

**CORPORATE SERVICES REPORTS**

**1805/017      ENDORSEMENT OF RESOURCING STRATEGY**

**RESOLVED:**

That Council endorse the Resourcing Strategy which includes the following documents; Long Term Financial Plan 2018-2028, Workforce Management Plan 2018/2022 and Asset Management Plans 2018/2028; and place on Public Exhibition for a period of 28 days.

(Reynolds/Somervaille)

**CARRIED**

**17) ENDORSEMENT OF RESOURCING STRATEGY**

**Department:** Corporate Services

**Author:** Director Corporate Services

**CSP Link:** 6.3 A well-run Council organisation.

**File No:** CM.PL.1

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**Recommendation:**

That Council endorse the Resourcing Strategy which includes the following documents; Long Term Financial Plan 2018-2028, Workforce Management Plan 2018/2022 and Asset Management Plans 2018/2028; and place on Public Exhibition for a period of 28 days.

**Reason for Report:**

This report provides information to Council on the Resourcing Strategy and seeks Council endorsement, to enable public exhibition for 28 days.

**Report:**

The Resourcing Strategy forms part of the Integrated Planning and Reporting Framework and tests long term community aspirations and goals against financial realities. It helps to inform Council's Delivery Program and Operational Plan.

To accommodate the significant number of IP&R documents and manage version control as presented to Council workshops, the final Resourcing Strategy drafts of the Long Term Financial Plan, Workforce Management Plan and Asset Management Plans have been provided to Councillors via the Councillor Portal under the Business Papers Tab.

Following any amendments by Council and endorsement via resolution, the draft Resourcing Strategy documents will be available on Council's website at the following link on Tuesday 22 May <http://www.blayney.nsw.gov.au/your-council/on-exhibition>. In addition, a hard copy for viewing will be made available at the Council Offices.

Public submissions will be invited and advertised for a period of 28 days as per the Local Government Act (1993). Council must consider any comments and public submissions prior to adoption at the 25 June meeting.

The Resourcing Strategy for Blayney Shire is comprised of the following 3 components:

- The Long Term Financial Plan. This plan addresses the financial resourcing capacity requirements of our Delivery Program. The Plan covers a 10 year period and includes financial modelling and planning

assumptions that have been identified as affecting the financial capacity of the organisation.

- The Workforce Management Plan. This plan addresses the human resource requirements of our Delivery Program. It covers a timeframe of 4 years and includes analysis of our workforce and factors impacting future resourcing.
- Asset Management Planning. These plans cover a 10 year period and identifies the assets that are critical to our operations and outlines risk management strategies for these assets. They also contains long-term projections of asset maintenance, renewal and replacement costs. The Asset Management Policy and Strategy is the subject of a separate report.

### **Long Term Financial Plan**

The Draft Long Term Financial Plan has been prepared to identify and communicate Council's financial objectives and forecasts for the planning period to the community and all of Council's stakeholders through the Special Rate Variation application. It also forms the basis of Council's annual Operational and Delivery Program within the context of long term financial sustainability.

The Long Term Financial Plan spans for the next 10 years addressing Council's revenue streams, pricing policy, assumptions, risks and forecasts. 3 scenarios are shown in the plan as follows:

- Base Case
- Increased Development & Mining
- Reduced Mining & Freeze Indexation on Financial Assistance Grants

The Base Case simulates Council's current environment using the service levels and resources in accordance with Council's Asset Management Plan and Workforce Management Plans.

The Increased Development & Mining scenario allows for an increase in Council's rating income to accommodate the likely expansion of the mining industry within the Blayney Shire over the next 10 years and the flow on of increased land development as a result. Council has forecast these assumptions towards the second half of the plan with no immediate impact on the mining rate category.

The Reduced Mining & Freeze on Indexation of the Financial Assistance Grant was modelled to demonstrate the reliance of Council on these income streams.

The Mining rating category makes up over 50% of Council's rate base, any significant impact on the valuation of mining would have a considerable effect on Council's Operating Performance. Similarly, the Financial Assistance Grant also makes up around 12% of Council's income. A freeze on the indexation of

financial assistance grants against the increasing cost of fixed expenses such as wages shows a significant disparity over the life of the plan.

**Workforce Management Plan**

The aim of the Workforce Plan is to assist Council meet the priorities identified in the Blayney Shire Council Community Strategic Plan and achieve the objectives and actions identified in the 4 year delivery program. It seeks to provide suitably qualified and highly engaged employees to deliver quality services to our community and customers over the next 4 years.

This Workforce Plan has been informed by Council's own corporate sources, a combined Councillor and staff workshop held on 15 November 2017, and the Price Waterhouse Coopers / Local Government Professionals Australian LG Performance Excellence Program (Council Comparative Analysis Tool FY17).

Whilst Council already has a number of initiatives in place to promote Council as a desirable place to work and to promote a healthy work / life balance, it seeks to build further strategies and initiatives that will enhance these strategies.

**Asset Management Plans**

Council must account for and plan for all of the existing assets under its ownership, and any new asset solutions proposed in its Community Strategic Plan and Delivery Program. The Asset Management Strategy and Asset Management Plans support the Community Strategic Plan and Delivery Program. The Asset Management Plan/s encompass all the assets under Council's control. They identify asset service standards and contain long term projections of asset maintenance, rehabilitation and replacement costs.

**Risk/Policy/Legislation Considerations:**

The Local Government Act (1993) requires Council to have a long-term strategy, called its Resourcing Strategy, for the provision of resources required to implement the strategies established by the community strategic plan that the Council is responsible. The strategy must include provision for long term financial, workforce and asset management planning.

**Budget Implications:**

Nil

**Enclosures (following report)**

Nil

**Attachments (separate document)**

Nil





**Blayney Shire Council  
Workforce Management  
Plan  
2018/19 – 2021/22**



Published by Blayney Shire Council

Blayney Shire Council Workforce Management Plan 2018/19 – 2021/22

First published May 2018

More information:

Blayney Shire Council

91 Adelaide Street, BLAYNEY NSW 2799

(02) 6368 2104

[www.blayney.nsw.gov.au](http://www.blayney.nsw.gov.au)

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## Table of Contents

Introduction .....	4
Blayney Shire Community Strategic Plan (CSP) .....	5
Consultation .....	6
Objectives .....	8
Australasian Local Government Performance Excellence Program .....	8
Blayney Shire Council Workforce .....	9
Workforce Strategies – Opportunities and Challenges .....	9
A Multigenerational Workforce and Succession Planning .....	9
Labour Market Competition .....	11
Work Health and Safety .....	13
Workforce Gender Diversity .....	14
Staff Development and Training .....	15
Organisational Structure .....	17
CENTROC (Central NSW Joint Organisation) .....	20
Summary .....	20
Strategies .....	21

## Introduction

This Workforce Management Plan has been developed in accordance with the New South Wales Government's Integrated Planning and Reporting Framework requirements.

This Workforce Management Plan forms part of the Resourcing Strategy required under section 403 of the Local Government Act 1993. The aim of this plan is to assist Council to meet the priorities identified in the Blayney Shire Council Community Strategic Plan and achieve the objectives and actions identified in the 4 year delivery program.

This Workforce Management Plan has been informed by Council's own corporate sources, a combined Councillor and staff workshop held on 15 November 2017, and the Price Waterhouse Coopers (PwC) / Local Government Professionals Australian LG Performance Excellence Program (Council Comparative Analysis Tool FY17).

According to the Australian Bureau of Statistics (ABS) 2016 census data, the Blayney Shire Local Government area (LGA) had a population of 7,259 residents and a land area of 1,524 square kilometres. For the 2018 financial year, Council's wages budget is \$6.09 million.

Whilst Council already has a number of initiatives in place to promote Council as a desirable place to work and to promote a healthy work / life balance, this Workforce Management Plan aims to build further strategies and initiatives that will enhance these strategies.

Council regards its employees' as its greatest assets and acknowledge that it is them who lead the on ground delivery of services and facilities to the community in an efficient and effective manner.

The aims of this Workforce Management Plan are to:

- strategically define Council's Human Resource requirements to maintain and develop the future success of our Council
- identify current and anticipated gaps in Council's workforce to allow it to deliver its services to the community
- deal with succession planning issues
- explore our current working arrangements and identify any areas that require adjustment to meet the demands on an ever-changing employment environment.
- ensure we are a responsible employer of choice with a strong long-term capability and capacity to attract, engage, develop and retain the right workforce
- provide modern, safe, well-maintained and supportive human resource systems, strategies and processes, with a high commitment to risk management
- support and strengthen workforce capability and development
- support Council's ability to deliver future programs and services
- support and strengthen workforce capability and development
- develop and promote cohesive best practice people strategies

This Workforce Management Plan is for the period 2018/19 to 2021/22.

## Blayney Shire Community Strategic Plan (CSP)

The community engagement and consultation process that led to the development of the CSP has established 5 future directions for Council to focus on:

1. Maintain and Improve Public Infrastructure and Services
2. Build the Capacity and Capability of Local Governance and Finance
3. Promote Blayney Shire to grow the Local and Visitor Economy
4. Enhance facilities and networks that supports Community, Sport, Heritage and Culture
5. Protect our Natural Environment

This Workforce Management Plan aligns the community expectations with Council's ongoing activities to better allow for Council to meet the community expectation in its functions.



## Consultation

To assist informing this plan, Council held a combined Councillor and all staff workshop in November 2017. The purpose of this workshop was to engage staff in developing a set of organisational values, reflect on what is working well and what requires improvement. Staff were asked to identify actions that would build on the strengths of the organisation to establish effective and productive work environment.

The workshop identified a number of positive aspects about what staff enjoyed about working with Council, but also drew attention to some areas which staff felt could be improved.

Amongst the positive aspects were;

Positive aspects	Context
That staff enjoyed the workplace conditions	The workplace conditions allowed for the opportunity for a healthy and sustainable work life balance
The location of their workplace	That all employees lived within a 45-minute commute of their homes and the majority lived within the shire boundaries.
Their work teams and mateship they are able to develop	Many friendships made in the workplace which extends beyond the work environment and into personal and family lives
Job satisfaction and variety of work available.	Positions and the remuneration attached provides flexibility so as not to limit scope of job design so that a variety of tasks are able to be performed
Helping the community in the provision of facilities	Employees like that in many instances they live and work in the same community and that the work they perform benefits the community including themselves
The training and professional development opportunities available	Council offers extensive training through its salary system progression and encourages staff to undertake relevant training so they can reach the top step of their grade in accordance with Council's salary system.
The overall modern equipment Council provides.	Council maintains and renews its fleet of plant and equipment to keep it current and up to date.

Amongst the issues identified were:

<b>Issue</b>	<b>Context</b>
Communication – could Council communicate better with its workforce?	Staff would like to be better informed about what they will be doing on a day to day basis and about upcoming projects
Council's salary system and wage structure – in many respects local government pay rates are less than those that could be earned in private enterprise	Council's salary system does not allow for employees to progress beyond the top step for their grade, therefore creating a barrier to additional pay
The scheduling and quantity of work	The climate and some seasons are more suitable for some outdoor works. The volume of work and pressures associated with proposed merger, regulations and NSW Government grant requirements are challenging Local Government in general
Equipment – as the main users of equipment, could they be more included in the procurement process for better fit for purpose equipment.	Staff would like to be more involved in the appraisal and selection and procurement process for equipment as it is they who are the end users

Council has an employee Consultative Committee established under the provisions of the Local Government State Award.

The Consultative Committee provides a forum for Council and its employees to openly and freely discuss matters affecting workplace relations.

The functions of the consultative committee include:

- award implementation
- training
- consultation with regard to organisation restructure
- job redesign
- salary systems
- communication and education mechanisms
- performance management systems
- changes to variable working hours arrangements for new or vacant positions
- local government reform
- proposed variations to leaseback vehicle arrangements
- health and wellbeing programs

In developing this plan, Council has and will continue to consult with its employees to determine the best possible personal and organisational outcomes.



## Objectives

The overarching objectives of Council's Workforce Plan are to:

- Link the Workforce Management Plan to the Strategic Objectives of the Delivery Program so that the workforce is capable, motivated and available, now and into the future, to meet the needs of the community it serves.
- To integrate the Workforce Management Plan into the Resourcing Strategy so that works, projects, programs and services are funded, resourced, and delivered in accordance with the priorities of the Delivery Program and Operational Plan.
- To link the Workforce Management Plan to the Council's strategic, operational and organisational objectives and future directions.
- Develop strategies so that Council is viewed as an employer of choice and that current and future vacancies in Council's workforce can be filled quickly and efficiently to ensure minimum disruption to the delivery of services to the community.

## Australasian Local Government Performance Excellence Program

Since 2016, Council has participated in the Australasian Local Government Performance Excellence Program conducted by PwC. There are currently 136 Councils, including 60 NSW Councils that participate in the program.

The purpose of the program is to assist councils better communicate, control and manage their internal business performance with their stakeholders using comparative data analytics. During the program, PwC collects data from participating councils and then transforms this data into key metrics, identifying trends and observations that focus on operational and management excellence.





## Blayney Shire Council Workforce

To allow us to plan we need to examine where we are now.

As at 31 December 2017 Blayney Shire Council had a current staff establishment of 86.4 full time equivalent (FTE) permanent staff (including 2 Trainees), engaged across a diverse range of occupations and employment types.

The table below shows the current employment by category of Council staff:

Employment Category	Number of Employees (including trainees)	% of total staff employed
Full time	79	88.76%
Part time	10	11.24%
<b>Total*</b>	<b>89</b>	<b>100%</b>

### Workforce Strategies – Opportunities and Challenges

This plan identifies a number of strategies to manage these opportunities and challenges

In many respects, the strategies to deal with these opportunities and challenges can overlap and complement each other.

Observations and responses to each of the above opportunities and challenges are detailed in the strategies below.

### A Multigenerational Workforce and Succession Planning

#### Objectives:

- To ensure Council's workforce works together cohesively and shares their varied experiences to maximise service delivery to the community.
- To provide an environment where corporate knowledge can be shared and passed on amongst Council staff.
- Ensure that vacancies in Council workforce can be filled quickly to minimise disruption to service delivery to the community.

The table below shows Council's generational workforce mix.

#### Age Statistics - Permanent Employees (including trainees)

Generation Headcount Mix	No. (%) Permanent Employees
Baby boomers (born 1943-1966)	37 (41.57%)
Gen X (born 1967-1980)	28 (31.46%)
Gen Y (born 1981 – 1994)	22 (21.35%)
Gen Z (born post 1995)	5 (5.62%)
<b>Total*</b>	<b>89 (100%)</b>
<b>Average age of Council's current workforce</b>	<b>46.42</b>

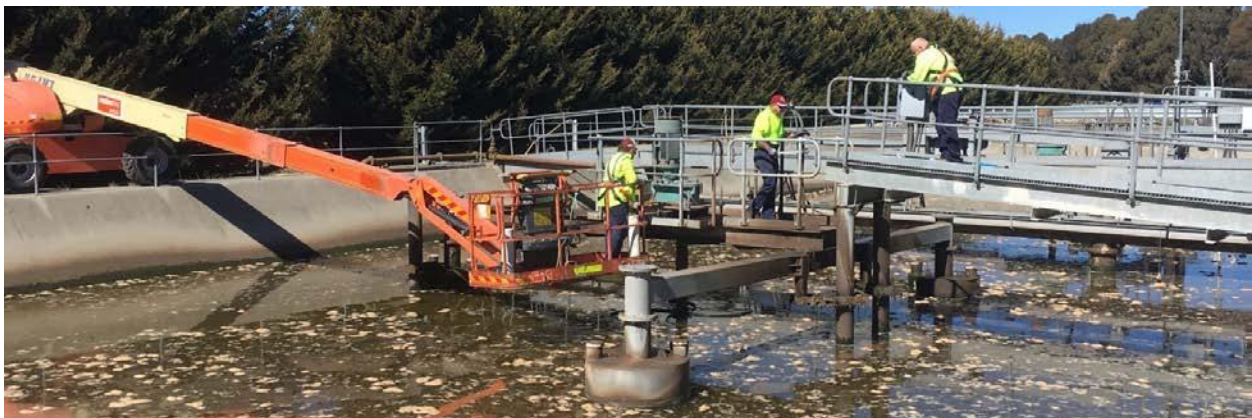
As demonstrated in the table above, Council has its largest proportion of employees in the baby boomer category. Of these, 14 people (16.09%) are 60 years or older (i.e. baby boomers) and whilst there is no longer a defined retirement age, can reasonably be expected to retire within the next ten years. Of this cohort, 7 people (8%) are 63 years of age or older and whilst no formal indications have been forthcoming, may retire in a much shorter period. The challenge for Council is ensure not only that it has the capacity to replace these positions with people equally skilled and experienced to fill these gaps, but also to keep all employees well engaged in the roles they perform.

It is conceivable that an employee in their late teens could be working alongside an employee in their late sixties or even seventies. It is also conceivable that this disparity will mean that they have very different life and work experience skills. For example, younger employees are more likely to be technological savvy than older employees, and can share these skills with older employees. Conversely, older employees will have a greater exposure to work experiences and corporate operational knowledge and can share these with younger employees.

Council currently has provision for 3 Trainees, with Skillset and an Engineering Cadetship, in partnership with Charles Sturt University at Bathurst. It is anticipated that these Trainees will have a positive workplace experience and will, more broadly, promote Council as an employer of choice within the wider community. In addition, Council is providing a step for local young people to learn and attain a Trade and TAFE Certificate IV qualification whilst living at home in Blayney Shire.

Council seeks to ensure its commitment to the local community by providing opportunities to develop its youth to meet the future objectives of the Shire whilst still meeting its obligations to appoint people on merit. Similarly positions that are hard to fill with qualified people, may be more able to be filled by someone with the right cultural fit, mindset and work ethic who has most of the essential skills, and is provided a pathway to attain those necessary qualifications on the job.

It neither feasible or realistic for Council with the small number of employees to have a formal succession plan or career pathway for a young or up and coming professional in any of the diverse expertise or specialist fields within the Local Government sector. Rather, our succession plan is reliant on Councils within the region and NSW and including Blayney to train and develop staff so that they are able to progress their careers within the sector, across different councils.



**Strategies:**

1. Share the offering of 'Acting or Higher Duties' work to allow employees to gain experience in higher more senior roles covering leave periods for incumbents.
2. In consultation with relevant supervisors, develop training and secondment opportunities for critical positions recognising talented staff with potential to make the progression.
3. More broadly, and where practical and cost effective, provide training and development opportunities for existing staff to allow them to develop the skills that may require replacing, so as to allow them to effectively compete for vacant positions as they arise, and thereby creating a path for promotion within Council.
4. Advertise vacant roles as soon as possible after pending separations are known, to allow transfer of corporate knowledge and to ensure minimal disruption to work flows.
5. Maintain the Trainees and Engineering Cadetship programs with Skillset and Charles Sturt University.
6. Where positions are hard to fill or there are no applicants with necessary qualifications, provide an opportunity for an Adult Traineeship or Apprenticeship to attain those qualifications on the job.

**Labour Market Competition**

**Objective:**

- To position Council as an employer of choice by providing positive and sustainable work life balance opportunities to staff.

Like any organisation that employs labour, Council must compete in the labour market to secure employees with the necessary skills and qualification to perform the work of Council.

In order to accommodate the many changes to the labour market and more importantly skill shortages in key areas, there are a number of strategies that can be further explored and potentially implemented into the Blayney Shire Council workforce.

In the past, the mining industry in particular has been a significant drain on Council's labour force. Council cannot effectively compete with the wage levels available to employees on the mining industry, but it can provide attractive working conditions, recognising that money is not the only driver of what gets people to work for organisations.

In addition, Blayney's close proximity to the major urban centres of Orange and Bathurst has seen employees leave to explore employment opportunities in these centres. In saying this however, Council has a number of employees who reside in these centres and commute to Blayney to work.

Consistent with provisions of the Local Government State Award, Council provides its employees with a number of opportunities for flexible and family friendly work practices.

These include:

- flexible work arrangements;
- part-time work;
- job share arrangements;
- variations to ordinary hours and rosters;
- purchased additional annual leave arrangements;
- deferred salary scheme
- working from home arrangements

Council will continue to provide these opportunities to its staff, as well as proactively consider and explore other flexible arrangements to ensure that its current and future employees can maintain a healthy work / life balance.

In addition, Council will promote these arrangements as part of its employee attraction and retention strategy.

**Strategies:**

1. Monitor salaries and wages to remain competitive, especially in the context of specialised local government positions.
2. Provide a supportive environment for flexible work practices and work / life balance.
3. Develop pathways for critical positions as needed by providing Adult Apprenticeship or training opportunities.
4. Increased focus on Graduate, Trainee and Apprenticeship recruitment.
5. Maximising job satisfaction and opportunities for skills development.
6. Create a positive work environment and culture based on innovation, continuous improvement and engagement.
7. Continue to provide flexible employment arrangements and promote these in its recruitment processes.
8. Promote the employee benefits that are particular to Blayney Shire Council.





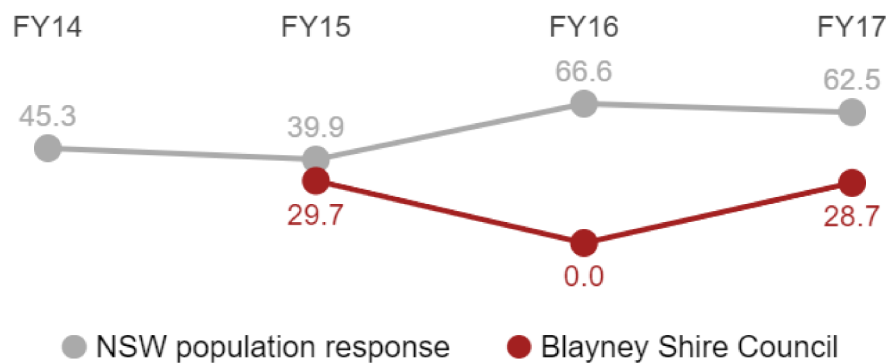
## Work Health and Safety

### Objective:

- To provide the healthiest and safest work place possible and minimise the risk of injury to all stakeholders.

The graph below provides lost time injury data about Council and comparison data within the survey group. The data shows Council has a consistently better lost time injury rate than comparative Councils' in the 2015, 2016 and 2017 financial years (FY), including in FY 16 Council had no lost time injuries reported. The data also shows Council sits well below the NSW Council average in relation to lost time injuries.

### *Lost days due to injury incidents per 100 employees*



Council actively promotes a safe and healthy work place and Council has in place a proactive Health and Safety Committee.

Injuries and incidents that occur in the workplace are investigated and referred to the committee with a view to collaboratively find ways to prevent similar events in the future.

Council consults extensively with its employees in the preparation of Safe Work Method Statements, Job Safety Analysis, and Risk Assessments.

For example, Council recently purchased battery-operated grease guns; following a suggestion from an employee that the existing method of using a grease gun to apply required a significant amount of physical effort and therefore the risk of injury. The use of battery operated grease cartridges essentially eliminated the physical strain that accompanied the manual application of grease to equipment, thereby reducing the risk of injury. This was a relatively inexpensive solution to an issue that was of concern to employees and demonstrates Council commitment to consulting with its employees to provide a healthy and safe workplace.

Initiatives to assist Council implement a healthy and safe workplace are supported financially by an annual rebate from Council's Workers Compensation insurer Statecover. This rebate amount depends on past claims and strategies implemented to promote a safe workplace.

Workers compensation premiums are a significant budgetary item for Council's and eliminating or limiting the number of lost time injuries can significantly affect the premiums paid for Council's workers compensation insurance. Council Statecover Workers Compensation insurance base tariff premium for FY 2018 is \$117,943.

Lost time injuries can have a significant effect on workers compensation premium calculations and hence the total workers compensation premium payable. By minimizing lost time injuries Council saves considerable money from its budget that could otherwise be used for delivery of services to the community.

A permanent Risk Officer provides guidance and support for the Health and Safety Committee, Managers and MANEX team and implementation of Health and Safety programs. One such program currently being investigated is an Alcohol and Other Drugs Policy.

### Strategies:

1. Continue to investigate alternative methods of performing physical tasks to reduce physical stresses and strains.
2. Continue to build on its health and safety systems to ensure workplace incidents and injuries are minimised.
3. Continue to support the Health and Safety Committee and engage staff in initiatives that will receive Statecover Rebate funding.
4. Implement an Alcohol and Other Drugs Policy.

## Workforce Gender Diversity

### Objective:

- Increase gender diversity in its workforce, thereby creating a greater potential labour pool.

The tables below provide data on Council's workforce gender diversity:

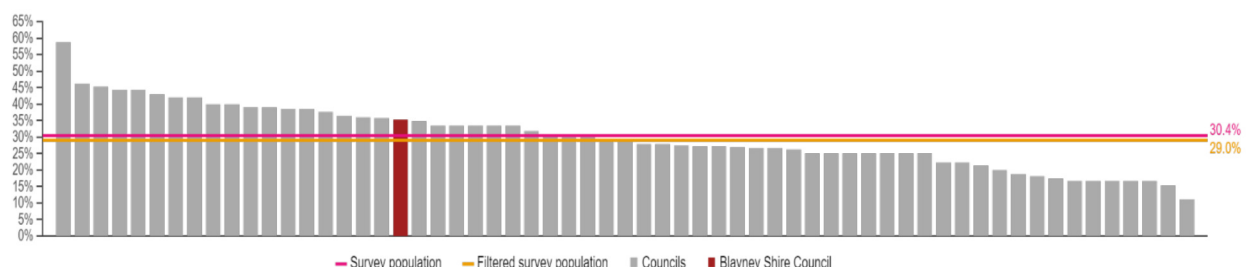
### Employment by Gender

Employment Category	Female	Male
Full time	14 (16.09%)	64 (73.56%)
Part time	9 (10.35%)	0 (0%)
<b>Total*</b>	<b>23 (26.44%)</b>	<b>64 (73.56%)</b>

## Management Gender Diversity

### Headcount - Female manager and above %

Location: NSW



According to the ABS 2016 Census data Council's resident population was 7,259, of which 3,649 (50.2%) people were female and 3,610 (49.8%) people were male, yet, as table 2 shows, only 26.44% of its workforce is female.

At management level, as the graph above shows, Council has 35.3% of management roles are occupied by females including the General Manager. This compares with the survey average of 29.0% for NSW Councils.

Council is an advocate for, and is committed to being an equal opportunity employer in all its employment practices.

Council has areas of its workforce that are traditionally male dominated. Typically, this occurs in the operational areas, such as roads construction and maintenance, water and sewer and waste services and other trade and labouring areas.

Council will look to target segments of the workforce that have traditionally been under-represented in sections of its workforce, such as women in outdoor operations roles, and Council will be looking to increase the participation of women in its workforce as a whole.

**Strategy:**

1. Encourage greater female participation in all aspects of Council's work by reinforcing its equal employment opportunities.

**Staff Development and Training**

**Objectives:**

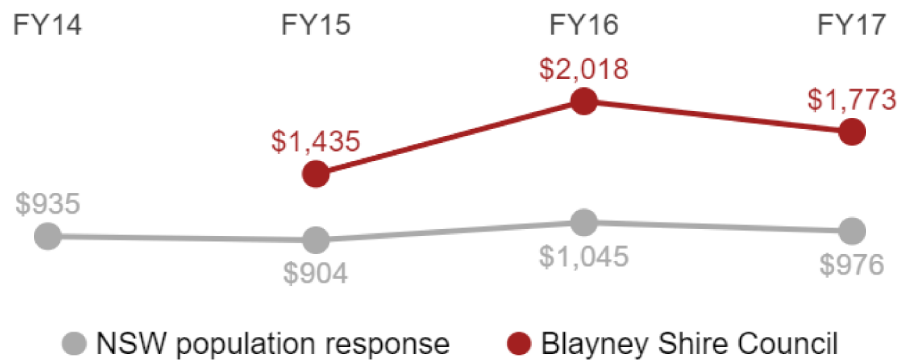
- Ensure staff are adequately trained and their skills are current in their field of work and industry specialisation.
- Provide opportunities for staff to develop their potential to advance their careers within Council and within Local Government.

Consistent with the objectives, Council will continue to develop its staff through the provision of relevant staff development and training.



The graph below provides a comparison between the training spend of other Council's compared to Blayney.

### *Spend - Training spend per FTE*



Overall, the graph shows that Blayney Shire's training spend per FTE is above average. This demonstrates Council's commitment to the ongoing development of its workforce, so they are continually renewing and obtaining more skills to assist in the delivery of services to the community.

There are peaks and troughs in its training spend, as some of the skills and qualifications that Council staff hold have an expiration date and require renewal on a set basis, e.g. three years for traffic control qualifications. Priority is given to training where the standard of training to be met is determined by other organisations e.g. WorkCover, and to training required to ensure that Council can meet its statutory and regulatory functions.

Council staff have and will continue to attend, and where required, present at conferences, seminars, forums, networking, mentoring opportunities, and training events so staff can keep abreast of industry and employment trends. Council staff also participate in simulation events such as the Local Government Professionals Rural Management Challenge where potential scenarios are presented and staff are required to provide solutions to these. The Rural Management Challenge is an engaging development opportunity for newer and aspiring leaders. Teams from Council work through real life local government scenarios in a safe learning environment, challenging their leadership communication, time management skills and experience. These events assist in staff developing an understanding of the issues faced by Councils in actual situations. Blayney Shire Council encourages a mixed team to be entered each year in the Central NSW region event.

In accordance with the provisions of the Award, Council has established a competency based salary system that determines the grade and classification of positions within Council.



Council's salary system has 4 steps within each grade being; Entry level, Step 1, Step 2 and Step 3. Steps 1, 2 and 3 are paid at 5%, 10% and 15% respectively above the entry level rate of pay for the grade that has been determined for positions within Council.

By completing relevant training and attaining qualifications, employees have the opportunity to progress through the salary system to the top step of their pay grade. Council actively encourages and provides the opportunity for all staff to complete the relevant training so they can progress through the salary system.

In addition, Council has an Employee Development and Appraisal Review Process, where staff and their supervisors meet to discuss their performance, as well as take the opportunity to identify other training requests an employee may have to assist them in the performance of their work and progression of their career with Council.

**Strategies:**

1. Support employees to complete all required training for progression through Council's salary system.
2. Provide employees with access to training in addition to that required for step progression to facilitate opportunities for career progression.
3. Seek external funding to add value to training needs.
4. Support a Blayney Shire Council team in the Australasian Rural Management Challenge.

**Organisational Structure**

**Objectives:**

- To undertake a review of the Organisational Structure which ensures that Council has adequate Human Resources that provides flexibility for the organisation to deliver major capital works grant funded projects in addition to maintaining agreed levels of service for ongoing operations.
- To encourage and support management practices that empowers decision making within roles and responsibility of staff to facilitate an efficient and effective workforce.

The past 2-3 years has created pressure on the organisation to demonstrate financial sustainability and capability to deliver services during a merger proposal and then subsequent reversal decision by the NSW Government. Blayney Shire maintained a strong 'business as usual' approach and during this period were able to partner with both NSW and Federal Government to achieve unprecedented capital works program. This included the replacement of 6 Timber Bridges valued \$2.6million and undertaking of a \$10.2million road renewal project from Carcoar to the Newcrest Gold Mine at Cadia which is currently underway. Against the trend to the experienced by many NSW Councils, Blayney Shire has not experienced any net loss of productivity, staff engagement or Council and community support during this period. There were no net loss of staff numbers due to the period of uncertainty and in fact recruitment and the calibre of applicants applying for vacant positions during this time has not faltered.

To 2018 and beyond the need to be flexible and even more productive is even greater. The NSW Government Restart and Growth funding packages on offer which following successful funding submissions Council will be required to resource and deliver the implementation of many projects that will both renew and enhance significant community assets. This includes projects approved in Stronger Country Communities Fund Round 1 (\$1.1million) and the Regional Growth – Environment and Tourism Fund Multipurpose Covered Arena project valued at (\$1.5million). In the next 18 months, the next series of projects within Stronger Country Communities Fund Round 2 (\$1.2million) will be announced. Potential major works that Council has funding applications submitted include a \$2million upgrade of King George Oval, these works are within the \$32million Capital Works program Council will be delivering in the next 4 years and for the period of this Workforce Plan.

Each Town and Village have recently updated their Community Plans which are the primary sources for the new Blayney Shire CSP. Council has also prepared other strategic planning documents including the Blayney Masterplan, Employment Lands Strategy (2017), Blayney Shire Sport and Recreation Master Plan (2017), CentrePoint Sport and Leisure Centre Report (2016) and Active Movement Strategy (2016). The Regional Economic Development Strategy (2018) developed in conjunction with Orange City and Cabonne Council's has identified other strategic projects for Blayney Shire.

This stakeholder engagement and input has expedited the community consultation process and list of eligible projects that Council has either sought, in the process of or is ready to seek external funding.

The renewal of community and sporting infrastructure will remain a focus for Council in adding value to ageing assets that are not meeting demand or the needs of users. There are also many enhancement or upgrade projects identified in the CSP, Sport and Recreation Masterplan, Active Movement Strategy and Blayney 2020 MasterPlan that with user group support Council has prepared a Business Case. These projects are then 'shovel ready' to meet funding objectives and guidelines and are providing Council with an opportunity to bring forward projects to benefit the community, social, sporting, cultural, environmental and economic development outcomes.

In summary, these opportunities and bringing forward of works with associated whole of life costs and impacts on services were a contributing factor for the organisational review. Council workforce in all sections are busy, sometimes overwhelmed and there are not enough staff for some jobs which require to be undertaken.

Council has traditionally relied on Labour Hire, external contractors, consultants to fill these busy periods and additional resource requirements and meet any shortfalls within budget. Whilst this strategy will continue to be important, with the significant projects to be managed in accordance with Funding Deeds, the mining industry and in particular Regis Resources creating competition for current and future employees and our workload for next 2-3 years on top of some anticipated retirements of long term employees.

As the only swimming pool facility in the Shire with Learn to Swim, Gym, Fitness and Dry Courts, Council is committed to the proposed \$4million refurbishment of CentrePoint Sport and Leisure Centre Swimming Pools. This important community asset contributes to the health and wellbeing of the Blayney Shire and provides opportunities for the Blayney Health Service and Integrated Care Programs to be delivered. A Manager and permanent Pool Superintendent are supported by Casual Learn to Swim Instructors, Fitness Leaders and Life Guards. A complete review of the risks, challenges, services, opportunities and staff levels/type will be undertaken in 2018/19.

**Strategies:**

1. An additional 3 fulltime Operators and 2 Trainees will be engaged whilst being over our long term needs, will assist in buffering of future natural attrition. These positions will not be replaced until numbers fall back to 28FTE in Works Operations.
2. Sewerage Treatment Plant Operator 0.5 FTE role will increase to 1 FTE.
3. The Temporary Supervisor Works Role will become a permanent position thereby sharing the delegation and supervision of the Works Operations Crew.
4. A Works Operator role will move to a Ganger position that will deliver Drainage Works.
5. A Project Manager role will be established to deliver the major capital works, which are not road or infrastructure related and are subject to external grant funding.
6. Revenue Officer Role will move from 0.64FTE to 1.0FTE.
7. Trainee Development Officer role will be removed.
8. Name changes to Manager CentrePoint Sport and Leisure, Manager Planning and Manager Tourism will better align these positions with other Councils whilst there being no change to any other condition of employment.
9. The staff employment structure of CentrePoint Sport and Leisure Centre will be reviewed in 2018/19



## CENTROC (Central NSW Joint Organisation)

Council is a member of the Central NSW Regional Organisation group of Councils, which is anticipated to be transitioned to the new Central NSW JO. The principal functions of the JO include;

- Establish strategic regional priorities and strategies and plans for their delivery;
- Regional Leadership to advocate for strategic regional priorities; and
- Identify and take up opportunities for intergovernmental co-operation.

Other functions as directed by the Board and determined by member councils will improve operational efficiencies for its members across areas such as compliance and cost savings associated with regional procurement opportunities. Regional networks provide support and collaboration in Work Health and Safety, Risk Management and Human Resource Management functions on an as needs basis.

From the Human Resources perspective, being a member of Central NSW JO provides Council with a number of efficiencies and cost benefits by allowing training costs to be shared amongst Councils, particularly where the training required is only required by a small cohort of people across a number of Councils.

Blayney Shire Council will continue to value add and participate in regional programs and activities of the Central NSW JO HR Group and leverage the benefits of being a member when it is of benefit and it provides scale and capacity outcomes.

## Summary

Blayney Shire Council's main workforce issues to be addressed over the 4 year delivery plan include its ability to deliver service expectations of the community with finite resources and its capacity to maintain a skilled, flexible and motivated workforce.

This workforce plan has been developed to guide Council's workforce development to allow Council the best opportunity to meet the objectives identified in the CSP and to support Council's ability to deliver future programs and services.



## Strategies

1. Share the offering of 'Acting or Higher Duties' work to allow employees to gain experience in higher more senior roles covering leave periods for incumbents.
2. In consultation with relevant supervisors, develop training and secondment opportunities for critical positions recognising talented staff with potential to make the progression.
3. More broadly, and where practical and cost effective, provide training and development opportunities for existing staff to allow them to develop the skills that may require replacing, so as to allow them to effectively compete for vacant positions as they arise, and thereby creating a path for promotion within Council.
4. Advertise vacant roles as soon as possible after pending separations are known, to allow transfer of corporate knowledge and to ensure minimal disruption to work flows.
5. Maintain the Trainees and Engineering Cadetship programs with Skillset and Charles Sturt University.
6. Where positions are hard to fill or there are no applicants with necessary qualifications, provide an opportunity for an Adult Traineeship or Apprenticeship to attain those qualifications on the job.
7. Monitor salaries and wages to remain competitive, especially in the context of specialised local government positions.
8. Provide a supportive environment for flexible work practices and work / life balance.
9. Develop pathways for critical positions as needed by providing Adult Apprenticeship or training opportunities.
10. Increased focus on Graduate, Trainee and Apprenticeship recruitment.
11. Maximising job satisfaction and opportunities for skills development.
12. Create a positive work environment and culture based on innovation, continuous improvement and engagement.
13. Continue to provide flexible employment arrangements and promote these in its recruitment processes.
14. Promote the employee benefits that are particular to Blayney Shire Council.
15. Continue to investigate alternative methods of performing physical tasks to reduce physical stresses and strains.



16. Continue to build on its health and safety systems to ensure workplace incidents and injuries are minimised.
17. Continue to support the Health and Safety Committee and engage staff in initiatives that will receive Statecover Rebate funding.
18. Implement an Alcohol and Other Drugs Policy.
19. Encourage greater female participation in all aspects of Council's work by reinforcing its equal employment opportunities.
20. Support employees to complete all required training for progression through Council's salary system.
21. Provide employees with access to training in addition to that required for step progression to facilitate opportunities for career progression.
22. Seek external funding to add value to training needs.
23. Support a Blayney Shire Council team in the Australasian Rural Management Challenge.
24. An additional 3 fulltime Operators and 2 Trainees will be engaged whilst being over our long term needs, will assist in buffering of future natural attrition. These positions will not be replaced until numbers fall back to 28FTE in Works Operations.
25. Sewerage Treatment Plant Operator 0.5 FTE role will increase to 1 FTE.
26. The Temporary Supervisor Works Role will become a permanent position thereby sharing the delegation and supervision of the Works Operations Crew.
27. A Works Operator role will move to a Ganger position that will deliver Drainage Works.
28. A Project Manager role will be established to deliver the major capital works which are not road or infrastructure related.
29. Revenue Officer Role will move from 0.64FTE to 1.0FTE.
30. Trainee Development Officer role will be removed.
31. Name changes to Manager CentrePoint Sport and Leisure, Manager Planning and Manager Tourism will better align these positions with other Councils whilst there being no change to any other condition of employment.
32. The staff employment structure of CentrePoint Sport and Leisure Centre will be reviewed in 2018/19

# Blayney Shire Council





## TRANSPORTATION

### Asset Management Plan (Concise)



Version 2.0

May 2018

<b>Document Control</b>		<b>Asset Management Plan</b>				 
Document ID : NAMSPLUS Concise Asset Management Plan Template_V2_170508						
<b>Rev No</b>	<b>Date</b>	<b>Revision Details</b>	<b>Author</b>	<b>Reviewer</b>	<b>Approver</b>	
1.0	October 2010	Initial AMP	Chris Coates	GP	Council	
2.0	May 2018	Consolidation of all Transport related	GP	GB	RR	

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## TABLE OF CONTENTS

1	EXECUTIVE SUMMARY .....	<b>Error! Bookmark not defined.</b>
	1.1 The Purpose of the Plan.....	5
	1.2 Asset Description .....	5
	1.3 Levels of Service.....	5
	1.4 Future Demand .....	5
	1.5 Lifecycle Management Plan.....	6
	1.6 Financial Summary.....	6
	1.7 Asset Management Practices.....	7
	1.8 Monitoring and Improvement Program .....	7
2.	INTRODUCTION.....	8
	2.1 Background.....	8
	2.2 Goals and Objectives of Asset Ownership.....	9
	2.3 Core and Advanced Asset Management .....	9
3.	LEVELS OF SERVICE .....	9
	3.1 Customer Research and Expectations.....	9
	3.2 Strategic and Corporate Goals .....	11
	3.3 Legislative Requirements .....	12
	3.4 Customer Levels of Service.....	13
	3.5 Technical Levels of Service .....	15
4.	FUTURE DEMAND .....	17
	4.1 Demand Drivers.....	17
	4.2 Demand Forecasts .....	17
	4.3 Demand Impact on Assets.....	17
	4.4 Demand Management Plan.....	17
	4.5 Asset Programs to meet Demand.....	18
5.	LIFECYCLE MANAGEMENT PLAN.....	20
	5.1 Background Data .....	20
	5.2 Operations and Maintenance Plan.....	23
	5.3 Renewal/Replacement Plan .....	24
	5.4 Creation/Acquisition/Upgrade Plan .....	26
	5.5 Disposal Plan .....	28
6.	RISK MANAGEMENT PLAN.....	28
	6.1 Critical Assets .....	29
	6.2 Risk Assessment .....	29
	6.3 Infrastructure Resilience Approach.....	30
	6.4 Service and Risk Trade-Offs.....	30
7.	FINANCIAL SUMMARY .....	32
	7.1 Financial Statements and Projections .....	32
	7.2 Funding Strategy.....	34
	7.3 Valuation Forecasts .....	34
	7.4 Key Assumptions Made in Financial Forecasts.....	34
	7.5 Forecast Reliability and Confidence .....	34
8.	PLAN IMPROVEMENT AND MONITORING .....	36
	8.1 Status of Asset Management Practices .....	36
	8.2 Improvement Plan .....	36
	8.3 Monitoring and Review Procedures.....	36
	8.4 Performance Measures .....	36
9.	REFERENCES.....	37
10.	APPENDICES.....	37
	Appendix A Projected 10-year Capital Renewal and Replacement Works Program .....	38
	Appendix B Projected Upgrade/Exp/New 10-year Capital Works Program .....	49
	Appendix C Budgeted Expenditures Accommodated in LTFP.....	<b>Error! Bookmark not defined.</b>

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## 1 EXECUTIVE SUMMARY

### Blayney – At a glance

Blayney Shire has an area of 1,525 square kilometres, is located at an altitude of 850m above sea level, in the Central Tablelands of New South Wales, and has a population of approximately 7,380 (ABS 2016).

The Shire area is considered reasonably compact, with the main administrative centre, and largest population base being the town of Blayney.

Being located only 24km from the regional centre of Orange, the village of Millthorpe is the largest of a number of village and localities dispersed across the Shire, including Carcoar, Mandurama, Lyndhurst, Neville, Newbridge, Hobbys Yards and Barry.

The size and distribution of the population across the villages raises some challenges for Council and the community. Despite these challenges Council is committed to providing a range of parks and recreation facilities to meet the needs of its residents.

### 1.1 The Purpose of the Plan

Asset management planning is a comprehensive process to ensure delivery of services from infrastructure is provided in a financially sustainable manner.

An Asset Management Plan (AMP) is a plan developed for the management of infrastructure assets, that combines multi-disciplinary techniques (including technical and financial) over the life cycle of the asset in the most cost effective manner to provide a specific level of service.<sup>1</sup>

The objective of the AMP is to inform the community of the costs and benefits associated with providing the agreed level of service, and to minimise the whole of life cost, including the operation, maintenance and replacement, or disposal of the asset. This enables the Council, community and other stakeholders to make informed decisions on where to focus efforts in renewing assets, and providing for new assets identified within the AMP.

This AMP details information about all transportation infrastructure assets across Blayney Shire, and includes actions required to provide an agreed level of service in the most cost effective manner while outlining associated risks. The plan defines the

services to be provided, how the services are provided and what funds are required to provide the services over a 20-year planning period.

### 1.2 Asset Description

These assets comprise:

- Sealed Local Roads
- Sealed Regional Roads
- Unsealed Local Roads
- Major Earthworks (Cut/Fill >2m)
- Concrete and Steel Bridges
- Timber Bridges
- Major & Minor Culverts
- Urban Stormwater Network
- Kerb & Gutter Network
- Foot & Shared Path Network
- Crash Barriers (Guard Rail & Wire Rope)
- Road Signage
- Guide Posts

These transport assets are located across the shire, but exclude transport infrastructure assets owned and operated by other organisations. These include railways and the Mid Western Highway and Millthorpe Roads.

These infrastructure assets have an estimated replacement value of 187,153,000.

### 1.3 Levels of Service

Our present funding levels are sufficient to continue to provide existing services at current levels in the medium term. Over the long term, funding levels are not sufficient to continue to provide the same levels of service.

The main services consequences are:

- Continuation of unsealed roads within the villages
- Damage to property
- Focus on heavy patching rather than renewals

### 1.4 Future Demand

The main demands for new services are created by:

- Population growth through subdivision, particularly rural subdivisions
- Industry growth increasing heavy vehicle numbers
- Regulation changes regarding legal heavy vehicle loading

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<sup>1</sup> IPWEA, 2015, IIMM.

These 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.

- Weight limiting of roads
- Management of Restricted Access Vehicle routes
- Blayney Shire Council Local Environmental Plan
- Review service levels

## 1.5 Lifecycle Management Plan

### What does it Cost?

The projected outlays necessary to provide the services covered by this AMP includes operations, maintenance, renewal and upgrade of existing assets over the 10-year planning period is \$51,159,000 or \$5,116,000 on average per year.

## 1.6 Financial Summary

### What we will do

Estimated available funding for this 10 year period is \$53,416,000 or \$5,342,000 on average per year as per the long term financial plan or budget forecast. This is 104% of the cost to sustain the current level of service at the lowest lifecycle cost.

The allocated funding gives a surplus of 226,000 on average per year over the projected expenditure required to provide services in the AMP compared with planned expenditure currently included in the Long Term Financial Plan.

In the case of transport infrastructure, substantial amounts of infrastructure have long useful lives (e.g. road pavements, concrete bridges), meaning there renewal or replacement does not appear within the 10 year planning period of this AMP.

Over the 20 year long term forecast period of this AMP, the required annual expenditure rises to \$5,596,000, which is \$764,000 more than the forecast budget expenditure over the period. This represents 86% of the required expenditure being funded over the long term.

By bringing forward some of the renewal works projected by this AMP, council is able to reduce the impact of a large numbers of renewals falling due in single years, as projected in 2030, 2031 and 2033 in this AMP.

The infrastructure reality is that only what is funded in the long term financial plan can be provided. The emphasis of the AMP is to communicate the consequences that this will have on service provided by these assets over the medium and long term and the risks, so that decision making is “informed”.

This is shown in the figure below.

### Projected Operating and Capital Expenditure

Blayney SC - Projected Operating and Capital Expenditure

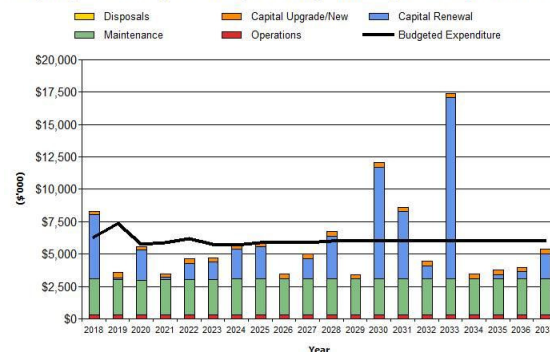


Figure Values are in current (real) dollars.

We plan to provide transport infrastructure services for the following:

- Operation, maintenance, renewal and upgrade of local and regional roads, bridges, culverts, urban stormwater, kerb & gutter and foot and shared paths to meet service levels set by in annual budgets.
- Upgrade of half the length of Mandurama Road, continuation of the bridge replacement program and extend the foot and shared path network in Blayney and the villages within the 10-year planning period.

### What we cannot do

We currently do **not** allocate enough funding to sustain these services at the desired standard or to provide all new services being sought over the long term. Works and services that cannot be provided under present funding levels are:

- Extend the sealed road network
- Undertake required renewals over the long term
- Major upgrade works on the local and regional road network
- 

### Managing the Risks

Our present funding levels are sufficient to continue to manage risks in the medium term.

The main risk consequences are:

- Continued deterioration of the road network
- Heightened chance of litigation from property damage
- Heightened chance of litigation from public injury/fatality
- 

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

- Prioritising works based on traffic volumes and speed environment
- Aggressively seek external funding for further works

## 1.7 Asset Management Practices

Our systems to manage assets include:

- Council's corporate system, "Synergysoft" - financial module
- Council's asset management system is provided by AssetFinda.

Assets requiring renewal/replacement are identified from one of three methods provided in the 'Expenditure Template'.

- Method 1 uses Asset Register data to project the renewal costs using acquisition year and useful life to determine the renewal year, or
- Method 2 uses capital renewal expenditure projections from external condition modelling systems (such as Pavement Management Systems), or
- Method 3 uses a combination of average network renewals plus defect repairs in the Renewal Plan and Defect Repair Plan worksheets on the 'Expenditure template'.

Method 1 was used for this AMP.

## 1.8 Monitoring and Improvement Program

The next steps resulting from this AMP to improve asset management practices are:

- Undertake Community Satisfaction Survey
- Review service levels
- Review renewal models
- Develop priority ranking criteria for renewal and upgrade/new projects
- Develop improved age data for transportation assets.

## 2. INTRODUCTION

### 2.1 Background

This AMP communicates the actions required for the responsive management of assets (and services provided from assets), compliance with regulatory requirements, and funding needed to provide the required levels of service over a 20-year planning period.

The AMP is to be read with the Blayney Shire Council planning documents. This should include the Asset Management Policy and Asset Management Strategy where these have been developed along with other key planning documents:

- Blayney Shire Community Strategic Plan 2018 - 28
- Blayney Shire Council Asset Management Policy, 2018
- Blayney Shire Council Asset Management Strategy, 2018
- Blayney Shire Draft Long Term Financial Plan (LTFP) 2018-2028
- Blayney Village Associations - Various Community Plans
- Blayney Shire Council – Risk Management Register and Plan

The infrastructure assets covered by this AMP are shown in Table 2.1. These assets are used to provide transportation services.

**Table 2.1: Assets covered by this Plan**

Asset Category	Dimension	Replacement Value \$ ('000's)
Local Sealed Roads	327 km	74,912
Regional Sealed Roads	45 km	12,079
Local Unsealed Roads	383 km	24,470
Major Earthworks (cut/fill >2m)	19 sites	11,507
Crash Barriers (Guard Rail, Wire Rope)	8 km	1,340
Bridges – Concrete / Steel <sup>1</sup>	53 items	20,167
Bridges – Timber <sup>1</sup>	21 items	6,181
Culverts – Major (450mm to 6m)	830 items	12,512
Culverts – Minor (<450mm) <sup>2</sup>	563 items	0
Urban Stormwater – Pits	124 items	211
Urban Stormwater – Pipes	17 km	8,148
Kerb and Gutter	68 km	9,075
Footpath / Shared	34 km	5,464
Signs (all road signs) <sup>3</sup>	1,659 items	778
Guide Posts <sup>3</sup>	12,399 items	310
<b>TOTAL</b>		<b>187,153</b>

<sup>1</sup> At the time of this report the number of timber bridges was 11, following the replacement of 2 bridges with wet crossings, replacement of 6 timber bridges with concrete bridges and replacement of a further 2 timber bridges with concrete culverts. The Bridge Asset Register, including values will be updated at the end of the 2017/18 financial year.

<sup>2</sup> Minor Culverts are valued within the formation rate for Sealed and Unsealed roads.

<sup>3</sup> Numbers estimated from sample counts.

## 2.2 Goals and Objectives of Asset Ownership

Our goal in managing infrastructure assets is to meet the defined level of service (as amended from time to time) in the most cost effective manner for present and future consumers. The key elements of infrastructure asset management are:

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

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

- International Infrastructure Management Manual 2015 <sup>2</sup>
- ISO 55000<sup>3</sup>

## 2.3 Core and Advanced Asset Management

This AMP is prepared as a 'core' AMP over a 20 year planning period in accordance with the International Infrastructure Management Manual<sup>4</sup>. Core asset management is a 'top down' approach where analysis is applied at the system or network level. An 'advanced' asset management approach uses a 'bottom up' approach for gathering detailed asset information for individual assets.

# 3. LEVELS OF SERVICE

## 3.1 Customer Research and Expectations

This 'core' AMP is prepared to facilitate consultation prior to adoption by the Blayney Shire Council. Future revisions of the AMP will incorporate more extensive community consultation on specific service levels and costs of providing the service. This will assist the Blayney Shire Council and stakeholders in matching the level of service required, service risks and consequences with the community's ability and willingness to pay for the service.

Community engagement has previously been undertaken including:

- Community sessions for a Special Rate Variation (2014)
- Facilitated workshops to develop Local Community Plans (2016)
- Community Survey – "Future delivery of services in Blayney Shire" (2018)

Results from the Community Survey included are shown in Tables 3.1.

Whilst some categories are not directly related to this AMP, as they are managed through other AMPs they provide some context to the discussion.

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<sup>2</sup> Based on IPWEA 2015 IIMM, Sec 2.1.3, p 2 | 13

<sup>3</sup> ISO 55000 Overview, principles and terminology

<sup>4</sup> IPWEA, 2015, IIMM.

**Table 3.1: Community Satisfaction Survey Levels**

Performance Measure	Satisfaction Level						Count (n)
	Low		Somewhat		High		
	2018	% Change from 2012	2018	% Change from 2012	2018	% Change from 2012	
Local Roads							
How important is this service to you?	0	-2	4	-9	95	9	99
How satisfied are you with this service?	53	11	31	-20	15	7	99
Bridges							
How important is this service to you?	4	-3	32	2	62	-2	98
How satisfied are you with this service?	11	-14	49	-12	38	24	98
Footpaths							
How important is this service to you?	6	-11	22	-12	71	22	98
How satisfied are you with this service?	26	0	47	-10	25	8	98
Street Lighting							
How important is this service to you?	4	-12	22	-17	73	28	99
How satisfied are you with this service?	17	5	45	-20	37	14	99
Drains and Kerbing							
How important is this service to you?	0	-21	20	-14	78	33	98
How satisfied are you with this service?	24	6	42	-17	32	9	98
Cycle and Walkways							
How important is this service to you?	6	-24	22	-19	71	43	98
How satisfied are you with this service?	26	6	47	-12	25	4	98
Road Safety and Traffic Management							
How important is this service to you?	0	-8	5	-18	83	14	88
How satisfied are you with this service?	16	-4	28	-31	41	15	85
Street Trees							
How important is this service to you?	1	-10	14	-23	69	17	88
How satisfied are you with this service?	9	-6	26	-29	48	18	85
Signage							
How important is this service to you?	3	-2	13	-16	67	1	83
How satisfied are you with this service?	9	-14	31	-22	43	19	83



Community satisfaction information is used in developing the Strategic Plan and in the allocation of resources in the budget.

### **3.2 Strategic and Corporate Goals**

This AMP is prepared under the direction of the Blayney Shire Council vision, mission, goals and objectives.

***A busy, vibrant and thriving rural shire – a friendly and open place where people choose to live with a strong sense of community spirit and cohesiveness.***

***With positive population growth, employment opportunities, increased diversity of industry and economic growth, Blayney Shire's township, villages and settlements will be dynamic and prosperous, welcoming those who live here and also those who visit.***

***Our families and homes will continue to be safe within our caring and inclusive communities.***

***Irrespective of ability we will all enjoy the outdoors and facilities, improving our health and lifestyle whilst participating in a range of sporting and recreational activities.***

***Growth will be achieved in a sustainable manner with industry, coexisting with the productive farming land, open space, protecting the environment and restoring as a feature our built and natural heritage.***

***As the quintessential rural shire with Indigenous and European settlers influencing our architecture, agricultural and mining heritage we will celebrate our history, culture and rural lifestyle in style.***

***As a picturesque, conveniently located area of the beautiful central west of NSW we are a significant contributor to the visitor economy of the region; with a creative and artistic culture, food and wine, historic villages and four seasons.***

***Blayney Shire will be engaged, proactive and acknowledged for undertaking major projects and delivering valuable services, collaborating at a regional, state and national level.***

Our Values (The values that will guide our future choices and the way we work together as a community) are:

***The people who live in Blayney Shire are friendly, hardworking, loyal and very community focused.***

***With a generosity of spirit and willingness to welcome visitors and new residents, the residents, business and industry will unite and rally together to assist families in need.***

***We support diversity of interests, backgrounds and access to public amenities and services for all residents on an equitable and shared basis.***

***We are resourceful; our innovative thinking and competitive spirit supported by the contribution of volunteers working together collaboratively and sharing resources has produced great outcomes.***

***We back ourselves and look forward positively and strategically with a can do attitude. We ask questions and expect transparency, balance, equity and accountability of our local, state and federal governments.***

***Most importantly we value honesty and respect for each other, our natural and built heritage and our valuable resources as we strive to achieve our future directions for our local villages and town within the shire and the whole region.***

***We will make informed decisions by consulting and engaging with stakeholders and consider the environment, social and economic impacts.***

***Any future development will be built for the long term and intergenerational benefit.***

Relevant Future Directions and Strategic Outcomes and how these are addressed in this AMP are:

**Table 3.2: Future Directions and Strategic Outcomes and how these are addressed in this Plan**

Future Direction (Goal)	Strategic Outcome (Objective)	How Goal and Objectives are addressed in AMP
1. Maintain and Improve Public Infrastructure and Services		
CSP 1.1	All levels of government need to work together to plan for ongoing works and capital projects that will improve the Blayney Shire road network and other assets.	This plan sets out how we will maintain the road network, enabling efficient transport of products to market.
CSP 1.3	The Blayney Shire Active Movement Strategy will continue to be implemented to extend and renew the footpath and shared path networks in each town and village within the shire.	Renewal and some minor upgrading of roads to provide improved transport routes.  Renewal and new footpaths.
2. Build the Capacity and Capability of Local Governance and Finance		
CSP 2.1	Build on the strength of the individual Town Association and Village Committees so that they are capable, self-sufficient communities involved in decision making about issues that affect their own community.	Improved decision making incorporating consideration of whole of life costs in assessing proposed upgrade / new projects.
CSP 2.5	A well-run Council organisation that is flexible enough to take advantage of capital grant opportunities to undertake major projects whilst delivering effective Council services in a sustainable manner.	
3. Promote Blayney Shire to grow the Local and Visitor Economy		
CSP 3.5	Sustainable water, renewable energy options and transport sectors support future growth of business, industry and residents.	Improved financial sustainability for Councils upgrade / new assets.

The Council will exercise its duty of care to ensure public safety in accordance with the infrastructure risk management plan prepared in conjunction with this AMP. Management of infrastructure risks is covered in Section 6.

### **3.3 Legislative Requirements**

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

**Table 3.3: Legislative Requirements**

Legislation	Requirement
<b>Local Government Act 1993 (and Regulation 2005)</b>	Sets out the responsibilities and powers of local government to provide an accountable, effective, efficient, sustainable and open system of local government. This includes the preparation of a LTFP supported by AMPs.
<b>Roads Act 1993 (and Regulation 2008)</b>	Sets out the responsibilities and powers of Roads Authorities to undertake works on, and maintenance of, public roads. Council is a Roads Authority for all roads within the shire (excluding Crown Roads)
<b>NSW Environmental Planning and Assessment Act 1979</b>	Specifies the environmental considerations required in all development activities.
<b>Protection of the Environment Operations Act 1997</b>	Protects, restore and enhance the quality of the environment. Provides regulation activities, licensing and includes the monitoring and reporting on waste outputs.
<b>Fisheries Management Act (1994)</b>	Conserve fish stocks and habitats. Promote ecologically sustainable development, and quality recreational fishing opportunities. Provide social and economic benefits for the community.
<b>Soil Conservation Act 1938</b>	The objective of this Act is the conservation of soil resources and farm water resources and includes the mitigation of erosion and land degradation
<b>Catchment Management Act 1989</b>	Promotes the co-ordination of policies, programs and activities as they relate to total catchment management.
<b>Native Vegetation Act (2003)</b>	To provide for, encourage and promote the management of native vegetation, and revegetation/rehabilitation of land.
<b>Threatened Species Conservation Act (1995)</b>	Conserve biological diversity and promote ecologically sustainable development.
<b>Work Health and Safety Act 2011 (and Regulations 2017)</b>	An Act to provide for the protection of the health, safety and welfare of the workplace, workers and other persons.
<b>Independent Pricing and Regulatory Tribunal Act 1992</b>	This Act enables the Tribunal to determine and advise on process and pricing policy for Government monopoly services. Provides a framework and guidelines to determine developer and “user pays” charging system.
<b>State Environmental Planning Policy (Infrastructure) 2007</b>	This Planning Instrument provides for Council to undertake works to maintain its infrastructure with reduced approval requirements

### 3.4 Customer Levels of Service

Service levels are defined service levels in two terms, customer levels of service and technical levels of service. These are supplemented by organisational measures.

**Customer Levels of Service** measure how the customer receives the service and whether value to the customer is provided.

Customer levels of service measures used in the AMP are:

<b>Quality</b>	How good is the service ... <i>what is the condition or quality of the service?</i>
<b>Function</b>	Is it suitable for its intended purpose .... <i>Is it the right service?</i>
<b>Capacity/Use</b>	Is the service over or under used ... <i>do we need more or less of these assets?</i>

The current and expected customer service levels are detailed in Tables 3.4 and 3.5. Table 3.4 shows the expected levels of service based on resource levels in the current long-term financial plan.

**Organisational measures** are measures of fact related to the service delivery outcome e.g. number of occasions when service is not available, condition %'s of Very Poor, Poor/Average/Good, Very good.

These Organisational/Organizational measures provide a balance in comparison to the customer perception that may be more subjective.

**Table 3.4: Customer Level of Service**

	Expectation	Performance Measure Used	Current Performance	Expected Position in 10 Years based on the current budget.
<b>Service Objective:</b> Provide Road transport infrastructure to service the needs of a rural community				
<b>Quality</b>	Road Network remains functional to all users at all times	Number of unplanned road closures	Nil closures per year, except during extreme weather events outside of Council control	Nil closures per year, except during extreme weather events outside of Council control
	Roads are defect free	Number of complaints received	Not measured	No increase in complaints
	Road surface roughness is minimised	Customer complaints, and pavement roughness measurement	<5% greater than International Roughness Index (IRI) 6	<5% greater than IRI 6
	<b>Confidence levels</b>		Medium	High
<b>Function</b>	Provide for freight access across the shire	% network where Restricted Access Vehicles are permitted	Not measured	Increase in network availability for Restricted Access Vehicles
	Minimise number of road trauma incidents on Council's road network	Police crash statistics	Not measured	No increase in serious accidents
	Minimal number of Bridges with load limits applied	Number of Bridges with a load limit applied	1	0
	<b>Confidence levels</b>		Low	High
<b>Capacity and Use</b>	That traffic congestion be kept to a minimum	Function and capacity of intersections	Not measured	Negligible increase in travel time
	Bridges are adequate to handle the freight task required	Number of Bridges with a load limit applied	Included within Function measure	
	<b>Confidence levels</b>		Low	Medium

**Recommendation:**

Integrate Community Satisfaction Survey into the development of Levels of Service.  
Review renewal models.

### 3.5 Technical Levels of Service

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

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

- Operations – the regular activities to provide services (e.g. opening hours, cleansing, mowing grass, energy, inspections, etc).
- Maintenance – the activities necessary to retain an asset as near as practicable to an appropriate service condition. Maintenance activities enable an asset to provide service for its planned life (e.g. road patching, unsealed road grading, building and structure repairs),
- Renewal – the activities that return the service capability of an asset up to that which it had originally (e.g. road resurfacing and pavement reconstruction, pipeline replacement and building component replacement),
- Upgrade/New – the activities to provide a higher level of service (e.g. widening a road, sealing an unsealed road, replacing a pipeline with a larger size) or a new service that did not exist previously (e.g. a new library).

Service and asset managers plan, implement and control technical service levels to influence the customer service levels.<sup>5</sup>

Table 3.5 shows the technical levels of service expected to be provided under this AMP. The 'Desired' position in the table documents the position being recommended in this AMP.

**Table 3.5: Technical Levels of Service**

Service Attribute	Service Activity Objective	Activity Measure Process	Current Performance *	Desired for Optimum Lifecycle Cost **
<b>TECHNICAL LEVELS OF SERVICE</b>				
<b>Operations</b>				
	Vegetation control	Nil encroachment into visibility	Not measured	Nil customer requests for vegetation clearing
	Pavement Sweeping to minimise detritus	Km's of road swept	Not measured	Nil customer requests for road surface cleaning
		<b>Budget</b>	\$315,000	
<b>Maintenance</b>				
	Repair of edge drop offs	<150mm depth	Not measured	<75mm depth, <150mm encroachment
	Repair of potholes	<400mm plan diameter	Not measured	<300mm plan diameter, <50mm depth
	Repair of pavement shoves	<100mm height	Not measured	<70mm height
	Guideposts	2 sets of guideposts visible at any time	Not measured	Compliance with Australian Standard
		<b>Budget</b>	\$2,775,000	
<b>Renewal</b>				
	Resealing undertaken	>100% of targeted	Class 1 & 2 13 years	Class 1 & 2 10 years

<sup>5</sup> IPWEA, 2015, IIMM, p 2 | 28.

Service Attribute	Service Activity Objective	Activity Measure Process	Current Performance *	Desired for Optimum Lifecycle Cost **
	in accordance with renewal target	length resealed	Class 3 15 years Class 4 20 years Class 5 25 years	Class 3 13 years Class 4 15 years Class 5 20 years
	Pavement rehabilitation	>100% of targeted length rehabilitated	Class 1 & 2 40 years Class 3 45 years Class 4 60 years Class 5 75 years	Class 1 & 2 30 years Class 3 40 years Class 4 45 years Class 5 60 years
		<b>Budget</b>	\$2,173,000	
<b>Upgrade/New</b>				
	Widen class 1 and 2 roads to improve safety	Class 1 roads 9m width Class 2 roads 8m width	<60%	
		<b>Budget</b>	\$444,000	

Note: \* Current activities and costs (currently funded).

\*\* Desired activities and costs to sustain current service levels and achieve minimum life cycle costs (not currently funded)

It is important to monitor the service levels provided regularly as these will change. The current performance is influenced by work efficiencies and technology, and customer priorities will change over time. Review and establishment of the agreed position which achieves the best balance between service, risk and cost is essential.

## 4. FUTURE DEMAND

### 4.1 Demand Drivers

Drivers affecting demand include things such as population change, regulations, changes in demographics, seasonal factors, vehicle ownership rates, consumer preferences and expectations, technological changes, economic factors, agricultural practices, environmental awareness, etc.

### 4.2 Demand Forecasts

The present position and projections for demand drivers that may impact future service delivery and use of assets were identified and are documented in Table 4.3.

### 4.3 Demand Impact on Assets

The impact of demand drivers that may affect future service delivery and use of assets are shown in Table 4.3.

**Table 4.3: Demand Drivers, Projections and Impact on Services**

Demand drivers	Present position	Projection	Impact on services
Population growth through subdivision, particularly on rural roads	7,380 (ABS 2016) Large lot residential rural subdivisions only permissible on Forest Reefs Road and Browns Creek Road	8,000 (2036) NSW Planning & Environment	Increased congestion, mildly decreased pavement life
Industry growth in heavy vehicle numbers	416 industrial businesses (REMPan 2016)	452 industrial businesses (2036) (Based on percentage applied to NSW Planning & Environment for population change)	Dramatic decrease in pavement life, increased maintenance costs, intersections may not be suitable, road widths may not be suitable. Some Bridges may not be able to accommodate larger heavy vehicles
Change in regulations for permissible heavy vehicles	Current axle loads: Single 6.5t Dual 9t Dual bogey 16.5t Tri axle dual tyres 20t	Increase in permissible axle loads for General Access Vehicles	Potential for increase in pavement damage per 1000t freight shifted resulting in decreased pavement life

### 4.4 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 can include non-asset solutions, insuring against risks and managing failures.

Opportunities identified to date for demand management are shown in Table 4.4. Further opportunities will be developed in future revisions of this AMP.

**Table 4.4: Demand Management Plan Summary**

Demand Driver	Impact on Services	Demand Management Plan
Population growth through subdivision, particularly on rural	Increased congestion, mildly decreased pavement life	Large lot residential rural subdivisions only permissible on Forest Reefs Road and Browns Creek Road



roads		
Industry growth in heavy vehicle numbers	Dramatic decrease in pavement life, increased maintenance costs, intersections may not be suitable, road widths may not be suitable	Section 94 contribution plans for heavy vehicle developments
Change in regulations for permissible heavy vehicles	Potential for increase in pavement damage per 1000t freight shifted resulting in decreased pavement life	Load limiting roads to limit pavement damage, lobby government on changes

## 4.5 Asset Programs to meet Demand

The new assets required to meet demand can be acquired, donated or constructed. Additional assets are discussed in Section 5.5. The summary of the cumulative value of additional asset is shown in Figure 1.

**Figure 1: Upgrade and New Assets to meet Demand – (Cumulative)**

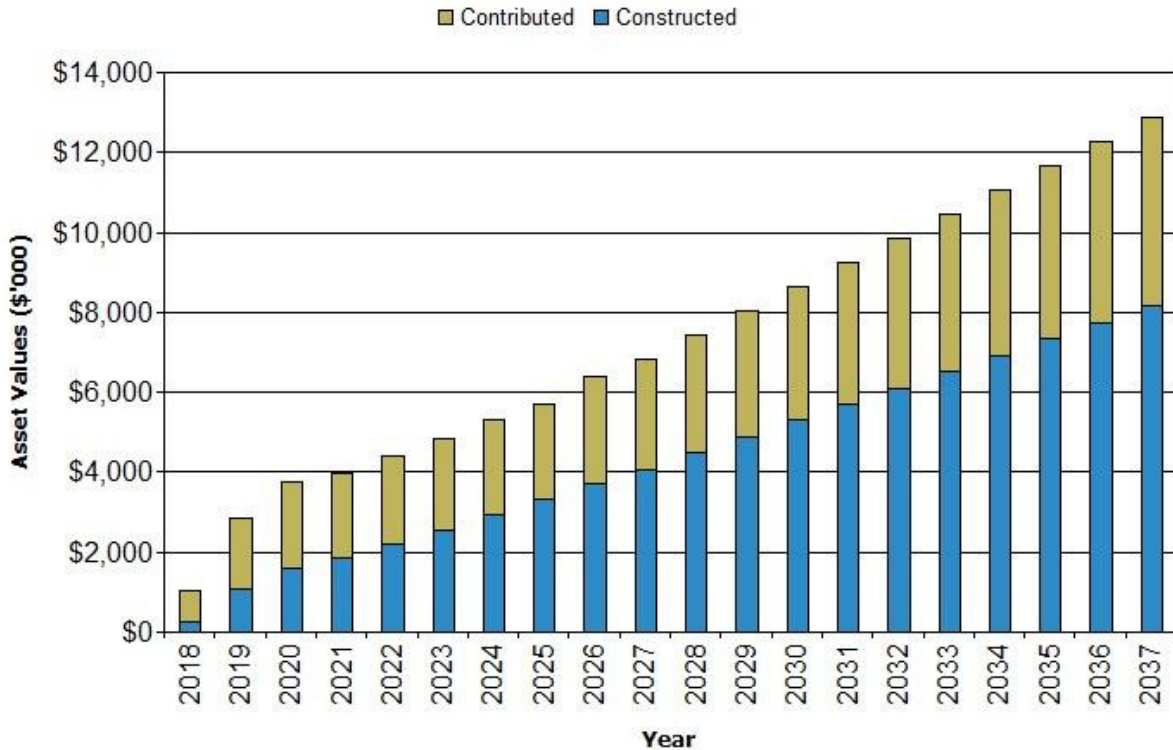


Figure Values are in current (real) dollars.

Council typically receives new road assets as part of subdivision works within the Shire, creating additional lots, demand, and road length to service these new residents. Blayney Local Infrastructure Contributions Plan 2013 plan allows for capital contributions to improve existing roads to accommodate this additional load.

Roads that are created by subdivision also commonly add to Council's rate base, increasing its capacity to levy rates. However it is noted that this increase does not often cover the increased costs of maintaining the assets created by the subdivision.

Acquiring these new assets will commit ongoing operations, maintenance and renewal 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 operations, maintenance and renewal costs for inclusion in the long term financial plan further in Section 5.

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## 5. LIFECYCLE MANAGEMENT PLAN

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 managing life cycle costs.

### 5.1 Background Data

#### 5.1.1 Physical parameters

The assets covered by this AMP are shown in Table 2.1.

This covers all council provided transportation assets, including sealed and unsealed roads, bridges and culverts, Urban Stormwater, Kerb and Guttering, Footpaths and all roadside furniture in both Urban and Rural areas across the shire. Within the Blayney Shire area, this excludes the Mid Western Highway, Millthorpe Road, Trunkey Road and all railways and related infrastructure.

Council does not have accurate age data for its road network, so is unable to provide an age profile based on actual age for the majority of road assets. Council has developed indicative ages based on estimated remaining useful life, which is determined from condition assessments, however this method is not suitable for use on Council's unsealed road network due to the rapidly changing nature of unsealed roads deterioration.

Using indicative ages for road assets, results in substantial anomalies in the age data graph below. For instance the formation component of a sealed or unsealed road is considered non-depreciable, as its useful life is well beyond a period over which it would be reasonable to depreciate the asset in accounting terms. This results in the indicative age for this substantial asset sub group being set at year zero of the planning period (i.e. 2017)

The age profile of the assets included in this AMP are shown in Figure 2.

Figure 2: Asset Age Profile

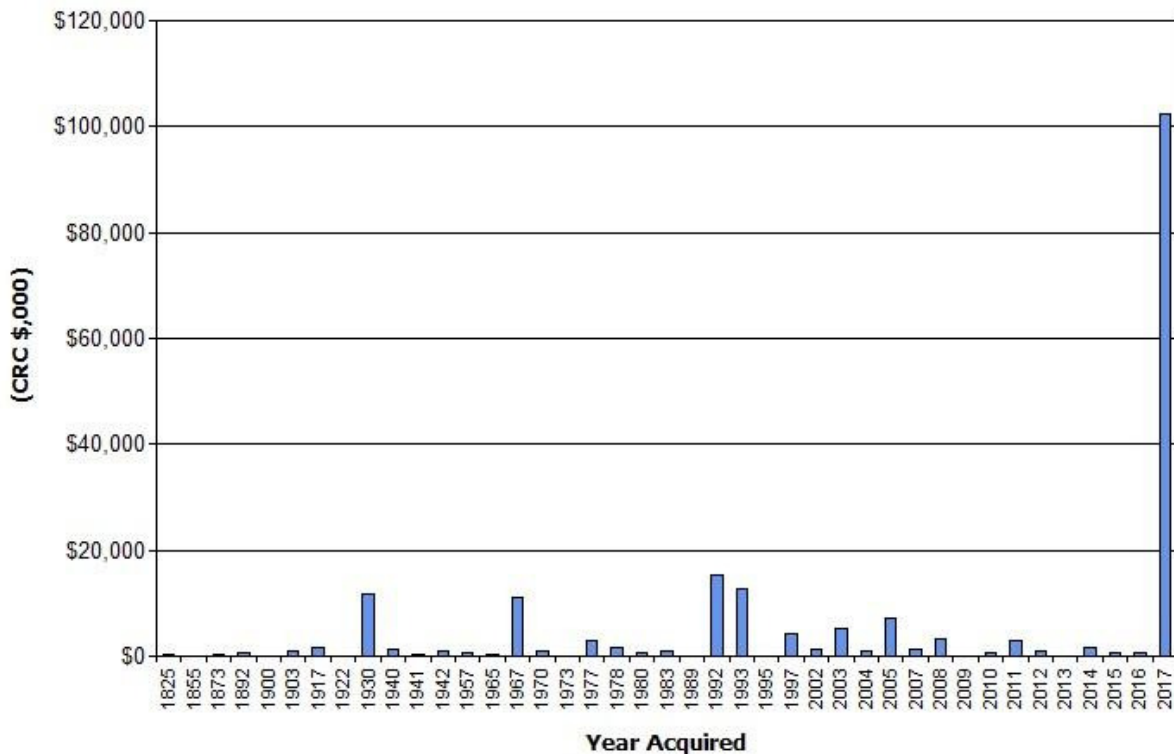


Figure Values are in current (real) dollars.

**Recommendation:**

Develop improved age data for transportation assets, based on condition assessment, particularly for urban stormwater assets.

### 5.1.2 Asset capacity and performance

Assets are generally provided to meet design standards where these are available.

Locations where deficiencies in service performance are known are detailed in Table 5.1.2.

**Table 5.1.2: Known Service Performance Deficiencies**

Location	Service Deficiency
Cowriga Creek Bridge, Carcoar Road	Bridge is closed due severe structural failure, resulting road not operating as a through road.
Hobbys Yards Road	Not accessible during high rainfall periods
Newbridge Road	Not accessible during high rainfall periods
Henry Street	Not accessible during high rainfall periods
Long Swamp Road	Not accessible during high rainfall periods
Ogilvy Street (west of Adelaide Street)	Failed Kerb and Gutter resulting in stormwater ponding

The above service deficiencies were identified from Council's knowledge of the road network, and flooding instances in the recent past.

### 5.1.3 Asset condition

Condition is monitored in a variety of ways depending on the asset sub group. These are detailed in Table 5.1.3a below.

**Table 5.1.3a: Condition Assessment Intervals**

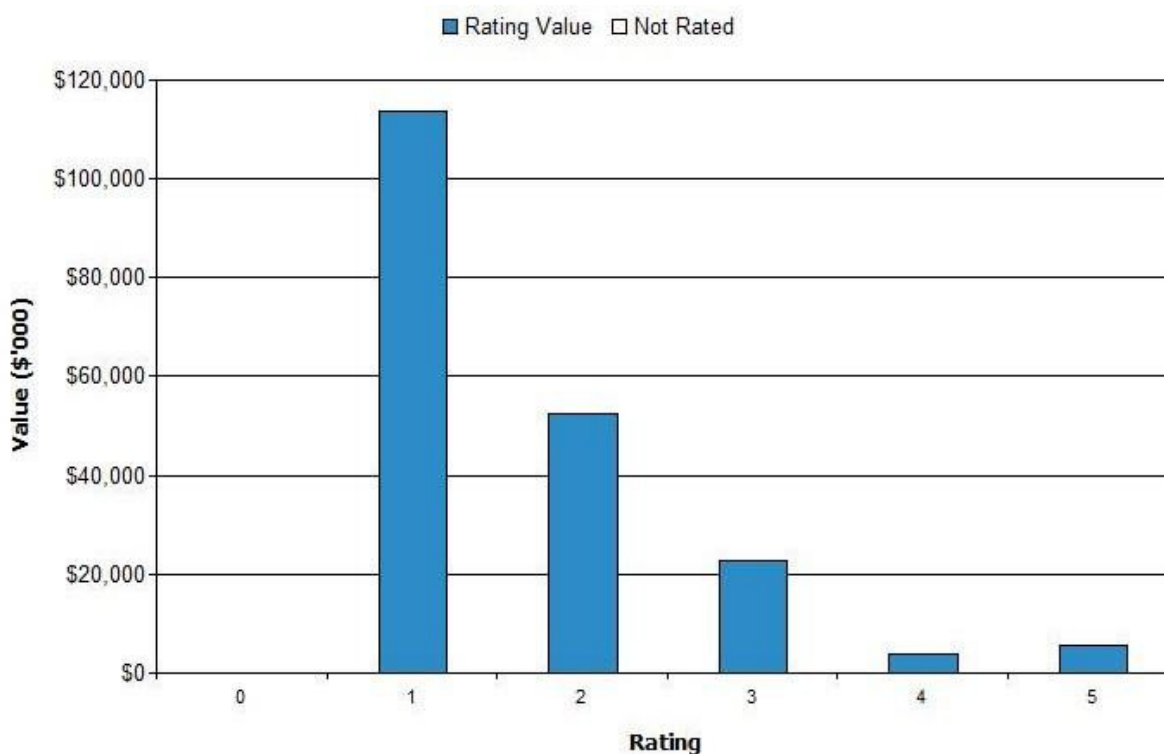
Asset Category	Inspection Intervals
Local & Regional Sealed Roads	Formal Inspection every 5 years Ad-hoc & informal inspections in between
Local Unsealed Roads	3 to 12 monthly based on road hierarchy
Bridges –Concrete/Steel	Ad hoc / after major wet weather events
Bridges – Timber	Formal every 2 to 5 years based on known issues
Culverts – All	Ad hoc / after major wet weather events
Urban Stormwater – Pits & Pipes	Ad hoc / after major wet weather events Formal inspection being undertaken as part of 2019/20 Transportation revaluation
Footpath / Shared	6 monthly (Blayney and Millthorpe CBD's) 12 monthly for rest of Blayney & Villages
Kerb and Gutter	12 monthly
Other (major earthworks, crash barriers, signs, etc)	Formal Inspection every 5 years Ad-hoc & informal inspections in between

Although the unsealed road network is routinely inspected (every 3 to 12 months) the rapidly changing nature of unsealed roads means it is more appropriate to apply an 'average' condition to the entire unsealed network. For this AMP, a condition rating of 2 has been applied to unsealed road sub base and 3 for unsealed road base in Figure 3.

Sealed roads are inspected on an ad-hoc basis, with full condition rating undertaken at 5 year intervals.

The condition profile of our assets is shown in Figure 3.

**Fig 3: Asset Condition Profile**



Council's target condition rating is Condition 3 or better, as can be seen, the vast majority of the assets are Condition 3 or better.

Figure Values are in current (real) dollars.

Condition is measured using a 1 – 5 grading system<sup>6</sup> as detailed in Table 5.1.3.

**Table 5.1.3b: Simple Condition Grading Model**

Condition Grading	Description of Condition
1	<b>Very Good:</b> only planned maintenance required
2	<b>Good:</b> minor maintenance required plus planned maintenance
3	<b>Fair:</b> significant maintenance required
4	<b>Poor:</b> significant renewal/rehabilitation required
5	<b>Very Poor:</b> physically unsound and/or beyond rehabilitation

<sup>6</sup> IPWEA, 2015, IIMM, Sec 2.5.4, p 2 | 80.

## 5.2 Operations and Maintenance Plan

Operations include regular activities to provide services such as public health, safety and amenity, e.g. cleaning, street sweeping, utilities costs and street lighting.

Routine maintenance is the regular on-going 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, e.g. road patching.

Maintenance includes all actions necessary for retaining an asset as near as practicable to an appropriate service condition including regular ongoing day-to-day work necessary to keep assets operating.

Maintenance expenditure is shown in Table 5.2.1.

**Table 5.2.1: Maintenance Expenditure Trends**

Year	Maintenance Budget \$
2016/17 Financial Year	\$2,641,770
2017/18 Financial Year	\$1,914,581
2018/19 Financial Year	\$1,963,300

Maintenance expenditure levels are considered to be adequate to meet projected service levels, which may be less than or equal to current service levels. Where maintenance expenditure levels are such that they will result in a lesser level of service, the service consequences and service risks have been identified and highlighted in this AMP and service risks considered in the Infrastructure Risk Management Plan.

### Summary of future operations and maintenance expenditures

Future operations and maintenance expenditure is forecast to trend in line with the value of the asset stock as shown in Figure 4. Note that all costs are shown in current 2017/18 dollar values (i.e. real values).

**Figure 4: Projected Operations and Maintenance Expenditure**

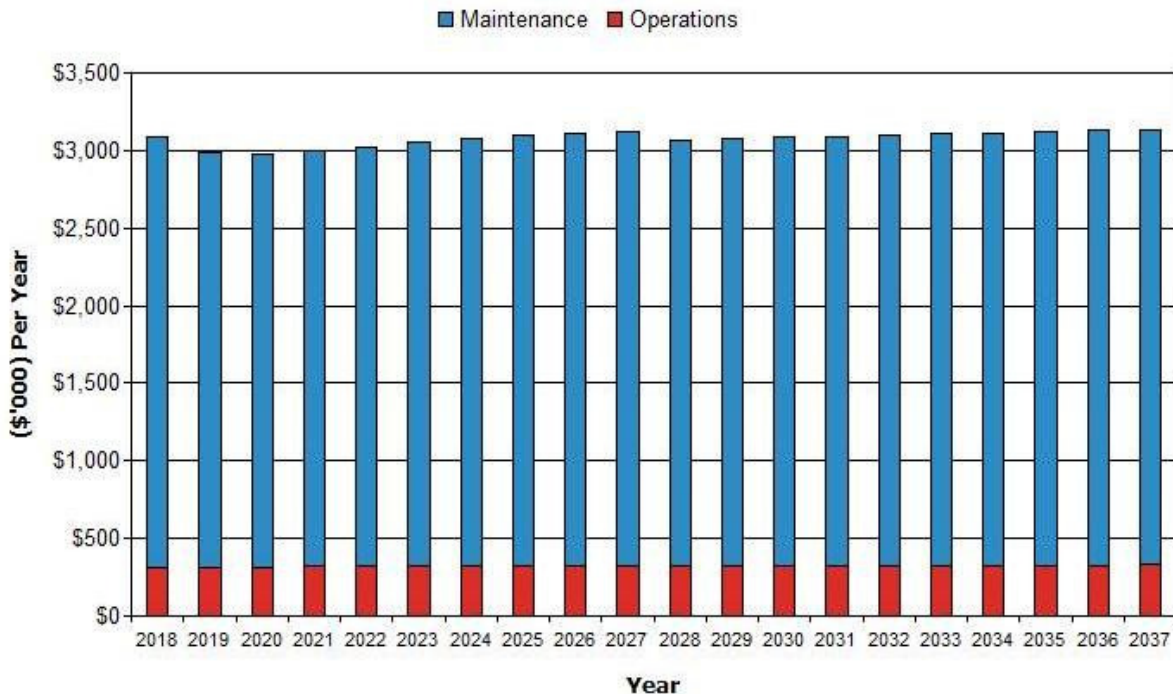


Figure Values are in current (real) dollars.

Operations and maintenance expenditure directly correlates with levels of service. Expenditure on operations and maintenance increases as the portfolio of infrastructure assets is increased or upgraded (e.g. Sealing of an unsealed road adds to the cost of maintaining the sealed road network and more than offsets the reduction in cost of maintaining the unsealed network).

Ensuring the correct level of expenditure on maintenance over the medium to long term reduces the rate of decline in the condition profile of council assets and acts to prolong and / or reduce the level of renewal expenditure required.

Deferred maintenance, i.e. works that are identified for maintenance and unable to be funded are to be included in the risk assessment and analysis in the infrastructure risk management plan.

Maintenance is funded from the operating budget where available. This is further discussed in Section 7.

### 5.3 Renewal/Replacement Plan

Renewal and replacement expenditure 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 considered to be an upgrade/expansion or new work expenditure resulting in additional future operations and maintenance costs.

Assets requiring renewal/replacement are identified from one of three methods provided in the 'Expenditure Template'.

- Method 1 uses Asset Register data to project the renewal costs using acquisition year and useful life to determine the renewal year, or
- Method 2 uses capital renewal expenditure projections from external condition modelling systems (such as Pavement Management Systems), or
- Method 3 uses a combination of average network renewals plus defect repairs in the Renewal Plan and Defect Repair Plan worksheets on the 'Expenditure template'.

Method One was used for this AMP.

#### 5.3.1 Renewal ranking criteria

Asset renewal and replacement is typically undertaken to either:

- Ensure the reliability of the existing infrastructure to deliver the service it was constructed to facilitate (e.g. replacing a bridge that has a 5 t load limit), or
- To ensure the infrastructure is of sufficient quality to meet the service requirements (e.g. roughness of a road).<sup>7</sup>

It is possible to get some indication of capital renewal and replacement priorities by identifying assets or asset groups that:

- Have a high consequence of failure,
- Have high use and subsequent impact on users would be greatest,
- Have a total value representing the greatest net value,
- Have the highest average age relative to their expected lives,
- Are identified in the AMP as key cost factors,
- Have high operational or maintenance costs, and
- Have replacement with a modern equivalent asset that would provide the equivalent service at a savings.<sup>8</sup>

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<sup>7</sup> IPWEA, 2015, IIMM, Sec 3.4.4, p 3 | 91.



Council currently does not have a formal priority ranking criteria. Renewal project selection is largely based on condition assessment for most asset sub classes within the transportation asset class. Renewal projects can also be determined on an informal basis, based upon hazard reports raised by staff and stakeholders, followed by a technical review by Infrastructure Services Department staff with referral to the management team. Subject to the scope of works and budget limitations, the project may then be raised for discussion with Councillors during Councillor Workshop sessions, in preparation for the LTFP and annual operational plan.

**Recommendation:**

Develop Priority Ranking Criteria for Renewal Projects to provide for informed decision making by Manex and Council

### 5.3.2 Summary of future renewal and replacement expenditure

Projected future renewal and replacement expenditures are forecast to increase over time when the asset stock increases. The expenditure is required is shown in Fig 5. Note that all amounts are shown in current (real) dollars.

The projected capital renewal and replacement program is shown in Appendix B.

**Fig 5: Projected Capital Renewal and Replacement Expenditure**

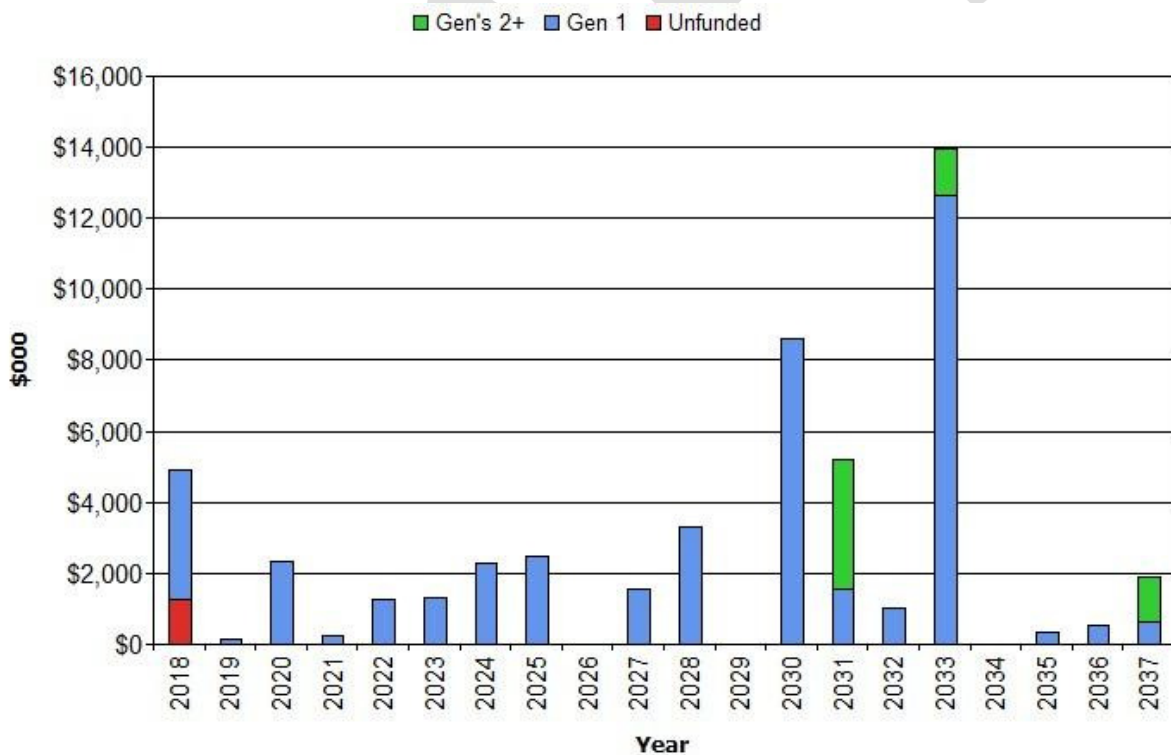


Figure Values are in current (real) dollars.

<sup>8</sup> Based on IPWEA, 2015, IIMM, Sec 3.4.5, p 3 | 97.

Some of the projected renewals in this graph have been addressed by council in recent years, but have yet to be captured in the transportation asset register, or Councils finance system.

The projected capital renewal expenditure has been assessed to be the level required to renew the assets as they fall due. This does not allow for a rapid treatment of current assets that are in condition 4 or 5. This may result in parts of the network deteriorating further before the works are able to be funded.

Deferred renewal and replacement, i.e. those assets identified for renewal and/or replacement and not scheduled in capital works programs are to be included in the risk analysis process in the risk management plan.

Renewals and replacement expenditure in the capital works program will be accommodated in the long term financial plan. This is further discussed in Section 7.

## **5.4 Creation/Acquisition/Upgrade Plan**

New works are those that create a new asset that did not previously exist, or works which will 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. These additional assets are considered in Section 4.4.

### **5.4.1 Selection criteria**

New assets and upgrade/expansion of existing assets are identified from various sources such as community requests, proposals identified by strategic plans or partnerships with others. Candidate proposals are inspected to verify need and to develop a preliminary cost estimates. Verified proposals are ranked by priority and available funds and scheduled in future works programmes through the LTFP.

#### **Recommendation:**

Develop Priority Ranking Criteria for upgrade / New Asset Projects to provide for informed decision making by Manex and Council

### **5.4.2 Summary of future upgrade/new assets expenditure**

Projected upgrade/new asset expenditures are summarised in Fig 6. The projected upgrade/new capital works program is shown in Appendix C. All amounts are shown in real values.

**Fig 6: Projected Capital Upgrade/New Asset Expenditure**

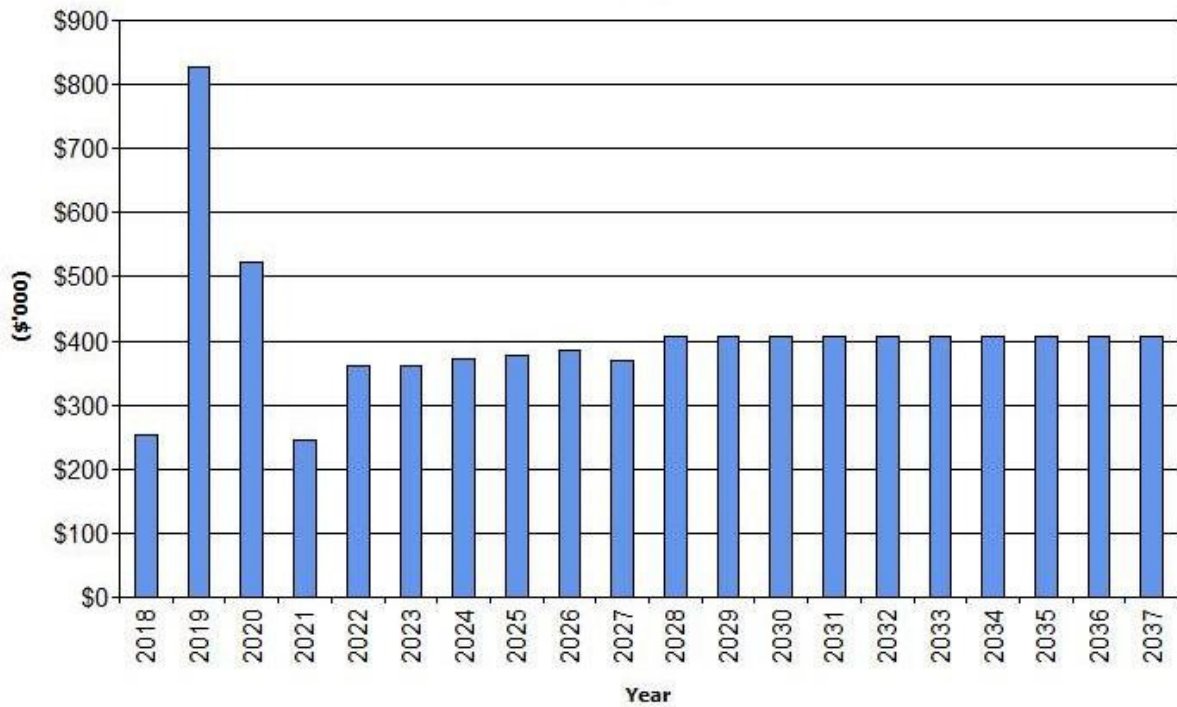


Figure Values are in current (real) dollars.

Expenditure on new assets and services in the capital works program will be accommodated in the long term financial plan but only to the extent of the available funds

Acquisition of new assets, or expansion of the sealed road network, will require an increase in the ongoing renewals, and operations/maintenance budget for the network.

#### **5.4.3 Summary of asset expenditure requirements**

The financial projections from this asset plan are shown in Fig 7 for projected operating (operations and maintenance) and capital expenditure (renewal and upgrade/expansion/new assets). Note that all costs are shown in real values.

The bars in the graphs represent the anticipated budget needs required to achieve lowest lifecycle costs, the budget line indicates what is currently available. The gap between these informs the discussion on achieving the balance between services, costs and risk to achieve the best value outcome.

**Fig 7: Projected Operating and Capital Expenditure**

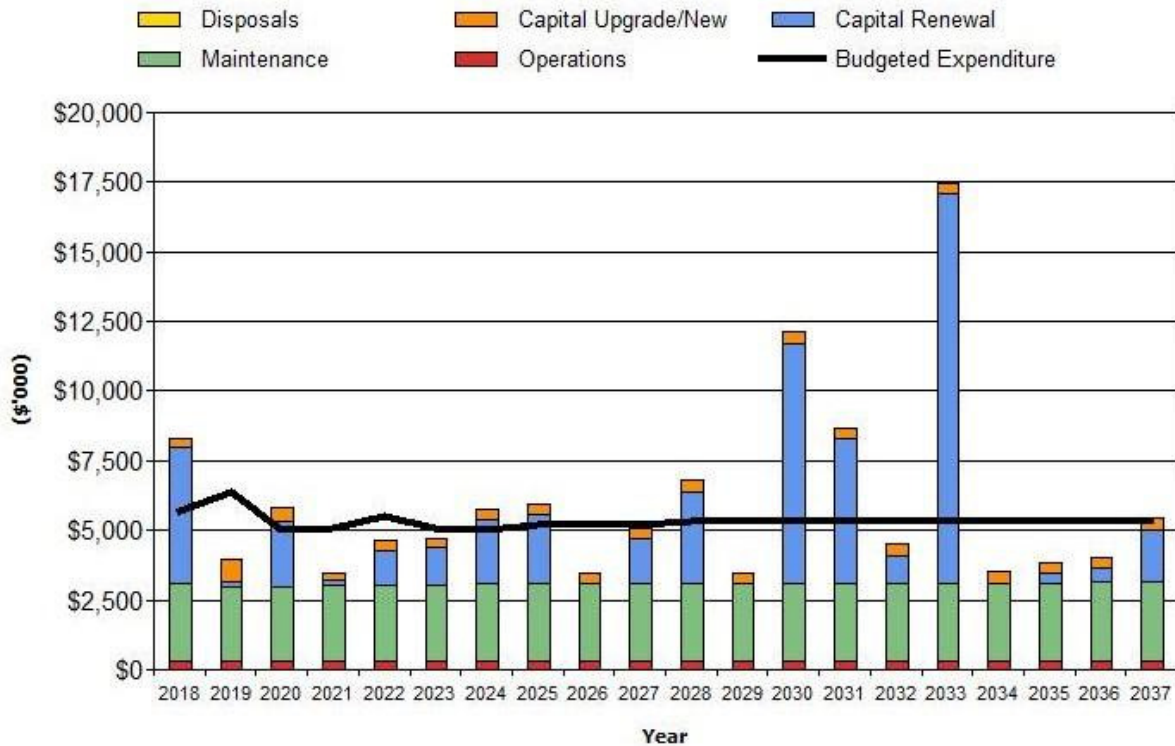


Figure Values are in current (real) dollars.

Council's budgeted expenditure does not align with the projected renewals, but is sufficient to cover projected costs over the medium term. Council has forecast renewal projects over 10 years for the LTFP, which will in some case overlap the projected renewals, based on age and useful lives.

Additional work will be needed to better align the budgeted expenditure with the projected renewals.

## 5.5 Disposal Plan

Disposal includes any activity associated with the disposal of a decommissioned asset including sale, demolition or relocation. There are no plans to dispose of any asset covered under this plan. Renewal works on roads utilises the existing material and it forms part of the sub-base as needed, meaning there is no actual disposal.

If development occurs that requires the closure of an asset, Council will consider the impact to its finances, and aim to reinvest any proceeds into the maintenance, renewal, or upgrade of an asset covered under this plan.

## 6. RISK MANAGEMENT PLAN

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

Risk Management is defined in ISO 31000:2009 as: 'coordinated activities to direct and control with regard to risk'<sup>9</sup>.

<sup>9</sup> ISO 31000:2009, p 2

An assessment of risks<sup>10</sup> associated with service delivery from infrastructure assets has identified critical risks that will result in loss or reduction in service from infrastructure assets or a 'financial shock'. The risk assessment process identifies credible risks, the likelihood of the risk event occurring, the consequences should the event occur, develops a risk rating, evaluates the risk and develops a risk treatment plan for non-acceptable risks.

## 6.1 Critical Assets

Critical assets are defined as those which have a high consequence of failure causing significant loss or reduction of service. Similarly, critical failure modes are those which have the highest consequences.

Critical assets have been identified and their typical failure mode and the impact on service delivery are as follows:

**Table 6.1 Critical Assets**

Critical Asset(s)	Failure Mode	Impact
All Bridges on roads providing 'only' access	Structural failure / Flooding	Complete removal of access
Hobbys Yards Road	Flooding/Inundation	Complete removal of access
Belubula Way	Flooding/Inundation	Complete removal of access
Newbridge Road	Flooding/Inundation	Complete removal of access

By identifying critical assets and failure modes investigative activities, condition inspection programs, maintenance and capital expenditure plans can be targeted at the critical areas.

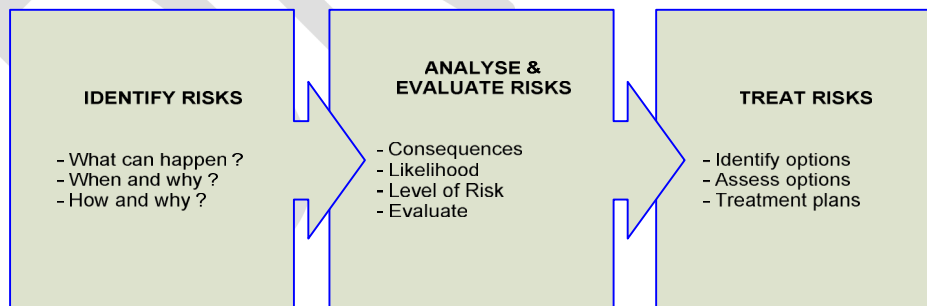
## 6.2 Risk Assessment

The risk management process used in this project is shown in Figure 6.2 below.

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

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

**Fig 6.2 Risk Management Process – Abridged**



The risk assessment process identifies credible risks, the likelihood of the risk event occurring, the consequences should the event occur, develops a risk rating, evaluates the risk and develops a risk treatment plan for non-acceptable risks.

<sup>10</sup> Blayney Shire Council, 2016, 'Risk Management Register and Plan', Blayney Shire Council

An assessment of risks<sup>11</sup> associated with service delivery from infrastructure assets has identified the critical risks that will result in significant loss, 'financial shock' or a reduction in service.

Critical risks are those assessed with 'Very High' (requiring immediate corrective action) and 'High' (requiring corrective action) risk ratings identified in the Infrastructure Risk Management Plan. The residual risk and treatment cost after the selected treatment plan is implemented is shown in Table 6.2. These risks and costs are reported to management and the Council.

**Table 6.2: Critical Risks and Treatment Plans**

Service or Asset at Risk	What can Happen	Risk Rating (VH, H)	Risk Treatment Plan	Residual Risk *	Treatment Costs
Road pavement	Flooding/Inundation leading to pavement failure	H	Adequate drainage maintenance, initial pavement design considerations	M	\$250,000/km
Footpath	Concrete Slab failure creating trip hazard	H	Regular inspections and funding renewal works	M	\$150/sq m
Bridge	Flooding/Inundation leading to Structural damage	H	Inspections and specific inspections following large rain events	M	Issue specific

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

### 6.3 Infrastructure Resilience Approach

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

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

Our current measure of resilience is shown in Table 6.4 which includes the type of threats and hazards, resilience assessment and identified improvements and/or interventions.

**Table 6.4: Resilience**

Threat / Hazard	Resilience LMH	Improvements / Interventions
Increased axle loadings from changes to regulations	Low	Bridge renewals to SM1600 standard
Increased axle loadings from changes to regulations	Low	Pavement renewals consider high traffic loading as part of design process
Sprayed seals failing due to increased temperatures	Low	Utilisation of C240 bitumen provides higher resilience to temperature extremes

### 6.4 Service and Risk Trade-Offs

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

<sup>11</sup> Blayney Shire Council, 2016, 'Risk Management Register and Plan', Blayney Shire Council

#### **6.4.1 What we cannot do**

There are some operations and maintenance activities and capital projects that are unable to be undertaken within the next 10 years. These include:

- Extension of the sealed road network
- Undertaking of all required renewals (particularly on sealed road network and Kerb and Gutter)
- Undertaking all desired upgrade work on roads, bridges and urban stormwater

#### **6.4.2 Service trade-off**

Operations and maintenance activities and capital projects that cannot be undertaken will maintain or create service consequences for users. These include:

- Continuation of unsealed roads within the villages
- Damage to property
- Focus on heavy patching rather than large renewals and upgrades

#### **6.4.3 Risk trade-off**

The operations and maintenance activities and capital projects that cannot be undertaken may maintain or create risk consequences. These include:

- Increasing reactive maintenance costs
- Exposure to claims and litigation against Council for public liability breaches
- Political pressure for improved levels of service
- Lower performance on asset and financial indicators

These actions and expenditures are considered in the projected expenditures, and where developed are included in the Risk Management Plan.



## 7. FINANCIAL SUMMARY

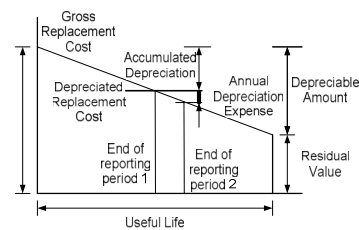
This section contains the financial requirements resulting from all the information presented in the previous sections of this AMP. The financial projections will be improved as further information becomes available on desired levels of service and current and projected future asset performance.

### 7.1 Financial Statements and Projections

#### 7.1.1 Asset valuations

The best available estimate of the value of assets included in this AMP are shown below. Assets are valued at Assets are valued at fair value cost based on first principles estimates to undertake the construction of these assets from greenfield site conditions.

Gross Replacement Cost	\$187,153,000
Depreciable Amount	\$135,646,000
Depreciated Replacement Cost <sup>12</sup>	\$147,913,000
Annual Average Asset Consumption	\$2,543,000



#### 7.1.1 Sustainability of service delivery

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

- asset renewal funding ratio, and
- medium term budgeted expenditures/projected expenditure (over 10 years of the planning period).

#### Asset Renewal Funding Ratio

Asset Renewal Funding Ratio<sup>13</sup> 108%

The Asset Renewal Funding Ratio is the most important indicator and indicates that over the next 10 years of the forecasting that we expect to have 108% of the funds required for the optimal renewal and replacement of assets.

#### Medium term – 10 year financial planning period

This AMP identifies the projected operations, maintenance and capital renewal expenditures required to provide an agreed level of service to the community over a 10 year period. This provides input into 10 year financial and funding plans aimed at providing the required services in a sustainable manner.

These projected expenditures may be compared to budgeted expenditures in the 10 year period to identify any funding shortfall. In a core AMP, a gap is generally due to increasing asset renewals for ageing assets.

The projected operations, maintenance and capital renewal expenditure required over the 10 year planning period is \$4,709,000 on average per year.

<sup>12</sup> Also reported as Written Down Value, Carrying or Net Book Value.

<sup>13</sup> AIFMM, 2015, Version 1.0, Financial Sustainability Indicator 3, Sec 2.6, p 9.

Estimated (budget) operations, maintenance and capital renewal funding is \$4,832,000 on average per year giving a 10 year funding surplus of \$764,000 per year. This indicates 104% of the projected expenditures needed to provide the services documented in the AMP. This excludes upgrade/new assets.

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

### 7.1.2 Projected expenditures for long term financial plan

Table 7.1.2 shows the projected expenditures for the 10 year long term financial plan.

Expenditure projections are in 2017/18 real values.

**Table 7.1.2: Projected Expenditures for Long Term Financial Plan (\$000)**

Year	Operations (\$000)	Maintenance (\$000)	Projected Capital Renewal (\$000)	Capital Upgrade/ New (\$000)	Disposals (\$000)
2018	\$315	\$2,775	\$4,927	\$253	\$0
2019	\$315	\$2,672	\$144	\$826	\$0
2020	\$317	\$2,658	\$2,336	\$523	\$0
2021	\$318	\$2,685	\$222	\$246	\$0
2022	\$319	\$2,705	\$1,261	\$361	\$0
2023	\$319	\$2,729	\$1,320	\$361	\$0
2024	\$320	\$2,753	\$2,294	\$372	\$0
2025	\$321	\$2,775	\$2,490	\$378	\$0
2026	\$321	\$2,788	\$0	\$384	\$0
2027	\$322	\$2,802	\$1,561	\$369	\$0
2028	\$322	\$2,745	\$3,309	\$407	\$0
2029	\$323	\$2,752	\$0	\$407	\$0
2030	\$324	\$2,759	\$8,626	\$407	\$0
2031	\$325	\$2,766	\$5,184	\$407	\$0
2032	\$325	\$2,773	\$1,009	\$407	\$0
2033	\$326	\$2,780	\$13,967	\$407	\$0
2034	\$327	\$2,787	\$0	\$407	\$0

Year	Operations (\$000)	Maintenance (\$000)	Projected Capital Renewal (\$000)	Capital Upgrade/ New (\$000)	Disposals (\$000)
2035	\$328	\$2,794	\$323	\$407	\$0
2036	\$328	\$2,801	\$511	\$407	\$0
2037	\$329	\$2,808	\$1,908	\$407	\$0

## 7.2 Funding Strategy

Funding for assets is provided from the budget and long term financial plan.

The financial strategy of the entity determines how funding will be provided, whereas the AMP communicates how and when this will be spent, along with the service and risk consequences of differing options.

## 7.3 Valuation Forecasts

Asset values are forecast to increase as additional assets are added or improved.

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

With regards to road assets, Council has limited capacity to refuse to accept new assets created through subdivisions, meaning there is little direct control available for managing an increase in contributed assets.

## 7.4 Key Assumptions Made in Financial Forecasts

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

Key assumptions made in this AMP are:

**Table 7.4: Key Assumptions made in AMP and Risks of Change**

- Interpretation is based on current knowledge only. The results of current or future surveys or their impact on future projections have not been considered.
- Long term budgets are based on Council's forecast of rate pegging.

## 7.5 Forecast Reliability and Confidence

The expenditure and valuations projections in this AMP are based on best available data. Currency and accuracy of data is critical to effective asset and financial management. Data confidence is classified on a 5 level scale<sup>14</sup> in accordance with Table 7.5.

<sup>14</sup> IPWEA, 2015, IIMM, Table 2.4.6, p 2 | 71.

**Table 7.5: Data Confidence Grading System**

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

The estimated confidence level for and reliability of data used in this AMP is considered to be B – Reliable.

## 8. PLAN IMPROVEMENT AND MONITORING

### 8.1 Status of Asset Management Practices<sup>15</sup>

#### 8.1.1 Accounting and financial data sources

Draft Long Term Financial Plan (LTFP) 2018-2028

SynergySoft – Corporate System

#### 8.1.2 Asset management data sources

AssetFinda – Asset Register

### 8.2 Improvement Plan

The asset management improvement plan generated from this AMP is shown in Table 8.1.

**Table 8.1: Improvement Plan**

Task No	Task	Responsibility	Resources Required	Timeline
1	Incorporate customer satisfaction survey in review of community service levels. (Section 3.4)	Manager Infrastructure	Manex	June 2018
2	Review renewal models (Section 3.4)	Manager Infrastructure	Assets Systems Officer	June 2018
3	Develop improved age data for transportation assets, based on condition assessment, particularly for urban stormwater assets. (Section 5.1)	Manager Infrastructure	Asset Systems Officer & Assets Officer	June 2020
4	Develop Priority Ranking Criteria for Renewal Projects to provide for informed decision making by Manex and Council (Section 5.3)	Manex	Manager Infrastructure	May 2019
5	Develop Priority Ranking Criteria for upgrade / New Asset Projects to provide for informed decision making by Manex and Council (Section 5.4)	Manex	Manager Infrastructure	May 2019

### 8.3 Monitoring and Review Procedures

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

The AMP will be updated annually to ensure it represents the current service level, asset values, projected operations, maintenance, capital renewal and replacement, capital upgrade/new and asset disposal expenditures and projected expenditure values incorporated into the long term financial plan.

The AMP has a life of 4 years and is due for complete revision and updating within 12 months of each Blayney Shire Council election.

### 8.4 Performance Measures

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

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<sup>15</sup> ISO 55000 Refers to this the Asset Management System

- The degree to which the required projected expenditures identified in this AMP are incorporated into the long term financial plan,
- The degree to which 1-5 year detailed works programs, budgets, business plans and corporate structures take into account the 'global' works program trends provided by the AMP,
- The degree to which the existing and projected service levels and service consequences (what we cannot do), risks and residual risks are incorporated into the Strategic Plan and associated plans,
- The Asset Renewal Funding Ratio achieving the target of 1.0.

## 9. REFERENCES

- IPWEA, 2006, 'International Infrastructure Management Manual', Institute of Public Works Engineering Australasia, Sydney, [www.ipwea.org/IIMM](http://www.ipwea.org/IIMM)
- IPWEA, 2008, 'NAMS.PLUS Asset Management', Institute of Public Works Engineering Australasia, Sydney, [www.ipwea.org/namsplus](http://www.ipwea.org/namsplus).
- IPWEA, 2015, 2nd edn., 'Australian Infrastructure Financial Management Manual', Institute of Public Works Engineering Australasia, Sydney, [www.ipwea.org/AIFMM](http://www.ipwea.org/AIFMM).
- IPWEA, 2015, 3rd edn., 'International Infrastructure Management Manual', Institute of Public Works Engineering Australasia, Sydney, [www.ipwea.org/IIMM](http://www.ipwea.org/IIMM)
- IPWEA, 2012 LTFP Practice Note 6 PN Long Term Financial Plan, Institute of Public Works Engineering Australasia, Sydney
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- Blayney Shire Council, 2016, 'Long Term Financial Plan (LTFP) 2016-2026', Blayney Shire Council
- Blayney Shire Council, 2013, Blayney Local Infrastructure Contributions Plan, Blayney Shire Council

## 10. APPENDICES

- Appendix A      Projected 10 year Capital Renewal and Replacement Works Program
- Appendix B      Projected 10 year Capital Upgrade/New Works Program

## Appendix A Projected 10-year Capital Renewal and Replacement Works Program

Asset ID	Sub Category	Asset Name	From	To	Rem Life (Years)	Planned Renewal Year	Renewal Cost (\$000)	Useful Life (Years)
60	Bridges	Timber	Timber. Concrete deck o'lay	Leabeater Street	2	2020	\$132,566	50
65	Bridges	Timber	Timber. Concrete deck overlay	Carcoar Road	2	2020	\$525,367	50
71	Bridges	Timber	Timber	Old Lachlan Road	2	2020	\$112,982	50
72	Bridges	Timber	Timber. Conc deck overlay	Snake Creek Road	2	2020	\$111,476	50
74	Bridges	Timber	timmer	Coombing Street	2	2020	\$139,533	50
Subtotal							\$1,021,923	
20151118124740	Culverts	Pipe	Belubula Way	None	4	2022	\$7,685	100
20151119142549	Culverts	Pipe	Hobbys Yards Road	None	4	2022	\$10,706	100
20151123123627	Culverts	Pipe	Carcoar Road	None	4	2022	\$2,703	100
2015123105134	Culverts	Pipe	Burnt Yards Road	None	4	2022	\$4,995	100
2015123154317	Culverts	Pipe	Burnt Yards Road	None	4	2022	\$6,095	100
2015127144425	Culverts	Pipe	Sherlocks Lane	None	4	2022	\$2,738	100
201512816429	Culverts	Box	Bugs Ridge Road	None	4	2022	\$2,709	100
201612115357	Culverts	Pipe	Neville - Trunkey Road	None	4	2022	\$2,590	100
2016127101015	Culverts	Pipe	Fell Timber Road	None	4	2022	\$5,035	100
201612792813	Culverts	Pipe	Fell Timber Road	None	4	2022	\$2,812	100
20162119536	Culverts	Pipe	Newbridge Road	None	4	2022	\$3,663	100
2015112012019	Headwalls	Pipe	Neville Road	Stone pitch/Stone pitch	4	2022	\$1,060	100
20151123114253	Headwalls	Pipe	Carcoar Road	Stone pitch/Stone pitch	4	2022	\$840	100
2015112410426	Headwalls	Pipe	Gap Road	None/Stone pitch	4	2022	\$2,300	100
20151125151814	Headwalls	Pipe	Long Swamp Road	Stone pitch/Stone pitch	4	2022	\$1,060	100
2015112694641	Headwalls	Pipe	Newbridge Road	Stone pitch/Stone pitch	4	2022	\$1,060	100
2015122112343	Headwalls	Pipe	Sunnyside Road	Stone pitch/Stone pitch	4	2022	\$840	100
201512212221	Headwalls	Pipe	Hilltop Lane	Stone pitch/Stone pitch	4	2022	\$3,180	100
201512293922	Headwalls	Box	Garland Road	Stone pitch/None	4	2022	\$1,460	100
2015123145822	Headwalls	Pipe	Burnt Yards Road	Stone pitch/Stone pitch	4	2022	\$1,480	100
2015127121239	Headwalls	Pipe	Bentleys Lane	Stone pitch/Stone pitch	4	2022	\$1,680	100
2015127145746	Headwalls	Pipe	Glenelg Road	Stone	4	2022	\$840	100



201612892649	Headwalls	Pipe	Fell Timber Road	pitch/Stone pitch/Stone pitch/Stone	4	2022	\$1,060	100
201624145928	Headwalls	Pipe	Bakers Road	None/Stone pitch	4	2022	\$1,060	100
201625101527	Headwalls	Pipe	Matthews Road	Stone pitch/Stone pitch	4	2022	\$1,060	100
Subtotal							\$70,711	
20170405110108	Footpath	Spray Seal	Millthorpe		0	2018	\$11,060	15
Subtotal							\$11,060	
FPLn110	Footpath	Concrete	Carcoar		3	2021	\$15,559	80
FPLn130	Footpath	Concrete	Lyndhurst		3	2021	\$16,526	80
FPLn140	Footpath	Concrete	Mandurama		3	2021	\$26,742	80
FPLn142	Footpath	Concrete	Mandurama		3	2021	\$2,133	80
FPLn143	Footpath	Concrete	Millthorpe		3	2021	\$26,945	80
FPLn144	Footpath	Concrete	Millthorpe		3	2021	\$7,050	80
FPLn165	Footpath	Concrete	Millthorpe		3	2021	\$6,709	80
FPLn182	Footpath	Concrete	Blayney		3	2021	\$18,450	80
FPLn202	Footpath	Concrete	Blayney		3	2021	\$5,723	80
FPLn61	Footpath	Concrete	Blayney		3	2021	\$8,026	80
Subtotal							\$133,863	
Gdrls2	Guardrail	Wimbledon Rd	Gresham		1	2019	\$3,744	30
Gdrls3	Guardrail	Wimbledon Rd	Gresham		1	2019	\$3,634	30
Gdrls4	Guardrail	Wimbledon Rd	Gresham		1	2019	\$15,087	30
Gdrls5	Guardrail	Wimbledon Rd	Gresham		1	2019	\$15,087	30
Gdrls6	Guardrail	Wimbledon Rd	Gresham		1	2019	\$20,484	30
Gdrls7	Guardrail	Wimbledon Rd	Gresham		1	2019	\$20,374	30
Gdrls8	Guardrail	Belubula St	Carcoar		1	2019	\$10,132	30
Gdrls9	Guardrail	Belubula St	Carcoar		1	2019	\$6,608	30
Gdrls10	Guardrail	Belubula St	Carcoar		1	2019	\$9,801	30
Gdrls11	Guardrail	Belubula St	Carcoar		1	2019	\$9,911	30
Gdrls12	Guardrail	Brady Rd	Carcoar		1	2019	\$6,277	30
Gdrls13	Guardrail	Brady Rd	Carcoar		1	2019	\$9,471	30
Gdrls14	Guardrail	Brady Rd	Carcoar		1	2019	\$8,260	30
Gdrls107	Guardrail	Fell Timber Road	@ Mt Maquarie Road		1	2019	\$2,857	30
Gdrls53	Guardrail	Newbridge Rd	2nd Bridge (SE side)		1	2019	\$2,310	30
Subtotal							\$144,038	
Gdrls54	Guardrail	Newbridge Rd	2nd Bridge (NE side)		7	2025	\$2,310	30
Usdns3	Urban Signs	Other Signs (Angle parking etc)	169		7	2025	\$71,512	30
Gdrls44	Guardrail	Carcoar Dam Rd	East of Dam Wall		7	2025	\$13,430	30
Gdrls50	Guardrail	Newbridge Rd	1st Bridge (S side)		7	2025	\$1,976	30
Gdrls51	Guardrail	Newbridge Rd	1st Bridge (N side)		7	2025	\$1,095	30
Gdrls52	Guardrail	Newbridge Rd	2nd Bridge (N side)		7	2025	\$1,095	30
Subtotal							\$91,419	
4068	Kerb/Gutter	Kerb Riverstone	Stones	Naylor Street	-21	1997	\$80,669	80

4069	Kerb/Gutter	Kerb Riverstone	Stones	Naylor Street	-21	1997	\$576,900	80
<b>Subtotal</b>							<b>\$657,570</b>	
3812	Kerb/Gutter	Kerb Highback	Concrete	Ogilvy Street	3	2021	\$8,698	80
3920	Kerb/Gutter	Kerb Highback	Concrete	Somers Street	3	2021	\$56,829	80
3962	Kerb/Gutter	Kerb Highback	Concrete	Napier Street	3	2021	\$22,729	80
<b>Subtotal</b>							<b>\$88,256</b>	
188.02b	Sealed Roads	Sub Base	Collins Street		-105	1913	\$3,725	13
<b>Subtotal</b>							<b>\$3,725</b>	
130.07b	Sealed Roads	Sub Base	Forest Reefs Road		-43	1975	\$13,302	150
353.01b	Sealed Roads	Sub Base	Jarman Crescent		-43	1975	\$8,714	150
376.01b	Sealed Roads	Sub Base	St Vincent-Welsh Way		-43	1975	\$5,659	150
99.08b	Sealed Roads	Sub Base	Carcoar Road		-43	1975	\$286,267	150
<b>Subtotal</b>							<b>\$313,943</b>	
99.08c	Sealed Roads	Base	Carcoar Road		-13	2005	\$239,743	40
376.01c	Sealed Roads	Base	St Vincent-Welsh Way		-13	2005	\$4,739	40
353.01c	Sealed Roads	Base	Jarman Crescent		-13	2005	\$7,298	40
370.01b	Sealed Roads	Sub Base	Calga Road		-13	2005	\$3,225	150
230.03b	Sealed Roads	Sub Base	Icely Street		-13	2005	\$4,763	150
130.07c	Sealed Roads	Base	Forest Reefs Road		-13	2005	\$22,281	40
255.01b	Sealed Roads	Sub Base	Mary Street		-13	2005	\$1,160	150
<b>Subtotal</b>							<b>\$283,208</b>	
255.01c	Sealed Roads	Base	Mary Street		-5	2013	\$1,943	40
188.02c	Sealed Roads	Base	Collins Street		-5	2013	\$6,240	40
230.03c	Sealed Roads	Base	Icely Street		-5	2013	\$3,989	40
370.01c	Sealed Roads	Base	Calga Road		-5	2013	\$5,402	40
<b>Subtotal</b>							<b>\$17,574</b>	
16.03d	Sealed Roads	Seal	Marshall's Lane		0	2018	\$3,108	13
22.02d	Sealed Roads	Seal	Newbridge Road		0	2018	\$22,751	13
22.04d	Sealed Roads	Seal	Newbridge Road		0	2018	\$13,620	13
22.12d	Sealed Roads	Seal	Newbridge Road		0	2018	\$63,367	13
27.01d	Sealed Roads	Seal	Hills Lane		0	2018	\$2,481	13
33.01d	Sealed Roads	Seal	Moorilda Road		0	2018	\$248,767	13
41.03d	Sealed Roads	Seal	Neville Road		0	2018	\$25,743	13
50.06d	Sealed Roads	Seal	Neville - Trunkey Road		0	2018	\$3,913	13
52.01d	Sealed Roads	Seal	Barry Road		0	2018	\$28,550	13
52.05d	Sealed Roads	Seal	Barry Road		0	2018	\$89,877	13
56.07d	Sealed Roads	Seal	Mandurama Road		0	2018	\$20,589	13
56.09d	Sealed Roads	Seal	Mandurama Road		0	2018	\$36,677	13
66.02d	Sealed Roads	Seal	Garland Road		0	2018	\$384,676	13
86.04d	Sealed Roads	Seal	Burnt Yards Road		0	2018	\$32,994	13
86.06d	Sealed Roads	Seal	Burnt Yards Road		0	2018	\$33,282	13
86.08d	Sealed Roads	Seal	Burnt Yards Road		0	2018	\$63,878	13
86.09d	Sealed Roads	Seal	Burnt Yards Road		0	2018	\$73,661	13
86.10d	Sealed Roads	Seal	Burnt Yards Road		0	2018	\$34,529	13
86.11d	Sealed Roads	Seal	Burnt Yards Road		0	2018	\$13,198	13

86.12d	Sealed Roads	Seal	Burnt Yards Road	0	2018	\$8,344	13
86.13d	Sealed Roads	Seal	Burnt Yards Road	0	2018	\$48,500	13
93.02d	Sealed Roads	Seal	Errownagbang Road	0	2018	\$63,830	13
62.01d	Sealed Roads	Seal	Gallymont Road	0	2018	\$35,808	13
73.03d	Sealed Roads	Seal	Rockdell Road	0	2018	\$8,172	13
78.01d	Sealed Roads	Seal	Newry Downs Road	0	2018	\$76,027	13
93.09d	Sealed Roads	Seal	Errownagbang Road	0	2018	\$29,509	13
93.10d	Sealed Roads	Seal	Errownagbang Road	0	2018	\$109,277	13
93.11d	Sealed Roads	Seal	Errownagbang Road	0	2018	\$127,788	13
99.07d	Sealed Roads	Seal	Carcoar Road	0	2018	\$85,286	13
99.08d	Sealed Roads	Seal	Carcoar Road	0	2018	\$194,090	13
99.09d	Sealed Roads	Seal	Carcoar Road	0	2018	\$26,696	13
105.02d	Sealed Roads	Seal	Lawson Road	0	2018	\$6,004	13
105.04d	Sealed Roads	Seal	Lawson Road	0	2018	\$4,124	13
105.06d	Sealed Roads	Seal	Lawson Road	0	2018	\$5,582	13
106.01d	Sealed Roads	Seal	Panuera Road	0	2018	\$59,047	13
86.01d	Sealed Roads	Seal	Burnt Yards Road	0	2018	\$11,478	13
98.01d	Sealed Roads	Seal	Browns Creek Road	0	2018	\$41,940	13
115.01d	Sealed Roads	Seal	Long Swamp Road	0	2018	\$60,246	13
116.03d	Sealed Roads	Seal	Carbine Road	0	2018	\$24,106	13
118.01d	Sealed Roads	Seal	Watersons Road	0	2018	\$1,573	13
119.01d	Sealed Roads	Seal	Tallwood Road	0	2018	\$24,586	13
119.05d	Sealed Roads	Seal	Tallwood Road	0	2018	\$21,165	13
119.06d	Sealed Roads	Seal	Tallwood Road	0	2018	\$111,681	13
130.07d	Sealed Roads	Seal	Forest Reefs Road	0	2018	\$18,038	13
130.08d	Sealed Roads	Seal	Forest Reefs Road	0	2018	\$26,760	13
130.09d	Sealed Roads	Seal	Forest Reefs Road	0	2018	\$5,371	13
130.10d	Sealed Roads	Seal	Forest Reefs Road	0	2018	\$36,255	13
130.11d	Sealed Roads	Seal	Forest Reefs Road	0	2018	\$65,873	13
130.12d	Sealed Roads	Seal	Forest Reefs Road	0	2018	\$49,996	13
130.01d	Sealed Roads	Seal	Forest Reefs Road	0	2018	\$63,878	13
142.01d	Sealed Roads	Seal	Matthews Road	0	2018	\$1,611	13
142.04d	Sealed Roads	Seal	Matthews Road	0	2018	\$6,177	13
153.04d	Sealed Roads	Seal	Four Mile Creek Road	0	2018	\$45,719	13
153.05d	Sealed Roads	Seal	Four Mile Creek Road	0	2018	\$93,196	13
169.02d	Sealed Roads	Seal	Blake Street	0	2018	\$3,018	13
169.03d	Sealed Roads	Seal	Blake Street	0	2018	\$6,036	13
170.01d	Sealed Roads	Seal	Blayney Street	0	2018	\$12,948	13
171.01d	Sealed Roads	Seal	Boomerang Street	0	2018	\$12,533	13
179.01d	Sealed Roads	Seal	Carcoar Street	0	2018	\$125,186	13
190.01d	Sealed Roads	Seal	Coombing Street	0	2018	\$6,963	13
190.03d	Sealed Roads	Seal	Coombing Street	0	2018	\$1,765	13
190.04d	Sealed Roads	Seal	Coombing Street	0	2018	\$5,147	13
196.01d	Sealed Roads	Seal	Crowson Street	0	2018	\$4,540	13
196.02d	Sealed Roads	Seal	Crowson Street	0	2018	\$17,009	13
202.02d	Sealed Roads	Seal	Egbert Street	0	2018	\$11,145	13
210.01d	Sealed Roads	Seal	Fleet Street	0	2018	\$3,050	13
213.01d	Sealed Roads	Seal	George Street	0	2018	\$4,412	13
220.01d	Sealed Roads	Seal	Hanover Crescent	0	2018	\$10,455	13
221.01d	Sealed Roads	Seal	Harrow Street	0	2018	\$12,788	13
234.01d	Sealed Roads	Seal	Jones Street	0	2018	\$14,505	13
242.01d	Sealed Roads	Seal	Lynch Street	0	2018	\$2,251	13
246.01d	Sealed Roads	Seal	Mandurama Street	0	2018	\$6,746	13
246.02d	Sealed Roads	Seal	Mandurama Street	0	2018	\$9,943	13

253.01d	Sealed Roads	Seal	Martha Street	0	2018	\$25,756	13
255.01d	Sealed Roads	Seal	Mary Street	0	2018	\$1,573	13
259.01d	Sealed Roads	Seal	Montgomery Street (aka Montgomery)	0	2018	\$10,480	13
261.01d	Sealed Roads	Seal	Morley Street	0	2018	\$6,874	13
268.01d	Sealed Roads	Seal	Naylor Street	0	2018	\$40,859	13
278.02d	Sealed Roads	Seal	Palmer Street	0	2018	\$16,401	13
291.01d	Sealed Roads	Seal	Pym Street	0	2018	\$22,028	13
292.03d	Sealed Roads	Seal	Queen Street	0	2018	\$4,911	13
298.01d	Sealed Roads	Seal	Rodd Street	0	2018	\$8,619	13
305.02d	Sealed Roads	Seal	Selby Street	0	2018	\$2,302	13
319.01d	Sealed Roads	Seal	Stoke Lane	0	2018	\$2,551	13
319.02d	Sealed Roads	Seal	Stoke Lane	0	2018	\$5,927	13
321.01d	Sealed Roads	Seal	Teasdale Street	0	2018	\$6,701	13
329.01d	Sealed Roads	Seal	Unwin Street	0	2018	\$8,440	13
333.01d	Sealed Roads	Seal	William Street	0	2018	\$13,955	13
335.01d	Sealed Roads	Seal	Lawson Street	0	2018	\$63,226	13
336.01d	Sealed Roads	Seal	Gerty Street	0	2018	\$76,392	13
331.01d	Sealed Roads	Seal	Water Street	0	2018	\$73,815	13
351.01d	Sealed Roads	Seal	Quamby Place	0	2018	\$7,289	13
352.01d	Sealed Roads	Seal	Goomballo Street	0	2018	\$7,705	13
353.01d	Sealed Roads	Seal	Jarman Crescent	0	2018	\$5,908	13
370.01d	Sealed Roads	Seal	Calga Road	0	2018	\$4,374	13
376.01d	Sealed Roads	Seal	St Vincent-Welsh Way	0	2018	\$3,837	13
418.01d	Sealed Roads	Seal	Memorial Drive	0	2018	\$10,704	13
448.01d	Sealed Roads	Seal	Quarry Farm Lane	0	2018	\$5,058	13
452.23d	Sealed Roads	Seal	Hobbys Yards Road ( MR 390 )	0	2018	\$5,371	13
452.24d	Sealed Roads	Seal	Hobbys Yards Road ( MR 390 )	0	2018	\$8,440	13
463.01d	Sealed Roads	Seal	Brooklee lane	0	2018	\$14,815	13
468.02d	Sealed Roads	Seal	Walkom Road	0	2018	\$32,572	13
469.01d	Sealed Roads	Seal	Buesnel lane	0	2018	\$22,827	13
901.03d	Sealed Roads	Seal	Road Behind Old Saleyards - off Gerty St	0	2018	\$1,458	13
903.01d	Sealed Roads	Seal	Carcoar Cemetry Rd - Sth	0	2018	\$1,822	13
905.01d	Sealed Roads	Seal	Millthorpe Cemetry Rd - Sth	0	2018	\$396	13
452.08d	Sealed Roads	Seal	Hobbys Yards Road ( MR 390 )	0	2018	\$36,882	13
452.09d	Sealed Roads	Seal	Hobbys Yards Road ( MR 390 )	0	2018	\$15,845	13
Subtotal						\$3,639,949	
906.01d	Sealed Roads	Seal	Millthorpe Cemetry Rd - Nth	2	2020	\$1,228	13
904.01d	Sealed Roads	Seal	Carcoar Cemetry Rd - Nth	2	2020	\$2,686	13
452.02d	Sealed Roads	Seal	Hobbys Yards Road ( MR 390 )	2	2020	\$68,500	13
418.02d	Sealed Roads	Seal	Memorial Drive	2	2020	\$12,315	13
401.01d	Sealed Roads	Seal	Back Road	2	2020	\$441	13
339.04d	Sealed Roads	Seal	Turner Street	2	2020	\$1,918	13
345.01d	Sealed Roads	Seal	Selwyn Street	2	2020	\$25,769	13
345.02d	Sealed Roads	Seal	Selwyn Street	2	2020	\$19,023	13
330.02d	Sealed Roads	Seal	Victoria Street	2	2020	\$11,510	13

313.01d	Sealed Roads	Seal	Staunton Street	2	2020	\$2,379	13
324.01d	Sealed Roads	Seal	Terragong Street	2	2020	\$49,773	13
325.01d	Sealed Roads	Seal	Toomey Street	2	2020	\$9,208	13
311.01d	Sealed Roads	Seal	Somers Place	2	2020	\$17,801	13
296.03d	Sealed Roads	Seal	Ramsay Street	2	2020	\$18,722	13
282.01d	Sealed Roads	Seal	Pearce Street	2	2020	\$9,368	13
216.01d	Sealed Roads	Seal	Gold Street	2	2020	\$11,906	13
216.03d	Sealed Roads	Seal	Gold Street	2	2020	\$13,773	13
203.01d	Sealed Roads	Seal	Elliott Street	2	2020	\$22,150	13
196.03d	Sealed Roads	Seal	Crowson Street	2	2020	\$5,227	13
186.01d	Sealed Roads	Seal	Church Street	2	2020	\$18,709	13
119.04d	Sealed Roads	Seal	Tallwood Road	2	2020	\$84,148	13
173.01d	Sealed Roads	Seal	Burns Street	2	2020	\$45,910	13
156.03d	Sealed Roads	Seal	Adelaide lane	2	2020	\$4,489	13
153.03d	Sealed Roads	Seal	Four Mile Creek Road	2	2020	\$19,745	13
130.06d	Sealed Roads	Seal	Forest Reefs Road	2	2020	\$50,386	13
106.02d	Sealed Roads	Seal	Panuera Road	2	2020	\$263,230	13
85.01d	Sealed Roads	Seal	Junction Reefs Road	2	2020	\$83,790	13
66.04d	Sealed Roads	Seal	Garland Road	2	2020	\$82,677	13
56.02d	Sealed Roads	Seal	Mandurama Road	2	2020	\$21,875	13
56.06d	Sealed Roads	Seal	Mandurama Road	2	2020	\$136,644	13
54.01d	Sealed Roads	Seal	Mount Macquarie Road	2	2020	\$25,200	13
16.02d	Sealed Roads	Seal	Marshalls Lane	2	2020	\$66,238	13
33.03d	Sealed Roads	Seal	Moorilda Road	2	2020	\$55,278	13
25.04d	Sealed Roads	Seal	Village Road	2	2020	\$2,813	13
22.03d	Sealed Roads	Seal	Newbridge Road	2	2020	\$49,338	13
Subtotal						\$1,314,165	
23c	Unsealed Roads	base	West Wimbledon Road	4	2022	\$36,887	20
24c	Unsealed Roads	base	Jones Lane	4	2022	\$22,281	20
37c	Unsealed Roads	base	Fardells lane	4	2022	\$81,201	20
46c	Unsealed Roads	base	Morrison's Lane	4	2022	\$57,208	20
54c	Unsealed Roads	base	Mount Macquarie Road	4	2022	\$237,377	20
64c	Unsealed Roads	base	Winterbottoms Lane	4	2022	\$34,411	20
89c	Unsealed Roads	base	Lummes lane	4	2022	\$13,864	20
111c	Unsealed Roads	base	Glenlea Road	4	2022	\$20,371	20
122c	Unsealed Roads	base	Rapleys lane	4	2022	\$25,782	20
125c	Unsealed Roads	base	Convent Lane	4	2022	\$41,873	20
132c	Unsealed Roads	base	Wilson's Lane	4	2022	\$150,119	20
142c	Unsealed Roads	base	Matthews Road	4	2022	\$184,186	20
145c	Unsealed Roads	base	Duttons Lane	4	2022	\$8,046	20
162c	Unsealed Roads	base	Bathurst Street	4	2022	\$20,385	20
173c	Unsealed Roads	base	Burke Street	4	2022	\$17,697	20

226c	Unsealed Roads	base	Henry Street	4	2022	\$14,344	20
243c	Unsealed Roads	base	Macquarie Street	4	2022	\$9,938	20
421c	Unsealed Roads	base	Mallowgrove Road	4	2022	\$145,722	20
436c	Unsealed Roads	base	Yangoora Road	4	2022	\$69,035	20
Subtotal						\$1,190,727	
235.01c	Sealed Roads	Base	Kingham Street	5	2023	\$7,140	40
244.01c	Sealed Roads	Base	Main Street	5	2023	\$3,925	40
418.02c	Sealed Roads	Base	Memorial Drive	5	2023	\$15,212	40
70.01c	Sealed Roads	Base	Muggletons Road	5	2023	\$2,535	40
452.24c	Sealed Roads	Base	Hobbys Yards Road ( MR 390 )	5	2023	\$10,426	40
132b	Unsealed Roads	subbase	Wilsons Lane	5	2023	\$134,438	150
142b	Unsealed Roads	subbase	Matthews Road	5	2023	\$164,947	150
421b	Unsealed Roads	subbase	Mallowgrove Road	5	2023	\$130,501	150
190.01c	Sealed Roads	Base	Coombing Street	5	2023	\$8,601	40
190.03c	Sealed Roads	Base	Coombing Street	5	2023	\$2,180	40
190.04c	Sealed Roads	Base	Coombing Street	5	2023	\$6,358	40
192.02c	Sealed Roads	Base	Copper Street	5	2023	\$12,226	40
203.01c	Sealed Roads	Base	Elliott Street	5	2023	\$27,359	40
210.01c	Sealed Roads	Base	Fleet Street	5	2023	\$3,767	40
216.02c	Sealed Roads	Base	Gold Street	5	2023	\$17,416	40
221.01c	Sealed Roads	Base	Harrow Street	5	2023	\$15,796	40
228.01c	Sealed Roads	Base	Hill Street	5	2023	\$4,865	40
130.09c	Sealed Roads	Base	Forest Reefs Road	5	2023	\$6,635	40
148.01c	Sealed Roads	Base	Millpost Creek Road	5	2023	\$3,080	40
153.04c	Sealed Roads	Base	Four Mile Creek Road	5	2023	\$56,472	40
153.05c	Sealed Roads	Base	Four Mile Creek Road	5	2023	\$115,117	40
155.01c	Sealed Roads	Base	Adelaide Street	5	2023	\$10,054	40
169.02c	Sealed Roads	Base	Blake Street	5	2023	\$3,728	40
171.01c	Sealed Roads	Base	Boomerang Street	5	2023	\$15,481	40
177.01c	Sealed Roads	Base	Campbell Street	5	2023	\$14,596	40
184.01c	Sealed Roads	Base	Church Street	5	2023	\$20,377	40
188.01c	Sealed Roads	Base	Collins Street	5	2023	\$6,540	40
259.01c	Sealed Roads	Base	Montgomery Street (aka Montgomery)	5	2023	\$12,945	40
260.01c	Sealed Roads	Base	Moorilda Street	5	2023	\$6,319	40
261.01c	Sealed Roads	Base	Morley Street	5	2023	\$8,491	40
292.02c	Sealed Roads	Base	Queen Street	5	2023	\$4,786	40
292.03c	Sealed Roads	Base	Queen Street	5	2023	\$6,066	40
298.01c	Sealed Roads	Base	Rodd Street	5	2023	\$10,647	40
305.02c	Sealed Roads	Base	Selby Street	5	2023	\$2,843	40
312.02c	Sealed Roads	Base	Stabback Street	5	2023	\$6,247	40
319.01c	Sealed Roads	Base	Stoke Lane	5	2023	\$3,151	40
319.02c	Sealed Roads	Base	Stoke Lane	5	2023	\$7,322	40
329.01c	Sealed Roads	Base	Unwin Street	5	2023	\$10,426	40
330.03c	Sealed Roads	Base	Victoria Street	5	2023	\$46,102	40
338.01c	Sealed Roads	Base	Kingham Street	5	2023	\$3,246	40
339.04c	Sealed Roads	Base	Turner Street	5	2023	\$2,369	40

105.04c	Sealed Roads	Base	Lawson Road	5	2023	\$5,094	40
118.01c	Sealed Roads	Base	Watersons Road	5	2023	\$1,943	40
119.05c	Sealed Roads	Base	Tallwood Road	5	2023	\$26,143	40
2.01c	Sealed Roads	Base	Nyes Gates Road	5	2023	\$45,494	40
16.03c	Sealed Roads	Base	Marshalls Lane	5	2023	\$3,839	40
22.04c	Sealed Roads	Base	Newbridge Road	5	2023	\$16,823	40
22.12c	Sealed Roads	Base	Newbridge Road	5	2023	\$78,271	40
25.04c	Sealed Roads	Base	Village Road	5	2023	\$3,475	40
27.01c	Sealed Roads	Base	Hills Lane	5	2023	\$3,065	40
40.02c	Sealed Roads	Base	Carcoar Dam Road	5	2023	\$19,051	40
50.06c	Sealed Roads	Base	Neville - Trunkey Road	5	2023	\$4,834	40
78.01c	Sealed Roads	Base	Newry Downs Road	5	2023	\$93,910	40
86.04c	Sealed Roads	Base	Burnt Yards Road	5	2023	\$40,755	40
86.11c	Sealed Roads	Base	Burnt Yards Road	5	2023	\$16,302	40
86.12c	Sealed Roads	Base	Burnt Yards Road	5	2023	\$10,307	40
Subtotal						\$1,320,040	
2.01d	Sealed Roads	Seal	Nyes Gates Road	6	2024	\$36,831	13
14.05d	Sealed Roads	Seal	Guyong Road	6	2024	\$141,146	13
41.09d	Sealed Roads	Seal	Neville Road	6	2024	\$125,691	13
50.05d	Sealed Roads	Seal	Neville - Trunkey Road	6	2024	\$4,335	13
56.01d	Sealed Roads	Seal	Mandurama Road	6	2024	\$17,136	13
60.05d	Sealed Roads	Seal	Felltimber Road	6	2024	\$11,746	13
66.01d	Sealed Roads	Seal	Garland Road	6	2024	\$159,523	13
97.03d	Sealed Roads	Seal	Gap Road	6	2024	\$22,636	13
106.03d	Sealed Roads	Seal	Panuara Road	6	2024	\$108,318	13
119.02d	Sealed Roads	Seal	Tallwood Road	6	2024	\$15,250	13
161.02d	Sealed Roads	Seal	Barker Street	6	2024	\$13,204	13
127.02d	Sealed Roads	Seal	Spring Terrace Road	6	2024	\$92,115	13
98.04d	Sealed Roads	Seal	Browns Creek Road	6	2024	\$57,605	13
192.02d	Sealed Roads	Seal	Copper Street	6	2024	\$9,898	13
188.02d	Sealed Roads	Seal	Collins Street	6	2024	\$5,051	13
216.00d	Sealed Roads	Seal	Gold Street	6	2024	\$9,144	13
223.01d	Sealed Roads	Seal	Hawke Street	6	2024	\$11,701	13
278.03d	Sealed Roads	Seal	Palmer Street	6	2024	\$1,151	13
264.01d	Sealed Roads	Seal	Mount McDonald Road	6	2024	\$84,173	13
260.01d	Sealed Roads	Seal	Moorilda Street	6	2024	\$5,115	13
253.02d	Sealed Roads	Seal	Martha Street	6	2024	\$12,756	13
273.02d	Sealed Roads	Seal	Ogilvy Street	6	2024	\$20,845	13
293.01d	Sealed Roads	Seal	Queen Street	6	2024	\$14,374	13
304.01d	Sealed Roads	Seal	Sawyer Street	6	2024	\$36,300	13
139c	Unsealed Roads	base	Dicksons Lane	6	2024	\$44,019	20
425c	Unsealed Roads	base	Church lane	6	2024	\$1,659	20
403c	Unsealed Roads	base	Springvale Lane	6	2024	\$19,351	20
114c	Unsealed Roads	base	Meribah Road	6	2024	\$102,361	20
116c	Unsealed Roads	base	Carbine Road	6	2024	\$68,872	20
82c	Unsealed Roads	base	Millamolong Road	6	2024	\$156,385	20
109c	Unsealed Roads	base	Myers Lane	6	2024	\$37,596	20



71c	Unsealed Roads	base	Lucan Road	6	2024	\$81,984	20
77c	Unsealed Roads	base	Kennys Lane	6	2024	\$67,061	20
79c	Unsealed Roads	base	Boondaroo Road	6	2024	\$59,711	20
61c	Unsealed Roads	base	Kentucky Road	6	2024	\$12,321	20
62c	Unsealed Roads	base	Gallymont Road	6	2024	\$177,473	20
904.02d	Sealed Roads	Seal	Carcoar Cemetry Rd - Nth	6	2024	\$1,669	13
2c	Unsealed Roads	base	Nyes Gates Road	6	2024	\$209,429	20
315.03d	Sealed Roads	Seal	Stillingfleet Street	6	2024	\$2,554	13
339.02d	Sealed Roads	Seal	Turner Street	6	2024	\$5,576	13
70.01d	Sealed Roads	Seal	Muggletons Road	6	2024	\$2,053	13
415.04d	Sealed Roads	Seal	Three Brothers Road	6	2024	\$63,021	13
415.06d	Sealed Roads	Seal	Three Brothers Road	6	2024	\$88,061	13
452.04d	Sealed Roads	Seal	Hobbys Yards Road ( MR 390 )	6	2024	\$24,618	13
452.06d	Sealed Roads	Seal	Hobbys Yards Road ( MR 390 )	6	2024	\$51,742	13
Subtotal						\$2,293,561	
10c	Unsealed Roads	base	Glengate Road	7	2025	\$56,303	20
15c	Unsealed Roads	base	Mayfield Lane	7	2025	\$22,068	20
40c	Unsealed Roads	base	Carcoar Dam Road	7	2025	\$362,538	20
43c	Unsealed Roads	base	Old Lachlan Road	7	2025	\$370,351	20
45c	Unsealed Roads	base	McKellars lane	7	2025	\$88,804	20
28c	Unsealed Roads	base	Prices Lane	7	2025	\$14,712	20
32c	Unsealed Roads	base	Bundaleer Raod	7	2025	\$59,663	20
63c	Unsealed Roads	base	Snake Creek Road	7	2025	\$174,355	20
53c	Unsealed Roads	base	Teasdale Road	7	2025	\$25,145	20
81c	Unsealed Roads	base	Wells Lane	7	2025	\$27,939	20
74c	Unsealed Roads	base	Lyons Road	7	2025	\$75,436	20
65c	Unsealed Roads	base	Hilltop Lane	7	2025	\$136,053	20
68c	Unsealed Roads	base	Tea Tree Road	7	2025	\$127,000	20
70c	Unsealed Roads	base	Kinds Lane	7	2025	\$21,326	20
101c	Unsealed Roads	base	Weston Lane	7	2025	\$24,509	20
102c	Unsealed Roads	base	Ewins Lane	7	2025	\$29,672	20
121c	Unsealed Roads	base	Dog Trap Lane	7	2025	\$11,331	20
133c	Unsealed Roads	base	Burtons Lane	7	2025	\$164,665	20
134c	Unsealed Roads	base	Ovington Lane	7	2025	\$29,354	20

	Roads							
137c	Unsealed Roads	base	Warburtons Lane	7	2025	\$61,643	20	
138c	Unsealed Roads	base	Peppermint Lane	7	2025	\$27,373	20	
126c	Unsealed Roads	base	Bulb farm lane	7	2025	\$5,942	20	
123c	Unsealed Roads	base	Nixons Lane	7	2025	\$42,652	20	
406c	Unsealed Roads	base	Acacia Lane	7	2025	\$5,517	20	
408c	Unsealed Roads	base	Kellys Road	7	2025	\$33,916	20	
412c	Unsealed Roads	base	Stringybark Road	7	2025	\$32,077	20	
420c	Unsealed Roads	base	Rosedale Road	7	2025	\$37,877	20	
270c	Unsealed Roads	base	North Street	7	2025	\$2,476	20	
280c	Unsealed Roads	base	Pascoe Street	7	2025	\$12,534	20	
290c	Unsealed Roads	base	Prescot Street	7	2025	\$19,522	20	
221c	Unsealed Roads	base	Harrow Street	7	2025	\$17,683	20	
163c	Unsealed Roads	base	Bathurst Street	7	2025	\$6,193	20	
150c	Unsealed Roads	base	Sunnyside Road	7	2025	\$76,391	20	
151c	Unsealed Roads	base	Nichols Lane	7	2025	\$21,007	20	
153c	Unsealed Roads	base	Four Mile Creek Road	7	2025	\$57,187	20	
431c	Unsealed Roads	base	Bradene Road	7	2025	\$14,606	20	
432c	Unsealed Roads	base	Hilton lane	7	2025	\$56,147	20	
424c	Unsealed Roads	base	Hobbys Yards Cemetery Rd	7	2025	\$9,697	20	
447c	Unsealed Roads	base	Cobbs lane	7	2025	\$37,382	20	
Subtotal						\$2,399,046		
452.15d	Sealed Roads	Seal	Hobbys Yards Road ( MR 390 )	9	2027	\$81,079	13	
452.03d	Sealed Roads	Seal	Hobbys Yards Road ( MR 390 )	9	2027	\$33,838	13	
464.01d	Sealed Roads	Seal	Clover Ridge Road	9	2027	\$36,703	13	
415.03d	Sealed Roads	Seal	Three Brothers Road	9	2027	\$72,510	13	
332.01d	Sealed Roads	Seal	William Street	9	2027	\$1,944	13	
338.01d	Sealed Roads	Seal	Kingham Street	9	2027	\$2,628	13	
343.01d	Sealed Roads	Seal	Athol Street	9	2027	\$26,792	13	
344.01d	Sealed Roads	Seal	Tollbar Street	9	2027	\$19,672	13	
367.01d	Sealed Roads	Seal	Haddon Place	9	2027	\$3,645	13	
312.01d	Sealed Roads	Seal	Staback Street	9	2027	\$8,325	13	
327.01d	Sealed Roads	Seal	Trunkey Street	9	2027	\$18,192	13	
313.02d	Sealed Roads	Seal	Staunton Street	9	2027	\$809	13	
330.03d	Sealed Roads	Seal	Victoria Street	9	2027	\$37,323	13	
252.01d	Sealed Roads	Seal	Marsden Street	9	2027	\$15,193	13	
271.01d	Sealed Roads	Seal	Norton Close	9	2027	\$3,741	13	
283.01d	Sealed Roads	Seal	Pearson Street	9	2027	\$7,417	13	

285.01d	Sealed Roads	Seal	Pilcher Street	9	2027	\$8,210	13
225.02d	Sealed Roads	Seal	Henry Street	9	2027	\$12,277	13
230.01d	Sealed Roads	Seal	Icely Street	9	2027	\$17,041	13
217.01d	Sealed Roads	Seal	Gowan Place	9	2027	\$9,272	13
240.02d	Sealed Roads	Seal	Loquat Street	9	2027	\$50,936	13
209.01d	Sealed Roads	Seal	Farm Street	9	2027	\$13,351	13
202.01d	Sealed Roads	Seal	Egbert Street	9	2027	\$1,180	13
190.06d	Sealed Roads	Seal	Coombing Street	9	2027	\$5,151	13
184.01d	Sealed Roads	Seal	Church Street	9	2027	\$16,497	13
170.02d	Sealed Roads	Seal	Blayney Street	9	2027	\$6,714	13
98.07d	Sealed Roads	Seal	Browns Creek Road	9	2027	\$98,407	13
137.01d	Sealed Roads	Seal	Warburtons Lane	9	2027	\$6,468	13
98.02d	Sealed Roads	Seal	Browns Creek Road	9	2027	\$42,458	13
98.03d	Sealed Roads	Seal	Browns Creek Road	9	2027	\$183,201	13
86.02d	Sealed Roads	Seal	Burnt Yards Road	9	2027	\$27,719	13
86.03d	Sealed Roads	Seal	Burnt Yards Road	9	2027	\$29,254	13
93.08d	Sealed Roads	Seal	Errownagbang Road	9	2027	\$56,525	13
66.05d	Sealed Roads	Seal	Garland Road	9	2027	\$98,266	13
70.02d	Sealed Roads	Seal	Kinds Lane	9	2027	\$4,738	13
52.07d	Sealed Roads	Seal	Barry Road	9	2027	\$25,737	13
52.03d	Sealed Roads	Seal	Barry Road	9	2027	\$30,532	13
41.11d	Sealed Roads	Seal	Neville Road	9	2027	\$35,414	13
42.03d	Sealed Roads	Seal	Fullers Lane	9	2027	\$5,167	13
41.04d	Sealed Roads	Seal	Neville Road	9	2027	\$196,008	13
34.01d	Sealed Roads	Seal	Kurangia Road	9	2027	\$24,714	13
33.02d	Sealed Roads	Seal	Moorilda Road	9	2027	\$55,310	13
22.10d	Sealed Roads	Seal	Newbridge Road	9	2027	\$46,646	13
1.03d	Sealed Roads	Seal	Vittoria Road	9	2027	\$83,540	13
Subtotal						\$1,560,539	
Program Total						\$16,555,318	

## Appendix B Projected Upgrade/Exp/New 10-year Capital Works Program

### Blayney SC

#### Projected Capital Upgrade/New Works Program - Footpaths\_S1\_V1

(\$000)

Year	Item	Description	Estimate
2018	1	Blayney - Stillingfleet St - SP Osman St to Carcoar St (inc Queen St) - (430m)	\$10
	2	Blayney - Orange Rd - FP Binstead to Existing - (120m)	\$24
	3	Blayney - Kindergarten - Lindsay St - FP Ogilvy St to Railway Ln + Blistered Crossing - (80m)	\$23
	4	Mandurama - Gold St - FP Existing to Memorial Hall + access friendly parking space (42m)	\$12
	5	Millthorpe - Montgomery St - FP (E Side) - Victoria St to Crowson St (140m)	\$28
	10		
<b>2018</b>		<b>Total</b>	<b>\$97</b>

(\$000)

Year	Item	Description	Estimate
2019	1	Blayney - Improved Rail Crossing (Construction - Cncl 25% / RMS 75%)	\$41
	2	Lyndhurst - MWH - SP Russart St to Harrow St (300m)	\$50
	3	Mandurama - Olive St (SH6) Relocate Ped Ref - Design	\$25
	4	Millthorpe - George St - Victoria St to Child Care Centre	\$18
	5	Millthorpe - Blake St - FP - Pym St to Existing (86m)	\$17
<b>2019</b>		<b>Total</b>	<b>\$151</b>

(\$000)

Year	Item	Description	Estimate
2020	1	Mandurama - Olive St (SH6) Relocate Ped Ref - Construction	\$75
	2	Neville - Crouch Street - Carcoar St to Pub (260m)	\$53
<b>2020</b>		<b>Total</b>	<b>\$128</b>

(\$000)

Year	Item	Description	Estimate
2021	1	Blayney - Binstead St - SP Raphael St to Burton St STH side - (80m)	\$28
	2	Blayney - Carcoar St - existing to Binstead St - (35m)	\$7
	3	Blayney - Ewin St - FP Palmer to Existing - (75m)	\$16
	4	Mandurama - Gold St - FP to Memorial Pk (100m)	\$21
	5	Millthorpe - Crowson Street - FP Stabback St to Unwin St	\$16
	6	Neville - Crouch Street - Carcoar St to Pub (290m)	\$61
<b>2021</b>		<b>Total</b>	<b>\$149</b>

(\$000)

Year	Item	Description	Estimate
2022	1	Blayney - Stillingfleet St - SP Osman St to Adelaide St (320m)	\$57
	2	Carcoar - Eulamore St - FP Naylor St to Uralba (320m)	\$69

	3	Newbridge - Trunkey St - Kerb Ramps @ Toomey St (8m 2 x Ramps)	\$2
	4	Newbridge - Trunkey St - FP Toomey St to Rail Bridge (118m)	\$25
<b>2022</b>		<b>Total</b>	<b>\$153</b>

(\$000)

Year	Item	Description	Estimate
2023	1	Blayney - Stillingfleet St - SP Osman St to Carcoar St (inc Queen St) - (430m)	\$77
	2	Blayney - Hawke St - FP Stirling St to Ewin St + 60m (190m)	\$42
	3	Millthorpe - Victoria St - SP - School to Boomerang St (110m) inc Upgrade from FP (%RENEW, %NEW)	\$29
<b>2023</b>		<b>Total</b>	<b>\$148</b>

(\$000)

Year	Item	Description	Estimate
2024	1	Blayney - Medway St - FP Existing to Highway (70m) - BLISTER Crossing across Medway St	\$15
	2	Blayney - Ogilvy St - SP IGA Driveway to Farm L (40m)	\$14
	3	Blayney - Orange RD - SP to Nestle (573m on road, 330m off road + 2 x Kerb Ramps)	\$77
	4	Lyndhurst - Mt McDonald Rd - Existing to Marsden St (215m)	\$48
<b>2024</b>		<b>Total</b>	<b>\$154</b>

(\$000)

Year	Item	Description	Estimate
2025	1	Blayney - Stillingfleet St - SP Adj KGO - Queen St - Carcoar St (215m)	\$38
	2	Mandurama - Olive St (SH6) - FP SE side - Silver St to Copper St (230m)	\$53
	3	Millthorpe - Victoria St - FP Improve Access @ Rail Underpass (190m)	\$63
<b>2025</b>		<b>Total</b>	<b>\$154</b>

(\$000)

Year	Item	Description	Estimate
2026	1	Blayney - Lower Farm St / Farm L / IGA - SP IGA to Heritage Pk - (1,010m)	\$98
	2	Carcoar - Coombing St - FP Icely St to Collins St - (240m)	\$56
<b>2026</b>		<b>Total</b>	<b>\$154</b>

(\$000)

Year	Item	Description	Estimate
2027	1	Blayney - Mt Errol St - FP Existing to Polona St - (270m)	\$64
	2	Blayney - Mitchell St - FP Mt Errol St to Presidents Walk (105m)	\$25
	3	Carcoar - Pound Flat Passive Rec Area - (380m)	\$45
<b>2027</b>		<b>Total</b>	<b>\$134</b>

**Blayney SC**  
**Projected Capital Upgrade/New Works Program - Roads\_S1\_V1**

(\$000)

Year	Item	Description	Estimate
2018	1	Mandurama Road	\$156
2018		<b>Total</b>	<b>\$156</b>

(\$000)

Year	Item	Description	Estimate
2019	1	Mandurama Road	\$160
	2	Village Road Sealing	\$29
	3	Selby Street Sealing	\$47
	4	Cooper/Cherry Street Sealing	\$39
	5	Forest Reefs Road	\$400
2019		<b>Total</b>	<b>\$675</b>

(\$000)

Year	Item	Description	Estimate
2020	1	Cooper/Cherry Street Sealing	\$39
	2	Ramsay Street Sealing	\$41
	3	Bathurst/Pascoe Street Sealing	\$85
	4	Forest Reefs Road	\$230
2020		<b>Total</b>	<b>\$395</b>

(\$000)

Year	Item	Description	Estimate
2021	1	Hay/Leabeater Street Sealing	\$97
2021		<b>Total</b>	<b>\$97</b>

(\$000)

Year	Item	Description	Estimate
2022	1	Mandurama Road	\$208
2022		<b>Total</b>	<b>\$208</b>

(\$000)

Year	Item	Description	Estimate
2023	1	Mandurama Road	\$213
2023		<b>Total</b>	<b>\$213</b>

(\$000)

Year	Item	Description	Estimate
2024	1	Mandurama Road	\$218
2024		<b>Total</b>	<b>\$218</b>

(\$000)

Year	Item	Description	Estimate
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2025	1	Mandurama Road	\$224
<b>2025</b>		<b>Total</b>	<b>\$224</b>

(\$000)

Year	Item	Description	Estimate
2026	1	Mandurama Road	\$230
<b>2026</b>		<b>Total</b>	<b>\$230</b>

(\$000)

Year	Item	Description	Estimate
2027	1	Mandurama Road	\$235
<b>2027</b>		<b>Total</b>	<b>\$235</b>



**Blayney Shire Council**





# **Wastewater - Sewer Asset Management Plan**



Version 1.2

May 2018

Document Control	<div><div><div><b>IPWEA</b> <small>INSTITUTE OF PUBLIC WORKS ENGINEERING AUSTRALASIA</small></div></div><div></div><div><b>Asset Management Plan</b></div></div>				
Document ID : NAMSPLUS Concise Asset Management Plan Template_V2_170508					
Rev No	Date	Revision Details	Author	Reviewer	Approver
1.0	October 2009	Original Draft	GP	GB	GW
1.1	March 2012	Revised Draft	GP	GB	GW
1.2	May 2018	2017 Sewer Revaluation	GP	GB	RR

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## TABLE OF CONTENTS

1	EXECUTIVE SUMMARY .....	- 1 -
	1.1 The Purpose of the Plan.....	- 1 -
	1.2 Asset Description .....	- 1 -
	1.3 Levels of Service.....	- 1 -
	1.4 Future Demand .....	- 1 -
	1.5 Lifecycle Management Plan .....	- 2 -
	1.6 Financial Summary .....	- 2 -
	1.7 Asset Management Practices.....	- 3 -
	1.8 Monitoring and Improvement Program .....	- 3 -
2.	INTRODUCTION.....	- 4 -
	2.1 Background.....	- 4 -
	2.2 Goals and Objectives of Asset Ownership.....	- 4 -
	2.3 Core and Advanced Asset Management .....	- 5 -
3.	LEVELS OF SERVICE .....	- 6 -
	3.1 Customer Research and Expectations.....	- 6 -
	3.2 Strategic and Corporate Goals .....	- 6 -
	3.3 Legislative Requirements .....	- 8 -
	3.4 Customer Levels of Service.....	- 9 -
	3.5 Technical Levels of Service .....	- 10 -
4.	FUTURE DEMAND .....	- 12 -
	4.1 Demand Drivers.....	- 12 -
	4.2 Demand Forecasts .....	- 12 -
	4.3 Demand Impact on Assets.....	- 12 -
	4.4 Demand Management Plan.....	- 13 -
	4.5 Asset Programs to meet Demand.....	- 13 -
5.	LIFECYCLE MANAGEMENT PLAN.....	- 15 -
	5.1 Background Data .....	- 15 -
	5.2 Operations and Maintenance Plan.....	- 18 -
	5.3 Renewal/Replacement Plan .....	- 19 -
	5.4 Creation/Acquisition/Upgrade Plan .....	- 21 -
	5.5 Disposal Plan .....	- 24 -
6.	RISK MANAGEMENT PLAN.....	- 24 -
	6.1 Critical Assets .....	- 24 -
	6.2 Risk Assessment .....	- 25 -
	6.3 Infrastructure Resilience Approach .....	- 26 -
	6.4 Service and Risk Trade-Offs.....	- 26 -
7.	FINANCIAL SUMMARY .....	- 27 -
	7.1 Financial Statements and Projections .....	- 27 -
	7.2 Funding Strategy.....	- 29 -
	7.3 Valuation Forecasts .....	- 29 -
	7.4 Key Assumptions Made in Financial Forecasts .....	- 29 -
	7.5 Forecast Reliability and Confidence .....	- 30 -
8.	PLAN IMPROVEMENT AND MONITORING .....	- 30 -
	8.1 Status of Asset Management Practices .....	- 30 -
	8.2 Improvement Plan .....	- 31 -
	8.3 Monitoring and Review Procedures.....	- 31 -
	8.4 Performance Measures .....	- 32 -
9.	REFERENCES.....	- 32 -
10.	APPENDICES.....	- 32 -
	Appendix A Projected 10-year Capital Renewal and Replacement Works Program .....	- 33 -
	Appendix B Projected Upgrade/Exp/New 10-year Capital Works Program .....	- 34 -
	Appendix C Budgeted Expenditures Accommodated in LTFP.....	36

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# 1 EXECUTIVE SUMMARY

## Blayney – At a glance

Blayney Shire has an area of 1,525 square kilometres, is located at an altitude of 850m above sea level, in the Central Tablelands of New South Wales, and has a population of approximately 7,380 (ABS 2016).

The Shire area is considered reasonably compact, with the main administrative centre, and largest population base being the town of Blayney.

Being located only 24km from the regional centre of Orange, the village of Millthorpe is the largest of a number of village and localities dispersed across the Shire, including Carcoar, Mandurama, Lyndhurst, Neville, Newbridge, Hobbys Yards and Barry.

The size and distribution of the population across the villages raises some challenges for Council and the community. Despite these challenges Council is committed to providing a range of parks and recreation facilities to meet the needs of its residents

## 1.1 The Purpose of the Plan

Asset management planning is a comprehensive process to ensure delivery of services from infrastructure is provided in a financially sustainable manner.

An Asset Management Plan (AMP) is a plan developed for the management of infrastructure assets, that combines multi-disciplinary techniques (including technical and financial) over the life cycle of the asset in the most cost effective manner to provide a specific level of service.<sup>1</sup>

The objective of the AMP is to inform the community of the costs and benefits associated with providing the agreed level of service, and to minimise the whole of life cost, including the operation, maintenance and replacement, or disposal of the asset. This enables the Council, community and other stakeholders to make informed decisions on where to focus efforts in renewing assets, and providing for new assets identified within the AMP.

This asset management plan details information about infrastructure assets including actions required to provide an agreed level of service in the most cost effective manner while outlining associated risks. The

plan defines the services to be provided, how the services are provided and what funds are required to provide the services over a 10-year planning period.

This plan covers the infrastructure assets that provide Sewerage Services to Blayney and Millthorpe urban areas. Blayney Shire Council recognises the value of these assets in protection of the environment and human health.

## 1.2 Asset Description

These assets include:

The Wastewater network comprises:

- 1 sewerage Treatment Plant
- 8 sewerage Pumping Stations
- 55,761 gravity sewerage pipelines
- 23,308 sewerage rising main pipelines
- 1 Effluent re-use pump station

These infrastructure assets have significant value estimated at \$30,657,000.

## 1.3 Levels of Service

Our present funding levels are Insufficient to continue to provide existing services at current levels in the medium term.

The main services consequences are:

- Reduced level of service
- Increased reactive maintenance costs
- Limited capacity to replace aged assets.

## 1.4 Future Demand

The main demands for new services are created by:

- Population growth
- Increase Trade Waste volume and concentration
- Regulation change

These 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.

- Continual monitoring and reporting

<sup>1</sup> IPWEA, 2015, IIMM.

- Trade Waste discharges to comply with approvals and using DPI Water to provide concurrence for high risk discharges.
- Discussions and Advocate for community expectation and cost implications.

## 1.5 Lifecycle Management Plan

### What does it Cost?

The projected outlays necessary to provide the services covered by this Asset Management Plan (AMP) includes operations, maintenance, renewal and upgrade of existing assets over the 10-year planning period is \$26,143,000 or \$2,614,000 on average per year.

## 1.6 Financial Summary

### What we will do

Estimated available funding for this period is \$25,832,000 or \$2,583,000 on average per year as per the long term financial plan or budget forecast. This is 68% of the cost to sustain the current level of service at the lowest lifecycle cost.

The infrastructure reality is that only what is funded in the long term financial plan can be provided. The emphasis of the Asset Management Plan is to communicate the consequences that this will have on the service provided and risks, so that decision making is "informed".

The allocated funding leaves a shortfall of \$ on average per year of the projected expenditure required to provide services in the AMP compared with planned expenditure currently included in the Long Term Financial Plan. This is shown in the figure below.

#### *Projected Operating and Capital Expenditure*

**Blayney SC - Projected Operating and Capital Expenditure (Wastewater\_S1\_V3)**

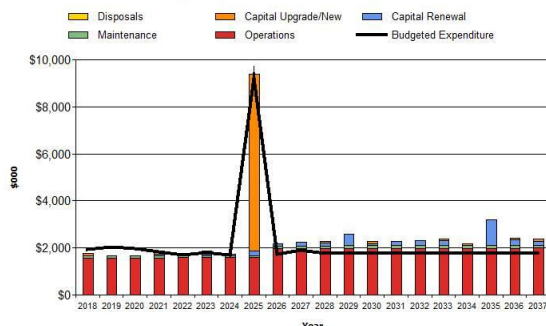


Figure Values are in current (real) dollars.

We plan to provide Wastewater services for the following:

- Operation, maintenance, renewal and upgrade of Sewerage Network to meet service levels set in annual budgets. The short to medium term projections look acceptable in the ability to achieve these goals.
- However, the Long term outlook, incorporating larger renewal requirement due to end of asset life and new capital upgrades, will require more strategic approaches and review of financial planning to maintain current levels of service.
- Within the 10-year planning period it is anticipated an upgrade of the Aerators and STP may be required if predictions of growth and capacity are recognised. These items account for significant increases in cost estimates.

### What we cannot do

We currently do **not** allocate enough funding to sustain these services at the desired standard or to provide all new services being sought. Works and services that cannot be provided under present funding levels are:

- Upgrade and renew sewer infrastructure older than it's accepted useful life.
- Inclusion of village sewer infrastructure to Carcoar Mandurama and Lyndhurst.

### Managing the Risks

Our present funding levels are insufficient to continue to manage risks in the medium term.

The main risk consequences are:

- Continual deterioration of aging infrastructure
- Increased reactive maintenance costs
- Lower performance of infrastructure to meet service levels

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

- Ongoing monitoring and CCTV inspection to accurately measure condition of ageing gravity network.
- Selection of upgrades and renewals are undertaken using the selection criteria to evaluate the priorities.
- Undertake work review to identify improvements in efficiencies.

## 1.7 Asset Management Practices

Our systems to manage assets include:

- Council's corporate system, "Synergysoft" - financial module
- Council's asset management system is provided by AssetFinda.
- Continual monitoring and inspections of sewerage network

Assets requiring renewal/replacement are identified from one of three methods provided in the 'Expenditure Template'.

- Method 1 uses Asset Register data to project the renewal costs using acquisition year and useful life to determine the renewal year, or
- Method 2 uses capital renewal expenditure projections from external condition modelling systems (such as Pavement Management Systems), or

- Method 3 uses a combination of average network renewals plus defect repairs in the Renewal Plan and Defect Repair Plan worksheets on the 'Expenditure template'.

Method 1 was used for this asset management plan.

## 1.8 Monitoring and Improvement Program

The next steps resulting from this asset management plan to improve asset management practices are:

- Review Asset Management Policy and Strategy
- Develop Customer satisfaction survey
- Review renewal models
- Update SBP & IWCM
- Increase condition assessment on gravity network



## 2. INTRODUCTION

### 2.1 Background

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

The asset management plan is to be read with the Blayney Shire Council's planning documents. This should include the Asset Management Policy and Asset Management Strategy along with other key planning documents:

- Blayney Shire Community Strategic Plan 2018 - 28
- Blayney Shire Council's Long Term Financial Plan
- Blayney Shire Council's Strategic Business Plan (SBP) for Sewerage Services 2014
- Integrated Water Cycle Management Plan (IWCM)
- Developer Contribution Plan
- Liquid Trade Waste Policy

The infrastructure assets covered by this asset management plan are shown in Table 2.1. These assets are used to provide the collection, transportation, treatment and disposal of the sewerage within the Blayney and Millthorpe urban and industrial areas.

**Table 2.1: Assets covered by this Plan**

Asset Category	Item (ea) / Length (m)	Replacement Value \$
Blayney Sewerage Treatment Plant	1 ea	7,198,289
Blayney & Millthorpe Sewerage Pump Stations	9 ea	3,113,579
Blayney gravity main network	45,332 m	12,745,862
Blayney rising main network	8,517 m	2,069,073
Millthorpe gravity main network	10,429 m	2,847,231
Millthorpe rising main network	14,791 m	2,682,579
<b>TOTAL</b>		<b>30,656,613</b>

### 2.2 Goals and Objectives of Asset Ownership

Our goal in managing wastewater infrastructure assets is to meet the defined level of service (as amended from time to time) in the most cost effective manner for present and future consumers. The key elements of the sewer infrastructure asset management are:

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

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

- International Infrastructure Management Manual 2015 <sup>2</sup>
- ISO 55000<sup>3</sup>

## **2.3 Core and Advanced Asset Management**

This asset management plan is prepared as a 'core' asset management plan over a 10 year planning period in accordance with the International Infrastructure Management Manual<sup>4</sup>. Core asset management is a 'top down' approach where analysis is applied at the system or network level. An 'advanced' asset management approach uses a 'bottom up' approach for gathering detailed asset information for individual assets.

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<sup>2</sup> Based on IPWEA 2015 IIMM, Sec 2.1.3, p 2 | 13

<sup>3</sup> ISO 55000 Overview, principles and terminology

<sup>4</sup> IPWEA, 2015, IIMM.

### 3. LEVELS OF SERVICE

#### 3.1 Customer Research and Expectations

This 'core' Wastewater asset management plan is prepared to facilitate consultation prior to adoption by the Blayney Shire Council. Future revisions of the asset management plan will incorporate community consultation on service levels and costs of providing the service. This will assist the Blayney Shire Council and stakeholders in matching the level of service required, service risks and consequences with the community's ability and willingness to pay for the service.

Council completed a Community Survey – "Future delivery of services in Blayney Shire" (2014) and was incorporated into the Sewerage Strategic Business Plan. This survey lead to an understanding at the time of the community expectations.

Community engagement has previously been undertaken including: -

- Community sessions for a Special Rate Variation (2017)
- Facilitated workshops to develop Local Community Plans (2016)
- Community Survey – "Future delivery of services in Blayney Shire" (2018)

Results from the Community Survey included are shown in Tables 3.1(a) and 3.1(b)

**Table 3.1(a): Community Satisfaction Survey Levels**

Performance Measure	Satisfaction Level						Count
							(n)
	Low		Somewhat		High		
	2018	% Change from 2012	2018	% Change from 2012	2018	% Change from 2012	
Sewer							
How important is this service to you?	6		23		68		97
How satisfied are you with this service?	7		34		56		97

Whilst some categories are not directly related to this AMP they provide some context to the discussion3.2

#### Strategic and Corporate Goals

This asset management plan is prepared under the direction of the Blayney Shire Council's vision, mission, goals and objectives.

***A busy, vibrant and thriving rural shire – a friendly and open place where people choose to live with a strong sense of community spirit and cohesiveness.***

***With positive population growth, employment opportunities, increased diversity of industry and economic growth, Blayney Shire's township, villages and settlements will be dynamic and prosperous, welcoming those who live here and also those who visit.***

***Our families and homes will continue to be safe within our caring and inclusive communities.***

***Irrespective of ability we will all enjoy the outdoors and facilities, improving our health and lifestyle whilst participating in a range of sporting and recreational activities.***

***Growth will be achieved in a sustainable manner with industry, coexisting with the productive farming land, open space, protecting the environment and restoring as a feature our built and natural heritage.***

***As the quintessential rural shire with Indigenous and European settlers influencing our architecture, agricultural and mining heritage we will celebrate our history, culture and rural lifestyle in style.***

***As a picturesque, conveniently located area of the beautiful central west of NSW we are a significant contributor to the visitor economy of the region; with a creative and artistic culture, food and wine, historic villages and four seasons.***

***Blayney Shire will be engaged, proactive and acknowledged for undertaking major projects and delivering valuable services, collaborating at a regional, state and national level.***

Council's purpose or reason for existence is set out in the adopted values statement,

***The people who live in Blayney Shire are friendly, hardworking, loyal and very community focused.***

***With a generosity of spirit and willingness to welcome visitors and new residents, the residents, business and industry will unite and rally together to assist families in need.***

***We support diversity of interests, backgrounds and access to public amenities and services for all residents on an equitable and shared basis.***

***We are resourceful; our innovative thinking and competitive spirit supported by the contribution of volunteers working together collaboratively and sharing resources has produced great outcomes.***

***We back ourselves and look forward positively and strategically with a can do attitude. We ask questions and expect transparency, balance, equity and accountability of our local, state and federal governments.***

***Most importantly we value honesty and respect for each other, our natural and built heritage and our valuable resources as we strive to achieve our future directions for our local villages and town within the shire and the whole region.***

***We will make informed decisions by consulting and engaging with stakeholders and consider the environment, social and economic impacts.***

***Any future development will be built for the long term and intergenerational benefit.***

Relevant goals and objectives and how these are addressed in this asset management plan are:

**Table 3.2: : Future Directions and Strategic Outcomes from Blayney Shire Council's "Community Strategic Plan" and how these are addressed in this Plan**

Future Direction (Goal)	Strategic Outcome (Objective)	How Goal and Objectives are addressed in AMP
1. Maintain and Improve Public Infrastructure and Services		
CSP 1.1	All levels of government need to work together to plan for ongoing works and capital projects that will improve the Blayney Shire road network and other assets.	Asset Management Plan developed to identify and plan for the ongoing sustainable operation and management of the Sewerage Infrastructure.  Potential expansion of the Sewer service to Villages
CSP 1.2	A Business Case should be developed to provide access to sewerage services for Carcoar, Mandurama and Lyndhurst.	
2. Build the Capacity and Capability of Local Governance and Finance		
CSP 2.1	Build on the strength of the individual Town Association and Village Committees so that they are capable, self-sufficient communities involved in decision making about issues that affect their own community.	Working with individual villages to develop sewerage systems that are affordable and sustainable.
CSP 2.2	A well-run Council organisation that is flexible enough to take advantage of capital grant opportunities to undertake major projects whilst delivering effective Council services in a sustainable manner.	
3. Promote Blayney Shire to grow the Local and Visitor Economy		
CSP 3.5	Sustainable water, renewable energy options and transport sectors support future growth of business, industry and residents.	Sewering of villages to facilitate future growth of business, industry and residents.

The Council will exercise its duty of care to ensure public safety in accordance with the Wastewater risk management plan prepared in conjunction with this AMP. Management of infrastructure risks is covered in Section 6.

### 3.3 Legislative Requirements

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

**Table 3.3: Legislative Requirements**

Legislation	Requirement
<b>Local Government Act 1993 (and Regulation 2005)</b>	Sets out the responsibilities and powers of local government to provide an accountable, effective, efficient, sustainable and open system of local government.
<b>NSW Environmental Planning and Assessment Act 1979</b>	Specifies the environmental considerations required in all development activities.
<b>Protection of the Environment Operations Act 1997</b>	Protects, restore and enhance the quality of the environment. Provides regulation activities, licensing and includes the monitoring and reporting on waste outputs.
<b>Soil Conservation Act 1938</b>	The objective of this Act is the conservation of soil resources and farm water resources and includes the mitigation of erosion and land degradation
<b>Catchment Management Act 1989</b>	Promotes the co-ordination of policies, programs and activities as they relate to

	total catchment management.
<b>Public Health Act 1991</b>	Consolidates Acts relating to Public Health and provides for the prevention and spread of disease.
<b>Work Health and Safety Act 2011 (and Regulations 2017)</b>	An Act to provide for the protection of the health, safety and welfare of the workplace, workers and other persons.
<b>Independent Pricing and Regulatory Tribunal Act 1992</b>	This Act enables the Tribunal to determine and advise on process and pricing policy for Government monopoly services. Provides a framework and guidelines to determine developer and “user pays” charging system.

### 3.4 Customer Levels of Service

Service levels are defined service levels in two terms, customer levels of service and technical levels of service. These are supplemented by organisational measures.

**Customer Levels of Service** measure how the customer receives the service and whether value to the customer is provided.

Customer levels of service measures used in the asset management plan are:

- Quality** How good is the service ... *what is the condition or quality of the service?*
- Function** Is it suitable for its intended purpose .... *Is it the right service?*
- Capacity/Use** Is the service over or under used ... *do we need more or less of these assets?*

The current and expected customer service levels are detailed in Tables 3.4 and 3.5. Table 3.4 shows the expected levels of service based on resource levels in the current long-term financial plan.

**Organisational measures** are measures of fact related to the service delivery outcome e.g. number of occasions when service is not available, condition %'s of Very Poor, Poor/Average/Good, Very good.

These Organisational measures provide a balance in comparison to the customer perception that may be more subjective.

**Table 3.4: Customer Level of Service**

	Expectation	Performance Measure Used	Current level of service *	Expected Position in 10 Years based on the current budget.
<b>Service Objective:</b> Provide Sewerage Infrastructure to meet regulatory requirements in an efficient and effective manner				
<b>Quality</b>	Appropriately located site for STP and pumping stations	Number of customer complaints	0	0
	No Odours	Number of customer complaints	<5	<5
	Re-use of treated effluent	100 % off effluent produced to be re-used	100% of effluent re-use by Cadia Valley Operations	100% of effluent re-use by Cadia Valley Operations
<b>Function</b>	Provide an effective method of collection and disposal of wastewater	NSW Best Practice Management (BPM) Framework for sewerage services	Complies with 89%. Currently do not achieve full cost recovery in line with BPM	Comply with 100% of the NSW Best Practice Management Framework

	No back-up of sewerage into properties	Number per year	<25	<10
	No overflow of Sewerage into public spaces or waterways	Number per year	<2	<2
<b>Capacity and Use</b>	Meets Environmental standards	Monitoring and reporting program	100% of total volume of sewerage treated to comply with EPA licence conditions	100% of total volume of sewerage treated to comply with EPA licence conditions
	Meet Safety standards	Number of incidents	<5 accidents / incidents	

Note. \* Figures included in current levels of service were taken from recorded Customer complaints and other reporting requirements including NSW DPI and EPA performance monitoring reporting.

### 3.5 Technical Levels of Service

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

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

- Operations – the regular activities to provide services (e.g. opening hours, cleansing, mowing grass, energy, inspections, etc).
- Maintenance – the activities necessary to retain an asset as near as practicable to an appropriate service condition. Maintenance activities enable an asset to provide service for its planned life (e.g. road patching, unsealed road grading, building and structure repairs),
- Renewal – the activities that return the service capability of an asset up to that which it had originally (e.g. road resurfacing and pavement reconstruction, pipeline replacement and building component replacement),
- Upgrade/New – the activities to provide a higher level of service (e.g. widening a road, sealing an unsealed road, replacing a pipeline with a larger size) or a new service that did not exist previously (e.g. a new library).

Service and asset managers plan, implement and control technical service levels to influence the customer service levels.<sup>5</sup>

Table 3.5 shows the technical levels of service expected to be provided under this AMP. The 'Desired' position in the table documents the position being recommended in this AMP.

**Table 3.5: Technical Levels of Service**

Service Attribute	Service Activity Objective	Activity Measure Process	Current Performance *	Desired for Optimum Lifecycle Cost **
<b>TECHNICAL LEVELS OF SERVICE</b>				
<b>Operations &amp; Maintenance</b>				
	Ability to cope with input from Blayney and Millthorpe networks as well as average stormwater infiltration	Ability to meet licence conditions	Functioning systems	Functioning systems

<sup>5</sup> IPWEA, 2015, IIMM, p 2 | 28.



Service Attribute	Service Activity Objective	Activity Measure Process	Current Performance *	Desired for Optimum Lifecycle Cost **
	Clean and clear pipeline structures	Number of customer complaints	29 sewer chokes	<10
	Well maintained STP and pump stations	Number of failures due to maintenance	0	<2
		<b>Budget</b>	\$1,669,000	\$2,608,400
<b>Renewal</b>				
	Reline / replace pipelines	Condition assessment of pipelines to maintain equipment in condition 3 or better	Condition above 3 Prioritise renewal list	Condition above 3
	Renew pump stations	Condition assessment of structural, mechanical and electrical equipment to maintain equipment in condition 3 or better	Condition above 4	Condition above 3
		<b>Budget</b>	\$100,000	\$100,000
<b>Upgrade/New</b>				
	Increase capacity of Aerators	Ability to provide sufficient dissolved oxygen to treatment process	Deficiencies during peak periods	Ability to meet dissolved oxygen levels at all times.
	Upgrade treatment plant	Performance of plant in it's ability to treat sewerage to comply with EPA licence conditions.	Develop functional design report. Complete upgrade design options report	Meets licence conditions on all occasions
		<b>Budget</b>		\$7,650,000

Note: \* Current activities and costs (currently funded).

\*\* Desired activities and costs to sustain current service levels and achieve minimum life cycle costs (not currently funded)

It is important to monitor the service levels provided regularly as these will change. The current performance is influenced by work efficiencies and technology, and customer priorities will change over time. Review and establishment of the agreed position which achieves the best balance between service, risk and cost is essential.

**Recommendation:**

Incorporate customer satisfaction survey into review of service levels and renewal models.

Review and update SPB and IWCM to include outcomes of survey and financial implications.

## 4. FUTURE DEMAND

### 4.1 Demand Drivers

Drivers affecting demand include things such as population change, regulations, changes in demographics, seasonal factors, vehicle ownership rates, consumer preferences and expectations, technological changes, economic factors, agricultural practices, environmental awareness, etc.

Demand for infrastructure is generated predominantly through either an increased utilisation of existing infrastructure brought about by the factors above or the requirement for new infrastructure to meet the needs of growth in new development.

The demand created by these two circumstances requires analysis to consider the ramifications to existing infrastructure networks and the ability of these networks to cope with the increased infrastructure. This analysis applies in all cases ranging from new subdivisions creating an increased load on existing networks, to changes in existing areas leading to increasing or decreasing utilisation and demand on infrastructure assets.

### 4.2 Demand Forecasts

The present position and projections for demand drivers that may impact future service delivery and use of assets were identified and are documented in Table 4.3.

### 4.3 Demand Impact on Assets

The impact of demand drivers that may affect future service delivery and use of assets are shown in Table 4.3.

**Table 4.3: Demand Drivers, Projections and Impact on Services**

Demand drivers	Present position	Projection	Impact on services
Population growth	7,380 (ABS 2016)	8,000 (2036) NSW Planning & Environment	Increased volumes may require upgrades to existing facilities. A volume increase will drive and increase in the cost of energy to treat sewerage
	STP currently services approx. 4,200 Equivalent Persons	5,100 (2036) based on 1% growth per annum with higher rates expected in Blayney and Millthorpe than rest of Shire	
Sewering of villages	Reliance on Septic systems	Carcoar, Lyndhurst and Mandurama to have sewerage system to urban areas of the villages.	Change and potential increased in financial modelling and cost for service
Industry / Manufacturing / Trade Waste volumes and concentration	416 industrial businesses (Remplan 2016)	452 industrial businesses (2036) (Based on percentage applied to NSW Planning & Environment for population change)	Impact on biological capacity of the STP to treat the increased input.
Potential Regulation change to increase effluent treatment outcomes	EPA Licence condition levels for key pollutants in effluent, i.e. suspended solids, total nitrogen, phosphorous	Lower level licence conditions for pollutants	Inability of current treatment process to meet future licence requirements.

## 4.4 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 can include non-asset solutions, insuring against risks and managing failures.

Opportunities identified to date for demand management are shown in Table 4.4. Further opportunities will be developed in future revisions of this asset management plan.

**Table 4.4: Demand Management Plan Summary**

Demand Driver	Impact on Services	Demand Management Plan
Population growth	Increased demand for sewerage infrastructure upgrades to meet licence EPA levels	Continual monitoring and reporting to comply with regulations. Undertake capacity review at STP and future planning strategy. Flow monitoring at each pump station. Investigate and identify opportunities for energy and operational efficiencies
Industry / Manufacturing / Trade waste	Impact on biological capacity of the STP to treat the increased input.	Ensure new trade waste discharge pollutants do not adversely impact on ability to treat all sewerage. This can be done through approval conditions, monitoring and using DPI Water to provide concurrence on high risk discharges
Potential Regulation change to increase effluent treatment outcomes	Inability of current treatment process to meet future licence requirements.	Be actively involved in regulation change discussions to have clear understanding of consequences. Advocate for community expectations v's cost implications

## 4.5 Asset Programs to meet Demand

The new assets required to meet demand can be acquired, donated or constructed. Additional assets are discussed in Section 5.4. The summary of the cumulative value of additional asset is shown in Figure 1.

Figure 1: Upgrade and New Assets to meet Demand – (Cumulative)

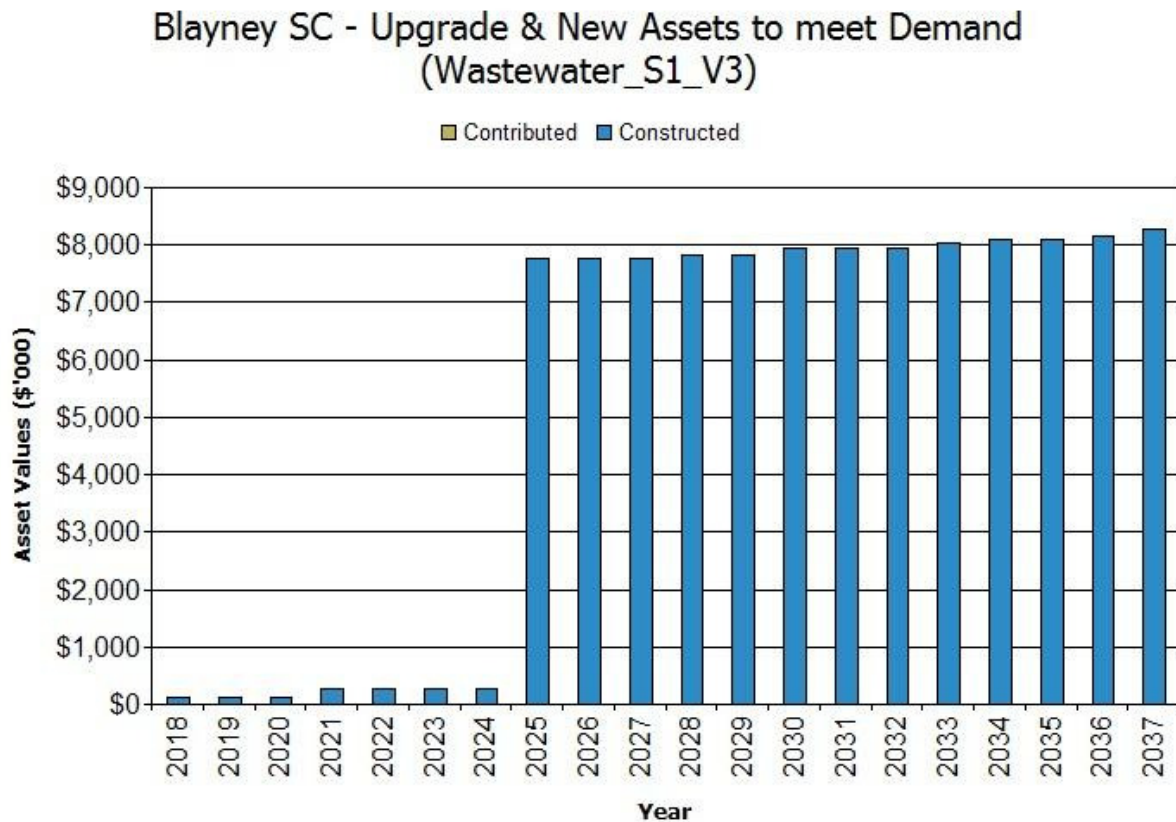


Figure Values are in current (real) dollars.

Figure 1 graph identifies the capital costs of new infrastructure thought to be necessary to maintain the levels of service into the future. The significant increase in the year 2025 demonstrates the projected upgrade of the STP and the associated impact of this to meet the future demand.

The graph shows the cost of the expected upgrades in the years 2018 to 2027 and then averages this figure across the following years. This may not be a true reflection of the costs required in the future as the increase due to the STP upgrade skews the future predictions in the generation of this graph. For this reason, the future beyond 2027 in this graph will not be used to inform the LTFP

Upgrading or acquiring new assets will commit ongoing operations, maintenance and renewal costs for the effective life of the asset. These future costs are identified and considered in developing forecasts of future operations, maintenance and renewal costs for inclusion in the LTFP further in Section 5.

**Recommendation:**

Ensure Future 10 year LTFP takes a considered approach in determining new assets or future upgrade. Approach should rely on future strategic planning for the Shires growth, along with collated data on condition and effective capacity of equipment to meet the current and future needs of the Sewerage network. Establish a priority-ranking list for new assets for determination of new or future assets.

Infrastructure Services department, in particular those responsible for the Sewerage network, to be included in future discussions with Planning department when strategic planning is undertaken. This will further assist in identifying the future growth and requirements beyond 10 years of the sewerage treatment plant.

## 5. LIFECYCLE MANAGEMENT PLAN

The lifecycle management plan details how the Council plans to manage and operate the assets at the agreed levels of service (defined in Section 3) while managing life cycle costs.

### 5.1 Background Data

#### 5.1.1 Physical parameters

The assets covered by this asset management plan are shown in Table 2.1. The sewer network currently incorporates the township of Blayney and village of Millthorpe. The assets in this asset management plan include the transfer system of pipes and pump stations and the treatment infrastructure.

The age profile of the assets included in this AMP are shown in Figure 2.

Figure 2: Asset Age Profile

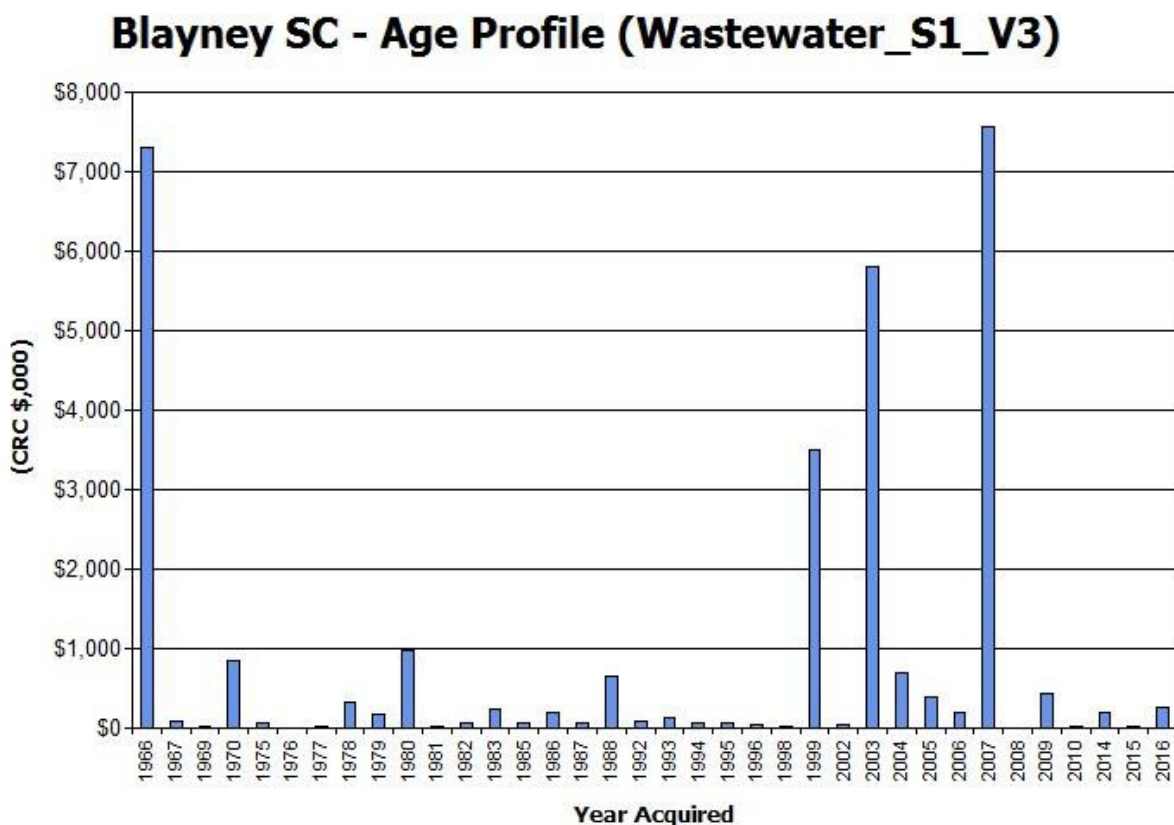


Figure Values are in current (real) dollars.

The graph in figure 2 identifies significant construction activities occurring at times related predominantly to the expansion of the network in the township of Blayney and sewerage of the village of Millthorpe. The key dates for the major works are 1966 being the construction of the first sewerage system in Blayney. In 1999 expansion to include sewerage of the industrial areas and re-use system to transfer effluent to Cadia Operations were completed. 2003 saw the construction of the sewerage infrastructure at Millthorpe, while in 2007 the completion of the augmentation of the STP occurred to cater for the additional input of the Millthorpe scheme.

Blayney Shire Council has historical data to evaluate and create an age model for its asset register. This data has been obtained through the review of works as executed drawings and contract documentation etc. We have a high level of confidence in the age of the asset register for the sewerage network data.

### 5.1.2 Asset capacity and performance

Assets are generally provided to meet design standards where these are available.

Locations where deficiencies in service performance are known are detailed in Table 5.1.2.

**Table 5.1.2: Known Service Performance Deficiencies**

Location	Service Deficiency
STP	The capability of the aerators to generate dissolved oxygen during the peak daily flows is nearing the capacity of the aerators.

The above service deficiencies were identified from monitoring of the DO probe which logs the dissolved oxygen in the intermittent decanting extended aeration tank at the STP. In order to continue to meet levels of service a demand capacity report will be required.

### 5.1.3 Asset condition

Condition monitoring is undertaken in 2 key areas of the wastewater infrastructure. These areas are broken into gravity mains and the rest, to include treatment plant, pump stations and rising mains.

Council invested in a CCTV camera in 2016 to commence a program to review and assess the condition of the Councils gravity mains network. As of Mid 2017 Council have reviewed approximately 15% of our gravity network. As Council continues to assess it's gravity network the data for the condition of the gravity network will become more mature and lead to greater confidence for future planning.

The treatment plant and pump stations are reviewed informally on a regular basis for performance through testing and monitoring. A formal process of asset condition is undertaken every 5 years in-line with the required office of Local Government auditors sewer revaluation program.

The condition profile of our assets is shown in Figure 3.

Fig 3: Asset Condition Profile

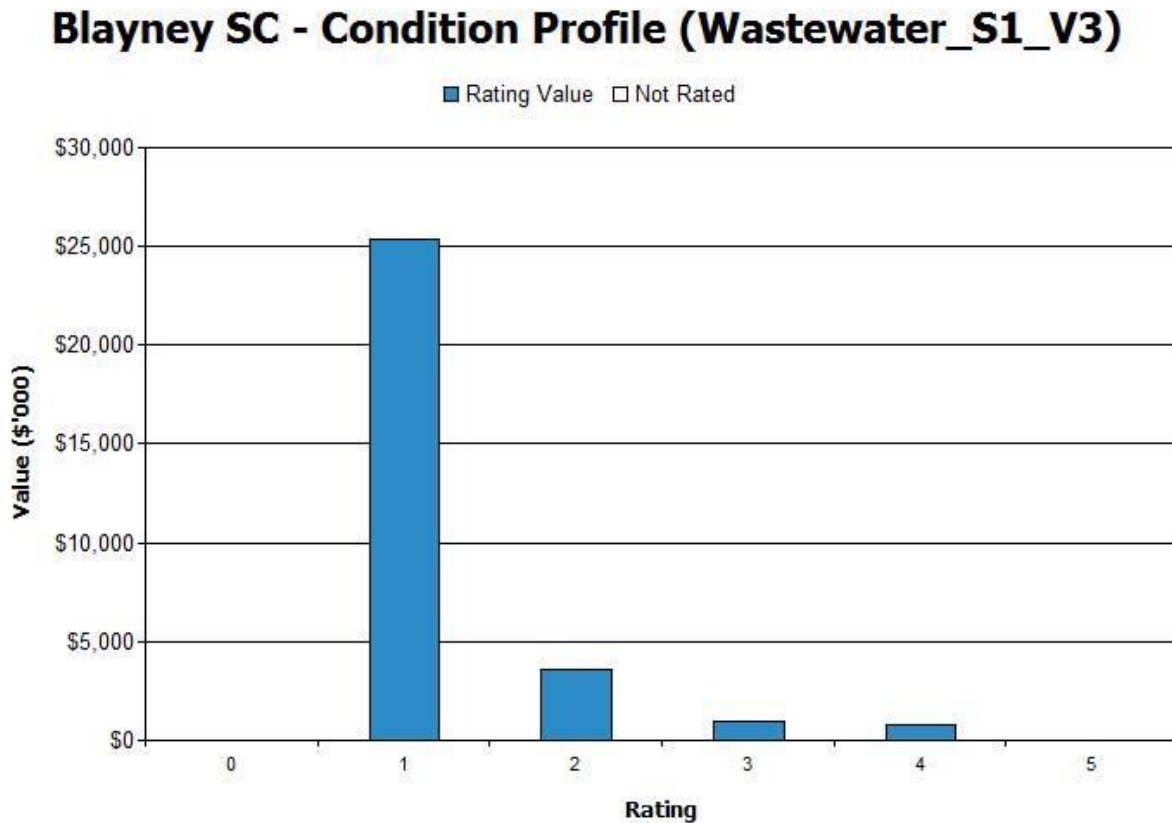


Figure 3 shows a high number of the wastewater asset is in very good condition. An asset condition assessment of the pump stations and STP was undertaken by a qualified quantity surveyor in 2017 and showed many of these assets in condition 1 or 2. A representative sample of the gravity network was assessed using a CCTV camera to establish its condition by qualified Council staff.

Condition is measured using a 1 – 5 grading system<sup>6</sup> as detailed in Table 5.1.3.

**Table 5.1.3: Simple Condition Grading Model**

Condition Grading	Description of Condition
1	<b>Very Good:</b> only planned maintenance required
2	<b>Good:</b> minor maintenance required plus planned maintenance
3	<b>Fair:</b> significant maintenance required
4	<b>Poor:</b> significant renewal/rehabilitation required
5	<b>Very Poor:</b> physically unsound and/or beyond rehabilitation

**Recommendation:**

Continue to inspect gravity network to provide more condition data, particularly on the older network to deliver more confidence in this data.



## 5.2 Operations and Maintenance Plan

Operations include regular activities to provide services such as public health, safety and amenity, e.g. cleaning, street sweeping, utilities costs and street lighting.

Routine maintenance is the regular on-going 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, e.g. road patching.

Maintenance includes all actions necessary for retaining an asset as near as practicable to an appropriate service condition including regular ongoing day-to-day work necessary to keep assets operating.

Maintenance expenditure is shown in Table 5.2.1.

**Table 5.2.1: Operations and Maintenance Expenditure Trends**

Year	Maintenance Budget \$
2016 -2017	1,651,377
2017-2018	1,669,376
2018-2019	1,697,398

Operation and Maintenance expenditure levels are considered to be adequate to meet projected service levels in the short term, which may be less than or equal to current service levels.

### Summary of future operations and maintenance expenditures

Future operations and maintenance expenditure is forecast to trend in line with the value of the asset stock as shown in Figure 4. Note that all costs are shown in current 2017 dollar values (i.e. real values).

**Figure 4: Projected Operations and Maintenance Expenditure**

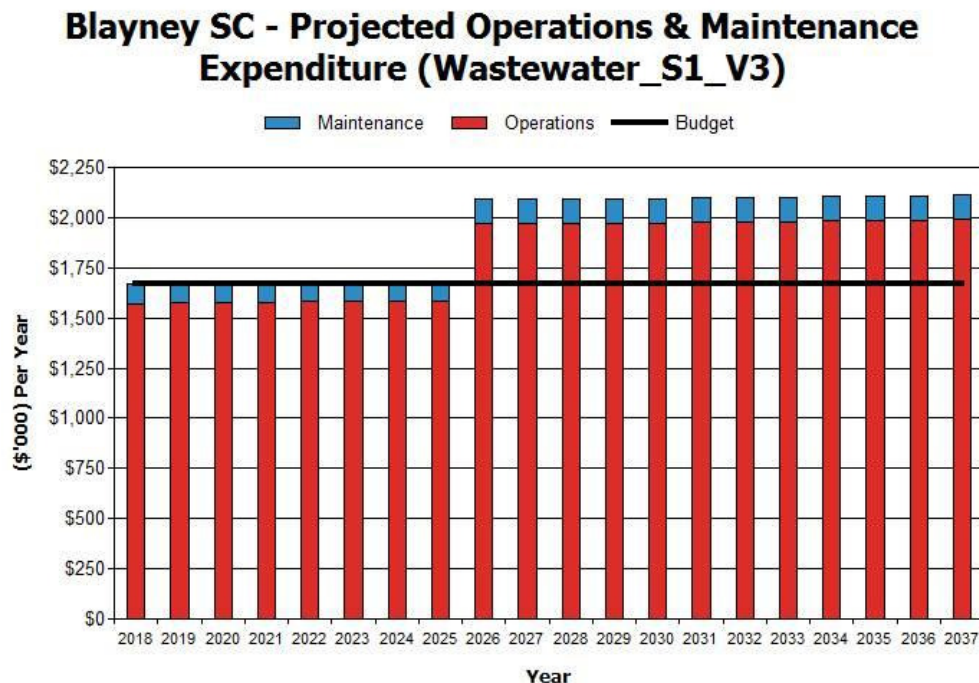


Figure Values are in current (real) dollars.



Operations and maintenance have a direct correlation to levels of service and ability to maintain equipment in good working order. The expenditure will need to be revised should upgrade or new equipment be included, such as the new STP or aerators. Major items of infrastructure such as these will increase operating cost and therefore projected expenditure should reflect the additional resources required to operate the equipment.

Maintenance is funded from the operating budget where available. This is further discussed in Section 7.

**Recommendation:**

Future budgets to provide clearly defined split between operations and maintenance to enable accurate allocation of resources and future planning.

### 5.3 Renewal/Replacement Plan

Renewal and replacement expenditure 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 considered to be an upgrade/expansion or new work expenditure resulting in additional future operations and maintenance costs.

Assets requiring renewal/replacement are identified from one of three methods provided in the 'Expenditure Template'.

- Method 1 uses Asset Register data to project the renewal costs using acquisition year and useful life to determine the renewal year, or
- Method 2 uses capital renewal expenditure projections from external condition modelling systems (such as Pavement Management Systems), or
- Method 3 uses a combination of average network renewals plus defect repairs in the Renewal Plan and Defect Repair Plan worksheets on the 'Expenditure template'.

Method 1 has been used for this asset management plan due to the confidence in age data and current replacement costs.

#### 5.3.1 Renewal ranking criteria

Asset renewal and replacement is typically undertaken to either:

- Ensure the reliability of the existing infrastructure to deliver the service it was constructed to facilitate (e.g. replacing a gravity pipeline to prevent infiltration), or
- To ensure the infrastructure is of sufficient quality to meet the service requirements (e.g. flow rate of pump).<sup>7</sup>

It is possible to get some indication of capital renewal and replacement priorities by identifying assets or asset groups that:

- Have a high consequence of failure,
- Have high use and subsequent impact on users would be greatest,
- Have a total value representing the greatest net value,
- Have the highest average age relative to their expected lives,
- Are identified in the AMP as key cost factors,
- Have high operational or maintenance costs, and
- Have replacement with a modern equivalent asset that would provide the equivalent service at a savings.<sup>8</sup>

<sup>7</sup> IPWEA, 2015, IIMM, Sec 3.4.4, p 3|91.

The ranking criteria used to determine priority of identified renewal and replacement proposals is detailed in Table 5.3.1.

**Table 5.3.1: Renewal and Replacement Priority Ranking Criteria**

Criteria	Weighting
Structural Integrity	30%
Function	30%
Safety	20%
Level of Maintenance	20%
Total	100%

### 5.3.2 Summary of future renewal and replacement expenditure

Projected future renewal and replacement expenditures are forecast to increase over time when the asset stock increases. The expenditure is required is shown in Fig 5. Note that all amounts are shown in 2017 dollars.

The projected capital renewal and replacement program is shown in Appendix B.

**Fig 5: Projected Capital Renewal and Replacement Expenditure**

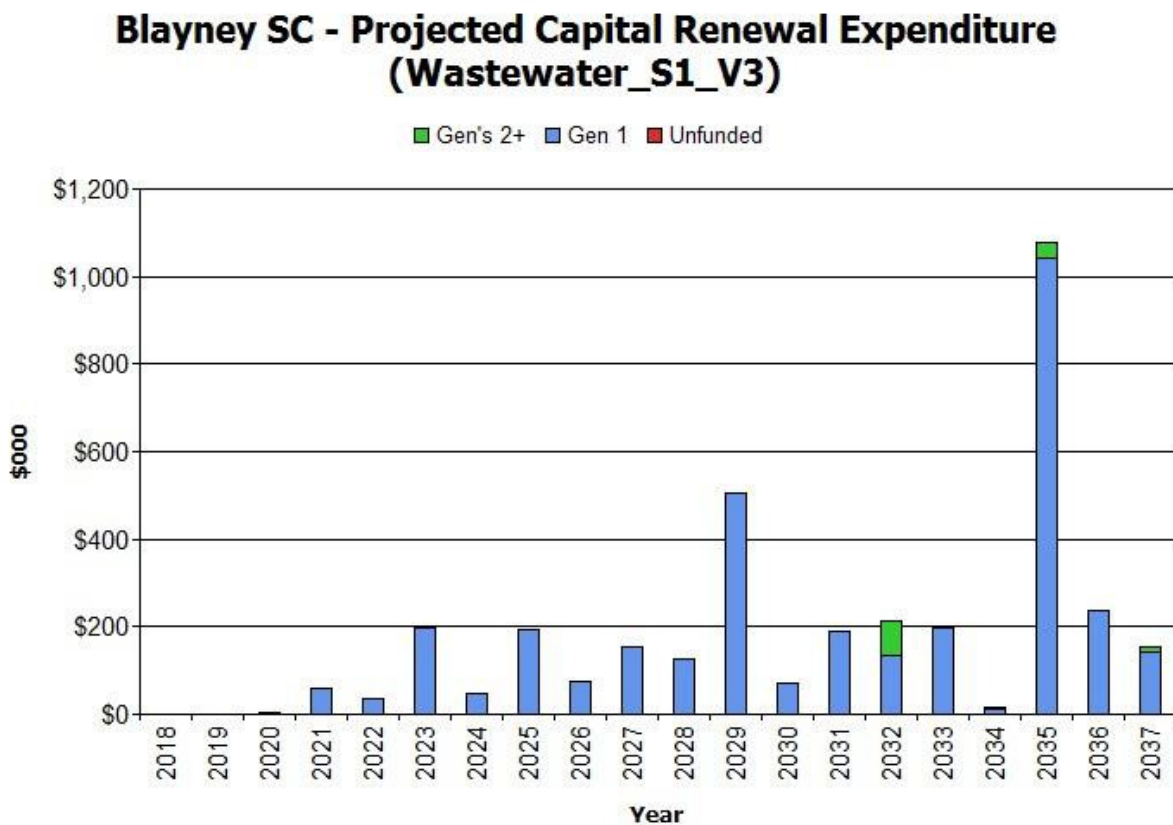


Figure Values are in current (real) dollars.

<sup>8</sup> Based on IPWEA, 2015, IIMM, Sec 3.4.5, p 3 | 97.

Council reviewed the useful life of its assets in the recent revaluation process undertaken in early 2017. The capital renewal expenditure reflects the point at which an asset is expected to be renewed or replaced. The process of calculating the useful life is undertaken by assessing the condition of the asset and recalculating the expected useful life. This is particularly of relevance for those assets which may be nearing the end of the expected useful life, however on assessment will continue to provide the required level of service for future years.

Renewals and replacement expenditure in the capital works program will be accommodated in the long term financial plan. This is further discussed in Section 7.

## 5.4 Creation/Acquisition/Upgrade Plan

New works are those that create a new asset that did not previously exist, or works which will 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. These additional assets are considered in Section 4.4.

### **Recommendation:**

Consider discussions with Planning department on future developments and contribution plans to identify “contributed” assets, for example new pump station to allow sewerage transport from fringe development to existing sewerage network.

### 5.4.1 Selection criteria

New assets and upgrade/expansion of existing assets are identified from various sources such as community requests, proposals identified by strategic plans or partnerships with others. Candidate proposals are inspected to verify need and to develop a preliminary renewal estimate. Verified proposals are ranked by priority and available funds and scheduled in future works programmes. The priority ranking criteria is detailed below.

**Table 5.4.1: New Assets Priority Ranking Criteria**

Criteria	Weighting
Inadequate capacity / performance	50%
Improved environmental performance	30%
Changes in re-use requirements	20%
Total	100%

### **Recommendation:**

Council do not have a formal process to select expansion of existing assets. Whilst Council use a criteria for prioritising upgrades, expansions require a modified ranking method. The priority ranking for extensions should be confirmed in consultation with technical and financial staff to confirm and verify any proposals requiring extensions.

#### 5.4.2 Summary of future upgrade/new assets expenditure

Projected upgrade/new asset expenditures are summarised in Fig 6. The projected upgrade/new capital works program is shown in Appendix C. All amounts are shown in 2017 dollars.

*Fig 6: Projected Capital Upgrade/New Asset Expenditure*

### Blayney SC - Projected Capital Upgrade/New Expenditure (Wastewater\_S1\_V3)

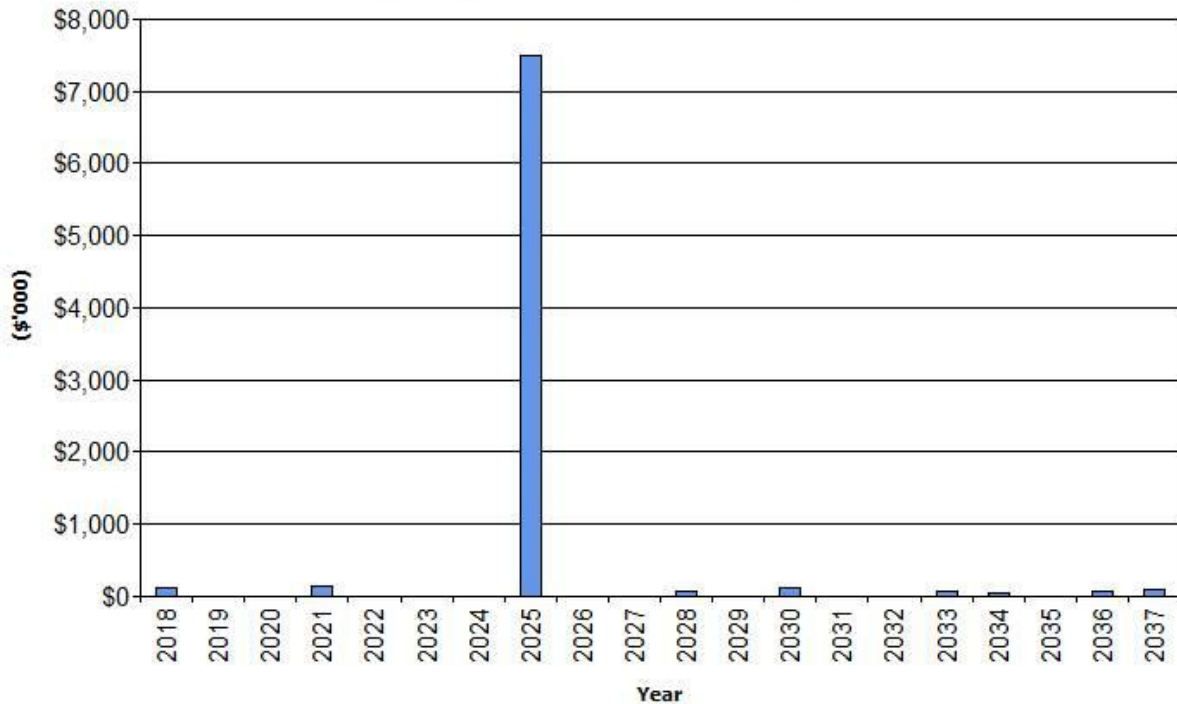


Figure Values are in current (real) dollars.

Expenditure on new assets and services in the capital works program will be accommodated in the LTFP but only to the extent of the available funds or provision of grants where available.

New assets will have potential impact on operation and maintenance resources and expenditure. These items will need to be reflected in the LTFP.

The increase indicated in 2025 shows the inclusion of the STP upgrade. The costing is shown in 1 financial year, however this may occur over several years, in particular planning and designing components.

#### **Recommendation:**

Review Councils Section 64 sewer developer plan charges to ensure headwork charges are recalculated to include future renewal / new requirements. Consideration of levels of service to be a factor when this review is undertaken

### 5.4.3 Summary of asset expenditure requirements

The financial projections from this asset plan are shown in Fig 7 for projected operating (operations and maintenance) and capital expenditure (renewal and upgrade/expansion/new assets). Note that all costs are shown in real values.

The bars in the graphs represent the anticipated budget needs required to achieve lowest lifecycle costs, the budget line indicates what is currently available. The gap between these informs the discussion on achieving the balance between services, costs and risk to achieve the best value outcome.

**Fig 7: Projected Operating and Capital Expenditure**

## Blayney SC - Projected Operating and Capital Expenditure (Wastewater\_S1\_V3)

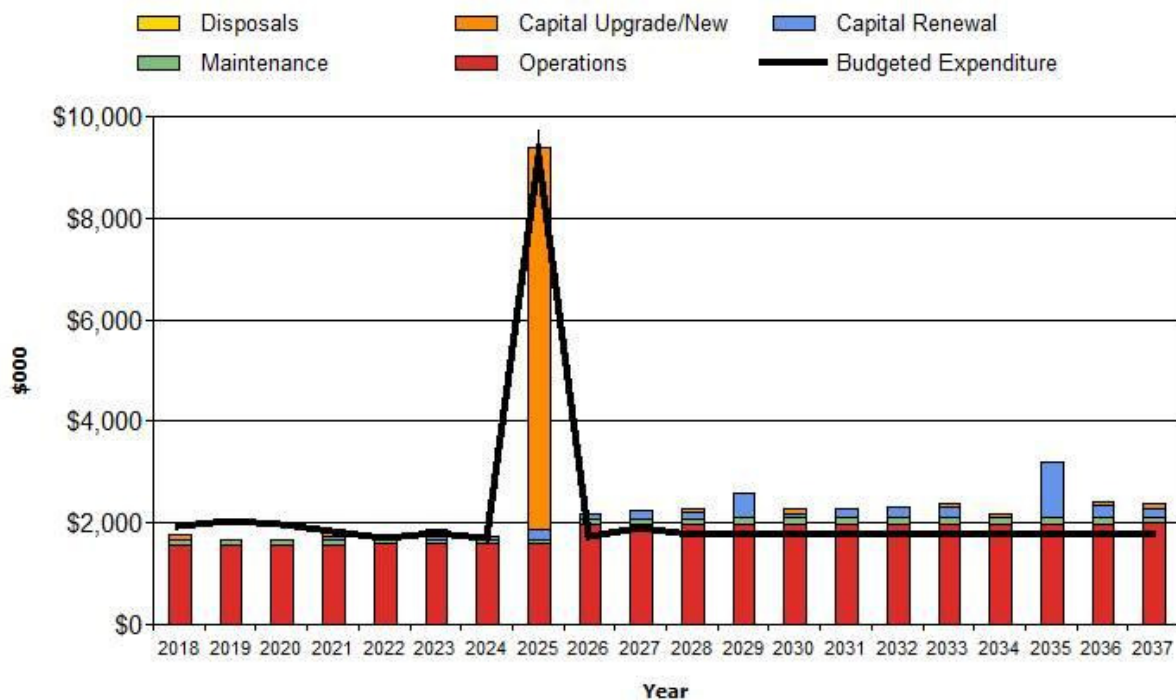


Figure Values are in current (real) dollars.

Council's actual budgeted expenditure (black line) from its LTFP has been utilised. This budget shows a reasonable approach to cost recovery as required by NSW Best Practice Framework in the next 7 years. The projected upgrade of the STP in 2025 and averages applied to each year beyond 2027 need to be considered in terms of sourcing revenue. Council has restricted reserves to fund future upgrades and these reserves should be utilised to fund selected upgrades.

#### **Recommendation:**

Develop projected operating and capital expenditure chart / plan, to include sewer reserves. Graph could demonstrate when reserves are used to fund asset upgrade or renewal over and above expenditure budget.

## 5.5 Disposal Plan

Disposal includes any activity associated with the disposal of a decommissioned asset including sale, demolition or relocation.

Sewer assets typically do not show a residual value should they be upgraded or decommissioned etc. This is primarily due to the hazard and potential risk to persons and environment should they be passed to an uncontrolled environment. Pipelines would typically stay buried, should they be replaced or upgraded.

For these reasons, this AMP will not include a disposal plan.

**Recommendation:**

Future upgrades that require disposal of an asset will need to form part of project costs.

## 6. RISK MANAGEMENT PLAN

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

Risk Management is defined in ISO 31000:2009 as: ‘coordinated activities to direct and control with regard to risk’<sup>9</sup>.

An assessment of risks<sup>10</sup> associated with service delivery from infrastructure assets has identified critical risks that will result in loss or reduction in service from infrastructure assets or a ‘financial shock’. The risk assessment process identifies credible risks, the likelihood of the risk event occurring, the consequences should the event occur, develops a risk rating, evaluates the risk and develops a risk treatment plan for non-acceptable risks.

### 6.1 Critical Assets

Critical assets are defined as those which have a high consequence of failure causing significant loss or reduction of service. Similarly, critical failure modes are those which have the highest consequences.

Critical assets have been identified and their typical failure mode and the impact on service delivery are as follows:

**Table 6.1 Critical Assets**

Critical Asset(s)	Failure Mode	Impact
Sewerage Pump Station	Mechanical / electrical failure	Potential discharge of sewerage to the environment

By identifying critical assets and failure modes investigative activities, condition inspection programs, maintenance and capital expenditure plans can be targeted at the critical areas.

<sup>9</sup> ISO 31000:2009, p 2

<sup>10</sup> Blayney Shire Council, 2016, ‘Risk Management Register and Plan’, Blayney Shire Council

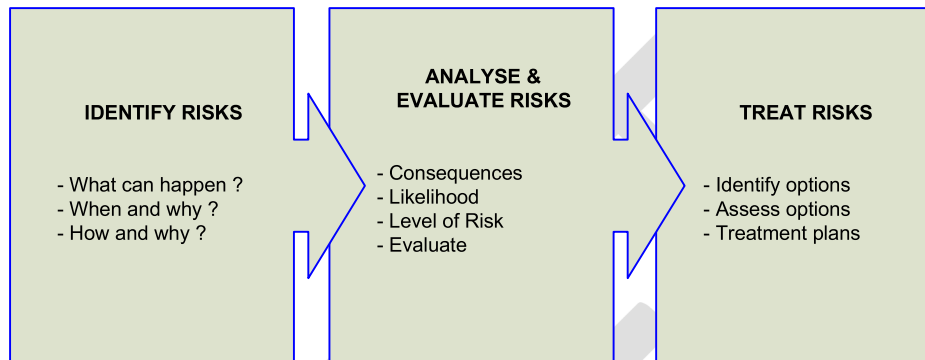
## 6.2 Risk Assessment

The risk management process used in this project is shown in Figure 6.2 below.

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

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

**Fig 6.2 Risk Management Process – Abridged**



The risk assessment process identifies credible risks, the likelihood of the risk event occurring, the consequences should the event occur, develops a risk rating, evaluates the risk and develops a risk treatment plan for non-acceptable risks.

An assessment of risks<sup>11</sup> associated with service delivery from infrastructure assets has identified the critical risks that will result in significant loss, 'financial shock' or a reduction in service.

Critical risks are those assessed with 'Very High' (requiring immediate corrective action) and 'High' (requiring corrective action) risk ratings identified in the Infrastructure Risk Management Plan. The residual risk and treatment cost after the selected treatment plan is implemented is shown in Table 6.2. These risks and costs will be reported to Management and Council.

**Table 6.2: Critical Risks and Treatment Plans**

Service or Asset at Risk	What can Happen	Risk Rating (VH, H)	Risk Treatment Plan	Residual Risk *	Treatment Costs
Power failure at STP	Mechanical and electrical shutdown	H	Knowledge of generator hirer organisations to source generator to power STP and electrical contractor to make temporary connection	Low	\$5,000

<sup>11</sup> Blayney Shire Council, 2016, 'Risk Management Register and Plan', Blayney Shire Council



Service or Asset at Risk	What can Happen	Risk Rating (VH, H)	Risk Treatment Plan	Residual Risk *	Treatment Costs
Pump Station failure	Mechanical pump breakdown	VH	Have standby pump at each pump station. Monitoring and maintenance inspections	Low	\$67,000**
Gravity network	Blockage	H	Ensure on-call staff and mechanical cleaning device is on stand-by. Maintain gravity network with cleaning regime.	Low	\$120,000**

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

Note \*\* Council currently includes the risk treatment plan for both pump station failure and gravity network. These costs are currently included in our operation and maintenance expenditure.

**Recommendation:**

Develop list of generator hiring companies and electrical contractors and include in the Pollution Incident Response Management Plan (PIRMP)

### 6.3 Infrastructure Resilience Approach

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

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

Our current measure of resilience is shown in Table 6.4 which includes the type of threats and hazards, resilience assessment and identified improvements and/or interventions.

**Table 6.4: Resilience**

Threat / Hazard	Resilience LMH	Improvements / Interventions
Increased utility charges	Low	Energy audit and implement renewable energy project to provide on-site power generation

### 6.4 Service and Risk Trade-Offs

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

#### 6.4.1 What we cannot do

There are some operations and maintenance activities and capital projects that are unable to be undertaken within the next 10 years. These include:

- Replacement of aged assets that are still performing adequately
- Extension of services to un-sewered villages
- Extension of services to existing urban areas that are not experiencing growth



#### 6.4.2 Service trade-off

Operations and maintenance activities and capital projects that cannot be undertaken will maintain or create service consequences for users. These include:

- Reduced levels of service
- Damage to property and public assets
- Maintain current environmental and health standards despite increasing standards being enforced by regulators.

#### 6.4.3 Risk trade-off

The operations and maintenance activities and capital projects that cannot be undertaken may maintain or create risk consequences. These include:

- Increasing reactive maintenance costs
- Exposure to claims and litigation against Council for environmental breaches
- Political pressure for improved levels of service
- Lower performance on asset and financial indicators

These actions and expenditures are considered in the projected expenditures, and where developed are included in the Risk Management Plan.

## 7. FINANCIAL SUMMARY

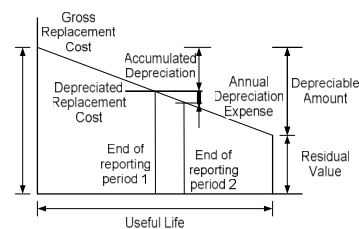
This section contains the financial requirements resulting from all the information presented in the previous sections of this asset management plan. The financial projections will be improved as further information becomes available on desired levels of service and current and projected future asset performance.

### 7.1 Financial Statements and Projections

#### 7.1.1 Asset valuations

The best available estimate of the value of assets included in this Asset Management Plan are shown below. Assets are valued at fair value.

Gross Replacement Cost	\$30,657,000
Depreciable Amount	\$30,657,000
Depreciated Replacement Cost <sup>12</sup>	\$20,235,000
Annual Average Asset Consumption	\$508,000



#### 7.1.1 Sustainability of service delivery

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

- asset renewal funding ratio, and
- medium term budgeted expenditures/projected expenditure (over 10 years of the planning period).

<sup>12</sup> Also reported as Written Down Value, Carrying or Net Book Value.

### Asset Renewal Funding Ratio

Asset Renewal Funding Ratio<sup>13</sup> 202%

The Asset Renewal Funding Ratio is the most important indicator and indicates that over the next 10 years of the forecasting that we expect to have 202% of the funds required for the optimal renewal and replacement of assets.

### Medium term – 10 year financial planning period

This asset management plan identifies the projected operations, maintenance and capital renewal expenditures required to provide an agreed level of service to the community over a 10 year period. This provides input into 10 year financial and funding plans aimed at providing the required services in a sustainable manner.

These projected expenditures may be compared to budgeted expenditures in the 10 year period to identify any funding shortfall. In a core asset management plan, a gap is generally due to increasing asset renewals for ageing assets.

The projected operations, maintenance and capital renewal expenditure required over the 10 year planning period is \$1,838,000 on average per year.

Estimated (budget) operations, maintenance and capital renewal funding is \$1,807,000 on average per year giving a 10 year funding shortfall of \$-31,000 per year. This indicates 98% of the projected expenditures are needed to provide the services documented in the asset management plan. This excludes upgrade/new assets.

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

#### 7.1.2 Projected expenditures for long term financial plan

Table 7.1.2 shows the projected expenditures for the 10 year long term financial plan.

Expenditure projections are in 2017 real values.

**Table 7.1.2: Projected Expenditures for Long Term Financial Plan (\$000)**

Year	Operations (\$000)	Maintenance (\$000)	Projected Capital Renewal (\$000)	Capital Upgrade/ New (\$000)	Disposals (\$000)
2018	\$1,572	\$97	\$0	\$115	\$0
2019	\$1,578	\$97	\$0	\$0	\$0
2020	\$1,578	\$97	\$5	\$0	\$0
2021	\$1,578	\$97	\$58	\$150	\$0
2022	\$1,586	\$98	\$36	\$0	\$0
2023	\$1,586	\$98	\$198	\$0	\$0
2024	\$1,586	\$98	\$48	\$0	\$0

<sup>13</sup> AIFMM, 2015, Version 1.0, Financial Sustainability Indicator 3, Sec 2.6, p 9.

Year	Operations (\$000)	Maintenance (\$000)	Projected Capital Renewal (\$000)	Capital Upgrade/ New (\$000)	Disposals (\$000)
2025	\$1,586	\$98	\$195	\$7,500	\$0
2026	\$1,970	\$122	\$75	\$0	\$0
2027	\$1,970	\$122	\$152	\$0	\$0
2028	\$1,970	\$122	\$127	\$75	\$0
2029	\$1,974	\$122	\$506	\$0	\$0
2030	\$1,974	\$122	\$69	\$120	\$0
2031	\$1,980	\$122	\$189	\$0	\$0
2032	\$1,980	\$122	\$213	\$0	\$0
2033	\$1,980	\$122	\$197	\$80	\$0
2034	\$1,984	\$122	\$16	\$50	\$0
2035	\$1,987	\$123	\$1,078	\$0	\$0
2036	\$1,987	\$123	\$237	\$80	\$0
2037	\$1,991	\$123	\$154	\$100	\$0

All dollar values are in (\$'000)'s

## 7.2 Funding Strategy

Funding for assets is provided from the budget and long-term financial plan.

The financial strategy of the entity determines how funding will be provided, whereas the asset management plan communicates how and when this will be spent, along with the service and risk consequences of differing options.

## 7.3 Valuation Forecasts

Asset values are forecast to increase as additional assets are added.

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

To allow for upgrade of the sewerage treatment plant to cater for increased flow there will be additional costs and therefore income required to maintain current levels of service, primarily ability to treat the volumes of sewerage to meet the EPA licence conditions.

## 7.4 Key Assumptions Made in Financial Forecasts

This section details the key assumptions made in presenting the information contained in this asset management plan. 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:4.

**Table 7.4: Key Assumptions made in AMP and Risks of Change**

Key Assumptions	Risk of change
Data in asset register accurate	Change in asset register data may impact on financial forecasts
Expenditure budgets	Actual budget costs differ from preliminary sources.

## 7.5 Forecast Reliability and Confidence

The expenditure and valuations projections in this AMP are based on best available data. Currency and accuracy of data is critical to effective asset and financial management. Data confidence is classified on a 5 level scale<sup>14</sup> in accordance with Table 7.5.

**Table 7.5: Data Confidence Grading System**

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

The estimated confidence level for and reliability of data used in this AMP is considered to be **B – Reliable**. This has been assessed based on the reliable age data and replacement costings. Shortcomings would include robust condition data and expenditure figures, both of which would form part of the improvement plan.

## 8. PLAN IMPROVEMENT AND MONITORING

### 8.1 Status of Asset Management Practices<sup>15</sup>

#### 8.1.1 Accounting and financial data sources

Long Term Financial Plan (LTFP) 2017-2027

#### 8.1.2 Asset management data sources

AssetFinda – Wastewater asset register

<sup>14</sup> IPWEA, 2015, IIMM, Table 2.4.6, p 2 | 71.

<sup>15</sup> ISO 55000 Refers to this the Asset Management System

## 8.2 Improvement Plan

The asset management improvement plan generated from this asset management plan is shown in Table 8.1.

**Table 8.1: Improvement Plan**

Task No	Task	Responsibility	Resources Required	Timeline
1	Analyse customer satisfaction survey to identify service levels. (Section 3.5)	Manager Infrastructure	Administration officer	June 2018
2	Review renewal models (section 3.5)	Manager Infrastructure	Asset Officer	June 2018
3	Review and update SBP and IWCM. Include outcomes of customer satisfaction survey	Director Infrastructure Services Manager Water & Wastewater	Consultants	June 2018
4	Discuss and implement formal process with Planning department to ensure sewerage network is aware and considered in future expansion plans. (Section 4.5)	Director Infrastructure Services	Director of Planning and Environmental Services	June 2018
5	Develop priority ranking list for expansion of existing assets (Section 4.5 & 5.4)	Manager Infrastructure	Manager Water and Wastewater	June 2018
6	Increase condition assessment regime in gravity network to provide data that has a higher level of confidence across the entire network. (Section 5.1)	Manager Water & Wastewater	2 staff and CCTV camera equipment and accessories	Complete condition assessment of entire gravity network in 5 years.
7	Consult with finance department to create budget lines to clearly reflect maintenance and operation	Manager Water & Wastewater	Chief Financial Officer, Accountant	June 2018
8	Discuss with Planning department to identify contributed assets in future planning (Section 5.4)	Manager Infrastructure	Director of Planning	June 2018
9	Review Councils Section 64 developer plan charges to include for revised LTFF (Section 5.4)	Director Infrastructure Services	Consultant	June 2018
10	Develop projected operating and capital expenditure chart to include sewer reserves (Section 5.4)	Manager Water & Wastewater	Chief Financial Officer, Accountant	June 2018
11	Develop list of generator hiring companies and electrical contractors and include in the PIRMP	Manager Water & Wastewater	Yellow pages	June 2018

## 8.3 Monitoring and Review Procedures

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

The AMP will be updated annually to ensure it represents the current service level, asset values, projected operations, maintenance, capital renewal and replacement, capital upgrade/new and asset disposal expenditures and projected expenditure values incorporated into the long term financial plan.

The AMP has a life of 4 years and is due for complete revision and updating within 12 months of each Blayney Shire Council election, as part of the Resourcing Strategy in line with the Integrated Planning and Reporting Framework cycle.

## 8.4 Performance Measures

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

- The degree to which the required projected expenditures identified in this asset management plan are incorporated into the long term financial plan,
- The degree to which 1-5 year detailed works programs, budgets, business plans and corporate structures take into account the 'global' works program trends provided by the asset management plan,
- The degree to which the existing and projected service levels and service consequences (what we cannot do), risks and residual risks are incorporated into the Strategic Plan and associated plans,
- The Asset Renewal Funding Ratio achieving the target of 1.0.

## 9. REFERENCES

- IPWEA, 2006, 'International Infrastructure Management Manual', Institute of Public Works Engineering Australasia, Sydney, [www.ipwea.org/IIMM](http://www.ipwea.org/IIMM)
- IPWEA, 2008, 'NAMS.PLUS Asset Management', Institute of Public Works Engineering Australasia, Sydney, [www.ipwea.org/namsplus](http://www.ipwea.org/namsplus).
- IPWEA, 2015, 2nd edn., 'Australian Infrastructure Financial Management Manual', Institute of Public Works Engineering Australasia, Sydney, [www.ipwea.org/AIFMM](http://www.ipwea.org/AIFMM).
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- IPWEA, 2012 LTFP Practice Note 6 PN Long Term Financial Plan, Institute of Public Works Engineering Australasia, Sydney
- Blayney Shire Council, 2012, '2025 – All the pieces together. Blayney Shire Community Strategic Plan', Blayney Shire Council
- Blayney Shire Council, 2016, 'Long Term Financial Plan (LTFP) 2016-2026', Blayney Shire Council

## 10. APPENDICES

Appendix A      Projected 10 year Capital Renewal and Replacement Works Program

Appendix B      Projected 10 year Capital Upgrade/New Works Program

Appendix C      LTFP Budgeted Expenditures Accommodated in AMP

## Appendix A Projected 10-year Capital Renewal and Replacement Works Program

Blayney SC - Report 6 - Appendix 10 year Renewal & Replacement Program (Wastewater\_S1\_V2)

Asset ID	Sub Category	Asset Name	From	To	Rem Life (Years)	Planned Renewal Year	Renewal Cost (\$)	Useful Life (Years)
178	Pump_Stations_STP	Alum Dosing	STP1	Pump	2	2020	\$4,550	13.5
Subtotal							\$4,550	
206	Pump_Stations_STP	Electrical	STP1	Scada	3	2021	\$35,000	14
116	Pump_Stations_STP	Pump 1	SPS 5 Palmer St	SPS5	3	2021	\$5,850	17
166	Pump_Stations_STP	Pump 1	SPS 7 Newbridge Rd	SPS7	3	2021	\$5,850	16
117	Pump_Stations_STP	Pump 2	SPS 5 Palmer St	SPS5	3	2021	\$5,850	17
167	Pump_Stations_STP	Pump 2	SPS 7 Newbridge Rd	SPS7	3	2021	\$5,850	16
Subtotal							\$58,400	
171	Pump_Stations_STP	Disinfection System	SPS 9 Cadia Mine Reuse	None	4	2022	\$4,550	22.5
174	Pump_Stations_STP	Pump 1	SPS 9 Cadia Mine Reuse	SPS9	4	2022	\$15,600	22.5
176	Pump_Stations_STP	Pump 2	SPS 9 Cadia Mine Reuse	SPS9	4	2022	\$15,600	22.5
Subtotal							\$35,750	
WWPnt835	Pump_Stations_STP	Electrical	SPS 3 Farm St	RTU	5	2023	\$15,600	9
WWPnt834	Pump_Stations_STP	Electrical	SPS 6 Radburn St	RTU	5	2023	\$15,600	9
WWPnt836	Pump_Stations_STP	Electrical	SPS 7 Newbridge Rd	RTU	5	2023	\$15,600	9
101	Pump_Stations_STP	Electrical	SPS 8 Millthorpe	RTU	5	2023	\$15,600	9
172	Pump_Stations_STP	Electrical	SPS 9 Cadia Mine Reuse	RTU	5	2023	\$15,600	9
215	Pump_Stations_STP	Hardstand	STP1	Seal	5	2023	\$29,400	16
213	Pump_Stations_STP	Potable Water Booster PS	STP1	Pump	5	2023	\$4,620	16.25
129	Pump_Stations_STP	Pump 1	SPS 1 Henry St	SPS1	5	2023	\$42,900	57
130	Pump_Stations_STP	Pump 2	SPS 1 Henry St	SPS1	5	2023	\$42,900	57
Subtotal							\$197,820	
194	Pump_Stations_STP	Odour Control	STP1	Blower	6	2024	\$16,900	17
239	Pump_Stations_STP	Pump 1	STP1	None	6	2024	\$6,300	17.5
150	Pump_Stations_STP	Pump 2	SPS 6 Radburn St	SPS6	6	2024	\$18,200	25.5
240	Pump_Stations_STP	Pump 2	STP1	None	6	2024	\$6,300	17.5
Subtotal							\$47,700	
187	Pump_Stations_STP	Electrical	STP1	Instrumentation STP1	7	2025	\$78,000	18
203	Pump_Stations_STP	Electrical	STP1	PLC	7	2025	\$105,000	18
169	Pump_Stations_STP	Wet Well	SPS 7 Newbridge Rd	Mechanical SPS7	7	2025	\$11,700	20
Subtotal							\$194,700	
156	Pump_Stations_STP	Electrical	SPS 3 Farm St	Switchboard	8	2026	\$36,400	27
135	Pump_Stations_STP	Siteworks	SPS 2 Adelaide St	Fencing	8	2026	\$7,280	60
154	Pump_Stations_STP	Siteworks	SPS 3 Farm St	Fencing	8	2026	\$5,460	27
134	Pump_Stations_STP	Valves	SPS 4 King George Oval	SPS4	8	2026	\$26,000	48
Subtotal							\$75,140	
143	Pump_Stations_STP	Wet Well	SPS 2 Adelaide St	structure SPS2	9	2027	\$152,445	61
Subtotal							\$152,445	
Program Total							\$766,505	

## Appendix B Projected Upgrade/Exp/New 10-year Capital Works Program

### Blayney SC

#### Projected Capital Upgrade/New Works Program - Wastewater\_S1\_V3

(\$000)

Year	Item	Description	Estimate
2018	1	PV Renewable Energy project	\$75
	2	Pump Station VFD	\$40
2018		<b>Total</b>	<b>\$115</b>

(\$000)

Year	Item	Description	Estimate
2019	1		
2019		<b>Total</b>	<b>\$0</b>

(\$000)

Year	Item	Description	Estimate
2020		<b>Total</b>	<b>\$0</b>

(\$000)

Year	Item	Description	Estimate
2021	1	Aerator upgrades	\$150
2021		<b>Total</b>	<b>\$150</b>

(\$000)

Year	Item	Description	Estimate
2022	1		
2022		<b>Total</b>	<b>\$0</b>

(\$000)

Year	Item	Description	Estimate
2023		<b>Total</b>	<b>\$0</b>

(\$000)

Year	Item	Description	Estimate
2024	1		
2024		<b>Total</b>	<b>\$0</b>

(\$000)

Year	Item	Description	Estimate
2025	1	STP - Capacity Upgrade	\$7,500
2025		<b>Total</b>	<b>\$7,500</b>





(\$000)

Year	Item	Description	Estimate
2026	1		
2026		Total	\$0

(\$000)

Year	Item	Description	Estimate
2027		Total	\$0

## Appendix C Budgeted Expenditures Accommodated in LTFP

NAMS.PLUS3 Asset Management Blayney SC																																																						
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<div> <div>Wastewater_S1_V3</div> <div>Asset Management Plan</div> <div>   </div> </div>																																																						
First year of expenditure projections 2018 (financial yr ending)																																																						
<div> <div>Wastewater</div> <div> <div>Asset values at start of planning period</div> <table border="1"> <tr> <td>Current replacement cost</td> <td>\$30,657 (000)</td> </tr> <tr> <td>Depreciable amount</td> <td>\$30,657 (000)</td> </tr> <tr> <td>Depreciated replacement cost</td> <td>\$20,235 (000)</td> </tr> <tr> <td>Annual depreciation expense</td> <td>\$508 (000)</td> </tr> </table> </div> <div> <div>Calc CRC from Asset Register</div> <div> <div>\$30,657 (000)</div> <div>This is a check for you.</div> </div> </div> <div> <div>Operations and Maintenance Costs for New Assets</div> <table border="1"> <tr> <td>Additional operations costs</td> <td>5.13%</td> </tr> <tr> <td>Additional maintenance</td> <td>0.32%</td> </tr> <tr> <td>Additional depreciation</td> <td>1.66%</td> </tr> <tr> <td colspan="2">Planned renewal budget (information only)</td> </tr> </table> </div> </div>											Current replacement cost	\$30,657 (000)	Depreciable amount	\$30,657 (000)	Depreciated replacement cost	\$20,235 (000)	Annual depreciation expense	\$508 (000)	Additional operations costs	5.13%	Additional maintenance	0.32%	Additional depreciation	1.66%	Planned renewal budget (information only)																													
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Operations budget	\$1,572	\$1,572	\$1,572	\$1,572	\$1,572	\$1,572	\$1,572	\$1,572	\$1,572	\$1,572																																												
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Reactive maintenance budget	\$97	\$97	\$97	\$97	\$97	\$97	\$97	\$97	\$97	\$97																																												
Planned maintenance budget	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0																																												
Specific maintenance items budget	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0																																												
<b>Total maintenance</b>	\$97	\$97	\$97	\$97	\$97	\$97	\$97	\$97	\$97	\$97																																												
<div>Capital</div> <table border="1"> <tr> <td>Planned renewal budget</td> <td>\$170</td> <td>\$363</td> <td>\$305</td> <td>\$12</td> <td>\$35</td> <td>\$125</td> <td>\$26</td> <td>\$53</td> <td>\$53</td> <td>\$235</td> </tr> <tr> <td>Planned upgrade/new budget</td> <td>\$115</td> <td>\$0</td> <td>\$0</td> <td>\$150</td> <td>\$0</td> <td>\$0</td> <td>\$0</td> <td>\$7,500</td> <td>\$0</td> <td>\$0</td> </tr> <tr> <td><b>Non-growth contributed asset value</b></td> <td>\$0</td> <td>\$0</td> <td>\$0</td> <td>\$0</td> <td>\$0</td> <td>\$0</td> <td>\$0</td> <td>\$0</td> <td>\$0</td> <td>\$0</td> </tr> </table>											Planned renewal budget	\$170	\$363	\$305	\$12	\$35	\$125	\$26	\$53	\$53	\$235	Planned upgrade/new budget	\$115	\$0	\$0	\$150	\$0	\$0	\$0	\$7,500	\$0	\$0	<b>Non-growth contributed asset value</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0											
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Est Cost to dispose of assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0																																												
Carrying value (DRC) of disposed asset	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0																																												
Additional Expenditure Outlays Requirements (e.g from Infrastructure Risk Management Plan)																																																						
Additional Expenditure Outlays required and not included above	2018 \$000	2019 \$000	2020 \$000	2021 \$000	2022 \$000	2023 \$000	2024 \$000	2025 \$000	2026 \$000	2027 \$000																																												
Operations	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0																																												
Maintenance	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0																																												
Capital Renewal	to be incorporated into Forms 2 & 2.1 (where Method 1 is used) OR Form 2B Defect Repairs (where Method 2 or 3 is used)																																																					
Capital Upgrade	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0																																												
User Comments #2																																																						
Forecasts for Capital Renewal using Methods 2 & 3 (Form 2A & 2B) & Capital Upgrade (Form 2C)																																																						
Forecast Capital Renewal from Forms 2A & 2B	2018 \$000	2019 \$000	2020 \$000	2021 \$000	2022 \$000	2023 \$000	2024 \$000	2025 \$000	2026 \$000	2027 \$000																																												
	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0																																												
Forecast Capital Upgrade from Form 2C	\$115	\$0	\$0	\$150	\$0	\$0	\$0	\$7,500	\$0	\$0																																												

# Blayney Shire Council





## PARKS AND RECREATION

### Asset Management Plan



Version: 2.1

May 2018

Document Control		<div><div><b>IPWEA</b> <small>INSTITUTE OF PUBLIC WORKS ENGINEERING AUSTRALASIA</small></div><div><b>JRA</b></div></div> <div>Asset Management Plan</div>			
Document ID : NAMSPLUS Concise Asset Management Plan Template_V1_170329					
Rev No	Date	Revision Details	Author	Reviewer	Approver
1.0	February 2012	Initial Draft	GP	GB	GW
1.1	March 2013	Revised Renewal Plan	GP	GB	GW
2.0	May 2017	Revised Template	GB	RR	RR
2.1	May 2018	Updated Community Strategic Plan & Community Satisfaction Survey	GP	GB	RR

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## TABLE OF CONTENTS

1	EXECUTIVE SUMMARY .....	1
	Blayney – At a glance .....	1
	1.1 The Purpose of the Plan.....	1
	1.2 Asset Description .....	1
	1.3 Levels of Service.....	2
	1.4 Future Demand .....	2
	1.5 Lifecycle Management Plan .....	2
	1.6 Financial Summary .....	2
	1.7 Asset Management Practices.....	4
	1.8 Monitoring and Improvement Program .....	4
2.	INTRODUCTION.....	2
	2.1 Background.....	2
	2.2 Goals and Objectives of Asset Ownership .....	3
	2.3 Core and Advanced Asset Management .....	3
3.	LEVELS OF SERVICE .....	3
	3.1 Customer Research and Expectations.....	3
	3.2 Strategic and Corporate Goals .....	5
	3.3 Legislative Requirements .....	7
	3.4 Customer Levels of Service.....	8
	3.5 Technical Levels of Service .....	9
4.	FUTURE DEMAND .....	11
	4.1 Demand Drivers.....	11
	4.2 Demand Forecasts .....	11
	4.3 Demand Impact on Assets.....	12
	4.4 Demand Management Plan.....	13
	4.5 Asset Programs to meet Demand.....	14
5.	LIFECYCLE MANAGEMENT PLAN.....	16
	5.1 Background Data .....	16
	5.2 Operations and Maintenance Plan .....	19
	5.3 Renewal/Replacement Plan .....	21
	5.4 Creation/Acquisition/Upgrade Plan .....	23
	5.5 Disposal Plan .....	26
6.	RISK MANAGEMENT PLAN.....	27
	6.1 Critical Assets .....	27
	6.2 Risk Assessment .....	27
	6.3 Infrastructure Resilience Approach .....	28
	6.4 Service and Risk Trade-Offs .....	29
7.	FINANCIAL SUMMARY .....	30
	7.1 Financial Statements and Projections .....	30
	7.2 Funding Strategy.....	31
	7.3 Valuation Forecasts .....	31
	7.4 Key Assumptions Made in Financial Forecasts .....	31
	7.5 Forecast Reliability and Confidence .....	32
8.	PLAN IMPROVEMENT AND MONITORING .....	32
	8.1 Status of Asset Management Practices .....	32
	8.2 Improvement Plan .....	33
	8.3 Monitoring and Review Procedures .....	33
	8.4 Performance Measures .....	34
9.	REFERENCES.....	34
10.	APPENDICES .....	34
	Appendix A Projected 10-year Capital Renewal and Replacement Works Program .....	35
	Appendix B Projected Upgrade/Exp/New 10-year Capital Works Program .....	37
	Appendix C Budgeted Expenditures Accommodated in LTFP.....	38
	Appendix D Facility Services Listing .....	39

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# 1 EXECUTIVE SUMMARY

## Blayney – At a glance

Blayney Shire has an area of 1,525 square kilometres, is located at an altitude of 850m above sea level, in the Central Tablelands of New South Wales, and has a population of approximately 7,380 (ABS 2016).

The Shire area is considered reasonably compact, with the main administrative centre, and largest population base being the town of Blayney.

Being located only 24km from the regional centre of Orange, the village of Millthorpe is the largest of a number of village and localities dispersed across the Shire, including Carcoar, Mandurama, Lyndhurst, Neville, Newbridge, Hobbys Yards and Barry.

The size and distribution of the population across the villages raises some challenges for Council and the community. Despite these challenges Council is committed to providing a range of parks and recreation facilities to meet the needs of its residents.

### 1.1 The Purpose of the Plan

Asset management planning is a comprehensive process to ensure delivery of services from infrastructure is provided in a financially sustainable manner.

An Asset Management Plan (AMP) is a plan developed for the management of infrastructure assets, that combines multi-disciplinary techniques (including technical and financial) over the life cycle of the asset in the most cost effective manner to provide a specific level of service.<sup>1</sup>

The objective of the AMP is to inform the community of the costs and benefits associated with providing the agreed level of service, and to minimise the whole of life cost, including the operation, maintenance and replacement, or disposal of the asset. This enables the Council, community and other stakeholders to make informed decisions on where to focus efforts in renewing assets, and providing for new assets identified within the AMP.

This AMP details information about the active and passive parks and recreation infrastructure assets across Blayney Shire, and includes actions required to provide an agreed level of service in the most cost effective manner while outlining associated risks. The plan defines the services to be provided, how the

services are provided and what funds are required to provide the services over a 10-year planning period..

### 1.2 Asset Description

These assets comprise:

- Sporting Facilities
- Playgrounds
- Skate Park
- Parklands
- BBQ's and Picnic tables
- Community Banner Poles
- Exercise Equipment
- Memorials
- And associated landscaping, fencing, retaining walls, irrigation systems and lighting.

And are located within the following locations, and various public streets:

Barry

- Old School Yard, Barker St

Blayney

- Carrington Park , Church St
- Heritage Park, Adelaide St
- King George Oval, Charles St
- Napier Oval, Napier St
- Dakers Oval, Ogilvy St
- Church Hill Lookout, Lowe St
- Centrepont Grounds, Osman St
- Showground, Marshalls Ln
- Blayney Shire Visitors Centre, Adelaide St
- Innes Park, Church St
- Presidents Walk, Martha St
- Albert Cook Park, Athol St
- Gilchrist St Park

Carcoar

- Carcoar Sportsground, Naylor St
- Carcoar RFS Station, Icely St
- Kurt Fearnley Park, Icely St
- Pound Flat, Coombing St

Carcoar Dam

Lyndhurst

- Capital Park, Mount Macquarie Rd
- Recreation Ground, Harrow St

Mandurama

- Memorial Recreation Ground, Gold St

Millthorpe

- Redmond Oval, Park St
- Dog Run, Glenorie Rd

<sup>1</sup> IPWEA, 2015, IIMM.



- Mill Green, Victoria St

Neville

- Memorial Park, Crouch St

Newbridge

- Recreation Ground, Trunkey St

These infrastructure assets have an estimated replacement value of \$10,158,000.

This plan does not consider buildings that may be within a sporting ground such as grand stands, change rooms, or public conveniences. These are considered within the Blayney Shire Council – Buildings Asset Management Plan.

### 1.3 Levels of Service

Our present funding levels are insufficient to continue to provide existing operational services at current levels in the medium term.

The main services consequences are:

- Reduced maintenance of assets.
- Reduced mowing regime.
- Limited capacity to provide additional new facilities.

### 1.4 Future Demand

The main demands for new services are created by:

- Ageing population and the shifting needs of the community.
- Increasing numbers of females playing previously male focussed team sports. (Further considered within the Blayney Shire Council – Buildings AMP).
- Increasing usage levels of playing fields.

These 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.

- Review service levels
- Encourage shared usage
- Seek access to school playing fields
- Prepare Sport and Recreation Plan

## 1.5 Lifecycle Management Plan

### What does it Cost?

The projected outlays necessary to provide the services covered by this AMP including operations, maintenance, renewal and the upgrade of existing assets over the 10-year planning period is \$10,775,000 or \$1,077,500 on average per year.

## 1.6 Financial Summary

### What we will do

Estimated available funding for this period is \$10,160,000 or \$1,016,000 on average per year as per the Long Term Financial Plan (LTFP). This is 93% of the cost to sustain the current level of service at the lowest lifecycle cost.

The infrastructure reality is that only what is funded in the (LTFP) can be provided. The emphasis of the AMP is to communicate the consequences that this will have on the service provided and risks, so that decision making is “informed”.

The allocated funding leaves a shortfall of \$61,000 on average per year of the projected expenditure required to provide services in the AMP compared with planned expenditure currently included in Council’s LTFP. This is shown in the figure below.

#### *Projected Operating and Capital Expenditure*

**Blayney SC - Projected Operating and Capital Expenditure (Parks and Recreation\_S2\_V1)**

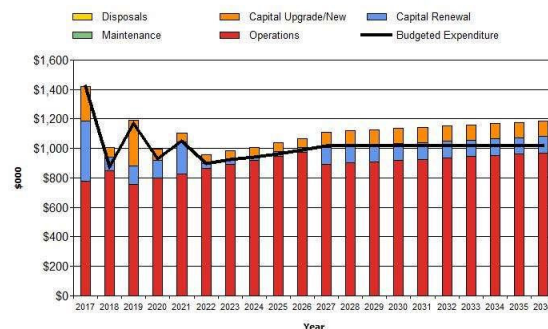


Figure Values are in current (real) dollars.

**We plan to provide Parks and Recreation services for the following, within the 10-year planning period:-**

- Operation, maintenance, renewal and upgrade of sporting facilities, play grounds, the skate park, our parklands and associated minor structures, furniture and equipment, and memorials to meet service levels set by in annual budgets.



- The provision of funding via the Village Enhancement Plan to help fund individual council/community determined renewals and upgrades.
- Construction of a new Equestrian Arena at Blayney Showground (2017) in partnership with equestrian and user groups.
- Design and construction of a new Skatepark (2019), resurfacing of four Tennis Courts (2017), and replacement of shade sails at Heritage Park (2021).
- Seating renewals along the oval fence line (2017), and resurfacing of three netball courts at King George Oval (2020) in Blayney.
- The completion of resurfacing of the Redmond Oval playing field (2017) in Millthorpe.
- The replacement of the arena fence at Newbridge Recreation Ground (2018).
- The renewal of the Carcoar Sportsground Tennis Court (2019).
- Various seating and BBQ/shelter renewals across the Shire villages.
- And two projects to address risks identified across the Parks and Recreation network, including an upgrade to key systems at secured sporting grounds, and a signage upgrade at Council's Sporting fields and playgrounds.
- Value add to Councils parks and recreation facilities, by leveraging Council and community partner funding to submit grant applications to bring forward or increase delivery outcomes.

## What we cannot do

We currently do **not** allocate enough funding to provide all new services being sought. Without external grant funding, the works and services that cannot be provided under present funding levels are:

- Increased watering regime at King George Oval to maintain a shorter grass length during summer for cricket.
- Additional passive recreation (seats, BBQ's, picnic shelters).
- Irrigation and subsurface drainage, fencing, field lighting, and carpark/internal traffic upgrades at King George Oval.
- Fencing and carpark/internal traffic upgrades, the expansion of the playing field area serviced by irrigation, new arena lighting, any associated electrical capacity upgrades, or improved PA system at Blayney Showground.
- Provision of amenities, cricket practice nets, field fencing or formalisation of parking at Dakers Oval.
- The formalisation of parking at Napier Oval.

- Upgrading of the fence, and improvement of the playing field surface level at Carcoar Sportsground.
- Covered seating, a BBQ/picnic shelter, and carpark/internal traffic upgrades at Lyndhurst Recreation Ground.
- Replacement of the external fence at Redmond Oval in Millthorpe.
- The provision of a multi-purpose court at Neville.

## Managing the Risks

Our present funding levels are sufficient to continue to manage risks in the medium term.

The main risk consequences are:

- Injuries and insurance claims associated with structural failure, vandalism or misuse, discarded syringes, and uneven surfaces within Councils Parks and Recreation facilities.
- Damage/vandalism as a result of the entry of unauthorised persons upon Council's secured sporting grounds.
- Poor/low utilisation, or inequitable provision of facilities due to an unforeseen change in demand.
- The unplanned expansion of the asset inventory due to development of assets by enthusiastic community groups, without prior consultation with Council.
- Service levels not meeting community expectation, or limiting the ability to realise opportunities due to factors such as:
  - High usage demand increasing stress levels on grass surfacings, and limiting recovery rates.
  - Limited capacity for grounds to recover between seasons.
  - Conflicting uses on sporting grounds, such as football/cricket, and horses/ball sports.
  - Changing demands of individual sporting code national/state bodies and minimum standards.
  - Minimum standards for hosting local/regional/state/national events.

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

- Undertaking a signage audit, and installing signage in accordance with the Statewide Mutual "Signs as remote supervision" guidelines adopted by Council.
- Undertaking an audit of the existing key system employed by Council, and establishing a new master system across, all Council facilities.

- Undertake the investigation and development of a Sport and Recreation Plan coupled with increased community engagement, to identify opportunities to maximise utilisation at sustainable levels of sporting facilities and ensure Council is aware of changing needs of stakeholders.
- Acknowledging our ability to only host local/regional level events.

## 1.7 Asset Management Practices

Our systems to manage assets include:

- Council's corporate system - ITVision Synergysoft enterprise suite.
- Council's asset management system is provided by AssetFinda.
- Routine safety inspections by Council's Parks and Recreation staff.

Assets requiring renewal/replacement are identified from one of three methods provided in the 'Expenditure Template'.

- Method 1 uses Asset Register data to project the renewal costs using acquisition year and useful life to determine the renewal year, or
- Method 2 uses capital renewal expenditure projections from external condition modelling systems (such as Pavement Management Systems), or
- Method 3 uses a combination of average network renewals plus defect repairs in the Renewal Plan and Defect Repair Plan worksheets on the 'Expenditure template'.

Method 3 was used for this AMP, and the reasoning for this is explained within this AMP.

## 1.8 Monitoring and Improvement Program

The next steps resulting from this AMP to improve asset management practices are:

- Review service levels.
- Review renewal models.
- Incorporate renewal and new assets identified in the Sport and Recreation Plan.
- Establish asset age data.
- Review General Ledger structure to further split operational and maintenance costs for reporting purposes.
- Review asset sub-categories and the attributed assets.
- Develop priority ranking criteria for renewal and upgrade/new projects.
- Review Village Enhancement Plan budget allocation.

## 2. INTRODUCTION

### 2.1 Background

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

The AMP is to be read with the Blayney Shire Council's planning documents. This should include the Asset Management Policy and Asset Management Strategy along with the following other key planning documents:

- Blayney Shire Community Strategic Plan 2018-2028
- Blayney Shire Long Term Financial Plan (LTFP) 2016-2026
- Blayney Shire Sports Council – Project Priority List (2017)
- Blayney Shire Council – Village Enhancement Program
- Blayney Village Associations - Various Community Plans
- Blayney Shire Council – Risk Management Register and Plan

The infrastructure assets covered by this AMP are shown in Table 2.1. These assets are used to provide for a broad range of recreational opportunities and pursuits, from local agricultural shows, to team sports, and enjoyment of the local environment to family picnics. These activities provide important social, health, environmental and economic benefits to the community.

**Table 2.1: Assets covered by this Plan**

Asset Category	Qty.	Units	Replacement Value (\$)
Sporting grounds	26 13 5	Courts Pitches Practice Walls	2,255,887
Playing fields & other grassed surfaces	970,477	m <sup>2</sup>	1,940,954
Furniture	198 10	Items BBQ's	534,826
Sports equipment	21	Items	25,532
Memorials, flag poles etc.	50	Items	241,200
Play equipment & softfall	71 3114	Items m <sup>2</sup>	436,588 342,416
Lighting	59	Items	863,500
Fencing	11,738	m	652,625
Landscaping	11,831	m <sup>2</sup>	506,949
Hardstand	23,505	m <sup>2</sup>	753,762
Shadesails	5	Items	217,905
Trotting track	1	Item	291,230
Retaining walls	101	m	41,263
Rubbish bins & recycling points	56	Items	89,527
Signage and banner poles	82	Items	102,407
Water infrastructure inc. irrigation, pumps & tanks	41	Items	861,572
<b>TOTAL</b>			<b>10,158,142</b>

## 2.2 Goals and Objectives of Asset Ownership

Our goal in managing infrastructure assets is to meet the defined level of service (as amended from time to time) in the most cost effective manner for present and future consumers. The key elements of infrastructure asset management are:

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

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

- International Infrastructure Management Manual 2015 <sup>2</sup>
- ISO 55000<sup>3</sup>

## 2.3 Core and Advanced Asset Management

This AMP is prepared as a 'core' asset management plan over a 10 year planning period in accordance with the International Infrastructure Management Manual<sup>4</sup>. Core asset management is a 'top down' approach where analysis is applied at the system or network level. An 'advanced' asset management approach uses a 'bottom up' approach for gathering detailed asset information for individual assets.

# 3. LEVELS OF SERVICE

## 3.1 Customer Research and Expectations

This 'core' AMP is prepared to facilitate consultation prior to adoption by the Blayney Shire Council. Future revisions of the AMP will incorporate community consultation on service levels and costs of providing the service. This will assist the Blayney Shire Council and stakeholders in matching the level of service required, service risks and consequences with the community's ability and willingness to pay for the service.

Community engagement has previously been undertaken including: -

- Community sessions for a Special Rate Variation (2014)
- Facilitated workshops to develop Local Community Plans (2016)
- Community Survey – "Future delivery of services in Blayney Shire" (2018)

Results from the Community Survey included are shown in Tables 3.1(a) and 3.1(b)

Whilst some categories are not directly related to this AMP they provide some context to the discussion.

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<sup>2</sup> Based on IPWEA 2015 IIMM, Sec 2.1.3, p 2 | 13

<sup>3</sup> ISO 55000 Overview, principles and terminology

<sup>4</sup> IPWEA, 2015, IIMM.

**Table 3.1(a): Community Satisfaction Survey Levels**

Performance Measure	Satisfaction Level						Count
							(n)
	Low		Somewhat		High		
	2018	% Change from 2012	2018	% Change from 2012	2018	% Change from 2012	
Footpaths							
How important is this service to you?	6	-11	22	-12	71	22	98
How satisfied are you with this service?	26	0	47	-10	25	8	98
Cycle and Walkways							
How important is this service to you?	6	-24	22	-19	71	43	98
How satisfied are you with this service?	26	6	47	-12	25	4	98
Car Parking							
How important is this service to you?	0	-29	7	-27	91	54	98
How satisfied are you with this service?	15	5	22	-32	61	25	98
Parks and Gardens							
How important is this service to you?	0	-6	10	-32	85	33	95
How satisfied are you with this service?	9	5	16	-30	70	20	95
Sports Facilities							
How important is this service to you?	3	-24	26	-14	66	33	95
How satisfied are you with this service?	18	6	43	-14	34	3	95
Sports for Events							
How important is this service to you?	1	-27	21	-15	72	36	94
How satisfied are you with this service?	10	-10	35	-29	49	33	94
Street Trees							
How important is this service to you?	1	-10	14	-23	69	17	88
How satisfied are you with this service?	9	-6	26	-29	48	18	85
Cemeteries							

How important is this service to you?	5		29		52		86
How satisfied are you with this service?	8		51		26		85

**Table 3.1(b): Community Satisfaction Survey Demographic (age)**

Age	Respondents (%)
18 - 34	6.3
35 - 50	19.7
51 - 64	37
65 +	37
<b>TOTAL</b>	100

Table 3.1 (b) has been included as it provides an understanding of those who completed the survey and this correlates with discussion on demand presented in Chapter 4.

Community satisfaction information is used in developing the Community Strategic Plan and in the allocation of resources in the budget.

## 3.2 Strategic and Corporate Goals

This AMP is prepared under the direction of the Blayney Shire Council vision, mission, goals and objectives.

***A busy, vibrant and thriving rural shire – a friendly and open place where people choose to live with a strong sense of community spirit and cohesiveness.***

***With positive population growth, employment opportunities, increased diversity of industry and economic growth, Blayney Shire’s township, villages and settlements will be dynamic and prosperous, welcoming those who live here and also those who visit.***

***Our families and homes will continue to be safe within our caring and inclusive communities.***

***Irrespective of ability we will all enjoy the outdoors and facilities, improving our health and lifestyle whilst participating in a range of sporting and recreational activities.***

***Growth will be achieved in a sustainable manner with industry, coexisting with the productive farming land, open space, protecting the environment and restoring as a feature our built and natural heritage.***

***As the quintessential rural shire with Indigenous and European settlers influencing our architecture, agricultural and mining heritage we will celebrate our history, culture and rural lifestyle in style.***

***As a picturesque, conveniently located area of the beautiful central west of NSW we are a significant contributor to the visitor economy of the region; with a creative and artistic culture, food and wine, historic villages and four seasons.***

***Blayney Shire will be engaged, proactive and acknowledged for undertaking major projects and delivering valuable services, collaborating at a regional, state and national level.***

Our Values (The values that will guide our future choices and the way we work together as a community) are:

***The people who live in Blayney Shire are friendly, hardworking, loyal and very community focused.***

***With a generosity of spirit and willingness to welcome visitors and new residents, the residents, business and industry will unite and rally together to assist families in need.***

***We support diversity of interests, backgrounds and access to public amenities and services for all residents on an equitable and shared basis.***

***We are resourceful; our innovative thinking and competitive spirit supported by the contribution of volunteers working together collaboratively and sharing resources has produced great outcomes.***

***We back ourselves and look forward positively and strategically with a can do attitude. We ask questions and expect transparency, balance, equity and accountability of our local, state and federal governments.***

***Most importantly we value honesty and respect for each other, our natural and built heritage and our valuable resources as we strive to achieve our future directions for our local villages and town within the shire and the whole region.***

***We will make informed decisions by consulting and engaging with stakeholders and consider the environment, social and economic impacts.***

***Any future development will be built for the long term and intergenerational benefit.***

Relevant Future Directions and Strategic Outcomes and how these are addressed in this AMP are:

**Table 3.2: Future Directions and Strategic Outcomes and how these are addressed in this Plan**

Future Direction (Goal)	Strategic Outcome (Objective)	How Goal and Objectives are addressed in AMP
<b>1. Grow the wealth of the Shire</b> Employment is needed to keep people in and attract people to the Shire. There are opportunities for growth in niche agriculture, mining and tourism.		
<b>CSP 1.3</b>	A well-established, connected and prosperous tourism industry.	Management of fit for purpose parks and recreation facilities that maximise opportunities to enjoy the natural and built assets within the Shire. Initial information on location and quality of parks and recreational infrastructure that attract and retain tourists to the area are included within this AMP. The information is not complete and there is work required to record capacity and utilisation levels.
<b>2. A centre for sports and culture</b> Participation in sports and cultural activities and events has and will continue to bring the community together. The aim is for Blayney Shire to become known as a centre where sports, arts and entertainment are central to an enviable lifestyle and great visitor experience.		

<b>CSP 2.1</b>	Cultural and sporting events are coordinated and resourced.	Coordinated management of event bookings in order to ensure maintenance, upgrade and new works are planned in conjunction with key stakeholders to meet project objectives.
<b>CSP 2.2</b>	Strong participation in sporting events and competitions.	Maintenance, upgrade and new works are undertaken to ensure sporting facilities are of a suitable quality to maintain/increase participation and encourage community pride in Shire competition and the assets available.
<b>CSP 2.3</b>	Blayney Shire – a centre for arts, performance and entertainment.	Maintenance, upgrade and new works are undertaken to ensure arts, performance and entertainment facilities are of a suitable quality to maintain/increase participation and encourage civic pride.
<b>3. Preserve and enhance our heritage and rural landscapes</b> Although the rural landscapes are beautiful, the environmental facts are that less than 10% of native vegetation remains in the Shire and there are issues with erosion and salinity.		
<b>CSP 3.1</b>	Retention of native vegetation and linking corridors	Management of fit for purpose parks and recreation spaces that maximise opportunities to enjoy and enhance the natural assets within the Shire.
<b>CSP 3.2</b>	Biodiversity of waterways	
<b>5. Develop strong and connected communities</b> Strong communities are healthy and fit communities and this is especially important as the population ages.		
<b>CSP 5.2</b>	Fit and healthy community members	Maintenance, upgrade and new works are undertaken to ensure sporting and recreational facilities are fit for purpose and of a suitable quality to promote physical activity amongst the community.

The Council will exercise its duty of care to ensure public safety. This will be undertaken in accordance with the future infrastructure risk management plan to be prepared in conjunction with the next iteration of this AMP. Management of infrastructure risks is covered in Section 6.

### 3.3 Legislative Requirements

Council has to meet many legislative requirements relating to the provision and management of parks and recreation assets. These include:

**Table 3.3: Legislative Requirements**

Legislation	Requirement
<b>Local Government Act (1993), and Regulation (2005)</b>	Sets out the responsibilities and powers of local government. Facilitates the engagement with the community, and provides for an accountable, sustainable, flexible and effective system of local government. This includes the preparation of a LTFP supported by AMPs.
<b>NSW Environmental Planning and Assessment Act (1979)</b>	The Principal planning instrument in NSW. Encourages :- <ul style="list-style-type: none"> <li>proper management, development and conservation of natural and artificial resources,</li> <li>the provision of land for public purposes,</li> <li>the provision and co-ordination of community services and facilities,</li> <li>the protection of the environment.</li> </ul>
<b>Protection of the Environment Operations Act (1997)</b>	Protect, restore and enhance the quality of the environment. Provide increased opportunities for public involvement and participation in environment protection.
<b>Fisheries Management Act (1994)</b>	Conserve fish stocks and habitats.



	Promote ecologically sustainable development, and quality recreational fishing opportunities. Provide social and economic benefits for the community.
<b>Native Vegetation Act (2003)</b>	To provide for, encourage and promote the management of native vegetation, and revegetation/rehabilitation of land.
<b>Threatened Species Conservation Act (1995)</b>	Conserve biological diversity and promote ecologically sustainable development.
<b>Roads Act (1993)</b>	Sets out the responsibilities and powers of local roads authorities. Regulates the carrying out of various activities on public roads. Regulates traffic and road events.
<b>Disability Inclusion Act (2014)</b>	To protect the human rights of, and promote the independence and inclusion of people with disability.
<b>Crown Lands Act (1989)</b>	An Act to provide for the administration and management of Crown land. Council has holdings of Crown land under its care, control and management.
<b>Work Health and Safety Act (2011)</b>	An Act to provide for the protection of the health, safety and welfare of workers, other persons and workplaces.
<b>Heritage Act (1977)</b>	An Act to conserve the environmental heritage of the State.
<b>Companion Animals Act (1998)</b>	An Act to provide for the identification and registration of companion animals and for the duties and responsibilities of their owners. Under the terms of the Act Council is required to provide and maintain at least one off leash area.

### 3.4 Customer Levels of Service

Service levels are defined service levels in two terms, customer levels of service and technical levels of service. These are supplemented by organisational measures.

**Customer Levels of Service** measure how the customer receives the service and whether value to the customer is provided.

Customer levels of service measures used in the AMP are:

- Quality**                      How good is the service ... *what is the condition or quality of the service?*
- Function**                      Is it suitable for its intended purpose .... *Is it the right service?*
- Capacity/Use**                      Is the service over or under used ... *do we need more or less of these assets?*

The current and expected customer service levels are detailed in Table 3.4.. The 'Expected' position in the table documents the expected levels of service based on resource levels in the current long-term financial plan.

**Organisational measures** are measures of fact related to the service delivery outcome e.g. number of occasions when service is not available, condition %'s of Very Poor, Poor/Average/Good, Very good.

These Organisational measures provide a balance in comparison to the customer perception that may be more subjective.

**Table 3.4: Customer Level of Service**

	Expectation	Performance Measure Used	Current Performance	Expected Position in 10 Years based on the current budget.
<b>Service Objective: A Centre for sports and culture</b> Social: Participation in sports and cultural activities and events has and will continue to bring the community together. A coordinated program of events also has the potential to attract visitors and help to grow and sustain local businesses. Sustainable: To provide fit for purpose sporting areas, playgrounds and passive recreation spaces/facilities that support participation in sports, recreation and healthy lifestyles.				
<b>Quality</b>	Facilities are maintained to a standard that is acceptable to the community and fit for purpose.	x% of assets (by value) are assessed as Condition 3 or above.	94%	95%
	<b>Confidence levels</b>		High	High
	Organisational measure	Number of Customer Service Requests related to quality of facilities	53 (2016-2017)	Service requests are reducing
	<b>Confidence levels</b>		Medium	High
<b>Function</b>	Facilities provide for a broad range of opportunities and are suited to their purpose.	Records of use, and number of requests for new facilities.	31% of sporting ground users rate satisfaction as High. 50% of parks and gardens users rate satisfaction as High. <i>Customer Survey - 2014</i>	80% of sporting ground users rate satisfaction as High. 80% of sporting ground users rate satisfaction as High.
	<b>Confidence levels</b>		Medium	Medium
<b>Capacity and Use</b>	Facilities are well used by a range of user groups.	Level of user satisfaction	Included within Function measure	
	Organisational measure	Hours of use	90% of sporting events are pre-booked. Parks and gardens data is based upon anecdotal evidence	95% of sporting events are pre-booked. Parks and gardens data is based upon anecdotal evidence
	<b>Confidence levels</b>		Medium	Medium

### 3.5 Technical Levels of Service

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

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

- Operations – the regular activities to provide services (e.g. opening hours, cleansing, mowing grass, energy, inspections, etc).
- Maintenance – the activities necessary to retain an asset as near as practicable to an appropriate service condition. Maintenance activities enable an asset to provide service for its planned life (e.g. road patching, unsealed road grading, building and structure repairs),
- Renewal – the activities that return the service capability of an asset up to that which it had originally (e.g. road resurfacing and pavement reconstruction, pipeline replacement and building component replacement),

- Upgrade/New – the activities to provide a higher level of service (e.g. widening a road, sealing an unsealed road, replacing a pipeline with a larger size) or a new service that did not exist previously (e.g. a new library).

Service and asset managers plan, implement and control technical service levels to influence the customer service levels.<sup>5</sup>

Table 3.5 shows the technical levels of service expected to be provided under this AMP. The 'Desired' position in the table documents the position being recommended in this AMP.

**Table 3.5: Technical Levels of Service**

Service Attribute	Service Activity Objective	Activity Measure Process	Current Performance *	Desired for Optimum Lifecycle Cost **
<b>TECHNICAL LEVELS OF SERVICE</b>				
<b>Operations And Maintenance</b>	Grass length meets users' needs	Mowing regime suits usage requirements	Premier: 4/month (Summer) 2/month (Winter)  Local: 4/month (Summer) 1/month (Winter)  Village: 1/month or upon request	Premier: 8/month (Summer) 4/month (Winter)  Local: 4/month (Summer) 2/month (Winter)  Village: 2/month or upon request
	Facilities are well maintained and of a standard that is acceptable to the community.	Customer Service Requests	Currently not measured	90% of customer service requests are completed within adopted time frames.
	Playground equipment is maintained in accordance with manufacturer's specifications.	Routine condition and safety inspection	Condition: Annually Safety: Heritage and Carrington Parks, and Redmond Oval – Weekly All others - Monthly	Condition: Annually Safety: Heritage and Carrington Parks, and Redmond Oval – Weekly All others - Monthly
	Sporting grounds fertiliser application	Fertilising regime suits usage requirements, and mowing regime	Premier: 2x year Local: Bi annual  Village: Nil	Premier: 4x year Local: Annually  Village: Nil
		<b>Budget</b>	\$778,000 (2017)	\$861,000 – 10 year annual average
<b>Renewal</b>	Facilities meet users' needs	Useful life of facilities	Some existing facilities have exceeded their useful lives.	Maintenance is provided or items replaced to ensure facilities do not exceed their useful lives.
		<b>Budget</b>	\$411,000 (2017)	\$112,000 – 10 year annual average

<sup>5</sup> IPWEA, 2015, IIMM, p 2|28.

Service Attribute	Service Activity Objective	Activity Measure Process	Current Performance *	Desired for Optimum Lifecycle Cost **
<b>Upgrade/New</b>	Urban residents are within 500m of a playground or recreational open space.	Distance from urban dwellings to a playground or recreational open space.	Average 90% of urban residents, across Blayney and Villages	Average 90% of urban residents, across Blayney and Villages
		<b>Budget</b>	\$230,000 (2017)	\$104,000 – 10 year annual average Current performance is to be maintained. No additional funding is required to expand the level of service.

Note: \* Current activities and costs (currently funded).

\*\* Desired activities and costs to sustain current service levels and achieve minimum life cycle costs (not currently funded). It is acknowledged that the Renewal and Upgrade/New, Optimum Lifecycle Cost is less than the Current Performance. This is due to the increased budget provision for these two service attributes in 2017 only.

A listing of facilities and the Current Levels of Service provided are included at Appendix D.

It is important to monitor the service levels provided regularly as these will change. The current performance is influenced by community requests, work efficiencies and technology, and customer priorities will change over time. Review and establishment of the agreed position which achieves the best balance between service, risk and cost is essential.

**Recommendation:**

Review service levels and renewal models.

## 4. FUTURE DEMAND

### 4.1 Demand Drivers

Drivers affecting demand include things such as population change, regulations, changes in demographics, seasonal factors, vehicle ownership rates, consumer preferences and expectations, technological changes, economic factors, agricultural practices, environmental awareness, etc.

### 4.2 Demand Forecasts

The present position and projections for demand drivers that may impact future service delivery and use of assets were identified and are documented in Table 4.3.

### 4.3 Demand Impact on Assets

The impact of demand drivers that may affect future service delivery and use of assets are shown in Table 4.3.

**Table 4.3: Demand Drivers, Projections and Impact on Services**

Demand drivers	Present position	Projection	Impact on services
Population change	7,380 (ABS 2016)	8,000 (2036) NSW Planning & Environment	Increased usage may require upgrades to existing facilities.
Median age	40 (ABS 2016)	46 (2036) Blayney Shire Settlement Strategy	Minimal
Demographic change			
Age Proportion: 5 – 19 yr	1,650	1,700 Increase of 3% by 2036	Minimal
Age Proportion: 20 – 44 yr	2,000	2,000	Stable
Age Proportion: 45 – 64 yr	1,950	1,800 Decrease of 8% by 2036	Nil
Age Proportion: 65+ yr	1,400	1,900 Increase of 35% by 2036	Increased demand for enhanced recreational facilities within passive recreation spaces.
Change in sporting preference demand.		Increase in female teams in previously male dominated sports.	Demand for female facilities at King George Oval. (To be further considered within the Blayney Shire Council – Buildings AMP).
		Increased demand from equestrian sports that are looking to relocate to Blayney from outside the Shire.	Demand for enhanced and additional facilities at Blayney Showground, also resulting in potential conflict between horses and ball sports seeking access to the in field area. (Subject to the type of asset, this may be further considered within the Blayney Shire Council – Buildings AMP).
Design standards	Council design standards are based upon individual sporting code, Australian and State based standards.	Higher standards over time.	New infrastructure constructed to current contemporary standard. Minor works carried out on older assets of lower standard may require upgrade to current contemporary standard, increasing costs.
Material supply costs and contract rates		Inflation in construction and material supply costs outstrips budgeted expenditure levels.	Increased costs to undertake maintenance, renewal and upgrade facilities.

Usage levels		Increase in demand to use grassed playing fields.	Increased costs to water and maintain playing surfaces at optimal levels. Increased stress levels on grass surfaces, limiting recovery rates.
		Increase in demand to use facilities.	Increased energy consumption

#### 4.4 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 can include non-asset solutions, insuring against risks and managing failures.

*Opportunities identified to date for demand management are shown in Table 4.4. Further opportunities will be developed in future revisions of this AMP.* **Table 4.4: Demand Management Plan Summary**

Demand Driver	Impact on Services	Demand Management Plan
Population	Increased demand for facility upgrades, and additional passive recreation facilities. (EG: BBQ's, seating)	Implement Sport and Recreation Plan
Sporting preference	Construction of female facilities at King George Oval and equestrian facilities at Blayney Showground.	Implement Sport and Recreation Plan (To be further considered within the Blayney Shire Council – Buildings AMP).
Design Standards	New infrastructure constructed to current contemporary standard. Minor works carried out on older assets of lower standard may require upgrade to current contemporary standard, increasing costs.	Review service levels and incorporate new standards on existing assets. Maintaining facilities at a level to host local/regional level events.
Material supply costs and contract rates	Increased costs to undertake maintenance, renewal and upgrade facilities.	Review renewal models, and provide accurate costings.
Usage levels	Increased costs to water and maintain playing surfaces at optimal levels.	Encourage shared usage Seek access to school playing fields to ease loading, offer upgrades to avoid cost of acquiring more land. Look at new locations. Identify opportunities to incorporate stormwater harvesting to reduce potable water consumption.
	Increased energy consumption	Identify and investigate opportunities for energy efficient lighting with smart controls, and consider future inclusion in Capital Works Program.
	Renewal works	Increase useful life and therefore utilisation levels by renewing facilities. Implement the Sport and Recreation Plan

**Recommendation:**

Incorporate renewal and new assets identified in the Sport and Recreation Plan.

Review service levels and renewal models.

Identify and investigate cost saving opportunities through utility renewals and upgrades, including:

- Stormwater harvesting for field irrigation,
- Modern energy efficient lighting solutions.

## 4.5 Asset Programs to meet Demand

The new assets required to meet demand can be acquired, donated or constructed. Additional assets are discussed in Section 5.5. The summary of the cumulative value of additional assets is shown in Figure 1.

**Figure 1: Upgrade and New Assets to meet Demand – (Cumulative)**

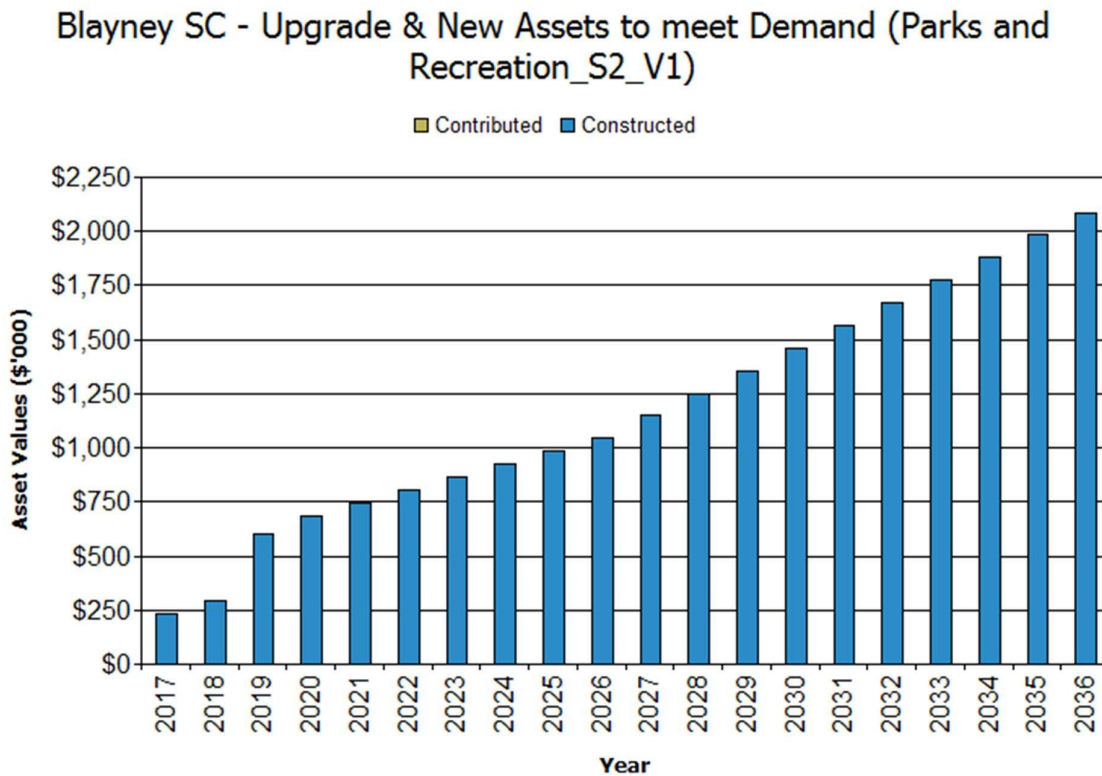


Figure Values are in current (real) dollars.

The major one-off capital contributors to the upgrade and new asset costs are the Blayney Showground Equestrian Arena (2017 – \$93,000), and the Blayney Skatepark proposed for Heritage Park (2019 - \$250,000). The Blayney Shire Village Enhancement Plan (VEP) provides capital funding on an annual basis, as information on what will be funded is limited, this AMP has allocated the funding, split between capital renewal and capital upgrade/new on a 30:70 basis.

Initially developed as an extension to the Settlement Strategy, the VEP involved an investigation of the Town of Blayney and the Shire's villages, to identify options for enhancement of each location. It was based upon previous community feedback and input from council officers.

The VEP documents provided examples of how preliminary issues could be addressed but did not provide final solutions.

Funding has been provided to the VEP, and equally allocated between villages. Specific works or projects are then determined by reference to individual community plans with associated discussion with the relevant community and specific priorities identified by Council Officers. Specific works and projects may involve the renewal of existing depleted assets, the upgrading of existing assets, or the provision of new assets.

Acquiring new assets will commit ongoing operations, maintenance and renewal 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 operations, maintenance and renewal costs for inclusion in the LTFP further in Section 5.



## 5. LIFECYCLE MANAGEMENT PLAN

The lifecycle management plan details how the Council plans to manage and operate the assets at the agreed levels of service (defined in Section 3) while managing life cycle costs.

### 5.1 Background Data

#### 5.1.1 Physical parameters

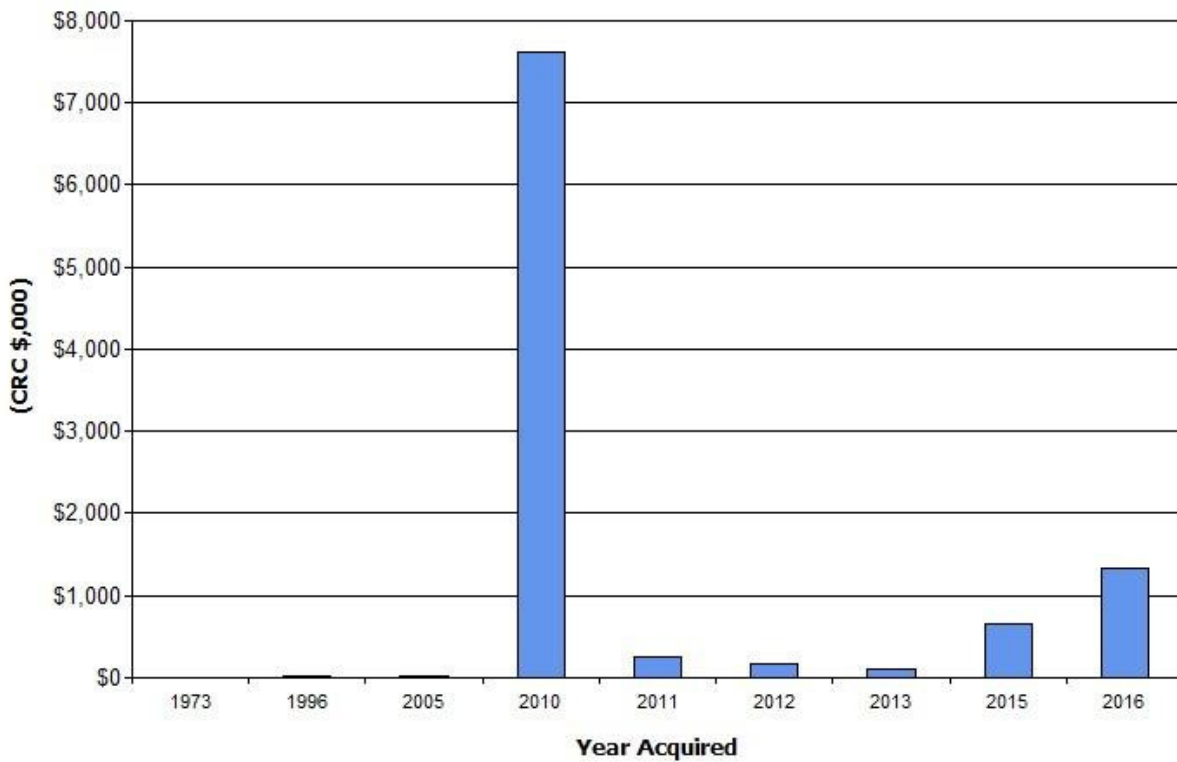
The assets covered by this AMP are shown in Table 2.1, and are located across the town of Blayney and throughout its villages and localities. They include all Parks and Recreation infrastructure assets owned and maintained by Council across the Shire, excluding building structures and the Centrepont Sport and Leisure Centre. These assets are considered within their own AMPs.

“Soft” assets such as significant park, and public open space trees are not included within the Parks and Recreation Asset Management Plan, however data is held within Council’s asset registers on significant trees.

The age profile of the assets included in this AMP are shown in Figure 2.

Figure 2: Asset Age Profile

### Blayney SC - Age Profile (Parks and Recreation\_S1\_V1)



The age profile indicates that assets have been recorded with the year that they have been included within the asset register for valuation purposes. The significant number of assets included in 2010 results in a low confidence rating for age distribution.

#### **Recommendation:**

The asset data set requires further investigation and review to determine more reliable age data.

### 5.1.2 Asset capacity and performance

Assets are generally provided to meet design standards where these are available.

Locations where deficiencies in service performance are known are detailed in Table 5.1.2.

**Table 5.1.2: Known Service Performance Deficiencies**

Location	Service Deficiency	Existing/New	Source
<b>Blayney</b>			
Netball Courts	Netball court surface (x3) is old bitumen surface with cracking.	Existing (Renewal)	Council inspection
King George Oval	Aged irrigation and compromised subsurface drainage system. Access, carpark and internal traffic upgrades Aged external wire mesh fence Aged field lighting Aged playing field fence	Existing (Renewal)	Council inspection Sports Council
	Lack of female changing facilities.	New	Sports Council
Showground	Aged external wire mesh fence Access, carpark and internal traffic upgrades	Existing (Renewal)	Sports Council
	Additional amenities building Covered seating Infield irrigation (stage 2) Field lighting Equestrian sand arena watering system Expand/Upgrade PA system	New	Sports Council
	Electrical supply at capacity	Renewal/upgrade	
Dakers Oval	Fields require irrigation Lack of amenities Cricket practice nets Playing field fence Formalised parking	New	Sports Council Council inspection
Napier Oval	Formalised parking Lack of irrigation	New	Council inspection Sports Council
Heritage Park	Lack of skatepark	New	Community Plan
<b>Carcoar</b>			
Sportsground	Tennis court surface is old bitumen surface with cracking. Improve playing field surface level Upgrade tennis court fence Aged external wire mesh fence	Existing (Renewal)	Council inspection Community Plan Sports Council
<b>Lyndhurst</b>			
Recreation Ground	Lack of covered seating and BBQ Access, carpark and internal traffic upgrades	New	Council inspection Community Plan
<b>Millthorpe</b>			
Redmond Oval	Aged external fence	Existing (Renewal)	Council inspection Sports Council
<b>Newbridge</b>			

Recreation Ground	Post and rail fence around arena has failed.	Existing (Renewal)	Council inspection Community Plan
<b>Neville</b>			
Memorial Park	Lack of multipurpose court	New	Community Plan

The above service deficiencies include those identified from Council inspections of existing assets, and new assets desired by the community and identified in individual community plans and from the project priority list developed by the Blayney Shire Sports Council.

It should be noted that buildings are not included within this AMP and are to be further considered within the Blayney Shire Council – Buildings AMP.

### 5.1.3 Asset condition

A condition assessment was undertaken in 2016 as part of the revaluation of the Sports and Recreation asset portfolio.

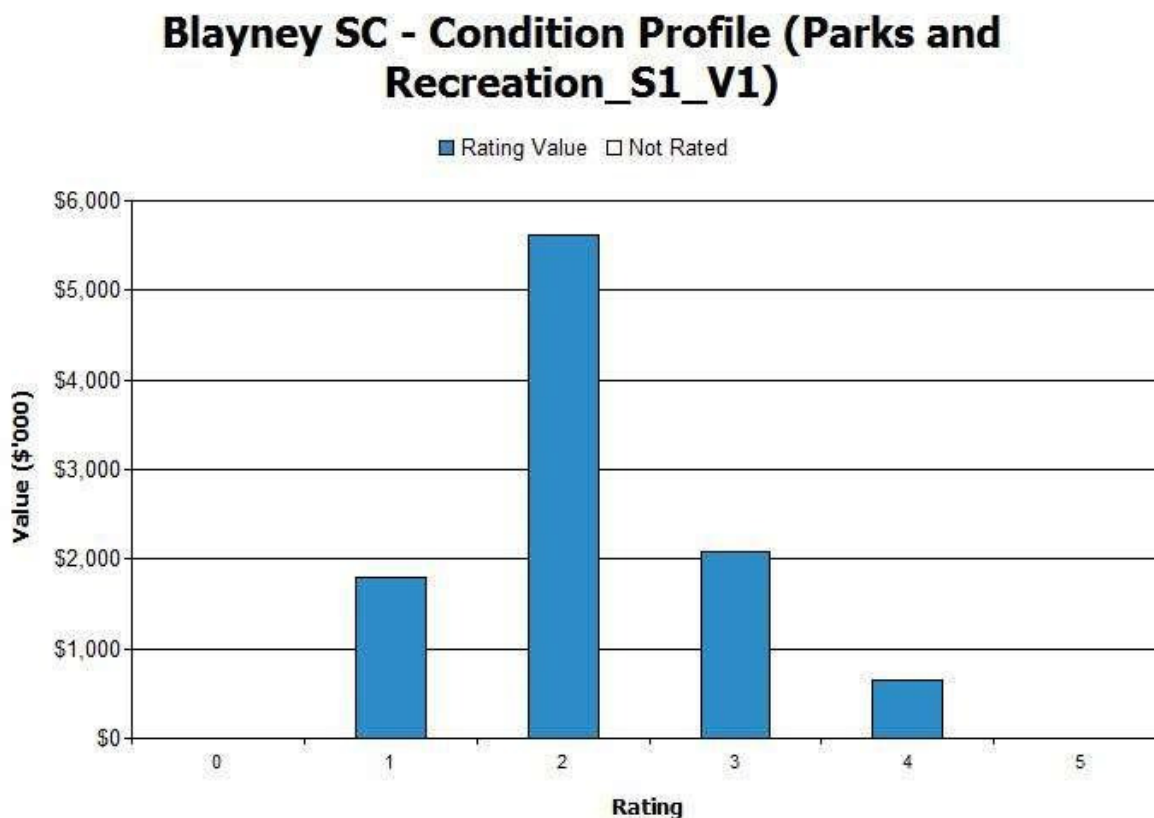
The condition of Councils play equipment and surfacing for maintenance purposes is monitored in accordance with Playgrounds and Playground equipment: Development, Installation, Inspection, Maintenance and Operation (AS/NZS 4486.1: 1997), and Playground Surfacing; Specifications Requirements and Test Methods (AS/NZS 4422: 1996).

Other Parks and Recreation facilities and equipment are currently monitored informally when Councils Parks and Recreation staff undertake routine mowing and servicing, and observe issues/concerns.

Unsafe facilities and equipment are recorded by completion of a Hazard/Risk notification form or via the Playground Equipment Inspection Checklist.

The condition profile of our assets is shown in Figure 3.

*Fig 3: Asset Condition Profile*



An asset condition assessment was undertaken in 2016 by visual inspection.

Condition is measured using a 1 – 5 grading system<sup>6</sup> as detailed in Table 5.1.3.

**Table 5.1.3: Simple Condition Grading Model**

Condition Grading	Description of Condition
1	<b>Very Good:</b> only planned maintenance required
2	<b>Good:</b> minor maintenance required plus planned maintenance
3	<b>Fair:</b> significant maintenance required
4	<b>Poor:</b> significant renewal/rehabilitation required
5	<b>Very Poor:</b> physically unsound and/or beyond rehabilitation

## 5.2 Operations and Maintenance Plan

Operations include regular activities to provide services such as public health, safety and amenity, e.g. cleaning, utilities costs and street lighting.

Routine maintenance is the regular on-going 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, e.g. painting, .

Maintenance includes all actions necessary for retaining an asset as near as practicable to an appropriate service condition including regular ongoing day-to-day work necessary to keep assets operating.

Council currently does not split maintenance and operational expenditure. This work can currently be done by way of detailed analysis of the General Ledger. Expenditure such as mowing of parks and sporting grounds is currently reported as a maintenance expense. Therefore in this AMP, where Operations and Maintenance are referred to singularly, they should also be considered collectively. Further consideration should be given to whether it should be captured as an ongoing operational expense.

Maintenance expenditure is shown in Table 5.2.1.

**Table 5.2.1: Maintenance Expenditure Trends**

Year	Maintenance Budget (\$)
2016 – 2017	\$778,000
2017 – 2018	\$733,000*
2018 – 2019	\$732,000
2019 – 2020	\$751,000
2020 – 2021	\$771,000
2021 – 2022	\$807,000
2022 – 2023	\$829,000
2023 – 2024	\$851,000
2024 – 2025	\$874,000

\* Excludes \$100,000 for Sport and Recreation Plan as identified in Risk Management Plan

<sup>6</sup> IPWEA, 2015, IIMM, Sec 2.5.4, p 2|80.

Maintenance expenditure levels are considered inadequate to meet projected service levels, which may be less than or equal to current service levels. Where maintenance expenditure levels are such that they will result in a lesser level of service, the service consequences and service risks have been identified and are highlighted in this AMP and service risks considered in the Infrastructure Risk Management Plan.

**Recommendation:**

Investigate opportunities and threats with the further splitting Operations and Maintenance within Councils General Ledger structure, for reporting purposes.

**Summary of future operations and maintenance expenditures**

Future operations and maintenance expenditure is forecast to trend in line with the value of the asset stock as shown in Figure 4. Note that all costs are shown in current 2017 dollar values (i.e. real values).

*Figure 4: Projected Operations and Maintenance Expenditure*

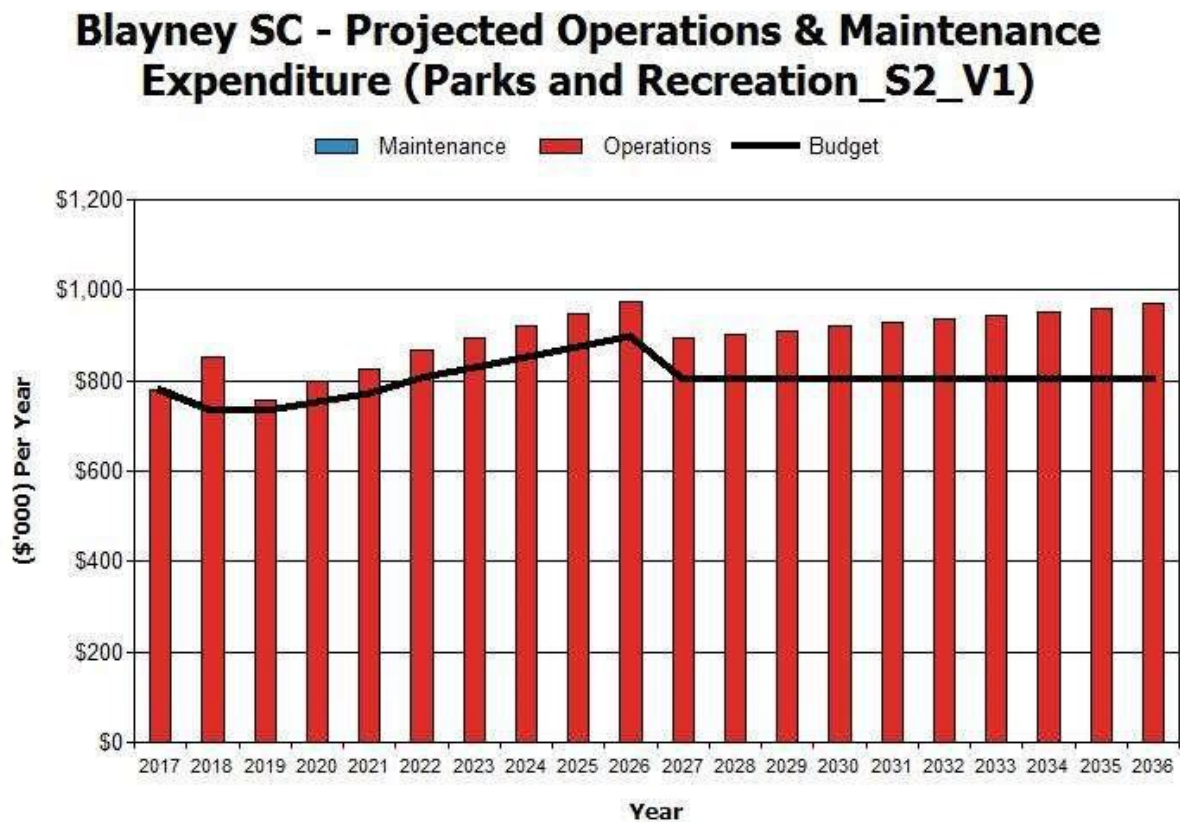


Figure Values are in current (real) dollars.

Figure 4. indicates that the operational/maintenance budget does not provide adequate funding compared to the projected costs.

Deferred maintenance, i.e. works that are identified for maintenance and unable to be funded are to be included in the risk assessment and analysis in the infrastructure risk management plan.

Maintenance is funded from the operating budget where available. This is further discussed in Section 7.

**Recommendation:**

Review Council's Levels of Service to address operations and maintenance costs.

### 5.3 Renewal/Replacement Plan

Renewal and replacement expenditure 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 considered to be an upgrade/expansion or new work expenditure resulting in additional future operations and maintenance costs.

Assets requiring renewal/replacement are usually identified from the Asset Register data to project the renewal costs using acquisition year and useful life to determine the renewal year. Useful is determined by the undertaking of a condition assessment.

Due to the poor age profile data in the Asset Register data, and specifically the sub-category of "Garden" utilised in Method 1, and identified in Figure 2, renewal expenditures were focussed on 2020 and 2030, and provided a low confidence to progress with Method 1.

Therefore Method 3 has been adopted for this AMP.

**Recommendation:**

The asset data set requires further investigation to review Parks and Recreation asset sub categories.

#### 5.3.1 Renewal ranking criteria

Asset renewal and replacement is typically undertaken to either:

- Ensure the reliability of the existing infrastructure to deliver the service it was constructed to facilitate (e.g. replacing soft fall around play equipment), or
- To ensure the infrastructure is of sufficient quality to meet the service requirements (e.g. roughness of playing fields, ).<sup>7</sup>

It is possible to get some indication of capital renewal and replacement priorities by identifying assets or asset groups that:

- Have a high consequence of failure,
- Have high use and subsequent impact on users would be greatest,
- Have a total value representing the greatest net value,
- Have the highest average age relative to their expected lives,
- Are identified in the AMP as key cost factors,
- Have high operational or maintenance costs, and
- Have replacement with a modern equivalent asset that would provide the equivalent service at a savings.<sup>8</sup>

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<sup>7</sup> IPWEA, 2015, IIMM, Sec 3.4.4, p 3|91.

<sup>8</sup> Based on IPWEA, 2015, IIMM, Sec 3.4.5, p 3|97.

Council currently does not have any formal priority ranking criteria. Renewal project selection is currently determined on an informal basis, based upon hazard reports raised by staff and stakeholders, followed by a technical review by Infrastructure Services Department staff with referral to the management team. Subject to the scope of works and budget limitations the project may then be raised for discussion with Councillors during Councillor Workshop sessions, in preparation for the annual operational plan.

**Recommendation:**

Develop Priority Ranking Criteria for Renewal Projects to provide for informed decision making by the management team and Council

**5.3.2 Summary of future renewal and replacement expenditure**

Projected future renewal and replacement expenditures are forecast to increase over time when the asset stock increases. The expenditure is required is shown in Fig 5. Note that all amounts are shown in current (real) dollars.

The projected capital renewal and replacement program is shown in Appendix B.

*Fig 5: Projected Capital Renewal and Replacement Expenditure*

**Blayney SC - Projected Capital Renewal Expenditure (Parks and Recreation\_S2\_V1)**

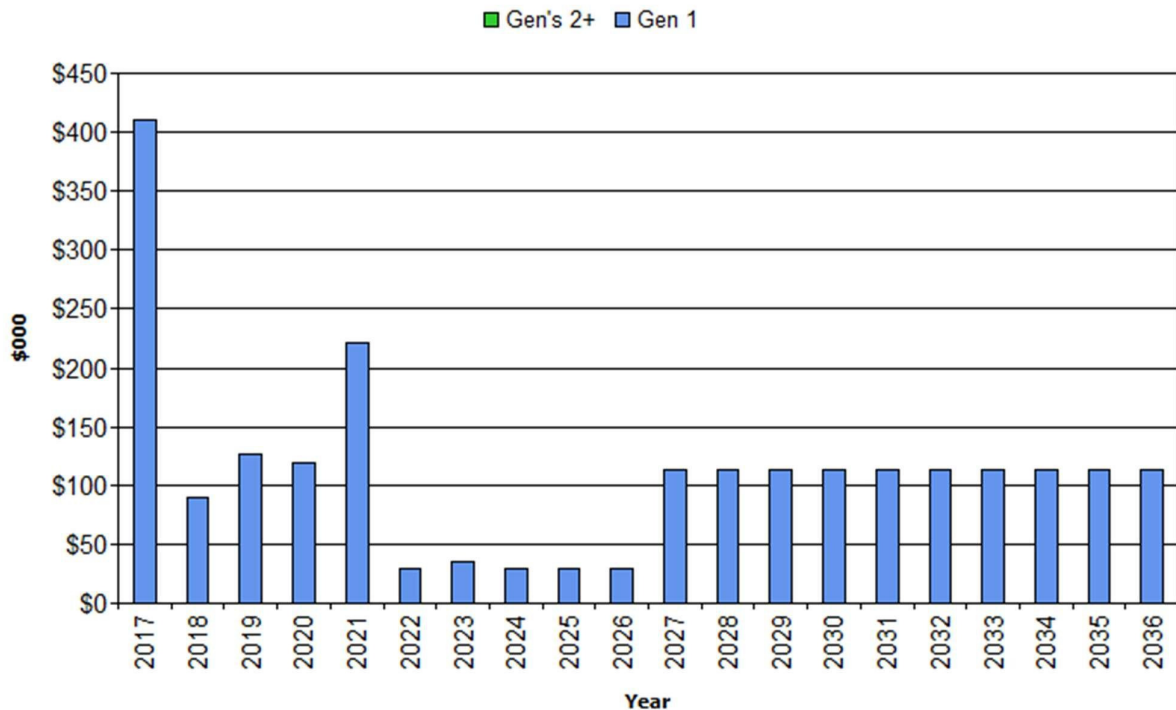


Figure Values are in current (real) dollars.

Council currently provides annual funding through the Village Enhancement Program, that is predominantly focussed on Sport and Recreation type assets, including the provision of, and upgrade of signage, active and passive recreation infrastructure, including seat, BBQ's and picnic facilities. Being those assets that enhance the community experience, excluding larger asset categories such as roads, sewer and buildings.

Based upon historical expenditure, the VEP budget has been split between both renewal type works to address issues with existing infrastructure (30%) and the provision of new infrastructure or upgrading existing infrastructure to offer a higher level of service (70%).

Additional funding has been allowed for within Councils budget to undertake specific defect repairs including the replacement of seating along the oval fence line (\$93,000 – 2017) and resurfacing of three netball courts (\$70,000 – 2020) at King George Oval, the resurfacing of the Redmond Oval playing field (\$188,000 - 2017), tennis resurfacing at Blayney Tennis Centre (\$79,000 – 2017), replacement of the dilapidated arena fence at Newbridge Showground (\$55,000 – 2018), the resurfacing of the Carcoar Sports Ground Tennis court (\$75,000), the renewal of the shade sails at Heritage Park (\$174,000 - 2021), and the general renewal of various seating and BBQ shelters across the Shire.

Two unbudgeted projects, identified within the Risk Management Register include, a key system upgrade to Council facilities (\$5,000 only for secured sporting grounds - 2018), and the upgrade of signage for remote supervision purposes (\$10,000 - 2020) at Council's parks and recreation facilities.

Deferred renewal and replacement, i.e. those assets identified for renewal and/or replacement and not scheduled in capital works programs are to be included in the risk analysis process in the risk management plan.

Renewals and replacement expenditure in the capital works program will be accommodated in the long term financial plan. This is further discussed in Section 7.

## 5.4 Creation/Acquisition/Upgrade Plan

New works are those that create a new asset that did not previously exist, or works which will 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. These additional (new) assets were considered in Section 4.4, included in Table 5.1.2, and are reproduced in Table 5.4.1. below.

**Table 5.4.1: Known Asset Deficiencies**

Location	Service Deficiency	Source
<b>Blayney</b>		
King George Oval	Lack of female changing facilities.	Sports Council
Showground	Additional amenities building Covered seating Infield irrigation (stage 2) Field lighting Equestrian sand arena watering system Electrical supply at capacity Expand/Upgrade PA system	Sports Council
Dakers Oval	Fields require irrigation Lack of amenities Cricket practice nets Playing field fence Formalised parking	Sports Council Council inspection
Napier Oval	Formalised parking	Council inspection
Heritage Park	Lack of skatepark	Community Plan
<b>Lyndhurst</b>		
Recreation Ground	Lack of covered seating and BBQ Access, carpark and internal traffic upgrades	Council inspection Community Plan
<b>Neville</b>		
Memorial Park	Lack of multipurpose court	Community Plan

### 5.4.1 Selection criteria



New assets and upgrade/expansion of existing assets are identified from various sources such as the Blayney Shire Sports Council member groups, individual town/village community plans, proposals identified by strategic plans or partnerships with others.

Council currently does not have any formal priority ranking criteria. Upon new projects being identified, Council staff will investigate the proposal, and provide Council and the management team with information related to scope, cost, opportunities, and risks associated with the project. Council is then able to make an informed decision in preparation for the annual operational plan.

**Recommendation:**

Develop Priority Ranking Criteria for New Asset Projects

**5.4.2 Summary of future upgrade/new assets expenditure**

Projected upgrade/new asset expenditures are summarised in Fig 6. The projected upgrade/new capital works program is shown in Appendix C. All amounts are shown in real values.

*Fig 6: Projected Capital Upgrade/New Asset Expenditure*

**Blayney SC - Projected Capital Upgrade/New Expenditure  
(Parks and Recreation\_S2\_V1)**

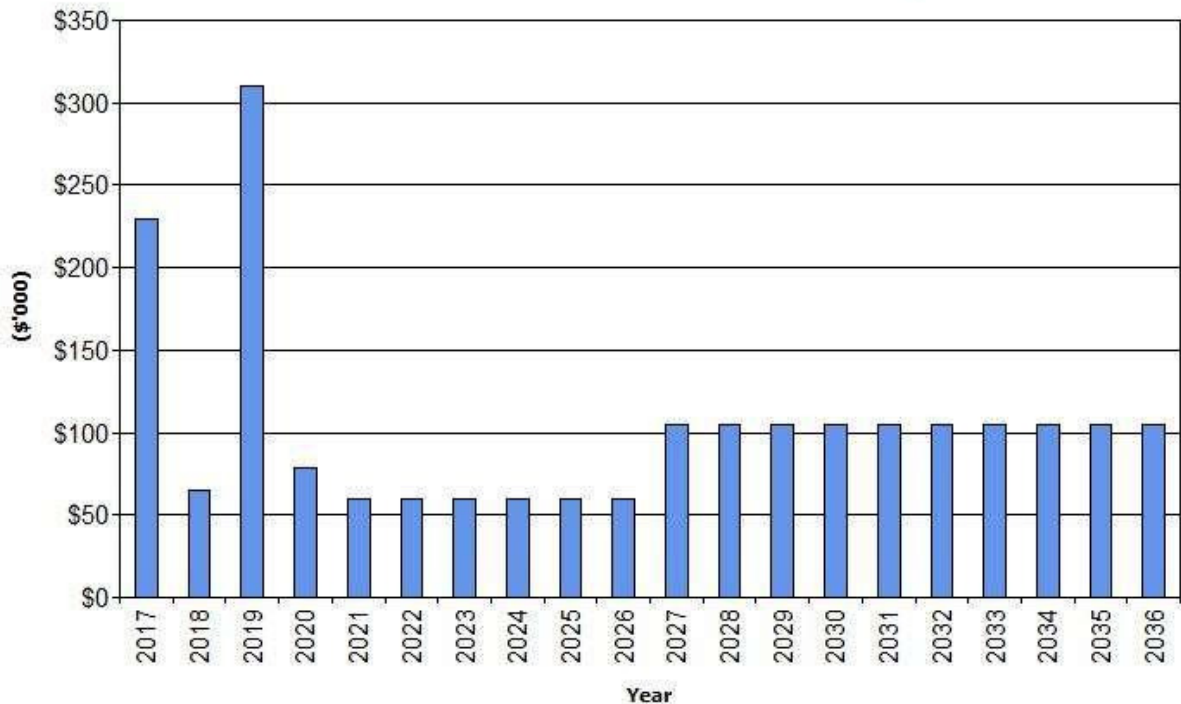


Figure Values are in current (real) dollars.

Expenditure on new assets and services in the capital works program will be accommodated in the LTFP but only to the extent of the available funds

The major new capital item identified includes the construction of a new equestrian sand arena at Blayney Showground (\$94,000 – 2017) in partnership with equestrian groups, and the design (\$17,000 – 2017), and construction of a new skatepark at Heritage Park Blayney (\$250,000 - 2019). Design works are included as new works,

as this cost is attributable to, and can be capitalised to the project. Being of concrete construction the base life of this asset will be recorded as 100 years, similar to the Millthorpe skatepark, and hence any renewal therefore beyond the scope of this AMP.

As previously mentioned historical expenditure of the VEP budget has been split between both renewal type works to address issues with existing infrastructure (30%) and the provision of new infrastructure or upgrading existing infrastructure to offer a higher level of service (70%).

Upgrade/new assets from 2026 and beyond are an average of the projected upgrade/new budget within the previous 10 years.

### 5.4.3 Summary of asset expenditure requirements

The financial projections from this asset plan are shown in Fig 7 for projected operating (operations and maintenance) and capital expenditure (renewal and upgrade/expansion/new assets). Note that all costs are shown in real values.

The bars in the graphs represent the anticipated budget needs required to achieve lowest lifecycle costs, the budget line indicates what is currently available. The gap between these informs the discussion on achieving the balance between services, costs and risk to achieve the best value outcome.

*Fig 7: Projected Operating and Capital Expenditure*

## Blayney SC - Projected Operating and Capital Expenditure (Parks and Recreation\_S2\_V1)

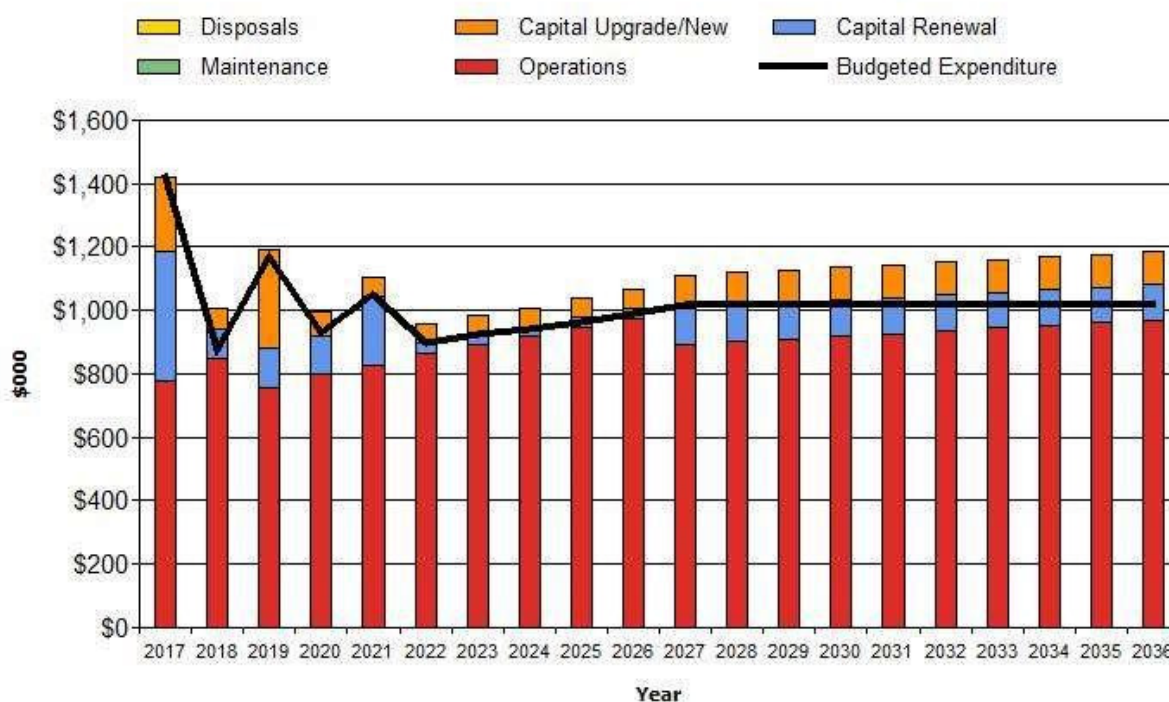


Figure Values are in current (real) dollars.

Council's actual budgeted expenditure (black line) from its LTFP has been utilised rather than providing an average of the first year expenditure. The spike identified in 2019 is a result of the planned and budgeted for \$250,000 cost to construct the new skatepark at Heritage Park Blayney.

Provisions within the current LTFP provide reasonable capacity to fund Council's proposed Operating and Capital Expenditure, however costs exceed budget in 2018 and beyond. Contributing to this is the larger allocation to the

Village Enhancement Plan (\$119,000 - 2017), and the assumed split between Renewal and Upgrade/New. Other significant contributors are the new equestrian sand arena at Blayney Showground (\$94,000 – 2017), the design works (\$17,000 - 2017) and construction (\$250,000 – 2019) costs associated with a new skatepark at Heritage Park Blayney, and the renewal of the shade sails at Heritage Park (\$174,000 – 2021).

Beyond the current ten year planning period, Operational and Capital expenditure is calculated as an average of the previous ten year planning period.

## **5.5 Disposal Plan**

Disposal includes any activity associated with the disposal of a decommissioned asset including sale, demolition or relocation. No assets are currently identified for possible decommissioning and disposal.

## 6. RISK MANAGEMENT PLAN

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

Risk Management is defined in ISO 31000:2009 as: ‘coordinated activities to direct and control with regard to risk’<sup>9</sup>.

An assessment of risks<sup>10</sup> associated with service delivery from infrastructure assets has identified critical risks that will result in loss or reduction in service from infrastructure assets or a ‘financial shock’. The risk assessment process identifies credible risks, the likelihood of the risk event occurring, the consequences should the event occur, develops a risk rating, evaluates the risk and develops a risk treatment plan for non-acceptable risks.

### 6.1 Critical Assets

Critical assets are defined as those which have a high consequence of failure causing significant loss or reduction of service. Similarly, critical failure modes are those which have the highest consequences.

Critical assets have been identified and their typical failure mode and the impact on service delivery are as follows:

**Table 6.1 Critical Assets**

Critical Asset(s)	Failure Mode	Impact
Trees in open spaces	Tree shedding limbs.	The consequence is major in respect of an individual and potential reputational/liability. However the impact upon the open space would be limited.

By identifying critical assets and failure modes investigative activities, condition inspection programs, maintenance and capital expenditure plans can be targeted at the critical areas.

Council has a register of maintained street and open space trees, and accompanying Policy and Guidelines developed in accordance with the Statewide Mutual Best Practice Manual – Trees and Tree Roots. Routine inspections are currently undertaken in accordance with this document and upon request from members of the community.

### 6.2 Risk Assessment

The risk management process used in this project is shown in Figure 6.2 below.

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

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

**Fig 6.2 Risk Management Process – Abridged**



<sup>9</sup> ISO 31000:2009, p 2

<sup>10</sup> Blayney Shire Council, 2016, 'Risk Management Register and Plan', Blayney Shire Council

The risk assessment process identifies credible risks, the likelihood of the risk event occurring, the consequences should the event occur, develops a risk rating, evaluates the risk and develops a risk treatment plan for non-acceptable risks.

An assessment of risks<sup>11</sup> associated with service delivery from infrastructure assets has identified the critical risks that will result in significant loss, 'financial shock' or a reduction in service.

Critical risks are those assessed with 'Very High' (requiring immediate corrective action) and 'High' (requiring corrective action) risk ratings identified in the Infrastructure Risk Management Plan. The residual risk and treatment cost after the selected treatment plan is implemented is shown in Table 6.2. These risks and costs are reported to management and Council's Audit and Risk Committee.

**Table 6.2: Critical Risks and Treatment Plans**

Service or Asset at Risk	What can Happen	Risk Rating (VH, H)	Risk Treatment Plan	Residual Risk *	Treatment Costs
All	Unplanned expansion of asset inventory	H	Develop and Implement Sport and Recreation Plan	Low	\$100,000
All	Low asset usage or inequity of facility provision	H	Develop and Implement Sport and Recreation Plan	Medium	\$100,000
All	Unauthorised entry/vandalism to secured sporting grounds	H	Supply and Install new key system	Medium	\$5,000
All	Injuries and Insurance Claims	H	Improved signage and compliance	Medium	\$10,000
All	Complaints about lack of maintenance	H	Review Levels of Service	Low	\$0

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

**Recommendation:**

Undertake key system audit of all Council facilities to identify strengths and weaknesses, and install new master system.

Undertake signage audit and develop signage requirements in accordance with Signage for Remote Supervision Policy.

Undertake review of Levels of Service to identify ability to make savings in operations and maintenance budgets.

## 6.3 Infrastructure Resilience Approach

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

<sup>11</sup> Blayney Shire Council, 2016, 'Risk Management Register and Plan', Blayney Shire Council

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

Our current measure of resilience is shown in Table 6.4 which includes the type of threats and hazards, resilience assessment and identified improvements and/or interventions.

**Table 6.4: Resilience**

Threat / Hazard	Resilience LMH	Improvements / Interventions
Increasing utility charges (electricity, water)	Medium	Undertake energy efficiency audit to investigate opportunities to reduce potable water, and electricity usage. Opportunities may include stormwater harvesting, irrigation being supplied by bores, and energy being provided by renewables.

**Recommendation:**

Undertake energy audit as part of Councils Renewable Energy Plan.

Investigate connection of irrigation systems to bores, and/or development of stormwater harvesting schemes.

## 6.4 Service and Risk Trade-Offs

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

### 6.4.1 What we cannot do

There are some operations and maintenance activities and capital projects that are unable to be undertaken without external grant funding, within the next 10 years. These include:

- Maintain a shorter grass length during summer for cricket at King George Oval.
- Additional passive recreation (seats, BBQ's, picnic shelters).
- Irrigation and subsurface drainage, fencing, field lighting, and carpark/internal traffic upgrades at King George Oval.
- Fencing and carpark/internal traffic upgrades, the expansion of the playing field area serviced by irrigation, new arena lighting, any associated electrical capacity upgrades, or an improved PA system at Blayney Showground.
- Provision of amenities, cricket practice nets, field fencing or formalisation of parking at Dakers Oval.
- The formalisation of parking at Napier Oval.
- Upgrading of the fence at Carcoar Sportsground.
- Covered seating, a BBQ/picnic shelter, and carpark/internal traffic upgrades at Lyndhurst Recreation Ground.
- Replacement of the external fence at Redmond Oval in Millthorpe.
- The provision of a multi-purpose court at Neville.

### 6.4.2 Service trade-off

Operations and maintenance activities and capital projects that cannot be undertaken will maintain or create service consequences for users. These include:

- The inability for sub surface drainage to manage extended wet periods may result in an increase to days out of service at King George Oval.
- Enhanced/formalised parking facilities would reduce soil compaction around natural assets., improve maintenance outcomes and improve sport tourism.

### 6.4.3 Risk trade-off

The operations and maintenance activities and capital projects that cannot be undertaken may maintain or create risk consequences. These include:

- Increased watering regime at King George Oval to maintain a shorter grass length during summer for cricket.

These actions and expenditures are considered in the projected expenditures, and where developed are included in the Risk Management Plan.

## 7. FINANCIAL SUMMARY

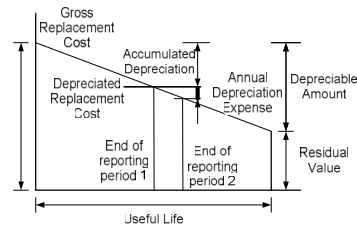
This section contains the financial requirements resulting from all the information presented in the previous sections of this AMP. The financial projections will be improved as further information becomes available on desired levels of service and current and projected future asset performance.

### 7.1 Financial Statements and Projections

#### 7.1.1 Asset valuations

The best available estimate of the value of assets included in this AMP are shown below. Assets are valued at fair value.

Gross Replacement Cost	\$10,158,000
Depreciable Amount	\$10,158,000
Depreciated Replacement Cost <sup>12</sup>	\$6,968,000
Annual Average Asset Consumption	\$436,000



#### 7.1.1 Sustainability of service delivery

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

- asset renewal funding ratio, and
- medium term budgeted expenditures/projected expenditure (over 10 years of the planning period).

#### Asset Renewal Funding Ratio

Asset Renewal Funding Ratio<sup>13</sup> 99%

The Asset Renewal Funding Ratio is the most important indicator and indicates that over the next 10 years of the forecasting that we expect to have 99% of the funds required for the optimal renewal and replacement of assets.

#### Medium term – 10 year financial planning period

This AMP identifies the projected operations, maintenance and capital renewal expenditures required to provide an agreed level of service to the community over a 10 year period. This provides input into 10 year financial and funding plans aimed at providing the required services in a sustainable manner.

These projected expenditures may be compared to budgeted expenditures in the 10 year period to identify any funding shortfall. In a core AMP, a gap is generally due to increasing asset renewals for ageing assets.

The projected operations, maintenance and capital renewal expenditure required over the 10 year planning period is \$973,000 on average per year.

<sup>12</sup> Also reported as Written Down Value, Carrying or Net Book Value.

<sup>13</sup> AIFMM, 2015, Version 1.0, Financial Sustainability Indicator 3, Sec 2.6, p 9.



Estimated (budget) operations, maintenance and capital renewal funding is \$913,000 on average per year giving a 10 year funding shortfall of \$60,000 per year. This indicates 94% of the projected expenditures needed to provide the services documented in the AMP. This excludes upgrade/new assets.

It is noted that this is based upon the assumed split of the Village Enhancement Plan budget between Renewal and Upgrade/New. Once reviewed, the shortfall identified would be revised, and offer an improved financial outcome.

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

### 7.1.2 Projected expenditures for long term financial plan

Table 7.1.2 shows the projected expenditures for the 10 year LTFP.

Expenditure projections are in 2016 real values.

**Table 7.1.2: Projected Expenditures for Long Term Financial Plan (\$000)**

Year	Operations & Maintenance(\$000)	Projected Capital Renewal (\$000)	Capital Upgrade/ New (\$000)	Disposals (\$000)
2017	778	411	230	0
2018	851	90	65	0
2019	755	126	310	0
2020	799	119	79	0
2021	825	221	60	0
2022	866	30	60	0
2023	893	35	60	0
2024	919	30	60	0
2025	947	30	60	0
2026	976	30	60	0

## 7.2 Funding Strategy

Funding for assets is provided from the budget and LTFP.

The financial strategy of the entity determines how funding will be provided, whereas the AMP communicates how and when this will be spent, along with the service and risk consequences of differing options.

## 7.3 Valuation Forecasts

Asset values are forecast to increase as additional assets are added.

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

The most significant new asset that contributes to the additional asset value is the proposed Blayney skate park, however as this is predominantly constructed of concrete, the base life of this asset will be recorded as 100 years, similar to the Millthorpe skate park, and hence any renewal therefore beyond the scope of this AMP.

## 7.4 Key Assumptions Made in Financial Forecasts

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

Key assumptions made in this AMP are:4.



**Table 7.4: Key Assumptions made in AMP and Risks of Change**

- The Village Enhancement Plan budget allocation is not clearly defined, and the allocation has been assumed to be split between capital renewal and capital upgrade/new on a 30:70 basis.
- Community satisfaction levels remain similar to those identified in the previous community satisfaction survey.

**Recommendation:**

Improve project definition for Village Enhancement Plan budgets to better ascertain capital renewal and capital upgrade/new projects, with a focus on capital renewal.

## 7.5 Forecast Reliability and Confidence

The expenditure and valuations projections in this AMP are based on best available data. Currency and accuracy of data is critical to effective asset and financial management. Data confidence is classified on a 5 level scale<sup>14</sup> in accordance with Table 7.5.

**Table 7.5: Data Confidence Grading System**

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

The estimated confidence level for and reliability of data used in this AMP is considered to be uncertain.

## 8. PLAN IMPROVEMENT AND MONITORING

### 8.1 Status of Asset Management Practices<sup>15</sup>

#### 8.1.1 Accounting and financial data sources

Long Term Financial Plan (LTFP) 2016-2026

<sup>14</sup> IPWEA, 2015, IIMM, Table 2.4.6, p 2 | 71.

<sup>15</sup> ISO 55000 Refers to this the Asset Management System

### 8.1.2 Asset management data sources

AssetFinda – Asset Register

Infrastructure Services Capital Works Program

## 8.2 Improvement Plan

The asset management improvement plan generated from this AMP is shown in Table 8.1.

**Table 8.1: Improvement Plan**

Task No	Task	Responsibility	Resources Required	Timeline
1	Review service levels (Section 3.5)	General Manager	Manex	February 2018
2	Review renewal models (Section 3.5)	Manager Infrastructure	Asset Officer	May 2018
3	Incorporate Community Satisfaction Survey in review of Customer levels of Service. (Section 3.4)	Director Corporate Services	Manex	March 2018
4	Implement renewal and new assets identified in Sport and Recreation Plan, with community engagement. (Section 4.4)	Director Infrastructure Services	Consultant	October 2017
5	Establish asset age data. (Section 5.1)	Manager Infrastructure	Assets Officer, Supervisor Parks and Recreation	May 2018
6	Review General Ledger structure to further split operational and maintenance costs for reporting purposes. (Section 5.2)	Chief Financial Officer	Manex	April 2018
7	Review asset sub-categories and the attributed assets (Section 5.3)	Manager Infrastructure	Asset Officer	May 2018
8	Develop priority ranking criteria for renewal and upgrade/new projects (Sections 5.3 and 5.4)	Manager Infrastructure	Asset Officer	May 2018
9	Review Village Enhancement Plan budget allocation (Section 7.4)	Chief Financial Officer	Manex	May 2018

## 8.3 Monitoring and Review Procedures

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

The AMP will be updated annually to ensure it represents the current service level, asset values, projected operations, maintenance, capital renewal and replacement, capital upgrade/new and asset disposal expenditures and projected expenditure values incorporated into the LTFP.

The AMP has a life of 4 years and is due for complete revision and updating within 12 months of each Blayney Shire Council election, as part of the Resourcing Strategy in line with the Integrated Planning and Reporting Framework cycle.

## 8.4 Performance Measures

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

- The degree to which the required projected expenditures identified in this AMP are incorporated into the LTFP,
- The degree to which 1-5 year detailed works programs, budgets, business plans and corporate structures take into account the 'global' works program trends provided by the AMP,
- The degree to which the existing and projected service levels and service consequences (what we cannot do), risks and residual risks are incorporated into the Strategic Plan and associated plans,
- The Asset Renewal Funding Ratio achieving the target of 1.0.

## 9. REFERENCES

- IPWEA, 2006, 'International Infrastructure Management Manual', Institute of Public Works Engineering Australasia, Sydney, [www.ipwea.org/IIMM](http://www.ipwea.org/IIMM)
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- Blayney Shire Council, 2016, 'Risk Management Register and Plan', Blayney Shire Council
- Blayney Shire Sports Council, 2017 'Project Priority List', Blayney Shire Council
- Blayney Village Associations, 2016 'Various Community Plans', Blayney Shire Council and Village Associations

## 10. APPENDICES

Appendix A	Projected 10 year Capital Renewal and Replacement Works Program
Appendix B	Projected 10 year Capital Upgrade/New Works Program
Appendix C	LTFP Budgeted Expenditures Accommodated in AMP
Appendix D	Facility Services Listing

## Appendix A Projected 10-year Capital Renewal and Replacement Works Program

Year	Item	Description	Estimate
2017		<b>Network Renewals</b>	
	1	Village Enhancement Program (Capital Renewal - 30% of \$170K total)	\$51
2017		<b>Defect Repairs</b>	
	1	Blayney - Tennis Centre - Court Resurfacing - AdelaideSt	\$79
	2	Blayney - King George Oval - Seating - CharlesSt	\$93
	3	Millthorpe - Redmond Oval - Resurfacing - ParkSt	\$188
2017		<b>Total</b>	<b>\$411</b>

Year	Item	Description	Estimate
2018		<b>Network Renewals</b>	
	1	Village Enhancement Program (Capital Renewal - 30% of \$90K total)	\$30
2018		<b>Defect Repairs</b>	
	1	Newbridge - Showground - Arena Fence Renewal - TrunkeySt	\$55
	2	Network (Secured grounds only) - Key System Upgrade - From Risk Management Plan	\$5
2018		<b>Total</b>	<b>\$90</b>

(\$000)

Year	Item	Description	Estimate
2019		<b>Network Renewals</b>	
	1	Village Enhancement Program (Capital Renewal - 30% of \$90K total)	\$30
2019		<b>Defect Repairs</b>	
	1	Carcoar - CarcoarDam Seats - CarcoarDamRd	\$4
	2	Blayney - Carrington Park BBQ Shelter - ChurchSt	\$9
	3	Carcoar - Sportsground - Tennis Court Resurfacing - NaylorSt	\$75
	4	Carcoar - Kurt Fearnley Park - Seats - IcelySt	\$4
	5	Lyndhurst - Capital Park - Shelter - RussartSt	\$4
2019		<b>Total</b>	<b>\$126</b>

Year	Item	Description	Estimate
2020		<b>Network Renewals</b>	Estimate
	1	Village Enhancement Program (Capital Renewal - 30% of \$90K total)	\$30
2020		<b>Defect Repairs</b>	
	1	Network - Signage Upgrade - From Risk Management Plan	\$10
	2	Blayney - Netball Centre - Court Resurfacing - StillingfleetSt	\$70
	3	Lyndhurst - Recreation Ground - Shelter Renewal - HarrowSt	\$2
	4	Carcoar - Kurt Fearnley Park - Shelter Renewal - IcelySt	\$7
2020		<b>Total</b>	<b>\$119</b>

(\$000)

Year	Item	Description	Estimate
2021		<b>Network Renewals</b>	
	1	Village Enhancement Program (Capital Renewal - 30% of \$90K total)	\$30
2021		<b>Defect Repairs</b>	
	1	Blayney - Heritage Park Shade Sail - AdelaideSt	\$174

	2	Blayney - Carrington Park BBQ Shelter - ChurchSt	\$10
	3	Carcoar - CarcoarDam Viewing Shelter - CarcoarDamRd	\$7
<b>2021</b>		<b>Total</b>	<b>\$221</b>

Year	Item	Description	Estimate
<b>2022</b>		<b>Network Renewals</b>	
	1	Village Enhancement Program (Capital Renewal - 30% of \$90K total)	\$30
<b>2022</b>		<b>Defect Repairs</b>	
<b>2022</b>		<b>Total</b>	<b>\$30</b>

(\$000)

Year	Item	Description	Estimate
<b>2023</b>		<b>Network Renewals</b>	
	1	Village Enhancement Program (Capital Renewal - 30% of \$90K total)	\$30
<b>2023</b>		<b>Defect Repairs</b>	
	1	Mandurama - Recreation Ground - Shelter Renewal - OliveSt	\$5
<b>2023</b>		<b>Total</b>	<b>\$35</b>

Year	Item	Description	Estimate
<b>2024</b>		<b>Network Renewals</b>	
	1	Village Enhancement Program (Capital Renewal - 30% of \$90K total)	\$30
<b>2024</b>		<b>Defect Repairs</b>	
<b>2024</b>		<b>Total</b>	<b>\$30</b>

(\$000)

Year	Item	Description	Estimate
<b>2025</b>		<b>Network Renewals</b>	
	1	Village Enhancement Program (Capital Renewal - 30% of \$90K total)	\$30
<b>2025</b>		<b>Defect Repairs</b>	
<b>2025</b>		<b>Total</b>	<b>\$30</b>

Year	Item	Description	Estimate
<b>2026</b>		<b>Network Renewals</b>	
	1	Village Enhancement Program (Capital Renewal - 30% of \$90K total)	\$30
<b>2026</b>		<b>Defect Repairs</b>	
<b>2026</b>		<b>Total</b>	<b>\$30</b>

## Appendix B Projected Upgrade/Exp/New 10-year Capital Works Program

Year	Item	Description	Estimate
2017	1	Village Enhancement Program (Capital Upgrade - 70% of \$170K total)	\$119
	2	Blayney - Showground - Equestrian Arena - MarshallsLne	\$94
	3	Blayney - Heritage Park Skate Park Design Works - AdelaideSt	\$17
<b>2017</b>		<b>Total</b>	<b>\$230</b>

(\$000)

Year	Item	Description	Estimate
2018	1	Village Enhancement Program (Capital Upgrade 70% of \$90K total)	\$60
<b>2018</b>		<b>Total</b>	<b>\$60</b>

Year	Item	Description	Estimate
2019	1	Village Enhancement Program (Capital Upgrade 70% of \$90K total)	\$60
	2	Blayney - Heritage Park New Skatepark - AdelaideSt	\$250
<b>2019</b>		<b>Total</b>	<b>\$310</b>

Year	Item	Description	Estimate
2020	1	Village Enhancement Program (Capital Upgrade 70% of \$99K total)	\$69
<b>2020</b>		<b>Total</b>	<b>\$69</b>

Year	Item	Description	Estimate
2021	1	Village Enhancement Program (Capital Upgrade 70% of \$90K total)	\$60
<b>2021</b>		<b>Total</b>	<b>\$60</b>

Year	Item	Description	Estimate
2022	1	Village Enhancement Program (Capital Upgrade 70% of \$90K total)	\$60
<b>2022</b>		<b>Total</b>	<b>\$60</b>

Year	Item	Description	Estimate
2023	1	Village Enhancement Program (Capital Upgrade 70% of \$90K total)	\$60
<b>2023</b>		<b>Total</b>	<b>\$60</b>

(\$000)

Year	Item	Description	Estimate
2024	1	Village Enhancement Program (Capital Upgrade 70% of \$90K total)	\$60
<b>2024</b>		<b>Total</b>	<b>\$60</b>

(\$000)

Year	Item	Description	Estimate
2025	1	Village Enhancement Program (Capital Upgrade 70% of \$90K total)	\$60
<b>2025</b>		<b>Total</b>	<b>\$60</b>

(\$000)

Year	Item	Description	Estimate
2026	1	Village Enhancement Program (Capital Upgrade 70% of \$90K total)	\$60
<b>2026</b>		<b>Total</b>	<b>\$60</b>

## Appendix C Budgeted Expenditures Accommodated in LTFP

### NAMS.PLUS3 Asset Management Blayney SC

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#### Parks and Recreation\_S2\_V1

#### Asset Management Plan



First year of expenditure projections  
**Parks and Recreation**

**2017** (financial yr ending)

##### Asset values at start of planning period

Current replacement cost	\$10,158 (000)
Depreciable amount	\$10,158 (000)
Depreciated replacement cost	\$6,968 (000)
Annual depreciation expense	\$436 (000)

Calc CRC from Asset Register

\$0 (000)  
This is a check for you.

##### Operations and Maintenance Costs for New Assets

	% of asset value
Additional operations costs	7.90%
Additional maintenance	0.00%
Additional depreciation	4.29%
Planned renewal budget (information only)	

You may use these values calculated from your data or overwrite the links.

##### Planned Expenditures from LTFP

##### 20 Year Expenditure Projections

Note: Enter all values in current **2017** values

Financial year ending	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Expenditure Outlays included in Long Term Financial Plan (in current \$ values)										
Operations										
Operations budget	\$778	\$733	\$732	\$751	\$771	\$807	\$829	\$851	\$874	\$898
Management budget	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
AM systems budget	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total operations										
	\$778	\$733	\$732	\$751	\$771	\$807	\$829	\$851	\$874	\$898
Maintenance										
Reactive maintenance budget	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Planned maintenance budget	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Specific maintenance items budget	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Total maintenance										
	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital										
Planned renewal budget	\$411	\$85	\$126	\$109	\$221	\$30	\$35	\$30	\$30	\$30
Planned upgrade/new budget	\$230	\$60	\$310	\$69	\$60	\$60	\$60	\$60	\$60	\$60
Non-growth contributed asset value										
	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Asset Disposals										
Est Cost to dispose of assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Carrying value (DRC) of disposed assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Additional Expenditure Outlays Requirements (e.g from Infrastructure Risk Management Plan)										
Additional Expenditure Outlays required and not included above	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Operations	\$0	\$100	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Maintenance	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Renewal	to be incorporated into Forms 2 & 2.1 (where Method 1 is used) OR Form 2B Defect Repairs (where Method 2 or 3 is used)									
Capital Upgrade	\$0	\$5	\$0	\$10	\$0	\$0	\$0	\$0	\$0	\$0
User Comments #2	SRPlan Key System Upgrad Signage Upgrade									
Forecasts for Capital Renewal using Methods 2 & 3 (Form 2A & 2B) & Capital Upgrade (Form 2C)										
Forecast Capital Renewal from Forms 2A & 2B	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Forecast Capital Upgrade from Form 2C	\$411	\$90	\$126	\$119	\$221	\$30	\$35	\$30	\$30	\$30
	\$230	\$60	\$310	\$69	\$60	\$60	\$60	\$60	\$60	\$60

## Appendix D Facility Services Listing

### Blayney

- **Town Street Gardens**
  - **Adelaide street**
    - Lawn maintained weekly
    - Gardens attended fortnightly
  - **CenterPoint**
    - Lawn maintained weekly in main season, and as needed in off season
    - Gardens attended fortnightly
    - No irrigation at CenterPoint
    - Irrigated in side pool fence
  - **Railway lane**
    - Lawn maintained monthly
    - Gardens attended on needs basis
  - **Rest Area – Marshalls Lane**
    - Lawn maintained as required, within the 50km/h zone
  - **Footpaths**
    - Cleaned and maintained on a needs and request basis
  - **Presidents Walk**
    - Mown on monthly basis
    - Gardens maintained on a needs basis
  - **Open space**
    - Albert Cook Park, Love Joy Ave, Terragong St open space, Carcoar Road etc
      - Trees inspected monthly , maintained yearly
      - Lawns maintained monthly or as per needs basis
  - **Frog Hollow**
    - Maintained monthly
  - **Orange Road**
    - Open space maintained monthly
  - **Side of road**
    - Monthly maintenance or as requested
- **Dakers Oval**
  - In cricket season
    - Lawn maintained weekly in cricket season more if required
    - Porta Loo available in season
  - Winter Months
    - Lawn maintained Monthly
  - Environmental restoration on Belubula river supported in quite time
  - Garbage bin emptied by council
- **Carrington Park**
  - Weekly inspections of playground equipment and furniture
  - Lawns maintained
    - Summer – weekly or as required
    - Winter – Monthly or As required
  - 1 electric BBQ
    - Cleaned daily
  - Gardens attended fortnightly in summer, less in winter
  - Winter tree maintenance
    - Canopy raising to assist mowing



- Lawn re seeded and fertilised twice yearly due to compaction
  - Bins emptied by JR Richards weekly
  - Light poles inspected on needs basis, test and tag prior to events
- **King George**
  - Attended all year round
  - Lawn attended weekly (mown)
    - Fertilised and reseeded annually
    - Irrigation in place
  - Field marking and poles erected on a needs basis and on request from sporting clubs
  - Bubbler maintained by council
  - Rubbish is emptied on a weekly basis
    - Suggestion was made to put a gate behind the canteen for easy access to the bins (DONE)
  - Scoreboard belongs to council but is used by clubs
- **Heritage Park**
  - Walk through and collection of rubbish daily
  - Attended all year round
  - Playground equipment and furniture inspected weekly
  - Soft fall replaced as needed
  - Lawns mown weekly in summer, less in winter
  - Gardens attended in a needs basis at least once a month
    - Mulching occurring 4 times a year
    - Trees attended on a needs basis
  - Shade sail
    - needs replacing over sand pit
    - to Replace at seating area (Where Australian day is held)
  - Not irrigated
- **Tennis Courts**
  - Leased by Council to Blayney Tennis Club
  - Bins are emptied by council weekly
  - Council attends to gardens
- **Napier Oval**
  - Not irrigated
  - Has lights
  - Mown weekly in summer and monthly in winter
    - Cricket pitch attended on needs basis
  - Water fountain
- **Netball Courts**
  - Maintained on monthly basis
    - Weed spraying, and mowing
- **Showground**
  - Mown monthly on surrounds
  - Irrigated in show ground ring, mown regular basis (weekly in soccer season)
  - Line marking for soccer
  - Goal post installation
  - Mow in horse area weed spray, line trim
  - Maintain fences

- **Church Hill**
  - Weekly walk through and rubbish collection
  - 1 Bin collected weekly by contractor
  - Mow 6 times a year

#### **Millthorpe**

- **Dog Off Leash area**
  - Maintained monthly
  - Wiper snipped up to fence edge
- **Road Sides**
  - Maintained monthly
- **Main street**
  - Garden beds attended 4 times a year or on events basis
  - Street tree maintained monthly, inspected yearly
  - Maintain car park on needs basis weed spray
- **Redmond Oval**
  - Walk through check and rubbish collection
  - Mown weekly
  - Playground equipment inspected weekly
    - Soft fall replaced on need basis
  - Irrigated
  - 2 BBQ
  - Trees on a needs basis inspection yearly
- **Skate Park**
  - Community maintained
- **Tennis Courts**
  - Council maintains to outside edge
- **Millgreen**
  - Maintained monthly or as needed
  - Council empties garbage weekly and walk through/rubbish pick up
  - A lot of tree maintenance required

#### **Newbridge**

- **Recreation Ground**
  - Mown four times a year or event basis
  - Clean weekly BBQ
  - Tennis courts inspected regularly and maintained in a needs basis

#### **Neville**

- **Memorial Park**
  - Maintained on regular round two time per week
- Bins located in Street emptied by contractor weekly

#### **Barry**

- **“Old School” Yard**
  - Mown 4 times a years or needs/events

#### **Hobbys Yards**

- **Hall**
  - Mown around hall on needs basis

### Lyndhurst

- **Village street gardens**
  - Perennial gardens maintained by hall committee
- **Recreation Ground**
  - Only maintained on request of cricket club
  - Camping ground mowed and maintained 4 times annually or needs basis
  - Camping ground sign needed in fence as well as on road
- **Capital Park**
  - Equipment inspected monthly
  - Soft fall replaced on needs basis
  - Electronic BBQ cleaned weekly

### Mandurama

- **Recreational Ground**
  - Mow monthly
  - Check and maintain equipment weekly
  - Soft fall replaced annually
  - BBQ cleaned weekly and maintained
- **Tennis Courts**
  - Not maintained by council

### Carcoar

- **Village Street gardens**
  - Maintained twice a year
- **Rec Ground**
  - Maintained on a request basis
  - Football ground
    - Mown on needs basis
  - Tennis courts
- **Kurt Fernley Park**
  - Maintained monthly
  - BBQ maintained weekly
  - Bin service JR Richards
- Maintain Anzac memorial
- Mow Icely Street verge

### Carcoar Dam

- Carcoar Dam Look out
  - Mow look out monthly
  - Garden beds attended yearly or on demand
- Area mowed fortnightly in season, less frequently in winter months
- Rubbish service weekly

# Blayney Shire Council





## BUILDINGS

### Asset Management Plan



Version 2.0

May 2018

Document Control	<div><div>IPWEA INSTITUTE OF PUBLIC WORKS ENGINEERING AUSTRALASIA</div></div> <div></div> <div>Asset Management Plan</div>				
Document ID : NAMSPLUS Concise Asset Management Plan Template_V2_170508					
Rev No	Date	Revision Details	Author	Reviewer	Approver
1.0	March 2012	Initial Draft	GP	GB	GW
2.0	May 2018	2018 Building Revaluation	SD	GP	RR

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## TABLE OF CONTENTS

1	EXECUTIVE SUMMARY .....	1
1.1	The Purpose of the Plan.....	1
1.2	Asset Description .....	1
1.3	Levels of Service.....	1
1.4	Future Demand .....	1
1.5	Lifecycle Management Plan .....	2
1.6	Financial Summary .....	2
1.7	Asset Management Practices.....	3
1.8	Monitoring and Improvement Program .....	3
2.	INTRODUCTION.....	2
2.1	Background.....	2
2.2	Goals and Objectives of Asset Ownership.....	2
2.3	Core and Advanced Asset Management .....	3
3.	LEVELS OF SERVICE .....	3
3.1	Customer Research and Expectations.....	3
3.2	Strategic and Corporate Goals .....	5
3.3	Legislative Requirements .....	7
3.4	Customer Levels of Service.....	7
3.5	Technical Levels of Service .....	8
4.	FUTURE DEMAND .....	10
4.1	Demand Drivers.....	10
4.2	Demand Forecasts .....	10
4.3	Demand Impact on Assets.....	10
4.4	Demand Management Plan.....	11
4.5	Asset Programs to meet Demand.....	11
5.	LIFECYCLE MANAGEMENT PLAN.....	13
5.1	Background Data .....	13
5.2	Operations and Maintenance Plan.....	15
5.3	Renewal/Replacement Plan .....	16
5.4	Creation/Acquisition/Upgrade Plan .....	18
5.5	Disposal Plan .....	20
6.	RISK MANAGEMENT PLAN.....	21
6.1	Critical Assets .....	21
6.2	Risk Assessment .....	21
6.3	Infrastructure Resilience Approach.....	23
6.4	Service and Risk Trade-Offs.....	23
7.	FINANCIAL SUMMARY .....	24
7.1	Financial Statements and Projections .....	24
7.2	Funding Strategy.....	26
7.3	Valuation Forecasts .....	26
7.4	Key Assumptions Made in Financial Forecasts .....	26
7.5	Forecast Reliability and Confidence .....	26
8.	PLAN IMPROVEMENT AND MONITORING .....	27
8.1	Status of Asset Management Practices .....	27
8.2	Improvement Plan .....	27
8.3	Monitoring and Review Procedures.....	28
8.4	Performance Measures .....	28
9.	REFERENCES.....	28
10.	APPENDICES.....	29
	Appendix A Projected 10-year Capital Renewal and Replacement Works Program	<b>Error! Bookmark not defined.</b>
	Appendix B Projected Upgrade/Exp/New 10-year Capital Works Program .....	33
	Appendix C Budgeted Expenditures Accommodated in LTFP.....	35

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# 1 EXECUTIVE SUMMARY

## Blayney – At a glance

Blayney Shire has an area of 1,525 square kilometres, is located at an altitude of 850m above sea level, in the Central Tablelands of New South Wales, and has a population of approximately 7,380 (ABS 2016).

The Shire area is considered reasonably compact, with the main administrative centre, and largest population base being the town of Blayney.

Being located only 24km from the regional centre of Orange, the village of Millthorpe is the largest of a number of village and localities dispersed across the Shire, including Carcoar, Mandurama, Lyndhurst, Neville, Newbridge, Hobbys Yards and Barry.

The size and distribution of the population across the villages raises some challenges for Council and the community. Despite these challenges Council is committed to providing a range of parks and recreation facilities to meet the needs of its residents.

### 1.1 The Purpose of the Plan

Asset management planning is a comprehensive process to ensure delivery of services from infrastructure is provided in a financially sustainable manner.

An Asset Management Plan (AMP) is a plan developed for the management of infrastructure assets, that combines multi-disciplinary techniques (including technical and financial) over the life cycle of the asset in the most cost effective manner to provide a specific level of service.<sup>1</sup>

The objective of the AMP is to inform the community of the costs and benefits associated with providing the agreed level of service, and to minimise the whole of life cost, including the operation, maintenance and replacement, or disposal of the asset. This enables the Council, community and other stakeholders to make informed decisions on where to focus efforts in renewing assets, and providing for new assets identified within the AMP.

This asset management plan details information about infrastructure assets across Blayney Shire, and includes actions required to provide an agreed level of service in the most cost effective manner while outlining associated risks. The plan defines the

services to be provided, how the services are provided and what funds are required to provide the services over a 20-year planning period.

### 1.2 Asset Description

These building assets are spread across the Shire in the Villages, with a concentration in the main town of Blayney, and include:

- 1 Administration/ Council Office
- 18 Amenities/Toilets
- 1 Animal Control
- 1 Aquatic Centre, Plant
- 12 Community Facilities
- 16 Depot
- 11 Emergency Services
- 8 Recreational
- 5 Saleyards
- 6 Sheds
- 33 Shelters
- 7 Site Improvements, Sporting grounds

These infrastructure assets have significant replacement value, at \$29,187,000.

### 1.3 Levels of Service

Our present funding levels are insufficient to continue to provide existing services at current levels in the medium term.

The main services consequences are:

- Reduced maintenance of assets,
- Delayed renewal activities, and
- Limited capacity to provide additional facilities, except where external funding is obtained

### 1.4 Future Demand

The main demands for new services are created by:

- Ageing population and the shifting needs of the community,
- Increasing numbers of females playing previously male focussed team sports, creating demand for female amenities on sporting fields, and
- Increasing demand for Council provided facilities in villages.

These 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

<sup>1</sup> IPWEA, 2015, IIMM.



practices include non-asset solutions, insuring against risks and managing failures. Demand management can include:

- Review service levels,
- Encourage shared use of existing facilities (especially sporting facilities), and
- Community engagement to develop a prioritised list of projects.

## 1.5 Lifecycle Management Plan

### What does it Cost?

The projected outlays necessary to provide the services covered by this Asset Management Plan (AMP) includes operations, maintenance, renewal and upgrade of existing assets over the 10-year planning period is \$34,618,000 or \$3,462,000 on average per year.

## 1.6 Financial Summary

### What we will do

Estimated available funding for this period is \$30,512,000 or \$3,051,000 on average per year as per the Long Term Financial Plan (LTFP) or budget forecast. This is 88% of the cost to sustain the current level of service at the lowest lifecycle cost.

The infrastructure reality is that only what is funded in the LTFP can be provided, except for one off contributions from external funding sources, including State and Federal government Grants. The emphasis of this Asset Management Plan is to communicate the consequences that this will have on the service provided and risks, so that decision making is “informed”.

The allocated funding leaves a shortfall of \$-411,000 on average per year of the projected expenditure required to provide services in the AMP compared with planned expenditure currently included in the LTFP. This is shown in the figure below.

### Projected Operating and Capital Expenditure

**Blayney SC - Projected Operating and Capital Expenditure (Building\_S1\_V3)**

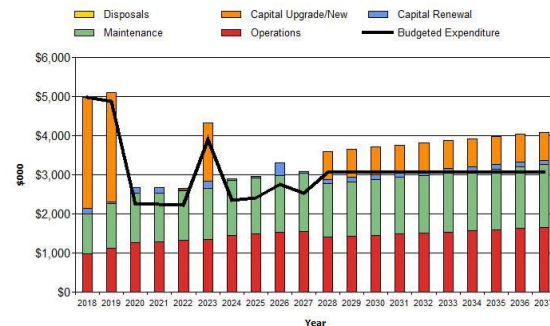


Figure Values are in current (real) dollars.

We plan to provide Building services for the following:

- Operation, maintenance, renewal and upgrade of amenity buildings, kiosks, sporting field structures, halls, and CenterPoint Sport and Leisure Centre to meet service levels set in annual budgets (which may be less than community expectations).
- Continue to seek external funding for the construction of new assets, including the Covered Equestrian Arena at Blayney Showground and the new Blayney Cultural Centre,
- Continue to seek external funding for renewal and upgrade works on the CenterPoint Sport & Leisure Centre,
- Develop and implement existing plans for the long term development of sporting precincts, including associated building additions (and demolitions), and
- Planning for the demolition of obsolete and poor standard buildings (including the disused saleyards) within the 10-year planning period.

### What we cannot do

Council **does not** have enough own source funding to allocate sufficient funding to sustain these services at the desired standard or to provide all new services being sought. Works and services that cannot be provided under present funding levels are:

- Renewal and upgrade of the CentrePoint Sport & Leisure Centre,
- Planning and construction of a new multipurpose Cultural Centre (incorporating a new Library),
- Provision of an amenities building on Dakers Oval,
- Additional female change rooms at King George Oval,
- Demolition and replacement of the Amenities and Change Room buildings on Carcoar Sportsground, and

- Demolition and replacement of village Amenities buildings in various villages.

## Managing the Risks

Our present funding levels are insufficient to continue to manage risks in the medium term.

The main risk consequences are:

- Reduced usage of buildings, as not able to offer modern facilities,
- Increased risk of component failure due to extended life, and
- Building condition reaching 4 or 5, requiring replacement at greater cost.

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

- Improved maintenance and renewal planning
- Develop and Implement master plans for major sporting and cultural precincts.

## 1.7 Asset Management Practices

Our systems to manage assets include:

- Council's corporate system - ITVision Synergysoft enterprise suite.
- Council's asset management system is provided by AssetFinda.
- Routine safety inspections by Council's Carpenter and Assets Officer.

Assets requiring renewal/replacement are identified from one of three methods provided in the 'Expenditure Template'.

- Method 1 uses Asset Register data to project the renewal costs using acquisition year and useful life to determine the renewal year, or
- Method 2 uses capital renewal expenditure projections from external condition modelling systems (such as Pavement Management Systems), or
- Method 3 uses a combination of average network renewals plus defect repairs in the Renewal Plan and Defect Repair Plan worksheets on the 'Expenditure template'.

Method 2 was used for this asset management plan.

## 1.8 Monitoring and Improvement Program

The next steps resulting from this asset management plan to improve asset management practices are:

- Review service levels.
- Review renewal models.
- Analysis of the 2018 Community Satisfaction Survey.
- Review General Ledger structure to split operational and maintenance costs for reporting purposes.
- Review asset sub-categories and the attributed assets.
- Develop priority-ranking criteria for renewal and upgrade/new projects.
- Development of renewal plans for major buildings and cultural and sporting precincts.
- Fully implement findings from the Energy Audit to develop Councils Renewable Energy Plan.

## 2. INTRODUCTION

### 2.1 Background

This asset management plan communicates the actions required for the responsive management of assets (and services provided from assets), compliance with regulatory requirements, and funding needed to provide the required levels of service over a 20-year planning period.

The asset management plan is to be read with the Blayney Shire Council planning documents. This should include the Asset Management Policy and Asset Management Strategy, along with other key planning documents:

- Blayney Shire Community Strategic Plan 2018-28.
- Blayney Shire Long Term Financial Plan (LTFP) 2018-2028
- Blayney Shire Council – Village Enhancement Program
- Blayney Village Associations - Various Community Plans
- Blayney Shire Council – Risk Management Register and Plan

The infrastructure assets covered by this asset management plan are shown in Table 2.1. These assets are used to provide a broad range of community services including; CentrePoint Sport and Leisure Centre (pools and indoor courts); library facilities; Visitor Information Centre; community halls; sporting facilities (toilets / change rooms, clubhouses, kiosks, grandstands and commentators boxes); bus and picnic shelters; Rural Fire Service (RFS) and State Emergency Services (SES) buildings; and a range of Council administrative and works delivery functions.

These assets are critical to provide social, health and wellbeing, and economic benefits to the Blayney Shire community, either directly to the public, or through the facilitation of Councils civic and asset delivery functions.

**Table 2.1: Assets covered by this Plan**

Asset Category	Number of Assets	Replacement Cost (\$)
Administration/ Council Office	1	2,144,500
Amenities/Toilets	18	2,560,200
Animal Control	1	243,050
Aquatic Centre, Plant	1	131,850
Community Facilities	12	15,138,772
Depot	16	2,211,150
Emergency Services	11	2,036,150
Recreational	8	726,750
Saleyards	5	414,650
Sheds	6	118,250
Shelters	33	620,900
Site Improvements, Sporting	7	2,840,450
<b>2018 TOTALS</b>	<b>120</b>	<b>29,187,000</b>

### 2.2 Goals and Objectives of Asset Ownership

Our goal in managing infrastructure assets is to meet the defined level of service (as amended from time to time) in the most cost effective manner for present and future consumers. The key elements of infrastructure asset management are:

- Providing a defined level of service and monitoring performance,
- Managing the impact of growth through demand management and infrastructure investment,

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

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

- International Infrastructure Management Manual 2015 <sup>2</sup>
- ISO 55000<sup>3</sup>

## 2.3 Core and Advanced Asset Management

This AMP is prepared as a 'core' asset management plan over a 20 year planning period in accordance with the International Infrastructure Management Manual<sup>4</sup>. Core asset management is a 'top down' approach where analysis is applied at the system or network level. An 'advanced' asset management approach uses a 'bottom up' approach for gathering detailed asset information for individual assets.

## 3. LEVELS OF SERVICE

### 3.1 Customer Research and Expectations

This 'core' AMP is prepared to facilitate consultation prior to adoption by the Blayney Shire Council. Future revisions of the AMP will incorporate community consultation on service levels and costs of providing the service. This will assist the Blayney Shire Council and stakeholders in matching the level of service required, service risks and consequences with the community's ability and willingness to pay for the service.

Community engagement has previously been undertaken including:

- Facilitated workshops to develop Local Community Plans (2016).
- Community sessions for a Special Rate Variation (2018), and
- Community Survey – "Future delivery of services in Blayney Shire" (2018).

Results from the Community Survey included are shown in Tables 3.1a and age of respondents is shown in Table 3.1b.

Whilst some of these categories are not solely related to the assets being considered in this Building AMP, they do relate to the broader facility and give an indication of the level of community satisfaction and importance for the individual assets.

---

<sup>2</sup> Based on IPWEA 2015 IIMM, Sec 2.1.3, p 2 | 13

<sup>3</sup> ISO 55000 Overview, principles and terminology

<sup>4</sup> IPWEA, 2015, IIMM.

*Results from the Community Survey included are shown in Tables 3.1a – Community Satisfaction Survey Levels*

Performance Measure	Satisfaction Level						Count (n)
	Low		Somewhat		High		
	2018	% Change from 2012	2018	% Change from 2012	2018	% Change from 2012	
Sports Facilities							
How important is this service to you?	3	-24	26	-14	66	33	95
How satisfied are you with this service?	18	6	43	-14	34	3	95
CenterPoint Sport & Leisure Centre							
How important is this service to you?	7	-19	26	-9	62	23	95
How satisfied are you with this service?	14	2	46	-7	36	1	96
Library							
How important is this service to you?	13	-7	43	7	38	-6	94
How satisfied are you with this service?	8	-3	59	7	27	-10	94
Public Toilets							
How important is this service to you?	3	-2	11	-15	72	3	86
How satisfied are you with this service?	19	-4	33	-21	34	11	86
Visitor Information Centre							
How important is this service to you?	2		16		66		84
How satisfied are you with this service?	7		37		40		84

**Table 3.1(b): Community Satisfaction Survey Demographic (age)**

Age	Respondents (%)
18 - 34	6.3
35 - 50	19.7
51 - 64	37
65 +	37
<b>TOTAL</b>	100

Community satisfaction information is used in developing the Community Strategic Plan and in the allocation of resources in the budget.

Table 3.1 (b) has been included as it provides an understanding of those who completed the survey and this correlates with discussion on demand presented in Chapter 4.

### **3.2 Strategic and Corporate Goals**

This asset management plan is prepared under the direction of the Blayney Shire Council vision, mission, goals and objectives.

***A busy, vibrant and thriving rural shire – a friendly and open place where people choose to live with a strong sense of community spirit and cohesiveness.***

***With positive population growth, employment opportunities, increased diversity of industry and economic growth, Blayney Shire's township, villages and settlements will be dynamic and prosperous, welcoming those who live here and also those who visit.***

***Our families and homes will continue to be safe within our caring and inclusive communities.***

***Irrespective of ability we will all enjoy the outdoors and facilities, improving our health and lifestyle whilst participating in a range of sporting and recreational activities.***

***Growth will be achieved in a sustainable manner with industry, coexisting with the productive farming land, open space, protecting the environment and restoring as a feature our built and natural heritage.***

***As the quintessential rural shire with Indigenous and European settlers influencing our architecture, agricultural and mining heritage we will celebrate our history, culture and rural lifestyle in style.***

***As a picturesque, conveniently located area of the beautiful central west of NSW we are a significant contributor to the visitor economy of the region; with a creative and artistic culture, food and wine, historic villages and four seasons.***

***Blayney Shire will be engaged, proactive and acknowledged for undertaking major projects and delivering valuable services, collaborating at a regional, state and national level.***

Our Values (The values that will guide our future choices and the way we work together as a community) are:

***The people who live in Blayney Shire are friendly, hardworking, loyal and very community focused.***

***With a generosity of spirit and willingness to welcome visitors and new residents, the residents, business and industry will unite and rally together to assist families in need.***

***We support diversity of interests, backgrounds and access to public amenities and services for all residents on an equitable and shared basis.***

***We are resourceful; our innovative thinking and competitive spirit supported by the contribution of volunteers working together collaboratively and sharing resources has produced great outcomes.***

***We back ourselves and look forward positively and strategically with a can do attitude. We ask questions and expect transparency, balance, equity and accountability of our local, state and federal governments.***

***Most importantly we value honesty and respect for each other, our natural and built heritage and our valuable resources as we strive to achieve our future directions for our local villages and town within the shire and the whole region.***

***We will make informed decisions by consulting and engaging with stakeholders and consider the environment, social and economic impacts.***

***Any future development will be built for the long term and intergenerational benefit.***

Relevant goals and objectives and how these are addressed in this asset management plan are:

**Table 3.2: Goals and how these are addressed in this Plan**

<b>Future Direction (Goal)</b>	<b>Strategic Outcome (Objective)</b>	<b>How Goal and Objectives are addressed in AMP</b>
<b>1. Maintain and Improve Public Infrastructure and Services</b>		
<b>CSP 1.1</b>	All levels of government need to work together to plan for ongoing works and capital projects that will improve the Blayney Shire road network and other assets.	Maintenance, renewal and strategic upgrading of buildings (including CentrePoint and toilet facilities) within the Shire parks for tourists.
<b>2. Build the Capacity and Capability of Local Governance and Finance</b>		
<b>CSP 2.1</b>	Build on the strength of the individual Town Association and Village Committees so that they are capable, self-sufficient communities involved in decision making about issues that affect their own community.	Improved prioritisation of upgrade / new and renewal planning.
<b>CSP 2.5</b>	A well-run Council organisation that is flexible enough to take advantage of capital grant opportunities to undertake major projects whilst delivering effective Council services in a sustainable manner.	Whole of life costs considered in any upgrade / new and renewal activities.
<b>4. Enhance facilities and networks that supports Community, Sport, Heritage and Culture</b>		
<b>CSP 4.3</b>	Blayney Shire is a centre for cultural interest, heritage and history, arts, performance and entertainment.	Maintenance and renewal activities for community and historic buildings, including the Blayney Shire Community Centre, Village Community Halls, the Visitor Information Centre and Historic Band Rotundas etc.
<b>CSP 4.4</b>	Implementation of the Blayney Shire Sports and Recreation Masterplan priorities and strategies will realise opportunities for improved healthy lifestyle for our community.	Maintenance, renewal and upgrade / new activities for sporting and recreational buildings, including Amenities facilities, kiosks, grandstands etc.

The Blayney Shire Council will exercise its duty of care to ensure public safety in accordance with the Blayney Shire Council Risk Management Register and Plan prepared in conjunction with this AMP. Management of infrastructure risks is covered in Section 6.

### 3.3 Legislative Requirements

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

**Table 3.3: Legislative Requirements**

Legislation	Requirement
<b>Local Government Act (1993), and Regulation (2005)</b>	Sets out the responsibilities and powers of local government. Facilitates the engagement with the community, and provides for an accountable, sustainable, flexible and effective system of local government. This includes the preparation of a LTFP supported by AMPs.
<b>Disability Inclusion Act (2014)</b>	To protect the human rights of, and promote the independence and inclusion of people with disability.
<b>National Construction Code and associated standards</b>	Sets out acceptable building standards for all buildings
<b>Child Protection Act</b>	Provides requirements in relation to the protection of children in public spaces
<b>Heritage Act (1977)</b>	To promote understanding of heritage issues and conservation of items of heritage significance
<b>Crown Lands Act (2009)</b>	Sets out the objectives and principles for Crown Land management
<b>Liquor Act</b>	Sets out the responsibilities of those serving liquor and what must be done before service can commence
<b>Food Act</b>	Sets out the issues and standards required for food, the handling, preparation and storage of food products
<b>Work Health and Safety Act (2011)</b>	Sets out the responsibilities of Council to secure and promote the health, safety and welfare of people at work
<b>NSW Environmental Planning and Assessment Act (1979)</b>	The Principal planning instrument in NSW. Encourages :- <ul style="list-style-type: none"><li>the provision and co-ordination of community services and facilities, and</li><li>the protection of the environment.</li></ul>

### 3.4 Customer Levels of Service

Service levels are defined service levels in two terms, customer levels of service and technical levels of service. These are supplemented by organisational measures.

**Customer Levels of Service** measure how the customer receives the service and whether value to the customer is provided.

Customer levels of service measures used in the asset management plan are:

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

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

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

The current and expected customer service levels are detailed in Table 3.4. Table 3.4 shows the expected levels of service based on resource levels in the current LTFP.

**Organisational measures** are measures of fact related to the service delivery outcome e.g. number of occasions when service is not available, condition %'s of Very Poor, Poor/Average/Good, Very good.



These Organisational measures provide a balance in comparison to the customer perception that may be more subjective.

**Table 3.4: Customer Level of Service**

	Expectation	Performance Measure Used	Current Performance	Expected Position in 10 Years based on the current budget.
<b>Service Objective:</b> Building facilities meet users needs and are clean and appropriate				
<b>Quality</b>	Building facilities are maintained to an acceptable standard and fit for purpose	Percent of assets (by value) in Condition 3 or better	89%	90%
	Organisational measure	Number of Customer Service requests related to the quality of facilities	<2 / month	<4 / month
	<b>Confidence levels</b>		Medium	High
<b>Function</b>	Facilities are available and meet user needs	Customer satisfaction	% of customers somewhat and highly satisfied: Toilets – 77% Library – 89%	% of customers somewhat and highly satisfied: Toilets – 80% Library – 90%
	Organisational measure	Number of Customer Service requests related to availability of facilities	<1 / month request not able to be met	<1 / month request not able to be met
	<b>Confidence levels</b>		Medium	High
<b>Capacity and Use</b>	Building facilities are well used by a range of user groups	Level of user satisfaction	Included in Function measure. Needs expanding to other Building categories.	
	Organisational measure	Various Usage measures	Number of days per month / year that the Community Centre is booked (multiple bookings on a day are counted as separate day bookings) – 31	>31
	<b>Confidence levels</b>		High	High

### 3.5 Technical Levels of Service

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

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

- Operations – the regular activities to provide services (e.g. opening hours, cleaning, energy, inspections, etc.
- Maintenance – the activities necessary to retain an asset as near as practicable to an appropriate service condition. Maintenance activities enable an asset to provide service for its planned life (e.g. roof repairs, minor building and structure repairs),

- Renewal – the activities that return the service capability of an asset up to that which it had originally (e.g. building component replacement, such as whole roof replacement),
- Upgrade/New – the activities to provide a higher level of service (e.g. widening a road, sealing an unsealed road, replacing a pipeline with a larger size) or a new service that did not exist previously (e.g. a new library).

Service and asset managers plan, implement and control technical service levels to influence the customer service levels.<sup>5</sup>

Table 3.5 shows the technical levels of service expected to be provided under this AMP. The 'Desired' position in the table documents the position being recommended in this AMP.

**Table 3.5: Technical Levels of Service**

Service Attribute	Service Activity Objective	Activity Measure Process	Current Performance *	Desired for Optimum Lifecycle Cost **
<b>TECHNICAL LEVELS OF SERVICE</b>				
<b>Operations &amp; Maintenance</b>	Building facilities meet users needs	Annual condition & defect inspections	Buildings assessed as Condition: • 4 – 3.5% • 5 – 2.5%	Buildings assessed as Condition: • 4 – < 4.0% • 5 – < 3.0%
<b>Renewal</b>	Facilities meet users' needs	Useful life of facilities	Some facilities have exceeded their useful lives	Maintenance is provided or facilities replaced to ensure they do not exceed their useful lives
<b>Upgrade/New</b>				
	Facilities meet users' needs	Replace facilities in condition 5, or no longer meeting needs	Buildings assessed as Condition: • 5 – 5.7%	Buildings assessed as Condition: • 5 – < 3.0%
		<b>Budget</b>	<b>\$3,051,000</b>	<b>\$3,462,000</b>

Note: \* Current activities and costs (currently funded).

\*\* Desired activities and costs to sustain current service levels and achieve minimum life cycle costs (not currently funded).

It is important to monitor the service levels provided regularly as these will change. The current performance is influenced by work efficiencies and technology, and customer priorities will change over time. Review and establishment of the agreed position which achieves the best balance between service, risk and cost is essential.

**Recommendation:**

Review service levels and renewal models.

<sup>5</sup> IPWEA, 2015, IIMM, p 2|28.

## 4. FUTURE DEMAND

### 4.1 Demand Drivers

Drivers affecting demand include things such as population change, regulations, changes in demographics, seasonal factors, vehicle ownership rates, consumer preferences and expectations, technological changes, economic factors, agricultural practices, environmental awareness, etc.

### 4.2 Demand Forecasts

The present position and projections for demand drivers that may impact future service delivery and use of assets were identified and are documented in Table 4.3.

### 4.3 Demand Impact on Assets

The impact of demand drivers that may affect future service delivery and use of assets are shown in Table 4.3.

**Table 4.3: Demand Drivers, Projections and Impact on Services**

Demand drivers	Present position	Projection	Impact on services
Population change	7,380 (ABS 2016)	8,000 (2036) NSW Planning & Environment	Increased usage may require upgrades to existing facilities.
Median age	40 (ABS 2016)	46 (2036) Blayney Shire Settlement Strategy	Minimal, some potential shift in usage type
Demographic change			
Age Proportion: 5 – 19 yr	1,650	1,700 Increase of 3% by 2036	Minimal
Age Proportion: 20 – 44 yr	2,000	2,000	Stable
Age Proportion: 45 – 64 yr	1,950	1,800 Decrease of 8% by 2036	Nil
Age Proportion: 65+ yr	1,400	1,900 Increase of 35% by 2036	Increased demand for halls.
		Increase in demand for more passive recreation	Demand for Blayney Cultural Centre, incorporating an upgraded library
Change in sporting preference demand.		Increase in female teams in previously male dominated sports.	Demand for female facilities at King George Oval and other major sporting precincts.
		Increased participation in equestrian activities	Demand for covered equestrian arena at Showground
Design standards and Disability Inclusion Act	Council design standards are based on National Construction Code.	Higher standards over time.	New infrastructure constructed to current contemporary standard. Minor works carried out on older assets of lower standard may require upgrade to current contemporary standard, increasing costs.

## 4.4 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 can include non-asset solutions, insuring against risks and managing failures.

Opportunities identified to date for demand management are shown in Table 4.4. Further opportunities will be developed in future revisions of this asset management plan.

**Table 4.4: Demand Management Plan Summary**

Demand Driver	Impact on Services	Demand Management Plan
Population	Increased demand for facility upgrades, and additional building facilities.	Preparation of master plans for major building assets.
Make up of sporting teams	Construction of female facilities at King George Oval.	Preparation of King George Oval master plan.
Design Standards	New infrastructure constructed to current contemporary standard. Minor works carried out on older assets may require upgrade to current standard, increasing costs.	Review service levels and incorporate new standards on existing assets, particularly during renewal works.
Usage levels	Increased energy consumption	Identify and investigate opportunities for energy efficient lighting with smart controls, and consider future inclusion in Capital Works Program.
	Renewal works	Increase useful life and therefore utilisation levels by renewing facilities.

**Recommendation:**

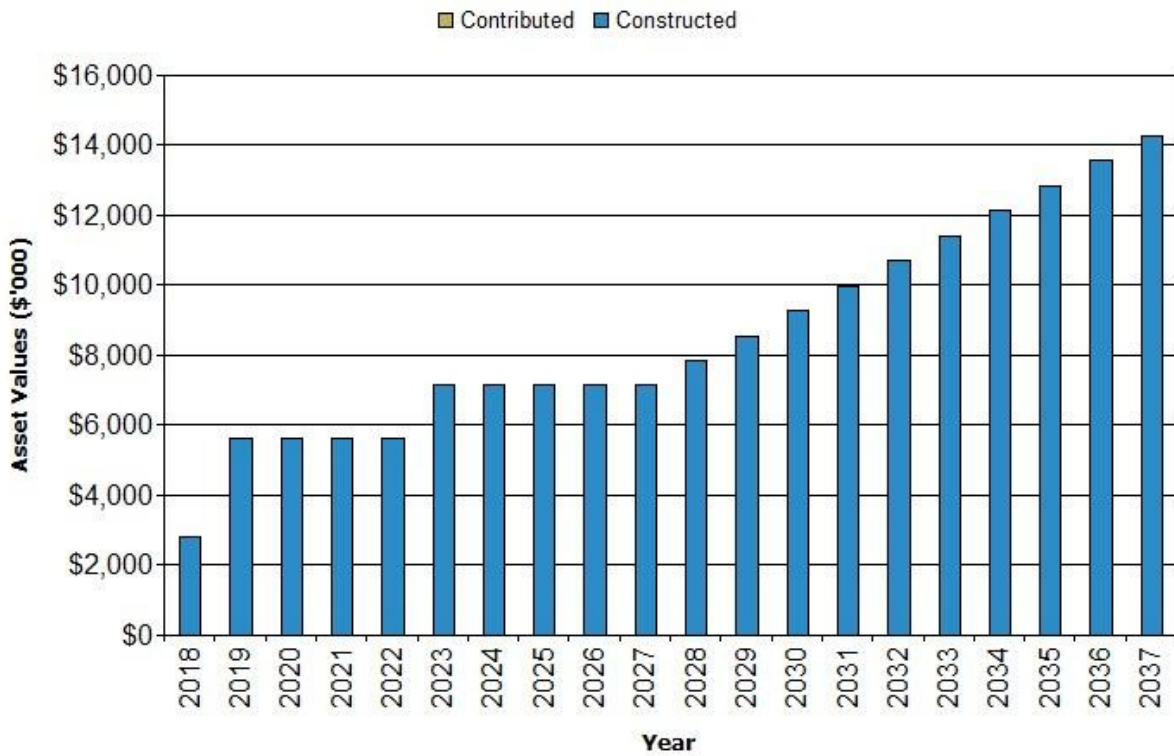
Develop Master Plans for major sporting and cultural precincts.

## 4.5 Asset Programs to meet Demand

The new assets required to meet demand can be acquired, donated or constructed. Additional assets proposed over the 20 year planning period are only funded with external funding sources, including State and Federal government grants. These include the Blayney Cultural Centre, Covered Equestrian Centre, Womens change room at King George Oval and upgrades to the CentrePoint Sport and Leisure Centre. Some minor upgrade works may be required when undertaking major renewal works to comply with contemporary standards (e.g. Disability Inclusion Act).

**Figure 1: Upgrade and New Assets to meet Demand – (Cumulative)**

### Blayney SC - Upgrade & New Assets to meet Demand (Building\_S1\_V3)



Acquiring new assets will commit ongoing operations, maintenance and renewal costs for the period that the service provided from the assets is required. The major additions included in this plan are the Blayney Shire Cultural Centre (2021 – 2023), the Blayney Showground Covered Equestrian Arena (2019 – 2021), and the upgrade of the CentrePoint Sport and Leisure Centre (2018 – 2019). These future costs must be considered in developing forecasts of future operations, maintenance and renewal costs for inclusion in the LTFP in Section 5. This has not been done in this AMP.

## 5. LIFECYCLE MANAGEMENT PLAN

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 managing life cycle costs.

### 5.1 Background Data

#### 5.1.1 Physical parameters

The assets covered by this asset management plan are shown in Table 2.1. These assets range from basic shelters at bus stops and picnic areas, through toilet facilities, minor and major community halls, sporting facilities (including kiosks, grandstands, change rooms, and commentators boxes), the CentrePoint Sport and Leisure Centre, Emergency Services facilities for the RFS and SES, Waste management structures and administrative and operational buildings to support Councils service delivery activities.

These buildings are spread across the Shire, with a concentration in the main town of Blayney. They range in condition and function from the Blayney Shire Community Centre, with adequate capacity and good facilities to old run down facilities, with poor standards in some village recreational grounds.

The age profile of the majority of assets included in this AMP are shown in Figure 2. For some building assets, Council has yet to develop an estimate of their age.

Figure 2: Asset Age Profile

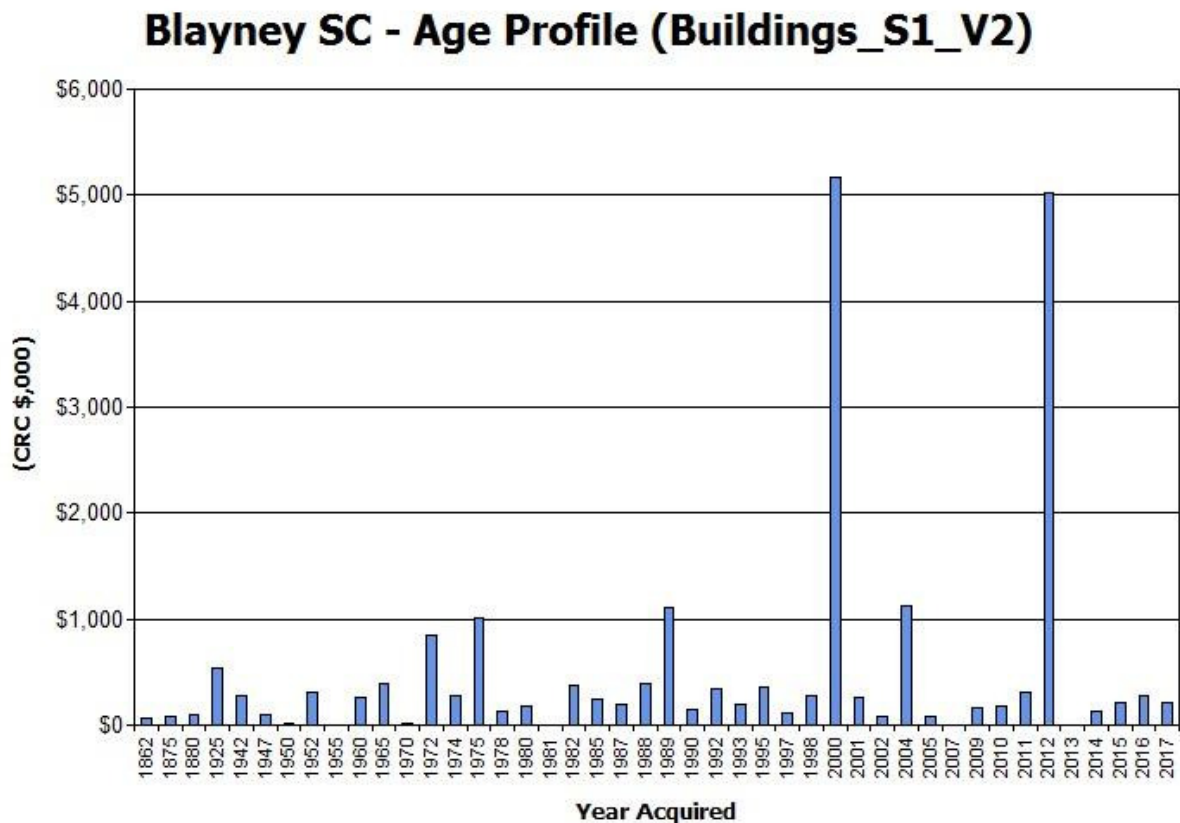


Figure Values are in current (real) dollars.

These dates represent the acquisition date (known or estimated) and will generally need renewal after expiration of their useful lives, however, good maintenance and renewal planning will ensure the useful lives are extended well beyond the initial useful life.

### 5.1.2 Asset capacity and performance

Assets are generally provided to meet design standards where these are available.

Locations where deficiencies in service performance are known are detailed in Table 5.1.2.

**Table 5.1.2: Known Service Performance Deficiencies**

Location	Service Deficiency
CenterPoint Sport and Leisure Centre	<ul style="list-style-type: none"><li>• Air-conditioning system has failed and requires immediate replacement.</li><li>• Foyer, office and other places – water damage.</li><li>• Roof Leaks</li><li>• Pool heating not adequate</li></ul>
Various Storage sheds – Council Depot	Require replacement and upgrade to contemporary standards.
King George Oval Amenities	Demand for Female change rooms

The above service deficiencies were identified from internal and external assessments / reviews, from individual community plans, and from the Blayney Shire Sport and Recreation Plan.

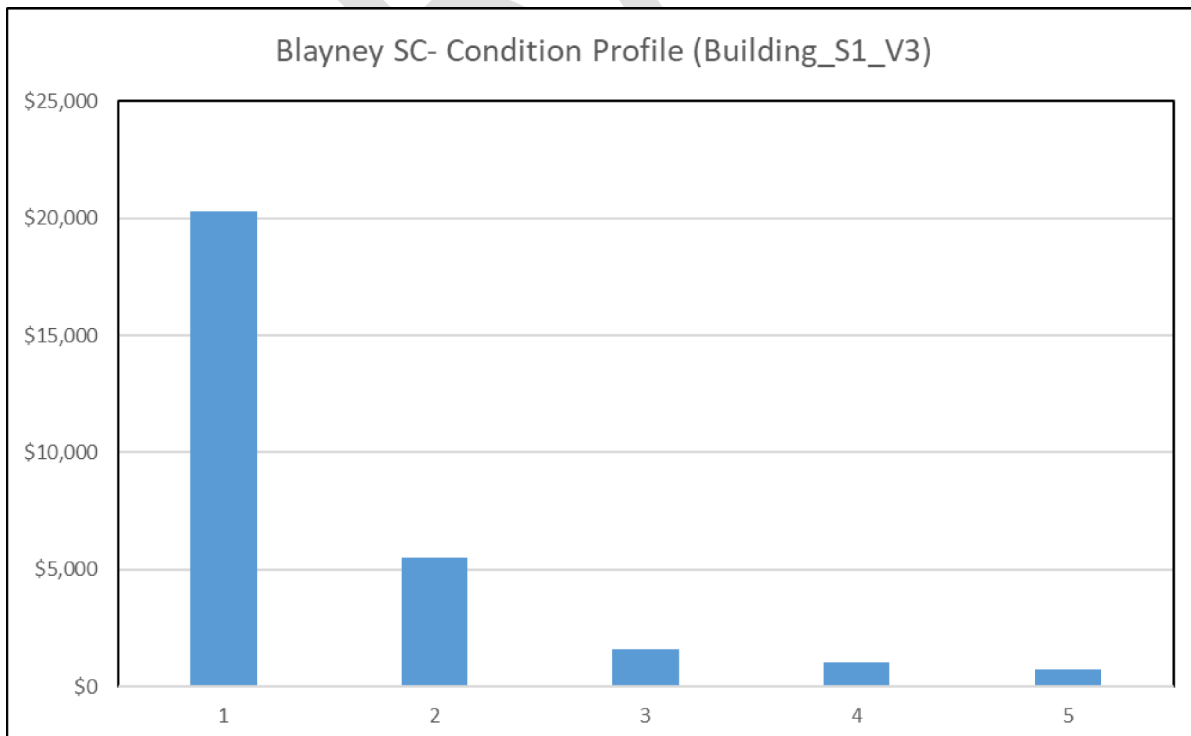
### 5.1.3 Asset condition

Condition is monitored at a minimum of every five years, as required by Australian Accounting Standards for the revaluation of Building and other structure assets. A requirement of the Accounting Standards is that Buildings must be valued by a registered valuer. Council also monitors buildings for basic maintenance and renewal works, which are funded in the maintenance and operations budget.

There are only about 7% of Councils Building assets considered to be in condition 4 or 5, with over 90% of buildings in condition 3 or better. Buildings to be disposed over the planning period of this AMP are discussed in section 5.5.

The condition profile of our assets is shown in Figure 3.

**Fig 3: Asset Condition Profile**



Condition is measured using a 1 – 5 grading system<sup>6</sup> as detailed in Table 5.1.3.

**Table 5.1.3: Simple Condition Grading Model**

Condition Grading	Description of Condition
1	<b>Very Good:</b> only planned maintenance required
2	<b>Good:</b> minor maintenance required plus planned maintenance
3	<b>Fair:</b> significant maintenance required
4	<b>Poor:</b> significant renewal/rehabilitation required
5	<b>Very Poor:</b> physically unsound and/or beyond rehabilitation

## 5.2 Operations and Maintenance Plan

Operations include regular activities to provide services such as public health, safety and amenity, e.g. cleaning, and utilities costs.

Routine maintenance is the regular on-going 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, e.g. painting.

Maintenance includes all actions necessary for retaining an asset as near as practicable to an appropriate service condition including regular ongoing day-to-day work necessary to keep assets operating.

Maintenance expenditure is shown in Table 5.2.1.

**Table 5.2.1: Maintenance Expenditure Trends**

Year	Maintenance Budget (\$)
2017/18	\$1,012,000

Maintenance expenditure levels are considered to be inadequate over the full life of the AMP to meet projected service levels, which may be less than or equal to current service levels. Where maintenance expenditure levels are such that they will result in a lesser level of service, the service consequences and service risks have been identified and highlighted in this AMP and service risks considered in the Infrastructure Risk Management Plan.

### **Recommendation:**

Separate Operations and Maintenance expenditure within Councils General Ledger structure, for planning and reporting purposes.

### **Summary of future operations and maintenance expenditures**

Future operations and maintenance expenditure is forecast to trend in line with the value of the asset stock as shown in Figure 4. Note that all costs are shown in current 2018 dollar values (i.e. real values).

<sup>6</sup> IPWEA, 2015, IIMM, Sec 2.5.4, p 2|80.



Figure 4: Projected Operations and Maintenance Expenditure

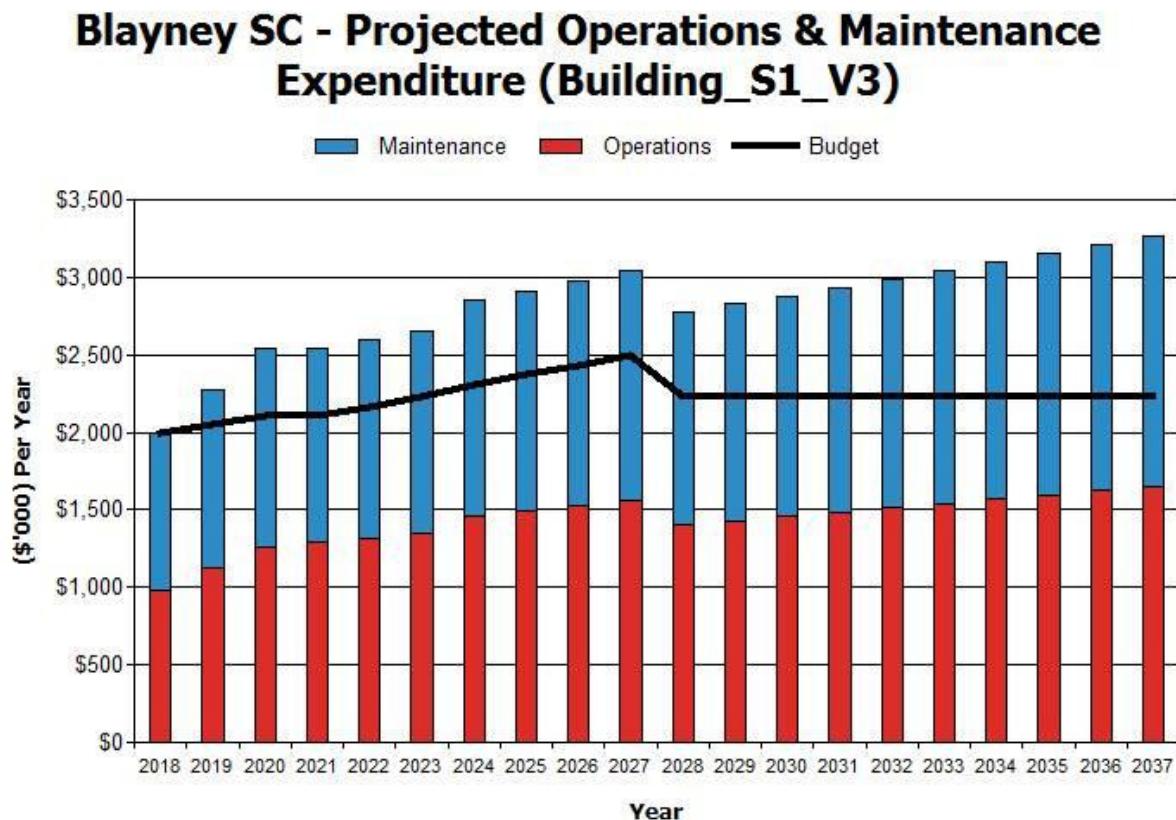


Figure Values are in current (real) dollars.

Figure 4. indicates that the operational/maintenance budget provides adequate funding compared to the projected costs in the first year of the plan, however a funding shortfall will be present from year 2 of the plan and is not addressed over the 20 year planning period.

Deferred maintenance, i.e. works that are identified for maintenance and unable to be funded are to be included in the risk assessment and analysis in the infrastructure risk management plan.

Maintenance is funded from the operating budget where available. This is further discussed in Section 7.

### 5.3 Renewal/Replacement Plan

Renewal and replacement expenditure 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 considered to be an upgrade/expansion or new work expenditure resulting in additional future operations and maintenance costs.

Assets requiring renewal/replacement are identified from one of three methods provided in the 'Expenditure Template'.

- Method 1 uses Asset Register data to project the renewal costs using acquisition year and useful life to determine the renewal year, or
- Method 2 uses capital renewal expenditure projections from external condition modelling systems (such as Pavement Management Systems), or
- Method 3 uses a combination of average network renewals plus defect repairs in the Renewal Plan and Defect Repair Plan worksheets on the 'Expenditure template'.

Method 2 was used for this AMP, as a Buildings renewal plan has not been finalised and the knowledge of defects and conditions for buildings is unreliable due to significant works undertaken in the last 3 years.

### 5.3.1 Renewal ranking criteria

Asset renewal and replacement is typically undertaken to either:

- Ensure the reliability of the existing infrastructure to deliver the service it was constructed to facilitate (e.g. replacing a leaking roof), or
- To ensure the infrastructure is of sufficient quality to meet the service requirements (e.g. attractive appearance of buildings to continue to attract customers).<sup>7</sup>

It is possible to get some indication of capital renewal and replacement priorities by identifying assets or asset groups that:

- Have a high consequence of failure,
- Have high use and subsequent impact on users would be greatest,
- Have a total value representing the greatest net value,
- Have the highest average age relative to their expected lives,
- Are identified in the AMP as key cost factors,
- Have high operational or maintenance costs, and
- Have replacement with a modern equivalent asset that would provide the equivalent service at a savings.<sup>8</sup>

Council currently does not have any formal priority ranking criteria. Renewal project selection is currently determined on an informal basis, based upon hazard reports raised by staff and stakeholders, followed by a technical review by Infrastructure Services Department staff with referral to the management team. Subject to the scope of works and budget limitations, the project may then be raised for discussion with Councillors during Councillor Workshop sessions, in preparation for the annual operational plan.

#### **Recommendation:**

Develop Priority Ranking Criteria for Renewal Projects to provide for informed decision making by the management team and Council

### 5.3.2 Summary of future renewal and replacement expenditure

Projected future renewal and replacement expenditures are forecast to increase over time when the asset stock increases. The expenditure is required is shown in Fig 5. Note that all amounts are shown in current (real) dollars.

The projected capital renewal and replacement program is shown in Appendix B.

<sup>7</sup> IPWEA, 2015, IIMM, Sec 3.4.4, p 3|91.

<sup>8</sup> Based on IPWEA, 2015, IIMM, Sec 3.4.5, p 3|97.

**Fig 5: Projected Capital Renewal and Replacement Expenditure**

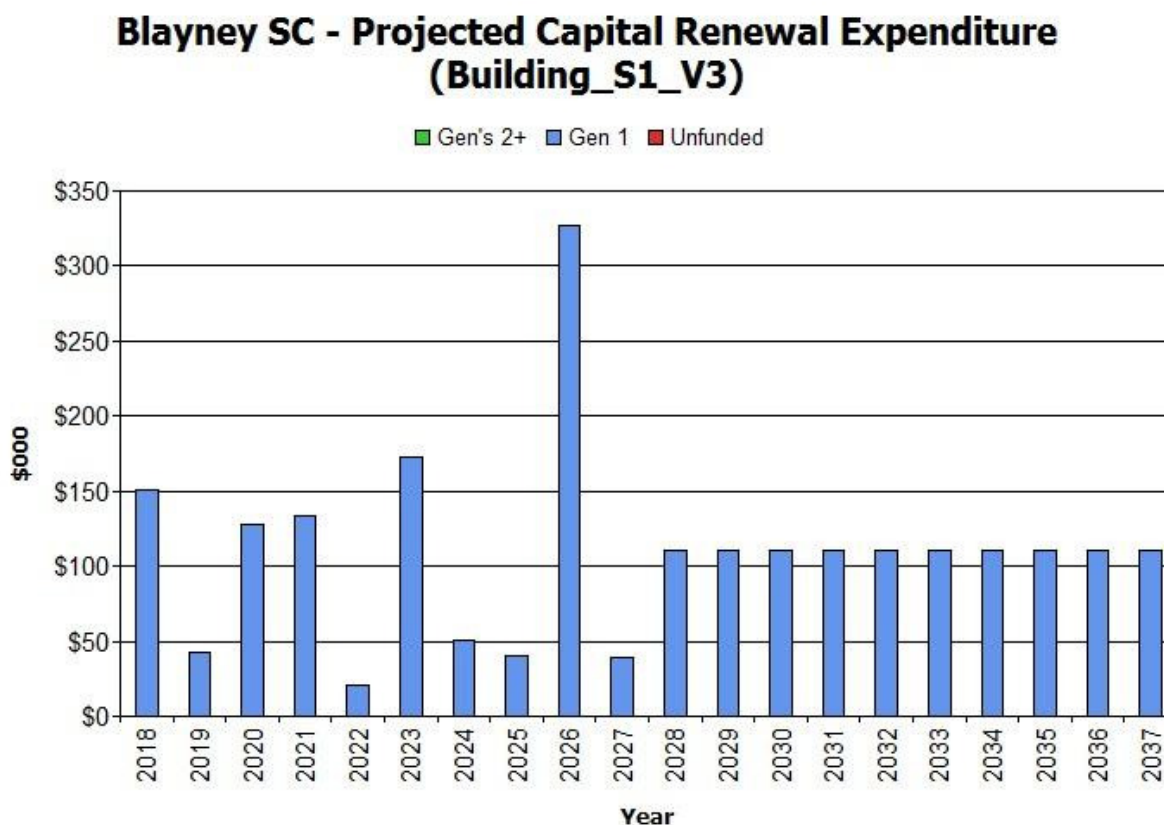


Figure Values are in current (real) dollars.

Further, a number of the renewals (especially where there is an upgrade element) identified in this AMP will only be funded through external funding sources, e.g. State and Federal Grants.

Deferred renewal and replacement, i.e. those assets identified for renewal and/or replacement and not scheduled in capital works programs are to be included in the risk analysis process in the risk management plan.

Renewals and replacement expenditure in the capital works program will be accommodated in the LTFP. This is further discussed in Section 7.

## 5.4 Creation/Acquisition/Upgrade Plan

New works are those that create a new asset that did not previously exist, or works which will 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. These additional assets are considered in Section 4.4.

### 5.4.1 Selection criteria

New assets and upgrade/expansion of existing assets are identified from various sources such as community requests, proposals identified by strategic plans or partnerships with others. Candidate proposals are inspected to verify need and to develop a preliminary renewal estimate.

Council currently does not have any formal priority ranking criteria. Upon new projects being identified, Council staff will investigate the proposal, and provide Council and the management team with information related to scope, cost,

opportunities, and risks associated with the project. Council is then able to make an informed decision in preparation for the annual operational plan

**Recommendation:**

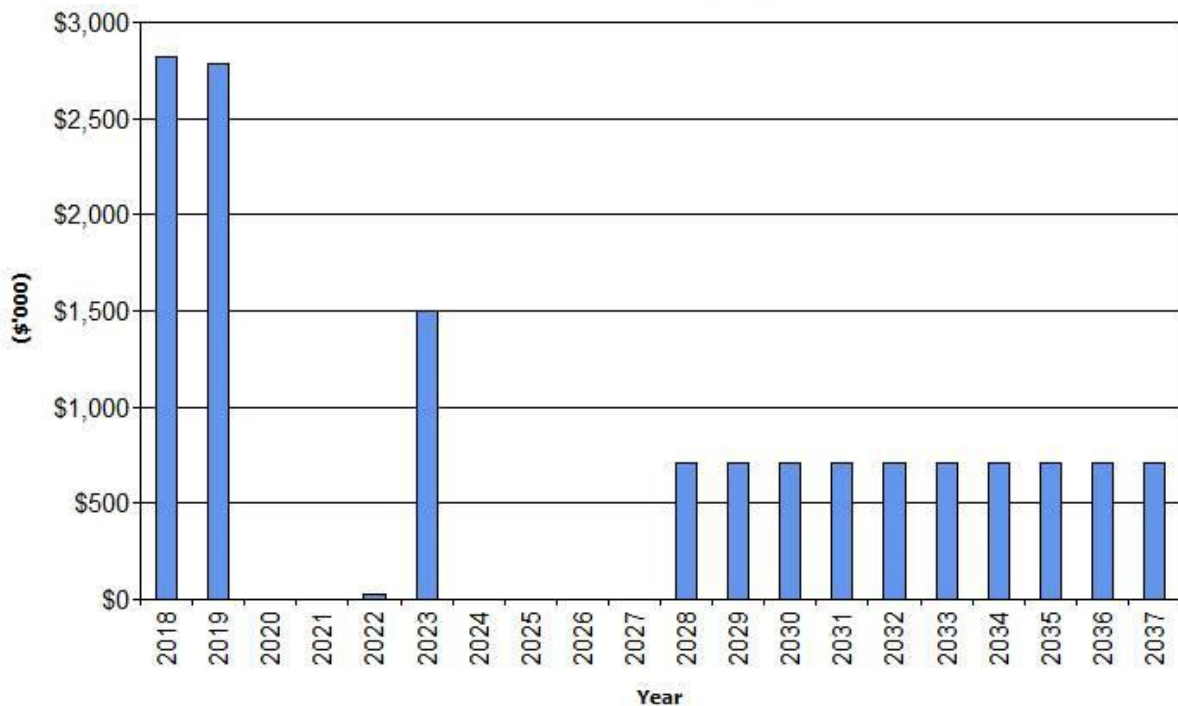
Develop Priority Ranking Criteria for upgrade / New Asset Projects

**5.4.2 Summary of future upgrade/new assets expenditure**

Projected upgrade/new asset expenditures are summarised in Fig 6. The projected upgrade/new capital works program is shown in Appendix C. All amounts are shown in real values.

*Fig 6: Projected Capital Upgrade/New Asset Expenditure*

**Blayney SC - Projected Capital Upgrade/New Expenditure  
(Building\_S1\_V3)**



Expenditure on new assets and services in the capital works program will be accommodated in the LTFP but only to the extent of the available funds. Other expenditure on new items may be included in the LTFP on the basis that they are funded externally, through State or Federal Government Grants, or as contributed assets.

There are no council funded new assets and services identified in this AMP, as it is focussed on funding the maintenance, operations and renewal of the existing portfolio of Building assets.

The significant upgrade and new works shown in Figure 6 relate to the proposed upgrade works for CentrePoint Sport and Leisure Centre. These works will only occur if external funding is obtained and they will result in a significant increase in the operations and maintenance expenditure incurred by council over the 20 years of this plan, which results in a significant funding gap from year 2 of the plan.

### 5.4.3 Summary of asset expenditure requirements

The financial projections from this asset plan are shown in Fig 7 for projected operating (operations and maintenance) and capital expenditure (renewal and upgrade/expansion/new assets). Note that all costs are shown in real values.

The bars in the graphs represent the anticipated budget needs required to achieve lowest lifecycle costs, the budget line indicates what is currently available. The gap between these informs the discussion on achieving the balance between services, costs and risk to achieve the best value outcome.

*Fig 7: Projected Operating and Capital Expenditure*

## Blayney SC - Projected Operating and Capital Expenditure (Building\_S1\_V3)

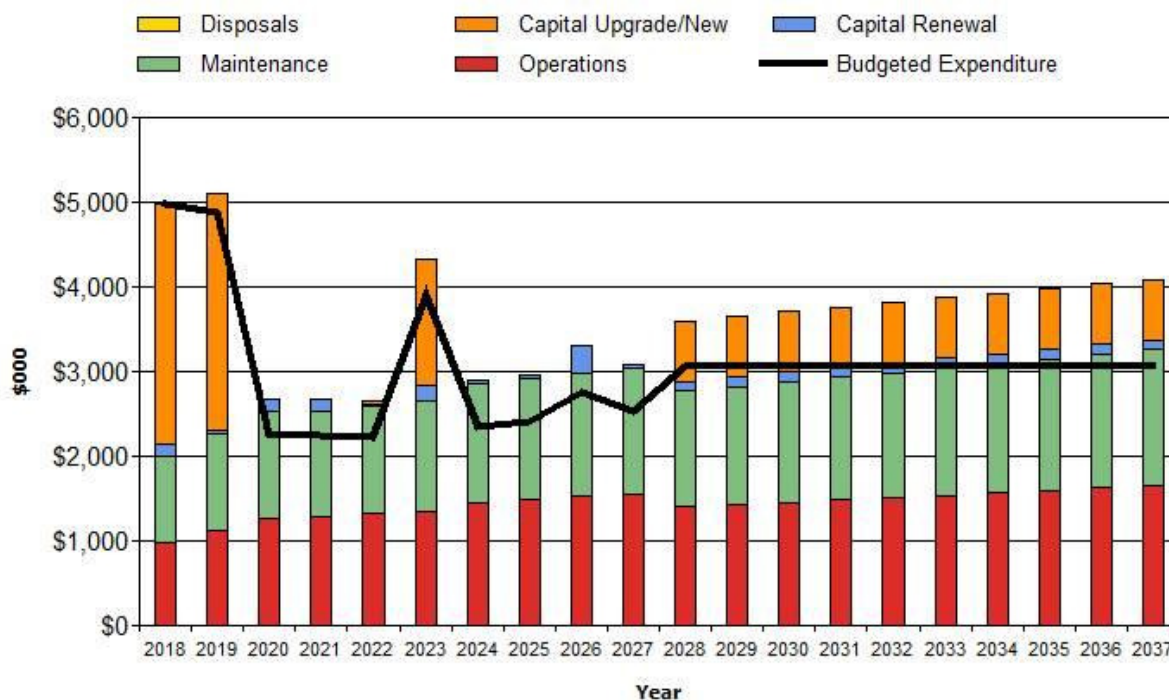


Figure Values are in current (real) dollars.

Council's current budget allocation covers the majority of maintenance and operations costs for the life of this AMP. Over the 20 year life of this AMP, Capital renewal costs exceed the allocated budget for a number of years, including a large number of renewals already due.

The largest renewal and upgrade / new asset costs are associated with the CentrePoint Sport and Leisure Centre (2018 – 2019), the Covered Equestrian Arena (2020 – 2021) and the Blayney Cultural Centre (2022 – 2023), which are currently unfunded. Council is actively seeking State, Federal government grant contributions to fund renewal, and minor upgrade works at the centre.

## 5.5 Disposal Plan

Disposal includes any activity associated with the disposal of a decommissioned asset including sale, demolition or relocation. Assets identified for possible decommissioning and disposal are shown in Table 5.5, together with estimated annual savings from not having to fund operations and maintenance of the assets. These assets will be further reinvestigated to determine the required levels of service and see what options are available for alternate

service delivery, if any. Any costs or revenue gained from asset disposals is accommodated in the long term financial plan.

**Table 5.5: Assets Identified for Disposal**

Asset	Reason for Disposal	Timing	Disposal Expenditure	Operations & Maintenance Annual Savings
Bus Shelter – Mid Western Highway, Lyndhurst	Obsolete	2018	\$1,000	nil
Various buildings, Old Sale Yards, Blayney	Obsolete	2020	\$40,000 (includes Asbestos removal)	nil

## 6. RISK MANAGEMENT PLAN

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

Risk Management is defined in ISO 31000:2009 as: ‘coordinated activities to direct and control with regard to risk’<sup>9</sup>.

An assessment of risks<sup>10</sup> associated with service delivery from infrastructure assets has identified critical risks that will result in loss or reduction in service from infrastructure assets or a ‘financial shock’. The risk assessment process identifies credible risks, the likelihood of the risk event occurring, the consequences should the event occur, develops a risk rating, evaluates the risk and develops a risk treatment plan for non-acceptable risks.

### 6.1 Critical Assets

Critical assets are defined as those which have a high consequence of failure causing significant loss or reduction of service. Similarly, critical failure modes are those which have the highest consequences.

Critical assets have been identified and their typical failure mode and the impact on service delivery are as follows:

**Table 6.1 Critical Assets**

Critical Asset(s)	Failure Mode	Impact
CentrePoint Sport and Leisure Centre	Failure of structural building components due to corrosive environment	Serious injury and reputation damage through closure of facility

By identifying critical assets and failure modes investigative activities, condition inspection programs, maintenance and capital expenditure plans can be targeted at the critical areas.

### 6.2 Risk Assessment

The risk management process used in this project is shown in Figure 6.2 below.

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

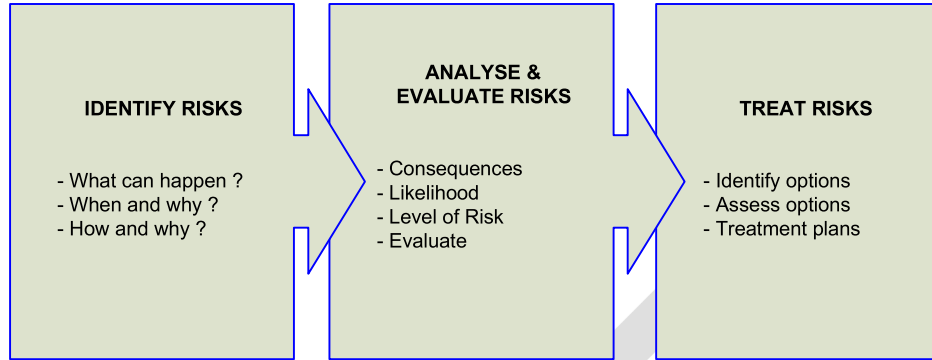
The process is based on the fundamentals of the ISO risk assessment standard ISO 31000:2009.

<sup>9</sup> ISO 31000:2009, p 2

<sup>10</sup> Blayney Shire Council, 2016, ‘Risk Management Register and Plan’, Blayney Shire Council



**Fig 6.2 Risk Management Process – Abridged**



The risk assessment process identifies credible risks, the likelihood of the risk event occurring, the consequences should the event occur, develops a risk rating, evaluates the risk and develops a risk treatment plan for non-acceptable risks.

An assessment of risks<sup>11</sup> associated with service delivery from infrastructure assets has identified the critical risks that will result in significant loss, ‘financial shock’ or a reduction in service.

Critical risks are those assessed with ‘Very High’ (requiring immediate corrective action) and ‘High’ (requiring corrective action) risk ratings identified in the Infrastructure Blayney Shire Risk Management Register and Plan. The residual risk and treatment cost after the selected treatment plan is implemented is shown in Table 6.2. These risks and costs are reported to management and Audit and Risk Committee.

**Table 6.2: Critical Risks and Treatment Plans**

Service or Asset at Risk	What can Happen	Risk Rating (VH, H)	Risk Treatment Plan	Residual Risk *	Treatment Costs
All	Collapse or major failure of building structure resulting in injury or loss of service	H	Improved maintenance and renewal planning	Low	\$0
All	Unplanned expansion of asset inventory	H	Develop and Implement master plans. E.g. Sport and Recreation Plan	Low	\$100,000
All	Low asset usage or inequity of facility provision	H	Implement master plans. E.g. Village Plans	Medium	\$0
All	Unauthorised entry/vandalism to buildings	H	Supply and Install new key system (As per Parks and Recreation AMP)	Medium	\$5,000
All	Injuries and Insurance Claims	H	Improved signage and compliance. E.g. Non Potable Water Signage	Medium	\$5,000

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

<sup>11</sup> Blayney Shire Council, 2016, ‘Risk Management Register and Plan’, Blayney Shire Council

**Recommendation:**

Undertake development of Master Plans for major precincts (sporting and cultural) to identify current and projected demand and how to manage that. E.g. Sport and Recreation Plan

### 6.3 Infrastructure Resilience Approach

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

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

Our current measure of resilience is shown in Table 6.4 which includes the type of threats and hazards, resilience assessment and identified improvements and/or interventions.

**Table 6.4: Resilience**

Threat / Hazard	Resilience LMH	Improvements / Interventions
Increasing electricity charges	Medium	Undertake energy efficiency audit to investigate opportunities to reduce electricity usage.

**Recommendation:**

Implement the findings of the energy audit as part of Councils Renewable Energy Plan.

### 6.4 Service and Risk Trade-Offs

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

#### 6.4.1 What we cannot do

There are some operations and maintenance activities and capital projects that are unable to be undertaken within the next 10 years. These include:

- Major renewal and upgrade of the CentrePoint Sport & Leisure Centre,
- Planning and construction of a new multipurpose Cultural Centre (incorporating a new Library),
- Provision of an amenities building on Dakers Oval,
- Demolition and replacement of the Amenities and Change Room buildings on Carcoar Sportsground, and
- Demolition and replacement of village Amenities buildings in various villages.

#### 6.4.2 Service trade-off

Operations and maintenance activities and capital projects that cannot be undertaken will maintain or create service consequences for users. These include:

- Inability to maintain full compliance with current and future standards. E.g. Disability Inclusion Act 2014, and
- Less attractive venues, leading to a reduction in usage.

#### 6.4.3 Risk trade-off

The operations and maintenance activities and capital projects that cannot be undertaken may maintain or create risk consequences. These include:



- Reduced usage of buildings, as not able to offer modern facilities,
- Increased risk of component failure due to extended life, and
- Building condition reaching 4 or 5, requiring replacement at greater cost.

These actions and expenditures are considered in the projected expenditures, and where developed are included in the Risk Management Plan.

## 7. FINANCIAL SUMMARY

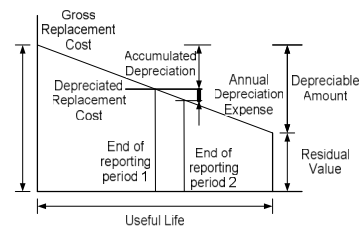
This section contains the financial requirements resulting from all the information presented in the previous sections of this asset management plan. The financial projections will be improved as further information becomes available on desired levels of service and current and projected future asset performance.

### 7.1 Financial Statements and Projections

#### 7.1.1 Asset valuations

The best available estimate of the value of assets included in this Asset Management Plan are shown below. Assets are valued at fair value.

Gross Replacement Cost	\$29,187,000
Depreciable Amount	\$29,187,000
Depreciated Replacement Cost <sup>12</sup>	\$18,042,000
Annual Average Asset Consumption	\$612,000



#### 7.1.1 Sustainability of service delivery

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

- asset renewal funding ratio, and
- medium term budgeted expenditures/projected expenditure (over 10 years of the planning period).

#### Asset Renewal Funding Ratio

Asset Renewal Funding Ratio<sup>13</sup> 100%

The Asset Renewal Funding Ratio is the most important indicator and indicates that over the next 10 years of the forecasting that we expect to have 19% of the funds required for the optimal renewal and replacement of assets.

#### Medium term – 10 year financial planning period

This asset management plan identifies the projected operations, maintenance and capital renewal expenditures required to provide an agreed level of service to the community over a 10 year period. This provides input into 10 year financial and funding plans aimed at providing the required services in a sustainable manner.

<sup>12</sup> Also reported as Written Down Value, Carrying or Net Book Value.

<sup>13</sup> AIFMM, 2015, Version 1.0, Financial Sustainability Indicator 3, Sec 2.6, p 9.

These projected expenditures may be compared to budgeted expenditures in the 10 year period to identify any funding shortfall. In a core asset management plan, a gap is generally due to increasing asset renewals for ageing assets.

The projected operations, maintenance and capital renewal expenditure required over the 10 year planning period is \$2,748,000 on average per year.

Estimated (budget) operations, maintenance and capital renewal funding is \$2,338,000 on average per year giving a 10 year funding shortfall of \$-411,000 per year. This indicates 85% of the projected expenditures needed to provide the services documented in the asset management plan. This excludes upgrade/new assets.

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

### 7.1.2 Projected expenditures for long term financial plan

Table 7.1.2 shows the projected expenditures for the 10 year long term financial plan.

Expenditure projections are in 2017 real values.

**Table 7.1.2: Projected Expenditures for Long Term Financial Plan (\$000)**

Year	Operations (\$000)	Maintenance (\$000)	Projected Capital Renewal (\$000)	Capital Upgrade/ New (\$000)	Disposals (\$000)
2018	\$985	\$1,012	\$151	\$2,824	\$0
2019	\$1,122	\$1,146	\$43	\$2,782	\$0
2020	\$1,258	\$1,279	\$128	\$0	\$0
2021	\$1,292	\$1,246	\$134	\$0	\$0
2022	\$1,321	\$1,274	\$21	\$30	\$0
2023	\$1,353	\$1,303	\$173	\$1,500	\$0
2024	\$1,456	\$1,395	\$51	\$0	\$0
2025	\$1,489	\$1,425	\$40	\$0	\$0
2026	\$1,522	\$1,456	\$327	\$0	\$0
2027	\$1,557	\$1,487	\$39	\$0	\$0
2028	\$1,403	\$1,368	\$111	\$714	\$0
2029	\$1,430	\$1,395	\$111	\$714	\$0
2030	\$1,458	\$1,422	\$111	\$714	\$0
2031	\$1,486	\$1,449	\$111	\$714	\$0

Year	Operations (\$000)	Maintenance (\$000)	Projected Capital Renewal (\$000)	Capital Upgrade/ New (\$000)	Disposals (\$000)
2032	\$1,513	\$1,476	\$111	\$714	\$0
2033	\$1,541	\$1,503	\$111	\$714	\$0
2034	\$1,568	\$1,530	\$111	\$714	\$0
2035	\$1,596	\$1,557	\$111	\$714	\$0
2036	\$1,623	\$1,584	\$111	\$714	\$0
2037	\$1,651	\$1,610	\$111	\$714	\$0

## 7.2 Funding Strategy

Funding for assets is provided from the budget and long term financial plan.

The financial strategy of the entity determines how funding will be provided, whereas the asset management plan communicates how and when this will be spent, along with the service and risk consequences of differing options.

## 7.3 Valuation Forecasts

Asset values are forecast to increase as additional assets are added to service, through external funding. E.g. State and Federal government grants.

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

Council will actively seek funding grants during the period of this plan, with a focus on renewal for major facilities like Centrepont Sport and Leisure Centre and for new assets like the Blayney Shire Cultural Centre.

## 7.4 Key Assumptions Made in Financial Forecasts

This section details the key assumptions made in presenting the information contained in this asset management plan. 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:

- External funding for renewal, upgrade or new assets has been assumed in the plan. Council will be actively seeking grant funding for major renewal and upgrade works.
- Interpretation is based on current knowledge only. The results of current or future surveys or their impact on future projections have not been considered.

## 7.5 Forecast Reliability and Confidence

The expenditure and valuations projections in this AMP are based on best available data. Currency and accuracy of data is critical to effective asset and financial management. Data confidence is classified on a 5 level scale<sup>14</sup> in accordance with Table 7.5.

<sup>14</sup> IPWEA, 2015, IIMM, Table 2.4.6, p 2 | 71.

**Table 7.5: Data Confidence Grading System**

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

The estimated confidence level for and reliability of data used in this AMP is considered to be Uncertain.

## 8. PLAN IMPROVEMENT AND MONITORING

### 8.1 Status of Asset Management Practices<sup>15</sup>

#### 8.1.1 Accounting and financial data sources

- Long Term Financial Plan (LTFP) 2016-2026
- SYNERGYSOFT Corporate Financial System

#### 8.1.2 Asset management data sources

AssetFinda – Asset Register

Infrastructure Services Capital Works Program

### 8.2 Improvement Plan

The asset management improvement plan generated from this asset management plan is shown in Table 8.1.

**Table 8.1: Improvement Plan**

Task No	Task	Responsibility	Resources Required	Timeline
1	Develop Master Plans for major sporting and cultural precincts	General Manager	Manex	August 2018
2	Review service levels	General Manager	Manex	August 2018
3	Review renewal models	Manager	Asset Systems	May 2018

<sup>15</sup> ISO 55000 Refers to this the Asset Management System

		Infrastructure	Officer	
4	Separate Operations and Maintenance expenditure within Councils General Ledger	Chief Financial Officer	Manager Infrastructure, Accounting Officer	June 2019
5	Develop Priority Ranking Criteria for Renewal Projects and new/upgrade projects	Manager Infrastructure	Asset Systems Officer	August 2018
6	Undertake development of Master Plans for major precincts (sporting and cultural) to identify current and projected demand and how to manage that. E.g. Sport and Recreation Plan	Director Infrastructure Services & Director Planning and Environmental Services	Manager Infrastructure, Asset Systems Officer, Senior Health and Building Surveyor	December 2018
7	Implement findings from energy audit as part of Councils Renewable Energy Plan	Director Infrastructure Services	Manager Water and Wastewater	June 2018

### 8.3 Monitoring and Review Procedures

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

The AMP will be updated annually to ensure it represents the current service level, asset values, projected operations, maintenance, capital renewal and replacement, capital upgrade/new and asset disposal expenditures and projected expenditure values incorporated into the long term financial plan.

The AMP has a life of 4 years and is due for complete revision and updating within 12 months of each Blayney Shire Council election.

### 8.4 Performance Measures

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

- The degree to which the required projected expenditures identified in this asset management plan are incorporated into the long term financial plan,
- The degree to which 1-5 year detailed works programs, budgets, business plans and corporate structures take into account the 'global' works program trends provided by the asset management plan,
- The degree to which the existing and projected service levels and service consequences (what we cannot do), risks and residual risks are incorporated into the Strategic Plan and associated plans,
- The Asset Renewal Funding Ratio achieving the target of 1.0.

## 9. REFERENCES

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- Blayney Shire Council, 2013, 'Draft Village Enhancement Program', Blayney Shire Council
- Blayney Shire Council, 2016, 'Risk Management Register and Plan', Blayney Shire Council
- Blayney Shire Sports Council, 2017 Blayney Sport and Recreation Plan, Place Design Group
- Blayney Village Associations, 2016 'Various Community Plans', Blayney Shire Council and Village Associations

## 10. APPENDICES

Appendix A      Projected 10 year Capital Renewal and Replacement Works Program

Appendix B      Projected 10 year Capital Upgrade/New Works Program

Appendix C      LTFP Budgeted Expenditures Accommodated in AMP

## Appendix A Projected 10 year Capital Renewal and Replacement Works Program

### Blayney SC

#### Projected Capital Renewal Works Program - Building\_S1\_V3

(\$000)

Year	Item	Description	Estimate
2018		<b>Network Renewals</b>	
	1	Carcoar dam road (Shouthern end -closed) Toilet Block (roof, finishes, fittings, services)	\$105
	2	Blayney - Heritage Park - Adelaide St	\$10
	3	Blayney - Library - Adelaide St	\$7
	4	Blayney - Community Centre - ChurchSt	\$5
	5	Carcoar - CarcoarDam Viewing Shelter - Demolish	\$4
	6	Blayney - Showground Pavilion - MarshallsLn	\$20
2018		<b>Total</b>	<b>\$151</b>

2019		<b>Network Renewals</b>	
	1	Blayney - Library - Adelaide St	\$7
	2	Blayney - Community Centre - ChurchSt	\$36
2019		<b>Total</b>	<b>\$43</b>

(\$000)

Year	Item	Description	Estimate
2020		<b>Network Renewals</b>	
	1	CWA Hall, Finishes	\$9
	2	Naylor st Toilet Block, Fitting, Services	\$35
	3	Heritage park Rest Room, Fittings & services	\$40
	4	Newbridge Community Hall, Envelope	\$10
	5	Newbridge, sportsground Toilet Block, Roof Cladding	\$2
	6	Carcoar - CarcoarDam - Toilet Block	\$7
	7	Blayney - Library - Adelaide St	\$7
	8	Blayney - Community Centre - ChurchSt	\$6
	9	Swimming Pools fittings	\$12
2020		<b>Total</b>	<b>\$128</b>

2021		<b>Network Renewals</b>	Estimate
	1	Naylor st Toilet Block, Envelope, Roof Cladding	\$48
	2	Heritage park Rest Room, Fittings & services	\$48
	3	Hobbys yards community Hall	\$5
	4	Depot - Painting Internal & External	\$20
	5	Blayney - Library - Adelaide St	\$7
	6	Blayney - Community Centre - ChurchSt	\$6
2021		<b>Total</b>	<b>\$134</b>

(\$000)

Year	Item	Description	Estimate
<b>2022</b>		<b>Network Renewals</b>	
	1	Depot Store, Services	\$3
	2	Blayney - Showground - MarshallsLn	\$5
	3	Blayney - Library - Adelaide St	\$7
	4	Blayney - Community Centre - ChurchSt	\$6
<b>2022</b>		<b>Total</b>	<b>\$21</b>

<b>2023</b>		<b>Network Renewals</b>	
	1	Depot Store, Envelope, Roof Cladding	\$86
	2	Council Administration Building	\$10
	3	SES Office	\$6
	4	Blayney - KingGeorgeOval - CarcoarSt	\$30
	5	Blayney - Library - Adelaide St	\$7
	6	Barry - Hall - SelwynSt	\$15
	7	Blayney - Community Centre - ChurchSt	\$6
	8	Millthorpe - Redmond Oval Rotunda - ParkSt	\$8
	9	Blayney - Carrington Park Rotunda - ChurchSt	\$5
<b>2023</b>		<b>Total</b>	<b>\$173</b>

(\$000)

Year	Item	Description	Estimate
<b>2024</b>		<b>Network Renewals</b>	
	1	Depot/Pound, Fittings (Barry Road)	\$15
	2	Carcoar - Sportsground - NaylorSt	\$4
	3	Lyndhurst - Capital Park - MtMcDonaldRd	\$2
	4	Lyndhurst - Recreation Ground - HarrowSt	\$2
	5	Blayney - Library - Adelaide St	\$7
	6	Blayney - Community Centre - ChurchSt	\$6
	7	Millthorpe - Redmond Oval Kitchen - ParkSt	\$10
	8	Blayney - Carrington Park Rotunda - ChurchSt	\$5
<b>2024</b>		<b>Total</b>	<b>\$51</b>

<b>2025</b>		<b>Network Renewals</b>	
	1	Blayney - Carrington Park - OsmanSt	\$4
	2	Blayney - Library - Adelaide St	\$7
	3	Blayney - Community Centre - ChurchSt	\$6
	4	Blayney - Napier Oval Kiosk - NapierSt	\$3
	5	Blayney - Showground Pavilion - MarshallsLn	\$20
<b>2025</b>		<b>Total</b>	<b>\$40</b>

(\$000)

Year	Item	Description	Estimate
<b>2026</b>		<b>Network Renewals</b>	
	1	Depot/Pound, Services (barry road)	\$12
	2	Community Centre & Pavilion, Finishes	\$245



	3	Workshop/Store, Services (Depot Lawson st)	\$19
	4	Blayney - Tennis Centre Amenities - AdelaideSt	\$2
	5	Blayney - Library - Adelaide St	\$7
	6	Blayney - Community Centre - ChurchSt	\$37
	7	Blayney - Tennis Centre Clubhouse - AdelaideSt	\$5
<b>2026</b>		<b>Total</b>	<b>\$327</b>

<b>2027</b>		<b>Network Renewals</b>	
	1	Toilet Block, Fittings(caravan park, Carcoar dam road)	\$4
	2	CWA Building, Fittings	\$21
	3	Blayney - Library - Adelaide St	\$7
	4	Blayney - Community Centre - ChurchSt	\$7
<b>2027</b>		<b>Total</b>	<b>\$39</b>

## Appendix B Projected Upgrade/Exp/New 10-year Capital Works Program

### Blayney SC

#### Projected Capital Upgrade/New Works Program - Building\_S1\_V3

(\$000)

Year	Item	Description	Estimate
2018	1	Public Conveniences Upgrade - Barry	\$29
	2	Public Conveniences Upgrade - Neville	\$55
	3	Public Conveniences Upgrade - Lyndhurst	\$56
	4	CentrePoint Sport & Leisure Centre	\$1,858
	5	Mandurama - Recreation Ground Shelter	\$76
	6	Blayney - Showground Equestrian Covered Arena - MarshallsLn	\$750
2018		<b>Total</b>	<b>\$2,824</b>

(\$000)

Year	Item	Description	Estimate
2019	1	CentrePoint Sport & Leisure Centre	\$2,032
	2	Blayney - Showground Equestrian Covered Arena - MarshallsLn	\$750
2019		<b>Total</b>	<b>\$2,782</b>

(\$000)

Year	Item	Description	Estimate
2020	1		
2020		<b>Total</b>	<b>\$0</b>

(\$000)

Year	Item	Description	Estimate
2021	1		
2021		<b>Total</b>	<b>\$0</b>

(\$000)

Year	Item	Description	Estimate
2022	1	Blayney - Cultural Centre - AdelaideSt	\$30
2022		<b>Total</b>	<b>\$30</b>

(\$000)

Year	Item	Description	Estimate
2023	1	Blayney - Cultural Centre - AdelaideSt	\$1,500
2023		<b>Total</b>	<b>\$1,500</b>

(\$000)

Year	Item	Description	Estimate
2024	1		
2024		<b>Total</b>	<b>\$0</b>

(\$000)

Year	Item	Description	Estimate
2025	1		
2025		<b>Total</b>	<b>\$0</b>

(\$000)



Year	Item	Description	Estimate
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2026	1		
<b>2026</b>		<b>Total</b>	<b>\$0</b>

(\$000)

<b>Year</b>	<b>Item</b>	<b>Description</b>	<b>Estimate</b>
2027	1		
<b>2027</b>		<b>Total</b>	<b>\$0</b>

## Appendix C Budgeted Expenditures Accommodated in AMP

NAMS.PLUS3 Asset Management Blayney SC										
© Copyright. All rights reserved. The Institute of Public Works Engineering Australasia  										
Building S1_V3 Asset Management Plan										
First year of expenditure projections 2018 (financial yr ending)										
<div> <div> <b>Building</b>  <b>Asset values at start of planning period</b>                      Current replacement cost \$29,187 (000)                      Depreciable amount \$29,187 (000)                      Depreciated replacement cost \$18,042 (000)                      Annual depreciation expense \$612 (000)                 </div> <div>                     Calc CRC from Asset Register                      \$0 (000)                      This is a check for you.                 </div> <div> <b>Operations and Maintenance Costs for New Assets</b>                      Additional operations costs 3.86%                      Additional maintenance 3.77%                      Additional depreciation 2.10%                      Planned renewal budget (information only)                 </div> </div>										
You may use these values calculated from your data or overwrite the links.										
<b>Planned Expenditures from LTFP</b> 20 Year Expenditure Projections Note: Enter all values in current 2018 values										
Financial year ending	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Expenditure Outlays included in Long Term Financial Plan (in current \$ values)										
<b>Operations</b>										
Operations budget	\$985	\$1,013	\$1,041	\$1,075	\$1,104	\$1,135	\$1,180	\$1,213	\$1,246	\$1,281
Management budget	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
AM systems budget	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total operations</b>	\$985	\$1,013	\$1,041	\$1,075	\$1,104	\$1,135	\$1,180	\$1,213	\$1,246	\$1,281
<b>Maintenance</b>										
Reactive maintenance budget	\$1,012	\$1,040	\$1,068	\$1,035	\$1,063	\$1,091	\$1,126	\$1,156	\$1,187	\$1,218
Planned maintenance budget	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Specific maintenance items budget	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total maintenance</b>	\$1,012	\$1,040	\$1,068	\$1,035	\$1,063	\$1,091	\$1,126	\$1,156	\$1,187	\$1,218
<b>Capital</b>										
Planned renewal budget	\$151	\$43	\$128	\$134	\$21	\$173	\$51	\$40	\$327	\$39
Planned upgrade/new budget	\$2,824	\$2,782	\$0	\$0	\$30	\$1,500	\$0	\$0	\$0	\$0
<b>Non-growth contributed asset value</b>	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Asset Disposals</b>										
Est Cost to dispose of assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Carrying value (DRC) of disposed assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Additional Expenditure Outlays Requirements (e.g from Infrastructure Risk Management Plan)										
Additional Expenditure Outlays required and not included above	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Operations	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Maintenance	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Capital Renewal	to be incorporated into Forms 2 & 2.1 (where Method 1 is used) OR Form 2B Defect Repairs (where Method 2 or 3 is used)									
Capital Upgrade	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
User Comments #2										
Forecasts for Capital Renewal using Methods 2 & 3 (Form 2A & 2B) & Capital Upgrade (Form 2C)										
	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Forecast Capital Renewal from Forms 2A & 2B	\$151	\$43	\$128	\$134	\$21	\$173	\$51	\$40	\$327	\$39
Forecast Capital Upgrade from Form 2C	\$2,824	\$2,782	\$0	\$0	\$30	\$1,500	\$0	\$0	\$0	\$0



SHIRE COUNCIL  
**Blayney**

**2018/19 – 2027/28**

# **LONG TERM FINANCIAL PLAN**



Published by Blayney Shire Council

2018/19 – 2027/28 Long Term Financial Plan

Prepared 11 May 2018

Adopted

More information:

91 Adelaide St

PO Box 62

BLAYNEY NSW 2799

Phone 02 6368 2104

<http://www.blayney.nsw.gov.au>

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## Table of Contents

<b>PREFACE.....</b>	<b>3</b>
<b>1 INTRODUCTION .....</b>	<b>3</b>
<b>1.1 Objectives.....</b>	<b>3</b>
<b>1.2 Timeframe.....</b>	<b>4</b>
<b>2 PLANNING ASSUMPTIONS .....</b>	<b>5</b>
<b>3 REVENUE FORECASTS.....</b>	<b>6</b>
<b>3.1 Rates and Annual Charges.....</b>	<b>6</b>
3.1.1 Ordinary Rates.....	7
3.1.2 Special Rates .....	7
3.1.3 Rate Pegging.....	8
3.1.4 Special Rate Variation .....	8
<b>3.2 User Charges &amp; Fees .....</b>	<b>8</b>
3.2.1 Sewerage Charges.....	8
3.2.2 Waste Management Charges .....	9
3.2.3 Statutory Charges.....	9
3.2.4 Other Fees.....	10
<b>3.3 Grants &amp; Contributions.....</b>	<b>10</b>
<b>3.4 Investments Revenue .....</b>	<b>11</b>
<b>3.5 Borrowings.....</b>	<b>11</b>
<b>3.6 Other Revenue .....</b>	<b>12</b>
<b>3.7 Cash Reserves .....</b>	<b>13</b>
<b>4 EXPENDITURE FORECASTS.....</b>	<b>14</b>
<b>4.1 Salaries, Wages and Employee On-costs.....</b>	<b>14</b>
<b>4.2 Loans / Debt Service Costs .....</b>	<b>14</b>
<b>4.3 Materials, Contracts and Other Operating Costs .....</b>	<b>14</b>
<b>4.4 Asset Management .....</b>	<b>15</b>
<b>5 SENSITIVITY ANALYSIS AND FINANCIAL MODELLING.....</b>	<b>16</b>
<b>5.1 Employee Costs .....</b>	<b>16</b>
<b>5.2 Rates and Annual Charges Revenue .....</b>	<b>16</b>
<b>5.3 Inflation.....</b>	<b>16</b>
<b>5.4 Investment Returns.....</b>	<b>17</b>
<b>5.5 Grants .....</b>	<b>17</b>
<b>6.PERFORMANCE MEASURES .....</b>	<b>18</b>
<b>6.1 Cash / Liquidity Position.....</b>	<b>18</b>
<b>6.2 Operating Result .....</b>	<b>19</b>
<b>6.3 Debt Management .....</b>	<b>20</b>

<b>6.4 Dependence on Revenue from Rates and Annual Charges .....</b>	<b>21</b>
<b>7.SCENARIOS.....</b>	<b>22</b>
<b>8 CAPITAL EXPENDITURE PROGRAM.....</b>	<b>30</b>

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# PREFACE

## THE PATH TO FINANCIAL SUSTAINABILITY

In May 2015 Council sought an additional TCorp review to inform its response to Fit for the Future. The outcomes showed even further improvement with an FSR of **moderate** and an Outlook of **positive**.

Council's current position has:

- a large portfolio of operational and community assets,
- balanced cash flows over 10 years,
- a positive financial asset position with low levels of debt, and
- strong cash holdings that provide capacity to manage normal variations in operational performance or provide opportunity for future investment.

The key to long term financial sustainability, is the operational performance of an organisation. Based on current funding levels forecast in the 2018/19 LTFP, Council's pre- capital operating forecast is a strong continuous surplus over the next 10 years.

## 1 INTRODUCTION

### 1.1 Objectives

Council's Long Term Financial Plan (LTFP) provides a framework to assess its revenue building capacity to meet the activities and level of services outlined in its Community Strategic Plan (CSP).



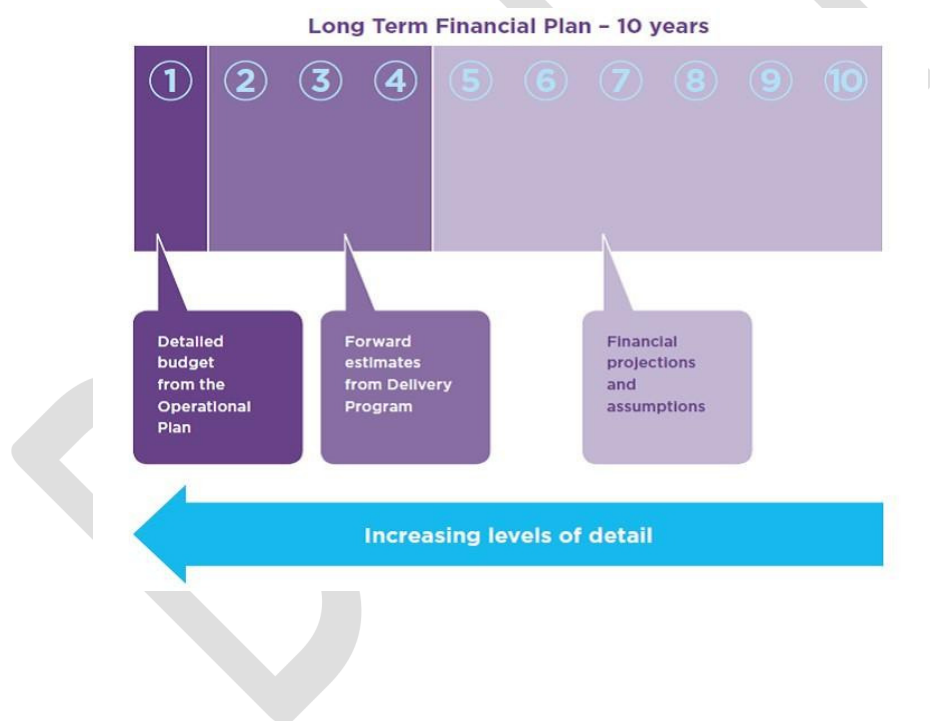
Blayney Shire Council's LTFP seeks to:

- establish greater transparency and accountability of Council to the community;
- provide an opportunity for early identification of financial issues and any likely impacts in the longer term;
- provide a mechanism to:
  - solve financial problems as a whole
  - see how various plans fit together
  - understand the impact of some decisions on other plans or strategies;
- provide a means of measuring Council's success in implementing strategies;
- compare the community wants to financial reality; and,
- confirm that Council can remain financially sustainable in the longer term.

## 1.2 Timeframe

Council must prepare a LTFP for a minimum of 10 years. It must be updated annually as part of the Operational Plan preparation with adoption and detailed review every 4 years, as part of the Delivery Plan preparation and adoption and review of the CSP.

The Blayney Shire Council LTFP covers a time period spanning ten years from 2018/2019 to 2027/2028.



## 2 PLANNING ASSUMPTIONS

A LTFP is dependent on a number of planning assumptions. In preparing the LTFP Council considered a range of matters and made appropriate assumptions. These assumptions were used to model and formulate the plan, test a range of scenarios and have ultimately formed the basis of the agreed plan.

Some of the key assumptions/variables reviewed as part of the setup of the LTFP are:

- Financial Assumptions as per table:

Assumption/Variable	Calculation Basis	Year
Rate Peg (Ordinary Rates)	IPART & OLG Figure	<b>2.30% Yr 18-19</b> <b>2.50% Yr 22-23</b>
Sewer Rates Income	NSW Public Works	<b>5.00% - (Years 1-3)</b>
Waste Rates Income	Based on reasonable cost estimate	<b>3.00% - (Years 2-10)</b>
Fees and Charges Income	User pay fees CPI + 1%	<b>3.50%</b>
Consumer Price Index (CPI)	NSW TCorp Forecast	<b>2.50%</b>
Salaries and Employee On-costs	Award increase 2.5% plus progression based increase 0.50%	<b>3.00%</b>
Interest Rate Income	Current average annual rate of return	<b>2.50%</b>
Interest Rate Expense	TCorp forecast – proposed loans	<b>4.00% - 4.25%</b>
Depreciation		<b>1%</b>

- Service Levels: Refer to Blayney Shire Council Community Strategic Plan (CSP).
- Population Growth: NSW Governments' Planning and Environment Department has the Blayney Shire population to increase by over 8% up to the year 2031. To forecast this is negligible as any increase in revenue maybe offset against any increase in costs servicing a greater population base. As a result, the LTFP has been prepared on the assumption of a constant population base.
- Economic Growth: Due to uncertainties in economic growth rates in regional NSW, the LTFP has been prepared on the assumption of a constant economic growth rate.

As part of the planning process, Council modelled a few scenarios involving variations to the mining income but keeping the asset management plan the same throughout.

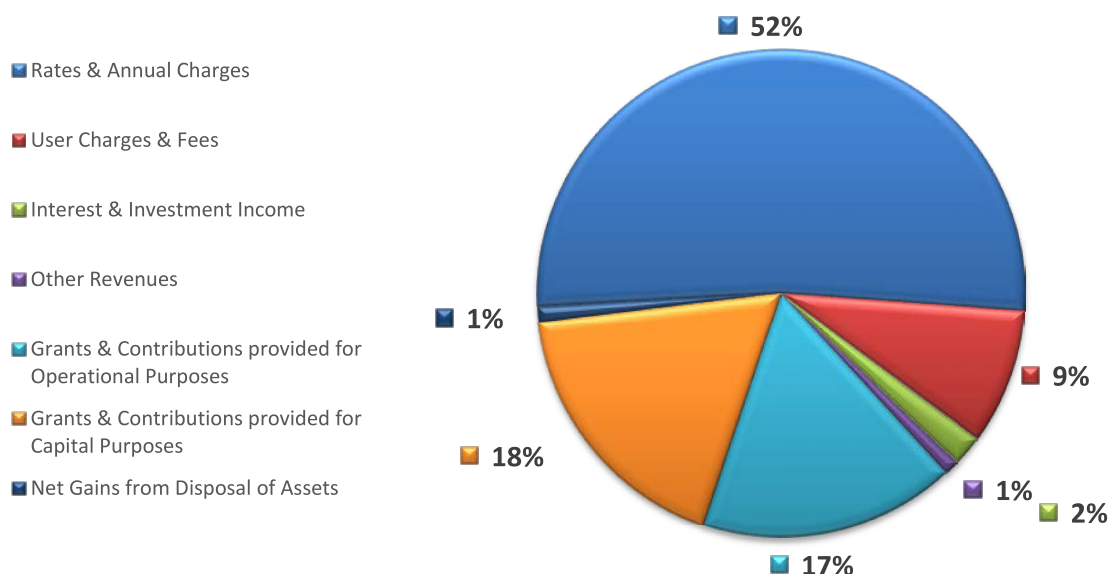
Council found that in the case of a reduction in income the asset management plan would not be achievable without reliance on other compensating measures such as significant expenditure / service reduction strategy or increases to external funding from grants and contributions or special variation to rates. Capital projects would likely be pared back in this event until Council was to achieve a satisfactory solution.

### 3 REVENUE FORECASTS

The major sources of revenue for councils are:

- Rates and Annual Charges
- User Charges and Fees
- Grants & Contributions
- Investment Revenue
- Borrowings
- Other Revenues

#### Income from Continuing Operations



#### 3.1 Rates and Annual Charges

The major component of Councils' income is produced via the levying of rates and annual charges, which accounts for 52% of total income.

Blayney Shire Council is proactive and determined to produce a fair balance between rates levied on the shire population and the level of services that can be provided. The amount that is required to be raised from rating is determined after considering Councils' proposed capital works program whilst ensuring the long-term financial viability of the funds.

Council is limited on the percentage that it can increase its rating income known as the Rate Peg. Determined annually by the Independent Pricing and Regulatory Tribunal (IPART) the Rate Peg applies to both Ordinary & Special Rates

Financial Year	Rate Peg
2013/14	3.40%
2014/15	2.30%
2015/16	2.40%
2016/17	1.80%
2017/18	1.50%
<b>5 Year Average</b>	<b>2.28%</b>
2018/19	<b>2.30%</b>

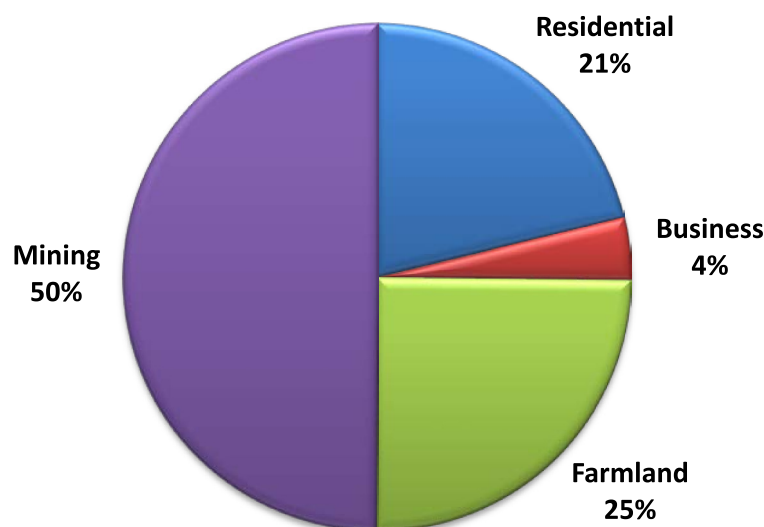
For the 2018/19 financial year, the rate peg has been set at 2.30%. Whilst this is a significant increase from the prior year, it is consistent with the 5-year average and has been modelled for the first 4 years and 2.5% for the remainder of the plan.

Section 492 of the Local Government Act 1993 provides two types of rates: Ordinary rates and Special rates

### 3.1.1 Ordinary Rates

By virtue of section 494 of the Act, Council is required to make and levy an ordinary rate for each year on all ratable land in its area. This is a mandatory requirement. Land is rated based upon the use of that land or the zoned use of that land. There are four main rating categories, within which Council can create additional sub-categories. The four categories provided by Section 493 of the Act are:

- Farmland
- Residential
- Business
- Mining



All ratable land is classed within one of the four categories unless it is deemed non-ratable, such as a church or school or similar institution.

### 3.1.2 Special Rates

Council has discretion to levy special rates. Special rates must be made pursuant to section 495 of the Local Government Act 1993 but may be levied under either section 495 or the provisions of Division 2 of Part 5 of Chapter 15 of the act. In the former instance, the special rates may be levied for works or services provided or proposed to be provided by Council (e.g. town improvement works benefiting a specific locality, tourism promotion benefiting a particular ratepayer sector) or for other specific purposes. It is important to note that these rates will usually apply to specific rating categories or specific rating areas. Special rates are also capable of application across all ratepayers. For example, all ratepayers in a Council area could be made subject to a special rate, intended to finance a project that will benefit the whole of the Council area. Special rates can also be raised to fund sewer, water supply and waste management projects.

### 3.1.3 Rate Pegging

Rate pegging is a term that is commonly associated with section 506 and 509 of the Local Government Act 1993. This term refers to the practice of limiting the amount of revenue a Council can raise from ordinary and special rates by setting a limit on the increase of these rates from previous years. It is important to note that this limit (in the form of a percentage cap) does not apply to an individual's rate levy but rather the total rate levies raised from ordinary and special rates. The Independent Pricing and Regulatory Tribunal (IPART) advise Councils of the allowable rate pegging limit in November/December each year.

### 3.1.4 Special Rate Variation

Blayney Shire Council has modelled its 10-year LTFP with just the continuation of the Mining only special variation. In 2012/13, pursuant to S.508A Council levied a one off 40.7% special variation to the mining category. The approved variation was reduced by \$127k in 2016/17 following conclusion of the 2008/09 Community Centre special rate variation.

A summary of anticipated income from the current Mining SRV based on the assumptions modelled in this plan is shown below:

	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Mining SRV	1,648	1,686	1,724	1,764	1,808	1,853	1,900	1,947	1,996	2,046

Blayney Shire Council's LTFP has not modelled any future Special Rate Variations.

## 3.2 User Charges & Fees

In accordance with Sections 496, 501 and 502 of the Local Government Act 1993, Council is able to charge for the provision of sewerage and domestic waste services.

### 3.2.1 Sewerage Charges

The [NSW Best-Practice Management of Water Supply and Sewerage Framework](#) requires Council to prepare and implement a sound 20 to 30 year strategic business plan and financial plan in accordance with the [NSW Water and Sewerage Strategic Business Planning Guidelines](#)

On 9 February 2015, Council adopted the Strategic Business Plan for Sewerage Services (SBP). The Sewer Strategic Plan demonstrates best practice management, which encourages the effective and efficient delivery of sewerage services.

Best Practice requires the SBP be reviewed every four-five years, and provides guidance for the future management of sewerage business. Council is currently in the process of reviewing the SBP, which it hopes to adopt in the coming financial year.

Council has set charges to provide sufficient funds to operate and maintain sewerage services, to re-pay existing loans and to generate additional reserves to provide capital works and upgrades in the future.

#### For Residential Properties

A uniform sewerage charge will be applied to all residential customers in accordance with the Department of Environment, Climate Change and Water Best Practice sewer pricing guidelines.

### **For Non-Residential Properties**

A two-part tariff, being a connection charge and a usage charge will be applied. Non-residential properties include multiple occupancies, such as non-strata flats and units, and those properties, which are categorised as “business” for rating purposes.

The connection charge is determined by multiplying the access charge applicable to the water service connection size, by the sewerage discharge factor (SDF).

The usage charge is determined by multiplying the number of kilolitres of water consumed, by the SDF, and then by \$1.15.

Council will issue sewer usage charges every three months in arrears, which will be included on the rates instalment notice.

The SDF is a customer’s estimated volume discharged into the sewerage system to the customers total water consumption. For non-residential properties, the SDF varies based on the usage requirements of a customer’s enterprise. For the majority of customers, a SDF is applied within one of the five levels outlined in Councils revenue policy.

Council introduced a framework of consistent charges for Non-Residential Properties across both Blayney and Millthorpe in 2015/16. Council implemented a medium to long-term strategy to ensure charges are set to provide sufficient funds to operate and maintain sewerage services, to re-pay existing loans and to generate additional reserves to provide capital works and upgrades in the future.

### **3.2.2 Waste Management Charges**

The Local Government Act 1993 requires that Domestic Waste Management Charges must reflect the actual cost of providing those services. The service is provided to residents of Blayney, Millthorpe, Carcoar, Lyndhurst, Neville, Newbridge, Hobbys Yards, Barry, Forest Reefs and specific rural areas. The service includes a weekly garbage collection service and a fortnightly recycling collection service.

The Domestic Waste Strategy is supported by a ten-year financial strategy, as part of the LTFP, which determines the annual charge. The forecast increase in the charges has been set in accordance with the strategy and applies a 3% increase to the kerb side domestic waste service throughout the plan.

Council will soon tender a new waste contract to commence in the 2018/ 2019 financial year that may impact on the LTFP. Any potential impact as a result of the above will be reflected in the domestic waste user charges.

An additional waste levy is proposed to help offset the rising cost of operating the Blayney Waste Facility. With the increasing cost of processing recyclable products, the levy provides equity for all ratepayers who have access to the waste facility.

### **3.2.3 Statutory Charges**

Council has no discretion to determine the amount of a fee for service when the amount is fixed by regulation or by another authority. Examples of statutory fees include development assessment fees and planning certificates.

The majority of statutory charges do not increase annually in line with CPI, however for the purposes of financial modelling these fees are assumed to increase in line with CPI over the long term.



### 3.2.4 Other Fees

User fees and charges include office fees (photocopying, binding etc.), fees for use of Council facilities and other statutory and regulatory fees.

No significant new user charge or fee opportunities have been identified as part of the development of the CSP.

## 3.3 Grants & Contributions

In reviewing operational grants and contributions, it is considered prudent not to forecast an increase, other than for CPI, over the period of the plan. It is unlikely that there will be any increase in grants, or provision of new grants, for current services. Any reduction or discontinuance of grants will be offset by a corresponding reduction in expenditure.

Council receives a general purpose Financial Assistance Grant from the Commonwealth Government. In the 2017 /18 Budget, the Commonwealth Government announced that it was lifting the freeze on indexation of the Financial Assistance Grants (FAG). Council has forecast a CPI increase in the Financial Assistance Grant over the term of this plan.

The Office of Local Government measures Councils on their reliance on external funding through the Own Source Operating Revenue. Councils should be able to generate greater than 60% of total revenue without the reliance of external funding.

Capital grants and contributions fluctuate from year to year dependent on scheduled capital works programs and available funding programs. Dependent on the funding agreements Council may be required to match funding with monetary or in kind contributions with a strong focus on upgrade or renewal of existing assets over new assets.

### Major Grant Funding Forecasts

Project	Funding \$\$	Project Total	Year
Southern Cadia Access	\$576,340	\$1,176,204	18/19
Mandurama Road	\$400,775	\$801,550	18/19
Belubula Way	\$242,268	\$484,536	18/19
CentrePoint Upgrade	\$1,900,000	\$3,890,000	18/19 – 19/20
King George Oval Redevelopment	\$1,669,092	\$1,919,092	18/19 – 19/20
Blayney Skate Park Belubula River Walk Stage 1 Lyndhurst Village Link Stage 1 Sporting Ground Upgrade Public Amenities Upgrade	\$741,673	\$741,673	18/19
Blayney Showground MultiPurpose Covered Arena	\$1,500,000	\$1,500,000	18/19 – 19/20
Adelaide St Improvements – Kerb & Blister	\$768,750	\$768,750	19/20
Olive St Mandurama – Reallocate Pedestrian Refuge	\$350,000	\$425,00	20/21
Mandurama Road	\$519,896	\$1,039,792	21/22
Cultural Centre	\$1,000,000	\$1,000,000	22/23
Sewerage Treatment Plan – Capacity Upgrade	\$5,796,375	\$8,917,500	25/26



The Section 94 Developer Contribution Plan aims to generate contributions that will support the maintenance of levels of service for new community infrastructure to the present standard of facilities per head of existing population.

### 3.4 Investments Revenue

Council's investment strategy is to undertake investment of surplus funds, maximising earnings from authorised investments, whilst ensuring the security of Council funds.

Council's investment policy is conservative and limits investments to those covered by the Government Guarantee. Council's investment portfolio consists of predominately term deposits with major banks and institutions. Council's policy also limits the amount invested per institution ensuring a diversified investment mix and spreading of associated risks.

Forecast returns on Council's investment portfolio are based on the forecast 90 Day Bank Bill Swap Rate plus a small margin of 0.5% to reflect strategic investments in longer-term investment products where appropriate.

Council also aims to ensure there is sufficient liquidity to meet all reasonably anticipated cash flow requirements, as and when they fall due, without incurring significant costs due to the unanticipated sale of an investment.

### 3.5 Borrowings

Councils can finance some of their capital expenditure through the use of borrowings. Typically, these are for expenditures on major infrastructure projects. Borrowing allows Council to spread the cost of these projects over a number of years in order to facilitate inter-generational equity particularly for those long life assets.

Borrowings can also be used to smooth out long-term expenditure peaks and troughs. In financial modelling scenarios, the strategy to address identified funding gaps includes the raising of loans to fund, or part fund, some of the capital projects included in the capital expenditure program.

Council continues to maintain a relatively low debt service cover ratio. However the impact on this ratio and the ability to service proposed borrowings in the future should be assessed when borrowings are being considered to fill funding gaps.

A number of proposed borrowings have been considered in the development of this plan and are summarised below:

<b>Purpose</b>	<b>Amount</b>	<b>Interest Rate</b>	<b>Term</b>
CentrePoint major works	\$1,500,000	4.25%	20 years
Residential Land Development	\$1,320,000	4.00%	10 Years

*\*This project is eligible for the Low Cost Loans Initiative being a 50% subsidy on interest costs.*

## **CentrePoint Major Works**

**Project Description:** Key features of the upgrade include; upgrade of the toddlers pool, a new interactive children's water playground, transformation of the 25metre pool to a wet level pool deck, installation of a new pool lift, transformation of the Learn-to-Swim pool to a wet level pool deck, creation of a compliant access ramp. The plant room will also undergo a complete upgrade including; installation of modern water disinfection/filtration and heating infrastructure which will enable more efficient water treatment and separate temperature control to each individual pool.

Project commencement	2018/19
Project completion	2019/20
Total cost of the project	\$3,890,000
Grant funding sought	\$1,900,000
Other funding – internally restricted cash	\$490,000
Proposed borrowings	\$1,500,000
Estimated annual repayments	\$111,712
Total interest costs	\$734,238

## **Residential Land Development**

**Project Description:** To address a shortage of residential land in Blayney and an anticipated increase in demand due to an expansion of local industrial and mining development.

Project commencement	2018/19
Project completion	2018/19
Total cost of the project	\$1,320,000
Grant funding sought	\$0
Other funding	\$0
Proposed borrowings	\$1,320,000
Estimated annual repayments	\$160,806
Total interest costs	\$288,056 offset by a 50% subsidy

## **3.6 Other Revenue**

The majority of other revenues are generated by rental income on Council properties and various other sources.

Rentals will vary according to supply and demand, however forecast fluctuations in supply and demand over ten-year period, if available, are not considered reliable. Therefore assuming rents will increase in line with CPI over the long term is considered a reasonable approach.

Given that 'other revenues' represent less than 3% of total revenues the potential margin of error of this assumption, and resultant impact on financial position, is considered immaterial.

### 3.7 Cash Reserves

An alternative to borrowing for expenditure peaks and troughs is to build up cash reserves in years when expenditure is lower, for use in years when higher expenditure will occur. The problem with cash reserves is that they can often be diverted to uses other than those originally intended, leaving the council short of funds for its other planned expenditures. Cash reserves need to be carefully managed to achieve optimum investment incomes and to be available when needed for planned expenditures. Council is building strong reserves to help fund any capital program shortfalls and future planned works.

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## 4 EXPENDITURE FORECASTS

### 4.1 Salaries, Wages and Employee On-costs

Council's long-term forecast relating to staffing is contained in detail within the Workforce Management Plan. The Workforce Management Plan also identifies the human resources Blayney Shire Council requires to continue its strategic direction and deliver services in an efficient and effective manner.

Over the last few years, Council has undertaken a number of major infrastructure works programs that required additional resources. Council has staffed these positions using a mixture of existing, temporary and agency staff. It is modelled throughout this plan that these resources will be pared back as the associated projects near completion.

For the purpose of projecting future salary, wage and ELE costs to Council a percentage increase of 3% has been applied (see Planning Assumptions). This is to account for future Award increases and staff progression increases.

Employee on-costs are assigned to labour hours to recover fixed employment costs such as workers compensation and superannuation premiums, supervision and provision of tools and equipment. Further, the attribution of other organisation support costs, such as human resources or IT support, may be distributed based on number of staff or labour hours.

Other employee on-costs e.g. training, protective clothing and travel costs are separately allocated against functions.

Further details about Council's staff costs are included in the Workforce Management Plan.

### 4.2 Loans / Debt Service Costs

In financial modelling scenarios, the strategy to address identified funding gaps includes the raising of loans to fund, or part fund, some of the capital projects included in the capital works program.

Council's ability to service future debt is measured via the debt service cover ratio.

Council has historically maintained a low level of borrowings which makes exceeding the industry benchmark of >2 achievable.

Where possible the term of the loan will be matched against the future economic benefit of the asset. This means that the asset/borrowing will be paid for by residents who will consume the services provided by the asset over its useful life.

Council can now access low cost borrowings through TCorp subject to eligibility. Interest rates can vary anywhere from 0.5% upwards depending on the terms of the borrowings. Indicative rates offered from TCorp have been modelled throughout this plan on the assumption they are eligible.

### 4.3 Materials, Contracts and Other Operating Costs

Expenditure on materials, contracts and other operating cost has been generally based on CPI. The exceptions to this are expenditures that are either:

- i) not recurrent every year;
- ii) have been identified as increasing by an amount different to CPI; or
- iii) a result of increased services or service levels.

Examples of these expenditures include:

	<b>Cost</b>	<b>Year</b>
Council Elections 2021/22	\$80,000	2020/21 – 2021/22
Council Elections 2025/25	\$89,000	2024/25 – 2025/26
Blayney Settlement Strategy Review	\$175,000	2018/19
Blayney Shire Heritage Conservation Review	\$40,000	2018/19
Sewerage Strategic Business Plan	\$45,000	2018/19
Sewerage Strategic Business Plan	\$55,000	2022/23
Village Sewerage Schemes and IWMC	\$90,747	2019/20
Village Sewerage Schemes and IWMC	\$60,000	2024/25

## 4.4 Asset Management

Infrastructure (assets) expenditure will progressively be mapped against maintenance and renewal programs recommended by respective asset management plans. In accordance with Council's asset management review, asset maintenance has been increased by CPI with a strong focus on asset renewals as opposed to construction of new assets.

Subject to available funding and resources, assets should be maintained and renewed in accordance with the respective asset management plans and agreed condition intervention levels.

## 5 SENSITIVITY ANALYSIS AND FINANCIAL MODELLING

The LTFP is based on a number of underlying assumptions. Sensitivity analysis identifies the impact on Council's financial position of changes in these assumptions and highlights the factors most likely to affect the outcomes of the plan.

Sensitivity analysis looks at "what if" scenarios. For example, what happens to Council's financial position if salary and wages increases are 1% higher than forecast; growth is half that forecast, or investment returns are 1% less than forecast in plan.

All sensitivity analysis was undertaken utilising the status quo of Council's financial position, the impacts were assessed by reference to the changes in the cash and investment balance over the 10 years of the LTFP and the impacts to Council's operating performance.

The major assumptions underpinning the LTFP have been subject to sensitivity analysis which has identified the following impacts:

### 5.1 Employee Costs

Employee costs make up 39% of projected 2018/2019 operating expenditure. This is reflective of the service based nature of a significant proportion of council activities as well as the construction and maintenance of the considerable infrastructure owned by Council. As it makes up such a large proportion of the operating expenditure budget, and movements in rates of pay are determined through industry wide Award negotiations and market forces, the council is sensitive to unplanned changes in employee costs. The LTFP assumes annual increases of 3% to employee costs.

Due to the above factors an impact of a 1% increase in employee costs each year was modelled.

	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Employee Costs	6,807,499	6,964,778	7,128,144	7,155,837	7,362,835	7,577,449	7,798,345	8,025,708	8,259,727	8,500,608
Increase to 4%	68,075	69,648	71,281	71,558	73,628	75,774	77,983	80,257	82,597	85,006
<b>Revised Operating Result</b>	<b>63,845</b>	<b>18,139</b>	<b>223,410</b>	<b>691,202</b>	<b>607,735</b>	<b>691,660</b>	<b>742,537</b>	<b>685,110</b>	<b>1,085,572</b>	<b>984,526</b>

### 5.2 Rates and Annual Charges Revenue

Rates and Annual Charges revenue makes up 52% of the projected 2018/2019 operating revenue. Council cannot set the rate of increase but can only accept the rate pegging imposed on it without a Special Variation application.

The LTFP has been projected on the premise that current rating income collection patterns are maintained. Any financial shocks or changed economic conditions have the ability to impact ratepayer capacity to pay and in so doing will affect the Council cash flow from rating. Annual Charges, particularly domestic waste charges, are susceptible to significant cost increases as a result of legislative and contractual changes in this area of operation (due to Federal and State climate change policies and other regulations/Collection and landfill contractual changes).

### 5.3 Inflation

Given the considerable number of assets held, constructed and maintained by Council, variations in underlying inflation have the potential to have a significant impact on the LTFP. Council has considerable pressure from rising raw material costs including fuel and other construction materials. Any major unplanned hikes in these costs will impact the LTFP.

## 5.4 Investment Returns

Council's current approach is that interest earnings from investments are used to fund the operational budget. This source of revenue however, is impacted by the various fluctuations of the investment market and is not necessarily a reliable source of revenue. The potential use of interest income as a source of revenue to balance the operational budget may in turn be impacted.

The impact of both a reduction and increase in investment interest rates of 1% was modelled. The impact over the term of the plan was roughly \$50,000. It was concluded that any impact on Councils operating result was deemed immaterial.

## 5.5 Grants

The Financial Assistance Grant is calculated using a formula that takes into account the population of the Local Government areas, road lengths and a number of other demographics. Given the complexity of the formula Council forecasts a CPI increase of 2.5% over the life of the plan.

Freezing the indexation applied to the Financial Assistance Grant has occurred in prior years and has the potential to have a significant impact on Council's operating result. Council has modeled freezing the 2.5% increase applied in Scenario 3 and would reduce Council's total Operating Income by roughly \$3,661,893 over the life of the plan.

The Financial Assistance Grant makes up 12% of Councils total income.

In June 2016/17 Council received the first 2 instalments of the 2017/18 Financial Assistance Grant in advance. To date there has been no indication that the advance payments will continue and therefore this plan has been modelled on the basis that any future payments will be made as normal.

Money provided under the Roads to Recovery Program is not intended to replace council spending on roads but to assist councils in their local road construction and maintenance. The Roads to Recovery Program was originally scheduled to conclude in 2019. However due to the heavy reliance of this program throughout NSW there has been much lobbying for the continuation of this program which has now been extended until 2022. The LTFP has been prepared with the assumption that the Roads to Recovery or similar Program will continue indefinitely.

Council has also submitted and in some instances been successful in application of a number of grant funded programs for the completion of a significant number of infrastructure and building projects which have been modelled throughout this plan.



## 6.PERFORMANCE MEASURES

### Financial Analysis

A number of key indicators are used to monitor performance against the LTFP to assess Council's long-term sustainability. These key performance indicators will provide clear targets against which the council can report its progress to the community.

#### 6.1 Cash / Liquidity Position

Cash and cash management is vital for the short and long-term survival and of any business. The ability to convert an asset to cash quickly to meet current obligations/liabilities is an important part of managing Councils' day to day business needs.

##### Unrestricted Current Ratio

**Definition:**

Unrestricted Current Assets  
Unrestricted Current  
Liabilities

**Description:**

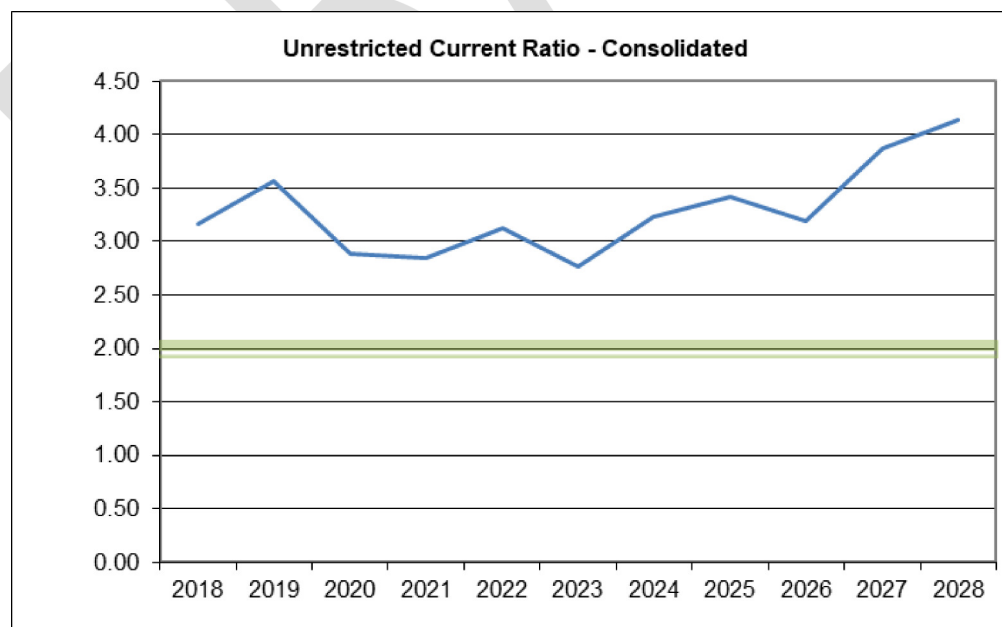
Measures the ability of council to pay its debts as and when they fall due.

**Target:**

Council aims to maintain a ratio above 2.0 at all times.

**Projection:**

That the ratio remain above 2.0 for the duration of the LTFP.





## 6.2 Operating Result

**Definition:**

Result or surplus/deficit from operations after considering all income and expenditure.

**Description:**

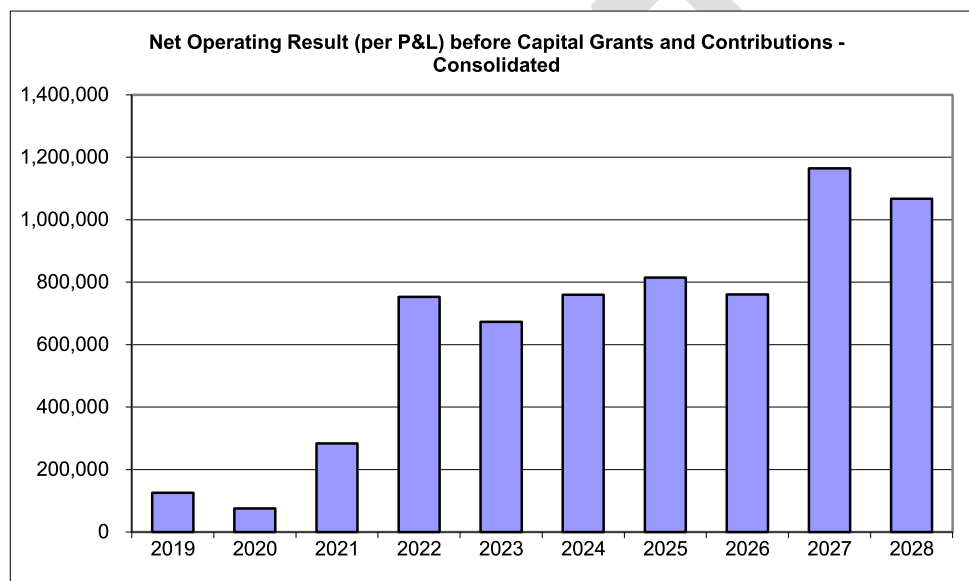
Councils operating result is normally regarded as an important criterion in measuring performance. The issue for Councils is whether the operating results can be maintained and in particular if those operating results can sustain the current level of services into the future.

**Target:**

To average an operating surplus over 10 years of the LTFP.

**Projection:**

The following graph projects the estimated result for each year of the LTFP.



## 6.3 Debt Management

Prudent financial management dictates that a council does not over commit itself to debts that it cannot fulfil. It is important to assess the ongoing risk that is associated with meeting any debt and interest commitments to ensure there are sufficient funds available to meet any current and future liabilities of Council.

### Debt Service Cover Ratio

**Definition:**

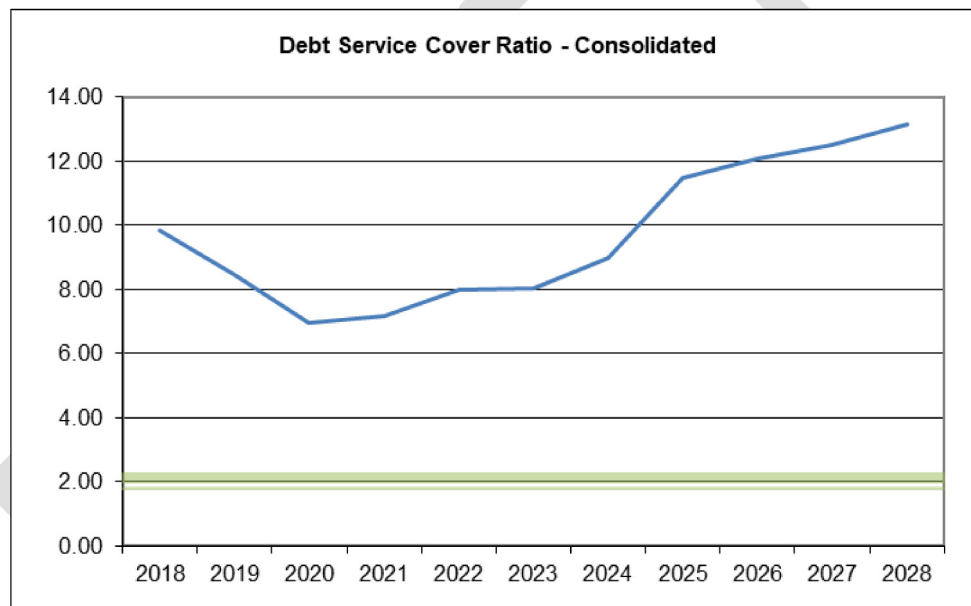
Operating result before capital, excluding interest & depreciation  
Principal repayments plus borrowing costs

**Description:**

The ratio measures the availability of operating cash to service debt including principal & interest repayments.

**Target:**

Minimum  $\geq 2.00x$



**Projection:**

The following graph projects the estimated percentage of the LTFP.

## 6.4 Dependence on Revenue from Rates and Annual Charges

Councils throughout NSW have become dependent on Rating and Annual Charges Revenue to meet the various costs associated with servicing their communities. This dependence highlights the need for Council to look for new opportunities to ensure the long-term sustainability of the Shire.

### Own Source Operating Revenue Ratio

**Definition:**

Total continuing operating revenue excluding grants & contributions  
Total Income from continuing operations

**Description:**

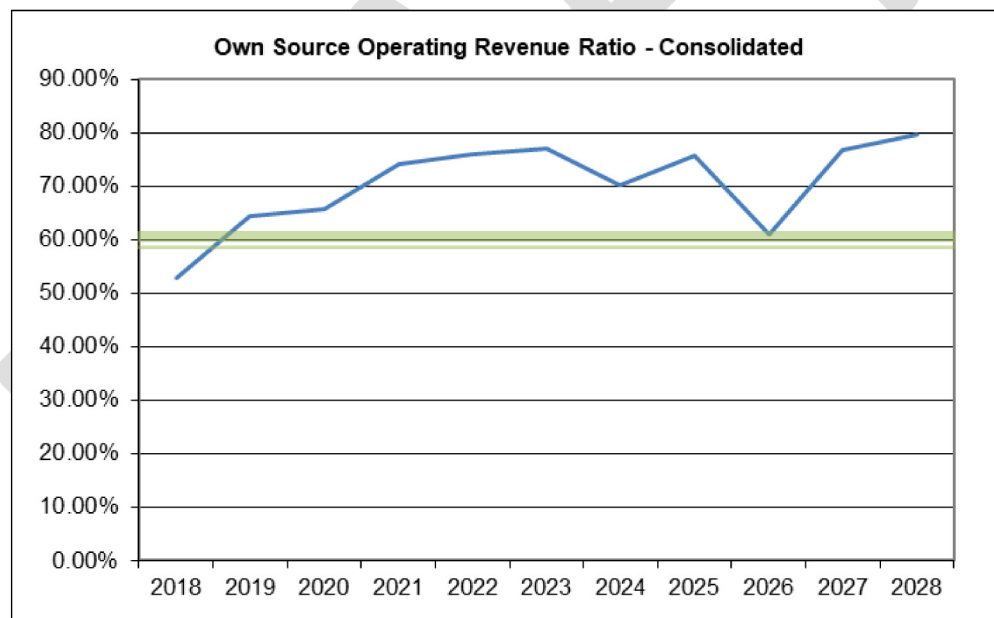
This ratio measures the degree of reliance on external funding sources such as operating grants and contributions.

**Target:**

Minimum  $\geq 60.00\%$

**Projection:**

The following graph projects the estimated percentage of the LTFP.



## 7. SCENARIOS

The Long Term Financial Plan spans for the next 10 years addressing Council's revenue streams, pricing policy, assumptions, risks and forecasts. A consolidated income statement, balance sheet & cash flow statement is tabled for each of the three scenarios shown below as follows:

- Base Case
- Increased Development & Mining
- Reduced Mining & Freeze Indexation on Financial Assistance Grants

### **Base Case**

The Base Case simulates Council's current environment using the service levels and resources in accordance with Council's Asset Management Plan and Workforce Management Plans.

### **Increased Development & Mining**

The Increased Development & Mining scenario allows for an increase in Council's rating income to accommodate the likely expansion of the mining industry within the Blayney Shire over the next 10 years and the flow on of increased land development as a result. Council has forecast these assumptions towards the second half of the plan with no immediate impact on the mining rate category.

### **Reduced Mining & Freeze Indexation on Financial Assistance Grants**

The Reduced Mining & Freeze on Indexation of the Financial Assistance Grant was modelled to demonstrate the reliance of Council on these income streams. The Mining rating category makes up over 50% of Council's rate base, any significant impact on the valuation of mining would have a considerable effect on Council's Operating Performance. Similarly, the Financial Assistance Grant also makes up around 12% of Council's income. A freeze on the indexation of financial assistance grants against the increasing cost of fixed expenses such as wages shows a significant disparity over the life of the plan.

<b>Blayney Shire Council</b>												
<b>10 Year Financial Plan for the Years ending 30 June 2028</b>												
<b>INCOME STATEMENT - CONSOLIDATED</b>												
<b>Scenario: Base Case</b>												
	<b>Actuals</b>	<b>Current Year</b>	<b>Projected Years</b>									
	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>	<b>2027/28</b>
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Income from Continuing Operations</b>												
<b>Revenue:</b>												
Rates & Annual Charges	10,479,000	10,555,421	10,929,241	11,221,861	11,523,046	12,014,109	12,335,795	12,650,287	12,978,425	13,298,859	13,650,002	14,023,124
User Charges & Fees	2,399,100	1,887,971	1,938,429	2,005,957	2,084,156	2,159,567	2,238,825	2,320,833	2,406,994	2,514,066	2,546,468	2,626,322
Interest & Investment Revenue	514,000	374,705	378,292	387,749	397,443	407,379	417,563	428,002	438,702	449,670	460,912	472,434
Other Revenues	221,000	277,862	214,444	253,064	231,436	246,350	238,847	273,166	246,793	263,921	252,317	270,236
Grants & Contributions provided for Operating Purposes	6,418,800	2,282,515	3,534,470	3,602,584	3,636,506	3,754,821	3,817,521	3,882,904	3,949,679	4,022,577	4,110,013	4,218,935
Grants & Contributions provided for Capital Purposes	2,314,000	9,385,424	3,896,916	3,678,360	1,313,697	960,104	725,434	2,771,461	1,238,300	6,553,888	1,032,312	197,775
<b>Other Income:</b>												
Net gains from the disposal of assets	159,000	687,789	174,031	239,129	274,375	178,735	136,589	91,876	119,136	65,702	273,408	153,514
Joint Ventures & Associated Entities	144,000	-	29,506	106,282	150,792	116,399	100,745	100,745	100,745	100,745	100,745	100,745
<b>Total Income from Continuing Operations</b>	<b>22,648,900</b>	<b>25,451,687</b>	<b>21,095,330</b>	<b>21,494,987</b>	<b>19,611,451</b>	<b>19,837,464</b>	<b>20,011,320</b>	<b>22,519,274</b>	<b>21,478,773</b>	<b>27,269,427</b>	<b>22,426,176</b>	<b>22,063,086</b>
<b>Expenses from Continuing Operations</b>												
Employee Benefits & On-Costs	6,545,000	6,560,778	6,807,499	6,964,778	7,128,144	7,155,837	7,362,835	7,577,449	7,798,345	8,025,708	8,259,727	8,500,608
Borrowing Costs	157,000	157,357	282,087	311,653	286,460	260,125	232,202	203,175	180,109	161,801	143,029	123,235
Materials & Contracts	3,476,000	2,385,645	2,124,758	2,527,546	2,589,960	2,482,205	2,742,483	2,758,679	2,850,113	2,979,082	2,989,893	3,198,020
Depreciation & Amortisation	4,973,000	5,414,942	5,410,058	5,397,558	5,445,918	5,533,367	5,588,675	5,644,396	5,736,575	5,793,916	5,851,830	5,907,786
Impairment	-	-	-	-	-	-	-	-	-	-	-	-
Other Expenses	2,674,000	2,659,533	2,442,092	2,527,305	2,552,581	2,683,065	2,678,327	2,796,681	2,854,810	2,989,666	2,981,216	3,066,131
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Expenses from Continuing Operations</b>	<b>17,825,000</b>	<b>17,178,254</b>	<b>17,066,494</b>	<b>17,728,840</b>	<b>18,003,063</b>	<b>18,114,599</b>	<b>18,604,522</b>	<b>18,980,379</b>	<b>19,419,952</b>	<b>19,950,172</b>	<b>20,225,695</b>	<b>20,795,780</b>
<b>Operating Result from Continuing Operations</b>	<b>4,823,900</b>	<b>8,273,433</b>	<b>4,028,836</b>	<b>3,766,147</b>	<b>1,608,388</b>	<b>1,722,864</b>	<b>1,406,798</b>	<b>3,538,895</b>	<b>2,058,821</b>	<b>7,319,255</b>	<b>2,200,481</b>	<b>1,267,307</b>
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Profit/(Loss) from Discontinued Operations</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Operating Result for the Year</b>	<b>4,823,900</b>	<b>8,273,433</b>	<b>4,028,836</b>	<b>3,766,147</b>	<b>1,608,388</b>	<b>1,722,864</b>	<b>1,406,798</b>	<b>3,538,895</b>	<b>2,058,821</b>	<b>7,319,255</b>	<b>2,200,481</b>	<b>1,267,307</b>
Net Operating Result before Grants and Contributions provided for Capital Purposes	2,509,900	(1,111,991)	131,920	87,787	294,691	762,761	681,363	767,434	820,521	765,367	1,168,169	1,069,532

<b>Blayney Shire Council</b>												
<b>10 Year Financial Plan for the Years ending 30 June 2028</b>												
<b>BALANCE SHEET - CONSOLIDATED</b>												
<b>Scenario: Base Case</b>												
	<b>Actuals</b>	<b>Current Year</b>	<b>Projected Years</b>									
	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>	<b>2027/28</b>
	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>	<b>\$</b>
<b>ASSETS</b>												
<b>Current Assets</b>												
Cash & Cash Equivalents	9,743,000	5,176,096	5,900,012	5,016,125	5,018,905	5,708,444	5,355,124	6,036,019	6,451,177	6,039,055	7,478,836	7,287,914
Investments	7,500,000	7,500,000	8,000,000	8,000,000	8,500,000	9,000,000	9,000,000	9,500,000	10,000,000	7,500,000	8,000,000	9,000,000
Receivables	1,287,900	802,120	767,815	772,321	785,840	820,311	829,763	869,289	892,177	908,831	955,214	975,916
Inventories	1,063,000	714,706	671,714	733,611	761,665	741,922	775,810	785,587	788,594	819,589	819,706	844,739
Other	63,000	40,724	35,167	38,472	39,387	39,371	41,233	42,776	43,197	45,823	45,439	47,483
Non-current assets classified as "held for sale"	650,000	162,500	162,500	162,500	162,500	162,500	162,500	162,500	162,500	162,500	162,500	162,500
<b>Total Current Assets</b>	<b>20,306,900</b>	<b>14,396,146</b>	<b>15,537,208</b>	<b>14,723,029</b>	<b>15,268,297</b>	<b>16,472,548</b>	<b>16,164,430</b>	<b>17,396,171</b>	<b>18,337,646</b>	<b>15,475,799</b>	<b>17,461,695</b>	<b>18,318,551</b>
<b>Non-Current Assets</b>												
Receivables	126,000	131,860	132,159	133,646	135,233	137,938	139,863	141,827	144,437	148,590	153,006	157,595
Infrastructure, Property, Plant & Equipment	195,034,000	210,517,101	215,458,891	219,561,134	220,010,262	219,896,315	221,000,033	222,729,854	223,376,386	233,133,836	232,848,978	232,809,587
Investments Accounted for using the equity method	20,975,000	20,975,000	21,004,506	21,110,788	21,261,580	21,377,979	21,478,724	21,579,469	21,680,214	21,780,959	21,881,704	21,982,449
Intangible Assets	173,000	100,564	76,795	62,295	58,802	55,274	51,711	48,112	44,477	40,806	37,098	33,390
Non-current assets classified as "held for sale"	-	487,500	487,500	487,500	487,500	487,500	487,500	487,500	487,500	487,500	487,500	487,500
<b>Total Non-Current Assets</b>	<b>216,308,000</b>	<b>232,212,025</b>	<b>237,159,851</b>	<b>241,355,363</b>	<b>241,953,377</b>	<b>241,955,006</b>	<b>243,157,831</b>	<b>244,986,762</b>	<b>245,733,015</b>	<b>255,591,691</b>	<b>255,408,286</b>	<b>255,470,522</b>
<b>TOTAL ASSETS</b>	<b>236,614,900</b>	<b>246,608,171</b>	<b>252,697,059</b>	<b>256,078,392</b>	<b>257,221,673</b>	<b>258,427,554</b>	<b>259,322,261</b>	<b>262,382,933</b>	<b>264,070,661</b>	<b>271,067,490</b>	<b>272,869,981</b>	<b>273,789,073</b>
<b>LIABILITIES</b>												
<b>Current Liabilities</b>												
Payables	2,143,000	1,133,525	1,077,992	1,154,730	1,180,885	1,178,592	1,210,596	1,235,499	1,248,923	1,299,933	1,296,020	1,336,525
Income received in advance	221,000	177,017	174,964	182,873	186,298	192,666	197,514	205,692	209,438	216,680	222,089	229,883
Borrowings	202,000	317,106	469,531	494,725	521,060	548,983	511,344	388,291	380,735	399,506	396,562	133,497
Provisions	1,753,000	1,776,300	1,776,300	1,776,300	1,776,300	1,776,300	1,776,300	1,776,300	1,776,300	1,776,300	1,776,300	1,776,300
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Current Liabilities</b>	<b>4,319,000</b>	<b>3,403,948</b>	<b>3,498,787</b>	<b>3,608,628</b>	<b>3,664,543</b>	<b>3,696,541</b>	<b>3,695,753</b>	<b>3,605,781</b>	<b>3,615,395</b>	<b>3,692,418</b>	<b>3,690,971</b>	<b>3,476,204</b>
<b>Non-Current Liabilities</b>												
Payables	2,000	1,099	1,068	1,138	1,176	1,177	1,218	1,258	1,286	1,344	1,363	1,412
Borrowings	1,780,000	4,439,090	6,404,335	5,909,610	5,388,550	4,839,567	4,328,223	3,939,933	3,559,198	3,159,692	2,763,130	2,629,633
Provisions	779,000	755,700	755,700	755,700	755,700	755,700	755,700	755,700	755,700	755,700	755,700	755,700
<b>Total Non-Current Liabilities</b>	<b>2,561,000</b>	<b>5,195,889</b>	<b>7,161,104</b>	<b>6,666,448</b>	<b>6,145,426</b>	<b>5,596,444</b>	<b>5,085,142</b>	<b>4,696,891</b>	<b>4,316,184</b>	<b>3,916,736</b>	<b>3,520,193</b>	<b>3,386,745</b>
<b>TOTAL LIABILITIES</b>	<b>6,880,000</b>	<b>8,599,838</b>	<b>10,659,890</b>	<b>10,275,076</b>	<b>9,809,970</b>	<b>9,292,986</b>	<b>8,780,895</b>	<b>8,302,672</b>	<b>7,931,580</b>	<b>7,609,154</b>	<b>7,211,164</b>	<b>6,862,949</b>
<b>Net Assets</b>	<b>229,734,900</b>	<b>238,008,333</b>	<b>242,037,169</b>	<b>245,803,316</b>	<b>247,411,704</b>	<b>249,134,568</b>	<b>250,541,366</b>	<b>254,080,261</b>	<b>256,139,081</b>	<b>263,458,336</b>	<b>265,658,817</b>	<b>266,926,124</b>
<b>EQUITY</b>												
Retained Earnings	93,896,900	102,170,333	106,199,169	109,965,316	111,573,704	113,296,568	114,703,366	118,242,261	120,301,081	127,620,336	129,820,817	131,088,124
Revaluation Reserves	135,838,000	135,838,000	135,838,000	135,838,000	135,838,000	135,838,000	135,838,000	135,838,000	135,838,000	135,838,000	135,838,000	135,838,000
Council Equity Interest	229,734,900	238,008,333	242,037,169	245,803,316	247,411,704	249,134,568	250,541,366	254,080,261	256,139,081	263,458,336	265,658,817	266,926,124
<b>Total Equity</b>	<b>229,734,900</b>	<b>238,008,333</b>	<b>242,037,169</b>	<b>245,803,316</b>	<b>247,411,704</b>	<b>249,134,568</b>	<b>250,541,366</b>	<b>254,080,261</b>	<b>256,139,081</b>	<b>263,458,336</b>	<b>265,658,817</b>	<b>266,926,124</b>

<b>Blayney Shire Council</b>												
<b>10 Year Financial Plan for the Years ending 30 June 2028</b>												
<b>CASH FLOW STATEMENT - CONSOLIDATED</b>	<b>Actuals</b>	<b>Current Year</b>	<b>Projected Years</b>									
<b>Scenario: Base Case</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>	<b>2027/28</b>
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Cash Flows from Operating Activities</b>												
<b>Receipts:</b>												
Rates & Annual Charges	10,494,000	10,494,621	10,919,973	11,214,251	11,515,185	12,002,601	12,327,848	12,642,453	12,970,261	13,290,821	13,641,393	14,013,879
User Charges & Fees	2,238,600	2,222,869	1,934,419	1,992,622	2,070,408	2,145,343	2,224,135	2,305,660	2,391,322	2,497,880	2,529,750	2,609,039
Interest & Investment Revenue Received	475,000	438,382	354,089	400,498	393,885	393,369	426,421	415,283	430,032	450,450	436,925	471,438
Grants & Contributions	8,739,800	11,667,708	7,432,566	7,280,986	4,950,853	4,714,991	4,543,003	6,653,777	5,188,388	10,576,580	5,142,226	4,416,913
Bonds & Deposits Received	9,000	-	-	-	-	-	-	-	-	-	-	-
Other	1,369,763	316,256	226,199	261,134	242,272	253,218	244,049	274,166	255,137	272,186	256,341	280,060
<b>Payments:</b>												
Employee Benefits & On-Costs	(6,393,000)	(6,560,778)	(6,807,499)	(6,964,778)	(7,128,144)	(7,155,837)	(7,362,835)	(7,577,449)	(7,798,345)	(8,025,708)	(8,259,727)	(8,500,608)
Materials & Contracts	(3,614,000)	(3,091,440)	(2,152,349)	(2,514,681)	(2,589,313)	(2,459,633)	(2,742,219)	(2,741,410)	(2,837,104)	(2,960,659)	(2,989,897)	(3,182,627)
Borrowing Costs	(140,600)	(126,191)	(258,021)	(316,363)	(291,407)	(265,319)	(237,656)	(208,157)	(183,659)	(165,204)	(146,571)	(126,922)
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-	-	-
Other	(2,866,563)	(2,624,709)	(2,445,582)	(2,523,855)	(2,551,057)	(2,682,977)	(2,676,842)	(2,795,345)	(2,854,246)	(2,987,239)	(2,981,296)	(3,064,360)
<b>Net Cash provided (or used in) Operating Activities</b>	<b>10,312,000</b>	<b>12,736,717</b>	<b>9,203,794</b>	<b>8,829,815</b>	<b>6,612,682</b>	<b>6,945,756</b>	<b>6,745,905</b>	<b>8,968,980</b>	<b>7,561,786</b>	<b>12,949,106</b>	<b>7,629,143</b>	<b>6,916,813</b>
<b>Cash Flows from Investing Activities</b>												
<b>Receipts:</b>												
Sale of Investment Securities	-	-	-	-	-	-	-	-	-	2,500,000	-	-
Sale of Real Estate Assets	45,000	-	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	341,000	627,300	1,035,251	417,098	393,065	219,659	483,111	433,725	568,192	828,513	444,595	590,119
Deferred Debtors Receipts	8,000	60,000	56,500	2,000	2,000	2,000	2,000	2,000	2,000	1,500	-	-
<b>Payments:</b>												
Purchase of Investment Securities	8,500,000	-	(500,000)	-	(500,000)	(500,000)	-	(500,000)	(500,000)	-	(500,000)	(1,000,000)
Purchase of Infrastructure, Property, Plant & Equipment	(10,268,000)	(20,765,117)	(11,189,299)	(9,663,269)	(6,010,243)	(5,456,816)	(7,035,352)	(7,712,467)	(6,828,529)	(16,310,506)	(5,734,451)	(6,301,292)
Deferred Debtors & Advances Made	(80,000)	-	-	-	-	-	-	-	-	-	-	-
<b>Net Cash provided (or used in) Investing Activities</b>	<b>(1,454,000)</b>	<b>(20,077,817)</b>	<b>(10,597,548)</b>	<b>(9,244,171)</b>	<b>(6,115,178)</b>	<b>(5,735,157)</b>	<b>(6,550,241)</b>	<b>(7,776,742)</b>	<b>(6,758,337)</b>	<b>(12,980,493)</b>	<b>(5,789,856)</b>	<b>(6,711,173)</b>
<b>Cash Flows from Financing Activities</b>												
<b>Receipts:</b>												
Proceeds from Borrowings & Advances	-	3,000,000	2,500,000	-	-	-	-	-	-	-	-	-
<b>Payments:</b>												
Repayment of Borrowings & Advances	(190,000)	(225,804)	(382,330)	(469,531)	(494,725)	(521,060)	(548,983)	(511,344)	(388,291)	(380,735)	(399,506)	(396,562)
<b>Net Cash Flow provided (used in) Financing Activities</b>	<b>(190,000)</b>	<b>2,774,196</b>	<b>2,117,670</b>	<b>(469,531)</b>	<b>(494,725)</b>	<b>(521,060)</b>	<b>(548,983)</b>	<b>(511,344)</b>	<b>(388,291)</b>	<b>(380,735)</b>	<b>(399,506)</b>	<b>(396,562)</b>
<b>Net Increase/(Decrease) in Cash &amp; Cash Equivalents</b>	<b>8,668,000</b>	<b>(4,566,904)</b>	<b>723,916</b>	<b>(883,887)</b>	<b>2,779</b>	<b>689,539</b>	<b>(353,320)</b>	<b>680,894</b>	<b>415,159</b>	<b>(412,122)</b>	<b>1,439,781</b>	<b>(190,923)</b>
<b>plus: Cash, Cash Equivalents &amp; Investments - beginning of year</b>	<b>1,075,000</b>	<b>9,743,000</b>	<b>5,176,096</b>	<b>5,900,012</b>	<b>5,016,125</b>	<b>5,018,905</b>	<b>5,708,444</b>	<b>5,355,124</b>	<b>6,036,019</b>	<b>6,451,177</b>	<b>6,039,055</b>	<b>7,478,836</b>
<b>Cash &amp; Cash Equivalents - end of the year</b>	<b>9,743,000</b>	<b>5,176,096</b>	<b>5,900,012</b>	<b>5,016,125</b>	<b>5,018,905</b>	<b>5,708,444</b>	<b>5,355,124</b>	<b>6,036,019</b>	<b>6,451,177</b>	<b>6,039,055</b>	<b>7,478,836</b>	<b>7,287,914</b>
Cash & Cash Equivalents - end of the year	9,743,000	5,176,096	5,900,012	5,016,125	5,018,905	5,708,444	5,355,124	6,036,019	6,451,177	6,039,055	7,478,836	7,287,914
Investments - end of the year	7,500,000	7,500,000	8,000,000	8,000,000	8,500,000	9,000,000	9,000,000	9,500,000	10,000,000	7,500,000	8,000,000	9,000,000
<b>Cash, Cash Equivalents &amp; Investments - end of the year</b>	<b>17,243,000</b>	<b>12,676,096</b>	<b>13,900,012</b>	<b>13,016,125</b>	<b>13,518,905</b>	<b>14,708,444</b>	<b>14,355,124</b>	<b>15,536,019</b>	<b>16,451,177</b>	<b>13,539,055</b>	<b>15,478,836</b>	<b>16,287,914</b>

<b>Blayney Shire Council</b>												
<b>10 Year Financial Plan for the Years ending 30 June 2028</b>												
<b>INCOME STATEMENT - CONSOLIDATED</b>	<b>Actuals</b>	<b>Current Year</b>	<b>Projected Years</b>									
<b>Scenario: Increased Development &amp; Mining</b>	<b>2016/17</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>	<b>2027/28</b>
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Income from Continuing Operations</b>												
<b>Revenue:</b>												
Rates & Annual Charges	10,479,000	10,555,421	10,946,241	11,256,752	11,576,739	12,269,037	12,597,097	12,918,121	13,252,955	13,580,252	13,938,430	14,318,763
User Charges & Fees	2,399,100	1,887,971	1,938,429	2,005,957	2,084,156	2,159,567	2,238,825	2,320,833	2,406,994	2,514,066	2,546,468	2,626,322
Interest & Investment Revenue	514,000	374,705	378,292	387,749	397,443	407,379	417,563	428,002	438,702	449,670	460,912	472,434
Other Revenues	221,000	277,862	214,444	253,064	231,436	246,350	238,847	273,166	246,793	263,921	252,317	270,236
Grants & Contributions provided for Operating Purposes	6,418,800	2,282,515	3,534,470	3,602,584	3,636,506	3,754,821	3,817,521	3,882,904	3,949,679	4,022,577	4,110,013	4,218,935
Grants & Contributions provided for Capital Purposes	2,314,000	9,385,424	4,010,511	3,794,453	1,432,110	1,060,104	725,434	2,771,461	1,238,300	6,553,888	1,032,312	197,775
<b>Other Income:</b>												
Net gains from the disposal of assets	159,000	687,789	174,031	239,129	274,375	178,735	136,589	91,876	119,136	65,702	273,408	153,514
Joint Ventures & Associated Entities	144,000	-	29,506	106,282	150,792	116,399	100,745	100,745	100,745	100,745	100,745	100,745
<b>Total Income from Continuing Operations</b>	<b>22,648,900</b>	<b>25,451,687</b>	<b>21,225,925</b>	<b>21,645,971</b>	<b>19,783,558</b>	<b>20,192,392</b>	<b>20,272,622</b>	<b>22,787,109</b>	<b>21,753,303</b>	<b>27,550,821</b>	<b>22,714,604</b>	<b>22,358,725</b>
<b>Expenses from Continuing Operations</b>												
Employee Benefits & On-Costs	6,545,000	6,560,778	6,807,499	6,964,778	7,128,144	7,155,837	7,362,835	7,577,449	7,798,345	8,025,708	8,259,727	8,500,608
Borrowing Costs	157,000	157,357	282,087	311,653	286,460	260,125	232,202	203,175	180,109	161,801	143,029	123,235
Materials & Contracts	3,476,000	2,385,645	2,124,758	2,527,546	2,589,960	2,482,205	2,742,483	2,758,679	2,850,113	2,979,082	2,989,893	3,198,020
Depreciation & Amortisation	4,973,000	5,414,942	5,410,058	5,397,558	5,445,918	5,533,367	5,588,675	5,644,396	5,736,575	5,793,916	5,851,830	5,907,786
Other Expenses	2,674,000	2,659,533	2,442,092	2,527,305	2,552,581	2,683,065	2,678,327	2,796,681	2,854,810	2,989,666	2,981,216	3,066,131
Net Losses from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Expenses from Continuing Operations</b>	<b>17,825,000</b>	<b>17,178,254</b>	<b>17,066,494</b>	<b>17,728,840</b>	<b>18,003,063</b>	<b>18,114,599</b>	<b>18,604,522</b>	<b>18,980,379</b>	<b>19,419,952</b>	<b>19,950,172</b>	<b>20,225,695</b>	<b>20,795,780</b>
<b>Operating Result from Continuing Operations</b>	<b>4,823,900</b>	<b>8,273,433</b>	<b>4,159,431</b>	<b>3,917,131</b>	<b>1,780,494</b>	<b>2,077,793</b>	<b>1,668,099</b>	<b>3,806,729</b>	<b>2,333,351</b>	<b>7,600,648</b>	<b>2,488,909</b>	<b>1,562,945</b>
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Profit/(Loss) from Discontinued Operations</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Operating Result for the Year</b>	<b>4,823,900</b>	<b>8,273,433</b>	<b>4,159,431</b>	<b>3,917,131</b>	<b>1,780,494</b>	<b>2,077,793</b>	<b>1,668,099</b>	<b>3,806,729</b>	<b>2,333,351</b>	<b>7,600,648</b>	<b>2,488,909</b>	<b>1,562,945</b>
Net Operating Result before Grants and Contributions provided for Capital Purposes	2,509,900	(1,111,991)	148,920	122,678	348,384	1,017,689	942,665	1,035,268	1,095,051	1,046,760	1,456,597	1,365,171



Blayney Shire Council												
10 Year Financial Plan for the Years ending 30 June 2028												
BALANCE SHEET - CONSOLIDATED												
Scenario: Increased Development & Mining												
	Actuals	Current Year	Projected Years									
	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>ASSETS</b>												
<b>Current Assets</b>												
Cash & Cash Equivalents	9,743,000	5,176,096	6,027,822	5,292,240	5,464,110	6,498,021	6,402,482	7,347,133	8,032,650	7,897,645	9,621,470	9,721,693
Investments	7,500,000	7,500,000	8,000,000	8,000,000	8,500,000	9,000,000	9,000,000	9,500,000	10,000,000	7,500,000	8,000,000	9,000,000
Receivables	1,287,900	802,120	770,515	777,609	794,050	838,064	851,005	894,576	921,602	942,498	993,229	1,018,388
Inventories	1,063,000	714,706	671,714	733,611	761,665	741,922	775,810	785,587	788,594	819,589	819,706	844,739
Other	63,000	40,724	35,167	38,472	39,387	39,371	41,233	42,776	43,197	45,823	45,439	47,483
Non-current assets classified as "held for sale"	650,000	162,500	162,500	162,500	162,500	162,500	162,500	162,500	162,500	162,500	162,500	162,500
<b>Total Current Assets</b>	<b>20,306,900</b>	<b>14,396,146</b>	<b>15,667,717</b>	<b>15,004,432</b>	<b>15,721,712</b>	<b>17,279,878</b>	<b>17,233,030</b>	<b>18,732,572</b>	<b>19,948,544</b>	<b>17,368,055</b>	<b>19,642,344</b>	<b>20,794,803</b>
<b>Non-Current Assets</b>												
Receivables	126,000	131,860	132,245	133,822	135,503	139,222	141,179	143,176	145,820	150,007	154,459	159,084
Infrastructure, Property, Plant & Equipment	195,034,000	210,517,101	215,458,891	219,561,134	220,010,262	219,896,315	221,000,033	222,729,854	223,376,386	233,133,836	232,848,978	232,809,587
Investments Accounted for using the equity method	20,975,000	20,975,000	21,004,506	21,110,788	21,261,580	21,377,979	21,478,724	21,579,469	21,680,214	21,780,959	21,881,704	21,982,449
Intangible Assets	173,000	100,564	76,795	62,295	58,802	55,274	51,711	48,112	44,477	40,806	37,098	33,390
Non-current assets classified as "held for sale"	-	487,500	487,500	487,500	487,500	487,500	487,500	487,500	487,500	487,500	487,500	487,500
Other	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Non-Current Assets</b>	<b>216,308,000</b>	<b>232,212,025</b>	<b>237,159,937</b>	<b>241,355,538</b>	<b>241,953,647</b>	<b>241,956,290</b>	<b>243,159,146</b>	<b>244,988,111</b>	<b>245,734,397</b>	<b>255,593,108</b>	<b>255,409,739</b>	<b>255,472,011</b>
<b>TOTAL ASSETS</b>	<b>236,614,900</b>	<b>246,608,171</b>	<b>252,827,654</b>	<b>256,359,971</b>	<b>257,675,359</b>	<b>259,236,167</b>	<b>260,392,177</b>	<b>263,720,683</b>	<b>265,682,941</b>	<b>272,961,164</b>	<b>275,052,083</b>	<b>276,266,814</b>
<b>LIABILITIES</b>												
<b>Current Liabilities</b>												
Payables	2,143,000	1,133,525	1,077,992	1,154,730	1,180,885	1,178,592	1,210,596	1,235,499	1,248,923	1,299,933	1,296,020	1,336,525
Income received in advance	221,000	177,017	174,964	182,873	186,298	192,666	197,514	205,692	209,438	216,680	222,089	229,883
Borrowings	202,000	317,106	469,531	494,725	521,060	548,983	511,344	388,291	380,735	399,506	396,562	133,497
Provisions	1,753,000	1,776,300	1,776,300	1,776,300	1,776,300	1,776,300	1,776,300	1,776,300	1,776,300	1,776,300	1,776,300	1,776,300
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Current Liabilities</b>	<b>4,319,000</b>	<b>3,403,948</b>	<b>3,498,787</b>	<b>3,608,628</b>	<b>3,664,543</b>	<b>3,696,541</b>	<b>3,695,753</b>	<b>3,605,781</b>	<b>3,615,395</b>	<b>3,692,418</b>	<b>3,690,971</b>	<b>3,476,204</b>
<b>Non-Current Liabilities</b>												
Payables	2,000	1,099	1,068	1,138	1,176	1,177	1,218	1,258	1,286	1,344	1,363	1,412
Borrowings	1,780,000	4,439,090	6,404,335	5,909,610	5,388,550	4,839,567	4,328,223	3,939,933	3,559,198	3,159,692	2,763,130	2,629,633
Provisions	779,000	755,700	755,700	755,700	755,700	755,700	755,700	755,700	755,700	755,700	755,700	755,700
<b>Total Non-Current Liabilities</b>	<b>2,561,000</b>	<b>5,195,889</b>	<b>7,161,104</b>	<b>6,666,448</b>	<b>6,145,426</b>	<b>5,596,444</b>	<b>5,085,142</b>	<b>4,696,891</b>	<b>4,316,184</b>	<b>3,916,736</b>	<b>3,520,193</b>	<b>3,386,745</b>
<b>TOTAL LIABILITIES</b>	<b>6,880,000</b>	<b>8,599,838</b>	<b>10,659,891</b>	<b>10,275,076</b>	<b>9,809,970</b>	<b>9,292,986</b>	<b>8,780,895</b>	<b>8,302,672</b>	<b>7,931,580</b>	<b>7,609,154</b>	<b>7,211,164</b>	<b>6,862,949</b>
<b>Net Assets</b>	<b>229,734,900</b>	<b>238,008,333</b>	<b>242,167,764</b>	<b>246,084,895</b>	<b>247,865,389</b>	<b>249,943,182</b>	<b>251,611,281</b>	<b>255,418,010</b>	<b>257,751,361</b>	<b>265,352,010</b>	<b>267,840,919</b>	<b>269,403,864</b>
<b>EQUITY</b>												
Retained Earnings	93,896,900	102,170,333	106,329,764	110,246,895	112,027,389	114,105,182	115,773,281	119,580,010	121,913,361	129,514,010	132,002,919	133,565,864
Revaluation Reserves	135,838,000	135,838,000	135,838,000	135,838,000	135,838,000	135,838,000	135,838,000	135,838,000	135,838,000	135,838,000	135,838,000	135,838,000
Council Equity Interest	229,734,900	238,008,333	242,167,764	246,084,895	247,865,389	249,943,182	251,611,281	255,418,010	257,751,361	265,352,010	267,840,919	269,403,864
<b>Total Equity</b>	<b>229,734,900</b>	<b>238,008,333</b>	<b>242,167,764</b>	<b>246,084,895</b>	<b>247,865,389</b>	<b>249,943,182</b>	<b>251,611,281</b>	<b>255,418,010</b>	<b>257,751,361</b>	<b>265,352,010</b>	<b>267,840,919</b>	<b>269,403,864</b>

Blayney Shire Council												
10 Year Financial Plan for the Years ending 30 June 2028												
CASH FLOW STATEMENT - CONSOLIDATED												
Scenario: Increased Development & Mining												
	Actuals	Current Year	Projected Years									
	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Cash Flows from Operating Activities</b>												
<b>Receipts:</b>												
Rates & Annual Charges	10,494,000	10,494,621	10,936,612	11,248,762	11,568,479	12,253,254	12,589,014	12,910,149	13,244,649	13,572,068	13,929,671	14,309,365
User Charges & Fees	2,238,600	2,222,869	1,934,419	1,992,622	2,070,408	2,145,343	2,224,135	2,305,660	2,391,322	2,497,880	2,529,750	2,609,039
Interest & Investment Revenue Received	475,000	438,382	352,064	398,209	391,277	387,023	422,684	411,345	426,002	446,319	432,691	467,099
Grants & Contributions	8,739,800	11,667,708	7,546,130	7,397,079	5,069,265	4,814,996	4,543,031	6,653,777	5,188,388	10,576,580	5,142,226	4,416,913
Bonds & Deposits Received	9,000	-	-	-	-	-	-	-	-	-	-	-
Other	1,369,763	316,256	225,831	261,125	242,265	253,278	244,373	274,166	255,137	272,186	256,341	280,060
<b>Payments:</b>												
Employee Benefits & On-Costs	(6,393,000)	(6,560,778)	(6,807,499)	(6,964,778)	(7,128,144)	(7,155,837)	(7,362,835)	(7,577,449)	(7,798,345)	(8,025,708)	(8,259,727)	(8,500,608)
Materials & Contracts	(3,614,000)	(3,091,440)	(2,152,349)	(2,514,681)	(2,589,313)	(2,459,633)	(2,742,219)	(2,741,410)	(2,837,104)	(2,960,659)	(2,989,897)	(3,182,627)
Borrowing Costs	(140,600)	(126,191)	(258,021)	(316,363)	(291,407)	(265,319)	(237,656)	(208,157)	(183,659)	(165,204)	(146,571)	(126,922)
Other	(2,866,563)	(2,624,709)	(2,445,582)	(2,523,855)	(2,551,057)	(2,682,977)	(2,676,842)	(2,795,345)	(2,854,246)	(2,987,239)	(2,981,296)	(3,064,360)
<b>Net Cash provided (or used in) Operating Activities</b>	<b>10,312,000</b>	<b>12,736,717</b>	<b>9,331,604</b>	<b>8,978,121</b>	<b>6,781,773</b>	<b>7,290,127</b>	<b>7,003,685</b>	<b>9,232,737</b>	<b>7,832,144</b>	<b>13,226,222</b>	<b>7,913,188</b>	<b>7,207,958</b>
<b>Cash Flows from Investing Activities</b>												
<b>Receipts:</b>												
Sale of Investment Securities	-	-	-	-	-	-	-	-	-	2,500,000	-	-
Sale of Real Estate Assets	45,000	-	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	341,000	627,300	1,035,251	417,098	393,065	219,659	483,111	433,725	568,192	828,513	444,595	590,119
Deferred Debtors Receipts	8,000	60,000	56,500	2,000	2,000	2,000	2,000	2,000	2,000	1,500	-	-
<b>Payments:</b>												
Purchase of Investment Securities	8,500,000	-	(500,000)	-	(500,000)	(500,000)	-	(500,000)	(500,000)	-	(500,000)	(1,000,000)
Purchase of Infrastructure, Property, Plant & Equipment	(10,268,000)	(20,765,117)	(11,189,299)	(9,663,269)	(6,010,243)	(5,456,816)	(7,035,352)	(7,712,467)	(6,828,529)	(16,310,506)	(5,734,451)	(6,301,292)
Deferred Debtors & Advances Made	(80,000)	-	-	-	-	-	-	-	-	-	-	-
<b>Net Cash provided (or used in) Investing Activities</b>	<b>(1,454,000)</b>	<b>(20,077,817)</b>	<b>(10,597,548)</b>	<b>(9,244,171)</b>	<b>(6,115,178)</b>	<b>(5,735,157)</b>	<b>(6,550,241)</b>	<b>(7,776,742)</b>	<b>(6,758,337)</b>	<b>(12,980,493)</b>	<b>(5,789,856)</b>	<b>(6,711,173)</b>
<b>Cash Flows from Financing Activities</b>												
<b>Receipts:</b>												
Proceeds from Borrowings & Advances	-	3,000,000	2,500,000	-	-	-	-	-	-	-	-	-
<b>Payments:</b>												
Repayment of Borrowings & Advances	(190,000)	(225,804)	(382,330)	(469,531)	(494,725)	(521,060)	(548,983)	(511,344)	(388,291)	(380,735)	(399,506)	(396,562)
<b>Net Cash Flow provided (used in) Financing Activities</b>	<b>(190,000)</b>	<b>2,774,196</b>	<b>2,117,670</b>	<b>(469,531)</b>	<b>(494,725)</b>	<b>(521,060)</b>	<b>(548,983)</b>	<b>(511,344)</b>	<b>(388,291)</b>	<b>(380,735)</b>	<b>(399,506)</b>	<b>(396,562)</b>
<b>Net Increase/(Decrease) in Cash &amp; Cash Equivalents</b>	<b>8,668,000</b>	<b>(4,566,904)</b>	<b>851,725</b>	<b>(735,581)</b>	<b>171,870</b>	<b>1,033,911</b>	<b>(95,539)</b>	<b>944,651</b>	<b>685,516</b>	<b>(135,005)</b>	<b>1,723,825</b>	<b>100,223</b>
<b>plus: Cash, Cash Equivalents &amp; Investments - beginning of year</b>	<b>1,075,000</b>	<b>9,743,000</b>	<b>5,176,096</b>	<b>6,027,822</b>	<b>5,292,240</b>	<b>5,464,110</b>	<b>6,498,021</b>	<b>6,402,482</b>	<b>7,347,133</b>	<b>8,032,650</b>	<b>7,897,645</b>	<b>9,621,470</b>
<b>Cash &amp; Cash Equivalents - end of the year</b>	<b>9,743,000</b>	<b>5,176,096</b>	<b>6,027,822</b>	<b>5,292,240</b>	<b>5,464,110</b>	<b>6,498,021</b>	<b>6,402,482</b>	<b>7,347,133</b>	<b>8,032,650</b>	<b>7,897,645</b>	<b>9,621,470</b>	<b>9,721,693</b>
Cash & Cash Equivalents - end of the year	9,743,000	5,176,096	6,027,822	5,292,240	5,464,110	6,498,021	6,402,482	7,347,133	8,032,650	7,897,645	9,621,470	9,721,693
Investments - end of the year	7,500,000	7,500,000	8,000,000	8,000,000	8,500,000	9,000,000	9,000,000	9,500,000	10,000,000	7,500,000	8,000,000	9,000,000
<b>Cash, Cash Equivalents &amp; Investments - end of the year</b>	<b>17,243,000</b>	<b>12,676,096</b>	<b>14,027,822</b>	<b>13,292,240</b>	<b>13,964,110</b>	<b>15,498,021</b>	<b>15,402,482</b>	<b>16,847,133</b>	<b>18,032,650</b>	<b>15,397,645</b>	<b>17,621,470</b>	<b>18,721,693</b>

Blayney Shire Council												
10 Year Financial Plan for the Years ending 30 June 2028												
<b>INCOME STATEMENT - CONSOLIDATED</b>												
<b>Scenario: Reduced Mining &amp; Freeze Indexation on FAGS</b>												
	Actuals	Current Year	Projected Years									
	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Income from Continuing Operations</b>												
<b>Revenue:</b>												
Rates & Annual Charges	10,479,000	10,555,421	10,929,241	11,221,861	11,523,046	11,814,109	12,130,795	11,158,300	11,449,138	11,731,340	12,043,295	12,376,249
User Charges & Fees	2,399,100	1,887,971	1,938,429	2,005,957	2,084,156	2,159,567	2,238,825	2,320,833	2,406,994	2,514,066	2,546,468	2,626,322
Interest & Investment Revenue	514,000	374,705	378,292	387,749	397,443	407,379	417,563	428,002	438,702	449,670	460,912	472,434
Other Revenues	221,000	277,862	214,444	253,064	231,436	246,350	238,847	273,166	246,793	263,921	252,317	270,236
Grants & Contributions provided for Operating Purposes	6,418,800	2,282,515	3,472,759	3,477,619	3,446,705	3,498,563	3,493,145	3,488,708	3,483,916	3,483,459	3,495,706	3,527,559
Grants & Contributions provided for Capital Purposes	2,314,000	9,385,424	3,896,916	3,678,360	1,313,697	960,104	725,434	2,771,461	1,238,300	6,553,888	1,032,312	197,775
<b>Other Income:</b>												
Net gains from the disposal of assets	159,000	687,789	174,031	239,129	274,375	178,735	136,589	91,876	119,136	65,702	273,408	153,514
Joint Ventures & Associated Entities	144,000	-	29,506	106,282	150,792	116,399	100,745	100,745	100,745	100,745	100,745	100,745
<b>Total Income from Continuing Operations</b>	<b>22,648,900</b>	<b>25,451,687</b>	<b>21,033,618</b>	<b>21,370,022</b>	<b>19,421,650</b>	<b>19,381,206</b>	<b>19,481,945</b>	<b>20,633,091</b>	<b>19,483,724</b>	<b>25,162,791</b>	<b>20,205,162</b>	<b>19,724,835</b>
<b>Expenses from Continuing Operations</b>												
Employee Benefits & On-Costs	6,545,000	6,560,778	6,807,499	6,964,778	7,128,144	7,155,837	7,362,835	7,577,449	7,798,345	8,025,708	8,259,727	8,500,608
Borrowing Costs	157,000	157,357	282,087	311,653	286,460	260,125	232,202	203,175	180,109	161,801	143,029	123,235
Materials & Contracts	3,476,000	2,385,645	2,124,758	2,527,546	2,589,960	2,482,205	2,742,483	2,758,679	2,850,113	2,979,082	2,989,893	3,198,020
Depreciation & Amortisation	4,973,000	5,414,942	5,410,058	5,397,558	5,445,918	5,533,367	5,588,675	5,644,396	5,736,575	5,793,916	5,851,830	5,907,786
Other Expenses	2,674,000	2,659,533	2,442,092	2,527,305	2,552,581	2,683,065	2,678,327	2,796,681	2,854,810	2,989,666	2,981,216	3,066,131
Net Losses from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Expenses from Continuing Operations</b>	<b>17,825,000</b>	<b>17,178,254</b>	<b>17,066,494</b>	<b>17,728,840</b>	<b>18,003,063</b>	<b>18,114,599</b>	<b>18,604,522</b>	<b>18,980,379</b>	<b>19,419,952</b>	<b>19,950,172</b>	<b>20,225,695</b>	<b>20,795,780</b>
<b>Operating Result from Continuing Operations</b>	<b>4,823,900</b>	<b>8,273,433</b>	<b>3,967,124</b>	<b>3,641,181</b>	<b>1,418,587</b>	<b>1,266,607</b>	<b>877,422</b>	<b>1,652,712</b>	<b>63,772</b>	<b>5,212,618</b>	<b>(20,533)</b>	<b>(1,070,944)</b>
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-	-	-
<b>Net Profit/(Loss) from Discontinued Operations</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Operating Result for the Year</b>	<b>4,823,900</b>	<b>8,273,433</b>	<b>3,967,124</b>	<b>3,641,181</b>	<b>1,418,587</b>	<b>1,266,607</b>	<b>877,422</b>	<b>1,652,712</b>	<b>63,772</b>	<b>5,212,618</b>	<b>(20,533)</b>	<b>(1,070,944)</b>
<b>Net Operating Result before Grants and Contributions provided for Capital Purposes</b>	<b>2,509,900</b>	<b>(1,111,991)</b>	<b>70,208</b>	<b>(37,178)</b>	<b>104,890</b>	<b>306,503</b>	<b>151,988</b>	<b>(1,118,749)</b>	<b>(1,174,529)</b>	<b>(1,341,270)</b>	<b>(1,052,845)</b>	<b>(1,268,719)</b>

<b>Blayney Shire Council</b> <b>10 Year Financial Plan for the Years ending 30 June 2028</b> <b>BALANCE SHEET - CONSOLIDATED</b> <b>Scenario: Reduced Mining &amp; Freeze Indexation on FAGS</b>												
	Actuals	Current Year	Projected Years									
	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>ASSETS</b>												
<b>Current Assets</b>												
Cash & Cash Equivalents	9,743,000	5,176,096	5,839,429	4,832,627	4,648,604	4,894,204	4,019,515	2,876,905	1,462,907	1,203,017	945,372	-
Investments	7,500,000	7,500,000	8,000,000	8,000,000	8,500,000	9,000,000	9,000,000	9,500,000	9,863,885	5,136,958	5,147,000	6,147,000
Receivables	1,287,900	802,120	766,687	769,143	779,663	802,823	804,294	787,622	780,920	765,825	778,775	787,403
Inventories	1,063,000	714,706	671,714	733,611	761,665	741,922	775,810	785,587	788,594	819,589	819,706	844,739
Other	63,000	40,724	35,167	38,472	39,387	39,371	41,233	42,776	43,197	45,823	45,439	47,483
Non-current assets classified as "held for sale"	650,000	162,500	162,500	162,500	162,500	162,500	162,500	162,500	162,500	162,500	162,500	162,500
<b>Total Current Assets</b>	<b>20,306,900</b>	<b>14,396,146</b>	<b>15,475,496</b>	<b>14,536,352</b>	<b>14,891,819</b>	<b>15,640,819</b>	<b>14,803,352</b>	<b>14,155,390</b>	<b>13,102,004</b>	<b>8,133,713</b>	<b>7,898,792</b>	<b>7,989,125</b>
<b>Non-Current Assets</b>												
Receivables	126,000	131,860	132,159	133,646	135,233	136,931	138,831	134,314	136,736	140,696	144,915	149,302
Infrastructure, Property, Plant & Equipment	195,034,000	210,517,101	215,458,891	219,561,134	220,010,262	219,896,315	221,000,033	222,729,854	223,376,386	233,133,836	232,848,978	232,809,587
Investments Accounted for using the equity method	20,975,000	20,975,000	21,004,506	21,110,788	21,261,580	21,377,979	21,478,724	21,579,469	21,680,214	21,780,959	21,881,704	21,982,449
Intangible Assets	173,000	100,564	76,795	62,295	58,802	55,274	51,711	48,112	44,477	40,806	37,098	33,390
Non-current assets classified as "held for sale"	-	487,500	487,500	487,500	487,500	487,500	487,500	487,500	487,500	487,500	487,500	487,500
<b>Total Non-Current Assets</b>	<b>216,308,000</b>	<b>232,212,025</b>	<b>237,159,851</b>	<b>241,355,363</b>	<b>241,953,377</b>	<b>241,953,999</b>	<b>243,156,798</b>	<b>244,979,249</b>	<b>245,725,314</b>	<b>255,583,798</b>	<b>255,400,196</b>	<b>255,462,229</b>
<b>TOTAL ASSETS</b>	<b>236,614,900</b>	<b>246,608,171</b>	<b>252,635,348</b>	<b>255,891,715</b>	<b>256,845,195</b>	<b>257,594,818</b>	<b>257,960,150</b>	<b>259,134,639</b>	<b>258,827,318</b>	<b>263,717,511</b>	<b>263,298,988</b>	<b>263,451,354</b>
<b>LIABILITIES</b>												
<b>Current Liabilities</b>												
Bank Overdraft	-	-	-	-	-	-	-	-	-	-	-	1,571,524
Payables	2,143,000	1,133,525	1,077,992	1,154,730	1,180,885	1,178,592	1,210,596	1,235,499	1,248,923	1,299,933	1,296,020	1,336,525
Income received in advance	221,000	177,017	174,964	182,873	186,298	192,666	197,514	205,692	209,438	216,680	222,089	229,883
Borrowings	202,000	317,106	469,531	494,725	521,060	548,983	511,344	388,291	380,735	399,506	396,562	133,497
Provisions	1,753,000	1,776,300	1,776,300	1,776,300	1,776,300	1,776,300	1,776,300	1,776,300	1,776,300	1,776,300	1,776,300	1,776,300
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-	-	-
<b>Total Current Liabilities</b>	<b>4,319,000</b>	<b>3,403,948</b>	<b>3,498,787</b>	<b>3,608,628</b>	<b>3,664,543</b>	<b>3,696,541</b>	<b>3,695,753</b>	<b>3,605,781</b>	<b>3,615,395</b>	<b>3,692,418</b>	<b>3,690,971</b>	<b>5,047,728</b>
<b>Non-Current Liabilities</b>												
Payables	2,000	1,099	1,068	1,138	1,176	1,177	1,218	1,258	1,286	1,344	1,363	1,412
Borrowings	1,780,000	4,439,090	6,404,335	5,909,610	5,388,550	4,839,567	4,328,223	3,939,933	3,559,198	3,159,692	2,763,130	2,629,633
Provisions	779,000	755,700	755,700	755,700	755,700	755,700	755,700	755,700	755,700	755,700	755,700	755,700
<b>Total Non-Current Liabilities</b>	<b>2,561,000</b>	<b>5,195,889</b>	<b>7,161,104</b>	<b>6,666,448</b>	<b>6,145,426</b>	<b>5,596,444</b>	<b>5,085,142</b>	<b>4,696,891</b>	<b>4,316,184</b>	<b>3,916,736</b>	<b>3,520,193</b>	<b>3,386,745</b>
<b>TOTAL LIABILITIES</b>	<b>6,880,000</b>	<b>8,599,838</b>	<b>10,659,891</b>	<b>10,275,076</b>	<b>9,809,970</b>	<b>9,292,986</b>	<b>8,780,895</b>	<b>8,302,672</b>	<b>7,931,580</b>	<b>7,609,154</b>	<b>7,211,164</b>	<b>8,434,474</b>
<b>Net Assets</b>	<b>229,734,900</b>	<b>238,008,333</b>	<b>241,975,458</b>	<b>245,616,639</b>	<b>247,035,226</b>	<b>248,301,833</b>	<b>249,179,255</b>	<b>250,831,967</b>	<b>250,895,739</b>	<b>256,108,357</b>	<b>256,087,824</b>	<b>255,016,880</b>
<b>EQUITY</b>												
Retained Earnings	93,896,900	102,170,333	106,137,458	109,778,639	111,197,226	112,463,833	113,341,255	114,993,967	115,057,739	120,270,357	120,249,824	119,178,880
Revaluation Reserves	135,838,000	135,838,000	135,838,000	135,838,000	135,838,000	135,838,000	135,838,000	135,838,000	135,838,000	135,838,000	135,838,000	135,838,000
Council Equity Interest	229,734,900	238,008,333	241,975,458	245,616,639	247,035,226	248,301,833	249,179,255	250,831,967	250,895,739	256,108,357	256,087,824	255,016,880
<b>Total Equity</b>	<b>229,734,900</b>	<b>238,008,333</b>	<b>241,975,458</b>	<b>245,616,639</b>	<b>247,035,226</b>	<b>248,301,833</b>	<b>249,179,255</b>	<b>250,831,967</b>	<b>250,895,739</b>	<b>256,108,357</b>	<b>256,087,824</b>	<b>255,016,880</b>

<b>Blayney Shire Council</b> <b>10 Year Financial Plan for the Years ending 30 June 2028</b> <b>CASH FLOW STATEMENT - CONSOLIDATED</b> <b>Scenario: Reduced Mining &amp; Freeze Indexation on FAGS</b>												
	Actuals	Current Year	Projected Years									
	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
<b>Cash Flows from Operating Activities</b>												
<b>Receipts:</b>												
Rates & Annual Charges	10,494,000	10,494,621	10,919,973	11,214,251	11,515,185	11,806,850	12,122,954	11,177,807	11,441,767	11,724,114	12,035,518	12,367,858
User Charges & Fees	2,238,600	2,222,869	1,934,419	1,992,622	2,070,408	2,145,343	2,224,135	2,305,660	2,391,322	2,497,880	2,529,750	2,609,039
Interest & Investment Revenue Received	475,000	438,382	355,000	402,326	396,656	401,205	434,081	450,377	458,765	481,321	469,458	482,591
Grants & Contributions	8,739,800	11,667,708	7,370,872	7,156,039	4,761,070	4,458,752	4,218,647	6,259,601	4,722,645	10,037,482	4,527,939	3,725,558
Bonds & Deposits Received	9,000	-	-	-	-	-	-	-	-	-	-	-
Other	1,369,763	316,256	226,399	261,338	242,482	253,433	244,270	274,392	255,369	272,423	256,585	280,309
<b>Payments:</b>												
Employee Benefits & On-Costs	(6,393,000)	(6,560,778)	(6,807,499)	(6,964,778)	(7,128,144)	(7,155,837)	(7,362,835)	(7,577,449)	(7,798,345)	(8,025,708)	(8,259,727)	(8,500,608)
Materials & Contracts	(3,614,000)	(3,091,440)	(2,152,349)	(2,514,681)	(2,589,313)	(2,459,633)	(2,742,219)	(2,741,410)	(2,837,104)	(2,960,659)	(2,989,897)	(3,182,627)
Borrowing Costs	(140,600)	(126,191)	(258,021)	(316,363)	(291,407)	(265,319)	(237,656)	(208,157)	(183,659)	(165,204)	(146,571)	(126,922)
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-	-	-
Other	(2,866,563)	(2,624,709)	(2,445,582)	(2,523,855)	(2,551,057)	(2,682,977)	(2,676,842)	(2,795,345)	(2,854,246)	(2,987,239)	(2,981,296)	(3,064,360)
<b>Net Cash provided (or used in) Operating Activities</b>	10,312,000	12,736,717	9,143,211	8,706,900	6,425,880	6,501,816	6,224,535	7,145,477	5,596,515	10,874,411	5,441,759	4,590,839
<b>Cash Flows from Investing Activities</b>												
<b>Receipts:</b>												
Sale of Investment Securities	-	-	-	-	-	-	-	-	136,115	4,726,927	489,958	-
Sale of Real Estate Assets	45,000	-	-	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	341,000	627,300	1,035,251	417,098	393,065	219,659	483,111	433,725	568,192	828,513	444,595	590,119
Deferred Debtors Receipts	8,000	60,000	56,500	2,000	2,000	2,000	2,000	2,000	2,000	1,500	-	-
<b>Payments:</b>												
Purchase of Investment Securities	8,500,000	-	(500,000)	-	(500,000)	(500,000)	-	(500,000)	(500,000)	-	(500,000)	(1,000,000)
Purchase of Infrastructure, Property, Plant & Equipment	(10,268,000)	(20,765,117)	(11,189,299)	(9,663,269)	(6,010,243)	(5,456,816)	(7,035,352)	(7,712,467)	(6,828,529)	(16,310,506)	(5,734,451)	(6,301,292)
Deferred Debtors & Advances Made	(80,000)	-	-	-	-	-	-	-	-	-	-	-
<b>Net Cash provided (or used in) Investing Activities</b>	(1,454,000)	(20,077,817)	(10,597,548)	(9,244,171)	(6,115,178)	(5,735,157)	(6,550,241)	(7,776,742)	(6,622,222)	(10,753,566)	(5,299,898)	(6,711,173)
<b>Cash Flows from Financing Activities</b>												
<b>Receipts:</b>												
Proceeds from Borrowings & Advances	-	3,000,000	2,500,000	-	-	-	-	-	-	-	-	-
<b>Payments:</b>												
Repayment of Borrowings & Advances	(190,000)	(225,804)	(382,330)	(469,531)	(494,725)	(521,060)	(548,983)	(511,344)	(388,291)	(380,735)	(399,506)	(396,562)
<b>Net Cash Flow provided (used in) Financing Activities</b>	(190,000)	2,774,196	2,117,670	(469,531)	(494,725)	(521,060)	(548,983)	(511,344)	(388,291)	(380,735)	(399,506)	(396,562)
<b>Net Increase/(Decrease) in Cash &amp; Cash Equivalents</b>	8,668,000	(4,566,904)	663,332	(1,006,802)	(184,023)	245,600	(874,689)	(1,142,609)	(1,413,998)	(259,890)	(257,645)	(2,516,897)
<b>plus: Cash, Cash Equivalents &amp; Investments - beginning of year</b>	1,075,000	9,743,000	5,176,096	5,839,429	4,832,627	4,648,604	4,894,204	4,019,515	2,876,905	1,462,907	1,203,017	945,372
<b>Cash &amp; Cash Equivalents - end of the year</b>	9,743,000	5,176,096	5,839,429	4,832,627	4,648,604	4,894,204	4,019,515	2,876,905	1,462,907	1,203,017	945,372	(1,571,524)
Cash & Cash Equivalents - end of the year	9,743,000	5,176,096	5,839,429	4,832,627	4,648,604	4,894,204	4,019,515	2,876,905	1,462,907	1,203,017	945,372	(1,571,524)
Investments - end of the year	7,500,000	7,500,000	8,000,000	8,000,000	8,500,000	9,000,000	9,000,000	9,500,000	9,863,885	5,136,958	5,147,000	6,147,000
<b>Cash, Cash Equivalents &amp; Investments - end of the year</b>	17,243,000	12,676,096	13,839,429	12,832,627	13,148,604	13,894,204	13,019,515	12,376,905	11,326,793	6,339,976	6,092,372	4,575,476

## 8 CAPITAL EXPENDITURE PROGRAM

Council's 10-year capital expenditure program is made up of both recurrent renewal works such as resealing and plant replacement as well as one off major renewal and new works. Often these works are reliant on obtaining sufficient grant funding.

Council allocates funds to fund the following asset types:

- Buildings
- Other Structures
- Plant & Equipment
- Infrastructure
- Other Business Undertakings
- Sewerage Infrastructure

2018-19 - 2027-28 Long Term Financial Plan Capital Expenditure Program										
	2018/19 Original Budget	2019/20 Original Budget	2020/21 Original Budget	2021/22 Original Budget	2022/23 Original Budget	2023/24 Original Budget	2024/25 Original Budget	2025/26 Original Budget	2026/27 Original Budget	2027/28 Original Budget
<b>Summary</b>										
Buildings	2,798,882	2,824,059	19,577	32,718	47,863	1,086,512	36,164	40,320	50,480	13,644
Other Structures	439,318	1,144,796	1,251,876	123,769	149,538	155,814	162,596	169,387	156,684	164,489
Plant & Equipment	1,547,215	1,138,769	1,197,539	591,819	1,597,522	1,355,825	1,954,031	2,722,488	922,308	2,031,755
Roads & Bridges	6,170,885	4,134,850	3,269,990	4,447,149	4,904,959	4,286,640	4,345,278	3,928,833	4,212,297	4,037,641
Other Business Undertakings	1,320,000	-	-	-	-	-	-	-	-	-
Sewer	253,000	420,795	263,760	261,360	335,468	327,674	320,456	9,449,480	392,682	53,764
<b>Total Capital Expenditure</b>	<b>12,529,300</b>	<b>9,663,268</b>	<b>6,002,742</b>	<b>5,456,815</b>	<b>7,035,351</b>	<b>7,212,465</b>	<b>6,818,525</b>	<b>16,310,508</b>	<b>5,734,451</b>	<b>6,301,292</b>
	-	-	-	-	-	-	-	-	-	-
<b>New Assets</b>										
Buildings	750,000	750,000	-	-	30,000	1,000,000	-	-	-	-
Other Structures	182,655	-	-	-	-	-	-	-	-	-
Roads & Bridges	296,161	1,113,052	478,235	149,494	210,067	734,731	690,704	192,121	450,060	180,351
Other Business Undertakings	1,320,000	-	-	-	-	-	-	-	-	-
Sewer	10,000	150,000	-	-	-	-	-	8,917,500	-	-
<b>Total New Assets</b>	<b>2,558,816</b>	<b>2,013,052</b>	<b>478,235</b>	<b>149,494</b>	<b>240,067</b>	<b>1,734,731</b>	<b>690,704</b>	<b>9,109,621</b>	<b>450,060</b>	<b>180,351</b>
<b>Renewal Assets</b>										
Buildings	2,048,882	2,074,059	19,577	32,718	17,863	86,512	36,164	40,320	50,480	13,644
Other Structures	256,663	1,144,796	1,251,876	123,769	149,538	155,814	162,596	169,387	156,684	164,489
Plant & Equipment	1,547,215	1,138,769	1,197,539	591,819	1,597,522	1,355,825	1,954,031	2,722,488	922,308	2,031,755
Roads & Bridges	5,874,724	3,021,798	2,791,755	4,297,656	4,694,892	3,551,909	3,654,574	3,736,713	3,762,237	3,857,290
Sewer	243,000	270,795	263,760	261,360	335,468	327,674	320,456	531,980	392,682	53,764
<b>Total Renewal Assets</b>	<b>9,970,484</b>	<b>7,650,216</b>	<b>5,524,507</b>	<b>5,307,322</b>	<b>6,795,284</b>	<b>5,477,734</b>	<b>6,127,821</b>	<b>7,200,888</b>	<b>5,284,391</b>	<b>6,120,942</b>



## **Programmed Infrastructure Renewals**

Infrastructure assets including roads, bridges & footpaths make up 49% of Council's total Infrastructure, Property, Plant & Equipment portfolio and not surprisingly makes up the majority of recurrent capital expenditure throughout this plan.

<b>Asset Class</b>	<b>% of expenditure</b>	<b>Average annual budget over the plan</b>	<b>What does it cost?</b>	<b>What does it get us?</b>
<b>Road Rehabilitation</b>	50%	\$2,440,194	390k-400k per km yrs 1&2, 250k-260k per km yrs 3-10	Between 4 & 6kms annually
<b>Reseals</b>	14%	\$429,623	25k per km	17km per year
<b>Heavy Patching</b>	19%	\$537,762	125k per km	4.3km per year
<b>Regional Roads</b>	8%	\$260,692	Rehab 390k-400k per km, Reseals 25k per km, Patching 125k per km	0.6km rehab, 9.5kms reseals or 2kms of heavy patching
<b>Bridges</b>	4%	\$118,107	Varies	Varies
<b>Footpaths</b>	2%	\$48,353	150 per sq metre or 370m <sup>2</sup>	320 sq metres
<b>Urban Stormwater</b>	4%	\$67,220	Varies	Varies

## **Other Major Infrastructure works**

### **Southern Cadia Access**

**Project Description:** To provide a heavy vehicle traffic access route from the Mid-Western Highway near Carcoar directly to the Cadia mine.

Project commencement	2016/17
Project completion	2018/19
Total cost of the project	\$10,500,000
Grant funding sought	\$5,170,000
Other funding	\$2,180,000
Partner Funding	\$3,150,000

### **Forest Reefs Road**

Project commencement	2018/19
Project completion	2019/20
Total cost of the project	\$1,572,858
Grant funding sought	\$0
Other funding	\$1,572,858

**Mandurama Road**

Project commencement	2018/19
Project completion	2018/19
Total cost of the project	\$8,649,308
Grant funding sought	\$4,324,654
Other funding	\$4,324,654

**Newbridge Road**

Project commencement	2018/19
Project completion	2018/19
Total cost of the project	\$686,750
Grant funding sought	\$0
Other funding	\$686,750

**Carbine Road**

Project commencement	2021/22
Project completion	2022/23
Total cost of the project	\$1,090,351
Grant funding sought	\$0
Other funding	\$1,090,351



## **Other Major Capital Works Program**

Council has programed a number of significant major capital works program over the term of this plan. The below programs are often reliant on successful grant funding.

### **CentrePoint**

**Project Description:** The key features of this project includes a new, interactive children's water playground, a wet level pool deck in the 25 metre lap pool and installation of a new disabled lift, disabled access in the middle pool via a compliant disabled access ramp and two new unisex accessible toilet facilities which are also family change rooms.

Project commencement	2018/19
Project completion	2019/20
Total cost of the project	\$3,890,000
Grant funding sought	\$1,900,000
Other funding – internally restricted cash	\$490,000
Proposed borrowings	\$1,500,000

### **Multipurpose Covered Arena**

**Project Description:** Multipurpose Covered Arena at Blayney Showground.

Project commencement	2018/19
Project completion	2019/20
Total cost of the project	\$1,500,000
Grant funding sought	\$1,500,000
Other funding	\$0
Proposed borrowings	\$0

### **Cultural Centre**

**Project Description:** Construction of a Centre for Arts & Cultural services for the Blayney Shire.

Project commencement	2023/24
Project completion	2023/24
Total cost of the project	\$1,000,000
Grant funding sought	\$1,000,000
Other funding	\$0
Proposed borrowings	\$0

### **King George Oval Redevelopment**

Project Description: Construction of a Centre for Arts & Cultural services for the Blayney Shire.

Project commencement	2019/20
Project completion	2020/21
Total cost of the project	\$1,991,000
Grant funding sought	\$1,661,000
Other funding	\$300,000
Proposed borrowings	\$0

### **Residential Land Redevelopment**

Project Description: To address a shortage of residential land in Blayney and an anticipated increase in demand due to an expansion of local industrial and mining development.

Project commencement	2018/19
Project completion	2018/19
Total cost of the project	\$1,320,000
Grant funding sought	\$0
Other funding	\$0
Proposed borrowings	\$1,320,000

### **Sewerage Treatment Plant**

Project Description: Capacity upgrade at Blayney STP.

Project commencement	2025/26
Project completion	2025/26
Total cost of the project	\$8,917,500
Grant funding sought	\$5,796,375
Other funding – Sewer reserves	\$3,121,125
Proposed borrowings	\$0

### **Sewerage Mains Relining Program**

Project Description: Relining and re placement of sewer mains

Project commencement	2018/19
Project completion	Ongoing
Total cost of the project	\$1,775,000
Grant funding sought	\$0
Other funding – Sewer reserves	\$1,775,000 over 10 years
Proposed borrowings	\$0