length (km)	Total Cost	Priority	New or Renewal	Renewal Component (Infrastructure Backlog)	Growth & Enhancement Component	Needed Now Projects (includes Backlog)	Comments
Braidwood & Environs	Regional Roads	Bridges	Replace timber bridge	MR 270 - Back Creek	Construct new concrete bridge to replace old structure	400	0	1,300,000	1	Renewal	1,300,000		1,300,000	Another old timber bridge. Has a 5t load limit and relies on flood liable low level bypass track for heavier vehicles
Braidwood & Environs	Local Roads	Bridges	Replace timber bridge	Other local road bridges	Replace old timber bridges with concrete	0	0	1,000,000	2	Renewal	350,000	650,000	350,000	Some other smaller old timber bridges should ideally be repalced with concrete stucture to reduce upkeep costs.
Braidwood & Environs	Flood Management	Urban Drainage	Construct u/g drainage	From Council Depot	Acquire an easement & construct an underground drainage pipe from the Council Depot to Lascelles St/wallace St	0	0	200,000	1	New		200,000	200,000	Stormwater from upslope including run-off from Council's depot flows under houses fronting Lascelles St.
Braidwood & Environs	Local Roads	Paths	Construct new path	Duncan St south side	Construct missing path link from popular street parking area to shops	0	0.12	15,000	1	New		15,000	15,000	New path needed in high pedestrian area
Braidwood & Environs	Local Roads	Paths	Construct new path	Coronation Av	Construct missing path link from Ryrie St to Club	0	0.40	48,000	2	New		48,000		New path needed in realively high pedestrian area especially at night.
Braidwood & Environs	Local Roads	Paths	Construct new path	Park Lane east	Construct missing path link used by school children	0	0.15	18,000	3	New		18,000		New path- Need identified in PAMP
Braidwood & Environs	Local Roads	Paths	Construct new path	Wilson St south side	Construct missing path link 1.8m wide-Elrington St to Monkittee	0	0.22	27,500	2	New		27,500		New path- Need identified in PAMP

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Braidwood & Environs	Local Roads	Paths	Construct new path	Monkittee St	Construct missing path link 1.8m wide-Little River Rd to existing path near hosp	0	0.04	5,000	1	New		5,000	5,000	New path- Need identified in PAMP
Braidwood & Environs	Local Roads	Paths	Construct new path	Wilson St west	Construct path link 1.8m wide-South side from Ryrie to Park Ln	0	0.10	12,500	3	New		12,500		New path- Need identified in PAMP
Braidwood & Environs	Local Roads	Paths	Construct new path	Ryrie St	Construct path 1.8m wide-Mackellar St to Wilson st	0	0.22	28,000	3	New		28,000		New path- Need identified in PAMP
Braidwood & Environs	Business Activities - State Rds	Traffic Facilities	Construct traffic facilities	Wallace St	Construct pedestrian crossing(s) between Park Ln & Lolly Shop	0	0.00	50,000	1	New		50,000	50,000	Recommended project in current Traffic study. Location supported by community. Funding expected from RMS in 2013/14
Braidwood & Environs	Business Activities - State Rds	Traffic Facilities	Construct traffic facilities	Wallace St/Lascelles	Construct Roundabout	0	0.00	750,000	1	New		750,000	750,000	Recommended project in current Traffic study with general support from community. Funding expected from RMS in future year.
Braidwood & Environs	Business Activities - State Rds	Future Kings Hwy Bypass	Braidwood Bypass Study	From Kings Hwy	Undertake study to determine a corridor for Kings Hwy By-pass	0	0.00	75,000	1	New		75,000	75,000	Continue to seek funding from RMS

Locality	Function	Asset Group	Work Type	Location	Description of Project	AADT vpd	Length (km)	Total Cost	Priority	New or Renewal	Renewal Component (Infrastructure Backlog)	Growth & Enhancement Component	Needed Now Projects (includes Backlog)	Comments
Braidwood & Environs	Parks & Reserves	Playg Fields/Amenities	Facilty Refurbishment	Braidwood Recreation Ground	Expand playing fields and construct new amenities building	0	0.00	1,300,000	1	Renewal	300,000	1,000,000	1,300,000	Project concepts and designs developed with \$355 Committee input and project supported by letters from local sporting clubs and schools. \$400,000 contibution will come from Dargues Reef Mine.
Braidwood & Environs	Parks & Reserves	Swimming Pools	Pool Facilty Study	Braidwood Pool	Upgrade 45 year old pool to meet more modern standards	0	0.00	60,000	1	Renewal		60,000	60,000	The current change rooms and amenities are very spartan (no roof over change rooms). Pool walls and floor need re-tiling. Other requests from locals.
Braidwood & Environs	Parks & Reserves	Swimming Pools	Facilty Refurbishment	Braidwood Pool	Upgrade 45 year old pool to meet more modern standards	0	0.00	300,000	2	Renewal		300,000		The current change rooms and amenities are very spartan (no roof over change rooms). Pool walls and floor need re-tiling. Other requests from locals.
Braidwood & Environs	Council Buildings & Halls	Old Council chambers	Facilty Refurbishment	Park Lane	Upgrade/expand the facilitate to accommodation Braidwood staff.	0	0.00	400,000	2	Renewal		400,000		Current Council resolution to re-locate staff into this building once refurbished and hand-over existing offices to craft groups.
Braidwood & Environs	Council Buildings & Halls	Halls	Refurbish Hall	Braidwood	Refurbishment works-National Theatre building	0	0.00	200,000	2	Renewal		200,000		Old cold building will need work.

Locality	Function	Asset Group	Work Type	Location	Description of Project	AADT vpd	Length (km)	Total Cost	Priority	New or Renewal	Renewal Component (Infrastructure Backlog)	Growth & Enhancement Component	Needed Now Projects (includes Backlog)	Comments
Braidwood & Environs	Depot	Council depot	Plan new depot	Braidwood west	Investigate and design for the construction of new depot to accommodate work staff and for parking of plant & vehicles and materials storage to replace existing works; at which contamination needs assessing.	0	0.00	100,000	1	Renewal	100,000		100,000	Current depot is no longer fit for purpose and poorly located in the middle of town. Site could be used for more beneficial purposes. A new site on the western site of town is being investigated.
Braidwood & Environs	Depot	Council depot	Construct new depot	Braidwood west	Construct new depot to accommodate works staff plant & vehicles and materials storage	0	0.00	1,700,000	1	Renewal	500,000	1,200,000	1,700,000	Current depot is no longer fit for purpose and poorly located in the middle of town. Site could be used for more beneficial purposes. A new site on the western site of town is to be investigated.
Braidwood & Environs	Depot	Council depot	Re-instate old depot site	Off Ryrie & Duncan	Rehabilitate site once depot is relocated. Use as carpark or sell	0	0.00	200,000	1	Renewal		200,000	200,000	Depot site will need to be rehabilitated and buildings demolished ready for a new purpose or possible sale.

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Braidwood & Environs	Public Privies	Public Toilets	Construct public toilets	Nerriga Reserve	Plan for the Provision of a new public toilets for the large increase in visitors	0	0.00	12,000	1	New		12,000	12,000	This project was requested by the local community at the Nerriga IP&R workshop. The sealing of MR92 from Nowra has added many travellers through the village at which point a toilet stop is needed by many.
Braidwood & Environs	Public Privies	Public Toilets	Construct public toilets	Nerriga Reserve	Provide new public toilets for the large increase in visitors travelling MR92	0	0.00	350,000	1	New		350,000	350,000	This project was requested by the local community at the Nerriga IP&R workshop. The sealing of MR92 from Nowra has added many travellers through the village at which point a toilet stop is needed by many.
Total: Braidwood & Environs							145.74	54,086,400			5,720,000	48,366,400	25,212,000	

Locality: Bungendore & Environs

Bungendore & Environs	Local Roads	Gravel/Sealed Roads	Seal Gravel Roads	Old Goldmines Road	Bitumen seal from end of existing seal for 700m	25	0.70	140,000	3	New		140,000		Will be constructed when S94 funds collected with subdivisions.
Bungendore & Environs	Local Roads	Gravel/Sealed Roads	Seal Gravel Roads	Summerhill Rd	Bitumen seal from end of existing seal to end	75	0.64	128,000	3	New		128,000		\$13,500 S94 available for project. Rural Residential area road. More S94 expected.

Locality	Function	Asset Group	Work Type	Location	Description of Project	AADT vpd	Length (km)	Total Cost	Priority	New or Renewal	Renewal Component (Infrastructure Backlog)	Growth & Enhancement Component	Needed Now Projects (includes Backlog)	Comments
Bungendore & Environs	Local Roads	Gravel/Sealed Roads	Seal Gravel Roads	Clare Lane	Bitumen seal from end of existing seal to end	63	0.90	180,000	3	New		180,000		\$10,500 S94 available for project. Rural Residential area road. More S94 expected
Bungendore & Environs	Local Roads	Gravel/Sealed Roads	Seal Gravel Roads	The Forest Rd	Bitumen seal from end of existing seal to end	100	1.35	270,000	3	New		270,000		Rural Residential area road still gravel.
Bungendore & Environs	Local Roads	Gravel/Sealed Roads	Seal Gravel Roads	Joe Rocks Rd	Bitumen seal from end of existing seal to end (public rd)	183	0.85	187,000	1	New		187,000	187,000	\$45,700 S94 available towards project. Recently approved Subdivisions will add funds
Bungendore & Environs	Local Roads	Gravel/Sealed Roads	Seal Gravel Roads	Donnelly Lane	Bitumen seal from end of existing seal to end	30	0.80	160,000	3	New		160,000		Rural Residential area road still gravel
Bungendore & Environs	Local Roads	Gravel/Sealed Roads	Seal Gravel Roads	Taylor's Creek Rd	Bitumen seal from end of existing seal to Western Leg Rd	50	2.00	600,000	3	New		600,000		Un-sealed link section to Western Leg Rd
Bungendore & Environs	Local Roads	Gravel/Sealed Roads	Seal Gravel Roads	Collector Rd	Bitumen seal from end of existing seal for 2 km	60	2.00	600,000	3	New		600,000		A regional link road between Tarago Rd and Federal Hwy
Bungendore & Environs	Local Roads	Gravel/Sealed Roads	Seal Gravel Roads	Collector Rd	Bitumen seal missing links between sealed sections	60	4.30	1,290,000	3	New		1,290,000		A regional link road between Tarago Rd and Federal Hwy
Bungendore & Environs	Local Roads	Gravel/Sealed Roads	Seal Gravel Roads	Mount Fairy Rd	Bitumen seal missing link between sealed sections	35	9.00	2,700,000	3	New		2,700,000		A regional link road between Goulburn Rd and Tarago Rd. Would be used if sealed.

Locality	Function	Asset Group	Work Type	Location	Description of Project	AADT vpd	Length (km)	Total Cost	Priority	New or Renewal	Renewal Component (Infrastructure Backlog)	Growth & Enhancement Component	Needed Now Projects (includes Backlog)	Comments
Bungendore & Environs	Local Roads	Gravel/Sealed Roads	Seal Gravel Roads	Hoskinstown Rd	Bitumen seal gravel section from end of seal western end towards Hoskinstown	146	1.20	360,000	2	New		360,000		Unsealed road with relatively high traffic. Links Hoskinstown/Forbes Ck/Rossi directly to Bungendore. Would enhance Bung businesses.
Bungendore & Environs	Local Roads	Gravel/Sealed Roads	Seal Gravel Roads	Hoskinstown Rd	Bitumen seal gravel sections between Briars-Sharrow Rd and Hoskinstown	146	3.70	1,110,000	2	New		1,110,000		Unsealed road with relatively high traffic. Links Hoskinstown/Forbes Ck/Rossi directly to Bung. Would enhance Bung businesses.
Bungendore & Environs	Local Roads	Gravel/Sealed Roads	Seal Gravel Roads	Hoskinstown Rd	Bitumen seal gravel sections- Between Forbes Ck Rd & Rossi Rd	146	4.40	1,320,000	3	New		1,320,000		Unsealed road with relatively high traffic. Links Hoskinstown/Forbes Ck/Rossi directly to Bung. Would enhance Bung businesses.
Bungendore & Environs	Local Roads	Gravel/Sealed Roads	Seal Gravel Roads	Rossi Rd	Bitumen seal gravel sections- Between Hoskinstown Rd & Rossi	80	6.00	1,800,000	3	New		1,800,000		Nice to do project but others have higher priority based on traffic counts.
Bungendore & Environs	Local Roads	Gravel/Sealed Roads	Seal Gravel Roads	Forbes Creek Rd	Bitumen seal gravel sections- Hoskinstown Rd to Sheahan Rd	146	1.00	300,000	2	New		300,000		Unsealed road with relatively high traffic. Past church and fire shed to branching road.
Bungendore & Environs	Local Roads	Gravel/Sealed Roads	Seal Gravel Roads	Forbes Creek Rd	Bitumen seal gravel sections - Sheahan Rd to Forbes Creek	80	3.00	900,000	3	New		900,000		Nice to do project but others have higher priority based on traffic counts.

Locality	Function	Asset Group	Work Type	Location	Description of Project	AADT vpd	Length (km)	Total Cost	Priority	New or Renewal	Renewal Component (Infrastructure Backlog)	Growth & Enhancement Component	Needed Now Projects (includes Backlog)	Comments
Bungendore & Environs	Local Roads	Gravel/Sealed Roads	Seal Gravel Roads	Lake Rd	Bitumen seal gravel section- from end of bitumen for 1km	111	1.00	270,000	3	New		270,000		Nice to do project on tourist interest road with moderate traffic
Bungendore & Environs	Local Roads	Gravel/Sealed Roads	Seal Gravel Roads	Mathews Lane	Bitumen seal gravel section-end of bitumen to Range Rd	60	1.50	330,000	3	New		330,000		Subject to receipt of S94 Funds
Bungendore & Environs	Local Roads	Gravel/Sealed Roads	Seal Gravel Roads	Mathews Lane	Bitumen seal gravel section- from Range Rd to end in accordance with S94 Plan	<50	1.50	250,000	3	New		250,000		Subject to receipt of S94 Funds
Bungendore & Environs	Local Roads	Gravel/Sealed Roads	Seal Gravel Roads	Gidleigh Lane	Bitumen seal gravel section- Hoskinstown Road to 2.5kms	187	2.50	750,000	1	New		750,000	750,000	Higher trafficked gravel road with school bus run.
Bungendore & Environs	Local Roads	Gravel/Sealed Roads	Seal Gravel Roads	Gidleigh Lane	Bitumen seal gravel section- from 2.5Km from Hoskinstown Road to Gidleigh Stn	170	2.00	600,000	2	New		600,000	600,000	Higher trafficked gravel road with school bus run.
Bungendore & Environs	Local Roads	Gravel/Sealed Roads	Seal Gravel Roads	Gidleigh Lane	Bitumen seal gravel section-Gidleigh Station to Ingeldow	60	2.60	780,000	3	New		780,000		Nice to do project but others have higher priority based on traffic counts.
Bungendore & Environs	Local Roads	Gravel/Sealed Roads	Seal Gravel Roads	Millpost Lane	Bitumen seal gravel section-Kings Hwy to bottom of escarpmt	46	1.90	380,000	3	New		380,000		Nice to do project but others have higher priority based on traffic counts.
Bungendore & Environs	Local Roads	Gravel/Sealed Roads	Seal Gravel Roads	Woolcara Lane	Bitumen seal gravel section-Capt Flat Rd for 2kms as Stage 1	174	2.00	600,000	1	New		600,000	600,000	Higher trafficked gravel road with school bus run.

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Bungendore & Environs	Local Roads	Gravel/Sealed Roads	Seal Gravel Roads	Woolcara Lane	Bitumen seal gravel section-Stage 1 to Koombahlah Rd as Stage2	164	2.30	690,000	2	New		690,000	690,000	Higher trafficked gravel road with school bus run.
Bungendore & Environs	Local Roads	Gravel/Sealed Roads	Seal Gravel Roads	Butmaroo St	Bitumen seal/K&G gravel section-Forster to King St, add supplementary drainage	225	0.21	300,000	1	New		300,000	300,000	Already in 2013/14 R2R. Unsealed urban road to industrial area and close to houses that suffer dust impact
Bungendore & Environs	Local Roads	Gravel/Sealed Roads	Seal Gravel Roads	Turallo Tce	Bitumen seal gravel section-Modbury St to dead-end	40	0.20	36,000	3	New		36,000		Unsealed urban road close to houses that suffer dust impact but low traffic
Bungendore & Environs	Local Roads	Gravel/Sealed Roads	Seal Gravel Roads	King St	Bitumen seal gravel section-Ellendon St to Majara St	76	0.60	120,000	3	New		120,000		Urban street which has some traffic, bur residential
Bungendore & Environs	Local Roads	Gravel/Sealed Roads	Seal Gravel Roads	Majara st	Bitumen seal gravel section-Forster St to King St	76	0.21	42,000	3	New		42,000		Urban street which has some traffic, bur residential
Bungendore & Environs	Local Roads	Sealed Roads	Road Rehabilitation	Norton Road	Widen & Strengthen between Sutton Rd & Fernloff Rd	1,766	1.60	848,000	1	New	424,000	424,000	848,000	High traffic road with 30 yr old failing pavement & narrow seal, partly on steep grade
Bungendore & Environs	Local Roads	Sealed Roads	Road Rehabilitation	Norton Road	Widen & Strengthen between Fernloff Rd & Poppet Rd	1,766	0.70	245,000	1	New	125,000	120,000	245,000	High traffic road with failing pavement and narrow seal
Bungendore & Environs	Local Roads	Sealed Roads	Road Rehabilitation	Norton Road	Widen & Strengthen between Poppet Rd & Bingley Rd	882	1.90	665,000	2	New		665,000		High traffic road with failing pavement and narrow seal

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Bungendore & Environs	Local Roads	Sealed Roads	Road Rehabilitation	Norton Road	Widen & Strengthen between Merino Vale Rd & Weeroona Dr	882	2.30	805,000	2	New		805,000		High traffic road with failing pavement and narrow seal
Bungendore & Environs	Local Roads	Sealed Roads	Road Rehabilitation	Denley Dr	Widen & Strengthen between Macs Reef Rd & Weeroona Dr	513	0.95	285,000	2	New		285,000		Existing formation and seal too narrow for traffic levels
Bungendore & Environs	Local Roads	Sealed Roads	Road Rehabilitation	Bungendore Rd	Widen & Strengthen between Macs Reef Rd & Summerhill Rd	1,126	1.90	570,000	1	New	285,000	285,000	570,000	Failing pavement with existing formation and seal too narrow for increasing traffic levels
Bungendore & Environs	Local Roads	Sealed Roads	Road Rehabilitation	Bungendore Rd	Widen & Strengthen worst sections between Summerhill Rd & Shinglehouse Rd	1,126	3.00	900,000	1	New	300,000	600,000	900,000	Failing pavement with existing formation and seal too narrow for increasing traffic levels
Bungendore & Environs	Regional Roads	Sealed Roads	Road Rehabilitation	RR 7607 - Macs Reef Road	Widen & Strengthen sections between Newington Rd & Gum Flat	4,200	1.20	420,000	2	New		420,000		Failing pavement with existing formation and seal too narrow for high and increasing traffic levels
Bungendore & Environs	Regional Roads	Sealed Roads	Road Rehabilitation	RR 7607 - Macs Reef Road	Widen & Strengthen worst sections between east of Yass River and tip entrance	4,500	2.40	840,000	3	New		840,000		Failing pavement with existing formation and seal too narrow for high and increasing traffic levels

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Bungendore & Environs	Regional Roads	Sealed Roads	Road Rehabilitation	Tarago Road	Widen & Strengthen from 0.9 km to 2.9 km south of Taylors Ck Rd	1,000	2.00	800,000	1	New	400,000	400,000	800,000	Failing pavement with existing formation and seal too narrow for increasing traffic levels
Bungendore & Environs	Regional Roads	Sealed Roads	Road Rehabilitation	Tarago Road	Widen & Strengthen south from Mount Fairy Rd for 2.5km	1,200	2.50	750,000	2	New		750,000	750,000	Failing pavement with existing formation and seal too narrow for increasing traffic levels
Bungendore & Environs	Regional Roads	Sealed Roads	Road Rehabilitation	Tarago Road	Widen & Strengthen north from Currandooley Rd for 2 km	1,250	2.00	500,000	2	New		500,000		Failing pavement with existing formation and seal too narrow for increasing traffic levels
Bungendore & Environs	Local Roads	Sealed Roads	Road Rehabilitation	The Forest Rd	Widen & Strengthen between Bede Rd and end of seal	140	1.10	143,000	3	New		143,000		Existing seal too narrow for traffic levels
Bungendore & Environs	Local Roads	Sealed Roads	Road Rehabilitation	Hoskistown Rd	Widen & Strengthen - from Trucking Yard Lane to Railway line	500	0.60	140,000	2	New		140,000		Deteriorating pavement too narrow for traffic levels
Bungendore & Environs	Local Roads	Sealed Roads	Road Rehabilitation	Hoskistown Rd	Widen & Strengthen - from Railway line east for 300m	573	0.30	45,000	1	New	25,000	20,000	45,000	Failing high maintenance section of pavement on busy through road
Bungendore & Environs	Local Roads	Sealed Roads	Road Rehabilitation	Hoskistown Rd	Widen & Strengthen - from Gidleigh Lane east for 800m	400	0.80	120,000	1	New	80,000	40,000	120,000	Failing high maintenance section of pavement on busy through road
Bungendore & Environs	Local Roads	Sealed Roads	Road Rehabilitation	Hoskistown Rd	Widen & Strengthen various sects	400	3.00	450,000	3	New		450,000		Deteriorating sections of pavement on busy through road

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Bungendore & Environs	Regional Roads	Sealed Roads	Road Rehabilitation	MR 270 Capt Flat Rd	Widen & Strengthen between Qbn Bdy & Stony Creek PI	1,300	0.85	340,000	2	New		340,000	340,000	Rough, narrow seal on narrow formation between already improved sections each side
Bungendore & Environs	Regional Roads	Sealed Roads	Road Rehabilitation	MR 270 Capt Flat Rd	Widen & Strengthen from near Molonglo River Dr to Douglas Cl	1,100	1.60	480,000	2	New		480,000		Failing pavement with narrow seal between already improved sections each side
Bungendore & Environs	Regional Roads	Sealed Roads	Road Rehabilitation	MR 270 Capt Flat Rd	Widen & Strengthen south from Briars-Sharrow Rd for 1.2km	800	1.20	360,000	1	New	180,000	180,000	360,000	Failing pavement with narrow seal
Bungendore & Environs	Regional Roads	Sealed Roads	Road Rehabilitation	MR 270 Capt Flat Rd	Widen & Strengthen from Church at Chimney Creek for 1.2km south to rehabed section.	750	1.20	360,000	1	New	180,000	180,000	360,000	Failing pavement with some narrow seal between already improved sections each side
Bungendore & Environs	Regional Roads	Sealed Roads	Road Rehabilitation	MR 270 Capt Flat Rd	Widen & Strengthen from bottom of Cockatoo Hill west towards Kings Hwy	750	1.20	360,000	1	New	180,000	180,000	360,000	This project would treat a narrow failing seal section, heavily wheeltracked between previously rehabilitated sections.
Bungendore & Environs	Regional Roads	Sealed Roads	Road Rehabilitation	MR 270 Capt Flat Rd	Widen & Strengthen from 1.2 km south of Briars-Sharrow Rd to Chimney Creek	800	4.00	1,200,000	2	New	300,000	900,000	600,000	This project would treat a narrow failing seal section between previously rehabilitated sections.

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Bungendore & Environs	Regional Roads	Sealed Roads	Road Rehabilitation	MR 270 Capt Flat Rd	Widen & Strengthen from east of Rehab at Cockatoo Hill to Hoskinstown Rd	750	4.40	1,320,000	2	New	300,000	1,020,000	600,000	Failing pavement with many surface repairs and continuing ruptures.
Bungendore & Environs	Local Roads	Sealed Roads	Road Rehabilitation	Ellendon St	Widen & Strengthen sections between King St to Trucking Yard Lane	600	0.40	96,000	2	New		96,000		Old narrow pavement serving an increasing number of subdivisions
Bungendore & Environs	Local Roads	Sealed Roads	Road Rehabilitation	Collector Rd	Rip, Strengthen and Reseal bad sections between Upper Lachlan Bdy & Lucky Pass Rd		1.70	340,000	2	New	100,000	240,000	200,000	Failing, poorly constructed pavement
Bungendore & Environs	Local Roads	Sealed Roads	Road Rehabilitation	Plains Road	Rip, Strengthen and Reseal bad section at east end of road	220	0.50	120,000	1	New	120,000		120,000	Pavement damaged by timber trucks
Bungendore & Environs	Regional Roads	Sealed Roads	Road Safety Treatment	RR 7607 - Smiths Gap	Widen sharp curve & place central Jersey lane separation barrier (Do if Blackspot funding received)	4,000	0.40	600,000	1	New		600,000	600,000	The curve with the 55KPH warning signs half way down Smiths Gap is the site of many accidents including by vehicles crossing to the wrong side of the road. The installation of Jersey barrier along the centreline would prevent possible future fatalities.

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Bungendore & Environs	Local Roads	Sealed Roads	Shoulder K&G Constn	King St	Widen & K&G north side-Ellendon St to Kings Hwy	589	0.36	110,000	1	New		110,000	110,000	K&G & shoulder seal needed to address ponding water on flat, busy road. Will match similar treatment on opposite side of street
Bungendore & Environs	Local Roads	Sealed Roads	Shoulder K&G Constn	Ellendon St	Widen & K&G both sides-Gibraltar to Turallo Tce	331	0.21	130,000	1	New		130,000	130,000	K&G & shdr seal needed both sides to address ponding water on street partly in CBD. Will match similar treatment near new roundabout & would complement new shared path needed along this block.
Bungendore & Environs	Local Roads	Sealed Roads	Shoulder K&G Constn	Molonglo St	Widen & K&G east side-missing sections King St-Foster St	4,850	0.23	100,000	1	New		100,000	100,000	Project needed in conjunction with project for footpath along narrow verge with existing open trench drainage at hazardous Kings Hwy location
Bungendore & Environs	Local Roads	Sealed Roads	Shoulder K&G Constn	Turallo Tce	Widen & K&G north side in front of pre-school and scout hall site to link with existing K&G	1,000	0.10	40,000	1	New		40,000	40,000	Project needed to improve drainage and parking amenity and safety for pre-school & proposed scout hall
Bungendore & Environs	Local Roads	Sealed Roads	Shoulder K&G Constn	Malbon St	Widen shoulders & K&G both sides-between Butmaroo St and Majara St	5,665	0.22	140,000	2	New		140,000		Project needed to improve drainage and parking amenity adjacent to busy Kings Hwy. Will match treatment on adjoining block.

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Bungendore & Environs	Local Roads	Sealed Roads	Shoulder K&G Constn	Majara St	Widen shoulder & K&G on west side from Gibraltar St to Turallo Tce to provide 90° parking for oval	1,200	0.13	60,000	1	New		60,000	60,000	All weather sealed carparking for oval activities needed to replace worn grassed areas.
Bungendore & Environs	Local Roads	Paths	Construct new paths	Majara St	New Shared path between Malbon St & Trucking Yard Lane	0	1.50	262,000	1	New		262,000	262,000	Grant appln made for 50%:50%/RMS: Council funding using S94 from Bung Meadows sub. Direct route to school, pool and oval
Bungendore & Environs	Local Roads	Paths	Construct new paths	Turallo Tce/Ellendon	New Shared link path between Butmaroo St & Gibraltar St	0	0.48	84,000	1	New		84,000	84,000	Missing path link between Elmslea and CBD on logical desire line.
Bungendore & Environs	Local Roads	Paths	Construct new paths	Malbon St	New footpath between Duralla St & Modbury St-north side	0	0.22	27,500	1	New		27,500	27,500	Relatively high pedestrian route requiring footpath to replace foot worn path on verge
Bungendore & Environs	Local Roads	Paths	Construct new paths	Malbon St	New footpath between Modbury St & Mecca Lane-north side	0	0.32	40,000	3	New		40,000		Relatively high pedestrian route requiring footpath to replace foot worn path on verge
Bungendore & Environs	Local Roads	Paths	Construct new paths	Molonglo St/Forster	New footpath sections east side-King St-Forster St Cul-de-sac	0	0.23	31,050	1	New		31,050	31,050	Pedestrian route requiring footpath to replace hazardous foot worn path on verge and link with existing concrete path.

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Bungendore & Environs	Local Roads	Paths	Construct new paths	Molonglo St	New footpath east side-Forster St to Rutledge St	0	0.23	31,050	1	New		31,050	31,050	Pedestrian route requiring footpath to replace foot worn path on narrow verge
Bungendore & Environs	Local Roads	Paths	Construct new paths	Molonglo St	New footpath east side-Rutledge St to Malbon St	0	0.22	27,500	2	New		27,500		Pedestrian route requiring footpath to replace foot worn path on narrow verge
Bungendore & Environs	Local Roads	Paths	Construct new paths	Molonglo St	New footpath east side-Malbon St to Gibraltar St	0	0.22	28,000	2	New		28,000		Relatively high pedestrian route requiring footpath to replace foot worn path on verge
Bungendore & Environs	Local Roads	Paths	Construct new paths	Molonglo St	New shared path 2.5m wide - Turallo Ck Bridge to Gibraltar St-west side	0	0.26	42,000	1	New		42,000	42,000	Un-completed project to link Turallo Ck footbridge to CBD. Expect high recreational circuit use.
Bungendore & Environs	Local Roads	Paths	Construct new paths	Turallo Ck/Frogs Hol	New shared path-Turallo/Ellendon to new Recreation Res, under bridge, across Frogs Hollow and Halfway Ck	0	0.50	125,000	2	New		125,000		An important path construction to provide safe foot/bike access from residential areas and the school to the new playing fields on the LEP identified land west of Halfway Ck.
Bungendore & Environs	Local Roads	Paths	Construct new paths	Elmslea Link Rd	New raised path section under railway bridge	0	0.04	10,000	1	New		10,000	10,000	The flood prone section of the existing path under the railway bridge needs raising above lying water.
Bungendore & Environs	Local Roads	Paths	Construct new paths	Ellendon St	New footpath sections east side-King St-Trucking Yard Lane	0	0.53	71,550	2	New		71,550		This project would complete the path link to Trucking Yard Lane. Subds will do some leng.

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Bungendore & Environs	Drainage	Urban Drainage	Install new drainage	Molonglo St	New Multi-cell culvert under Kings Hwy with flood flaps	0	0.00	200,000	1	New		200,000	200,000	A committed project for which S94 contributions are being collected
Bungendore & Environs	Drainage	Urban Drainage	Do Drainage Strategy	Bungendore old area	Prepare a strategy to prioritise future drainage upgrades	0	0.00	50,000	1	New		50,000	50,000	An overall Bungendore drainage plan is needed for staged upgrading of the system which will need to cater for increased run-off from developments
Bungendore & Environs	Drainage	Urban Drainage	Install new drainage	Majara St	Pipe open drain between Malbon St & Gibraltar St	0	0.00	300,000	1	New		300,000	300,000	An untidy, 'hard to maintain' open drain near the school & railway station needs to be piped to complete the U/G drainage system between the Kings Hwy and Turallo Ck
Bungendore & Environs	Drainage	Urban Drainage	Install new drainage	Bungendore	Undertake high priority projects identified in Drainage Strategy	0	0.00	600,000	3	New		600,000		Further drainage projects will be needed as town grows
Bungendore & Environs	Regional Roads	Bridges/Major Culverts	Refurbish Bridge	RR 7607- Bungendore Rd	Refurbish/strengthen bridge over Halfway Ck & provide footway	4,319	0.00	300,000	2	Renewal		300,000		The road surface and railings of this bridge need replacement, at which time a footbridge could be added to access the new playing fields to the west.

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Bungendore & Environs	Local Roads	Bridges/Major Culverts	Major Bridge Repair	Hoskinstown Road	Repalce deteriorated and defective timber members	25		100,000	1	Renewal	100,000		100,000	Some key structural timber members need relatively urgent replacement on Foxlow Bridge
Bungendore & Environs	Local Roads	Bridges/Major Culverts	Replace timber bridges	Various locations	Replace old timber bridges with concrete	0	0.00	1,000,000	2	Renewal	50,000	950,000	100,000	All timber bridges will need to be replaced as they reach their use by date.
Bungendore & Environs	Local Roads	Bus Bays/shelters	Install bus bays/shelters	Various locations	Constuct atleast one new bus bay with shelter each year (\$15,000 each)	0	0.00	60,000	1	New		60,000	60,000	A desirable program for the benefit of school children during unpleasnt weather
Bungendore & Environs	Local Roads	Streetlighting	Install streetlights	Various locations	Install new street lights where missing in older Bungendore	0	0.00	8,000	1	New		8,000	8,000	More streetlights are needed around Bungendore especially.
Bungendore & Environs	Local Roads	Road Verges	Undergrounding power	Ellendon/Gibraltar	Undergrounding power lines in these main shopping streets	0	0.00	2,000,000	3	Renewal		2,000,000		A desirable project to allow meaningful streetscape embellishment, but would require substantial grant and possible assistance of power supply authority

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Bungendore & Environs	Local Roads	Road & Verges	Streetscape Upgrading	Ellendon/Gibraltar	Pavement rehabilitation, street furniture, trees, footpath paving, landscaping to master plan - Stage 1	0	0.00	300,000	1	Renewal		300,000	300,000	Gibraltar and Ellendon St pavements in CBD need rehab and some regrading along with supplementary u/g drainage and kerb renewals. Add footpath treatments, street furniture and landscaping
Bungendore & Environs	Local Roads	Road & Verges	Streetscape Upgrading	Ellendon/Gibraltar	Pavement rehabilitation, street furniture, trees, footpath paving, landscaping to master plan - Stage 2	0	0.00	300,000	2	Renewal		300,000		Gibraltar and Ellendon St pavements in CBD need rehab and some regrading along with supplementary u/g drainage and kerb renewals. Add footpath treatments, street furniture and landscaping
Bungendore & Environs	State Roads	Traffic Facilities	Construct traffic facilities	MR 51 - Malbon St	Install pedestrian refuges and indented parking	0	0.00	150,000	1	New		150,000	150,000	In Traffic Study and funding assistance expected from RMS
Bungendore & Environs	State Roads	Traffic Facilities	Construct traffic facilities	Mr 51 Malbon/Molonglo	Construction of a roundabout	4,849	0.00	750,000	1	New		750,000	750,000	RMS will fund in future program
Bungendore & Environs	Parks & Reserves	Playing Fields/Amenities	Construct playing fields and amenities	Bungendore	Stage 1 - Land acquisition, access, parking, amenities, football/cricket fields, dirt BMX track, linking paths			1,500,000	1	New		1,500,000	1,500,000	More playing fields/sports facilities are needed in Bungendore. A current budget item and project is covered by S94 Plan.

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Bungendore & Environs	Parks & Reserves	Playing Fields	Construct playing fields	Bungendore	Stage 2 - Irrigation, lighting, more fields, netball courts, passive	0	0.00	900,000	2	New		900,000	900,000	Need for both active & passive recreational pursuits will continue as Bungendore grows.
Bungendore & Environs	Parks & Reserves	Playing Fields	Construct playing fields	Bungendore	Stage 3 - Continuing development to meet sporting & rec pursuits	0	0.00	500,000	3	New		500,000		Need for both active & passive recreational pursuits will continue as Bungendore grows.
Bungendore & Environs	Parks & Reserves	Childrens Playgrounds	Construct children playground	Bungendore	Construct new childrens playground at south Bungendore	0	0.00	50,000	1	New		50,000	50,000	Playground needed for the many young families expected to occupy subdivisions at southern end of town. Approach to be made to State Rail to buy/lease cattle yards site on end of Trucking Yard Lane.
Bungendore & Environs	Parks & Reserves	Swimming Pools	Construct new pool	Bungendore	Construct new pool complex capable of expansion for dry facilities	0	0.00	4,000,000	1	Renewal		4,000,000	4,000,000	The current swimming pool is too small to cater for the increasing population of Bungendore & district. \$620,000 of S94 held, with further to be collected.
Bungendore & Environs	Parks & Reserves	Swimming Pools	Construct dry facilities	Bungendore	Construct dry facilities to supplement new pool	0	0.00	1,500,000	3	New		1,500,000		The community has indicated a desire for supplementary dry facilities that should make the facility more viable as may enclosing pool at same time.

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Bungendore & Environs	Parks & Reserves	Public Reserves	Purchase land	Bungendore	Purchase land on Turallo Creek and open as public reserve			100,000	2	New		100,000		Zoning of land for public reserve is included in the draft PLEP.
Bungendore & Environs	Parks & Reserves	Public Parks	Construct Balladeers Pl	Bungendore	Facilitate construction of a Balladeers Place at Mick Sherd Oval	0	0.00	200,000	2	New		200,000		The Bungendore Muster Committee is keen to do this project. But problem with grave site at preferred location at Mick Sherd Oval. The Committee will need to provide the funding.
Bungendore & Environs	Public Privies	Public Toilets	Construct Toilets	Bungendore	Construct modern public toilets and baby change room in CBD	0	0.00	350,000	2	New		350,000		The CBD needs public toilets to cater for an increasing number of visitors to the precinct.
Bungendore & Environs	Council Buildings & Halls	Halls	Refurbish Hall	Bungendore	Refurbish the School of Arts building	0	0.00	200,000	2	Renewal		200,000		Old building will need work.
Bungendore & Environs	Council Buildings & Halls	Halls	Refurbish Hall	Hoskinstown	Refurbish the Community Hall	0	0.00	200,000	2	Renewal		200,000		Old building will need work.
Bungendore & Environs	Local Roads	Public Carpark	Construct Public Carpark	Bungendore	Stage 1 Construct off-street public carpark in CBD for 100 cars	0	0.00	1,100,000	1	New		1,100,000	1,100,000	Needed to cater for the growth of businesses in the CBD including a much larger supermarket.
Bungendore & Environs	Local Roads	Public Carpark	Construct Public Carpark	Bungendore	Stage 2 Construct off-street public carpark for further 100 cars	0	0.00	1,100,000	2	New		1,100,000		Needed to cater for the growth of businesses in the CBD including a much larger supermarket.

Locality	Function	Asset Group	Work Type	Location	Description of Project	AADT vpd	Length (km)	Total Cost	Priority	New or Renewal	Renewal Component (Infrastructure Backlog)	Growth & Enhancement Component	Needed Now Projects (includes Backlog)	Comments
Bungendore & Environs	Council Buildings & Halls	Town Square Bung CBD	Acquire land/development	Bungendore CBD	Acquire land and develop a town square near Gibraltar/Ellendon	0	0.00	350,000	2	New		350,000		An often mentioned desirable project to create a pleasant focal point in a central location in the CBD where shoppers/visitors could rest, have lunch, enjoy a busker, etc
Bungendore & Environs	Council Buildings & Halls	Operational property	Acquire land	Bungendore	Provide land for Ambulance Station	0	0.00	200,000	1	New		200,000	200,000	An ambulance station is included in the CSP
Bungendore & Environs	Council Buildings & Halls	Operational property	Acquire land	Bungendore	Provide land for Lake George Fire Control headquarters	0	0.00	400,000	1	New		400,000	400,000	The Lake George Fire Control want to move to Bungendore. Council will need to provide a site.
Bungendore & Environs	Council Buildings & Halls	Operational property	Acquire land	Bungendore	Provide land for Town Fire Brigade			200,000	1	New		200,000	200,000	Bungendore has reached a size where a town brigade is required
Bungendore & Environs	Council Buildings & Halls	Operational property	Acquire land	Bungendore	Provide land for Smartwork Centre			400,000	1	New		400,000	400,000	Bungendore on the fringe of the ACT is a logical place for the establishment of one of these facilities
Bungendore & Environs	Council Buildings & Halls	Operational property	Investigate new library	Bungendore	Prepare a study to determine future facilities needed for library services and in Bungendore.			10,000	1	Renewal		10,000	10,000	With the existing library and the school in general becoming too small for the increasing population, a study is needed to determine future requirements and options for library services.

Locality	Function	Asset Group	Work Type	Location	Description of Project	AADT vpd	Length (km)	Total Cost	Priority	New or Renewal	Renewal Component (Infrastructure Backlog)	Growth & Enhancement Component	Needed Now Projects (includes Backlog)	Comments
Bungendore & Environs	Council Buildings & Halls	Operational property	Construct new library	Bungendore	Construct new larger library			1,000,000	2	New		1,000,000		With the existing library and the school in general becoming too small for the increasing population there is a case to relocate the library to new larger premises
Bungendore & Environs	Flood Management	Levee Bank	Construct Levee Bank	Turallo Ck Reserve	Upgrade including lifting of levee bank Molonglo St - railway	0	0.00	702,000	2	Renewal		702,000		Desirable flood control measure included in the Bungendore Floodplain Risk Management Study
Bungendore & Environs	Flood Management	Creek Works	Creek Bank Project	Turallo/Half Way Cks	Remove vegetation and reshape creeks to improve flood flows	0	0.00	300,000	1	New		300,000	300,000	Desirable flood control measure included in the Bungendore Floodplain Risk Management Study
Bungendore & Environs	Flood Management	Flood Diversion facility	Construct flood channel	Tarago Rd nth of T Ck	Construct high level flood overflow channel over property and rd	0	0.00	600,000	2	New		600,000		Desirable flood control measure included in the Bungendore Floodplain Risk Management Study
Bungendore & Environs	Flood Management	Flood Diversion facility	Construct fld diversion	West of Kings Hwy	Construct diversion bank & channel - Halfway Ck to Millpost Ck	0	0.00	1,500,000	2	New		1,500,000		Desirable flood control measure included in the Bungendore Floodplain Risk Management Study
Bungendore & Environs	Business Activities - State Rds	Future Bypass	Bundgendor e Bypass Study	From kings Hwy	Undertake study to determine a corridor for suitable Bungendore Bypass(es)	0	0.00	75,000	1	New		75,000	75,000	Keep approaching RMS for funding.

Total: Bungendore & Environs		112.06	56,209,650		3,149,000	53,060,650	23,025,600
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Locality: Burra/Urila/Royalla

Locality	Function	Asset Group	Work Type	Location	Description of Project	AADT vpd	Length (km)	Total Cost	Priority	New or Renewal	Renewal Component (Infrastructure Backlog)	Growth & Enhancement Component	Needed Now Projects (includes Backlog)	Comments
Burra/Urila/Royalla	Local Roads	Gravel/Sealed Roads	Seal Gravel Roads	Urila Rd	Bitumen seal gravel road from end of seal to Naylor Rd	176	1.35	340,000	1	New		340,000	340,000	Missing link to other sealed roads & serving about 70 properties.
Burra/Urila/Royalla	Local Roads	Gravel/Sealed Roads	Seal Gravel Roads	Urila Rd	Bitumen seal gravel road from Naylor Rd to Hardy Rd	138	0.65	165,000	2	New		165,000	165,000	Missing link to other sealed road & serving about 50 properties.
Burra/Urila/Royalla	Local Roads	Gravel/Sealed Roads	Seal Gravel Roads	Williamsdale Rd	Bitumen seal gravel road- from Badgery Rd west for 1 km.	192	1.00	400,000	1	New		400,000	400,000	Direct route from Burra/Urila to Monaro Hwy (including to school bus)& south Canberra.Project would realign poor alignment.
Burra/Urila/Royalla	Local Roads	Gravel/Sealed Roads	Seal Gravel Roads	Williamsdale Rd	Bitumen seal gravel road-Badgery Rd to end of seal Gibraltar Pass	192	1.25	500,000	2	New		500,000	500,000	Direct route from Burra/Urila to Monaro Hwy (including to school bus)& south Canberra. Links sealed section to sealed section.
Burra/Urila/Royalla	Local Roads	Gravel/Sealed Roads	Seal Gravel Roads	Williamsdale Rd	Bitumen seal gravel road-west of Gibraltar Pass- seal to seal	192	3.45	1,380,000	2	New		1,380,000		Direct route from Burra/Urila to Monaro Hwy (including to school bus) & south Canberra. Links sealed section to sealed section.
Burra/Urila/Royalla	Local Roads	Gravel/Sealed Roads	Seal Gravel Roads	Burra Rd	Bitumen seal gravel road from Urila Rd to Lucas Ck	96	4.30	1,075,000	3	New		1,075,000		25 lot subdivision approved in Cooma-M just over LGA bdy- will pay large S94 for roads
Burra/Urila/Royalla	Local Roads	Gravel/Sealed Roads	Seal Gravel Roads	Plummers Rd	Bitumen seal gravel road from Burra Rd to end	80	2.00	560,000	3	New		560,000		An unsealed Rural Residential area road. The next highest trafficked unsealed road in the area.

Locality	Function	Asset Group	Work Type	Location	Description of Project	AADT vpd	Length (km)	Total Cost	Priority	New or Renewal	Renewal Component (Infrastructure Backlog)	Growth & Enhancement Component	Needed Now Projects (includes Backlog)	Comments
Burra/Urila/Royalla	Local Roads	Sealed Roads	Road Rehabilitation	Burra Rd	Straighten, widen,strengthen pavement-Little Burra Rd to London Bridge Rd	848	1.60	800,000	1	New	400,000	400,000	800,000	Existing poor alignment & narrow seal with failing pavement and relatively high traffic
Burra/Urila/Royalla	Local Roads	Sealed Roads	Road Rehabilitation	Burra Rd	Widen & Strengthen pavement on worst sections both sides of Burra Ck & south of Plummers Rd	484	1.00	250,000	1	New	125,000	125,000	250,000	High maintenance failing pavement
Burra/Urila/Royalla	Local Roads	Sealed Roads	Road Rehabilitation	Burra Rd	Widen & Strengthen worst sections Moore Rd to Williamsdale Rd	484	2.70	675,000	2	New	340,000	335,000	675,000	High maintenance failing pavement
Burra/Urila/Royalla	Local Roads	Sealed Roads	Road Rehabilitation	Burra Rd	Widen & Strenthen pavement Ch - continuing	848	2.60	650,000	3	New		650,000		High maintenance failing pavement
Burra/Urila/Royalla	Local Roads	Bridges/Major Culverts	Reconstruct Culvert	Williamsdale Rd	Replace new multi-cell culvert over Burra Ck	484	0.00	750,000	2	New	375,000	375,000	750,000	Single lane, regularly flooded old culvert needs upsizing with replacement structure
Burra/Urila/Royalla	Council Buildings & Halls	Public Reserve	Reserve Development	317 Royalla Dr	Stage 1 Develop public hall, access, basic parking to Master PI	0	0.00	600,000	1	New		600,000	600,000	Very keen S355 Comm have prepared Master Plan for CI reserve inc new hall. \$180,000 S94 funds available to build public toilets.
Burra/Urila/Royalla	Council Buildings & Halls	Public Reserve	Reserve Development	317 Royalla Dr	Stage 2 Continue to develop the Master Plan	0	0.00	600,000	3	New		600,000		Very keen S355 Comm have prepared Master Plan for CI reserve inc new hall. .

Locality	Function	Asset Group	Work Type	Location	Description of Project	AADT vpd	Length (km)	Total Cost	Priority	New or Renewal	Renewal Component (Infrastructure Backlog)	Growth & Enhancement Component	Needed Now Projects (includes Backlog)	Comments
Total: Burra/Urila/Royalla							21.90	8,745,000			1,240,000	7,505,000	4,480,000	

Locality: Captains Flat & Environs														
Captains Flat & Environs	Local Roads	Gravel/Sealed Roads	Seal Gravel Roads	Miners Road	Upgrade and seal gravel road from Foxlow St to lookout	50	0.72	288,000	3	New		288,000		Would be desirable to make this road a safe, all weather, bitumen sealed alternative route in times of flooding and road closures on the normal route into town.
Captains Flat & Environs	Regional Roads	Gravel/Sealed Roads	Seal Gravel Roads	MR 270 - Captains Flat Rd	Bitumen seal missing gravel sections between town & WTS	216	1.35	540,000	2	New		540,000	540,000	High traffic count for a gravel road on way to WTS
Captains Flat & Environs	Regional Roads	Gravel/Sealed Roads	Seal Gravel Roads	MR 270 - Captains Flat Rd	Bitumen seal missing gravel sections between WTS & Harolds X	124	0.65	215,000	3	New		215,000		Nice to do project but others have higher priority based on traffic counts.
Captains Flat & Environs	Regional Roads	Gravel/Sealed Roads	Seal Gravel Roads	MR 270 - Captains Flat Rd	Bitumen seal missing gravel sections- Harolds X - Cooma Rd	100	19.00	6,650,000	3	New		6,650,000		Nice to do project but others have higher priority based on traffic counts.
Captains Flat & Environs	Regional Roads	Sealed Roads	Road Rehabilitation	MR 270 - Captains Flat Rd	Widen & strengthen pavement on worst sections from Hoskinstown Rd to Capt Flat - Stage 1	738	1.00	300,000	1	New	150,000	150,000	300,000	This section of Capt Flat Rd already requires rehabilitation of failing, high maintenance sections which will continue to get worse.

Locality	Function	Asset Group	Work Type	Location	Description of Project	AADT vpd	Length (km)	Total Cost	Priority	New or Renewal	Renewal Component (Infrastructure Backlog)	Growth & Enhancement Component	Needed Now Projects (includes Backlog)	Comments
Captains Flat & Environs	Regional Roads	Sealed Roads	Road Rehabilitation	MR 270 - Captains Flat Rd	Widen & strengthen pavement on worst sections from Hoskinstown Rd to Capt Flat - Stage 2	738	1.00	300,000	2	New		300,000		This section of Capt Flat Rd already requires rehabilitation of failing, high maintenance sections which will continue to get worse.
Captains Flat & Environs	Local Roads	Sealed Roads	Road Rehabilitation	Foxlow St	Widen & Strengthen pavement Rutledge to Beasley	100	0.25	50,000	3	New		50,000		Narrow, rough section of pavement needs widening and strengthening
Captains Flat & Environs	Local Roads	Sealed Roads	Road Rehabilitation	Wattle St	Rip, Strengthen and Reseal from Foxlow St to Mulga St	100	0.15	24,000	1	New	24,000		24,000	Distressed pavement - gone out of shape and breaking up
Captains Flat & Environs	Local Roads	Sealed Roads	Road Rehabilitation	Jerangle Rd	Rip, Strengthen and Reseal from edge of town up the steep hill	170	0.60	108,000	1	New	108,000		108,000	Distressed pavement - with ruptures
Captains Flat & Environs	Regional Roads	Bridges/Major Culverts	Refurbish Timber Bdge	MR 270 - Captains Flat Rd	Replace the deck of the bridge over the Molonglo River	518	0.00	1,000,000	1	Renewal	1,000,000		1,000,000	An old timber bridge, currently load limited with temporary structural repair. Council has agreed to replace the timber deck and keep as single lane. Funding assistance is being sought from Fed /state governments.
Captains Flat & Environs	Local Roads	Bridges/Major Culverts	Replace Timber Bdge	Foxlow St	Replace the timber bridge over Molonglo River with concrete structure	216	0.00	350,000	2	Renewal	350,000			High Maintenance timber bridge that traps debris in floods. Preferable to construct concrete bridge with more clearance.

Locality	Function	Asset Group	Work Type	Location	Description of Project	AADT vpd	Length (km)	Total Cost	Priority	New or Renewal	Renewal Component (Infrastructure Backlog)	Growth & Enhancement Component	Needed Now Projects (includes Backlog)	Comments
Captains Flat & Environs	Flood Management	Urban Drainage/Flood Mgt	Provide drainage	Foxlow St	Construct escape path arrangements for flood waters in Kerrs Ck	400	0.00	150,000	2	New		150,000		Expected to one of the measures looked at in the Capt Flood Floodplain Management Study and Plan
Captains Flat & Environs	Flood Management	Urban Drainage/Flood Mgt	Flood Reduction Measure	Lower Foxlow St area	Undertake flood reduction works as determined by FPRM Plan	0	0.00	480,000	2	Renewal		480,000		Expected to one of the measures looked at in the Capt Flood Floodplain Management Study and Plan
Captains Flat & Environs	Flood Management	Flood Study	Undertake FPRM Study and Plan	Captains Flat	This project needs to be undertaken as follow-up to the current Flood Study	0	0.00	75,000	1	New		75,000		The Flood Management Study and Plan will identify the measures that could be implemented to address flooding impacts.
Captains Flat & Environs	Parks & Reserves	Public Reserve	Refurbish tennis court	Wilkens Park	Re-surface and provide upgraded lighting and fencing at court	0	0.00	50,000	2	Renewal		50,000		A previously requested project by local community
Captains Flat & Environs	Parks & Reserves	Swimming Pool	Replace swimming pool	Wilkens Park	Construct new modern swimming pool facility	0	0.00	2,000,000	2	Renewal		2,000,000		Current swimming pool is past its use by date and either needs replacement or permanently closing.
Captains Flat & Environs	Parks & Reserves	Swimming Pool	Study - swimming pool	Wilkens Park	Prepare swimming pool status report to assist in determining pool's future	0	0.00	15,000	1	Renewal		15,000	15,000	Study to determine necessary upgrading or replacement or whether best to permanently close.

Locality	Function	Asset Group	Work Type	Location	Description of Project	AADT vpd	Length (km)	Total Cost	Priority	New or Renewal	Renewal Component (Infrastructure Backlog)	Growth & Enhancement Component	Needed Now Projects (includes Backlog)	Comments
Captains Flat & Environs	Council Buildings & Halls	Community Hlth Centre	Build new facility	Foxlow St	Construct new community health centre at rear of community hall	0	0.00	450,000	1	New	250,000	200,000	450,000	Old and deficient current facility in Foxlow St needs to be replaced. Current RDA grant application being made. Cost to be offset by sale of existing facility.
Total: Captains Flat & Environs							24.72	13,045,000			1,882,000	11,163,000	2,437,000	

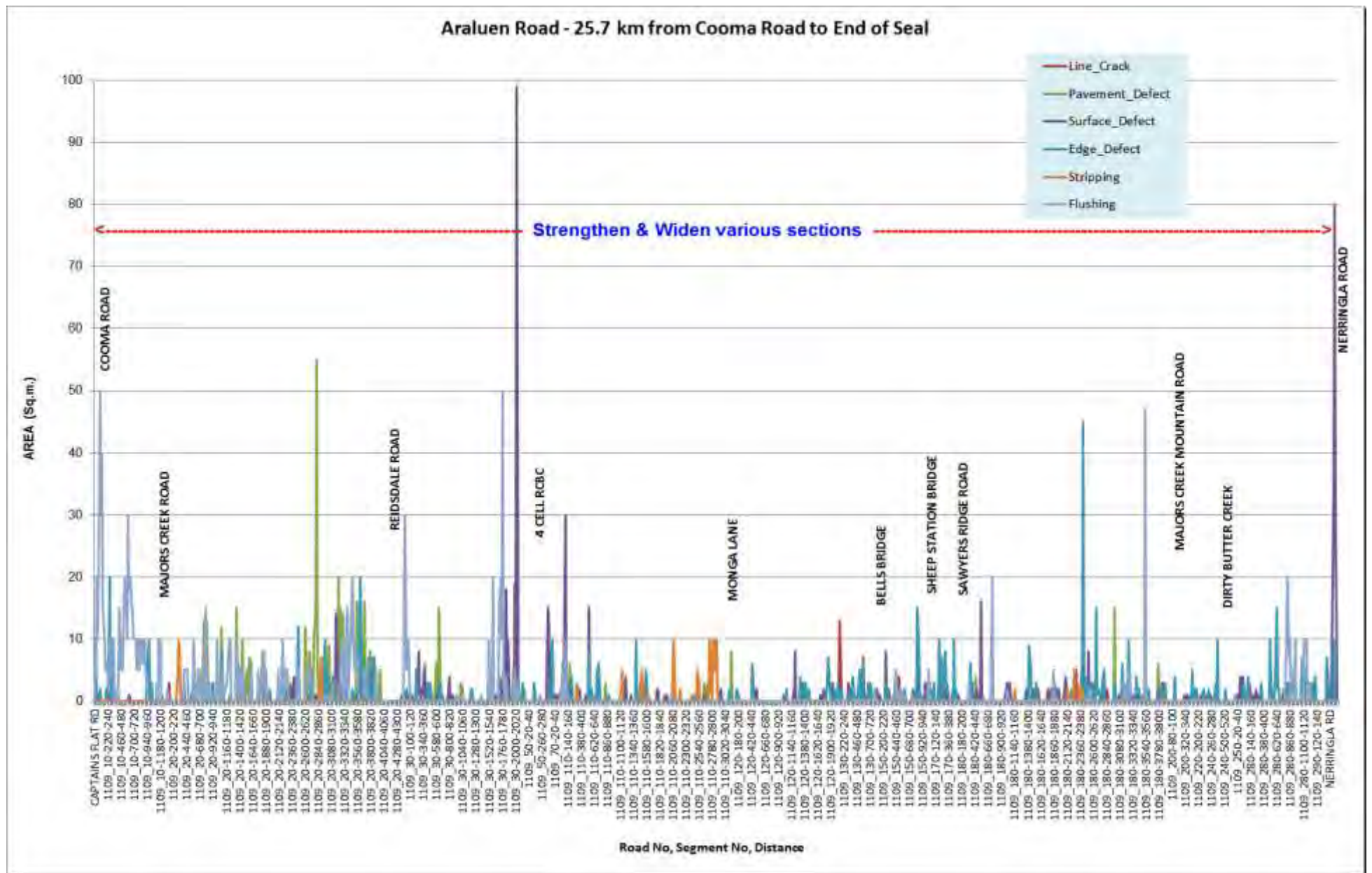
Summary		Total Cost
Priority 1 - New Assets		24,441,050
Priority 1 - Renewal Assets		17,982,000
Total Priority 1		42,423,050
Priority 2 - New Assets		14,746,500
Priority 2 - Renewal Assets		53,201,000
Total Priority 2		67,947,500
Priority 3 - New Assets		29,382,500
Priority 3 - Renewal Assets		4,633,000
Total Priority 3		34,015,500
Total New Assets		68,570,050
Total Renewal Assets		75,816,000
Total Projects		144,386,050

New Assets From Growth - Developer Funded Works

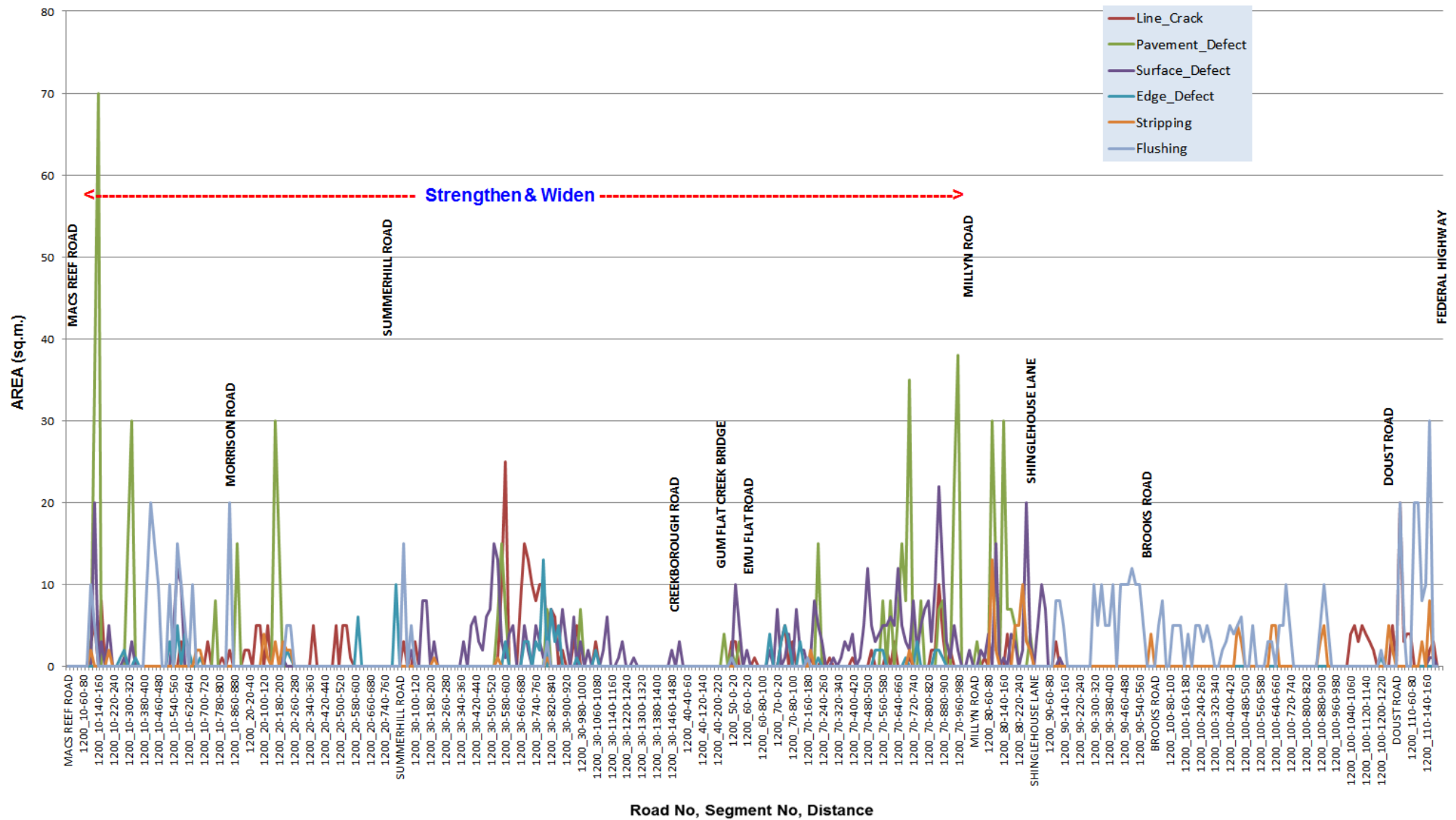
Year	2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	Total
Sealed Pavements	5,801,775	8,702,663	11,603,550	8,702,663	5,801,775	4,351,331	4,351,331	2,900,888	2,900,888	2,900,888	58,017,750
Kerb and Gutter	415,665	623,498	831,330	623,498	415,665	311,749	311,749	207,833	207,833	207,833	4,156,650
Unsealed Pavements	448,536	672,804	897,072	672,804	448,536	336,402	336,402	224,268	224,268	224,268	4,485,360
Paths	358,440	537,660	716,880	537,660	358,440	268,830	268,830	179,220	179,220	179,220	3,584,400
Bridges	39,600	59,400	79,200	59,400	39,600	29,700	29,700	19,800	19,800	19,800	396,000
Drainage	445,098	667,647	890,196	667,647	445,098	333,824	333,824	222,549	222,549	222,549	4,450,980
Signage	38,667	58,000	77,333	58,000	38,667	29,000	29,000	19,333	19,333	19,333	386,665
Bus Shelters	51,600	77,400	103,200	77,400	51,600	38,700	38,700	25,800	25,800	25,800	516,000
Sewer Manholes	46,767	70,151	93,534	70,151	46,767	35,075	35,075	23,384	23,384	23,384	467,670
Sewer Mains	143,165	214,748	286,330	214,748	143,165	107,374	107,374	71,583	71,583	71,583	1,431,650
Water Mains	115,440	173,160	230,880	173,160	115,440	86,580	86,580	57,720	57,720	57,720	1,154,400
Streetlights	41,612	62,418	83,224	62,418	41,612	31,209	31,209	20,806	20,806	20,806	416,120
Traffic Facilities	10,000	20,000	20,000	0	0	0	0	0	0	0	50,000
Parks & Reserves	0	11,900	0	19,530	0	0	0	0	0	0	31,430
Totals	7,956,365	11,951,449	15,912,729	11,939,079	7,946,365	5,959,774	5,959,774	3,973,184	3,973,184	3,973,184	79,545,075

Attachment C – Sealed Road Condition Audit Charts

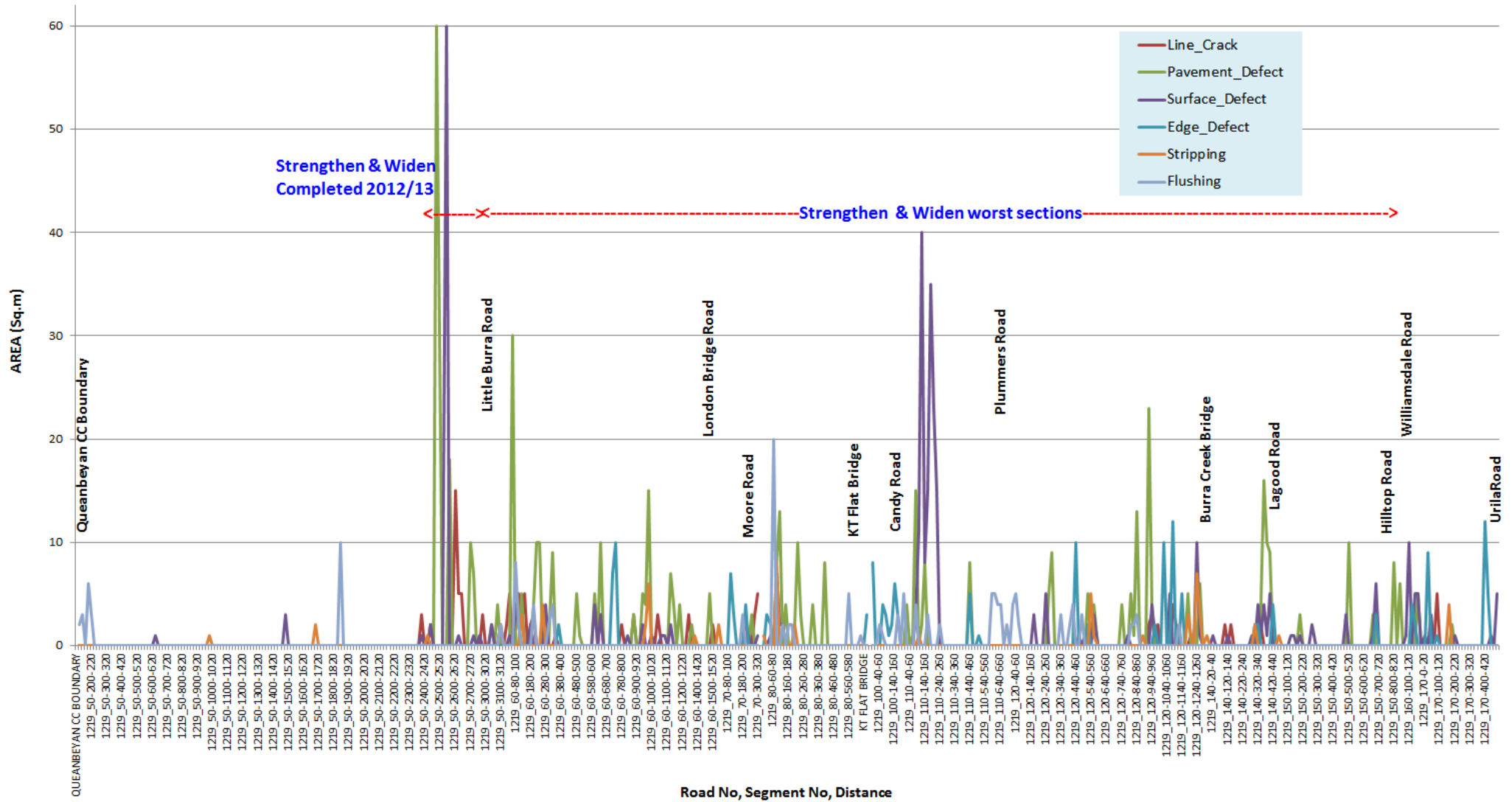
1. Araluen Road
2. Bungendore Road
3. Burra Road
4. Captains Flat Road
5. Cooma Road
6. Hoskinstown Road
7. Macs Reef Road
8. Majors Creek Road
9. Nerriga Road
10. Norton Road
11. Park Lane
12. Plains Road
13. Jerangle Road
14. Wattle Avenue



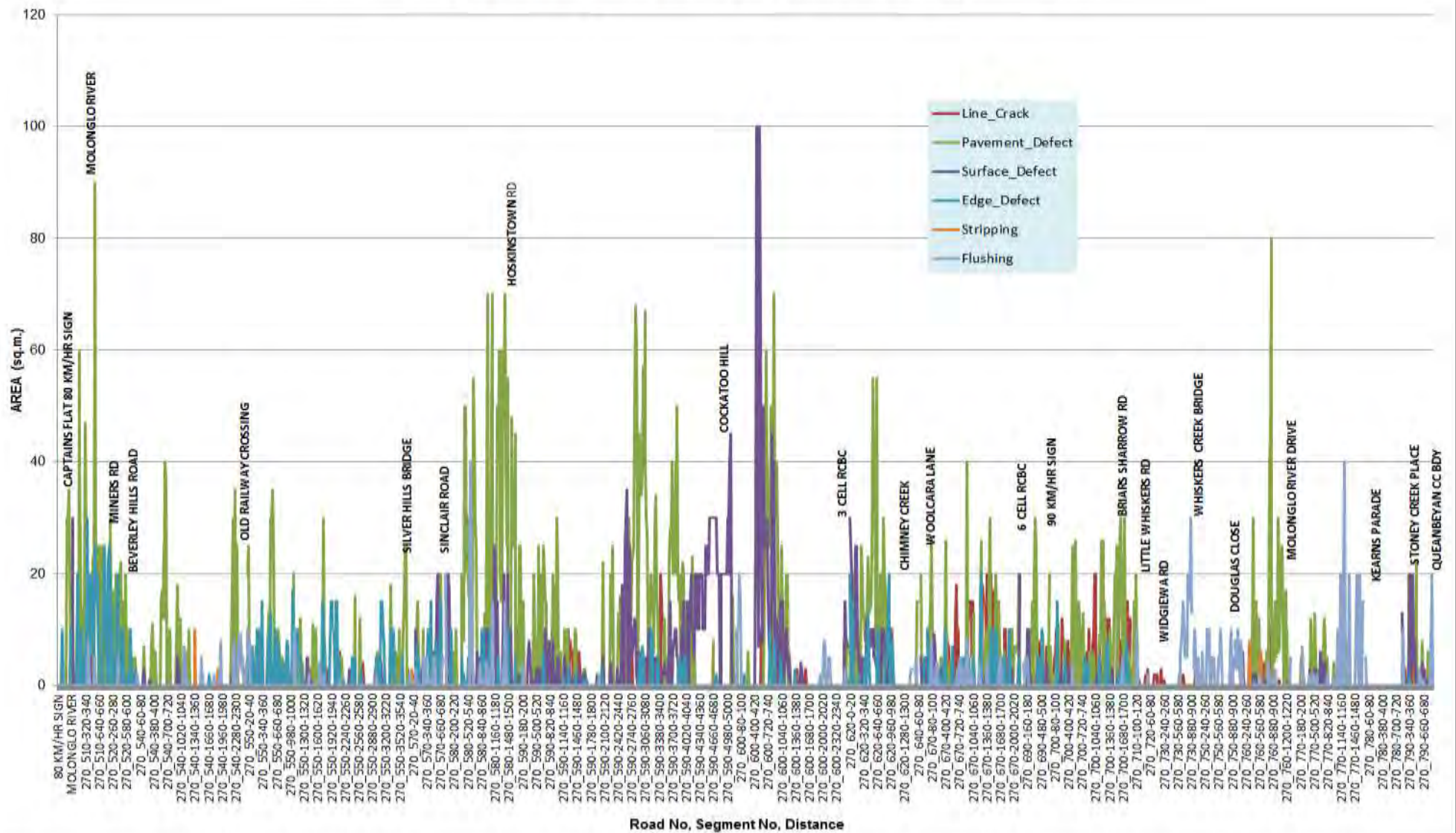
Bungendore Road (7.8km - Macs Reef Road to Federal Highway)



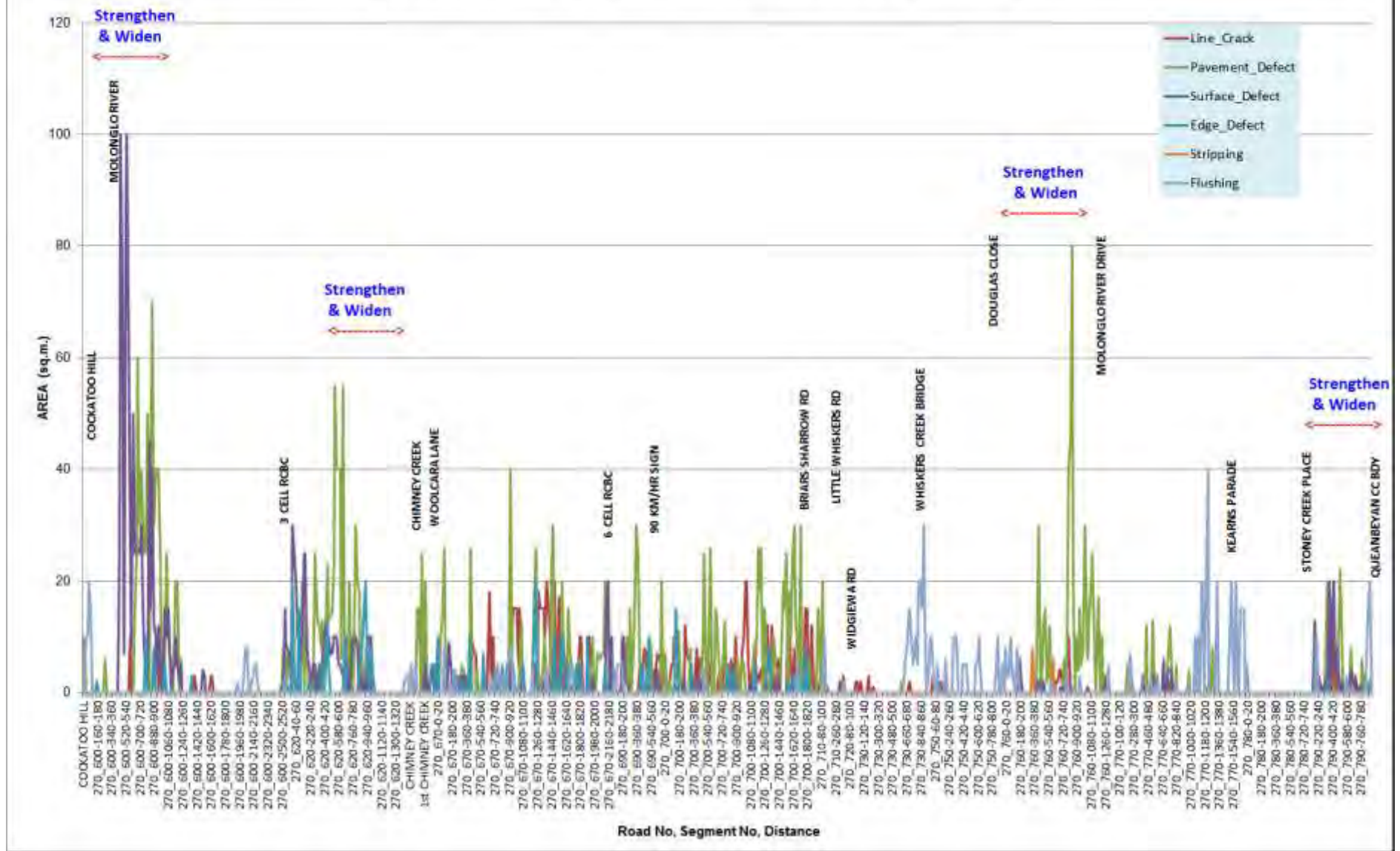
Burra Road (11.3 km - Queanbeyan CC Boundary to Urila Road)

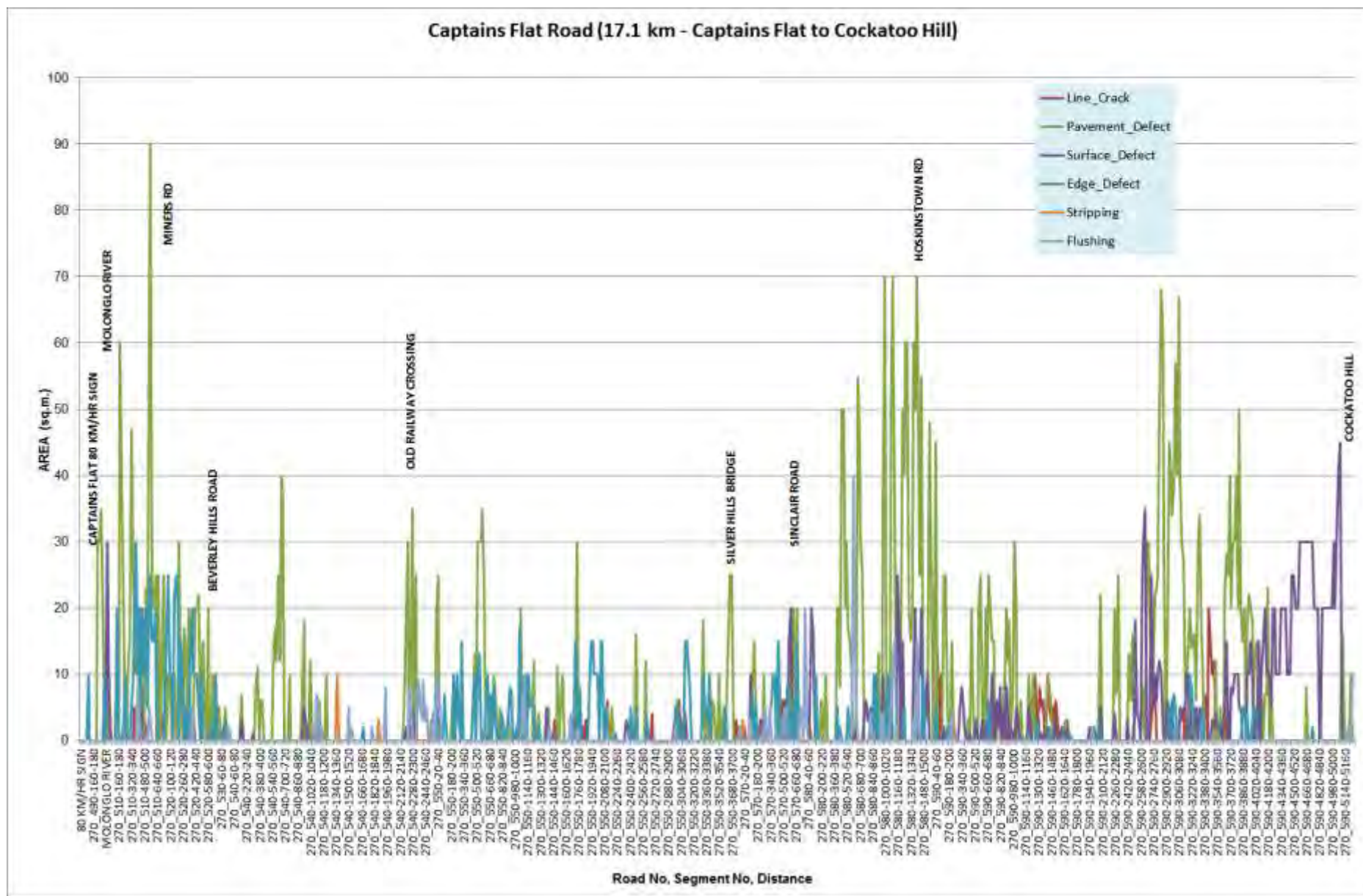


Captains Flat Road (34.5 km - Captains Flat to Queanbeyan CC Boundary)

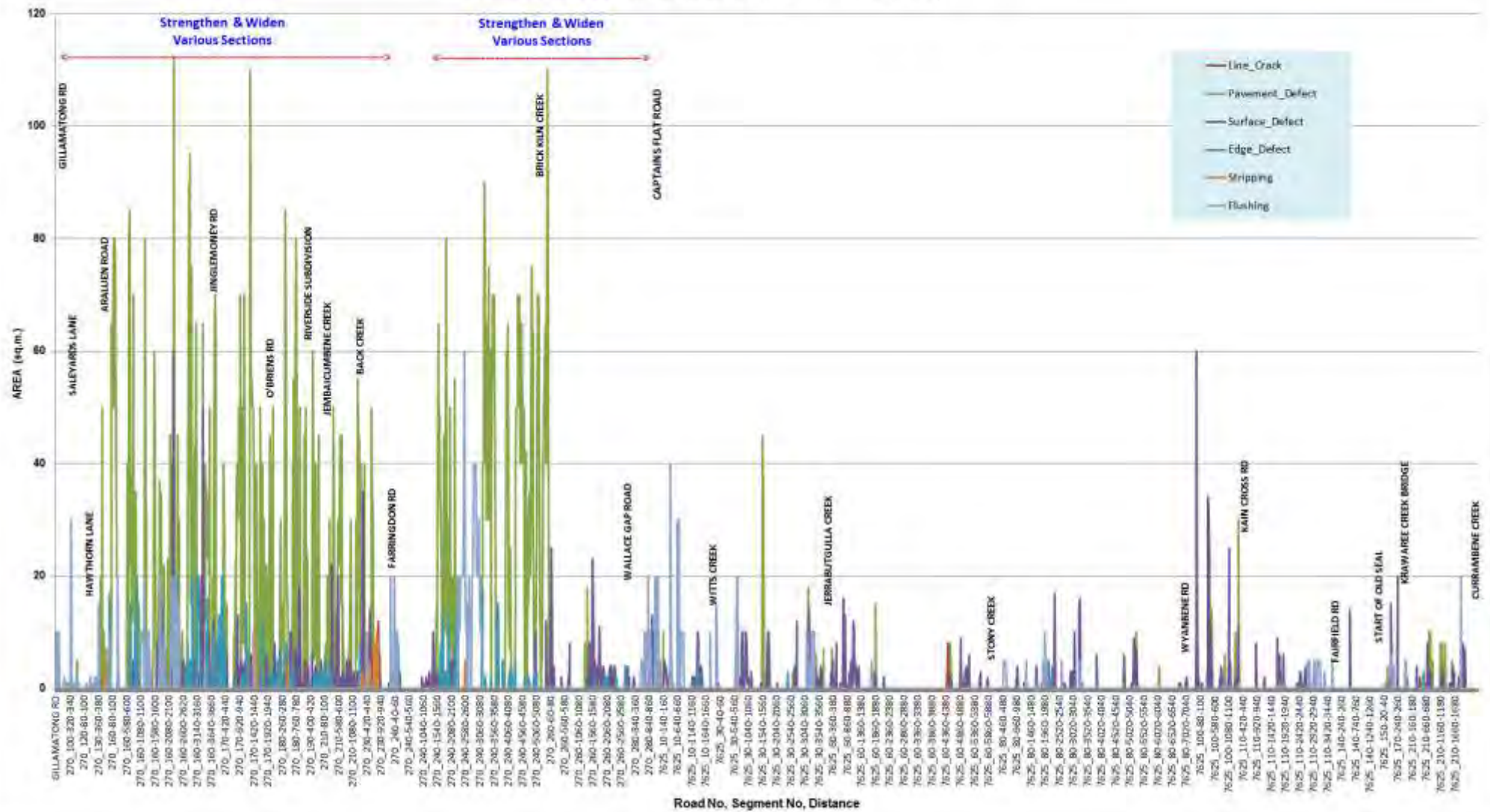


Captains Flat Road (17.4 km - Cockatoo Hill to Queanbeyan CC Boundary)

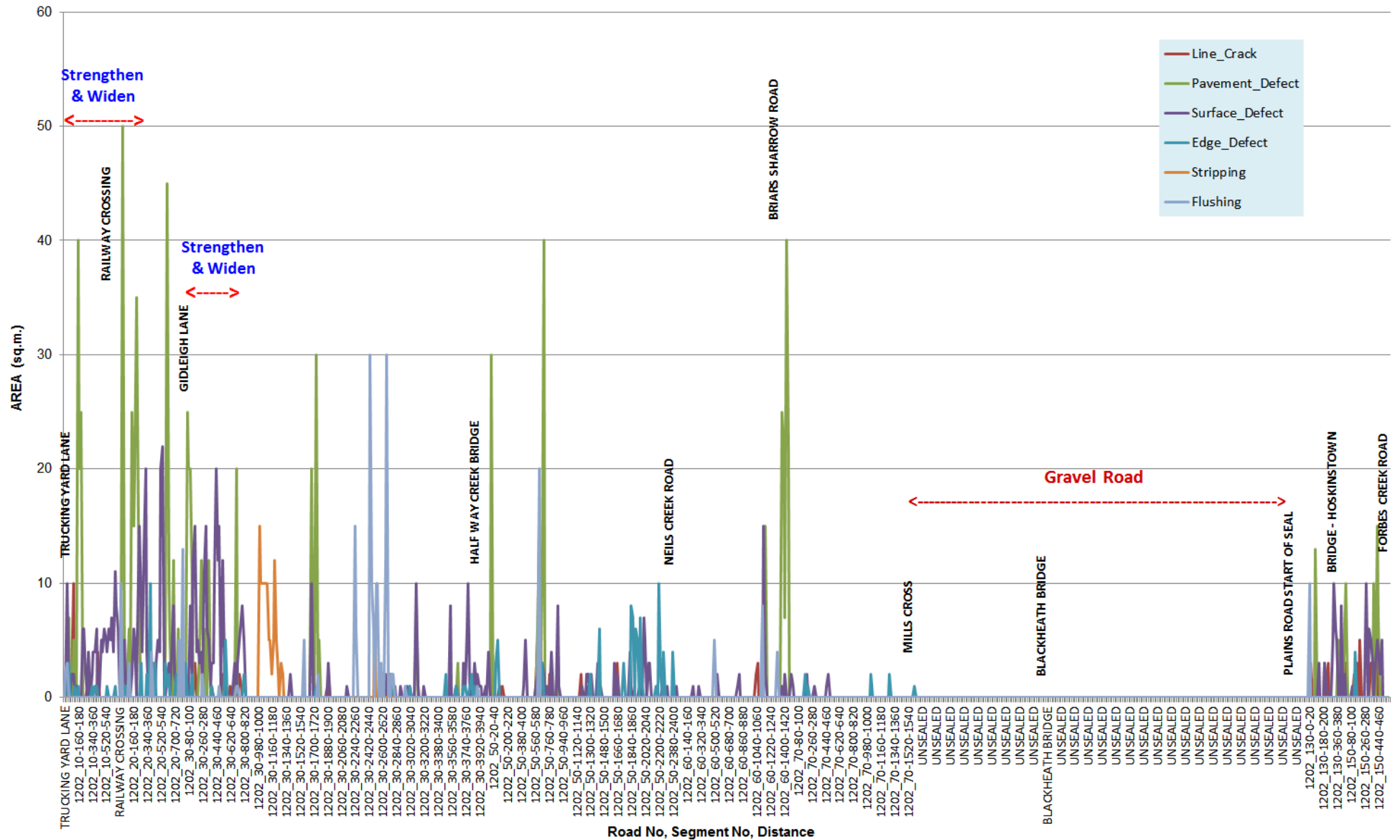




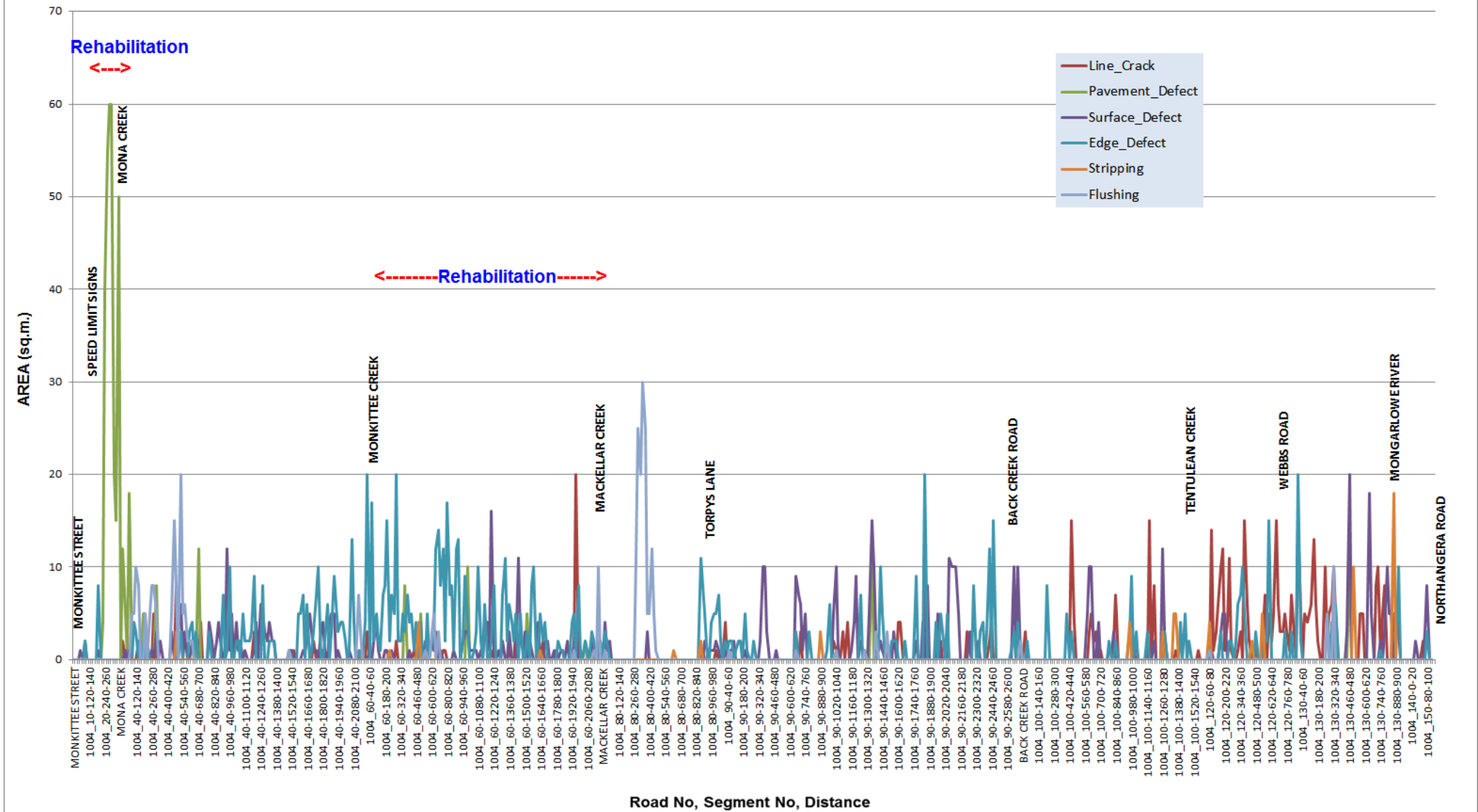
Cooma Road (64.9 km - Braidwood to Currumbene Creek)

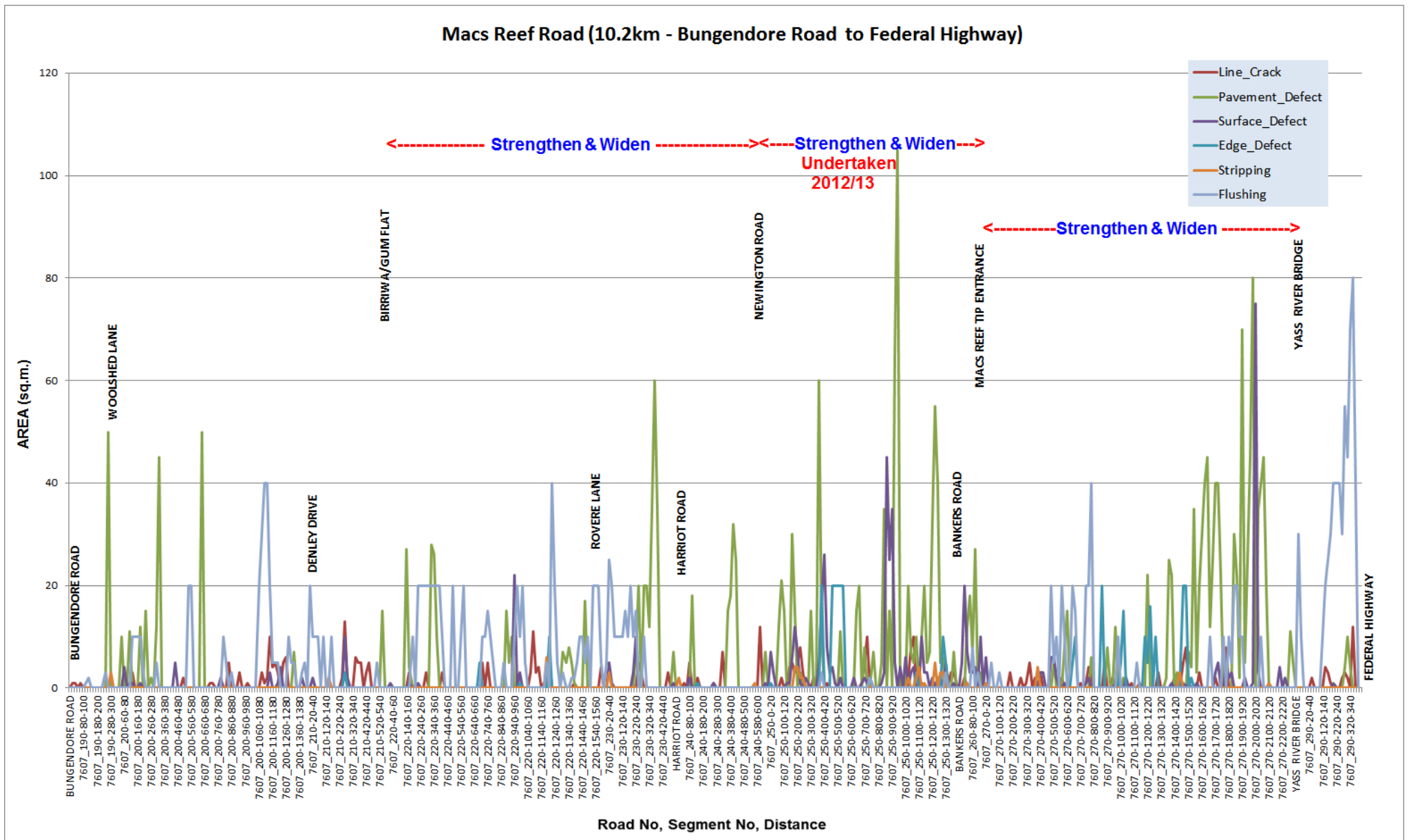


Hoskinstown Road (17.8 km - Trucking Yard Lane to Forbes Creek Road)

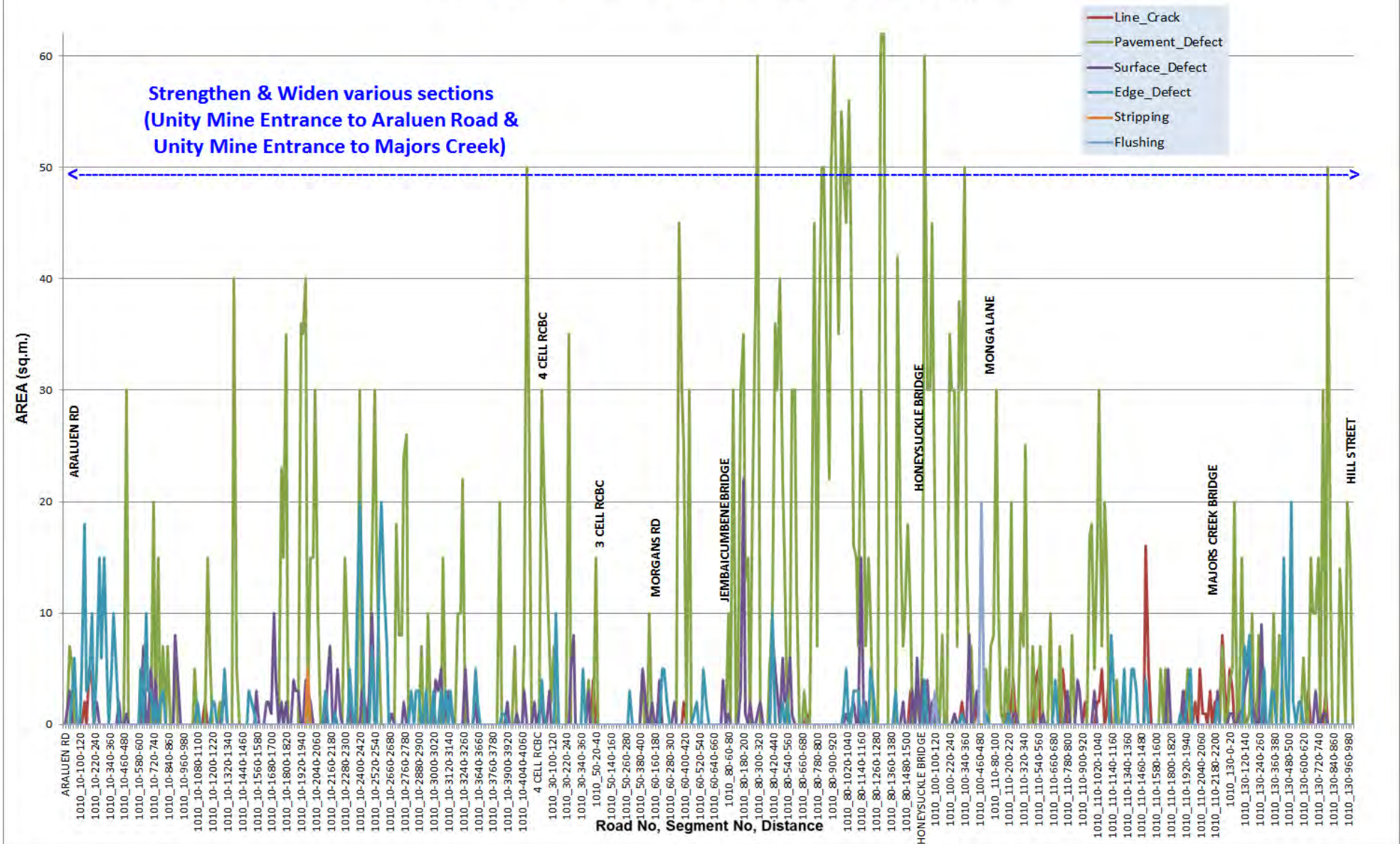


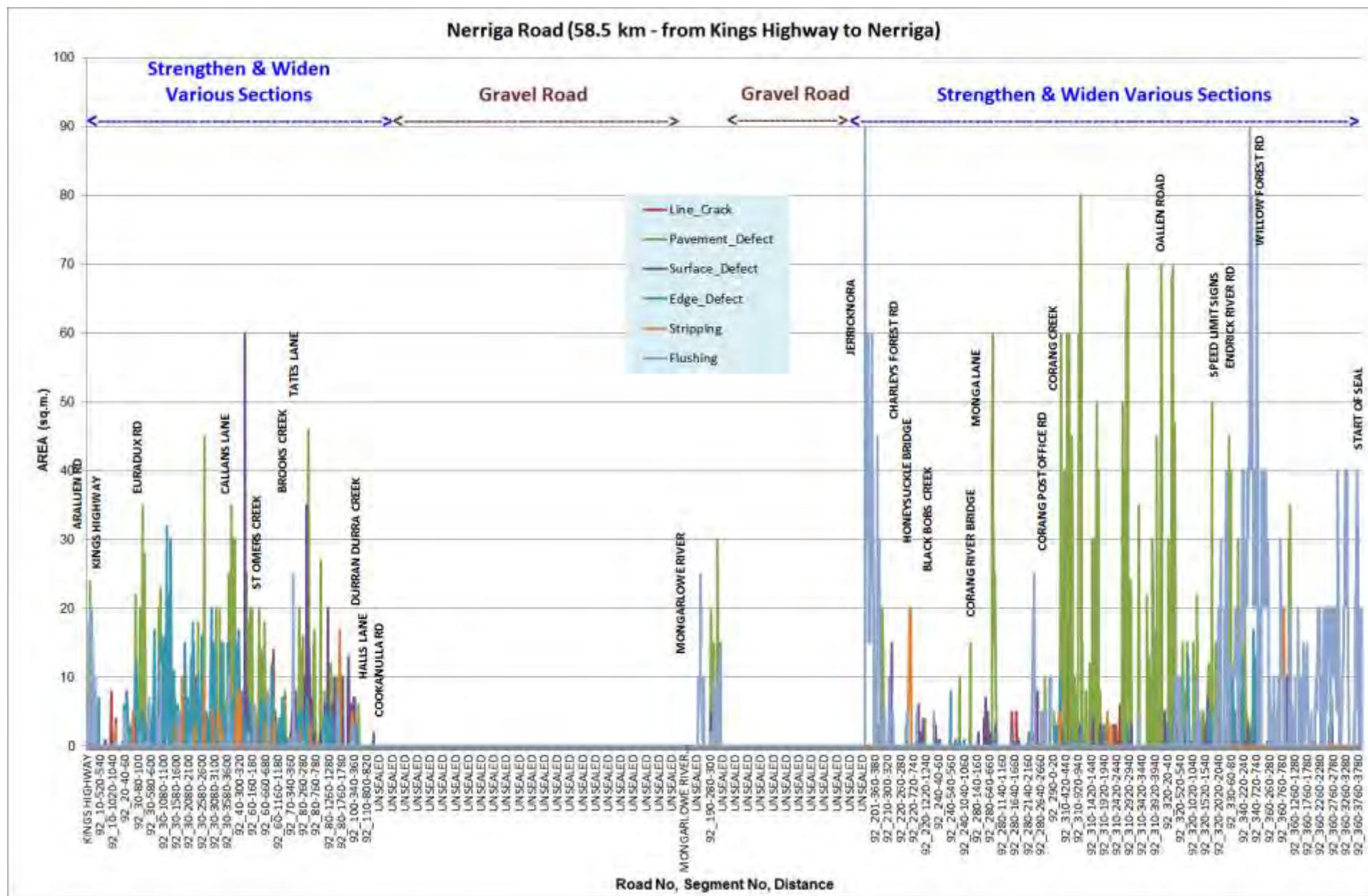
Little River Road (13.0km - Monkittie Street to Northangera Road)

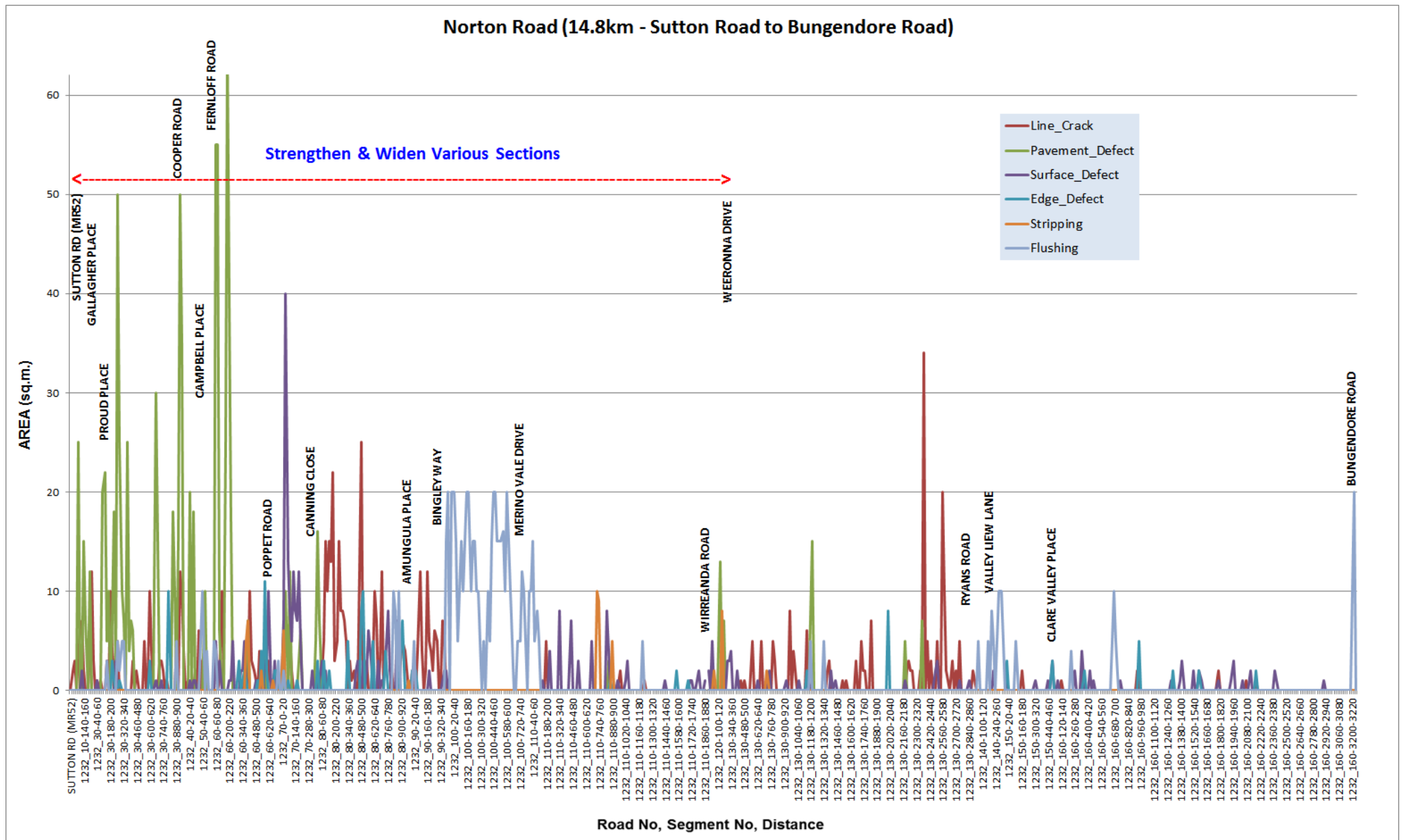


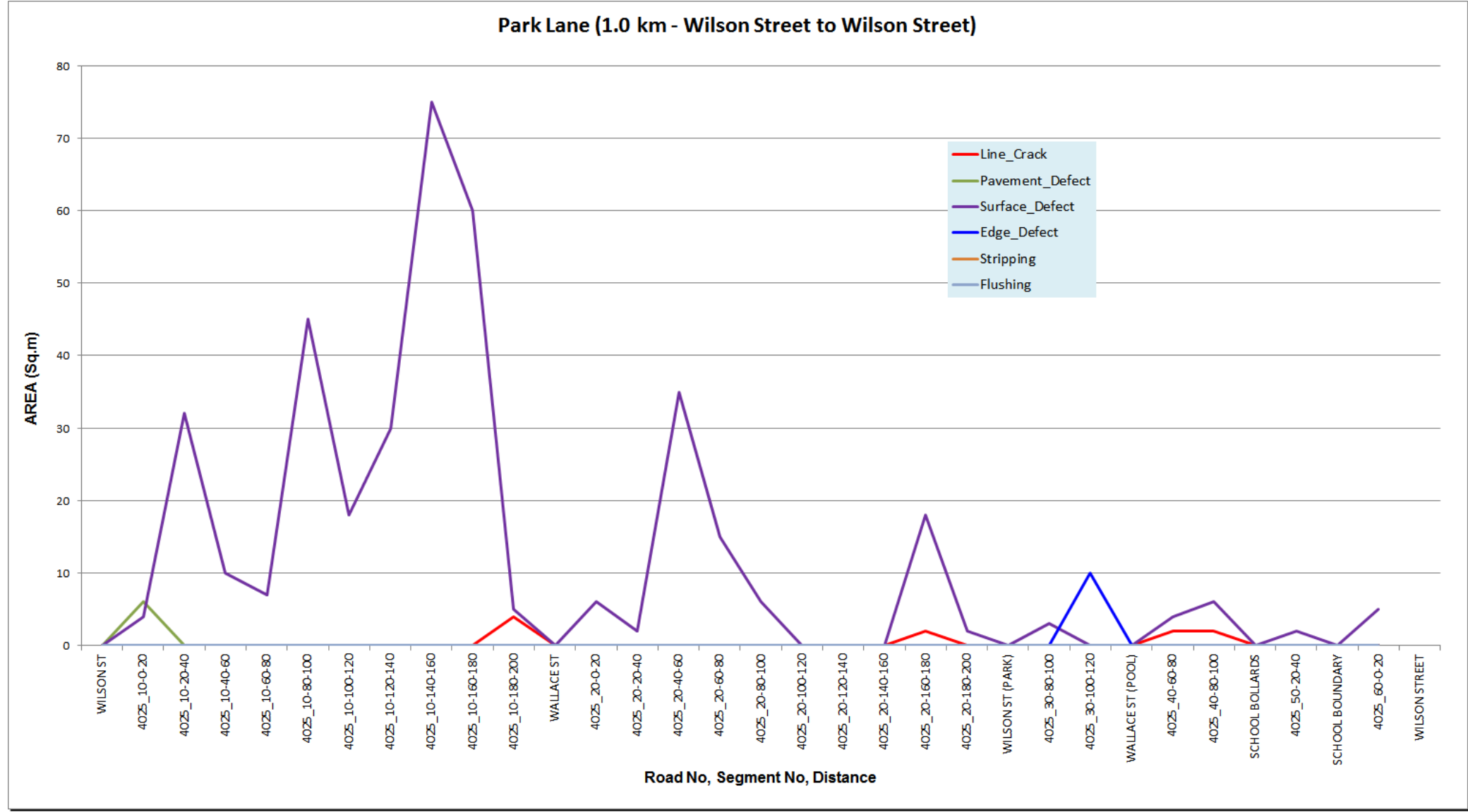


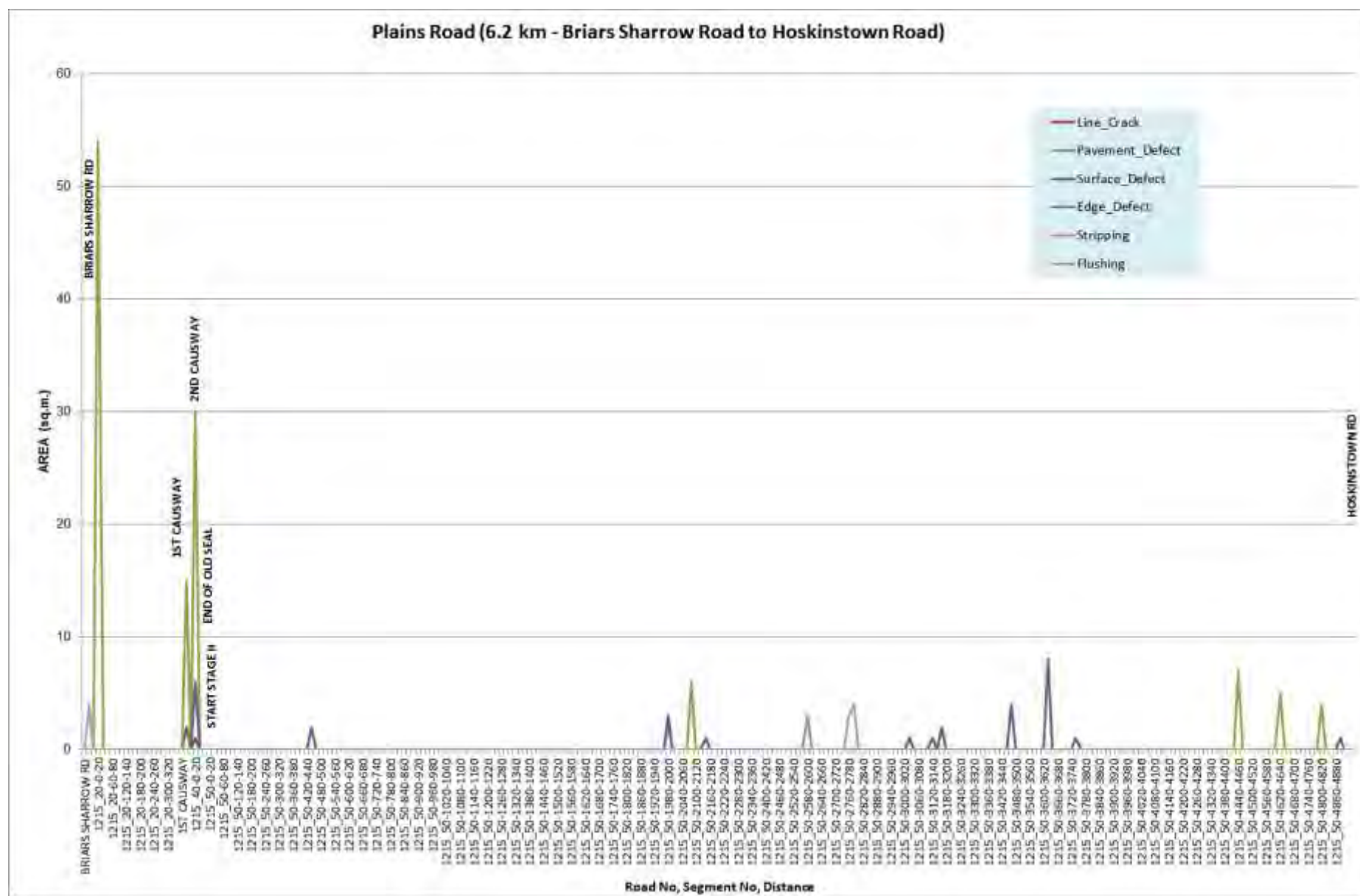
Majors Creek Road (11.8 km - Araluen Road to Hill Street)

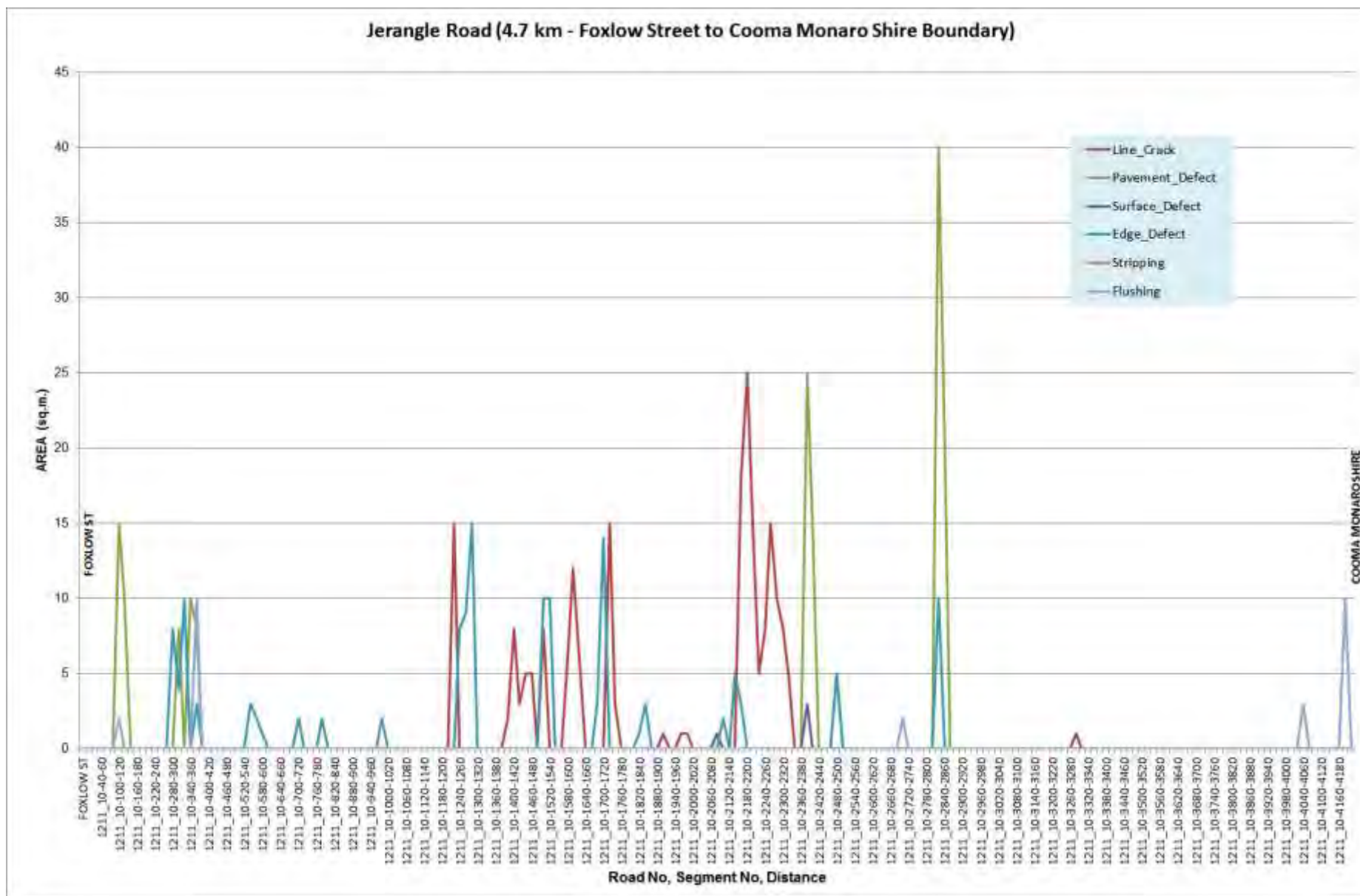


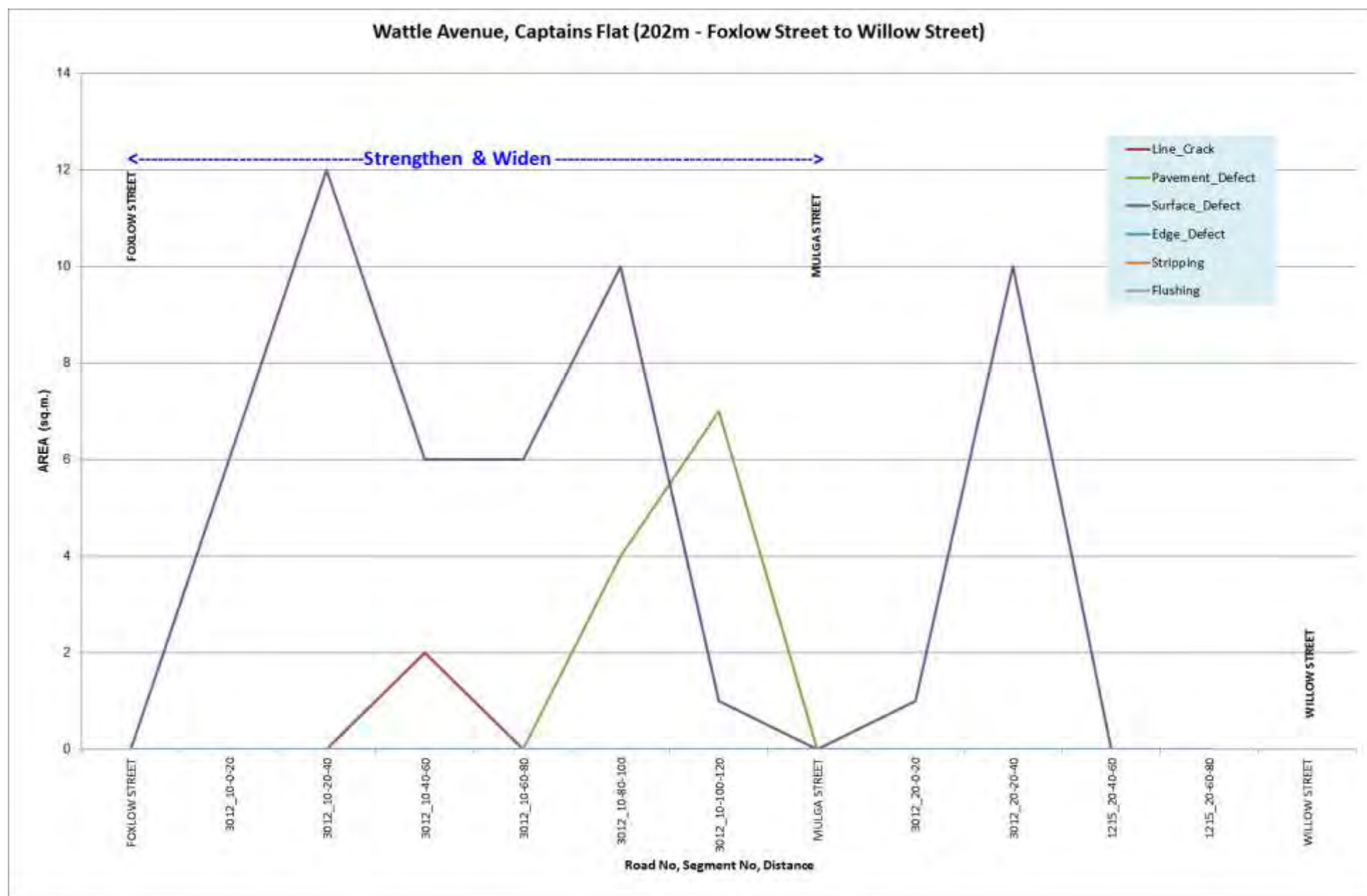












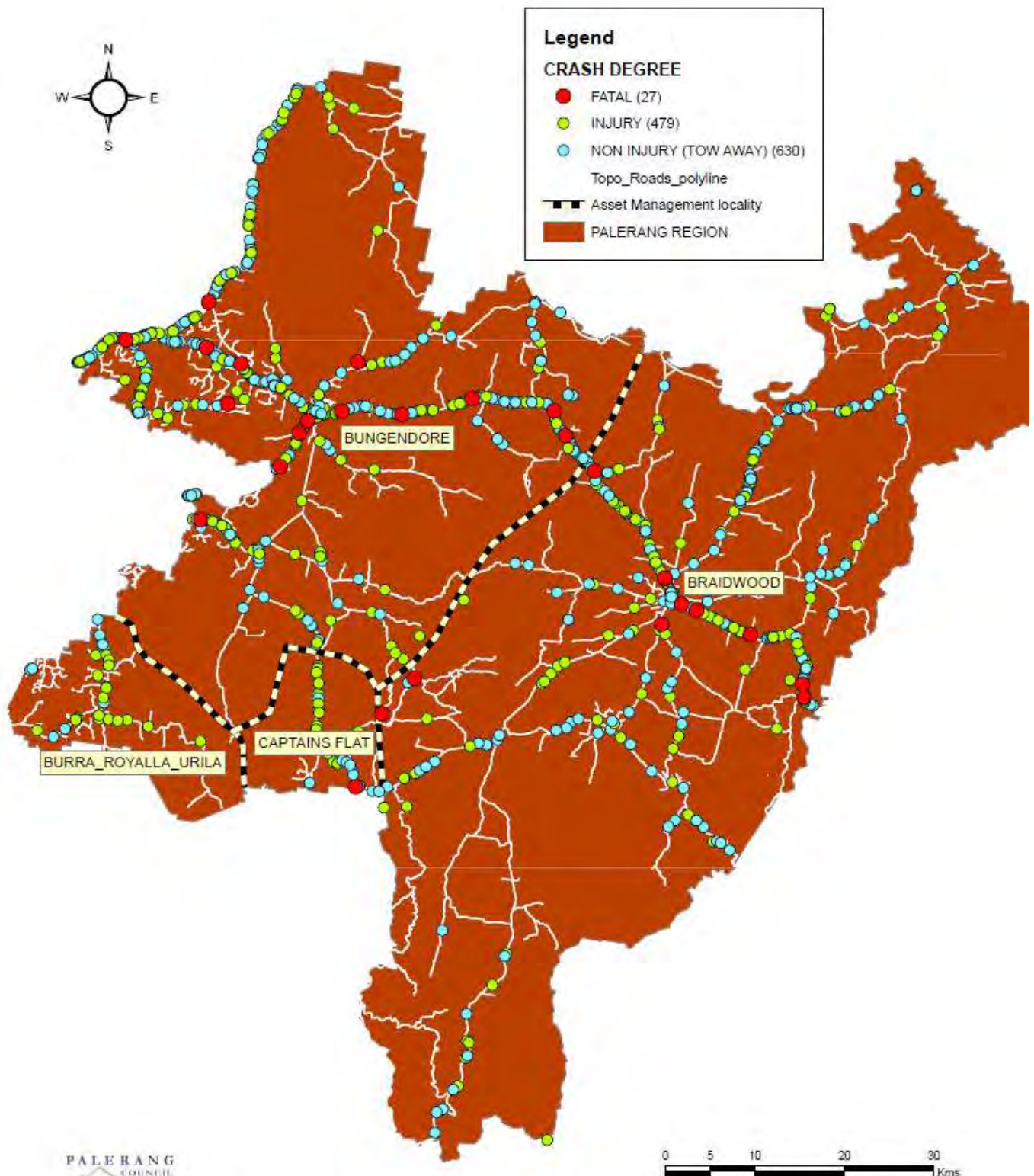
Attachment D – Condition Grading Standard

Basic Condition Grading System

(adapted from the International Infrastructure Management Manual, V4.0 - 2011)

Rating	Description of Condition
1	Excellent Condition: Only planned maintenance required
2	Good: Minor maintenance required plus planned maintenance
3	Fair: Significant maintenance required
4	Poor: Significant renewal/upgrade required
5	Very Poor: Unserviceable

Attachment E – Road Accident Data



ROAD CRASH DATA for PALERANG 2005 to 2012

Attachment F – Decision Criteria for Sealing Gravel Roads

Gravel Roads Whole of Life Costs Vs. Sealed Roads Whole of Life Costs

(assuming sealed road is constructed for 40 year design life)

Gravel Roads – whole of life costs		
Cost Items	Costs per Km	Costs over 40 years
Re-sheet 180 vpd road every 6 years	\$25,000	$40/6 \times 25000 = 170,000$
Re-sheet 80 vpd road every 10 years	\$25,000	$40/10 \times 25000 = 100,000$
Grading for 80 vpd road – 6 monthly	\$2000	$2000 \times 2 \times 40 = 160,000$
Grading for 180 vpd road – 4 monthly	\$2000	$2000 \times 3 \times 40 = 240,000$
Other maintenance and repair items – clear blocked culverts & roadside drainage, gravel patch washed surfaces, clear roadside vegetation, replace guideposts & signs	Similar costs as for 'Other Maintenance & Repair' required for sealed roads	
	Total for 80 vpd road	260,000
	Total for 180 vpd road	410,000

Sealed Roads – whole of life costs		
Cost Items	Costs per Km	Costs over 40 years
Construction	\$300,000	300,000
Reseals every 15 years	\$28,000	$40/15 \times 28000 = 75,000$
Other maintenance and repair items- pothole patching later in life of seals, some heavy patching in latter part of pavement life, clear roadside vegetation, replace guideposts & signs	Similar costs as for 'Other Maintenance & Repair' required for gravel roads	
	Total	375,000

Advantages of a sealed road over a gravel road (welfare benefits)

1. Ride quality is superior and consistent for sealed surface.
2. Quicker travel time on sealed road.
3. Sealed road is safer- has been properly aligned and its steerage is predictable, can have centrelines, no loose surface, no slippery surface, shorter breaking distances, no dust hazard
4. Less wear & tear on vehicles – less tyre wear, fewer flat tyres, fewer stone chips, no dust in engine & body, longer life of filters, vehicles not shaken to bits, do not need to wash vehicles as often.
5. Improved environmental outcomes – less wash of sediments to streams, no dust entering nearby residences, no dust coating vegetation, crops and livestock, sealed roads do not need replenishment of pavement every 6 years and so result in lower greenhouse emissions due to less truck haulage during life of road.
6. Improved health of users- no breathing of dust, less stressful travel.
7. Less use of resources – suitable gravel sheeting material is getting harder to source and needs to be hauled longer distances at increasing costs. Sealed roads are becoming relatively more resource sustainable.
8. The requirement to regularly re-sheet gravel roads means many more laden truck movements on the road network, adding to traffic congestion and added road safety concerns.
9. Wash of sediments from gravel roads clogs the roads drainage systems with under road culverts often becoming blocked and needing more attention.
10. The extra material haulage requirements of gravel roads results in much more damage to existing pavements and more costly repairs and earlier renewal.

Conclusion: Depending on site conditions and topography, the upgrading of gravel roads to sealed road standard starts to become cost effective for Council at about 120-150 vpd. To this can be added the extra welfare benefits as described in the table above that will be appreciated by road users.

GLOSSARY

Annual service cost (ASC)	An estimate of the cost that would be tendered, per annum, if tenders were called for the supply of a service to a performance specification for a fixed term. The Annual Service Cost includes operating, maintenance, depreciation, finance/ opportunity and disposal costs, less revenue.
Asset class	Grouping of assets of a similar nature and use in an entity's operations (AASB 166.37).
Asset condition assessment	The process of continuous or periodic inspection, assessment, measurement and interpretation of the resultant data to indicate the condition of a specific asset so as to determine the need for some preventative or remedial action.
Asset management	The combination of management, financial, economic, engineering and other practices applied to physical assets with the objective of providing the required level of service in the most cost effective manner.
Assets	Future economic benefits controlled by the entity as a result of past transactions or other past events (AAS27.12). Property, plant and equipment including infrastructure and other assets (such as furniture and fittings) with benefits expected to last more than 12 month.
Average annual asset consumption (AAAC)*	The amount of a local government's asset base consumed during a year. This may be calculated by dividing the Depreciable Amount (DA) by the Useful Life and totalled for each and every asset OR by dividing the Fair Value (Depreciated Replacement Cost) by the Remaining Life and totalled for each and every asset in an asset category or class.
Backlog Works***	Estimated cost to bring infrastructure, buildings and other structures and depreciable land improvements to a satisfactory standard, measured at a particular point in time
Brownfield asset values**	Asset (re)valuation values based on the cost to replace the asset including demolition and restoration costs.
Capital expansion expenditure	Expenditure that extends an existing asset, at the same standard as is currently enjoyed by residents, to a new group of users. It is discretionary expenditure, which increases future operating, and maintenance costs, because it increases council's asset base, but may be associated with additional revenue from the new user group, e.g. extending a drainage or road network, the provision of an oval or park in a new suburb for new residents.
Capital expenditure	Relatively large (material) expenditure, which has benefits, expected to last for more than 12 months. Capital expenditure includes renewal, expansion and upgrade. Where capital projects involve a combination of renewal, expansion and/or upgrade expenditures, the total project cost needs to be allocated accordingly.
Capital funding	Funding to pay for capital expenditure.
Capital grants	Monies received generally tied to the specific projects for which they are granted, which are often upgrade and/or expansion or new investment proposals.
Capital investment expenditure	See capital expenditure definition
Capital new expenditure	Expenditure which creates a new asset providing a new service to the community that did not exist beforehand. As it increases service potential it may impact revenue and will increase future operating and maintenance expenditure.

Capital renewal expenditure	Expenditure on an existing asset, which returns the service potential or the life of the asset up to that which it had originally. It is periodically required expenditure, relatively large (material) in value compared with the value of the components or sub-components of the asset being renewed. As it reinstates existing service potential, it has no impact on revenue, but may reduce future operating and maintenance expenditure if completed at the optimum time, e.g. resurfacing or resheeting a material part of a road network, replacing a material section of a drainage network with pipes of the same capacity, resurfacing an oval. Where capital projects involve a combination of renewal, expansion and/or upgrade expenditures, the total project cost needs to be allocated accordingly.
Capital upgrade expenditure	Expenditure, which enhances an existing asset to provide a higher level of service or expenditure that will increase the life of the asset beyond that which it had originally. Upgrade expenditure is discretionary and often does not result in additional revenue unless direct user charges apply. It will increase operating and maintenance expenditure in the future because of the increase in the council's asset base, e.g. widening the sealed area of an existing road, replacing drainage pipes with pipes of a greater capacity, enlarging a grandstand at a sporting facility. Where capital projects involve a combination of renewal, expansion and/or upgrade expenditures, the total project cost needs to be allocated accordingly.
Carrying amount	The amount at which an asset is recognised after deducting any accumulated depreciation / amortisation and accumulated impairment losses thereon.
Class of assets	See asset class definition
Component	An individual part of an asset which contributes to the composition of the whole and can be separated from or attached to an asset or a system.
Cost of an asset	The amount of cash or cash equivalents paid or the fair value of the consideration given to acquire an asset at the time of its acquisition or construction, plus any costs necessary to place the asset into service. This includes one-off design and project management costs.
Current replacement cost (CRC)	The cost the entity would incur to acquire the asset on the reporting date. The cost is measured by reference to the lowest cost at which the gross future economic benefits could be obtained in the normal course of business or the minimum it would cost, to replace the existing asset with a technologically modern equivalent new asset (not a second hand one) with the same economic benefits (gross service potential) allowing for any differences in the quantity and quality of output and in operating costs.
Current Replacement Cost "As New" (CRC)	The current cost of replacing the original service potential of an existing asset, with a similar modern equivalent asset, i.e. the total cost of replacing an existing asset with an as NEW or similar asset expressed in current dollar values.
Cyclic Maintenance**	Replacement of higher value components/sub-components of assets that is undertaken on a regular cycle including repainting, building roof replacement, cycle, replacement of air conditioning equipment, etc. This work generally falls below the capital/ maintenance threshold and needs to be identified in a specific maintenance budget allocation.
Depreciable amount	The cost of an asset, or other amount substituted for its cost, less its residual value (AASB 116.6)
Depreciated replacement cost (DRC)	The current replacement cost (CRC) of an asset less, where applicable, accumulated depreciation calculated on the basis of such cost to reflect the already consumed or expired future economic benefits of the asset
Depreciation / amortisation	The systematic allocation of the depreciable amount (service potential) of an asset over its useful life.

Economic life	See useful life definition.
Expenditure	The spending of money on goods and services. Expenditure includes recurrent and capital.
Fair value	The amount for which an asset could be exchanged, or a liability settled, between knowledgeable, willing parties, in an arms length transaction.
Greenfield asset values **	Asset (re)valuation values based on the cost to initially acquire the asset.
Heritage asset	An asset with historic, artistic, scientific, technological, geographical or environmental qualities that is held and maintained principally for its contribution to knowledge and culture and this purpose is central to the objectives of the entity holding it.
Impairment Loss	The amount by which the carrying amount of an asset exceeds its recoverable amount.
Infrastructure assets	Physical assets of the entity or of another entity that contribute to meeting the public's need for access to major economic and social facilities and services, e.g. roads, drainage, footpaths and cycleways. These are typically large, interconnected networks or portfolios of composite assets. The components of these assets may be separately maintained, renewed or replaced individually so that the required level and standard of service from the network of assets is continuously sustained. Generally the components and hence the assets have long lives. They are fixed in place and are often have no market value.
Investment property	Property held to earn rentals or for capital appreciation or both, rather than for: (a) use in the production or supply of goods or services or for administrative purposes; or (b) sale in the ordinary course of business (AASB 140.5)
Level of service	The defined service quality for a particular service against which service performance may be measured. Service levels usually relate to quality, quantity, reliability, responsiveness, environmental, acceptability and cost).
Life Cycle Cost **	The life cycle cost (LCC) is average cost to provide the service over the longest asset life cycle. It comprises annual maintenance and asset consumption expense, represented by depreciation expense. The Life Cycle Cost does not indicate the funds required to provide the service in a particular year.
Life Cycle Expenditure **	The Life Cycle Expenditure (LCE) is the actual or planned annual maintenance and capital renewal expenditure incurred in providing the service in a particular year. Life Cycle Expenditure may be compared to Life Cycle Expenditure to give an initial indicator of life cycle sustainability.
Loans / borrowings	Loans result in funds being received which are then repaid over a period of time with interest (an additional cost). Their primary benefit is in 'spreading the burden' of capital expenditure over time. Although loans enable works to be completed sooner, they are only ultimately cost effective where the capital works funded (generally renewals) result in operating and maintenance cost savings, which are greater than the cost of the loan (interest and charges).
Maintenance and renewal gap	Difference between estimated budgets and projected expenditures for maintenance and renewal of assets, totalled over a defined time (e.g. 5, 10 and 15 years).
Maintenance and renewal sustainability index	Ratio of estimated budget to projected expenditure for maintenance and renewal of assets over a defined time (e.g. 5, 10 and 15 years).

Maintenance expenditure	Recurrent expenditure, which is periodically or regularly required as part of the anticipated schedule of works required to ensure that the asset achieves its useful life and provides the required level of service. It is expenditure, which was anticipated in determining the asset's useful life.
Materiality	An item is material if its omission or misstatement could influence the economic decisions of users taken on the basis of the financial report. Materiality depends on the size and nature of the omission or misstatement judged in the surrounding circumstances.
Modern equivalent asset.	A structure similar to an existing structure and having the equivalent productive capacity, which could be built using modern materials, techniques and design. Replacement cost is the basis used to estimate the cost of constructing a modern equivalent asset.
Non-revenue generating investments	Investments for the provision of goods and services to sustain or improve services to the community that are not expected to generate any savings or revenue to the Council, e.g. parks and playgrounds, footpaths, roads and bridges, libraries, etc.
Operating expenditure	Recurrent expenditure, which is continuously required excluding maintenance and depreciation, e.g. power, fuel, staff, plant equipment, on-costs and overheads.
Pavement management system	A systematic process for measuring and predicting the condition of road pavements and wearing surfaces over time and recommending corrective actions.
Planned Maintenance**	Repair work that is identified and managed through a maintenance management system (MMS). MMS activities include inspection, assessing the condition against failure/breakdown criteria/experience, prioritising scheduling, actioning the work and reporting what was done to develop a maintenance history and improve maintenance and service delivery performance.
PMS Score	A measure of condition of a road segment determined from a Pavement Management System.
Rate of annual asset consumption*	A measure of average annual consumption of assets (AAAC) expressed as a percentage of the depreciable amount (AAAC/DA). Depreciation may be used for AAAC.
Rate of annual asset renewal*	A measure of the rate at which assets are being renewed per annum expressed as a percentage of depreciable amount (capital renewal expenditure/DA).
Rate of annual asset upgrade*	A measure of the rate at which assets are being upgraded and expanded per annum expressed as a percentage of depreciable amount (capital upgrade/expansion expenditure/DA).
Reactive maintenance	Unplanned repair work that carried out in response to service requests and management/supervisory directions.
Recoverable amount	The higher of an asset's fair value, less costs to sell and its value in use.
Recurrent expenditure	Relatively small (immaterial) expenditure or that which has benefits expected to last less than 12 months. Recurrent expenditure includes operating and maintenance expenditure.
Recurrent funding	Funding to pay for recurrent expenditure.
Rehabilitation	See capital renewal expenditure definition above.
Remaining life	The time remaining until an asset ceases to provide the required service level or economic usefulness. Age plus remaining life is economic life.
Renewal	See capital renewal expenditure definition above.
Residual value	The net amount which an entity expects to obtain for an asset at the end of its useful life after deducting the expected costs of disposal.

Revenue generating investments	Investments for the provision of goods and services to sustain or improve services to the community that are expected to generate some savings or revenue to offset operating costs, e.g. public halls and theatres, childcare centres, sporting and recreation facilities, tourist information centres, etc.
Risk management	The application of a formal process to the range of possible values relating to key factors associated with a risk in order to determine the resultant ranges of outcomes and their probability of occurrence.
Section or segment	A self-contained part or piece of an infrastructure asset.
Service potential	The capacity to provide goods and services in accordance with the entity's objectives, whether those objectives are the generation of net cash inflows or the provision of goods and services of a particular volume and quantity to the beneficiaries thereof.
Service potential remaining*	A measure of the remaining life of assets expressed as a percentage of economic life. It is also a measure of the percentage of the asset's potential to provide services that is still available for use in providing services (DRC/DA).
Strategic Management Plan (SA)**	Documents Council objectives for a specified period (3-5 yrs), the principle activities to achieve the objectives, the means by which that will be carried out, estimated income and expenditure, measures to assess performance and how rating policy relates to the Council's objectives and activities.
Sub-component	Smaller individual parts that make up a component part.
Useful life	Either: (a) the period over which an asset is expected to be available for use by an entity, or (b) the number of production or similar units expected to be obtained from the asset by the entity. It is estimated or expected time between placing the asset into service and removing it from service, or the estimated period of time over which the future economic benefits embodied in a depreciable asset, are expected to be consumed by the council. It is the same as the economic life.
Value in Use	The present value of estimated future cash flows expected to arise from the continuing use of an asset and from its disposal at the end of its useful life. It is deemed to be depreciated replacement cost (DRC) for those assets whose future economic benefits are not primarily dependent on the asset's ability to generate new cash flows, where if deprived of the asset its future economic benefits would be replaced.
	Source: DVC 2006, Glossary Note: Items shown * modified to use DA instead of CRC Additional glossary items shown ** *** NSW Treasury Corporation - Palerang Council – Financial Assessment, Sustainability and Benchmarking