



Attachment E

December 2013 Resolution

Report and Annexures (2)

Asset Management Plan (Transport)

And Delivery Program

2013 - 2017

7 NOTICE OF MOTIONS

There were no notices of motions received.

8 NOTICE OF MOTION OF RESCISSION

There were no notices of motions of rescission received.

9 REPORTS

9.1 Community Relations: Awards: Outstanding Service Award

REPORT FROM: GENERAL MANAGER
Author: Debbie Duffell – Executive Assistant

Moved: Cr Newman Seconded: Cr Quinn

3.12/13 RESOLUTION

That Council write to Local Government NSW explaining the circumstances regarding Mr Mervyn Sharman's shortfall in his length of service, being the dissolution of Council in February 2004, and enquire whether the Outstanding Service Award could be granted under these circumstances.

CARRIED

9.2 Corporate Management: Integrated Planning and Reporting

REPORT FROM: DIRECTOR OF CORPORATE AND COMMUNITY SERVICES
Author: Anna Watt – Director Corporate and Community Services

Moved: Cr Quinn Seconded: Cr Scherf

4.12/13 RESOLUTION

That Council places the draft Asset Management Plan and Delivery Program contained within Annexures A and B attached to the Business Paper, on Public Exhibition until 11 February 2014.

CARRIED

9.2 Corporate Management: Integrated Planning and Reporting

REPORT FROM: DIRECTOR OF CORPORATE AND COMMUNITY SERVICES
Author: Anna Watt – Director Corporate and Community Services

ANNEXURES A AND B

PURPOSE

The purpose of this report is for Council to approve placing the draft Asset Management Plan (attached as Annexure A) and the draft Delivery Program (attached as Annexure B) on public consultation until 11 February 2014. These documents have been reviewed as requested by Council in line with the newly revised Long Term Financial Plan which is currently on public exhibition.

BACKGROUND

The *Local Government Amendment (Planning and Reporting) Act 2009* (the Act) was approved on 9 October 2009, and commenced on and from that date. The amendments to the Act give effect to the Integrated Planning and Reporting framework, which includes the development of a Community Strategic Plan and a four (4) year Delivery Program with the associated Resourcing Strategy comprising asset management, work force planning and long term financial planning.

The Act provides transitional provisions for phasing in the new legislative requirements over a three (3) year period. In November 2009, Council nominated to be part of group two (2), which means that Council agreed to adopt its Community Strategic Plan, the Delivery Program and associated resourcing strategy by 30 June 2011. These documents were subsequently completed and adopted on 23 June 2011. A number of these documents have also been subsequently reviewed and adopted.

As part of the budget process in May 2013 (resolution 5.05/13), Council requested the Director of Corporate and Community Services to investigate the need and effect of a Special Rates Variation. This report, presented in November 2013, included a revised Scenario 5 suggesting the need for a Special Rates Variation. This Scenario was adopted in principle for Public Exhibition/Community Consultation.

With the 'in principle' adoption of a revised Long Term Financial Plan (LTFP) and the aforementioned Scenario 5 on 28 November 2013 through resolution 9.11/13, Council further requested:

"That Council requests the Director of Corporate and Community Services to amend Council's Delivery Program in order to reflect the effect of the proposed Special Rates Variation in this document.

That Council requests the Director of Infrastructure Services to revisit and revise Council's Road Infrastructure Asset Management Plans for the December 2013 Ordinary Council Meeting – identifying the effect of the proposed Special Rates Variation on these Plans."

These documents have now been reviewed to account for the possible Special Rate Variation application, and are recommended for public consultation as part of the Special Rate Variation (SRV) consultation process.

(a) Relevance to Integrated Planning and Reporting Framework

The Asset Management Plan (Transport) and the Delivery Program are two (2) key documents of the Integrated Planning and Reporting Framework. The revision of these documents has been triggered by the review of the Long Term Financial Plan and the associated request by Council (resolution 9.11/13).

(b) Financial Considerations

The review of the Asset Management Plan (Transport) and the Delivery Program are key steps in ensuring Council's continued financial sustainability. The Long Term Financial Plan has been prepared on the basis that an application for a SRV is successful, and therefore additional revenue will be available to improve the state of Council's infrastructure. The extent of this impact is to be identified in the Asset Management Plan (Roads).

COMMENTARY

The Asset Management Plan (Transport) and the four year (4) Delivery Program have been reviewed to address the various matters identified in external reviews of the Glen Innes Severn Council, as well as the Industry as a whole, and to have the outcome of implementing sustainable infrastructure renewal programmes.

These matters and reviews are dealt with in-depth in the following reports:

- | | |
|--------------------------------------|---|
| 23 May 2013 (Report 9.1) | Independent Local Government Review Panel - <i>Future Directions for NSW Local Government: Twenty Essential Steps</i> (April 2013); |
| 23 May 2013 (Report 9.2) | NSW Division of Local Government – <i>Promoting Better Practise Review</i> ; |
| 23 May 2013 (Report 9.4) | Treasury Corporation NSW - <i>Financial Sustainability of the NSW Local Government Sector</i> ; |
| 28 November 2013 (Report 9.7) | Presentation of Scenarios for the Long Term Financial Plan. |

The last report (Report 9.7 above) identified the need for a SRV and requested Council staff to review the Asset Management Plan and the Delivery Program to account for the effect thereof.

The Asset Management Plan and Delivery Program have been amended as requested. The changes to the individual documents and the impact thereof are discussed below.

Asset Management Plan:

The ultimate aim of asset management planning is to demonstrate responsive management of assets (and services provided from assets), compliance with regulatory requirements, and to communicate funding required to provide the required levels of service.

Asset Management Plans (AMPs) were adopted by Council as part of the Integrated Strategic Planning and Reporting Framework in June 2011.

In conjunction with the ongoing review of the AMPs, Council has received a letter from the Division of Local Government that reinforces that the sustainability of Council is intrinsically linked to infrastructure management.

In May 2012, a review of Council's road hierarchy was conducted, including consultation with Council's Rural and Urban Roads Section 355 Committee and the wider community, to establish sustainable service levels for road infrastructure. This included reducing the service level for some roads, primarily that:

- Type C Rural Local Access Roads will not be gravel resheeted and over time will become formed roads.
- Type B Rural Local Access Roads that are currently sealed will not be resealed or rehabilitated and over time will become Type B gravel roads.

Just for road pavement assets, Council has had a historic funding shortfall of \$323,000. The new road hierarchy and service levels and the funding proposed in the Long Term Financial Plan will allow Council to meet reasonable service levels for transport infrastructure, and reverse the trend in the increase of the infrastructure backlog.

The Transport Asset Management Plan has now been reviewed to identify the impact of the proposed SRV.

Delivery Program:

Two (2) lines have been added to the Delivery Program in the Governance and Civic Leadership areas: they are GCL2.3 and GCL2.4.

- GCL2.3 Strategy to investigate a special rates variation.
- GCL2.4 Strategy to identify and make operational savings, which will be rediverted to infrastructure maintenance and renewals.

The changes identified in the above plans are key to ensuring an independent and sustainable Council into the future. These plans, if adopted by Council, will then be placed on display for public consultation, and will only be finally adopted as part of the Extraordinary Council Meeting in February. This will provide ample time for the Community to review and comment on these adjustments.

(a) Governance/Policy Implications

Once the draft Delivery Program is adopted by Council subsequent to the period of public exhibition, it becomes a Policy of Council.

(b) Legal Implications

Nil.

(c) Social Implications

The social implications of the integrated planning and reporting framework are considerable, in particular the Delivery Program and the Asset Management Plans. The impact of the adjustments (subject to final adoption in February 2014) will be to apply for a special rate variation to be spent on the assets (or classes of assets) identified in the attached Asset Management Plan. This will increase rates payable by particular ratepayers, and this in itself will have Social Implications. The reduction in the extent of deterioration in assets will also have a social effect.

Assets, and in particular bridges, connect communities. The loss of a bridge through inadequate funding could have a significant effect on residents and especially rural communities.

(d) Environmental Implications

Environmental Stewardship forms part of the key outcomes of the draft Delivery Program.

(e) Economic/Asset Management Implications

The backlog for road assets, that is the value to bring assets to a suitable condition, is currently in the order of \$16 million. This has reduced from nearly \$21 million, due to the review of the road hierarchy and service levels.

The Transport Asset Management Plan has been revised to include the scenarios identified in the Long Term Financial Plan, and focuses on the implications for Scenario 5, which is Council's preferred strategy.

Dependent on the outcomes of the community engagement, the Transport Asset Management Plan will either be finalised as currently presented to Council, or modified based on the outcomes of the community engagement, for adoption by Council in February 2014.

CONCLUSION

The review of the Asset Management Plan and the Delivery Program have been triggered by various external reviews of the Glen Innes Severn Council and NSW Local Government. These reviews led to a request by Council to investigate the need for a Special Rates Variation, which Council adopted in principle with the review of the Long Term Financial Plan.

The Asset Management Plan and Delivery Program have been amended to include the effect of a successful Special Rates Variation (Scenario 5 of the LTFP). For this reason, these documents will be put forward for Community Consultation in conjunction with the LTFP as part of the Community Consultation process for the Special Rates Variation application. These documents will be presented to Council for final adoption at the Extraordinary Council Meeting on 20 February 2014.

RECOMMENDATION

That Council places the draft Asset Management Plan and Delivery Program contained within Annexures A and B attached to the Business Paper, on Public Exhibition until 11 February 2014.

Annexure A

Glen Innes Severn Council Meeting

19 DECEMBER 2013

GLEN INNES SEVERN COUNCIL




TRANSPORT

ASSET MANAGEMENT PLAN PART 2



Version Draft 2.0

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Rev No	Date	Revision Details	Author	Reviewer	Approver
Draft	18/04/11	For public exhibition	VM	MD	
1.0	22/06/11	Incorporates Community Strategic Plan 2011-2021 outcomes	VM	MD	VM
Draft 2.0	12/12/2013	For public exhibition – Incorporates modifications for revision of road hierarchy, service levels, funding strategies	VM	MD	

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ABBREVIATIONS

AAAC	Average annual asset consumption
AMP	Asset management plan
ARI	Average recurrence interval
BOD	Biochemical (biological) oxygen demand
CRC	Current replacement cost
CWMS	Community wastewater management systems
DA	Depreciable amount
DoH	Department of Health
EF	Earthworks/formation
IRMP	Infrastructure risk management plan
LCC	Life Cycle cost
LCE	Life cycle expenditure
MMS	Maintenance management system
PCI	Pavement condition index
RV	Residual value
SS	Suspended solids
vph	Vehicles per hour

GLOSSARY

Annual service cost (ASC)

An estimate of the cost that would be tendered, per annum, if tenders were called for the supply of a service to a performance specification for a fixed term. The Annual Service Cost includes operating, maintenance, depreciation, finance/ opportunity and disposal costs, less revenue.

Asset class

Grouping of assets of a similar nature and use in an entity's operations (AASB 166.37).

Asset condition assessment

The process of continuous or periodic inspection, assessment, measurement and interpretation of the resultant data to indicate the condition of a specific asset so as to determine the need for some preventative or remedial action.

Asset management

The combination of management, financial, economic, engineering and other practices applied to physical assets with the objective of providing the required level of service in the most cost effective manner.

Assets

Future economic benefits controlled by the entity as a result of past transactions or other past events (AAS27.12).

Property, plant and equipment including infrastructure and other assets (such as furniture and fittings) with benefits expected to last more than 12 month.

Average annual asset consumption (AAAC)*

The amount of a local government's asset base consumed during a year. This may be calculated by dividing the Depreciable Amount (DA) by the Useful Life and totalled for each and every asset OR by dividing the Fair Value (Depreciated Replacement Cost) by the Remaining Life and totalled for each and every asset in an asset category or class.

Brownfield asset values**

Asset (re)valuation values based on the cost to replace the asset including demolition and restoration costs.

Capital expansion expenditure

Expenditure that extends an existing asset, at the same standard as is currently enjoyed by residents, to a new group of users. It is discretionary expenditure, which increases future operating, and maintenance costs, because it increases council's asset base, but may be associated with additional revenue from the new user group, eg. extending a drainage or road network, the provision of an oval or park in a new suburb for new residents.

Capital expenditure

Relatively large (material) expenditure, which has benefits, expected to last for more than 12 months. Capital expenditure includes renewal, expansion and upgrade. Where capital projects involve a combination of renewal, expansion and/or upgrade expenditures, the total project cost needs to be allocated accordingly.

Capital funding

Funding to pay for capital expenditure.

Capital grants

Monies received generally tied to the specific projects for which they are granted, which are often upgrade and/or expansion or new investment proposals.

Capital investment expenditure

See capital expenditure definition

Capital new expenditure

Expenditure which creates a new asset providing a new service to the community that did not exist beforehand. As it increases service potential it may impact revenue and will increase future operating and maintenance expenditure.

Capital renewal expenditure

Expenditure on an existing asset, which returns the service potential or the life of the asset up to that which it

had originally. It is periodically required expenditure, relatively large (material) in value compared with the value of the components or sub-components of the asset being renewed. As it reinstates existing service potential, it has no impact on revenue, but may reduce future operating and maintenance expenditure if completed at the optimum time, eg. resurfacing or resheeting a material part of a road network, replacing a material section of a drainage network with pipes of the same capacity, resurfacing an oval. Where capital projects involve a combination of renewal, expansion and/or upgrade expenditures, the total project cost needs to be allocated accordingly.

Capital upgrade expenditure

Expenditure, which enhances an existing asset to provide a higher level of service or expenditure that will increase the life of the asset beyond that which it had originally. Upgrade expenditure is discretionary and often does not result in additional revenue unless direct user charges apply. It will increase operating and maintenance expenditure in the future because of the increase in the council's asset base, eg. widening the sealed area of an existing road, replacing drainage pipes with pipes of a greater capacity, enlarging a grandstand at a sporting facility. Where capital projects involve a combination of renewal, expansion and/or upgrade expenditures, the total project cost needs to be allocated accordingly.

Carrying amount

The amount at which an asset is recognised after deducting any accumulated depreciation / amortisation and accumulated impairment losses thereon.

Class of assets

See asset class definition

Component

An individual part of an asset which contributes to the composition of the whole and can be separated from or attached to an asset or a system.

Cost of an asset

The amount of cash or cash equivalents paid or the fair value of the consideration given to acquire an asset at the time of its acquisition or construction, plus any costs necessary to place the asset into service. This includes one-off design and project management costs.

Current replacement cost (CRC)

The cost the entity would incur to acquire the asset on the reporting date. The cost is measured by reference to the lowest cost at which the gross future economic benefits could be obtained in the normal course of business or the minimum it would cost, to replace the existing asset with a technologically modern equivalent new asset (not a second hand one) with the same economic benefits (gross service potential) allowing for any differences in the quantity and quality of output and in operating costs.

Current replacement cost "As New" (CRC)

The current cost of replacing the original service potential of an existing asset, with a similar modern equivalent asset, i.e. the total cost of replacing an existing asset with an as NEW or similar asset expressed in current dollar values.

Cyclic Maintenance**

Replacement of higher value components/sub-components of assets that is undertaken on a regular cycle including repainting, building roof replacement, cycle, replacement of air conditioning equipment, etc. This work generally falls below the capital/ maintenance threshold and needs to be identified in a specific maintenance budget allocation.

Depreciable amount

The cost of an asset, or other amount substituted for its cost, less its residual value (AASB 116.6)

Depreciated replacement cost (DRC)

The current replacement cost (CRC) of an asset less, where applicable, accumulated depreciation calculated on the basis of such cost to reflect the already consumed or expired future economic benefits of the asset

Depreciation / amortisation

The systematic allocation of the depreciable amount (service potential) of an asset over its useful life.

Economic life

See useful life definition.

Expenditure

The spending of money on goods and services. Expenditure includes recurrent and capital.

Fair value

The amount for which an asset could be exchanged, or a liability settled, between knowledgeable, willing parties, in an arms length transaction.

Greenfield asset values **

Asset (re)valuation values based on the cost to initially acquire the asset.

Heritage asset

An asset with historic, artistic, scientific, technological, geographical or environmental qualities that is held and maintained principally for its contribution to knowledge and culture and this purpose is central to the objectives of the entity holding it.

Impairment Loss

The amount by which the carrying amount of an asset exceeds its recoverable amount.

Infrastructure assets

Physical assets of the entity or of another entity that contribute to meeting the public's need for access to major economic and social facilities and services, eg. roads, drainage, footpaths and cycleways. These are typically large, interconnected networks or portfolios of composite assets. The components of these assets may be separately maintained, renewed or replaced individually so that the required level and standard of service from the network of assets is continuously sustained. Generally the components and hence the assets have long lives. They are fixed in place and are often have no market value.

Investment property

Property held to earn rentals or for capital appreciation or both, rather than for:

- (a) use in the production or supply of goods or services or for administrative purposes; or
- (b) sale in the ordinary course of business (AASB 140.5)

Level of service

The defined service quality for a particular service against which service performance may be measured. Service levels usually relate to quality, quantity, reliability, responsiveness, environmental, acceptability and cost).

Life Cycle Cost **

The life cycle cost (LCC) is average cost to provide the service over the longest asset life cycle. It comprises annual maintenance and asset consumption expense, represented by depreciation expense. The Life Cycle Cost does not indicate the funds required to provide the service in a particular year.

Life Cycle Expenditure **

The Life Cycle Expenditure (LCE) is the actual or planned annual maintenance and capital renewal expenditure incurred in providing the service in a particular year. Life Cycle Expenditure may be compared to Life Cycle Expenditure to give an initial indicator of life cycle sustainability.

Loans / borrowings

Loans result in funds being received which are then repaid over a period of time with interest (an additional cost). Their primary benefit is in 'spreading the burden' of capital expenditure over time. Although loans enable works to be completed sooner, they are only ultimately cost effective where the capital works funded (generally renewals) result in operating and maintenance cost savings, which are greater than the cost of the loan (interest and charges).

Maintenance and renewal gap

Difference between estimated budgets and projected expenditures for maintenance and renewal of assets, totalled over a defined time (eg 5, 10 and 15 years).

Maintenance and renewal sustainability index

Ratio of estimated budget to projected expenditure for maintenance and renewal of assets over a defined time (eg 5, 10 and 15 years).

Maintenance expenditure

Recurrent expenditure, which is periodically or regularly required as part of the anticipated schedule of works required to ensure that the asset achieves its useful life and provides the required level of service. It is expenditure, which was anticipated in determining the asset's useful life.

Materiality

An item is material if its omission or misstatement could influence the economic decisions of users taken on the basis of the financial report. Materiality depends on the

size and nature of the omission or misstatement judged in the surrounding circumstances.

Modern equivalent asset.

A structure similar to an existing structure and having the equivalent productive capacity, which could be built using modern materials, techniques and design. Replacement cost is the basis used to estimate the cost of constructing a modern equivalent asset.

Non-revenue generating investments

Investments for the provision of goods and services to sustain or improve services to the community that are not expected to generate any savings or revenue to the Council, eg. parks and playgrounds, footpaths, roads and bridges, libraries, etc.

Operating expenditure

Recurrent expenditure, which is continuously required excluding maintenance and depreciation, eg power, fuel, staff, plant equipment, on-costs and overheads.

Pavement management system

A systematic process for measuring and predicting the condition of road pavements and wearing surfaces over time and recommending corrective actions.

Planned Maintenance**

Repair work that is identified and managed through a maintenance management system (MMS). MMS activities include inspection, assessing the condition against failure/breakdown criteria/experience, prioritising scheduling, actioning the work and reporting what was done to develop a maintenance history and improve maintenance and service delivery performance.

PMS Score

A measure of condition of a road segment determined from a Pavement Management System.

Rate of annual asset consumption*

A measure of average annual consumption of assets (AAAC) expressed as a percentage of the depreciable amount (AAAC/DA). Depreciation may be used for AAAC.

Rate of annual asset renewal*

A measure of the rate at which assets are being renewed per annum expressed as a percentage of depreciable amount (capital renewal expenditure/DA).

Rate of annual asset upgrade*

A measure of the rate at which assets are being upgraded and expanded per annum expressed as a percentage of depreciable amount (capital upgrade/expansion expenditure/DA).

Reactive maintenance

Unplanned repair work that carried out in response to service requests and management/supervisory directions.

Recoverable amount

The higher of an asset's fair value, less costs to sell and its value in use.

Recurrent expenditure

Relatively small (immaterial) expenditure or that which has benefits expected to last less than 12 months. Recurrent expenditure includes operating and maintenance expenditure.

Recurrent funding

Funding to pay for recurrent expenditure.

Rehabilitation

See capital renewal expenditure definition above.

Remaining life

The time remaining until an asset ceases to provide the required service level or economic usefulness. Age plus remaining life is economic life.

Renewal

See capital renewal expenditure definition above.

Residual value

The net amount which an entity expects to obtain for an asset at the end of its useful life after deducting the expected costs of disposal.

Revenue generating investments

Investments for the provision of goods and services to sustain or improve services to the community that are expected to generate some savings or revenue to offset operating costs, eg public halls and theatres, childcare centres, sporting and recreation facilities, tourist information centres, etc.

Risk management

The application of a formal process to the range of possible values relating to key factors associated with a risk in order to determine the resultant ranges of outcomes and their probability of occurrence.

Section or segment

A self-contained part or piece of an infrastructure asset.

Service potential

The capacity to provide goods and services in accordance with the entity's objectives, whether those objectives are the generation of net cash inflows or the provision of goods and services of a particular volume and quantity to the beneficiaries thereof.

Service potential remaining*

A measure of the remaining life of assets expressed as a percentage of economic life. It is also a measure of the percentage of the asset's potential to provide services that is still available for use in providing services (DRC/DA).

Strategic Management Plan (SA)**

Documents Council objectives for a specified period (3-5 yrs), the principle activities to achieve the objectives, the means by which that will be carried out, estimated income and expenditure, measures to assess performance and how rating policy relates to the Council's objectives and activities.

Sub-component

Smaller individual parts that make up a component part.

Useful life

Either:

- (a) the period over which an asset is expected to be available for use by an entity, or

- (b) the number of production or similar units expected to be obtained from the asset by the entity.

It is estimated or expected time between placing the asset into service and removing it from service, or the estimated period of time over which the future economic benefits embodied in a depreciable asset, are expected to be consumed by the council. It is the same as the economic life.

Value in Use

The present value of estimated future cash flows expected to arise from the continuing use of an asset and from its disposal at the end of its useful life. It is deemed to be depreciated replacement cost (DRC) for those assets whose future economic benefits are not primarily dependent on the asset's ability to generate new cash flows, where if deprived of the asset its future economic benefits would be replaced.

Source: DVC 2006, Glossary

Note: Items shown * modified to use DA instead of CRC

Additional glossary items shown **

1. EXECUTIVE SUMMARY

Refer Part 1.

2. INTRODUCTION

2.1 BACKGROUND

This asset management plan covers the following infrastructure assets:

Table 2.1. Assets covered by this Plan

TRANSPORT ASSET CLASS	QUANTITY
Sealed local roads	317 km
Unsealed local roads	769 km
Roads ancillary	various
Bridges & major culverts	108 No.
Sealed Regional roads	67 km
Bridges Regional Roads	12 No.

Various scenarios have been developed for the purpose of community consultation on the Integrated Planning and Reporting framework. This asset management plan provides details on two scenarios, being:

- A base case, which does not include any additional borrowings or special rate variation;
- A scenario (nominated as Scenario 5) which includes application for a Low Interest Rate Subsidy loan and a special rate variation.

For these two scenarios there is usually a "projected renewals" and a "planned renewals". This shows what Council should be allocating (projected renewals), based on an asset reaching the end of its effective life and what Council plans to spend (planned renewals).

This Asset Management Plan is a revised draft document and will be finalised following a community consultation period.

2.2 GOALS AND OBJECTIVES OF ASSET MANAGEMENT

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

Table 2.2. Council Goals and how these are addressed in this Plan

GOAL	OBJECTIVE	HOW GOAL AND OBJECTIVES ARE ADDRESSED IN AMP
Our built environment creates an inviting, safe and inclusive atmosphere	<p>Beautification of Emmaville and Deepwater main Streets;</p> <p>To have a network of accessible footpaths</p>	<p>Footpaths are planned for, constructed and maintained.</p> <p>Development of beautification Programs for Deepwater and Emmaville; develop and implement Pedestrian Access and Mobility Plan (PAMP)</p>
Our roads and drainage meet our needs	Roads and drainage assets are fit for purpose and meet community service level aspirations.	Continue the road management review of our existing road network and plan for the future; Develop an asset management program for roads and drainage that sets out maintenance and renewal program to maximise the use of available funding for the maintenance of infrastructure.
Our built environment creates opportunities for people to move around safely	<p>To have accessible footpaths in Glen Innes and</p> <p>Improve road safety</p>	<p>Development and implementation of the PAMP;</p> <p>Maximise grant funding opportunities to improve road safety</p>
We value our natural environment and a healthy community by encouraging alternative modes of transport.	Cycle ways and walking tracks/trails provide links between areas of high use and recreational areas	Development and implementation of the Bike Plan; Construction of bike paths Walking tracks/trails in villages. Supporting the National Bike Paths Program and NSW Bike Plan

We grow our population sustainably and maintain our community spirit.	To grow the population of the LGA to 10,000 by 2021 with an LEP that ensures the growth is sustainable, and community spirit is maintained.	The Economic Development Strategy includes strategies and actions to realise population growth, including incentives to retire to the LGA; the LEP is finalised and contains sustainability controls and maintains the community spirit; we engage our community in integrated planning incorporating land use, economic development infrastructure, social policy that reflect and retain the natural and built environment.
We consider long term environmental issues in planning our future.	To monitor emerging climate change trends that may shape our long term planning.	To take emerging climate change trends into consideration when undertaking long term planning
	To be a community leader in sustainability	Understand Council's contribution to greenhouse gas emissions
Glen Innes Severn Council is a well managed Council and an employer of choice	To be recognised as a well managed Council and an employer of choice	Continue to improve Financial Management and accountability. To become an employer of choice by growing Council's capacity to deliver existing and future activities and functions.
		Streamline procurement of goods and services
Glen Innes Severn LGA maintains its local autonomy	Glen Innes Severn LGA will keep its identity and Local Government has achieved Constitutional Recognition.	The AMP informs the long term financial plan with regard to funding requirements for long-term sustainability with asset maintenance and renewal and strategies to reverse the trend in the growth of the infrastructure backlog

Refer Part 1.

2.4 CORE AND ADVANCED ASSET MANAGEMENT

Refer Part 1.

3. LEVELS OF SERVICE

3.1 CUSTOMER RESEARCH AND EXPECTATIONS

Council's customer research into Rural Road assets needs and satisfaction has included:

- Annual public meetings
- Customer feed back surveys
- "Our Roads" survey, including community satisfaction survey & road condition survey
- community requests to Council
- community engagement during the development of a new road hierarchy

The following table shows the community perception of the condition of road infrastructure

ASSET CATEGORY	RESULT OF SURVEY				
	% very good condition	% good condition	% fair condition	% poor condition	% very poor condition
2009 Sealed rural road network	-	29	59	9	2
2010 Sealed rural road network	5	33	41	17	5
2009 Unsealed rural road network	-	9	45	35	10
2010 Unsealed rural road network	5	20	39	26	10
2010 Urban road network	3	19	45	25	7

3.2 LEGISLATIVE REQUIREMENTS

Refer Part 1.

3.3 CURRENT LEVELS OF SERVICE

Refer Part 1.

Council has adopted a road hierarchy that informs the level of service for transport infrastructure. The hierarchy has 8 categories.

- 1 – Arterial
- 2 - Primary (ADT > 150 vpd, & through-route for intra-LGA traffic)
- 3 - Major Collector (100 < ADT < 150 vpd, & through-route for intra-LGA traffic)
- 4 - Minor Collector (50 < ADT < 100 vpd, & through-route for intra-LGA traffic)
- 5 - Local Access, Type A (ADT > 30 vpd, generally more than 6 LGA residences)
- 6 - Local Access, Type B (6 > ADT > 30 vpd, approx. 2 to 6 LGA residences)
- 7 - Local Access, Type C (ADT < 5 vpd, approx. 1 LGA residence)
- 8 – Formed Track (ADT <= 5)

Implications of the hierarchy:

- Type C Rural Local Access Roads will not be gravel resheeted and over time will become formed roads.
- Type B Rural Local Access Roads that are currently sealed will not be resealed or rehabilitated and over time will become Type B gravel roads.

Council's current levels of service are set out in Tables 3.1 and 3.2.

Where table entries are shown as '#' data are unavailable. Future AMP revisions will include this information, as it becomes available.

3.4 DESIRED LEVELS OF SERVICE

Refer Part 1.

ALL TRANSPORT INFRASTRUCTURE

Table 3.1 : Community Levels of Service

KEY PERFORMANCE INDICATOR	COMMUNITY LEVEL OF SERVICE	PERFORMANCE MEASUREMENT PROCESS	TARGET PERFORMANCE	CURRENT PERFORMANCE
Sustainability	Facilities are managed for future generations.	Master planning. Long-Term Financial Plan.	Key TCORP Financial Ratios are maintained See below this table	See below this table Red text indicates performance below benchmark
Cost effectiveness	Planned scheduled maintenance Re-use of materials Use highly productive road construction machinery	Percent of maintenance done by planned repairs 30% of road base material to be obtained from existing road (before reconstruction) Use advanced technology methods and new materials	70% of planned maintenance activities	Total value of budgeted transport asset maintenance 2013/14 \$1.465M Total value of budgeted unplanned maintenance activities \$69,800 %95 planned activities

RATIO	BENCHMARK	COUNCIL PERFORMANCE YEAR ENDED 30 JUNE		
		2011	2010	2009
Infrastructure Backlog Ratio	< 0.02x	0.17x	0.16x	0.17x
Asset Maintenance Ratio	> 1.00x	0.62x	0.62x	0.66x
Building and Infrastructure Asset Renewal Ratio	> 1.00x	0.57x	0.07x	0.39x
Capital Expenditure Ratio	> 1.10x	1.10x	0.51x	0.63x

SEALED ROADS

Table 3.2 : Community Levels of Service

KEY PERFORMANCE INDICATOR	COMMUNITY LEVEL OF SERVICE	PERFORMANCE MEASUREMENT PROCESS	TARGET PERFORMANCE	CURRENT PERFORMANCE
Safety	Safe accessible network	Crash reports	Zero reported crashes attributed to road condition	#
		Customer service request 'CRS'	<10 per year	
Quality	Driveability Minimum delay	Customer Service Requests in regards to pot holes, patching and repairs to transport infrastructure	< 20 per month	#
Function	Meet user requirements for : <ul style="list-style-type: none"> accessibility road width traffic management 	Customer Service Request Austroads technical specifications and guidelines Customer satisfaction survey	<20 per year Compliance with current standards and specs	#

Table 3.3 : Technical Levels of Service

KEY PERFORMANCE INDICATOR	COMMUNITY LEVEL OF SERVICE	PERFORMANCE MEASUREMENT PROCESS	TARGET PERFORMANCE	CURRENT PERFORMANCE
Condition	Minimum potholes, cracks, surface deformation and / or texture deficiencies	Length of resealed / reconstructed roads per annum Condition rating. Average age of seals	21.5 km resealed and 5.0 km of sealed roads reconstructed per year	Average sealed surfacing condition index of 38 in 2009/10 (Satisfactory condition) Average sealed pavement condition index of 32 in 2009/10 (Satisfactory condition)
Function	Adequate road width for traffic demands on rural roads	Inspection Regular traffic surveys	> 80 % Arterial (Regional), Primary, Major Collector and Minor Collector roads meet service level width requirements	See below this table

Cost effectiveness	Re-use of materials	Pavement design records	30% of annual sealed road projects utilise overlays or stabilisation as the rehabilitation technique	#
Safety	Provide : <ul style="list-style-type: none"> • clear signage • well-maintained linemarking • appropriate traffic management devices 	Compliance inspections Customer service request 'CRS'	Zero compliance defects < 10 per year	#

ROAD HIERARCHY	AVERAGE OF SERVICE LEVEL WIDTH - PAVEMENT	AVERAGE OF EXISTING TRAFFICABLE WIDTH (M)	% MEETING SERVICE LEVEL WIDTH
1 - Arterial (Sealed)	7	6.19	88%
2 - Primary (Sealed)	6.2	6.09	98%
3 - Major Collector (Sealed)	6	6.35	100%
4 - Minor Collector (Sealed)	5.5	5.68	100%

UNSEALED ROADS

Table 3.4 : Community Levels of Service

KEY PERFORMANCE INDICATOR	COMMUNITY LEVEL OF SERVICE	PERFORMANCE MEASUREMENT PROCESS	TARGET PERFORMANCE	CURRENT PERFORMANCE
Safety	Safe accessible network	Crash reports	Zero reported crashes attributed to road condition	#
		Customer service request 'CRS'	<10 per year	
Quality	Provide smooth, all-weather access.	Road audits	<20 per audit	#
		Customer service request 'CRS'.	<20 per year	
Function	Road surface free of nuisance flooding	Customer service request 'CRS'	< 20 per year	#

Table 3.5 : Technical Levels of Service

KEY PERFORMANCE INDICATOR	COMMUNITY LEVEL OF SERVICE	PERFORMANCE MEASUREMENT PROCESS	TARGET PERFORMANCE	CURRENT PERFORMANCE
Condition	Patrol grading and resheeting	Frequency linked to condition audit outcomes	Average condition index of unsealed road network during annual condition audit is "satisfactory" 27.1 km of rural road resheeting per year	Average unsealed pavement condition index of 46 in 2009/10 (Satisfactory)
Accessibility	Provide all-weather access	Length and duration of impassable conditions	Zero events on major collector status roads (Strathbogie Rd often cut at Severn River, Red Range Rd cut at Beardy River, and Shannon Vale/ Pinkett Rds cut at Mann River bridges during major events). Perhaps <2 closures per year.	#
Cost effectiveness	Maintenance and resheeting undertaken in a cost-effective manner for maximum benefit to the wider community	Comparison with benchmarked organisations	Favourable outcome	#

Safety	Ensure provision of safe network	Crash reports	Zero reported crashes	#
		Customer service request 'CRS'	< 10 per year	

ROAD HIERARCHY	AVERAGE OF SERVICE LEVEL WIDTH - PAVEMENT	AVERAGE OF EXISTING TRAFFICABLE WIDTH (M)	% MEETING SERVICE LEVEL WIDTH
----------------	--	--	----------------------------------

3 - Major Collector (Unsealed) 6 6.13 100%

4 - Minor Collector (Unsealed) 5.5 7.66 100%

FOOTPATHS & CYCLEWAYS

Table 3.6 : Community Levels of Service

KEY PERFORMANCE MEASURE	LEVEL OF SERVICE / OUTCOME	PERFORMANCE MEASURE PROCESS	PERFORMANCE TARGET	CURRENT PERFORMANCE
Safety	Provide pedestrian and cycle network free from hazards	Customer service request 'CRS'	#	#
		Injury and damages claims	< 2 claims per year	
Quality	Suitable network, with non-slip surface	Customer service request 'CRS'	#	#
Function	Network linking high-use areas and of appropriate width	Customer requests	#	#

Table 3.7 : Technical Levels of Service

KEY PERFORMANCE INDICATOR	COMMUNITY LEVEL OF SERVICE	PERFORMANCE MEASUREMENT PROCESS	TARGET PERFORMANCE	CURRENT PERFORMANCE
Condition	Maintain surface to high standards	Inspection regime	Zero high -risk hazards	#
Accessibility	Extensive network to and in high-use areas and for age groups with special needs, meeting a network hierarchy	Customer service request 'CRS'	#	#
		Township development strategies	#	
		Hierarchy compliance	#	
Cost effectiveness	Cost-effective material selection and maintenance practices	Optimised construction for Budget allocation	#	#
Safety	Network free of trip hazards and obstructions	Customer service request 'CRS'	< 5 outstanding requests	#
		Inspection regime	Best practice manual requirements	

BRIDGES & MAJOR CULVERTS

Table 3.8 : Community Levels of Service

KEY PERFORMANCE MEASURE	LEVEL OF SERVICE / OUTCOME	PERFORMANCE MEASURE PROCESS	PERFORMANCE TARGET	CURRENT PERFORMANCE
Quality	Provide reliable and safe access and connectivity	Customer Service Requests In regards to bridges Community forums feedback	< 20 complaints per annum	#
Function	Meets user requirements for: <ul style="list-style-type: none"> • Geometry • Accessibility 	Customer Requests Service Austroads technical specifications and guidelines	Compliance with current standards and Specs	#*
Safety	Increase public safety	Accident reports Customer Requests	Zero reported crashes attributed to bridge condition < 25 CRS received per annum	#*
Reliability	Bridges & major culverts available at all times & free of mass limits.	Periodic bridge & major culvert audit	Audit undertaken every 3 to 5 years	#*

Table 3.9 : Technical Levels of Service

KEY PERFORMANCE MEASURE	LEVEL OF SERVICE / OUTCOME	PERFORMANCE MEASURE / PROCESS	PERFORMANCE TARGET	CURRENT PERFORMANCE
Condition	No restriction on use	Condition rating. Average age of bridge	Average condition of bridges is "Satisfactory"	The assessed average condition of bridges is 38 (Satisfactory) for concrete/steel bridges, and 44 (Satisfactory) for timber bridges.
Function	Adequate capacity and structural strength	Regular compliance inspection	All Bridges inspected annually	Comply
Safety	Bridges comply with Australian Standards	Regular inspections Customer Request Service	Less number of accident reports and public complaints.	#

4. FUTURE DEMAND

4.1 DEMAND FORECAST

Refer Part 1.

4.1.2 DEMAND FACTORS – TRENDS AND IMPACTS

Developers will contribute roads and footpath in land divisions, but Council will need to upgrade connector roads and footpath links to cater for growth demands and achieve cohesive networks.

The aim of the road and footpath construction programs are to improve the amenity of urban areas through the sealing, widening (and kerbing) of streets and to provide improved infrastructure and access for rural residents and industry through the appropriate width and geometry of major freight links and access roads, particularly B-double routes.

To enable fair and planned distribution of funding throughout the LGA, many different methods of prioritising works are used:

- Traffic surveys to determine vehicle and cyclist numbers and vehicle classifications.
- Meetings with various industry groups (key stakeholders) to determine future expansion of industry and required needs, eg. B-double routes to wineries.
- Known traffic black spots (sites with a high crash history).
- High road maintenance costs areas.
- Known development areas.
- Access to high pedestrian generators.

The impact of some demand factors on services are shown in Table 4.1.

In determining the need for construction or upgrading of bridge infrastructure, the following aspects have been considered:

- Provide greater access for the community where presently restricted by bridge limitations.

To enable fair and planned distribution of funding throughout the Council area, some of the factors influencing the prioritising of works are:

- Changing community expectations and demographics.
- Known areas of bridge load limitations.
- Bridges with high maintenance demands.

Table 4.1. Demand Factors, Projections and Impact on Services

FACTOR	IMPACT
Population changes in townships/rural areas	Expectations on level of service independent of number of properties serviced
Rural freight task increasing	Smaller-scale community buildings, easily accessed by walking or mobility aids

4.2 CHANGES IN TECHNOLOGY

Technological changes (as distinct from changes to installations brought about by external, eg. environmental, forces) will impact on the asset classes in this AMP over the 20 year timeframe.

ROADS

Changes in construction techniques and maintenance practices are likely, such as:

- Greater use of in-situ recycling of pavement materials.
- Greater use of recycled materials.
- Introduction of synthetic binders for road surfacing treatments, as a result of crude oil shortages and bitumen products.

BRIDGES AND MAJOR CULVERTS

Emerging construction practice will see these replaced by pre-cast components to minimise community disruption. Major culverts will likely be replaced 'like-for-like', with improved endwalls and erosion projection.

KERBS

Machine-laid concrete will replace most original, hand-formed kerbs. This has been common practice for 20 years or more and valuations already recognise this form of (re)construction.

These impacts will be investigated and quantified in future revisions of the AMP.

4.3 DEMAND MANAGEMENT PLAN

Demand for new services will be managed through a combination of managing existing assets, upgrading of existing assets and providing new assets to meet demand and demand

management. Demand management practices include non-asset solutions, insuring against risks and managing failures.

Opportunities identified to date for demand management are shown in Table 4.3. Further opportunities will be developed in future revisions of this asset management plan.

Table 4.3. Demand Management Plan Summary

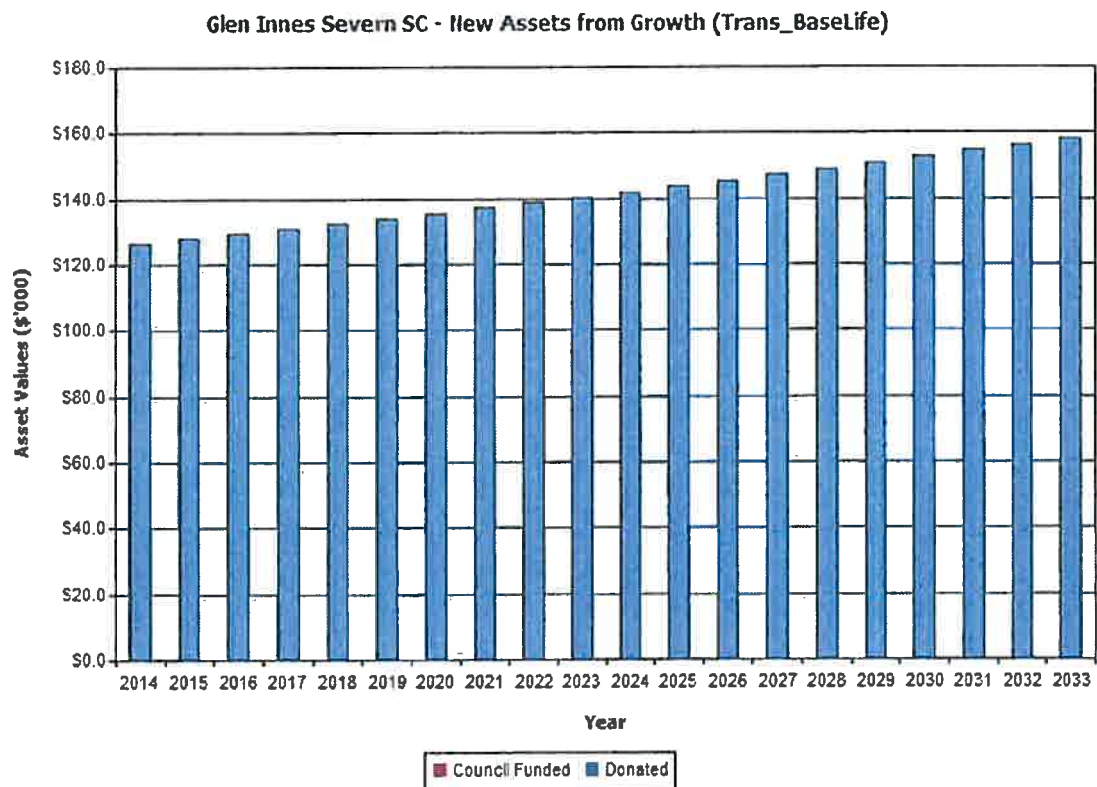
SERVICE ACTIVITY	DEMAND MANAGEMENT PLAN
Road and footpath maintenance and upgrades	<p>Upgrades and network extensions to meet population growth demand and changes identified in review reports and planning studies.</p> <p>Consider reducing pavement width in conjunction with road and footpath rehabilitation works, where traffic figures allow.</p> <p>Provide access for wheeled mobility devices, pedestrians, cyclists and tourism growth.</p>
Safety Improvement Plan	<p>Upgrades to improve user safety (to be developed further within the next review period).</p> <p>Regular road safety audits and footpath inspections.</p>
Road Hierarchy Review Plan	<p>Review of Hierarchy Plan to incorporate planned works particularly and examination of utilisation patterns and network links, within next review period.</p> <p>Consideration of freight routes.</p>
Community demand for reconstruction and reseal of roads and car parks	<p>Study road condition rating from this plan and prioritise a list of roads to be included in the annual reseal / rehabilitation program.</p> <p>Investigate alternative treatments to lower life cycle costs ie seal types, rejuvenation.</p>
Community demand for new bridges and upgrading the old ones	<p>Inspect and evaluate the condition of bridges and compile timber decking replacement program.</p>
Upgrading of Unsealed Roads	<p>Progressive resheeting of all unsealed roads.</p>
New land divisions	<p>Implement enhanced quality control measures for donated assets.</p>

Kerb Maintenance and Upgrades	Upgrades to meet community expectations.
Planning	Revise planning controls to increase population density and decrease the extent of new road network. Encourage industry to be near State controlled roads.
Capital Works	Schedule long-term capital works program and investigate partners with the adjacent Councils to achieve economies of scale and cost savings.

4.4 NEW ASSETS FROM GROWTH

The new assets required to meet growth will be acquired from land developments and constructed by Council. The new asset values are summarised in Fig 1.

Fig 1. New Assets from Growth



Acquiring these new assets will commit council to fund ongoing operations and maintenance costs for the period that the service provided from the assets is required. These future costs are identified and considered in developing forecasts of future operating and maintenance costs.

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 optimising life cycle costs.

5.1 BACKGROUND DATA

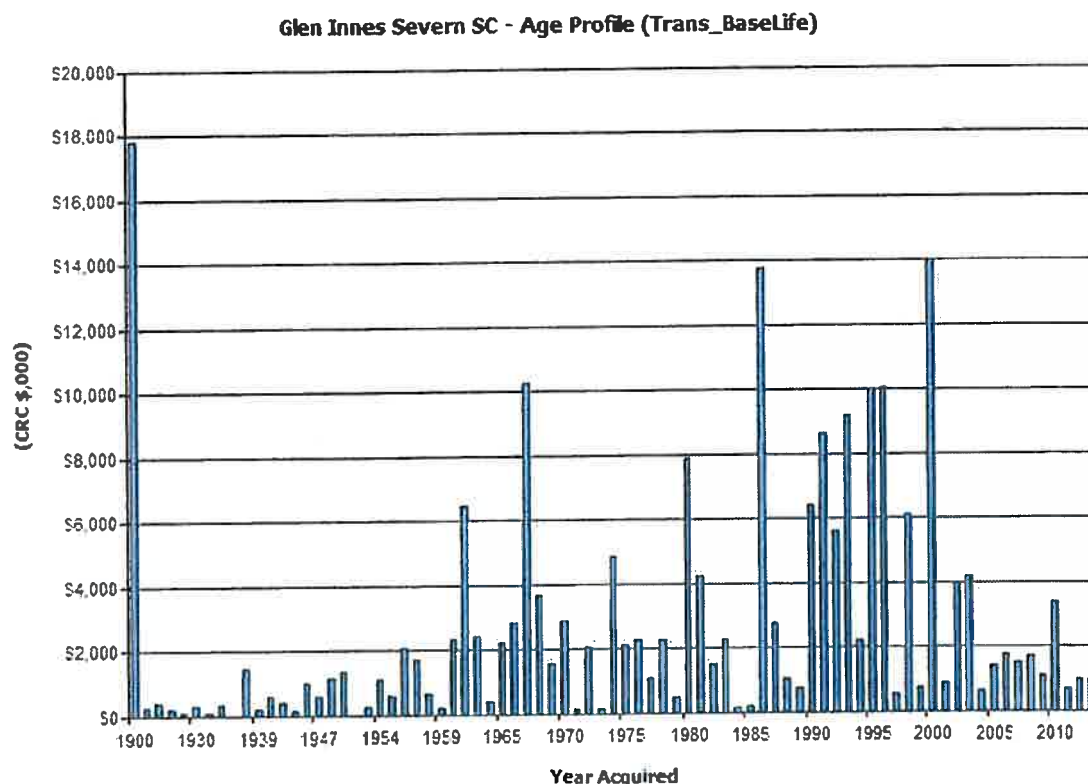
5.1.1 PHYSICAL PARAMETERS

The assets covered by this asset management plan are shown below.

TRANSPORT ASSET CLASS	QUANTITY
Sealed local roads	317 km
Unsealed local roads	769 km
Roads ancillary	various
Bridges & major culverts	108 No.
Sealed Regional roads	67 km
Bridges Regional Roads	12 No.
TOTAL	344

The age profile of Council's assets is shown below.

Fig 2. Asset Age Profile



Assets shown as constructed in 1900 are generally the bulk earthworks, which do not have an effective life and are not used in the calculations for renewal.

5.1.2 ASSET CAPACITY AND PERFORMANCE

Council's services 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

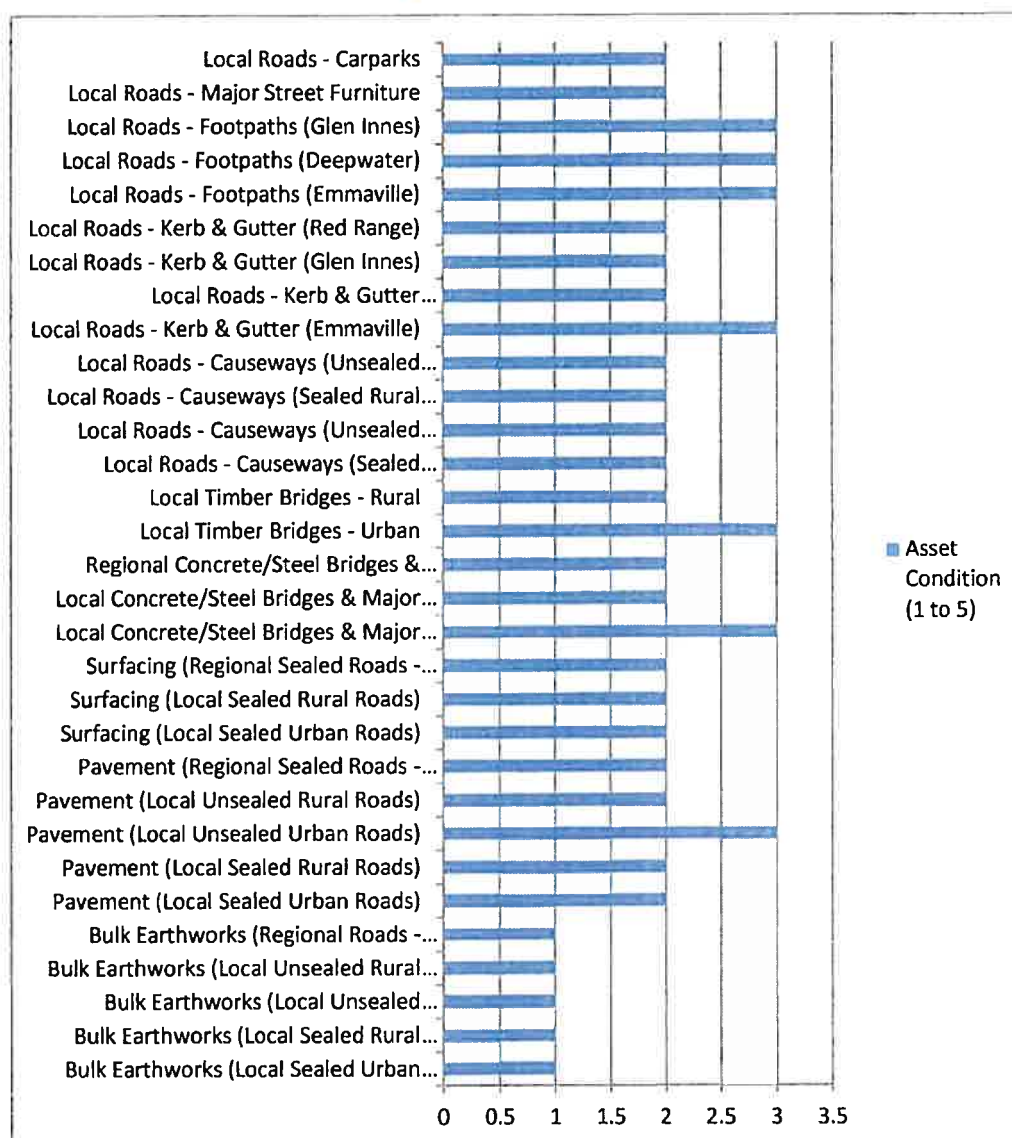
LOCATION	SERVICE DEFICIENCY
Road Surfacing	Lag in expenditure during the last decade has led to a backlog of work required and this has resulted in a peak in expenditure arising within the next 10 years, which we are now trying to address with an appropriate increase in annual resealing. This lag has meant a drop in service level achieved due to increasing roughness and failure of some pavements.

Road Pavements	The lag in expenditure created during the last decade has also impacted on pavement condition as seals have failed and moisture infiltration occurred together with traffic changes. Again a service level decrease has required greater financial input to address the shortfall.
Footpaths	Missing linkages in the footpath network and older pedestrian ramps not constructed to meet current standards for accessibility.
Bridges	Structurally inadequate timber bridges

5.1.3 ASSET CONDITION

The condition profile of Council's assets is shown below.

Fig 3. Asset Condition Profile



Condition is measured using a 1 – 5 rating system.¹

Rating	Description of Condition
1	Excellent condition: Only planned maintenance required.
2	Very good: Minor maintenance required plus planned maintenance.

¹ IIMM 2006, Appendix B, p B:1-3 ('cyclic' modified to 'planned')

- 3 Good: Significant maintenance required.
- 4 Average: Significant renewal/upgrade required.
- 5 Poor: Unserviceable.

5.1.4 ASSET VALUATIONS

The value of assets are shown below for transport infrastructure assets as at 30 June 2013. Assets are valued at greenfield rates.

ASSET CLASS FINANCIAL REPORTING CRITERION				
	Current Replacement Cost, \$'000	Depreciable Amount, \$,000	Depreciated Replacement Cost, \$'000	Annual Depreciation Expense, \$'000
Transport Infrastructure	\$213,130	\$164,444	\$159,212	\$2,367

Council's sustainability reporting reports the rate of annual asset consumption and compares this to asset renewal and asset upgrade and expansion.

Table 5.4 : Financial Reporting Ratios

FINANCIAL REPORTING CRITERION	TRANSPORT INFRASTRUCTURE, % (BASE CASE)	TRANSPORT INFRASTRUCTURE, % (SCENARIO 5)
Asset Consumption Rate	1.1%	1.1%
Asset Renewal Rate	71%	100%
Asset Upgrade Expansion Rate	12%	16%

5.2 RISK MANAGEMENT PLAN

The risk assessment process identified credible risks, the likelihood of the risk event occurring and the consequences should the event occur. Future refinements will use these factors to develop risk ratings, incorporating a risk treatment plan for non-acceptable risks.

Critical risks, being those assessed as 'Very High' - requiring immediate corrective action and 'High' – requiring prioritised corrective action identified in the infrastructure risk management plan are summarised in Table 5.2.

Table 5.2. Critical Risks and Treatment Plans

ASSET AT RISK	WHAT CAN HAPPEN	RISK RATING (VH, H)	RISK TREATMENT PLAN
Bridges	Timber bridges may fail structurally	VH	Comprehensive bridge inspection programme combined with an increase in capital renewal funding and maintenance.
Sprayed seal surfacing	Increase in seal failures leading to pavement failures	H	Increase cyclical maintenance expenditure to match asset depreciation.
Road surfacing	Seal wear or binder bleeding can result in vehicle instability in high-speed rural environments	H	Monitor seal condition and re-seal ahead of normal intervention as required.
Footpaths	Increase in litigation from trip hazards	H	Increase routine maintenance to repair failures.
Pavements	Increase in pavement reconstruction due to lack of maintenance and patching	H	Increase maintenance inspections and repairs.
Cycleways	Environmental cracking in asphalt can become severe enough to affect cyclist safety	H	Inspect remote, off-road paths regularly and crack seal / repair as required.
Road seals and pavements	Poor service trench reinstatement by Utilities	H	Issue specification for reinstatement work. (under development)

5.3 ROUTINE MAINTENANCE PLAN

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.

5.3.1 MAINTENANCE PLAN

Maintenance includes reactive, planned and cyclic maintenance work activities.

Reactive maintenance is unplanned repair work carried out in response to service requests and management/supervisory directions.

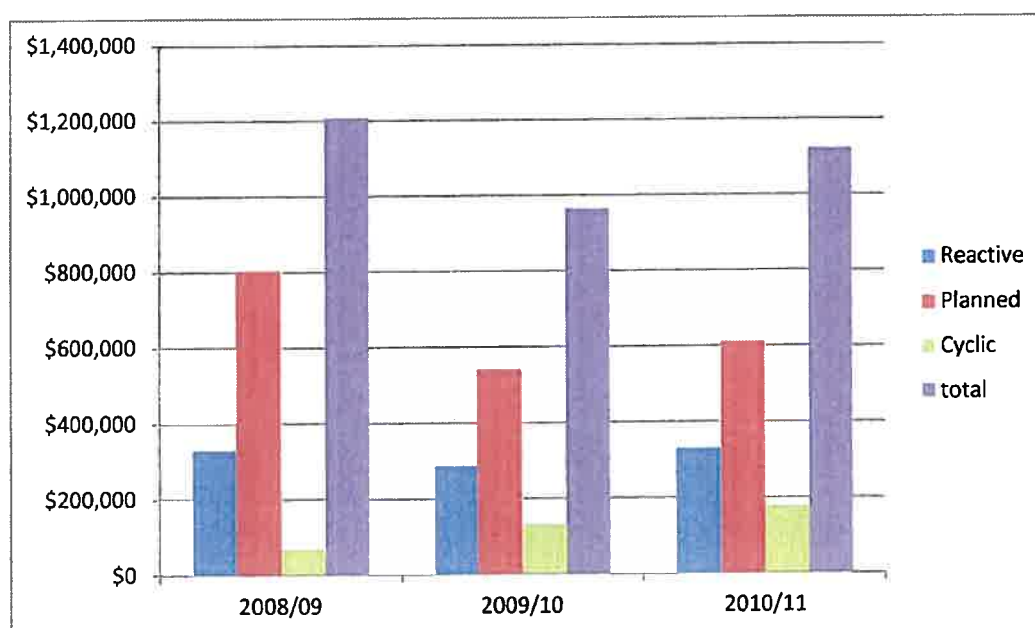
Planned maintenance is repair work that is identified and managed through a maintenance management system (MMS). MMS activities include inspection, assessing the condition against failure/breakdown experience, prioritising, scheduling, actioning the work and reporting what was done to develop a maintenance history and improve maintenance and service delivery performance.

Cyclic maintenance is replacement of higher value components/sub-components of assets that is undertaken on a regular cycle including repainting, building roof replacement, etc. This work generally falls below the capital/maintenance threshold.

Maintenance expenditure trends are shown in Table 5.3.1. between the 2008/09 and 2009/10 financial year there has been changes to the disbursement of overheads and this is reflected in the 2009/10 reduction.

Table 5.3.1. Maintenance Expenditure Trends

YEAR	TRANSPORT MAINTENANCE EXPENDITURE		
	Reactive	Planned	Cyclic
2008/09	\$331,900	\$806,270	\$70,500
2009/10	\$289,290	\$543,520	\$133,650
2010/11	\$331,900	\$613,223	\$178,320



Planned maintenance work is 70% of total maintenance expenditure.

Maintenance expenditure levels are considered to be inadequate to meet required service levels. Future revision of this asset management plan will include linking required maintenance expenditures with required service levels.

Assessment and prioritisation of reactive maintenance is undertaken by Council staff using experience and judgement.

5.3.2 STANDARDS AND SPECIFICATIONS

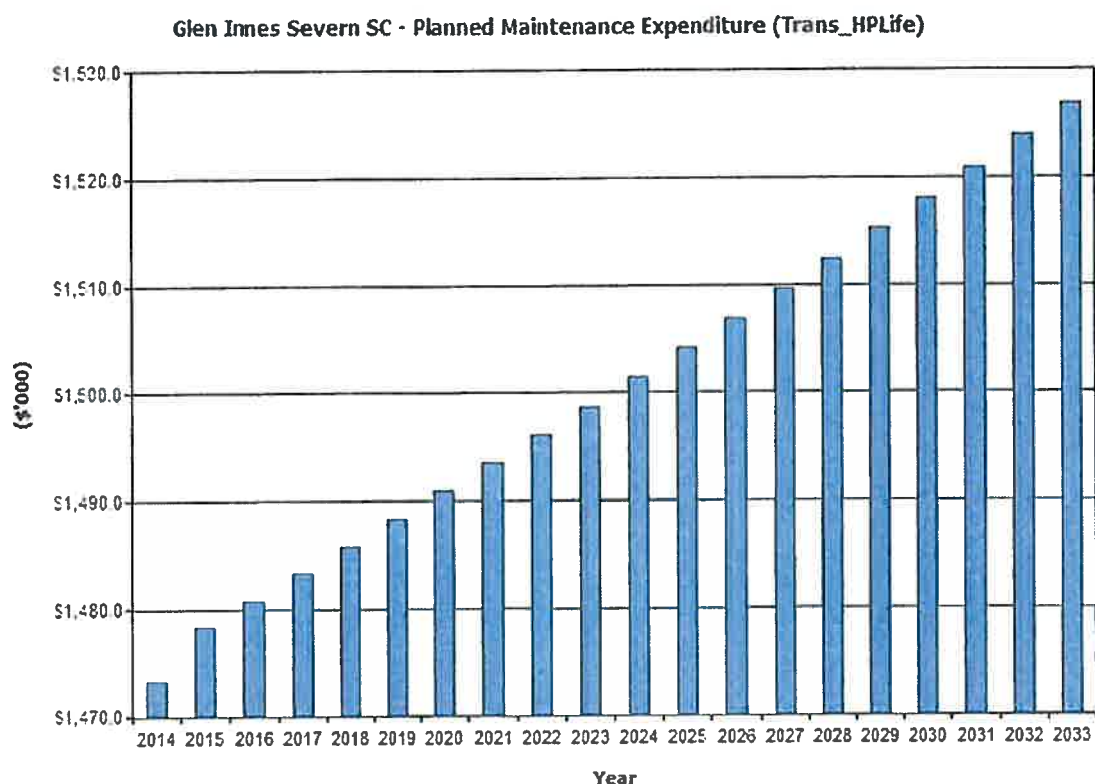
Maintenance work is carried out in accordance with the following Standards and Specifications.

- ARRB Sealed Local Roads Manual
- ARRB Unsealed Local Roads Manual
- AS 2734 Guide to Good Asphalt Practice
- GISC Work Method Statements
- AAPA Bituminous Surfacing Manual
- Austroads Guide to Sprayed Sealing
- Requirements by manufacturers for the use of proprietary products
- Traffic control at Works on Roads
- Project-specific Technical Specifications
- GISC Internal Service Level Agreements
- AS4283-1995 Cold mixed asphalt for maintenance patching
- AS51.1-2004 Bridge design-scope and general principles
- AS2008-1997 Residual Bitumen for pavements
- AS3727-1993 Guide to residential pavements

5.3.3 SUMMARY OF FUTURE MAINTENANCE EXPENDITURES

Future maintenance expenditure is forecast to trend in line with the value of the asset stock as shown in Fig 4. Note that all costs are shown in current 2013 dollar values.

Fig 4. Planned Maintenance Expenditure



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

Maintenance is funded from Council's operating budget and grants where available. This is further discussed in Section 6.2.

5.4 RENEWAL/REPLACEMENT PLAN

Renewal 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 upgrade/expansion or new works expenditure.

5.4.1 RENEWAL PLAN

Assets requiring renewal are identified from estimates of remaining life obtained from the asset register worksheets on the 'Planned Expenditure template'. Candidate proposals are inspected to verify accuracy

of remaining life estimate 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 in Table 5.4.1.

Table 5.4.1 Renewal Priority Ranking Criteria

CRITERIA	WEIGHTING
Condition rating (Intervention Score)	No current weighting or ranking against other Asset Classes.
Road	No current weighting or ranking against other Asset Classes.
Other	No current weighting or ranking against other Asset Classes.
Condition	No current weighting or ranking against other Asset Classes.
Total	100%

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

An example of low cost renewal, in lieu of full pavement reconstruction, is pavement rehabilitation work, where patching and strengthening of the pavement is undertaken.

5.4.2 RENEWAL STANDARDS

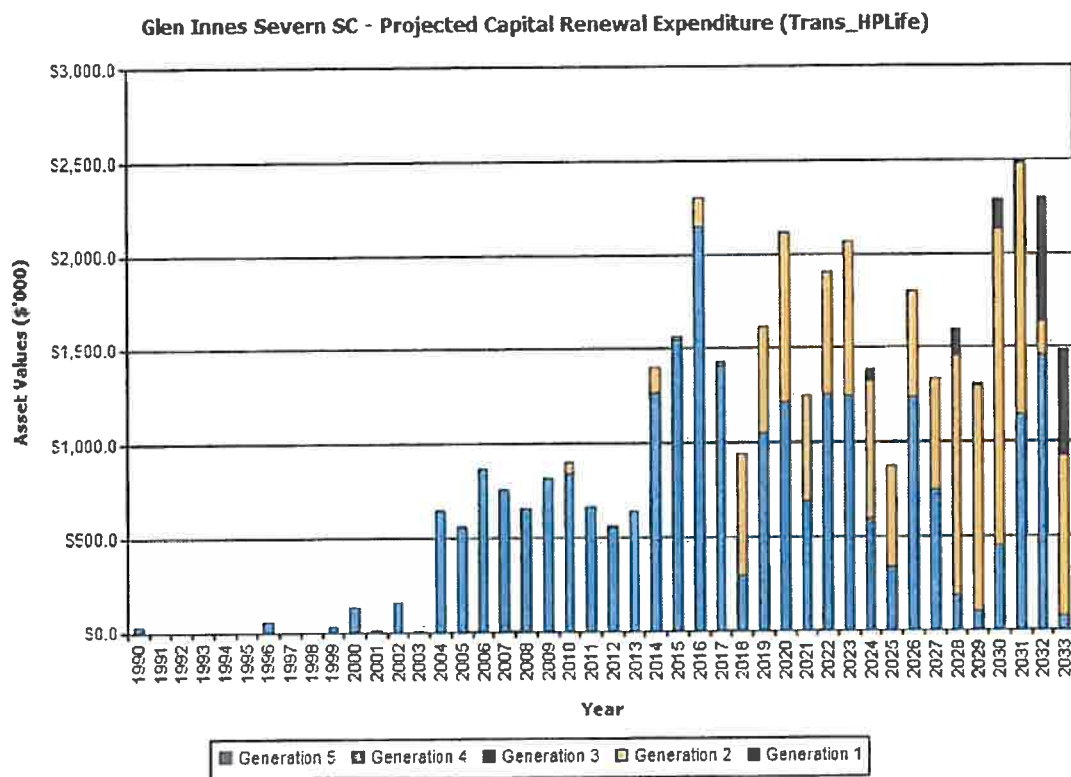
Renewal work is carried out in accordance with the Standards and Specifications noted in Section 5.3.1.

5.4.3 SUMMARY OF OPTIMAL RENEWAL EXPENDITURE

Projected future renewal expenditures are forecast to increase over time as the asset stock ages. The costs are summarised in Fig 5. Note that all costs are shown in current 2013 dollar values.

The projected capital renewal program is shown in Appendix B.

Fig 5. Projected Capital Renewal Expenditure



Deferred renewal, ie those assets projected for renewal and not planned for renewal in capital works programs are to be included in the risk assessment process in the risk management plan.

Renewals are to be funded from Council's capital works program and grants where available. This is further discussed in Section 6.2.

5.5 CREATION/ACQUISITION/UPGRADE PLAN

New works are those works that create a new asset that did not previously exist, or works which upgrade or improve an existing asset beyond its existing capacity. They may result from growth, social or environmental needs. Assets may also be acquired at no cost to the Council from land development. These assets from growth are considered in Section 4.4.

5.5.1 SELECTION CRITERIA

New assets and upgrade/expansion of existing assets are identified from various sources such as councillor or community requests, proposals identified by strategic plans or partnerships with other organisations. 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 5.5.1 New Assets Priority Ranking Criteria

CRITERIA	WEIGHTING
Community Strategic Plan	No current weighting or ranking against other Asset Classes.
Long Term Financial Plan	No current weighting or ranking against other Asset Classes.
Current Service Level	No current weighting or ranking against other Asset Classes.
Legislative OHS	No current weighting or ranking against other Asset Classes.
Technical need (ie heavy vehicle increase)	No current weighting or ranking against other Asset Classes.
Road or path hierarchy	No current weighting or ranking against other Asset Classes.
Total	100%

5.5.2 STANDARDS AND SPECIFICATIONS

Standards and specifications for new assets and for upgrade/expansion of existing assets are the same as those for renewal shown in Section 5.3.1.

5.5.3 SUMMARY OF FUTURE UPGRADE/NEW ASSETS EXPENDITURE

Planned upgrade/new asset expenditures are summarised in Fig 6. The planned upgrade/new capital works program is shown in Appendix C. All costs are shown in current 2013 dollar values.

Fig 6a. Planned Capital Upgrade/New Asset Expenditure (Base Case)

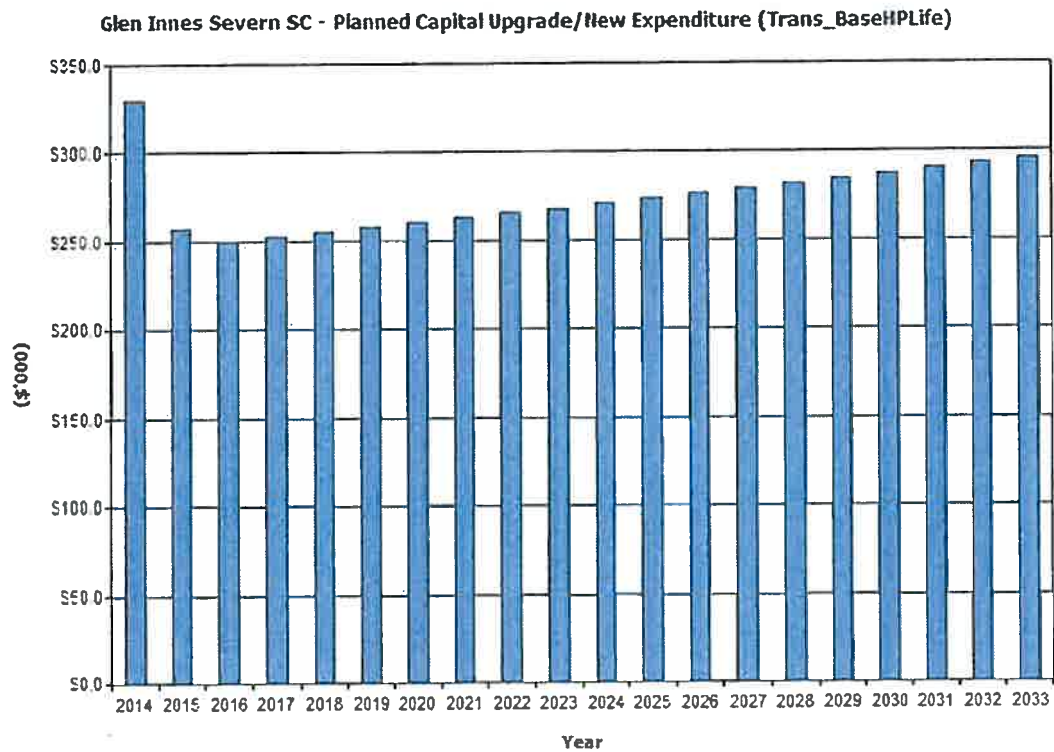
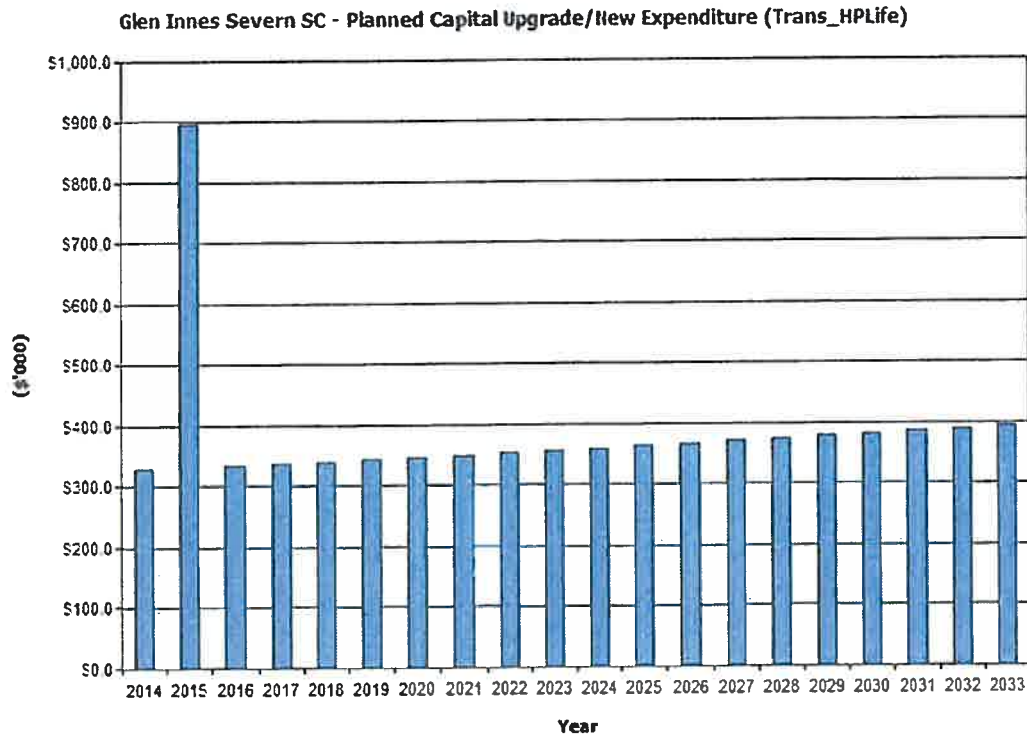


Fig 6b.Planned Capital Upgrade/New Asset Expenditure (Scenario 5)



New assets and services are to be funded from Council's capital works program and grants where available. This is further discussed in Section 6.2.

5.6 DISPOSAL PLAN

Road closures, i.e. the legal prevention of use of a road reserve by vehicles and the public, often result in retention of the land by council for use as a revegetation corridor. Existing road pavement materials may be ripped and left in-situ. Upgraded pavements (ie. by depth, not width) may result in the existing pavement layers being removed and re-used elsewhere as second-grade re-sheeting on local rural roads. For all practical purposes, the value of salvaged road and footpath materials is of little consequence.

6. 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.

6.1 FINANCIAL STATEMENTS AND PROJECTIONS

The financial projections are shown in Fig 7 for planned operating (operations and maintenance) and capital expenditure (renewal and upgrade/expansion/new assets).

Fig 7a. Planned Operating and Capital Expenditure (Base Case)

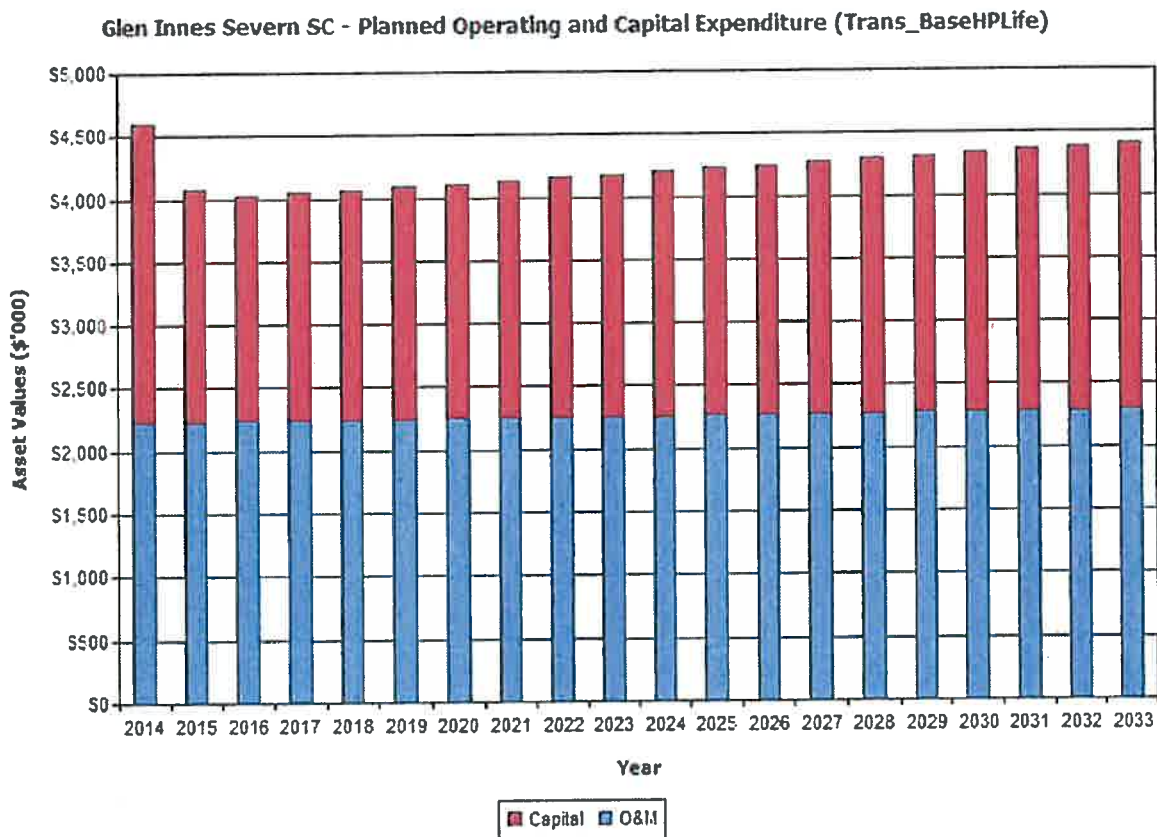
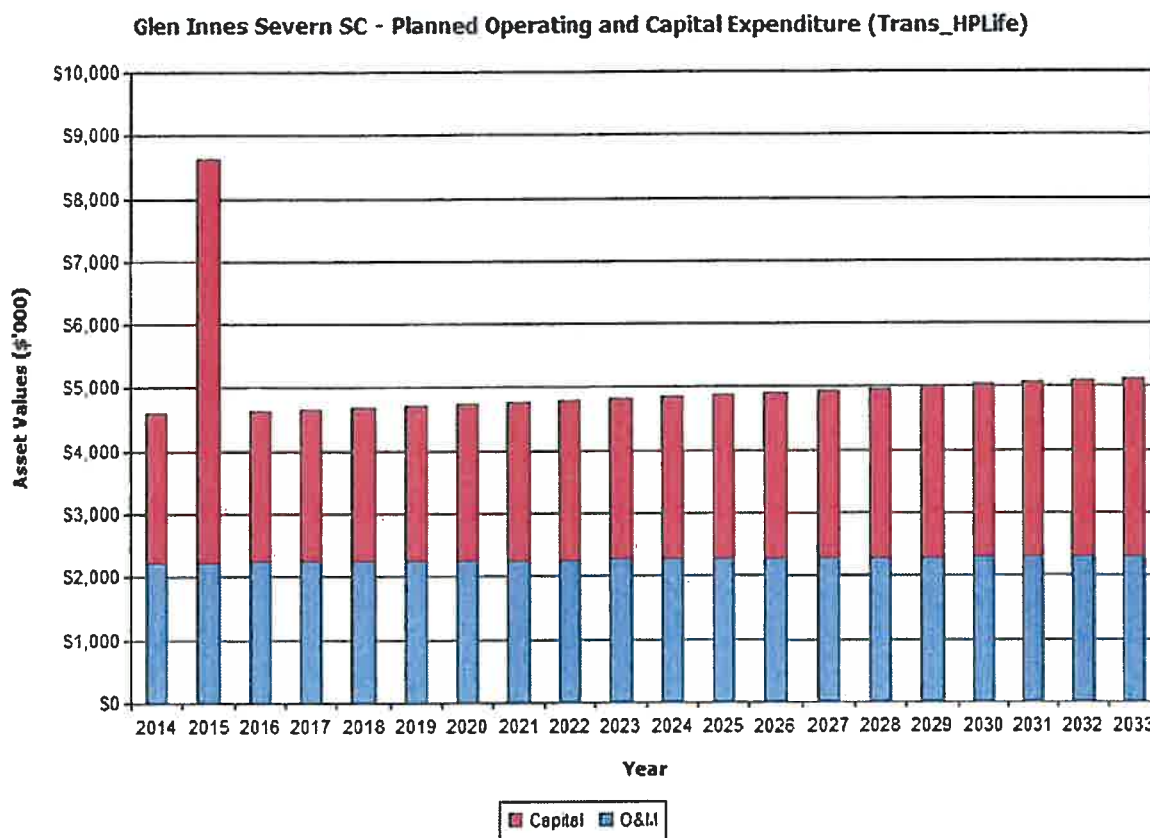


Fig 7b.Planned Operating and Capital Expenditure (Base Case)



Scenario 5 above shows the once-off impact of the proposed \$4 million loan for bridge renewal and the ongoing increase in spending for renewal as a result of the proposed special rate variation.

Note that all costs are shown in current 2013 dollar values.

6.1.1 SUSTAINABILITY OF SERVICE DELIVERY

There are two key indicators for financial sustainability that have been considered in the analysis of the services provided by this asset category, these being long term life cycle costs and medium term costs over the 10 year financial planning period.

Long term - Life Cycle Cost

Life cycle costs (or whole of life costs) are the average costs that are required to sustain the service levels over the longest asset life. Life cycle costs include maintenance and asset consumption (depreciation expense). The annual average life cycle cost for the services covered in this asset management plan is \$4,400,000 (base case) or \$4,507,000 (scenario 5).

Life cycle costs can be compared to life cycle expenditure to give an indicator of sustainability in service provision. Life cycle expenditure includes maintenance plus capital renewal expenditure. Life cycle expenditure will vary depending on the timing of asset renewals. The average life cycle expenditure over the 20 year timeframe of the plan is \$4,124,000 (base case) or \$4,925,000 (scenario 5).

A gap between life cycle costs and life cycle expenditure gives an indication as to whether present consumers are paying their share of the assets they are consuming each year. The purpose of this Transport asset management plan is to identify levels of service that the community needs and can afford and develop the necessary long term financial plans to provide the service in a sustainable manner.

Over the 20 year horizon of this asset management plan, the average life cycle gap for services covered by this plan is \$276,000 per annum (base case) or \$-418,000 (scenario 5). The life cycle sustainability index is 94% (base case) or 109% (scenario 5).

Medium term – 10 year financial planning period

This asset management plan identifies the estimated maintenance and capital expenditures required to provide an agreed level of service to the community over a 20 year period for input into a 10 year financial plan and funding plan to provide the service in a sustainable manner.

This may be compared to existing or planned expenditures in the 20 year period to identify any gap. In a core asset management plan, a gap is generally due to increasing asset renewals.

Fig 8 shows the projected asset renewals in the 20 year planning period from the asset register. The projected asset renewals are compared to planned renewal expenditure in the capital works program and capital renewal expenditure in year 1 of the planning period as shown in Fig 8. Table 6.1.1 shows the annual and cumulative funding gap between projected and planned renewals.

Fig 8a. Projected and Planned Renewals and Current Renewal Expenditure (Base Case)

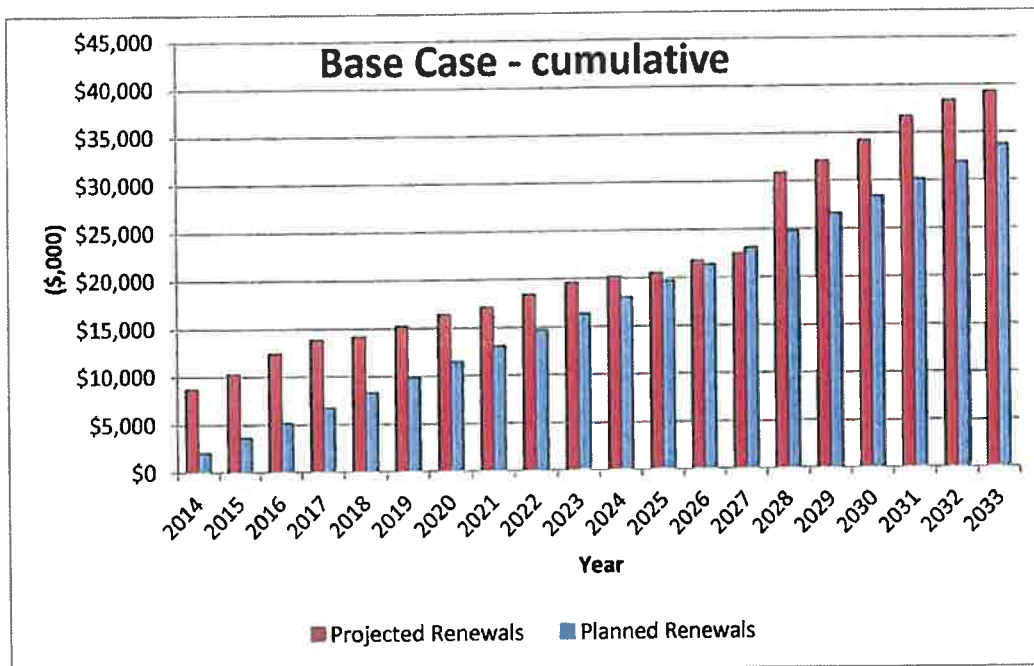
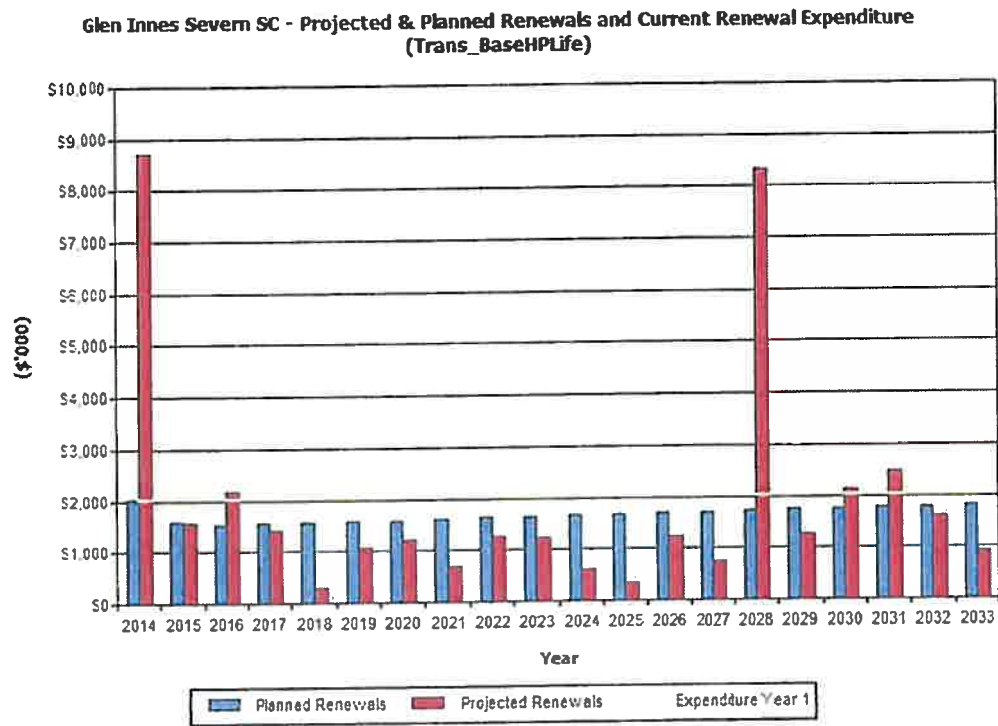


Fig 8b. Projected and Planned Renewals and Current Renewal Expenditure (Scenario 5)

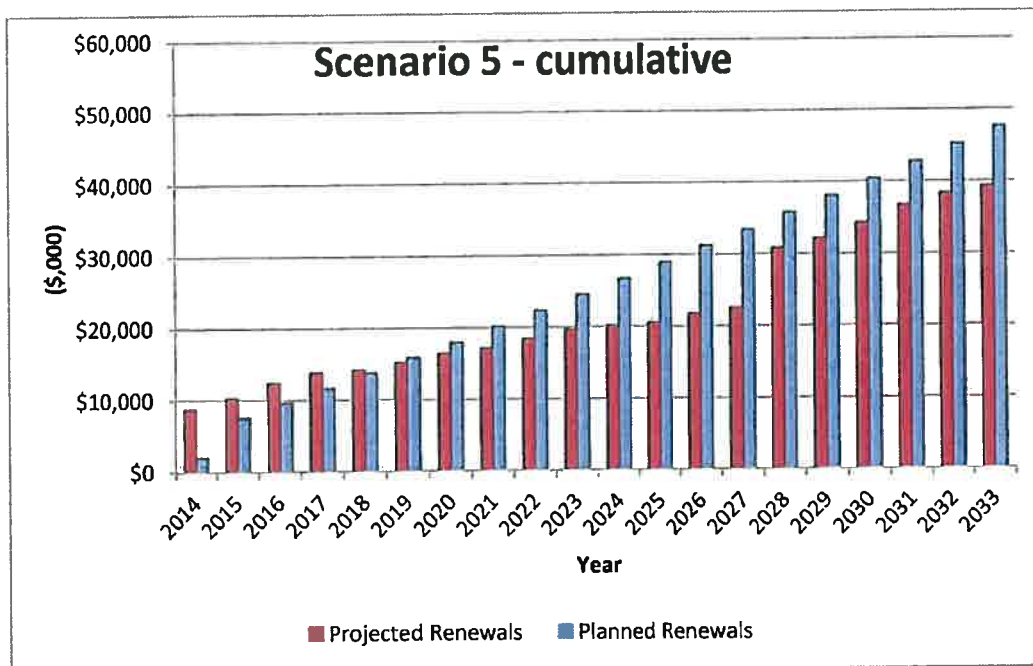
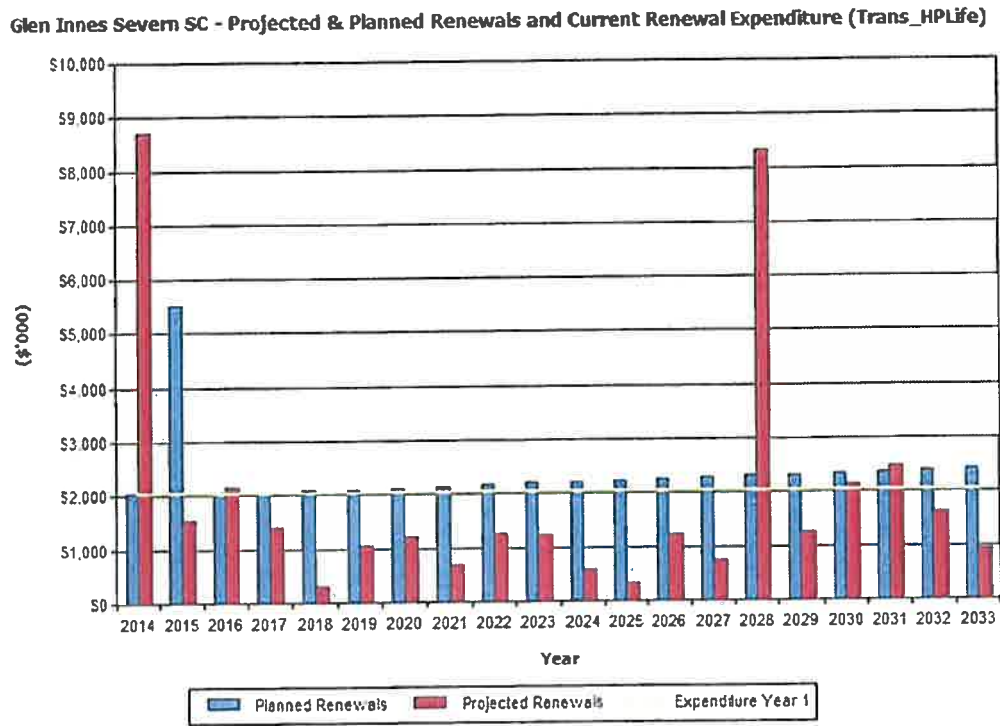


Table 6.1.1 shows the gap between projected and planned renewals.

Table 6.1.1 Projected and Planned Renewals and Expenditure Gap

Year	BASE CASE				SCENARIO 5		
	Projected Renewals (\$'000)	Planned Renewals (\$'000)	Renewal Funding Gap (\$'000)	Cumulative Gap (\$'000)	Planned Renewals (\$'000)	Renewal Funding Gap (\$'000)	Cumulative Gap (\$'000)
2014	\$8,702.96	\$2,030.00	-\$6,672.96	-\$6,672.96	\$2,030.00	-\$6,672.96	-\$6,672.96
2015	\$1,546.47	\$1,578.00	\$31.53	-\$6,641.43	\$5,498.00	\$3,951.53	-\$2,721.43
2016	\$2,153.00	\$1,536.00	-\$617.00	-\$7,258.43	\$2,044.00	-\$109.00	-\$2,830.43
2017	\$1,413.60	\$1,551.36	\$137.76	-\$7,120.67	\$2,064.44	\$650.84	-\$2,179.59
2018	\$299.52	\$1,566.87	\$1,267.35	-\$5,853.32	\$2,085.08	\$1,785.56	-\$394.03
2019	\$1,053.24	\$1,582.54	\$529.30	-\$5,324.02	\$2,105.94	\$1,052.70	\$658.67
2020	\$1,217.94	\$1,598.37	\$380.43	-\$4,943.59	\$2,126.99	\$909.05	\$1,567.72
2021	\$690.45	\$1,614.35	\$923.90	-\$4,019.69	\$2,148.26	\$1,457.81	\$3,025.53

2022	\$1,257.07	\$1,630.50	\$373.43	-\$3,646.26	\$2,169.75	\$912.68	\$3,938.21
2023	\$1,245.08	\$1,646.80	\$401.72	-\$3,244.54	\$2,191.44	\$946.36	\$4,884.57
2024	\$591.33	\$1,663.27	\$1,071.94	-\$2,172.60	\$2,213.36	\$1,622.03	\$6,506.60
2025	\$338.65	\$1,679.90	\$1,341.25	-\$831.35	\$2,235.49	\$1,896.84	\$8,403.44
2026	\$1,244.91	\$1,696.70	\$451.79	-\$379.56	\$2,257.85	\$1,012.94	\$9,416.38
2027	\$746.23	\$1,713.67	\$967.44	\$587.88	\$2,280.43	\$1,534.20	\$10,950.58
2028	\$8,320.10	\$1,730.80	-\$6,589.30	-\$6,001.42	\$2,303.23	-\$6,016.87	\$4,933.71
2029	\$1,262.47	\$1,748.11	\$485.64	-\$5,515.78	\$2,326.26	\$1,063.79	\$5,997.50
2030	\$2,136.38	\$1,765.59	-\$370.79	-\$5,886.57	\$2,349.53	\$213.15	\$6,210.65
2031	\$2,483.08	\$1,783.25	-\$699.83	-\$6,586.40	\$2,373.02	-\$110.06	\$6,100.59
2032	\$1,627.63	\$1,801.08	\$173.45	-\$6,412.95	\$2,396.75	\$769.12	\$6,869.71
2033	\$926.38	\$1,819.09	\$892.71	-\$5,520.24	\$2,420.72	\$1,494.34	\$8,364.05

Providing services in a sustainable manner will require matching of projected asset renewals to meet agreed service levels with planned capital works programs and available revenue.

A gap between projected asset renewals, planned asset renewals and funding indicates that further work is required to manage required service levels and funding to eliminate any funding gap.

Council will manage the 'gap' by developing this asset management plan to provide guidance on future service levels and resources required to provide these services.

6.2 FUNDING STRATEGY

Projected costs are to be funded from Council's operating and capital budgets. The funding strategy will be detailed in the Council's LTFP.

Achieving the financial strategy will require an ongoing commitment to fund the increasing demand for asset renewals.

6.3 VALUATION FORECASTS

Asset values are forecast to increase as additional assets are added to the asset stock from construction and acquisition by Council and from assets constructed by land developers and others and donated to Council. Fig 9 shows the projected replacement cost asset values over the planning period in current 2013 dollar values.

Fig 9a. Projected Asset Values (Base Case)

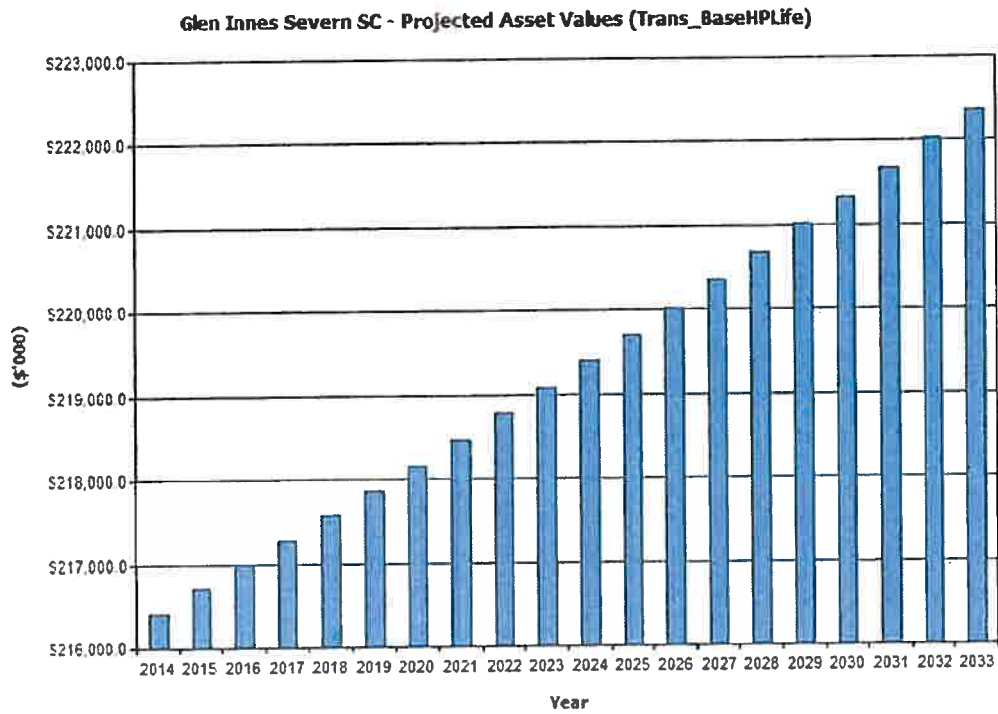
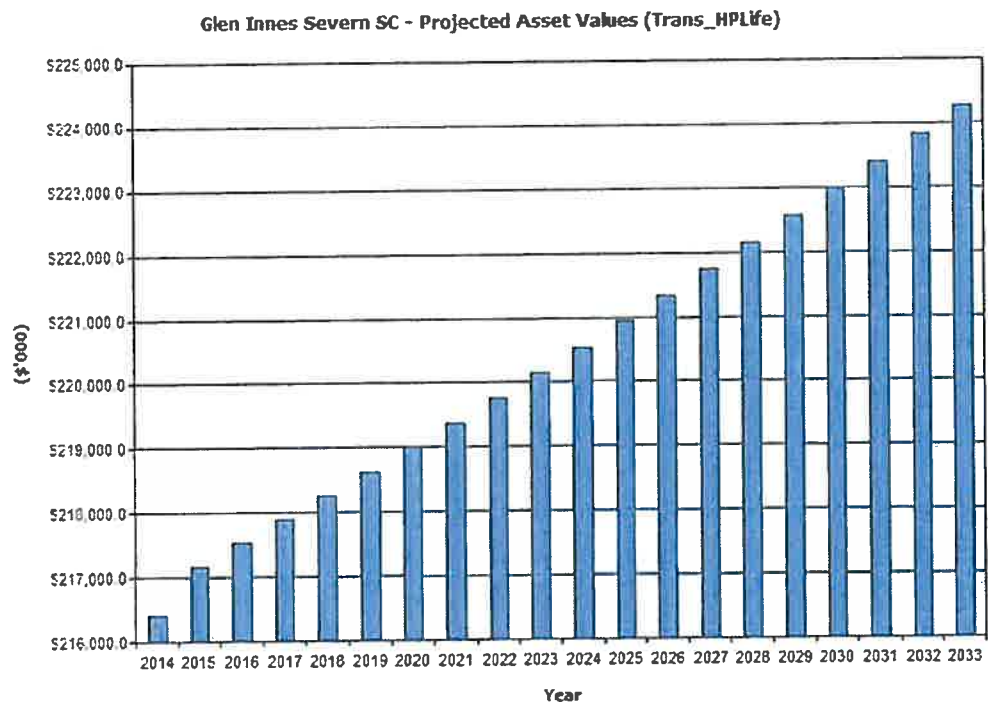


Fig 9b. Projected Asset Values (Scenario 5)



Depreciation expense values are forecast in line with asset values as shown in Fig 10.

Fig 10a. Projected Depreciation Expense (Base Case)

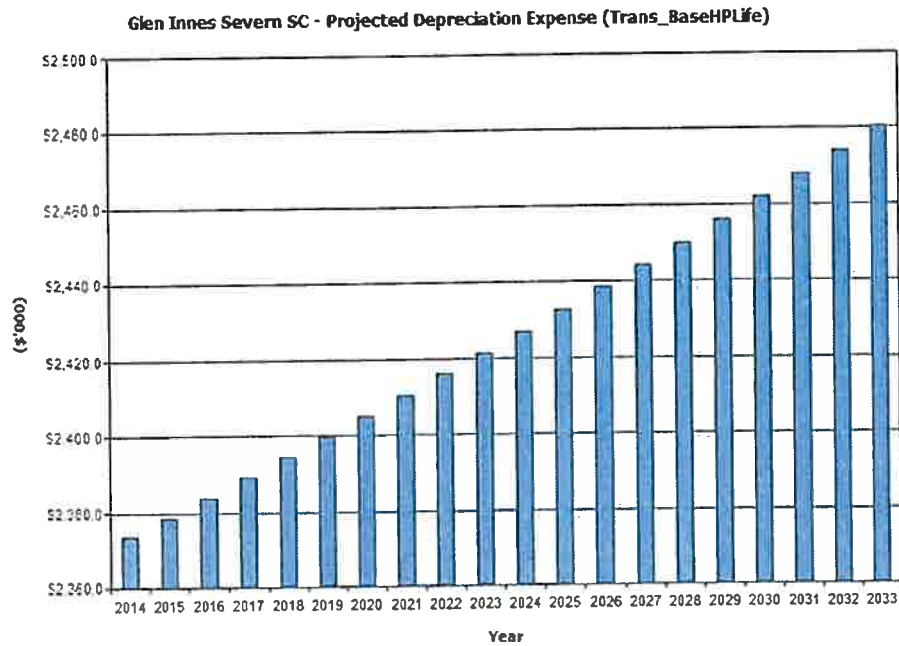
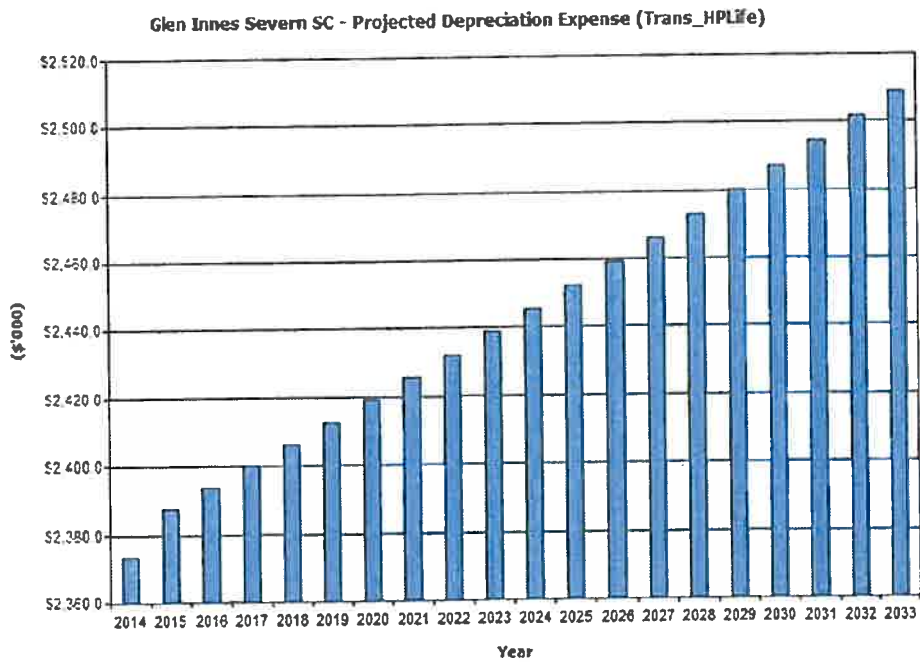


Fig 10b. Projected Depreciation Expense (Scenario 5)



The depreciated replacement cost (current replacement cost less accumulated depreciation) will vary over the forecast period depending on the rates of addition of new assets, disposal of old assets and consumption and renewal of existing assets. Forecast of the assets' depreciated replacement cost is shown in Fig 11.

Fig 11a. Projected Depreciated Replacement Cost (Base Case)

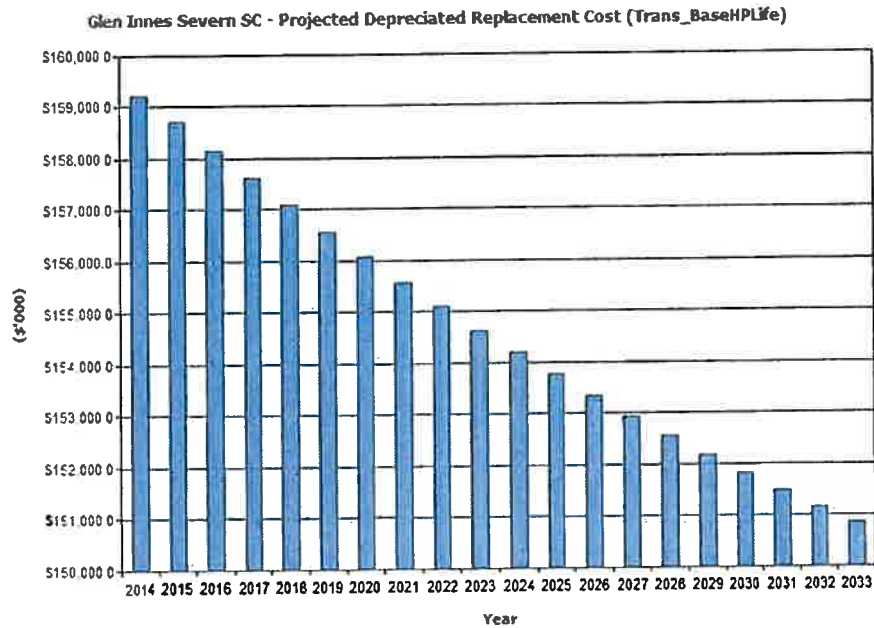
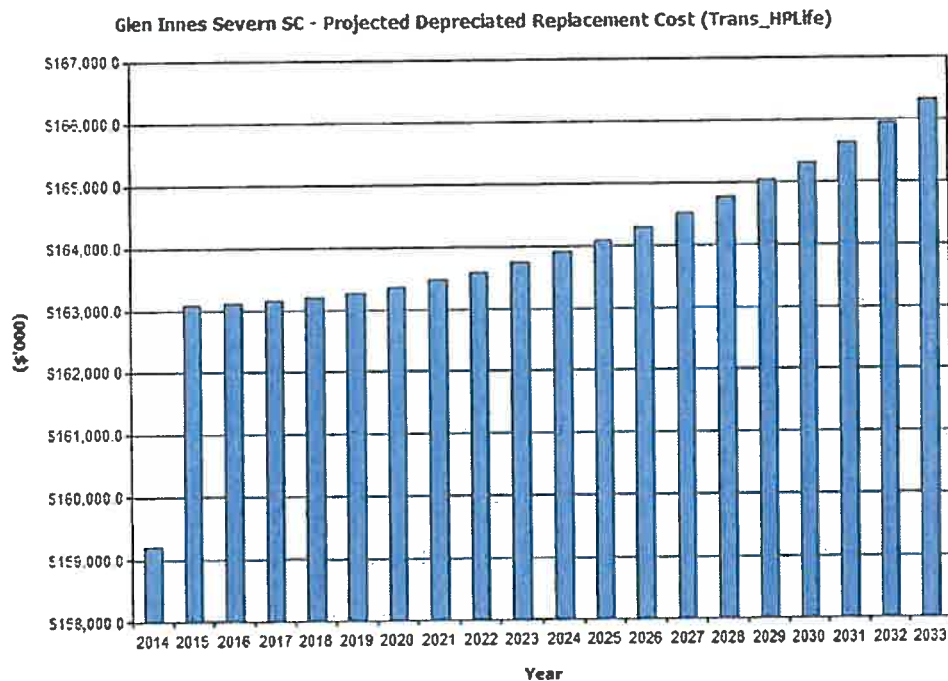


Fig 11b. Projected Depreciated Replacement Cost (Scenario 5)



6.4 KEY ASSUMPTIONS MADE IN FINANCIAL FORECASTS

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

Key assumptions:

- Assumptions on the relationship between growth and increases in the asset stock.
- Assumptions on changes to useful life estimated to reflect improved maintenance and renewal practices.
- Present service levels will remain constant until revised service levels are produced in accordance with Section 3.3.
- Assumption of a steady state condition of unsealed and sealed road network
- Assumption of a normal weather conditions.
- Assumption that expected and adopted useful life of roads and footbridges will be achieved.

Accuracy of future financial forecasts may be improved in future revisions of this Asset Management Plan by the following actions:

- Undertaking regular surveys on the road pavement, surface and kerb conditions.
- Undertaking regular defect surveys on bridges.
- Reducing expenditure on unplanned road maintenance and using these funds for planned reconstruction, rehabilitation and reseal programs.
- Undertake analysis of the growth, and build this into future revisions of this Asset Management Plan.
- Improved information systems on maintenance and operating expenditures.
- Assumptions have been made as to the average useful lives and remaining lives of the asset groups based on current local knowledge and experience and historical trends. These need to be reviewed and the accuracy improved based on real time assessment of asset deterioration.
- Review of the effective economic life of pavement surfacing and layers has the potential for greatest variance in cost predictions.
- Changes in development needs associated with the rate and location of growth.
- Changes in the desired level of service and service standards from those identified in this plan.

7. ASSET MANAGEMENT PRACTICES

7.1 ACCOUNTING/FINANCIAL SYSTEMS

Refer Part 1.

7.2 ASSET MANAGEMENT SYSTEMS

Refer Part 1.

7.3 INFORMATION FLOW REQUIREMENTS AND PROCESSES

Refer Part 1.

7.4 STANDARDS AND GUIDELINES

Refer Part 1.

7.5 DATA CONFIDENCE LEVEL

Data confidence levels for this AMP are rated as B or C.

8. PLAN IMPROVEMENT AND MONITORING

8.1 PERFORMANCE MEASURES

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

- The degree to which the required cashflows identified in this asset management plan are incorporated into council's Long Term Financial Plan and Community Strategic Plan;
- The degree to which 1-5 year detailed works programs, budgets, business plans and organisational structures take into account the 'global' works program trends provided by the asset management plan;

8.2 IMPROVEMENT PLAN

Refer Part 1.

The asset management improvement plan generated from this asset management plan is shown in Table 8.2.

Table 8.2 Improvement Plan

TASK NO	TASK	RESPONSIBILITY	RESOURCES REQUIRED	TARGET COMPLETION DATE
1	Maintenance Activities - document levels of service and Maintenance Management Plan	MW	staff	Feb 2014
2	Footpaths and Cycleways – develop footpath hierarchy, add footpath and cycleway assets from Open Space	MTS	staff	March 2014
3	Undertake yearly condition assessments of the roadwork network with view to 100% coverage every 4 years.	MTS	staff	ongoing

Undertake a major review of this Asset Management plan on a 2 year cycle.	MTS	staff	Dec 2013
Section 5.4.1 – Renewal priority criteria.	MTS	staff	May 2014
Review of risk management plan detailed in Section 5.2.	MTS	staff	April 2014

8.3 MONITORING AND REVIEW PROCEDURES

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

The Plan has a life of 4 years and is due for revision and updating within 2 years of each Council election.

REFERENCES

Refer Part 1.

APPENDICES

APPENDIX A MAINTENANCE RESPONSE LEVELS OF SERVICE

Levels of service to be included in next full revision of plan.

APPENDIX B

PLANNED TRANSPORT INFRASTRUCTURE EXPENDITURES FOR LONG-TERM FINANCIAL PLAN (BASE CASE)

YEAR END JUN- 30	TOTAL OPERATIONS EXPENDITURE (\$'000)	TOTAL MAINTENANCE EXPENDITURE (\$'000)	PROJECTED CAPITAL RENEWAL EXPENDITURE (\$'000)	PLANNED CAPITAL UPGRADE/NEW EXPENDITURE (\$'000)	PLANNED DISPOSALS (\$'000)	PLANNED CAPITAL RENEWAL EXPENDITURE (\$'000)	SHORTFALL IN RENEWAL EXPENDITURE (PROJECTED - PLANNED) (\$'000)	CUMULATIVE RENEWAL FUNDING SHORTFALL (\$'000)
2014	\$761.19	\$1,473.31	\$8,702.96	\$330.00	\$118.00	\$2,030.00	\$6,672.96	\$6,672.96
2015	\$762.22	\$1,475.30	\$1,546.47	\$257.00	\$92.00	\$1,578.00	-\$31.53	\$6,641.42
2016	\$763.23	\$1,477.25	\$2,153.00	\$250.00	\$92.92	\$1,536.00	\$617.00	\$7,258.42
2017	\$764.25	\$1,479.22	\$1,413.60	\$252.50	\$93.85	\$1,551.36	-\$137.76	\$7,120.66
2018	\$765.28	\$1,481.22	\$299.52	\$255.03	\$94.79	\$1,566.87	-\$1,267.35	\$5,853.30
2019	\$766.32	\$1,483.23	\$1,053.24	\$257.58	\$95.74	\$1,582.54	-\$529.31	\$5,324.00
2020	\$767.37	\$1,485.27	\$1,217.94	\$260.15	\$96.69	\$1,598.37	-\$380.43	\$4,943.57
2021	\$768.43	\$1,487.32	\$690.45	\$262.75	\$97.66	\$1,614.35	-\$923.90	\$4,019.67

2022	\$769.51	\$1,489.40	\$1,257.07	\$265.38	\$98.64	\$1,630.50	-\$373.43	\$3,646.24
2023	\$770.59	\$1,491.50	\$1,245.08	\$268.03	\$99.62	\$1,646.80	-\$401.72	\$3,244.52
2024	\$771.69	\$1,493.63	\$591.33	\$270.71	\$100.62	\$1,663.27	-\$1,071.94	\$2,172.58
2025	\$772.80	\$1,495.78	\$338.65	\$273.42	\$101.63	\$1,679.90	-\$1,341.25	\$831.33
2026	\$773.92	\$1,497.95	\$1,244.91	\$276.16	\$102.64	\$1,696.70	-\$451.79	\$379.54
2027	\$775.06	\$1,500.14	\$746.23	\$278.92	\$103.67	\$1,713.67	-\$967.43	-\$587.90
2028	\$776.20	\$1,502.36	\$8,320.10	\$281.71	\$104.70	\$1,730.80	\$6,589.29	\$6,001.40
2029	\$777.36	\$1,504.61	\$1,262.47	\$284.52	\$105.75	\$1,748.11	-\$485.64	\$5,515.76
2030	\$778.53	\$1,506.87	\$2,136.38	\$287.37	\$106.81	\$1,765.59	\$370.79	\$5,886.55
2031	\$779.72	\$1,509.17	\$2,483.08	\$290.24	\$107.88	\$1,783.25	\$699.83	\$6,586.38
2032	\$780.92	\$1,511.49	\$1,627.63	\$293.14	\$108.96	\$1,801.08	-\$173.45	\$6,412.93
2033	\$782.13	\$1,513.83	\$926.38	\$296.08	\$110.05	\$1,819.09	-\$892.71	\$5,520.22

PLANNED TRANSPORT INFRASTRUCTURE EXPENDITURES FOR LONG-TERM FINANCIAL PLAN (SCENARIO 5)

YEAR END JUN- 30	TOTAL OPERATIONS EXPENDITURE (\$'000)	TOTAL MAINTENANCE EXPENDITURE (\$'000)	PROJECTED CAPITAL RENEWAL EXPENDITURE (\$'000)	PLANNED CAPITAL UPGRADE/NEW EXPENDITURE (\$'000)	PLANNED DISPOSALS (\$'000)	PLANNED CAPITAL RENEWAL EXPENDITURE (\$'000)	SHORTFALL IN RENEWAL EXPENDITURE (PROJECTED - PLANNED) (\$'000)	CUMULATIVE RENEWAL FUNDING SHORTFALL (\$'000)
2014	\$761.19	\$1,473.31	\$8,702.96	\$330.00	\$118.00	\$2,030.00	\$6,672.96	\$6,672.96
2015	\$763.82	\$1,478.40	\$1,546.47	\$895.00	\$275.00	\$5,498.00	-\$3,951.53	\$2,721.42
2016	\$765.09	\$1,480.85	\$2,153.00	\$333.00	\$102.00	\$2,044.00	\$109.00	\$2,830.42
2017	\$766.37	\$1,483.33	\$1,413.60	\$336.33	\$103.02	\$2,064.44	-\$650.84	\$2,179.58
2018	\$767.67	\$1,485.84	\$299.52	\$339.69	\$104.05	\$2,085.08	-\$1,785.57	\$394.01
2019	\$768.97	\$1,488.37	\$1,053.24	\$343.09	\$105.09	\$2,105.94	-\$1,052.70	-\$658.69
2020	\$770.30	\$1,490.93	\$1,217.94	\$346.52	\$106.14	\$2,126.99	-\$909.06	-\$1,567.74
2021	\$771.63	\$1,493.52	\$690.45	\$349.99	\$107.20	\$2,148.26	-\$1,457.81	-\$3,025.55
2022	\$772.98	\$1,496.13	\$1,257.07	\$353.49	\$108.28	\$2,169.75	-\$912.68	-\$3,938.23
2023	\$774.35	\$1,498.77	\$1,245.08	\$357.02	\$109.36	\$2,191.44	-\$946.37	-\$4,884.60

2024	\$775.73	\$1,501.44	\$591.33	\$360.59	\$110.45	\$2,213.36	-\$1,622.03	-\$6,506.63
2025	\$777.12	\$1,504.14	\$338.65	\$364.20	\$111.56	\$2,235.49	-\$1,896.84	-\$8,403.47
2026	\$778.53	\$1,506.87	\$1,244.91	\$367.84	\$112.67	\$2,257.85	-\$1,012.94	-\$9,416.41
2027	\$779.96	\$1,509.62	\$746.23	\$371.52	\$113.80	\$2,280.43	-\$1,534.19	-\$10,950.61
2028	\$781.39	\$1,512.41	\$8,320.10	\$375.23	\$114.94	\$2,303.23	\$6,016.87	-\$4,933.74
2029	\$782.85	\$1,515.23	\$1,262.47	\$378.99	\$116.09	\$2,326.26	-\$1,063.79	-\$5,997.53
2030	\$784.32	\$1,518.07	\$2,136.38	\$382.77	\$117.25	\$2,349.53	-\$213.14	-\$6,210.67
2031	\$785.81	\$1,520.95	\$2,483.08	\$386.60	\$118.42	\$2,373.02	\$110.06	-\$6,100.61
2032	\$787.31	\$1,523.86	\$1,627.63	\$390.47	\$119.60	\$2,396.75	-\$769.12	-\$6,869.73
2033	\$788.83	\$1,526.80	\$926.38	\$394.37	\$120.80	\$2,420.72	-\$1,494.34	-\$8,364.07

APPENDIX C - PROJECTED 20 YEAR CAPITAL WORKS PROGRAM

Year	Bridges Barriers Guardrail	Bridges Major Culverts	Bridges Timber	Roads Carparks	Roads Floodways	Roads Footpath	Roads Furnishings	Roads Kerb & Gutter	Roads Pavement	Roads Surfacing
2014	21,030	19,684	309,457	118,515	101,356					8,132,914
2015					120,769	74,734		66,142	125,272	1,159,550
2016			426,071						43,505	1,683,425
2017	47,905			16,797		9,459				1,339,436
2018			96,254	38,297						164,969
2019				13,863	187,146					852,226
2020	59,754		483,310			15,046	1,228		348,319	310,282
2021									83,058	607,397
2022	12,478	20,972							197,843	1,025,773
2023	88,362				514,103					642,614
2024			117,912						67,334	406,084
2025	52,214			8,677		48,668		53,724	143,849	31,521
2026	103,994								78,248	1,062,663
2027	338,712	6,567			314,797					86,156
2028	72,766			80,182					6,694	8,160,454
2029	47,998			54,925						1,159,550
2030		16,403		20,238		63,178		73,581	279,559	1,683,425
2031					1,143,647					1,339,436
2032		65,673						16,751	1,380,238	164,969
2033		12,861				60,880	416			852,226
Grand Total	845,212	142,160	1,433,005	351,494	2,381,819	271,965	1,644	210,198	2,753,920	30,865,069

APPENDIX D - PLANNED LONG TERM CAPITAL WORKS PROGRAM (SCENARIO 5)

At the time of writing this report, an inspection is being performed on Council's bridges to ascertain the extent of works required. The outcome of this inspection will be considered in the development of the forward capital works program. It is envisaged that the focus of capital works expenditure will include:

- Rehabilitation and renewal of timber bridges, particularly with the planned Low Interest Rate Subsidy loan planned for 2014/15;
- Resurfacing sealed roads, including minor heavy patching.

Year	Bridges	Carparks	Roads Floodways	Roads Footpaths Furnishings	Roads Kerb & Gutter	Roads Pavement & Surfacing	TOTAL
2015	4,000,000		40,000	28,000	30,000	1,400,000	\$5,498,000
2016		120,000	74,000	20,000	30,000	1,800,000	\$2,044,000
2017			100,000	40,000	30,000	1,894,000	\$2,064,000
2018	100,000		100,000	20,000	30,000	1,835,000	\$2,085,000
2019			100,000	20,000	30,000	1,956,000	\$2,106,000
2020		200,000	77,000	20,000	30,000	1,800,000	\$2,127,000
2021	100,000		100,000	20,000	30,000	1,898,000	\$2,148,000
2022			100,000	40,000	30,000	2,000,000	\$2,170,000
2023			100,000	40,000	51,000	2,000,000	\$2,191,000
Grand Total	4,200,000	320,000	791,000	248,000	291,000	16,583,000	\$22,433,000

Annexure B

Glen Innes Severn Council Meeting

19 DECEMBER 2013



GLEN INNES SEVERN COUNCIL



.....

DELIVERY PROGRAM

2013 - 2017

.....

COUNCIL CONTACT INFORMATION

**Council Offices:**

Phone (02) 6730 2300

Town Hall Administration Office
265 Grey Street, Glen Innes
Office Hours: 8:30 am to 4:30 pm

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council@gisc.nsw.gov.au

Facsimile:

(02) 6732 3764

Website:

www.gisc.nsw.gov.au

Council acknowledges the extensive contribution by the Glen Innes Severn Community in the development of this Community Strategic Plan. Indeed this is the Community's Plan!

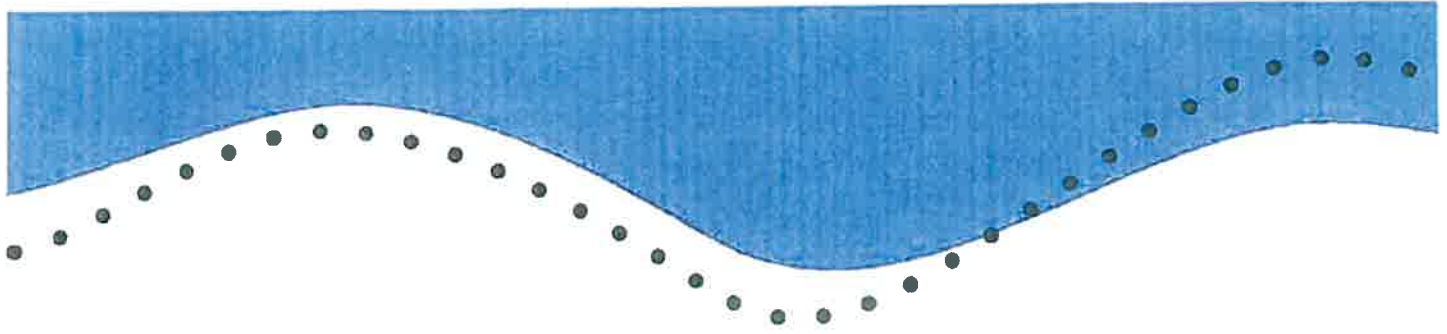
Council also recognises the assistance and contribution made by SGS Economics and Planning, who assisted with review of the Community Strategic Plan and identification of the key actions for the new Council term.



DELIVERY PROGRAM 2013-2017

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WELCOME

This document, the Delivery Program, is Council's response to the Glen Innes Severn Community Strategic Plan. The Community Strategic Plan recognises that others in our communities (individuals, businesses, governments and agencies) can also contribute to future outcomes.

The Delivery Program outlines what Council will do over the next four (4) years to work toward achieving the agreed community outcomes. Council has two (2) areas of responsibility in delivering its responses; one relates to what it does as an organisation, and the other relates to what it does in the Community. The Delivery Program is important in making sure that all of Council's services and programs remain focused on delivering the agreed long term outcomes for the Community.

The strategic outcomes for our area are:

Prospering Community (PC)

We are a prospering community where jobs are created, industry and commercial ventures are encouraged.

We are a learning community of sustainable growth and accessible communication.

Community Living (CL)

We are a caring, and inclusive community with excellent health services; sport and recreation facilities; cultural facilities and amenities.

Environmental Stewardship (ES)

The community of Glen Innes Severn cares for the environment so we have a stable and sustainable environment with a reliable water supply that supports our growth aspirations.

Governance and Civic Leadership (GCL)

There is trust between the Council and the community; the Glen Innes Severn area maintains its local autonomy as a Local Government Area; and the Council successfully advocates for the needs of the community.



These strategic outcomes provide a focus for action, and are a set of integrated themes that provide for a socially and economically sustainable Glen Innes Severn community. Council recognises that our physical environment is extremely valuable, and that Culture and Heritage are part of who we are. Through long term planning, we are able to look into the future and take into account the aspects that this community values.

Cr Colin Price
MAYOR





OUR COUNCIL YOUR COUNCILLORS

Cr Colin Price
MAYOR



Cr Malcolm
Schumacher



Cr Andrew Parsons



Cr Graeme Quinn
DEPUTY MAYOR



Cr James Graham



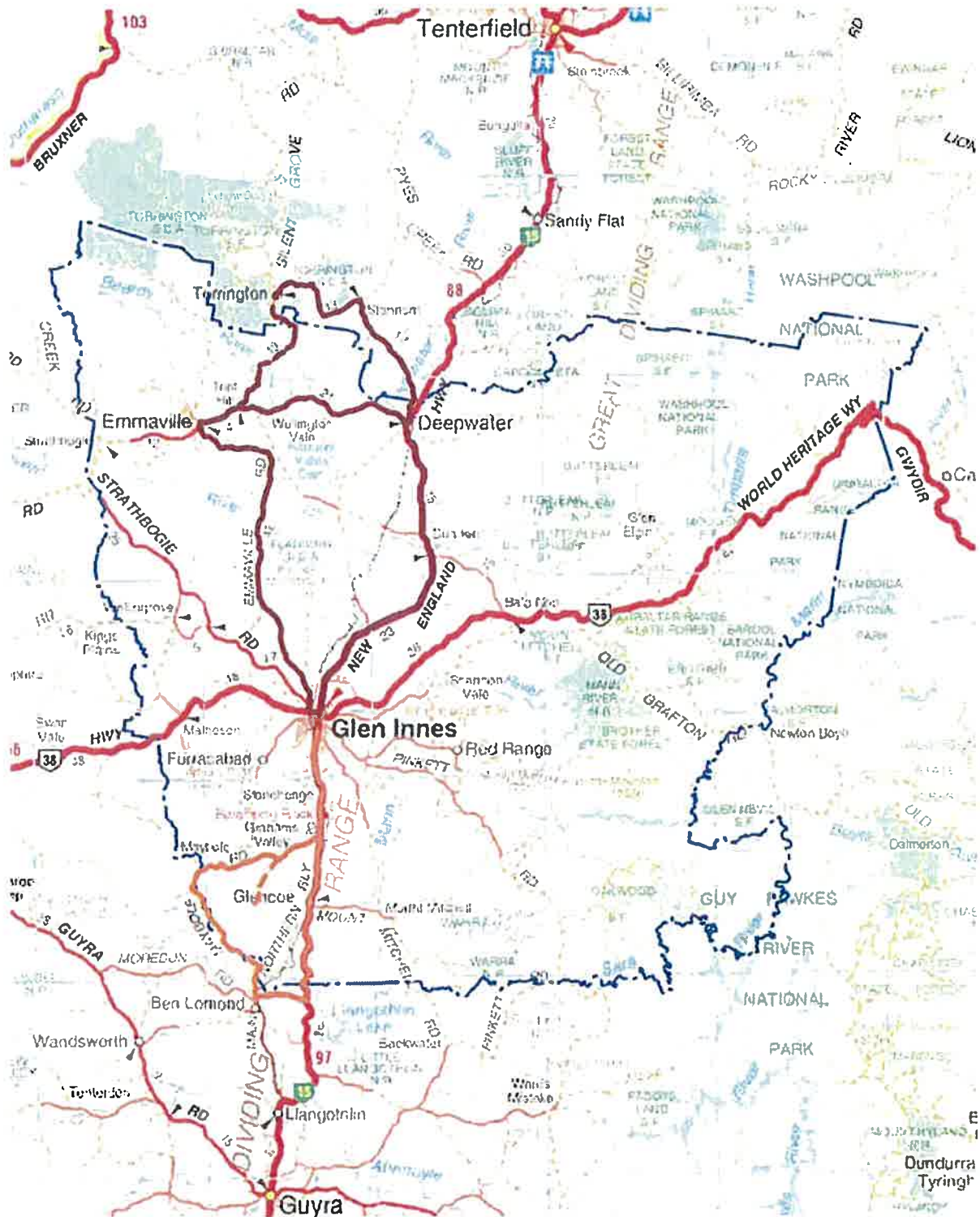
Cr Mick Scherf



Cr Dianne Newman

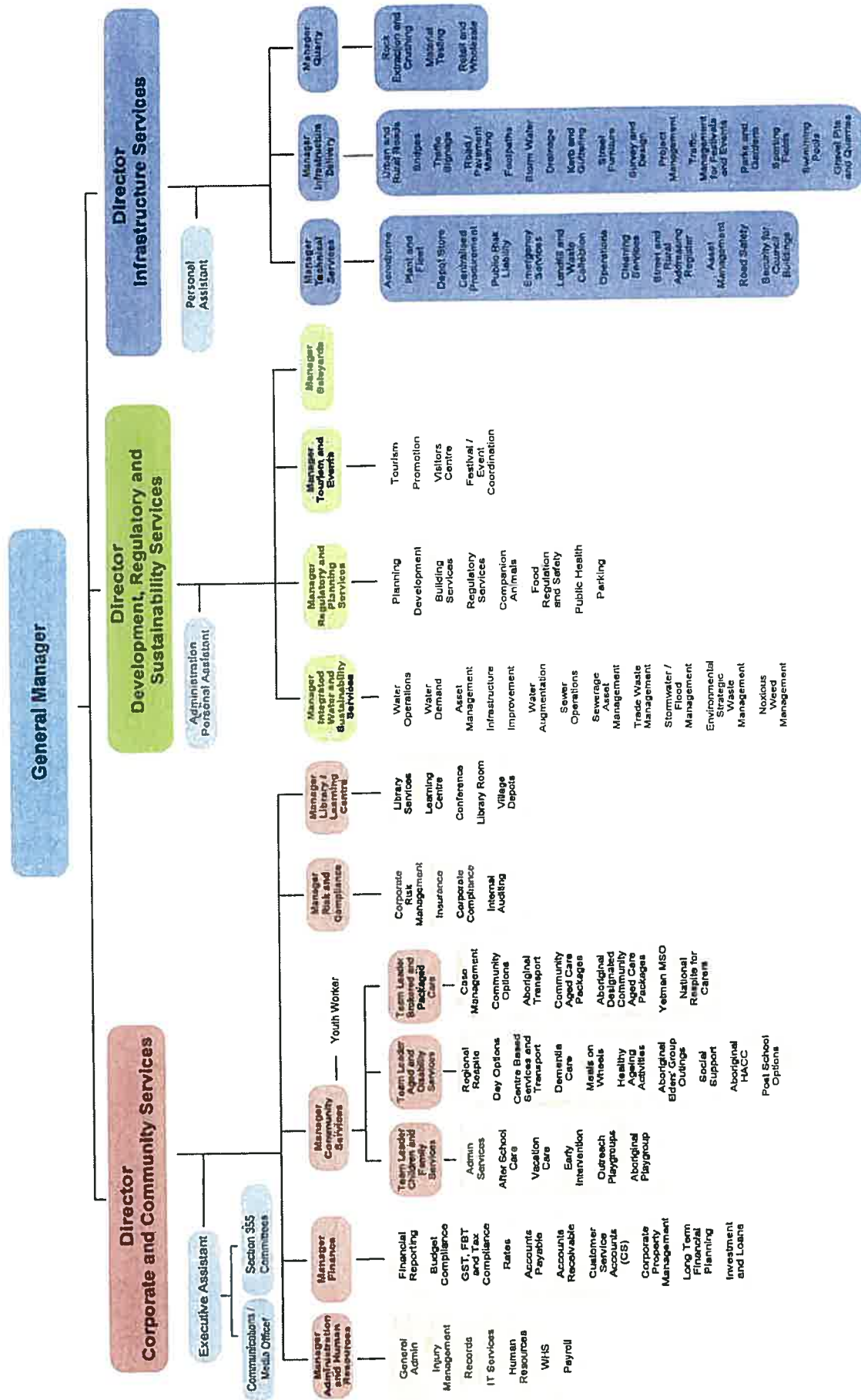


GLEN INNES SEVERN LOCAL GOVERNMENT AREA



OUR COUNCIL STRUCTURE

Delivery Program
2013 - 2017





GOVERNING PRINCIPLES

Council Vision

To lead a confident, welcoming and progressive community that values its health, heritage and environment.

Council Slogan

Embracing Change, Building on History

Mission Statement

To be a responsive, effective, and efficient Council that advocates, facilitates and provides for the wellbeing of our community and area.

Values

- Respect;
- Integrity;
- Courage;
- Honesty.





GUIDING PRINCIPLES

Council's guiding principles consist of the Social Justice Principles as a means and commitment to ensuring:

- There is fairness in the distribution of resources (equity);
- Rights are recognised and promoted (rights);
- People have fairer access to the economic resources and services essential to meet their basic needs and to improve their quality of life (access);
- People have better opportunities for genuine participation and consultation about decisions affecting their lives (participation).

In addition Council is committed to its unique driving principle that was created through the development of Council's Cultural Plan.

Policy Statement

Cultural values underpin our sense of locality, country and part of a region with its diversity of people and memories - the cultural values and associated activities and assets stimulate a socially, environmentally and economically prosperous "place".

Commitment to the Cultural Plan

To recognise the importance of "culture" as a concept underpinning values/fabric and connectedness, when Council is producing strategic and operational plans and implementing the actions contained within those plans.

This will result in a holistic view of our community and deliver positive outcomes for future development and community engagement, whereby this Cultural Plan will be the driver.





COMMUNITY VISION

"Our community will be confident, welcoming, and progressive - valuing our health, heritage and environment."

Strategic Outcomes

Prospering Community (PC)

We are a prospering community where jobs are created, industry and commercial ventures are encouraged.

We are a learning community of sustainable growth and accessible communication.

Community Living (CL)

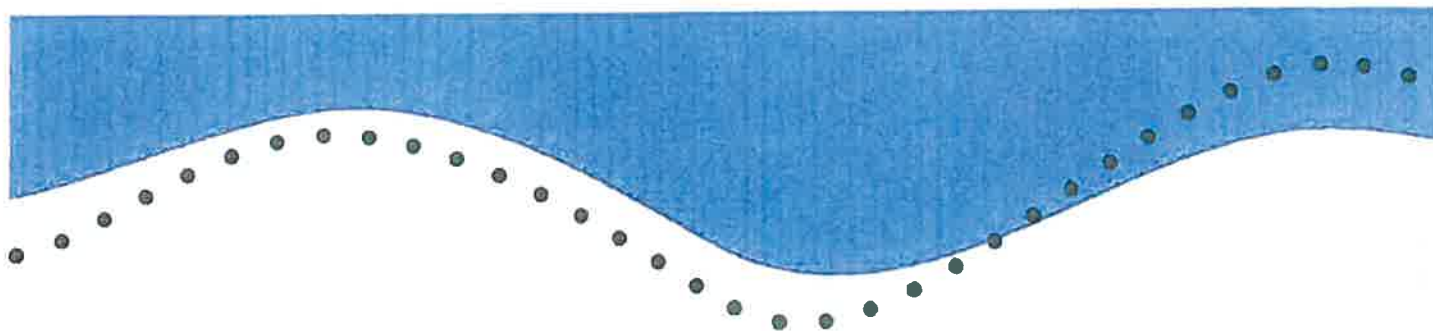
We are a caring, and inclusive community with excellent health services; sport and recreation facilities; cultural facilities and amenities.

Environmental Stewardship (ES)

The community of Glen Innes Severn cares for the environment so we have a sustainable environment with a reliable water supply that supports our growth aspirations.

Governance and Civic Leadership (GCL)

There is trust between the Council and the community; the Glen Innes Severn area maintains its local autonomy as a Local Government Area; and the Council successfully advocates for the needs of the community.



STRATEGIC OBJECTIVES

The following Strategic Objectives are embedded within the various outcome areas within the Action Plan and continue to be strong Strategic Objectives of Council.

- 1. Employer of Choice - Governance and Civic Leadership**
Become an **employer of choice** by growing Council's capacity to deliver existing and future activities and functions.
- 2. Road Management - Prospering Community**
Continue the review of our existing *road network*, and plan for the future in order to maximise use of available funding for the maintenance of this infrastructure.
- 3. Climate Change - Environmental Stewardship**
Monitor emerging *climate change* trends that may shape our long term planning.
- 4. Integrated Water Cycle Management - Environmental Stewardship**
Engage our community in the development of an *integrated water cycle management* strategy.
- 5. Land Use and Economic Development - Prospering Community**
Engage our Community in *integrated planning* incorporating land use, economic development, infrastructure and social policy that reflect and retain the character of our natural and built environment.
- 6. Financial Management - Governance and Civic Leadership**
Continue to improve *financial management* and accountability.
- 7. Quality of Life and Well-being - Community Living**
Continue to build quality of life and well-being by: Attracting external funding to foster community services expansion; Fostering a healthy, vibrant and learning community; and Recognising and respecting our cultural heritage, including our Aboriginal community.
- 8. Communicate - Governance and Civic Leadership**
Continue to improve our *open communication* with the community.
- 9. Community Leadership - Governance and Civic Leadership**
Glen Innes Severn Councillors provide *community leadership* by being aware of and appropriately responding to broader community issues of a more political nature.



COMMUNITY ENGAGEMENT

Council's Community Engagement Strategy was adopted in March 2010, and this strategy was subsequently used as a guide for the Community Engagement for the development of Council's Community Strategic Plan.

In summary, Community Engagement was undertaken through community surveys and engagement sessions and took place during the period June to September 2010.

The key questions asked of the community were:

- What is it about this community that is good or special - that makes you like living/working or visiting the area?
- What in particular don't you like about Glen Innes Severn Local Government Area?
- What would you like to see in 10 years' time - what would your three (3) priorities be?

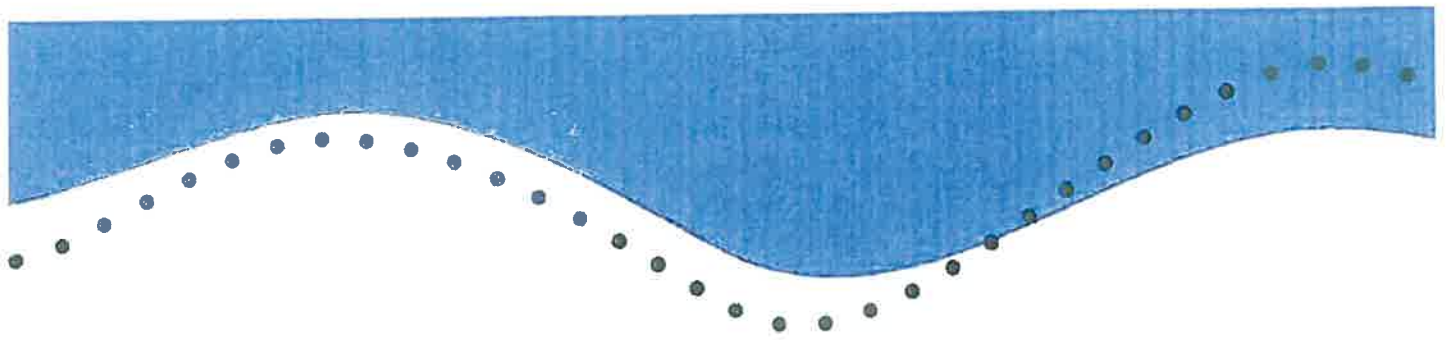
The Community Strategic Plan is based on the Principles of Social Justice (equity, access, participation and rights), as was the Community Engagement process. This means that Council engaged community members from various demographics and socioeconomic backgrounds. Specific meetings were held in the villages, with the Aboriginal Community, with people from non-English speaking backgrounds, with children, youth, women, people with disabilities and the frail aged.

In addition, public meetings, business interest groups and community interest groups were engaged. Members of the public were also provided with the opportunity to directly speak one to one with Council staff outside shops in the business section, to elaborate on the key questions.

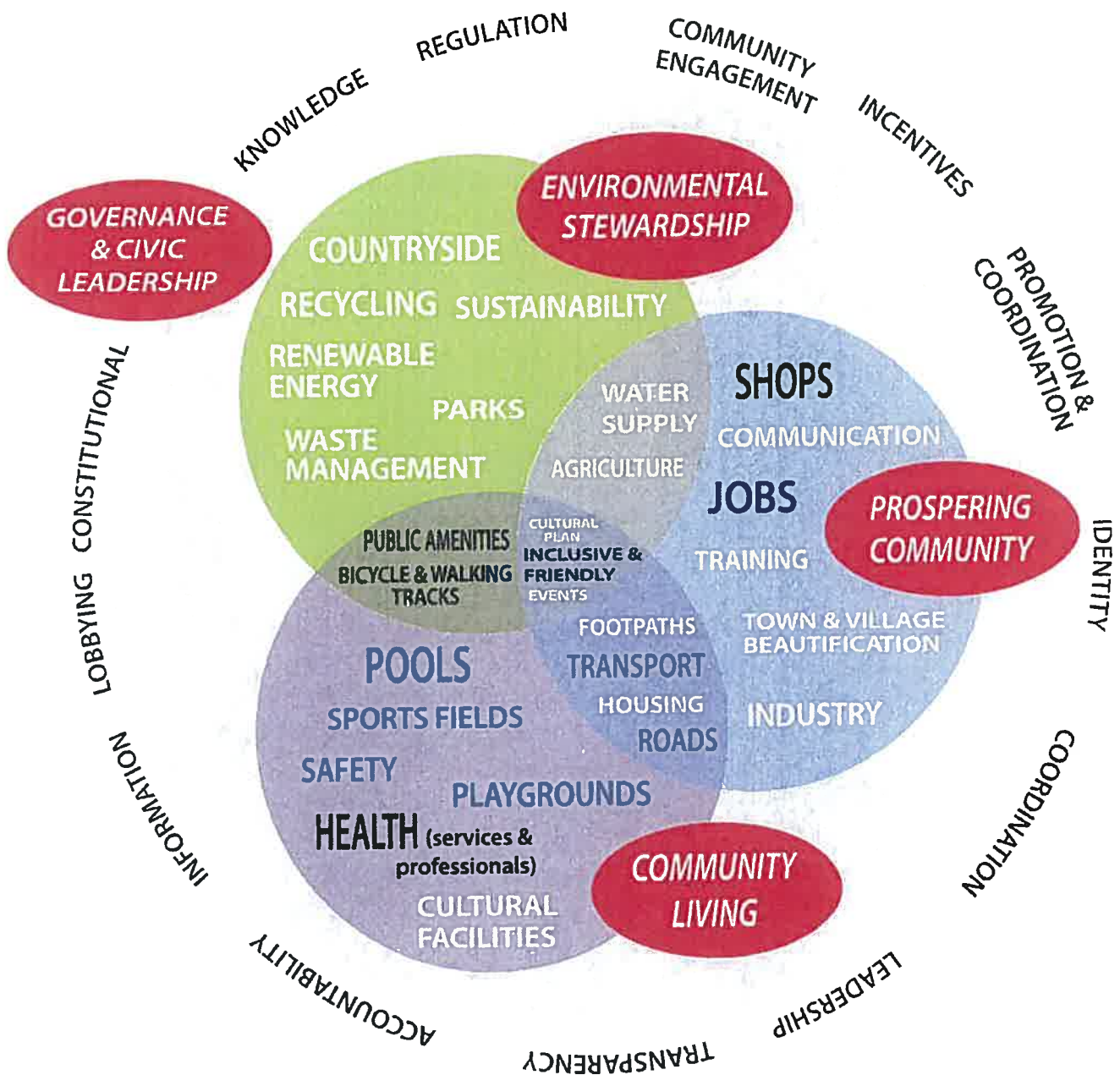
Before the Community Engagement sessions took place, an information flyer titled *"Community Engagement in the development of Glen Innes Severn Council's Community Strategic Plan"* was distributed through Council's Winter Newsletter to over 4,000 households. The flyer provided the key questions and pre-empted the engagement sessions. However, the main thrust of the flyer was to provide the community with information about who we are and what we have got.

Conclusion

The results of the community engagement have been developed into a visual representation, and then developed further into the Glen Innes Severn Community Strategic Plan.



WHAT THE COMMUNITY THINKS





REPORTING BACK TO OUR COMMUNITY

The Community Strategic Plan has been developed through engagement with the community of the Glen Innes Severn and as such it is the community's plan. The Plan is written in an accessible way, so that it is easy to see what community outcomes have been set in response to the community engagement, and how those have been developed into strategies and actions.

Principal activities are set in the Council's four (4) year Delivery Program to deliver the strategies and show which parts of the Community Strategic Plan the Council intends to deliver over the next four (4) years with the resources identified in the Resourcing Strategy. Those principal activities are further developed into one (1) year actions in the annual Operational Plan.

Each level of the Plan contains measures, so that the Council can report to the community the progress that it is making, with its partners, towards achieving the community's priorities in the Community Strategic Plan. Council's Annual Report will outline the achievements in implementing the Delivery Program, and the effectiveness of each Principal Activity in achieving the community outcomes at which they are directed.

Council's six (6) monthly reviews will report progress in delivering the measures and targets in the Operational Plan, and their contribution to achieving the Principal Activities in the Delivery Program.

It is anticipated that Council will engage with the residents of Glen Innes and the villages at least annually to communicate the progress of the Delivery Program and Operational Plans.



DELIVERY PROGRAM 2013-2017

The Delivery Program sets out the actions and associated performance measures for the first four (4) years of the Community Strategic Plan. It is directly linked to the outcomes areas of the Community Strategic Plan through the objectives and strategies. Further it is an integral part of the document, with the responsibility of Councillors to report at the end of the four (4) year period on the achievements against the measurements within both the Delivery Program and the Community Strategic Plan.

PROSPERING COMMUNITY

Code	Objective	Strategy	Delivery Program Actions 2013-17	Responsible	Partners	Performance Measures by 2017
PC 1.1	To build on and expand businesses/ industry across the LGA and specifically in the Glen Innes CBD.	Implementation of the CBD Master Plan.	Develop and implement Development Control Plans for the Glen Innes CBD precinct; Implement stage 1 of the CBD Master Plan.	DDRSS DIS	Local Business; Community; Developers.	100% completion of stage 1 of CBD Master Plan works; Community satisfaction with the CBD improvements expressed through the Community Survey; Retail shops in the main street fully occupied.

Code	Objective	Strategy	Delivery Program Actions 2013-17	Responsible	Partners	Performance Measures by 2017
PC 1.2	To build on and expand businesses/industry across the LGA and specifically in the Glen Innes CBD.	Implementation of the new Economic Development Strategy; Provide the Significant Development Committee.	Actions set out in the new Economic Development Strategy 2012/15.	DDRSS MEDT	RDA; Local Business; Community; Developers.	Achieve measures set out in new Economic Development Strategy 2012/15.
PC 2.1	Beautification Emmaville and Deepwater main Streets.	Implement the beautification program for Emmaville and review the program.	Implementation of beautification programs for Deepwater and Emmaville.	DIS DDRSS	Local community groups; Access & Safety Committee; RMS.	40% completion of beautification program for Deepwater and Emmaville; Community satisfaction with the Deepwater and Emmaville improvements expressed through the Community Survey.

Code	Objective	Strategy	Delivery Program Actions 2013-17	Responsible	Partners	Performance Measures by 2017
PC 2.2	To have a network of accessible footpaths.	Implement and review the Pedestrian Access and Mobility Plan.	Pedestrian Access and Mobility Plan to be developed with actions for four years 2013-2017 and synchronised with implementation of CBD Master Plan and other programs.	DIS	Local community groups; Access & Safety Committee; RMS.	Complete actions detailed for each year of the Pedestrian Access and Mobility Plan synchronised with works to implement the CBD Master Plan; Zero trip and fall incidents in the CBD by 2017.
PC 3.1	The numbers of visitors to the area and tourism spending increases each year.	Implement and review Council's Tourism Development and Marketing Plan; Implement and review the Australian Celtic Festival Strategic Plan 2010-2020.	Deliver identified strategies from the Plans.	DDRSS	Tourism NSW; Regional Development Australia (RDA); Local tourism businesses; TAFE; New England North West Tourism; Community Volunteers.	Implement strategies as identified in the Tourism Development and Marketing Plan for the period 2013-2017; 15% increase in tourist/ visitor spending by 2017; 5% increase in tourist numbers p.a.

Code	Objective	Strategy	Delivery Program Actions 2013-17	Responsible	Partners	Performance Measures by 2017
PC 4.1	Encourage higher returns from agriculture.	Advocate for local agricultural industries and research; Implement and review the Regional Saleyards Strategic Plan.	Advocate for local agricultural industries and research; Implement the Regional Saleyards Strategy.	DDRSS	Federal MP; State MP; Farming Groups; Local Farmers; Regional Development Australia.	Relationship developed with NSW Farmers' Association; Progress made in achievement of LEP objectives; Funding secured for implementation of Regional Saleyards Strategy.
PC 5.1	Employment opportunities are available particularly for young people, and Aboriginal people, and to attract people to come to live in the LGA.	Implement and review the Economic Development Strategy.	Actions set out in the Economic Development Strategy for 2012-2015.	DDRSS	RDA; NSW Industry and Investment; Local Businesses.	Increase in the proportion of young people aged 15-24 staying in Glen Innes.
PC 5.2	Employment opportunities are available particularly for young people, and Aboriginal people, and to attract people to come to live in the LGA.	Continue to implement and review the Aboriginal Employment Strategy.	Continue to implement and review the Aboriginal Employment Strategy.	DDRSS DIS DCCS GM	RDA; NSW Industry and Investment; Local Businesses.	Reduce the gap by 0.5% between unemployed indigenous people compared to the rest of the population in each ABS age group.

Code	Objective	Strategy	Delivery Program Actions 2013-17	Responsible	Partners	Performance Measures by 2017
PC 5.3	Employment opportunities are available particularly for young people, and Aboriginal people, and to attract people to come to live in the LGA.	Promote the use of the Glen Innes Airport for air services related industry.	Facilitate opportunities for better utilisation of the Glen Innes Airport.	DDRSS	RDA; NSW Industry and Investment; Local Businesses.	Targets set in Community Strategic Plan achieved.
PC 6.1	Technology and lifestyle businesses are attracted to set up in the LGA.	Implement and review the Economic Development Strategy.	Actions set out in the Economic Development Strategy for 2013-2017.	DDRSS	RDA; NSW Industry and Investment.	15% increase in the number of lifestyle and technology businesses.
PC 7.1	To encourage local people to stay in the LGA to train and study, and improve the quality of the local workforce.	Advocacy to maintain and increase TAFE and other courses available in Glen Innes.	Advocate for localised training opportunities through partnerships.	DDRSS MEDT	NSW TAFE; UNE; Tourism NSW; Local Businesses.	Increased localised training opportunities.
PC 7.2	To encourage local people to stay in the LGA to train and study, and improve the quality of the local workforce.	Implementation of the Library Learning Centre Marketing Plan.	Actions set out in the Library Learning Centre Marketing Plan for 2013-2017.	DCCS	NSW TAFE; UNE; Tourism NSW; Local Businesses.	Targets in the Library Learning Centre Marketing Plan for 2013-2017 achieved.

Code	Objective	Strategy	Delivery Program Actions 2013-17	Responsible	Partners	Performance Measures by 2017
PC 8.1	Roads and drainage assets are fit for purpose within the financial context.	Council has a road hierarchy system; Implement and review the asset management program for roads and drainage.	Implement and review the asset management program for roads infrastructure that sets out maintenance and renewal program to maximise the use of available funding.	DIS	Federal Govt; State Govt.	Increasing community satisfaction with the condition of road infrastructure expressed through the community survey; Smoothness of roads improved by 20% by 2017.
PC 9.1	To have a reliable water supply and sewage treatment, that is sufficient for our population growth aspirations.	Review and implement Council's integrated water cycle management strategy.	Develop and implement an asset management program for water supply and sewage treatment maintenance and renewal to maximise the use of available funding.	DIS	Community Groups.	Increasing community satisfaction with the reliability of the water supply and sewage treatment.



COMMUNITY LIVING

Code	Objective	Strategy	Delivery Program Actions 2013-17	Responsible	Partners	Performance Measures by 2017
CL 1.1	Recreational open spaces, swimming pool, sports facilities and playgrounds readily available and safe for the community to use.	Review and implement master plans for open space and recreational areas to address community needs.	Review and implement the Recreational and Open Spaces Management Plan 2009-2019; Develop a Concept Plan for Wilson Park.	DIS	State Govt.; Garden groups; Federal Govt./ RDA and NSW Communities.	Embellishment standards for regional classified open spaces are met; Every four year community surveys show high and continuing community appreciation of parklands and amenities and increasing levels of quality of life and well-being.
CL 1.2	Recreational open spaces, swimming pool, sports facilities and playgrounds readily available and safe for the community to use.	Plan for improvement and management of Council pools.	Review the use of Council pools and identify opportunities for improvement and management.	DIS	State Govt.; Sports Council; Federal Govt./ RDA; NSW Health and NSW Communities.	Service and asset management review undertaken.

Code	Objective	Strategy	Delivery Program Actions 2013-17	Responsible	Partners	Performance Measures by 2017
CL 1.3	Recreational open spaces, swimming pool, sports facilities and playgrounds readily available and safe for the community to use.	Work with young people to identify opportunities to address their needs.	Work with Council's Youth Committee and Youth Worker to develop a program and ideas to address youth issues.	DDRS DIS DCCS	Council; Youth Committee; NSW Police; Schools; NSW TAFE; Sports Clubs; Community Groups; Sports Council.	Four year outputs from Youth Program achieved.
CL 2.1	To have a hospital adequate and fit for purpose that is a training centre, and has a diversity of specialists, including mental health facilities, and we have good G.P. services available throughout the LGA.	Lobbying Federal and State Governments for improved health services.	Participate in the initial consultation and planning stages for the future of the hospital and give active support for an adequate and fit for purpose hospital.	GM and Mayor	Department of Regional Australia; NSW Health; Federal MP; State MP.	Development of fit for purpose hospital on the NSW capital list by 2017; There are measurable improvements in the availability of health services in the LGA.



Code	Objective	Strategy	Delivery Program Actions 2013-17	Responsible	Partners	Performance Measures by 2017
CL 3.1	To have a safe and inclusive environment, with good services for homeless people, older people, people with disabilities, and families.	Continue working collaboratively with the police to address community safety issues.	Undertake actions collaboratively with the police via the community safety committee; Implement Safety by Design principles.	DCCS	NSW Police; Community Safety Precinct Committee; Local community; NSW Health; NSW Housing; Community Housing Groups.	5% reduction in crimes.
CL 3.2	To have a safe and inclusive environment, with good services for homeless people, older people, people with disabilities, and families.	Continue working with Agencies that provide housing and support in our community.	Develop community housing partnerships to pursue affordable housing; Facilitate and coordinate agencies providing assistance and support services for homeless people.	DCCS	Local community; NSW Health; NSW Housing; Community Housing Groups.	A 10% reduction in the requests for emergency accommodation in our LGA; A 10% reduction in the number of people on housing waiting lists in our LGA.
CL 3.3	To have a safe and inclusive environment, with good services for homeless people, older people, people with disabilities, and families.	Promote and increase awareness of services available for people with disabilities and older people and their families.	Continue to implement the Community Services Plan to improve services to older people, people with disabilities and families.	DCCS	Local community; NSW Health; Human Services NSW.	Four year measures in the Community Services Plan achieved.

Code	Objective	Strategy	Delivery Program Actions 2013-17	Responsible	Partners	Performance Measures by 2017
CL 3.4	To have a safe and inclusive environment, with good services for homeless people, older people, people with disabilities, and families.	Promote the inclusion of people with disabilities into the community and workforce.	Implement actions from the Economic Development Strategy promoting the employment of people with a disability; Continue to implement the Aged and Disability Strategic Plan 2008-2018.	DDRSS DCCS	NSW Police; Local community; NSW Health; NSW Housing; Community Housing Groups; Glen Industries.	Close the gap in the local unemployment rate between people with a disability and the overall community by 40% by 2017.
CL 3.5	To have a safe and inclusive environment, with good services for homeless people, older people, people with disabilities, and families.	Provide a range of regulatory services and partnerships to ensure the community lives and works in a safe and healthy environment.	Continue to implement regulatory services.	DDRSS	Council.	Council complies with legislative requirements.
CL 4.1	To continue the reconciliation process on both sides; encouraging people to the area who have skills in the areas we have a shortage.	Take actions to have visual representation of Aboriginal people and their culture.	Implement the Aboriginal Employment Strategy and work with the Aboriginal Consultative Committee to develop a public art and signage policy to increase the visual representation of Aboriginal people and their culture.	DCCS DIS DDRSS GM	Council; Aboriginal Consultative Committee.	Reduce the gap by 0.5% between unemployed indigenous people compared to the rest of the population in each ABS age group.

Code	Objective	Strategy	Delivery Program Actions 2013-17	Responsible	Partners	Performance Measures by 2017
CL 4.2	To continue the reconciliation process on both sides; encouraging people to the area who have skills in the areas we have a shortage.	Implement and review the Glen Innes Cultural Plan.	Promote the contents of the Cultural Plan within Council and with partners.	DCCS DDRSS DIS GM	Federal and State Govts; Community organisations.	Achieve State and Federal Government assistance in delivering the measures in the Cultural Plan.
CL 5.1	To have a good quality of life and well-being.	Develop a sustainable business model to deliver Council's Aged and Disability Services.	Undertake a review of Community Services and develop a business model for sustainability.	DCCS	Department of Regional Australia; Communities NSW.	Attract available funds to expand Community Services to meet community needs.
CL 5.2	To have a good quality of life and well-being.	Review and implement the Library Learning Centre Marketing Plan and associated strategies.	Review and implement the Library Learning Centre Marketing Plan and associated strategies.	DCCS MLLC	Department of Regional Australia; Communities NSW.	Meet four year targets in the Library Learning Centre Marketing Plan.
CL 5.3	To have a good quality of life and well-being.	Implement and review Council's Aged and Disability Services Strategy and Community Services Strategy.	Review and implement actions in Council's Aged and Disability Services Strategy and Community Services Strategy.	DCCS MCS	Department of Regional Australia; Communities NSW.	Four Year measures in Council's Aged and Disability Services Strategy and Community Services Strategy achieved.

Code	Objective	Strategy	Delivery Program Actions 2013-17	Responsible	Partners	Performance Measures by 2017
CL 6.1	Cycle ways and walking tracks/trails provide links between areas of high use and recreational areas.	Complete shared pathways through parklands.	Implement shared pathways based on resources available.	DIS	Federal and State Govts.	Shared pathways constructed within available budgets.
CL 7.1	Increase participation in the arts and cultural activities.	To continue to provide community access to regional arts and cultural support services and programs.	Continued membership of Arts NW, Arts North West to assist Council and Community with funding for local arts initiatives.	GM DCCS	Arts North West; Federal and State Govts; Community organisations.	Achieve the arts measures in the Cultural Plan.
CL 7.2	Increase participation in the arts and cultural activities.	Protect our built heritage and value our natural environment.	Employ a Heritage Adviser to assist owners of Heritage Listed buildings maintain and improve their asset; Provide Local Heritage Assistance Fund.	DDRSS	Federal and State Govts; Community organisations.	Community uptake of funding and community survey demonstrates increasing community satisfaction with the protection and enhancement of Built Heritage.
CL 8.1	To have a public transport service that meets our needs.	To lobby for improved public transport services.	Lobbying program to State Government and transport providers developed and implemented.	DCCS	Industry and Investment NSW; Department of Regional Australia.	Public transport increased by 10%.

ENVIRONMENTAL STEWARDSHIP

Code	Objective	Strategy	Delivery Program Actions 2013-17	Responsible	Partners	Performance Measures by 2017
ES 1.1	Waste minimisation and avoidance is promoted and recycling is readily available.	Develop and implement a Waste Management Strategy.	Implement education programs, an effective pricing strategy and a waste diversion strategy.	DDRSS	Glenrac; Glen Industries; NIRWG; Schools.	Achieve the State targets, for year 2016-2017 for waste minimization and resource recovery.
ES 2.1	To encourage alternative energy opportunities.	Support the NSW Energy Efficiency Skills Program and advocate for local businesses to access grant funding, such as the Climate Change Fund, to stimulate growth in the clean-energy industry.	<p>Actions in the Economic Development Strategy to encourage alternative energy suppliers, particularly wind farms to establish themselves in Glen Innes;</p> <p>Promote the availability of grant funding to local businesses to stimulate growth in the clean-energy industry.</p>	DDRSS	DECCW; Industry and Investment NSW; Federal Govt; RDA.	Feedback from community survey demonstrates increase in take up of energy efficiency measures by the community and businesses.

Code	Objective	Strategy	Delivery Program Actions 2013-17	Responsible	Partners	Performance Measures by 2017
ES 2.2	To encourage alternative energy opportunities.	Investigate renewable energy sources for council infrastructure.	Investigate renewable energy sources for council infrastructure through asset management planning and implementation.	DDRSS	DECCW; Industry and Investment NSW; Federal Govt; RDA.	Feedback from community survey demonstrates increase in take up of energy efficiency measures by the community and businesses.
ES 3.1	To grow the population of the LGA to 10,000 by 2021 with an LEP that ensures the growth is sustainable, and community spirit is maintained.	Council has an up to date relevant LEP.	Implement the LEP.	DDRSS	RDA; Industry and Investment NSW; NSW Department of Planning.	Population decline has been reversed.
ES 4.1	To involve members of the community in caring for the natural environment.	Prevent the spread of noxious and environmental weeds.	Develop and implement a program to involve volunteers in restoring environmentally sensitive areas.	DDRSS	Volunteer Groups; Environmental Groups; Glenrac.	Volunteer program developed.
ES 4.2	To involve members of the community in caring for the natural environment.	Continue to liaise with Glenrac for delivery of community environmental projects.	Community education program undertaken to prevent the spread of noxious weeds.	DDRSS	Volunteer Groups; Environmental Groups; Glenrac.	Outcomes from the Glenrac Strategic Plan 2010/15 are achieved.

Code	Objective	Strategy	Delivery Program Actions 2013-17	Responsible	Partners	Performance Measures by 2017
ES 5.1	To monitor emerging climate change trends that may shape our long term planning.	Implement and review the Climate Change and Risk Adaptation Plan.	Undertake actions contained within the Climate Change and Risk Adaptation Plan.	DDRSS	DECCW; Department of Regional Australia.	Once a plan has been finalised, actions will be developed.
ES 5.2	To be a community leader in sustainability.	To implement recycling and energy efficiency strategies, which are cost effective, and reduce Council's environmental impact.	Council staff develops and implement a project plan for recycling and energy efficiency actions that are cost effective and reduce Council's environmental impact.	DDRSS	DECCW; Department of Regional Australia.	Implementation of plan makes measurable cost effective improvements to Council's impact on the environment.
ES 5.3	To have a stormwater management plan.	Review and implement stormwater management plan.	Stormwater management plan reviewed and implemented.	DDRSS		Four year measures in the stormwater management plan are achieved.
ES 5.4	To have a floodplain management plan.	Implement and review the floodplain management plan.	Floodplain management plan developed, adopted and implemented.	DIS		Four year measures in the floodplain management plan are achieved.

GOVERNANCE AND CIVIC LEADERSHIP

Code	Objective	Strategy	Delivery Program Actions 2013-17	Responsible	Partners	Performance Measures by 2017
GCL 1.1	Community members are informed and engaged in Council activities and Council listens and responds to the community.	Council is proactive in its open communications with the local community via community committees of Council.	Council reviews and implements its Community Engagement Policy to keep community members informed and engaged in Council activities, and Council listens and responds to the community and works proactively with its committees.	GM DCCS	Media: Community Groups.	Our four yearly customer survey shows that the community increasingly trusts its Council (baseline set in 2013) with a 5% increase in the first four years.
GCL 2.1	Glen Innes Severn LGA will keep its local autonomy and Local Government has achieved Constitutional Recognition.	Council demonstrates good governance and strong leadership and promotes the value of our local autonomy.	Council promotes the value of our local autonomy based on the clearly defined community of interest of the Glen Innes Severn area and its Council; Council advocates for increased funding from Federal and State Governments.	GM Mayor	State and Federal Govt.; LGNSW; ALGA.	Glen Innes Severn Council is autonomous and sustainable.

Code	Objective	Strategy	Delivery Program Actions 2013-17	Responsible	Partners	Performance Measures by 2017
GCL 2.2	Glen Innes Severn LGA will keep its identity and Local Government Constitutional Recognition.	Promote the pending referendum to the community.	Use materials provided by local government bodies and promote the 2013 referendum to the local community, and make the case for Local Government achieving Constitutional Recognition; Promote a school debating competition on the topic.	GM Mayor Councillors DDRSS DIS DCCS	State and Federal Govt; LGNSW; ALGA.	Local government is recognised in the Constitution in 2013.
GCL 2.3	Glen Innes Severn LGA will keep its identity and Local Government Constitutional Recognition.	Investigate a special rates variation.	Council investigates a special rates variation and implements if necessary to improve financial position of Council and reverse the trend of the infrastructure backlog growth.	DCCS MF		Special rates variation investigated, extensive community consultation communicating outcomes of investigation.
GCL 2.4	Glen Innes Severn LGA will keep its identity and Local Government Constitutional Recognition.	Identify and make operational savings which will be redirected to infrastructure and maintenance and renewals.	Council staff to review operations and processes for savings initiatives that could be implemented.	GM DCCS DIS DDRSS		Savings Initiatives Report 2013-2017 accumulated total over \$3M. These funds then redirected to infrastructure maintenance and renewals.

Code	Objective	Strategy	Delivery Program Actions 2013-17	Responsible	Partners	Performance Measures by 2017
GCL 3.1	To be recognised as a well managed Council and an employer of choice.	Investigate opportunities to retain financial sustainability including a review of Council services and functions.	<p>Review and update the Long Term Financial Strategy;</p> <p>Develop and implement a services review framework ;</p> <p>Investigate opportunities to increase funding opportunities for Council.</p>	DCCS		<p>Auditors report that GISC is financially sustainable with improving ratios;</p> <p>Service review framework developed and commenced implementation.</p>
GCL 3.2	To be recognised as a well managed Council and an employer of choice.	To be an employer of choice through the review and implementation of relevant policy and practice.	<p>Include and implement actions to become an employer of choice in the Workforce Management Plan 2013-2017, including the creation of a welcoming and inclusive workplace and the provision of innovative employee attraction and retention benefits;</p> <p>Set baselines in 2013.</p>	DCCS		<p>Glen Innes Council recognised in regional surveys as an employer of choice.</p>
GCL 3.3	To be recognised as a well managed Council and an employer of choice.	Council implements the Procurement Roadmap Program.	<p>Engage in efficient and cost effective purchasing and procurement processes.</p>	DIS		Council achieves better value for money in purchasing and procurement.

Code	Objective	Strategy	Delivery Program Actions 2013-17	Responsible	Partners	Performance Measures by 2017
GCL 3.4	To be recognised as a well managed Council and an employer of choice.	To have a continuous improvement philosophy for the delivery of all Council services.	<p>Action and Review of Council's IT Strategic Plan;</p> <p>Action and Review Council's Records Management Operational Plan;</p> <p>To make any necessary changes in relation to Industrial Relations legislation and associated trends;</p> <p>Finalise and implement the Continuous Improvement Plan and Internal Audit mechanism;</p> <p>Action and review Council's WH&S Management Plan and Public Liability Action Plans;</p> <p>Update and monitor Property Register including Crown Land.</p>	<p>GM</p> <p>DCCS</p> <p>DDRSS</p> <p>DIS</p>	<p>Internal Committees: IT, Staff Consultative, WH&S, Internal Audit, MANEX. Council's Insurer.</p>	<p>Council has more streamlined administration and solid Risk Management systems in Place.</p>
GCL 3.5	To be recognised as a well managed Council and an employer of choice.	To manage community infrastructure effectively.	<p>Implement and review the Asset Management Strategy and Asset Management Plans for all classes of assets.</p>	<p>DIS</p> <p>DDRSS</p>		<p>Achieve four year targets in Asset Management Plans.</p>

Code	Objective	Strategy	Delivery Program Actions 2013-17	Responsible	Partners	Performance Measures by 2017
GCL 4.1	To provide community leadership by being aware of and appropriately responding to broader community issues of a more political nature.	Councillors to act together as community leaders on appropriate matters, advocating for the local community.	Councillors respond to community engagement together advocating for appropriate matters on behalf of the local community.	Mayor Councillors	Federal MP; State MP	Glen Innes Severn Council successfully advocates for community needs and makes significant progress in achieving some of the outcomes it advocates for in the Community Strategic Plan by 2017; Glen Innes Severn Councillors are recognised for their success in advocating together for the local community.
GCL 5.1	To have effective networks between Council and State, Federal and Local Government bodies.	Work closely with state agencies, neighbouring councils, community groups and residents to harness local knowledge and develop local solutions including resource sharing.	Councillors and senior staff take every opportunity to establish relationships and networks with neighbouring councils, State and Federal Government bodies; Local solutions are sought to enhance social inclusion.	GM Mayor Councillors DCCS DDRSS DIS	State and Federal Agencies.	Council is successful in putting the Glen Innes Severn area into the investment plans of State and Federal bodies, and achieves additional resources; Good relationships and networks in place with neighbouring councils, State agencies and Federal Government bodies.



**GLEN INNES SEVERN COUNCIL
DELIVERY PROGRAM
2013 - 2017**