



# **URALLA SHIRE COUNCIL BUSINESS AGENDA**

Notice is hereby given, in accordance with the provision of the Local Government Act 1993 that a Meeting of Uralla Shire Council will be held in the Council Chambers, 32 Salisbury Street, Uralla.

## **FINANCE ADVISORY COMMITTEE MEETING**

**10 May 2022**

**Commencing at 4:00pm**

Kate Jessep  
**GENERAL MANAGER**

UINT/22/5184

## AGENDA

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**1 OPENING & WELCOME**

**2 PRAYER**

**3 ACKNOWLEDGEMENT OF COUNTRY**

**4 WEBCAST INFORMATION**

**5 APOLOGIES & APPLICATIONS FOR LEAVE OF ABSENCE BY COUNCILLORS**

**6 DISCLOSURES & DECLARATIONS OF INTEREST**

To be tabled at the Meeting.

## 7 CONFIRMATION OF MINUTES

### 7.1 BUDGET REVIEW & FINANCE COMMITTEE MEETING OF COUNCIL 12 APRIL 2022



## Budget, Review and Finance Committee Meeting 19 April 2022 – 1:30pm

**Councillors:** Mayor Robert Bell (Chair)  
Cr R Crouch (Deputy Mayor)  
Cr T Bower  
Cr S Burrows (via Zoom)  
Cr L Doran  
Cr B McMullen  
Cr L Petrov  
Cr T Toomey

**Apologies:** Cr O'Connor

**Staff:** Ms K Jessep, General Manager  
Mr S Paul, Chief Financial Officer/ Director Corporate Services  
Ms C Valencius, Director Community Services  
Ms W Westbrook, Minute Clerk

MINUTES

UINT/22/4605

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## 1 MEETING OPEN & WELCOME

The Chair declared the meeting open at 1:32pm.

## 1 PRAYER

The Chair recited the Uralla Shire Council prayer.

## 2 ACKNOWLEDGEMENT OF COUNTRY

The Chair read the acknowledgement of country.

## 3 WEBCAST INFORMATION

The Chair advised that the meeting is audio recorded and the recording is made available on Council's website after the meeting.

## 4 APOLOGIES, REQUESTS FOR LEAVE OF ABSENCE AND OBSERVERS

The Chair advised receipt of an apology from Cr O'Connor.

The Chair advised there were no applications for leave of absence.

**Moved: Cr Doran /Seconded: Cr McMullen**

**That the Committee note the apology received from Cr O'Connor**

**For: Mayor Bell, Crs Crouch, Petrov, Burrows, Toomey, Bower, Doran, McMullen**

**Against: Nil**

**Absent:**

**BRFC01.04/22 CARRIED**

## 5 DISCLOSURE AND DECLARATIONS OF INTEREST

The Chair advised there were no disclosures or declarations made.

## 6 CONFIRMATION OF MINUTES

### 6.1 MINUTES FROM THE BUDGET REVIEW & FINANCE COMMITTEE MEETING OF COUNCIL HELD 15 MARCH 2022.

Council adopted the minutes the Budget, Review and Finance Committee meeting held 15 March 2022 at Council 22 March 2022 meeting as a true and correct record.

## 7 URGENT, SUPPLEMENTARY AND LATE ITEMS OF BUSINESS

7.1 LATE REPORTS TO COUNCIL - NIL

7.2 URGENT ITEMS – NIL

7.3 SUPPLEMENTARY ITEMS - NIL

## 8 REPORTS

### 8.1 TIMELINE FOR COMPLETION OF IP&R DOCUMENTATION

MOTION Moved: Cr Crouch / Seconded: Cr Bower

**That the Budget Review and Finance Committee note the timeline for completion of its integrated planning and reporting documents by 30 June 2022 and resolve to hold the next committee meeting on 10 May 2022.**

**For: Mayor Bell, Crs Crouch, Petrov, Burrows, Toomey, Bower, Doran, McMullen**

**Against: Nil**

**Absent:**

BRFC02.04/22 CARRIED

### 8.2 DRAFT FEES AND CHARGES 2022-2023

MOTION Moved: Cr Petrov / Seconded: Cr Doran

**That the Budget Review and Finance Committee has considered the draft Fees and Charges for 2022-2023 and makes the following amendments:**

- I. **Noting Council's intent to pursue the expansion of McMaugh Gardens, the entry bond be increased by \$25K per year until the median house price is reached and maintained thereafter;**
- II. **Green waste fees and charges be removed subject to further consideration and the Green Waste Information report to be redacted and to be provided to the 10 May Committee Meeting for discussion with the community;**
- III. **Aquatic Centre pool entry fee be changed as follows:**
  - a. **Single admission child reduced from \$2.60 to \$2:00;**
  - b. **Books of child 10, 20 & 50 reduced pro-rata;**
- IV. **Visitor Information Centre hire fees relate only to hire of the canteen;**
- V. **Further advice to be provided on any fees and charge increasing by more than 5% to assist with the public consultation process;**
- VI. **Cemeteries fees and charges be reduced to 50% of the proposed increase;**
- VII. **Provide advice on income from the cemeteries, Bundarra School of Arts Hall and both caravan parks over the past 2 years; and**
- VIII. **Request the schedule of draft Fees and Charges, as amended, be presented to 10 May Committee meeting.**

**For: Mayor Bell, Crs Crouch, Petrov, Burrows, Toomey, Doran, McMullen**

**Against: Cr Bower**

**Absent: Nil**

BRFC03.04/22 CARRIED

### 8.3 REVISED DRAFT BUDGET 2022-23

Cr Burrows left the meeting 3:20pm  
Cr Burrows returned to the meeting at 3:21

Cr McMullen left the meeting 3:29pm  
Cr McMullen returned to the meeting at 3:32

**MOTION Moved: Cr Crouch / Seconded: Cr Bower  
That the Budget Review and Finance Committee request version 3 of the draft 2022-23 budget include the following adjustments for 10 May 2022 Committee meeting:**

- a. arising from the Fees and Charges amendments; and**
- b. present the next version with Councillor feedback received on the draft operation plan and delivery program.**

**For: Mayor Bell, Crs Crouch, Petrov, Burrows, Toomey, Bower, Doran, McMullen**  
**Against: Nil**  
**Absent: Nil**

BRFC04.04/22 CARRIED

### 9 CONFIDENTIAL BUSINESS

Nil

### 10 MEETING CLOSED

Meeting closed at 3:45pm

### 11 CONFIRMATION OF MINUTES

| COUNCIL MINUTES CONFIRMED BY: |             |
|-------------------------------|-------------|
| RESOLUTION NUMBER:            |             |
| DATE:                         |             |
| MAYOR                         | Robert Bell |
| Presented to Council          |             |



## **8 URGENT, SUPPLEMENTARY AND LATE ITEMS OF BUSINESS**

8.1 LATE REPORTS TO COUNCIL

8.2 URGENT ITEMS

8.3 SUPPLEMENTARY ITEMS

## 9 REPORTS



### 9.1 DRAFT DELIVERY PROGRAM 2022-2025

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**Department:** Corporate Services  
**Prepared by:** General Manager and Manager Governance  
**TRIM Reference:** UINT/22/4202  
**Attachment:** UINT/22/3705

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#### **LINKAGE TO INTEGRATED PLANNING AND REPORTING FRAMEWORK**

**Goal:** 4.1 A strong, accountable and representative Council  
**Strategy:** 4.1.1 Provide clear direction for the community through the development of the Community Strategic Plan, Delivery Program, and Operational Plan

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#### **SUMMARY:**

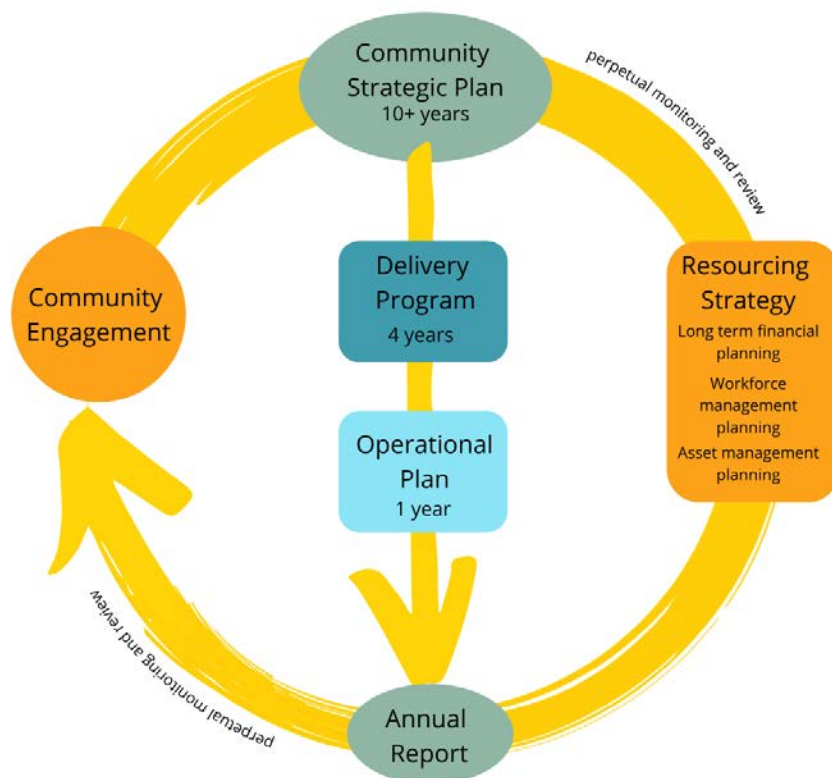
1. The Draft Delivery Program 2022-2025 (attached) sets out the principle activities that Council's will undertake to deliver against the Community Strategic Plan over a four year term.
2. The purpose of this report is to enable final review of the draft Delivery Program 2022-2025 by the Finance Advisory Committee so that Council can proceed to a 28 day public exhibition.
3. Council must adopt a four-year Delivery Program by 30 June 2022 as part of a suite of integrated planning and reporting (IP&R) documents required by legislation.

#### **RECOMMENDATION:**

- I. **That the Committee request the draft Delivery Program include the following adjustments:**
  - a. <<to be inserted at the meeting>>
- II. **That the Finance Advisory Committee recommends to Council that the Draft Delivery Program 2022-2025, as amended, be placed on public exhibition from 25 May 2022 to 22 June 2023 and that a report be presented to the 28 June 2022 Ordinary Council meeting to enable adoption of the document.**

#### **REPORT:**

4. The draft Delivery Program 2022-2025 has been developed to meet the requirements of the *Local Government Act 1993* (the Act).



5. A further report will be presented to the Council in June 2022 reporting on any public responses received and detailing any proposed changes in response to those submissions, prior to the final adoption of the Delivery Program.
6. Under section 404 of the Act, Council must adopt a Delivery Program detailing the principal activities it will undertake to achieve the objectives identified in the Community Strategic Plan.
7. The draft Delivery Program 2022-2025 has been developed in consultation with staff and Councillors to specifically address Council's delivery role against the goals of the Community Strategic Plan 2022-2031 over the four-year period.
8. Each year Council develops and annual operational plan and budget which lists actions and performance measures which sets out how Council will implement the Delivery Program actions.
9. Council reports to the community against the actions and activities through:
  - a. quarterly reporting;
  - b. annual reports; and
  - c. at the end of the term of Council a 'State of our Shire' report.

**CONCLUSION:**

10. Council must have a Delivery Program detailing the principal activities to be undertaken by the Council to perform its functions (including implementing the strategies set out in the Community Strategic Plan) within the limits of the resources available.

## **COUNCIL IMPLICATIONS:**

### **11. Community Engagement/Communication**

Community engagement and consultation occurred in the preparation of the Community Strategic Plan 2022-2031 which has informed the development of the combined draft Delivery Program 2022-2025. Phase 1 of the engagement program included listening posts, postcards, social media and posters circulated through the Shire. Phase 2 is a formal public exhibition process for all IP&R documents.

The draft Delivery Program must be placed on public exhibition for 28 days.

### **12. Policy and Regulation**

*NSW Local Government Act 1993*

*NSW Local Government Regulation (General) 2021*

Integrated Planning and Reporting Guidelines for Local Government in NSW (Sept 2021)

Integrated Planning and Reporting Handbook for Local Councils in NSW (Sept 2021)

### **13. Financial/Long Term Financial Plan**

The draft Delivery Program 2022-2025 informs the Long Term Financial Plan.

### **14. Asset Management/Asset Management Strategy**

Asset Management Plans support the delivery of the strategies set in the Delivery Program.

### **15. Workforce/Workforce Management Strategy**

The Workforce Management Strategy supports the strategies set in the Delivery Program.

### **16. Legal and Risk Management**

Meeting the statutory requirements as set in the *Local Government Act 1993* mitigates financial, legal, reputational and service delivery risks. The risk of placing the Draft Delivery Program 2022-2025 on public exhibition is low.

### **17. Performance Measures**

Integrated Planning and Reporting Framework documents are adopted by Council before 30 June 2022.

Council's performance in delivering the strategies as set in the Delivery Program 2022-2025 will be reported quarterly, in the annual report and the end-of-term "State of our Shire" report.

### **18. Project Management**

General Manager and Manager Governance



## USC Four-year Delivery Program 2023 – 2026

TEMPORARY COVER PAGE - THIS DOCUMENT WILL BE FORMATTED BEFORE PUBLICATION.

DRAFT V0.3

Document Control

| Doc No. | Date Amended    | Details / comments e.g. resolution number                                   |
|---------|-----------------|---|
| 0.1     | 2 December 2021 | First draft re: revised CSP – see UINT/21/14057, UINT/21/13278 and UINT?21/ |
| 0.2     | 27 April 2022   | Draft to new Councillors for workshop/review (Activities only)              |
| 0.3     | 10 May 2022     | Draft to Finance Advisory Committee   |
| 0.4     | 24 May 2022     | Draft to public exhibition  |
| 0.5     |                 | Final draft for council adoption  |
| 1.0     |                 | Adopted – <b>Resolution No:</b><br><b>Note: by 30 June 2022</b>             |

This document is prepared in accordance with:

1. Office of Local Government, [Integrated Planning & Reporting: Guidelines for Local Government in NSW](#), September 2021
2. Office of Local Government, [Integrated Planning & Reporting: Handbook for Local Councils in NSW](#), September 2021

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## PART 1. DELIVERY PROGRAM SUMMARY

- 1.1. Council is required by the *Local Government Act 1993 (NSW)* to establish a Delivery Program after each ordinary election of Councillors for a 4-year period commencing on 1 July following the election.<sup>1</sup>
- 1.2. The Office of Local Government NSW summarises the requirements of the delivery program as follows:

The Delivery Program identifies the principal activities to be undertaken by the council to perform all its functions - including implementing the strategies established by the Community Strategic Plan – using the resources identified in the Resourcing Strategy.

The Delivery Program is a statement of commitment to the community from each newly elected council. In preparing the Delivery Program, the council is accounting for its stewardship of the community's long-term goals, outlining what it intends to do towards achieving these goals during its term of office and what its priorities will be.

The Delivery Program is designed as the single point of reference for all principal activities undertaken by the council during its term of office. All plans, projects, activities and funding allocations must be directly linked to this Program.

Supporting the Delivery Program are annual Operational Plans. These spell out the details of the Delivery Program – the individual projects and actions that will be undertaken in that year to achieve the commitments made in the Delivery Program.<sup>2</sup>

<sup>1</sup> *Local Government Act 1993 (NSW)* s 404.

<sup>2</sup> Office of Local Government, *Integrated Planning & Reporting Guidelines*, September 2021, p 19.

## PART 2. REQUIREMENTS OF THE DELIVERY PROGRAM

2.1. The general requirements of the Delivery Program are as follows:

- Each council must prepare and adopt its Delivery Program by 30 June in the year following a local government ordinary election.
- To encourage continuous improvement across the council's operations, the Delivery Program must identify areas of service that the council will review during its term, and how the council will engage with the community and other stakeholders to determine service level expectations and appropriate measures.
- The Delivery Program must address ongoing improvements to the efficiency, productivity, financial management and governance of the council.
- When preparing its Delivery Program, the council must consider the priorities and expected levels of service, expressed by the community during the engagement process.

The Delivery Program is supported by a Resourcing Strategy which includes the following:

- Asset Management Plans
- Workforce Management Strategy
- Long Term Financial Plan

### **Community engagement**

A wide ranging and comprehensive community engagement program has been developed to gain community and stakeholder input so that the strategic planning aligns with the future vision and aspirations of the community. The engagement program commenced with listening posts in early 2021, through to the listening post at Thunderbolts Festival in October 2021, along with postcards, social media posts and posters distributed throughout the Shire in December 2021 – January 2022. A separate engagement process was undertaken in relation to the Long Term Financial Plan.

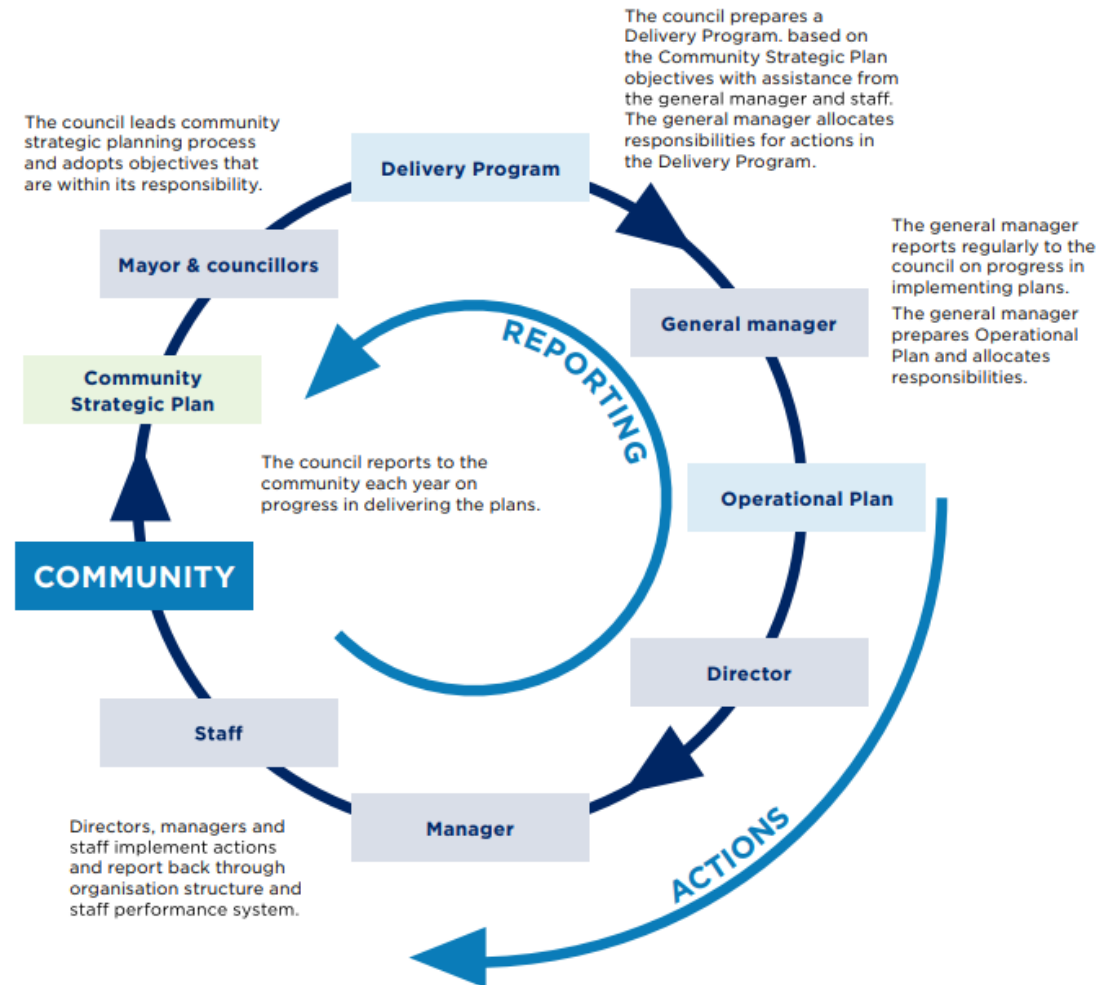
An assessment of all feedback received through community consultations relating to budget or land use planning was also incorporated into the Community Strategic Plan.

### **Measures**

Performance measures can be found in the Community Strategic Plan 2023-3032 appendix and each year's Operational Plan.



Integration of documents is a key element of the Integrated Planning and Reporting Framework. The following diagrams demonstrate how the documents fit together.



## Delivery Program (DP)

- Describes elected council's commitment to deliver against the CSP over 4-year term.
- Describes what can be delivered with the available resources as outlined in RS (below).
- Aligned with strategic directions and outcomes of the CSP.

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**Duration:** 4 years

**Review:** Annual review with 6-monthly reporting

## Operational Plan (OP)

- Identifies annual projects and activities to deliver against DP outcomes.
- Includes council's annual budget and Statement of Revenue Policy.

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**Duration:** 12 months

**Review:** One plan each year for the 4 years of the council term, in line with DP

## Annual Report (AR)

- Reports back to the community on the work undertaken by a council each year to deliver on the commitments of the DP through that year's OP.
- AR must contain a copy of the audited financial statements.

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**Duration:** 12 months

**Review:** Annually

## State of our City Report

- Prepared by each outgoing council and noted by incoming council.
- Reports to the community on effectiveness of implementation of the CSP.

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**Duration:** 4-yearly

**Review:** In line with election cycle, generally every 4 years

## PART 3. COUNCIL'S PRINCIPAL ACTIVITIES



### 3.1. Society

**STRATEGIC OBJECTIVE: We have an accessible, inclusive and sustainable community.**

| SOCIETY: STRATEGY   | ACTIVITY  | SERVICE AREA                       | LEAD MANAGER                 | 2022-2023<br>Yr 1 | 2023-2024<br>Yr 2 | 2024-2025<br>Yr 3 | 2025-2026<br>Yr 4 |
|---|---|------------------------------------|------------------------------|-------------------|-------------------|-------------------|-------------------|
| <b>1.1. A growing community with an active volunteer base &amp; participation in community events</b> | 1.1.1. Coordinate and facilitate Council volunteer programs.                              | Community Development              | Director Community Services  | ✓                 | ✓                 | ✓                 | ✓                 |
|   | 1.1.2. Review volunteer strategy  | Community Development              | Director Community Services  |                   |                   |                   | ✓                 |
|   | 1.1.3. Support Council approved community events with in-kind support and/or sponsorship. | Community Development              | Director Community Services  | ✓                 | ✓                 | ✓                 | ✓                 |
|   | 1.1.4. PROJECT: Seek grant funding and undertake a staged expansion of McMaugh Gardens.   | McMaugh Gardens Aged Care Facility | Director Community Services  | ✓                 | ✓                 | ✓                 | ✓                 |
| <b>1.2. A safe, active and healthy shire</b>  | 1.2.1. Maintain Council's footpath network  | Works and Civil                    | Manager Civil Infrastructure | ✓                 | ✓                 | ✓                 | ✓                 |
|   | 1.2.2. Upgrade/expand Council's footpath network (subject to grant funding).              | Works and Civil                    | Manager Civil Infrastructure | ✓                 | ✓                 | ✓                 | ✓                 |

| SOCIETY: STRATEGY  | ACTIVITY   | SERVICE AREA               | LEAD MANAGER                            | 2022-2023<br>Yr 1 | 2023-2024<br>Yr 2 | 2024-2025<br>Yr 3 | 2025-2026<br>Yr 4 |
|--|--|----------------------------|---|-------------------|-------------------|-------------------|-------------------|
|  | 1.2.3. Maintain Council's road network.  | Works and Civil            | Manager Civil Infrastructure            | ✓                 | ✓                 | ✓                 | ✓                 |
|  | 1.2.4. Support participation in sport  | Community Development      | Director Community Services             | ✓                 | ✓                 | ✓                 | ✓                 |
|  | 1.2.5. Own and resource the maintenance of Shire based regional fire service assets.   | Emergency Services         | Director Infrastructure and Development | ✓                 | ✓                 | ✓                 | ✓                 |
|  | 1.2.6. Participate in the Local Emergency Management Committee   | Emergency Services         | Director Infrastructure and Development | ✓                 | ✓                 | ✓                 | ✓                 |
|  | 1.2.7. Liaise with police, community organisations and the community to address crime, anti-social behaviour and maintain community safety | Emergency Services         | Director Infrastructure and Development | ✓                 | ✓                 | ✓                 | ✓                 |
|  | 1.2.8. Plan for Uralla Shire Council response to natural disasters including bushfires, major storms and flood events                      | Emergency Services         | Director Infrastructure and Development | ✓                 | ✓                 | ✓                 | ✓                 |
|  | 1.2.9. ADVOCACY: Lobby government, companies and other individuals to secure funding for cultural and creative expression fields           | Civic Leadership           | Mayor/ General Manager                  | ✓                 | ✓                 | ✓                 | ✓                 |
|  | 1.2.10. Operate Uralla community swimming pool (seasonal).   | Facilities and Opens Space | Manager Civil Infrastructure            | ✓                 | ✓                 | ✓                 | ✓                 |
|  | 1.2.11. Integration of the Safety System throughout the organisation   | Governance                 | Manager Governance                      | ✓                 | ✓                 | ✓                 | ✓                 |
|  |  |                            |   |                   |                   |                   |                   |
| <b>1.3. A diverse and creative culture that celebrates our history</b> | 1.3.1. Support the Arts.   | Community Development      | Director Community Services             |                   |                   |                   |                   |
|  | 1.3.2. Provide library services and programs.  | Library                    | Library Officer                         | ✓                 | ✓                 | ✓                 | ✓                 |

| SOCIETY: STRATEGY                             | ACTIVITY  | SERVICE AREA                       | LEAD MANAGER                            | 2022-2023<br>Yr 1 | 2023-2024<br>Yr 2 | 2024-2025<br>Yr 3 | 2025-2026<br>Yr 4 |
|---|---|------------------------------------|---|-------------------|-------------------|-------------------|-------------------|
|   | 1.3.3. Liaise with Elders   | Community Development              | Director Community Services             | ✓                 | ✓                 | ✓                 | ✓                 |
|   | 1.3.4. PROJECT: Develop the Uralla Old Court House as a community entertainment venue (subject to grant funding)  | Infrastructure and Development     | Director Infrastructure and Development | ✓                 | ✓                 | ✓                 | ✓                 |
|   | 1.3.5. Implement Council's Disability Inclusion Action Plan   | Community Development              | Director Community Services             | ✓                 |                   |                   |                   |
|   | 1.3.6. Support sustainable population growth and develop infrastructure to meet the needs of this regional growth | Community Development              | Director Community Services             | ✓                 | ✓                 | ✓                 | ✓                 |
|   | 1.3.7. PROJECT: Strengthen the identity of townships and villages   | Community Development              | Director Community Services             | ✓                 | ✓                 | ✓                 | ✓                 |
|   |   |                                    |   |                   |                   |                   |                   |
| <b>1.4. Access to and equity of services.</b> | 1.4.1. Review Council's Disability Inclusion Action Plan  | Community Development              | Director Community Services             |                   |                   |                   | ✓                 |
|   | 1.4.2. Provide community support services   | Tablelands Community Support       | Manager Community Care                  | ✓                 | ✓                 | ✓                 | ✓                 |
|   | 1.4.3. Provide community transport services   | Tablelands Community Transport     | Manager Community Care                  | ✓                 | ✓                 | ✓                 | ✓                 |
|   | 1.4.4. Operate and maintain the McMaugh Gardens Aged Care Facility  | McMaugh Gardens Aged Care Facility | Manager McMaugh Gardens                 | ✓                 | ✓                 | ✓                 | ✓                 |
|   | 1.4.5. Conduct citizenship ceremonies   | Civic Leadership                   | Mayor/General Manager                   | ✓                 | ✓                 | ✓                 | ✓                 |



### 3.2. Economy

#### STRATEGIC OBJECTIVE: We drive the economy to support prosperity.

| ECONOMY: STRATEGY   | ACTIVITY  | SERVICE AREA                   | LEAD MANAGER                 | 2022-2023<br>Yr 1 | 2023-2024<br>Yr 2 | 2024-2025<br>Yr 3 | 2025-2026<br>Yr 4 |
|---|---|--------------------------------|------------------------------|-------------------|-------------------|-------------------|-------------------|
| <b>2.1. An attractive environment for the business sector.</b>                    | 2.1.1. Operate the Uralla Visitor Information Centre  | Economic Development & Tourism | Director Community Services  | ✓                 | ✓                 | ✓                 | ✓                 |
|   | 2.1.2. Operate the Uralla Caravan Park  | Asset Management               | Asset Manager                | ✓                 | ✓                 | ✓                 | ✓                 |
|   | 2.1.3. Maintain camping sites (Bundarra Caravan Park, Emu Crossing, Yarrowyck Crossing, Uralla Fossicking Area)           | Facilities and Open Space      | Manager Civil Infrastructure | ✓                 | ✓                 | ✓                 | ✓                 |
|   | 2.1.4. ADVOCACY: Lobby for the transition to renewable energy vehicles to occur without increasing the cost to ratepayers | Civic Leadership               | Mayor/ General Manager       | ✓                 | ✓                 | ✓                 | ✓                 |
| <b>2.2. Grow &amp; diversify employment through existing &amp; new businesses</b> | 2.2.1. Maintain business support resources on Council's website.  | Economic Development & Tourism | Director Community Services  | ✓                 | ✓                 | ✓                 | ✓                 |
|   | 2.2.2. ADVOCACY: Lobby government to maintain and improve community and public transport service and infrastructure       | Civic Leadership               | Mayor/ General Manager       | ✓                 | ✓                 | ✓                 | ✓                 |

| ECONOMY: STRATEGY  |   | ACTIVITY                 | SERVICE AREA                               | LEAD MANAGER | 2022-2023<br>Yr 1 | 2023-2024<br>Yr 2 | 2024-2025<br>Yr 3 | 2025-2026<br>Yr 4 |
|--|---|--------------------------|--|--------------|-------------------|-------------------|-------------------|-------------------|
|  | 2.2.3. ADVOCACY: Lobby for government-funded infrastructure and services to keep pace with business and industry development in the region (education, transport, health) | Civic Leadership         | Mayor/ General Manager                     | ✓            | ✓                 | ✓                 | ✓                 |                   |
|  | 2.2.4. ADVOCACY: Lobby for government-funded telecommunications infrastructure and services   | Civic Leadership         | Mayor/ General Manager                     | ✓            | ✓                 | ✓                 | ✓                 |                   |
|  | 2.2.5. Provide a development assessment and planning service.   | Development and Planning | Manager Development and Planning           | ✓            | ✓                 | ✓                 | ✓                 |                   |
|  | 2.2.6. Review and update the Local Environmental Plan to provide desired land use zonings to encourage growth   | Development and Planning | Manager Development and Planning           | ✓            |                   |                   | ✓                 |                   |
|  | 2.2.7. Review and update the Local Strategic Planning Statement   | Development and Planning | Manager Development and Planning           |              | ✓                 |                   |                   |                   |
|  | 2.2.8. Review and update the Development Control Plan   | Development and Planning | Manager Development and Planning           |              |                   | ✓                 |                   |                   |
| <b>2.3. Communities that are well serviced with essential infrastructure</b> | 2.3.1 Upgrade/expand Council's road network (subject to grant funding)  | Works and Civil          | Manager Civil Infrastructure               | ✓            | ✓                 | ✓                 | ✓                 |                   |
|  | 2.3.2 Maintain and renew Council's road network   | Works and Civil          | Manager Civil Infrastructure               | ✓            | ✓                 | ✓                 | ✓                 |                   |
|  | 2.3.3 Operate Uralla Water Treatment Plant  | Water Cycle              | Manager Waste, Water and Sewerage services | ✓            | ✓                 | ✓                 | ✓                 |                   |
|  | 2.3.4 Operate Bundarra Water Treatment Plant  | Water Cycle              | Manager Waste, Water and Sewerage services | ✓            | ✓                 | ✓                 | ✓                 |                   |

| ECONOMY: STRATEGY |        | ACTIVITY  | SERVICE AREA                   | LEAD MANAGER                               | 2022-2023<br>Yr 1 | 2023-2024<br>Yr 2 | 2024-2025<br>Yr 3 | 2025-2026<br>Yr 4 |
|-------------------|--------|---|--------------------------------|--|-------------------|-------------------|-------------------|-------------------|
|                   | 2.3.5  | Operate Uralla Sewage Treatment Plant   | Water Cycle                    | Manager Waste, Water and Sewerage services | ✓                 | ✓                 | ✓                 | ✓                 |
|                   | 2.3.6  | Operate Bundarra Sewage Treatment Plant   | Water Cycle                    | Manager Waste, Water and Sewerage services | ✓                 | ✓                 | ✓                 | ✓                 |
|                   | 2.3.7  | Community consultation on water and sewer assets' service levels and costs of providing the service for updating asset management plans | Water Cycle                    | Manager Waste, Water and Sewerage services | ✓                 |                   |                   |                   |
|                   | 2.3.8  | Maintain parks, gardens , recreation facilities and open spaces   | Facilities and Opens Space     | Manager Civil Infrastructure               | ✓                 | ✓                 | ✓                 | ✓                 |
|                   | 2.3.9  | Provide cemetery services   | Facilities and Opens Space     | Manager Civil Infrastructure               | ✓                 | ✓                 | ✓                 | ✓                 |
|                   | 2.3.10 | Review and analyse plant and equipment requirements to fit current and future needs   | Infrastructure and Development | Director Infrastructure and Development    | ✓                 | ✓                 | ✓                 | ✓                 |
|                   | 2.3.11 | Maintain built and natural stormwater drainage  | Civil Infrastructure           | Manager Civil Infrastructure               | ✓                 | ✓                 | ✓                 | ✓                 |
|                   | 2.3.12 | Maintain and renew building infrastructure  | Asset Management               | Asset Manager                              |                   |                   | ✓                 | ✓                 |





### 3.3. Environment

**STRATEGIC OBJECTIVE: We are good custodians of our environment.**

| ENVIRONMENT:<br>STRATEGY   | ACTIVITY   | SERVICE AREA             | LEAD<br>MANAGER                  | 2022-<br>2023<br>Yr 1 | 2023-<br>2024<br>Yr 2 | 2024-<br>2025<br>Yr 3 | 2025-<br>2026<br>Yr 4 |
|--|--|--------------------------|----------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| <b>3.1. To preserve, protect and renew our beautiful natural environment</b> | 3.1.1 Review and monitor vegetation and environmental protection measures for sensitive Council managed land   | Environmental Management | Manager Development and Planning | ✓                     | ✓                     | ✓                     | ✓                     |
|  | 3.1.2 Prepare end-of-term state of the environment report (included in State of our Region end-of-term report) | Environmental Management | Manager Development and Planning | ✓                     | ✓                     | ✓                     | ✓                     |
|  | 3.1.3 Manage and control weeds in Council’s public reserves, open spaces, creek lands and public roads         | Environmental Management | Manager Development and Planning | ✓                     | ✓                     | ✓                     | ✓                     |
|  | 3.1.4 Apply for grant funding to support environmental projects  | Environmental Management | Manager Development and Planning | ✓                     | ✓                     | ✓                     | ✓                     |
|  | 3.1.5 Manage Crown Lands under Council care and control  | Environmental Management | Manager Development and Planning | ✓                     | ✓                     | ✓                     | ✓                     |
|  | 3.1.6 Administer Native Title Act and Biodiversity Conservation Act in relation to Council activities.         | Environmental Management | Manager Development and Planning | ✓                     | ✓                     | ✓                     | ✓                     |
|  | 3.1.7 Regulate and inspect Underground Petroleum Storage Systems (UPSSs) as per UPSS Regulation 2019           | Environmental Management | Manager Development and Planning | ✓                     | ✓                     | ✓                     | ✓                     |

| ENVIRONMENT:<br>STRATEGY  | ACTIVITY   | SERVICE AREA             | LEAD<br>MANAGER                            | 2022-<br>2023<br>Yr 1 | 2023-<br>2024<br>Yr 2 | 2024-<br>2025<br>Yr 3 | 2025-<br>2026<br>Yr 4 |
|---|--|--------------------------|--|-----------------------|-----------------------|-----------------------|-----------------------|
|   | 3.1.8 Promote community greening projects and involvement in environmental conservation efforts  | Environmental Management | Manager Development and Planning           | ✓                     | ✓                     | ✓                     | ✓                     |
|   | 3.1.9 Develop a street tree master plan for Uralla and Bundarra  | Environmental Management | Manager Development and Planning           | ✓                     | ✓                     |                       |                       |
|   | 3.1.10 Develop a Climate Change Policy   | Environmental Management | Manager Development and Planning           | ✓                     | ✓                     |                       |                       |
| <b>3.2. Maintain a healthy balance between development and the environment</b>                      | 3.2.1 Provide effective, regulatory, compliance and enforcement services for the community   | Development and Planning | Manager Development and Planning           | ✓                     | ✓                     | ✓                     | ✓                     |
|   | 3.2.2 Investigate opportunities to implement energy efficient technologies in council facilities, infrastructure and service delivery to reduce ecological footprint | Environmental Management | Manager Development and Planning           | ✓                     | ✓                     | ✓                     | ✓                     |
| <b>3.3. Avoid, reduce, reuse (repair), and recycle (recover) wastage to minimise waste disposal</b> | 3.3.1. Operate Uralla landfill and recycling centre  | Waste Management         | Manager Waste, Water and Sewerage Services | ✓                     | ✓                     | ✓                     | ✓                     |
|   | 3.3.2. Operate the Bundarra landfill until completion of life  | Waste Management         | Manager Waste, Water and Sewerage Services | ✓                     | ✓                     |                       |                       |
|   | 3.3.3. PROJECT: Decommission the Bundarra landfill at completion of life   | Waste Management         | Manager Waste, Water and Sewerage Services |                       |                       | ✓                     |                       |
|   | 3.3.4. Operate the Kingstown waste transfer service  | Waste Management         | Manager Waste, Water and                   | ✓                     | ✓                     | ✓                     | ✓                     |

| ENVIRONMENT:<br>STRATEGY  | ACTIVITY  | SERVICE AREA        | LEAD<br>MANAGER                                     | 2022-<br>2023<br>Yr 1 | 2023-<br>2024<br>Yr 2 | 2024-<br>2025<br>Yr 3 | 2025-<br>2026<br>Yr 4 |
|---|---|---------------------|---|-----------------------|-----------------------|-----------------------|-----------------------|
|   |   |                     | Sewerage<br>Services                                |                       |                       |                       |                       |
|   | 3.3.5. Support anti-littering campaign and promote recycling                                  | Waste<br>Management | Manager Waste,<br>Water and<br>Sewerage<br>Services | ✓                     | ✓                     | ✓                     | ✓                     |
|   | 3.3.6. Provide kerbside waste collection services   | Waste<br>Management | Manager Waste,<br>Water and<br>Sewerage<br>Services | ✓                     | ✓                     | ✓                     | ✓                     |
| <b>3.4. Secure, sustainable and environmentally sound water-cycle infrastructure and services</b> | 3.4.1. Provide water cycle infrastructure services and encourage efficient water use practice | Water Cycle         | Manager Waste,<br>Water and<br>Sewerage<br>Services | ✓                     | ✓                     | ✓                     | ✓                     |



### 3.4. Leadership

**STRATEGIC OBJECTIVE: We are an independent Shire and well-governed community.**

| LEADERSHIP: STRATEGY   |  | ACTIVITY                | SERVICE AREA          | LEAD MANAGER | 2022-2023<br>Yr 1 | 2023-2024<br>Yr 2 | 2024-2025<br>Yr 3 | 2025-2026<br>Yr 4 |
|--|--|-------------------------|-----------------------|--------------|-------------------|-------------------|-------------------|-------------------|
| <b>4.1 Informed and inspired leadership in our community</b>   | 4.1.1. Elected members govern Council in accordance with the <i>Local Government Act 1993 (NSW)</i>          | Civic Leadership        | Mayor/General Manager | ✓            | ✓                 | ✓                 | ✓                 |                   |
|  | 4.1.2. Local Government Elections  | Civic Leadership        | Mayor/General Manager |              |                   | ✓                 |                   |                   |
|  | 4.1.3. Collaborate with the New England Joint Organisation to achieve outcomes for the community of interest | Civic Leadership        | Mayor/General Manager | ✓            | ✓                 | ✓                 | ✓                 |                   |
|  | 4.1.4. Collaborate with the New England Weeds Authority to manage declared noxious weeds                     | Civic Leadership        | Mayor/General Manager | ✓            | ✓                 | ✓                 | ✓                 |                   |
|  | 4.1.5. ADVOCACY: Advocate for the interests of the community through the NSW Country Mayors Association      | Civic Leadership        | Mayor/General Manager | ✓            | ✓                 | ✓                 | ✓                 |                   |
|  | 4.1.6. ADVOCACY: Advocate for the interests of the community through the LGNSW Association                   | Civic Leadership        | Mayor/General Manager | ✓            | ✓                 | ✓                 | ✓                 |                   |
| <b>4.2 A strategic, accountable and representative Council</b> | 4.2.1. Local Government Integrated Planning and reporting documents prepared                                 | Civic Leadership        | General Manager       | ✓            | ✓                 | ✓                 | ✓                 |                   |
|  | 4.2.2. Annual operational plan, budget and resourcing strategy prepared                                      | Organisation Leadership | General Manager       | ✓            | ✓                 | ✓                 | ✓                 |                   |

| LEADERSHIP: STRATEGY   | ACTIVITY   | SERVICE AREA                   | LEAD MANAGER                          | 2022-2023<br>Yr 1 | 2023-2024<br>Yr 2 | 2024-2025<br>Yr 3 | 2025-2026<br>Yr 4 |
|--|--|--------------------------------|---------------------------------------|-------------------|-------------------|-------------------|-------------------|
|  | 4.2.3. Prepare annual reports  | Governance                     | Manager Governance                    | ✓                 | ✓                 | ✓                 | ✓                 |
|  | 4.2.4. Adopt annual reports  | Civic Leadership               | Mayor/General Manager                 | ✓                 | ✓                 | ✓                 | ✓                 |
|  | 4.2.5. Prepare State of our Shire (end-of-term report)   | Governance                     | Manager Governance                    | ✓                 | ✓                 | ✓                 | ✓                 |
|  | 4.2.6. Adopt State of our Shire (end-of-term report)   | Civic Leadership               | Mayor/General Manager                 |                   |                   | ✓                 |                   |
|  | 4.2.7. Provide leadership and allocate resources to enable efficient operations in order to deliver the USC mission  | Organisational Leadership      | General Manager                       | ✓                 | ✓                 | ✓                 | ✓                 |
|  | 4.2.8. Provide an operational, risk managed, governance framework to support the achievement of Council's strategic objectives and legislative compliance. | Governance & Risk              | Manager Governance                    | ✓                 | ✓                 | ✓                 | ✓                 |
|  | 4.2.9. Undertake community engagement to inform Council decision making.   | Organisational Leadership      | General Manager                       | ✓                 | ✓                 | ✓                 | ✓                 |
|  |  |                                |                                       |                   |                   |                   |                   |
| <b>4.3 An efficient and effective independent local government</b> | 4.3.1. Operate in a financially compliant manner.  | Financial Management           | Manager Finance                       | ✓                 | ✓                 | ✓                 | ✓                 |
|  | 4.3.2. Review Council's performance against the Long Term Financial Plan   | Financial Management           | Manager Finance                       | ✓                 | ✓                 | ✓                 | ✓                 |
|  | 4.3.3. Own and operate depots, workshop, plant and equipment to undertake asset management and related services  | Infrastructure and Development | Team Leader Stores Fleet and Workshop | ✓                 | ✓                 | ✓                 | ✓                 |
|  | 4.3.4. Adopt the Asset Management Strategy, Policy and Plans   | Civic Leadership               | Mayor/General Manager                 | ✓                 |                   |                   | ✓                 |
|  | 4.3.5. Endorse the Workforce Management Strategy   | Civic Leadership               | Mayor/General Manager                 | ✓                 |                   |                   | ✓                 |
|  | 4.3.6. Implement the Workforce Management Strategy   | Civic Leadership               | Mayor/General Manager                 | ✓                 |                   |                   | ✓                 |
|  | 4.3.7. Adopt the Delivery Plan   | Civic Leadership               | Mayor/General Manager                 | ✓                 |                   |                   | ✓                 |

| LEADERSHIP: STRATEGY | ACTIVITY  | SERVICE AREA              | LEAD MANAGER                | 2022-        | 2023-        | 2024-        | 2025-        |
|----------------------|---|---------------------------|-----------------------------|--------------|--------------|--------------|--------------|
|                      |   |                           |                             | 2023<br>Yr 1 | 2024<br>Yr 2 | 2025<br>Yr 3 | 2026<br>Yr 4 |
|                      | 4.3.8. Prepare the Community Strategic Plan   | Organisational Leadership | General Manager             |              |              | ✓            | ✓            |
|                      | 4.3.9. Review, update and maintain asset management plans and registers.  | Asset Management          | Asset Manager               | ✓            | ✓            | ✓            | ✓            |
|                      | 4.3.10. Facilitate the community's access to Council services.  | Customer Service          | Manager Human Resources     | ✓            | ✓            | ✓            | ✓            |
|                      | 4.3.11. Deliver an effective IT platform and support the organisation to be current, innovative and efficient   | Information Technology    | IT Coordinator              | ✓            | ✓            | ✓            | ✓            |
|                      | 4.3.12. Optimise information technology to support efficient service delivery   | Information Technology    | IT Coordinator              | ✓            | ✓            | ✓            | ✓            |
|                      | 4.3.13. Provide human resource services that support a high performing team culture that can deliver the USC mission  | Human Resources           | Manager Human Resources     | ✓            | ✓            | ✓            | ✓            |
|                      | 4.3.14. Provide record management services that meet Council's record keeping obligations.  | Records and Information   | Manager Governance          | ✓            | ✓            | ✓            | ✓            |
|                      | 4.3.15. Integrate asset data with resource planning systems, data modelling, capital expenditure, Asset Management Plans preparation and financial management | Asset Management          | Asset Manager               | ✓            | ✓            | ✓            | ✓            |
|                      | 4.3.16. Optimise grant funding to deliver Council's operations  | Financial Management      | Director Corporate Services | ✓            | ✓            | ✓            | ✓            |

## 9.2 DRAFT OPERATIONAL PLAN 2022-2023

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**Department:** Corporate Services  
**Prepared by:** General Manager and Manager Governance  
**TRIM Reference:** UINT/22/4888  
**Attachments:** UINT/22/4280

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### **LINKAGE TO INTEGRATED PLANNING AND REPORTING FRAMEWORK**

**Goal:** 4.1 A strong, accountable and representative Council  
**Strategy:** 4.1.1 Provide clear direction for the community through the development of the Community Strategic Plan, Delivery Program and Operational Plan

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### **SUMMARY:**

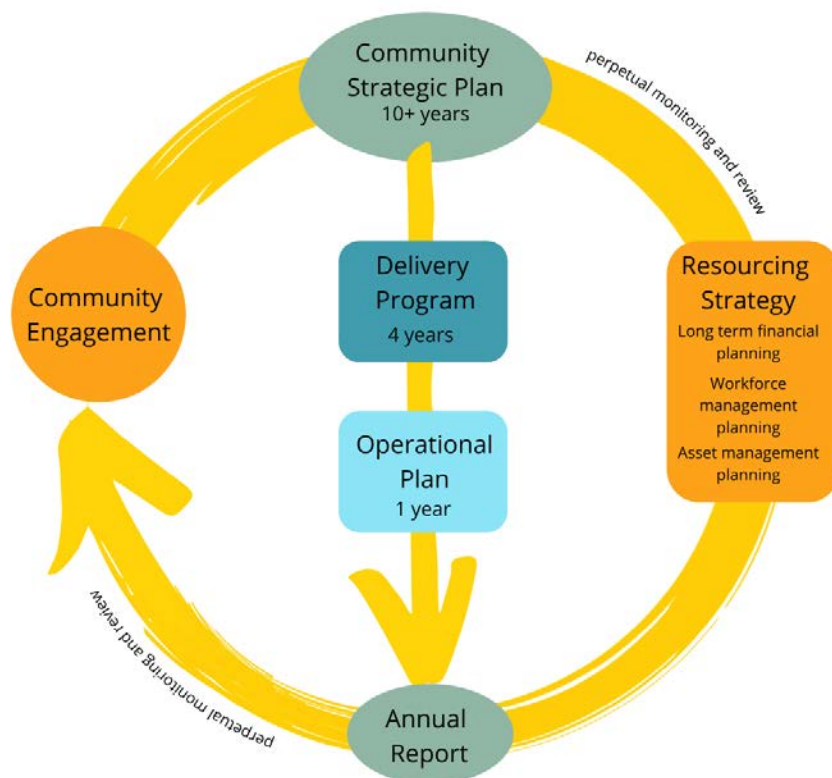
1. The Draft Operational Plan 2022-2023 (attached) sets out the actions that Council will undertake to delivery against the activities in the four-year Draft Delivery Program 2022-25 (see previous agenda item 9.1).
2. The purpose of this report is to enable final review of the draft Operational Plan 2022-2023 actions by the Finance Advisory Committee so that Council can proceed to a 28 day public exhibition.
3. Council must adopt its annual Operational Plan by 30 June 2022 as part of a suite of integrated planning and reporting (IP&R) documents required by legislation.

### **RECOMMENDATION:**

- I. That the Committee request the draft Operational Plan include the following adjustments:
  - a. <<to be inserted at the meeting>>
- II. That the Finance Advisory Committee recommends to Council that the *Draft Operational Plan 2022-2023, as amended*, be placed on public exhibition from 25 May 2022 to 22 June 2022 and that a report be presented to the 28 June 2022 Ordinary Council meeting to enable adoption of the document.

### **REPORT:**

4. The draft Operational Plan 2022-2023 has been developed to meet the requirements of the *Local Government Act 1993* (the Act).



5. The Operational Plan will include:
  - a. Budget (see agenda item 9.3);
  - b. Revenue policy; and
  - c. Fees and charges (see agenda item 9.4).
  
6. The Operational Plan is supported by the resourcing strategy which comprises:
  - a. Asset Management Planning – Asset Management Policy (adopted X) , Asset Management Strategy (adopted) and asset management plans (see agenda item 9.5)
  - b. Long Term Financial planning – the draft Long Term Financial Plan will be prepared following the Financial Advisory Committee’s recommendations to Council at the 10 May 2022 meeting, and presented to the May ordinary Council meeting for public exhibition.
  - c. Workforce Management Strategy – this document is being presented to an Extraordinary Meeting of Council on 10 May 2022 so that the Council can concurrently meet its obligation to review its organisation structure within the first 12 months of the term of Council.
  
7. The draft Operational Plan 2022-2023 has been developed to conform to the requirements of the *Local Government Act 1993* (the Act).
  
8. A further report will be presented to the Council in June 2022 reporting on any public responses received and detailing any proposed changes in response to those submissions, prior to the final adoption of the Operational Plan.



9. Under section 405 of the Act, Council must adopt a Delivery Program detailing the principal actions it will undertake to achieve the activities identified in the Delivery Program.
10. Council reports to the community against the actions and activities through:
  - a. quarterly reporting;
  - b. annual reports; and
  - c. at the end of the term of Council a 'State of our Shire' report.

#### **CONCLUSION:**

11. Council must adopt an annual Operational Plan by 30 June each year detailing the actions to be undertaken by the Council to perform its functions, including implementing the activities set out in the Delivery Program, within the limits of the resources available.

#### **COUNCIL IMPLICATIONS**

##### **12. Community Engagement/Communication**

Community engagement and consultation occurred in the preparation of the Community Strategic Plan 2022-2031 which has informed the development of the combined draft Delivery Program 2022-2025. Phase 1 of the engagement program included listening posts, postcards, social media and posters circulated through the Shire. Phase 2 is a formal public exhibition process for all IP&R documents.

The draft Operational Plan must be placed on public exhibition for 28 days.

##### **13. Policy and Regulation**

*NSW Local Government Act 1993*

*NSW Local Government Regulation (General) 2021*

Integrated Planning and Reporting Guidelines for Local Government in NSW (Sept 2021)

Integrated Planning and Reporting Handbook for Local Councils in NSW (Sept 2021)

##### **14. Financial/Long Term Financial Plan**

The Operational Plan outlines a range of projects, programs and activities to be completed over the 2022-2023 Financial Year. The Plan outlines specific activities budgeted for in the draft 2022-2023 budget, and is part of the Resourcing Strategy, which endeavours to support Council to achieve the objectives Council has set.

##### **15. Asset management/Asset Management Strategy**

The asset management plans form part of the Resourcing Strategy. The Operational Plan includes estimated capital expenditure for the year.

##### **16. Workforce/Workforce Management Strategy**

The Workforce Management Strategy forms part of the Resourcing Strategy.

**17. Legal and Risk Management**

Should Council fail to meet its statutory timeframe obligations to endorse the 2022-2023 Operational Plan it would affect Council's financial position, reputation and service delivery. The risk is considered to be high.

**18. Performance Measures**

Integrated Planning and Reporting Framework documents are adopted by Council before 30 June 2022.

Council's performance in delivering the actions as set in the Operational Plan will be reported quarterly and in the annual report.

**19. Project Management**

General Manager and Manager Governance.



# Operational Plan 2022 – 2023

# About this document

This document is prepared in accordance with:

1. Office of Local Government, [Integrated Planning & Reporting: Guidelines for Local Government in NSW](#), September 2021
2. Office of Local Government, [Integrated Planning & Reporting: Handbook for Local Councils in NSW](#),

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|                                  |            |
|----------------------------------|------------|
| Date Placed on Public Exhibition | Resolution |
| Date Adopted by Council          | Resolution |

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September 2021

UINT/22/4280

## Document History

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| Version     | Date Amended  | Comments  |
|-------------|---------------|---|
| Version 0.1 | 27 April 2022 | Draft circulated to Mayor and Councillors for out-of-session review |
| Version 0.2 | 10 May 2022   | Draft to Finance Advisory Committee for review                      |
| Version 0.3 | 24 May 2022   | Draft to Council meeting for public exhibition                      |
| Version 0.4 |               | Public Exhibition   |
| Version 1   |               | Final version   |

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## Further Document Information and Relationships

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|                     |   |
|---------------------|---|
| Related Legislation | <i>NSW Local Government Act 1993</i><br><i>NSW Local Government (General) Regulations 2005</i>  |
| Related Documents   | NSW Office of Local Government Integrated Planning and Reporting Guidelines<br>Uralla Shire Council Community Strategic Plan<br>Uralla Shire Council Delivery Program<br>Uralla Shire Council Resourcing Strategy |

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|   |           |
|---|-----------|
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| <b>Part 3: Budget 2022-2023 .....</b>                     | <b>17</b> |
| <b>Part 4: Statement of Revenue 2022-2023 .....</b>       | <b>17</b> |

## Acknowledgement of Country

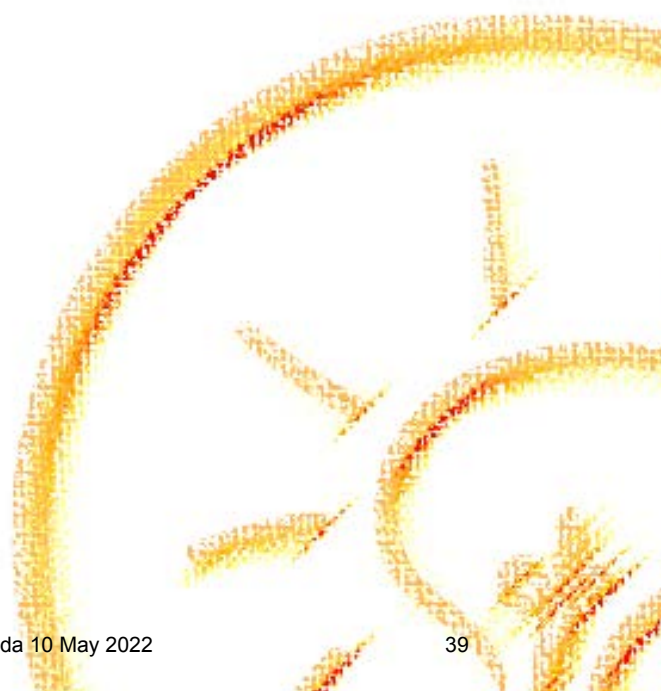
We acknowledge the Traditional Custodians of this land and recognise their sacred connection to Country. We pay our respect to Elders past, present and emerging.

# Overview

# Mayor's Message

Welcome to the Uralla Shire 2022-2023 Operational Plan.

*Mayor Robert Bell*



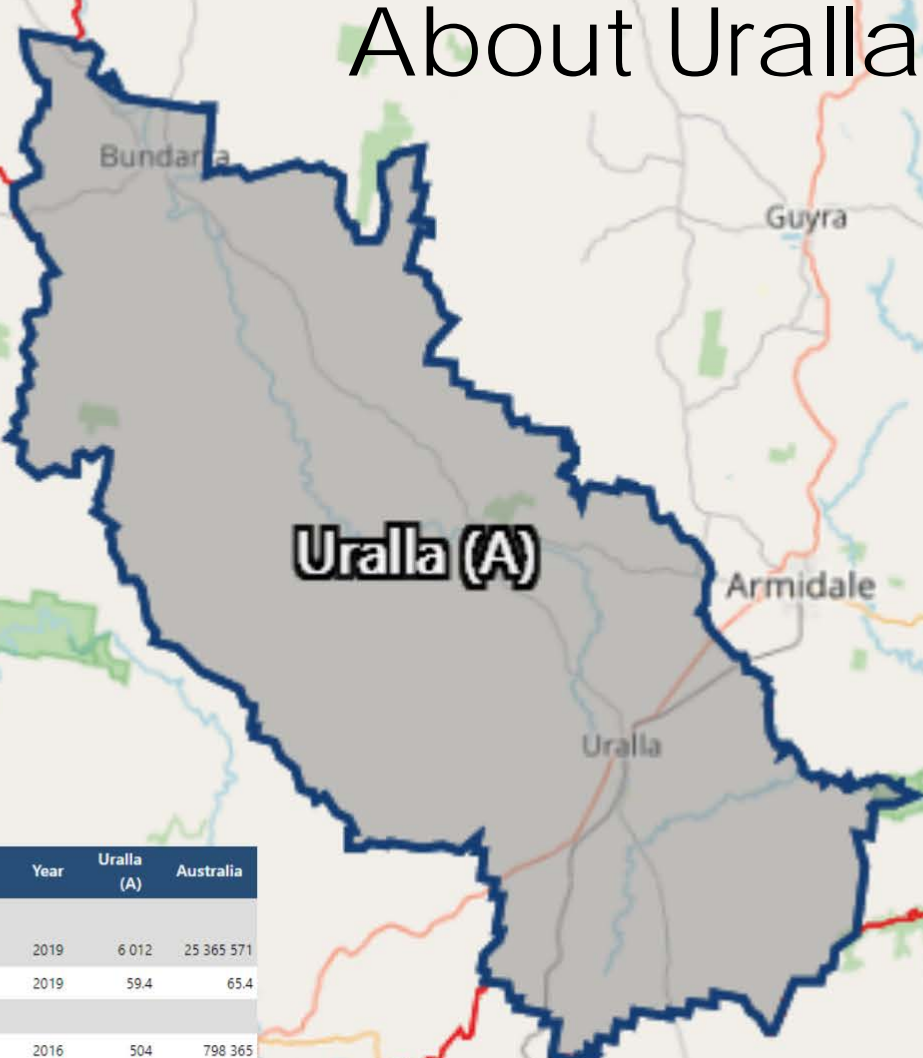
# General Manager's Message

*General Manager Kate Jessep*





# About Uralla Shire



|   | Year | Uralla (A) | Australia     |
|---|------|------------|---------------|
| <b>Population and people</b>  |      |            |               |
| Persons - Total (no.)   | 2019 | 6 012      | 25 365 571    |
| Working Age Population (aged 15-64 years) (%)                       | 2019 | 59.4       | 65.4          |
| <b>Aboriginal and Torres Strait Islander Peoples</b>                |      |            |               |
| Persons - Total (no.)   | 2016 | 504        | 798 365       |
| Speaks an Aboriginal or Torres Strait Islander language at home (%) | 2016 | 0          | 10.3          |
| <b>Economy and industry</b>   |      |            |               |
| Total number of businesses (no.)                                    | 2019 | 677        | 2 375 753     |
| <b>Income</b>   |      |            |               |
| Median equivalised total household income (weekly) (\$)             | 2016 | 674        | 877           |
| Median total income (excl. Government pensions and allowances) (\$) | 2017 | 40 591     | 48 360        |
| <b>Education and employment</b>                                     |      |            |               |
| Completed Year 12 or equivalent (%)                                 | 2016 | 39.6       | 51.9          |
| Unemployment rate (%)   | 2016 | 5.2        | 6.9           |
| <b>Health and disability</b>  |      |            |               |
| Persons who have need for assistance with core activities (%)       | 2016 | 5.8        | 5.1           |
| <b>Family and community</b>   |      |            |               |
| Average household size (no. of persons)                             | 2016 | 2.4        | 2.6           |
| Average monthly household rental payment (\$)                       | 2016 | 817        | 1 524         |
| Average monthly household mortgage payment (\$)                     | 2016 | 1 500      | 1 958         |
| <b>Persons born overseas</b>  |      |            |               |
| Persons (no.)   | 2016 | 393        | 6 149 388     |
| Proficient in English (%)   | 2016 | 100.3      | 88.7          |
| <b>Land and environment</b>   |      |            |               |
| Land Area (ha)  | 2018 | 322 653.3  | 768 812 631.9 |
| Protected Areas -Total (ha)   | 2018 | 1 818      | 151 518 789   |

# Connecting with our Communities

Our community engagement strategy aims for broad consultation across our diverse populations, drawing on the different perspectives of our residents to guide us in the implementation of our programs.

## Community Consultation on the draft 2022/23 Operational Plan and Budget

Over the past 12 months, Council has been gathering and documenting community input through a combination of different consultation activities, designed to be accessible to a range of the Uralla Shire community.

Consultations have included:

- Listening posts held in Bundarra, Invergowrie, Kentucky, Kingstown, Uralla
- Drop-in sessions at Bundarra and Uralla
- Postcards located at general stores throughout the Shire
- Written submissions to strategic documents such as the Local Strategic Planning Statement, Long Term Financial Plan, Proposed Project list, Development Control Plan, road priorities

Approximately 1700 individual responses were recorded and analysed for consideration in the drafting of this Community Strategic Plan.

The key themes and drivers to develop the community vision, goals and strategies that have emerged are:

### **Creating unity across the Shire**

- *Building connections between villages*
- *Expand NBN and mobile coverage*
- *Developing Shire-wide signage*
- *Strengthen 'Uralla Shire' identity for townships*
- *Opportunities for community transport*

### **Managing extremes of weather, water**

- *Effects of droughts*
- *Impact of floods, erosion*
- *Damage to road infrastructure: road surfaces, causeways*
- *Need for proactive management of waterways*

### **Harness emerging industries, support existing industries**

- *Seasonal workers, remote work*
- *Farming, paddock to plate*
- *Retaining skills and training*
- *Supporting small businesses*

- Supporting affordability, cost of living

### **Outdoor lifestyles**

- Value parks, gardens and open spaces throughout the Shire, worth investing in their upkeep
- More bike tracks, footpaths to encourage walking and riding
- Activities for young people
- Celebrating, enhancing and protecting natural environment

Following development of the draft Community Strategic Plan, Council has developed a draft four-year delivery program and a draft operational plan.

The draft operational plan information will be displayed on Council's website for a 28 day public notification period inviting individual submissions. To further assist the Community to consider and prepare a submission the following assistance will be offered:

| <b>DATE</b>      | <b>ACTIVITY</b>  |
|------------------|--|
| On-going         | Contact a Councilor to discuss - <a href="https://www.uralla.nsw.gov.au/Council/Mayor-Councillors/Our-Mayor-Councillors">https://www.uralla.nsw.gov.au/Council/Mayor-Councillors/Our-Mayor-Councillors</a> |
| 26 May – 16 June | Email questions to Council – <a href="https://www.uralla.nsw.gov.au/Council-Services/Contact-Council">https://www.uralla.nsw.gov.au/Council-Services/Contact-Council</a>                                   |

The consultation will be promoted via:

- June Council newsletter
- Public notice (website and in hard-copy at General Stores, libraries and Council's office)
- Public advert (The Armidale Express – circulates in the whole of the Shire and is available at Uralla and Bundarra library branches)
- Budget information pages on public website
- Council's Facebook page
- Email link to the public notice to key community groups requesting they inform their members.

## Our Vision

*In 2031 the Uralla Shire community will be vibrant with a growing economy supporting a sustainable quality of life that values its heritage*

## Our Mission

*Uralla Shire Council listens to and facilitates the aspirations of the community*

## Council's role

To deliver the requirement of the *Local Government Act*, Council has many overlapping and varying roles depending on the nature of the service or activity. The roles of Council are summarised as follows:

|          |                     |
|----------|---------------------|
| ENABLER  | Information Channel |
|          | Advocate            |
|          | Facilitator         |
| PROVIDER | Agent               |
|          | Part Funder         |
|          | Asset Owner         |
|          | Regulator           |
|          | Service Provider    |
| LEADER   | Strategic Planning  |
|          | Policy Setter       |
|          | Educator            |

# Background

## Integrated Planning and Reporting

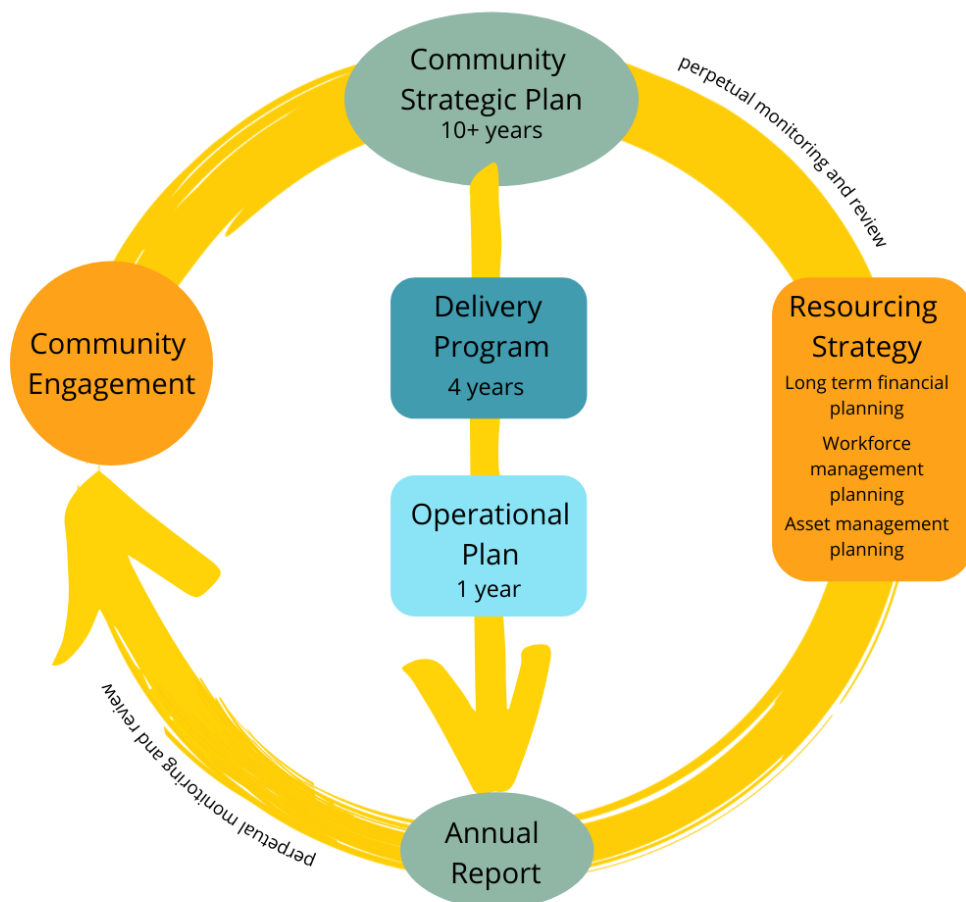
In October 2009, the NSW Government's new framework for strategic planning and reporting for local councils came into effect through the introduction of the *Local Government Amendment (Planning & Reporting) Act 2009*. This Act amended the *NSW Local Government Act 1993* with regard to councils' strategic planning and reporting requirements.

The Integrated Planning & Reporting framework requires councils to better integrate their various plans and to plan holistically for the future. It requires councils and their communities to have informed discussions about funding priorities, acceptable service levels and to plan in partnership for a more sustainable future.

The framework is an improved way of doing business and ensures that all of Council's plans and policies work together to achieve the goals of the Uralla Shire community. Under the Act, Council must prepare a number of plans, which provide details on how Council intends to deliver services and infrastructure across both the short and long term, based on the priorities that have been identified through community engagement programs.

The Integrated Planning and Reporting Framework is illustrated in the diagram below:

**Integrated Planning and Reporting Diagram**



# Our Planning Framework

Uralla Shire Council's Delivery Program 2017-2022 and Operational Plan 2019-2021 are two parts of the suite of Integrated Planning and Reporting documents. These documents are linked together by a matrix of actions that details how the community's long term aspirations and outcomes will be achieved.

## **Long Term (10-Years) - Community Strategic Plan 2022-2031**

The Community Strategic Plan 2017-2027 was developed in consultation with the Uralla Shire community. The long term community aspirations for the future direction of Uralla Shire have been captured as Community Goals within the Community Strategic Plan. Long Term Strategies have been included and they outline how the Community Goals will be achieved.

## **Medium Term (4-Years) Delivery Program 2022-2025**

The four year program details the Principal Activities which Council will undertake in order to work towards achieving the Community Goals of the Community Strategic Plan. Due to the Novel Coronavirus (COVID-19) pandemic, the Office of Local Government postponed NSW local elections from September 2020 to September 2021. In line with this announcement, the four year Delivery Program 2017-2021 has been extended to cover a five year period to 2022.

## **Short Term (1-Year) Operational Plan 2022-2023**

The annual Operational Plan lists activities Council will undertake in the coming 12 month period. The Operational Plan also includes the Statement of Revenue Policy, which contains the annual budget, rates and charges, borrowings, and fees and charges.

This suite of documents is underpinned by Council's Resourcing Strategy which consists of a Long Term Financial Plan, Asset Management Plans and Workforce Plan. These documents outline how Council has considered, in the medium to long term, the Shire's finances, assets and workforce to achieve the Community Strategic Plan goals.

# Addressing the Quadruple Bottom Line

The Integrated Planning & Reporting framework is designed to help improve the sustainability of the community, the local government area, and the Council using the 'quadruple bottom line' (QBL) approach. This is made up of four themes – Society, Economy, Environment and Leadership.

Society, also commonly referred to as community, is the physical and emotional health of the community and how they interact with each other within the community and with others who use and support the local services and facilities.

Economy is not financial management, rather it is about where Council spends the community's money and how it provides connectivity and support for the local economy and encourages investment and employment opportunities for the local government area.

Environment refers to ecological pressures and the state of natural resources.

Leadership, also commonly known as governance, relates not only to the way Council interacts and works with the community but also the way the community and other agencies might become involved with delivering the Operational Plan's objectives. It also relates to democracy and the operations of the elected Council.

# Our Community Goals

## 1. Our Society

*Strategic Objective: We have an accessible, inclusive and sustainable community.*

- 1.1 A growing community with an active volunteer base and participation in community events
- 1.2 A safe, active and healthy shire
- 1.3 A diverse and creative culture that celebrates our history
- 1.4 Access to and equity of services



## 2. Our Economy

*Strategic Objective: We drive the economy to support prosperity*

- 2.1 An attractive environment for the business sector
- 2.2 Grow and diversify employment through existing and new businesses
- 2.3 Communities that are well serviced with essential infrastructure



## 3. Our Environment

*Strategic Objective: We are good custodians of our environment*

- 3.1 To preserve, protect and renew our beautiful natural environment
- 3.2 Maintain a healthy balance between development and the environment
- 3.3 Avoid, reduce, reuse (repair), and recycle (recover) wastage to minimise waste disposal
- 3.4 Secure, sustainable and environmentally sound water-cycle infrastructure and services



## 4. Our Leadership

*Strategic Objective: We are an independent shire and well-governed community*

- 4.1 Informed and collaborative leadership in our community
- 4.2 A strategic, accountable and representative Council
- 4.3 An efficient and effective independent local government



# Our Elected members

## Roles and responsibilities

Uralla Shire Council consists of nine councillors (one of whom is the Mayor), elected by the community during local government elections every four years. The local government elections were held in December 2021 at which time the Mayor was elected and eight councillors were elected, four from each of two wards.

The Mayor's role includes chairing meetings of the Council, presiding at civic functions, representing the council to other local governments and other levels of government and, when necessary, exercising Council's policy-making functions in-between those meetings.

Each councillor has the responsibility of representing the broader needs of the whole community when making decisions. Councillors are responsible for making decisions on all areas of policy and strategic priorities which have a direct impact on the projects and services Council carries out.

Decisions are adopted through a majority voting system, with each councillor allocated one vote. In the case of a tied vote, the chairperson (usually the Mayor) must make the casting vote.

Council must appoint a General Manager, who is responsible for Council's day-to-day operations and the implementation of Council policies and decisions. Council operates within a legislative framework of the *Local Government Act 1993 (NSW)* and other NSW and Commonwealth legislation.

The councillors, as the elected body of Council, are responsible for the delivery of programs and services identified in the Delivery Program.

At the end of the current term of Council, an End-of-Term Report (September 2016 - August 2021) will be provided to the community detailing Council's overall achievements in implementing the Community Strategic Plan.





# Operational Plan Structure

The Operational Plan is presented in this document in four key parts:

1. Overview
2. Operational Plan
3. Budget, and
4. Statement of Revenue Policy.

## Part 1: Requirements of the Operational Plan

The general requirements of the Operational Plan are as follows:

- detail the work that will be done in support of the Delivery Program
- prepared and adopted annually
- allocate responsibilities for each project, program or action
- identify suitable measures to determine the effectiveness of the projects, programs and actions undertaken
- include a detailed budget for the actions to be undertaken in that year
- include council's Statement of Revenue Policy for the year covered by the Operational Plan
- fees and charges
- the statement of the pricing methodology need not include information that could confer a commercial advantage on a competitor of the council.

### *Public exhibition requirements for the Operational Plan*

The draft Operational Plan must be publicly exhibited for at least 28 days, and submissions received by the council in that period must be considered, before the final Operational Plan is adopted by the council.

Council must publish a copy of its Operational Plan on the council's website within 28 days after the plan is adopted.

A map showing those parts of the local government area to which the various rates will apply (including each category and subcategory of the ordinary rate and each special rate included in the Operational Plan) must be available on the council's website and available for public inspection at its office (and any other places it determines) during the exhibition of the Operational Plan.

# Part 2:

## Operational Plan 2022-2023

The Operational Plan sets out Council's proposed Actions which will be undertaken to meet the year 1 of the Delivery Program Activities. The Operational Plan also outlines whom is responsible for each Action; Council's primary role in each Action either as a provider, a facilitator or as an advocate; and a measure and target to determine when the Action is achieved.



## Service Area Asset Management Lead Officer Asset Manager

### Community Strategic Plan Objectives

- 2. ECONOMY - We drive the economy to support prosperity.
- 4. LEADERSHIP - We are an independent shire and well-governed community.

### Strategies

- 2.1 An attractive environment for the business sector
- 2.3 Communities that are well serviced with essential infrastructure
- 4.3 An efficient and effective independent local government

### Delivery Program Activities

- 2.1.2 Operate the Uralla Caravan Park
- 2.3.12. Maintain and renew building infrastructure
- 4.3.1 Operated in a financially compliant manner
- 4.3.9 Review, update and maintain asset management plans and registers
- 4.3.15 Integrate Asset data with resource planning systems, data modelling, capital expenditure, Asset Management Plans preparation and financial management

### Operational Plan Actions

|          |   | Measure of Success  | Council Role |
|----------|---|---|--------------|
| 2.1.2.1. | Operate the Uralla Caravan Park   | Uralla Caravan operated 365 days a year                       | Provider     |
| 2.1.2.2  | Develop and implement a Business Plan for the Uralla Caravan Park   | Business Plan for the Uralla Caravan Park implemented         | Provider     |
| 2.1.2.3  | Promote the Uralla Caravan Park   | Increase in occupancy   | Provider     |
| 2.3.12.1 | Implement service review for building inspections   | Service review for building inspections undertaken            | Provider     |
| 2.3.12.2 | Survey undertaken to ascertain customer expectations in relation to Council's buildings infrastructure  | Survey undertaken by June 2023                                | Provider     |
| 2.3.12.3 | Routine maintenance and renewal of building infrastructure  | Buildings maintained  | Provider     |
| 2.3.12.4 | Review and adopt acceptable Level of Services of infrastructure assets in consultation with community, update any changes and measure progress annually | Levels of services adopted for infrastructure assets          | Provider     |
| 2.3.12.5 | Develop building asset condition processes and procedure  | Procedures and processes for building asset condition drafted | Provider     |
| 4.3.1.4  | Undertake asset revaluations  | Asset revaluations completed by June 2023                     | Provider     |
| 4.3.1.12 | Determine asset maintenance backlog based on asset management plans and incorporate in the Long Term Financial Plan                                     | Asset backlog identified by June 2023                         | Provider     |

|                            |  |   |                   |
|----------------------------|--|---|-------------------|
| 4.3.9.2                    | Review and update Transport Asset Management Plan renewals program | Transport Asset Management Plan reviewed by June 2023     | Provider          |
| 4.3.15.1                   | Collect Asset annual data for Asset Management Plans               | Data for Asset Management Plans collected by June 2023    | Provider          |
| 4.3.15.2                   | Review and assess appropriate asset modelling software system      | Appropriate asset modelling software sourced by June 2023 | Provider          |
| <b>Operational Numbers</b> |  |   |                   |
| <b>FTE</b>                 | <b>Income</b>  | <b>Expenses</b>   | <b>Net Result</b> |
| 1.0                        | \$   | \$  | \$                |
| <b>Capital Numbers</b>     |  |   |                   |
|                            | <b>Income</b>  | <b>Expenses</b>   | <b>Net Result</b> |
|                            | \$ -   | \$ -  | \$ -              |



**Service Area Customer Service & Communications**  
**Lead Officer Manager Human Resources**

**Community Strategic Plan Objective**

- LEADERSHIP: We are an independent shire and well-governed community.

**Strategy**

4.3 An efficient and effective independent local government.

**Delivery Program Activity**

4.3.10 Facilitate the community's access to Council services.

4.1.7 Promote Council's services and facilities

4.2.9 Undertake community engagement to inform Council decision making.

**Operational Plan Actions**

**Measure of Success**

**Council Role**

|          |  |  |          |
|----------|--|--|----------|
| 4.3.10.1 | Provide Customer Service during opening hours, via online services and an after hour service for emergency matters | Customer Services available during opening hours           | Provider |
| 4.3.10.2 | PROJECT: Renovate the Customer Services foyer to be more accessible and efficient                                  | Renovations undertaken                                     | Provider |
| 4.3.10.3 | Identify gaps in knowledge for Customer Services staff   | Training undertaken to up skill Customer Services staff    | Provider |
| 4.3.10.4 | Source and implement Customer Experience Training  | Customer Experience training provided to staff             | Provider |
|          | Develop and implement customer service procedures  | Customer enquiries resolved at first point of service >60% | Provider |
|          | Promote Council activities   | Public notices, newsletters, media releases and website    | Provider |

**Operational Numbers**

| FTE  | Income | Expenses | Net Result |
|------|--------|----------|------------|
| 1.67 | \$ -   | \$       | \$         |

**Capital Numbers**

| Income | Expenses | Net Result |
|--------|----------|------------|
| \$ -   | \$ -     | \$ -       |



## Service Area Human Resources

### Lead Officer Human Resources Manager

#### Community Strategic Plan Objective

- SOCIETY: We have an accessible inclusive and sustainable community
- LEADERSHIP: We are an independent shire and well-governed community.

#### Strategy

- 1.2 A safe, active and health Shire
- 4.3 An efficient and effective independent local government.

#### Delivery Program Activity

- 1.2.11 Integration of Safety System throughout organisation
- 4.3.6 Implement the Workforce Management Strategy
- 4.3.13 Provide human resource services that support a high performing team culture that can deliver the USC mission

#### Operational Plan Actions

#### Measure of Success

#### Council Role

|          |   |   |          |
|----------|---|---|----------|
| 1.2.11.2 | Schedule mandatory safety training  | Safety training undertaken by June 2023   | Provider |
| 4.3.6.3  | Continue to implement position descriptions which include specific and measurable   | Position descriptions developed   | Provider |
| 4.3.6.4  | Continue to implement an online performance management system to acknowledge high performers and assist struggling employees            | Online performance management system implemented and delivered June 2023          | Provider |
| 4.3.6.5  | Review salaries to ensure they are not a disincentive to attracting and retaining quality staff   | Review of salaries completed by June 2023   | Provider |
| 4.3.6.6  | Continue to offer confidential exit interviews and transition exit survey to electronic to enable improved reporting on systemic issues | Exit interviews offered   | Provider |
| 4.3.6.7  | Undertake staff engagement survey to understand how staff are feeling about organisation  | Survey undertaken by June 2023  | Provider |
| 4.3.6.9  | Invest in an employment marketing prospectus to promote the benefits of living and working in Uralla Shire for Council                  | Marketing prospectus developed  | Provider |
| 4.3.6.10 | Review service critical positions and develop succession plans for these roles  | Service critical positions identified and succession plans developed by June 2023 | Provider |
| 4.3.6.11 | Training for mandatory licences and skills is undertaken as require   | Training for mandatory licences undertaken by June 2023                           | Enabler  |
| 4.3.6.12 | Provide leadership training for Directors and Managers to ensure they have the necessary skills to successfully lead the organisation   | Leadership training delivered to Executive and Managers                           | Enabler  |

|                            |  |   |                   |
|----------------------------|--|---|-------------------|
| 4.3.6.14                   | Report incidents and accidents to the relevant authority and investigate                                     | Incidents and accidents reported within 48 hours                | Provider          |
| 4.3.6.16                   | Undertake People at Work Survey and associated improvements  | People at Work Survey undertaken                                | Provider          |
| 4.3.6.17                   | Recover at Work strategies are implemented for workplace injuries  | Reduction in leave taken for workplace injuries                 | Provider          |
| 4.3.6.18                   | Develop and implement annual WHS training  | WHS training delivered annually                                 | Enabler           |
| 4.3.13.1                   | Provide human resource services that support a high performing team culture that can deliver the USC mission | Human resources services provided during work hours             | Provider          |
| 4.3.13.3                   | Employ staff in accordance with legislation and Council's Workforce Management Strategy                      | Staff employed in accordance with legislation                   | Provider          |
| 4.3.13.4                   | Bullying Prevention Management Program implemented   | Bullying Prevention Management Program implemented by June 2023 | Provider          |
| 4.3.13.5                   | Implement Bullying Prevention Training   | Bullying Prevention Training implemented by June 2023           | Enabler           |
| <b>Operational Numbers</b> |  |   |                   |
| <b>FTE</b>                 | <b>Income</b>  | <b>Expenses</b>   | <b>Net Result</b> |
| 2.0                        | \$   | \$  | \$                |
| <b>Capital Numbers</b>     |  |   |                   |
| <b>FTE</b>                 | <b>Income</b>  | <b>Expenses</b>   | <b>Net Result</b> |
|                            | \$ -   | \$ -  | \$ -              |



**Service Area Infrastructure Management and Operations**  
**Lead Officer Team Leader Fleet, Stores and Workshops**

**Community Strategic Plan Objective**

- 4. LEADERSHIP: We are an independent shire and well-governed community.

**Strategy**

4.3 An efficient and effective independent local government.

**Delivery Program Activity**

4.3.3 Own and operate depots, workshop, plant and equipment to undertake asset management and related services

**Operational Plan Actions**

**Measure of Success**

**Council Role**

4.3.3.1 Maintain plant and equipment

Plant and equipment maintained to safety standards

Provider

4.3.3.2 Provide Depot, Stores and Workshop operations

Procurement compliance

Provider

Plant and equipment procurement and disposal

Procurement and asset disposal policies compliance

Provider

**Operational Numbers**

| FTE | Income | Expenses | Net Result |
|-----|--------|----------|------------|
| X.0 |        |          |            |

**Capital Numbers**

| FTE | Income | Expenses | Net Result |
|-----|--------|----------|------------|
|     | \$ -   | \$ -     | \$ -       |





SOCIETY  
ECONOMY  
ENVIRONMENT

## Service Area Development and Planning

### Lead Officer Manager Development and Planning

#### Community Strategic Plan Objectives

- SOCIETY - We have an accessible, inclusive and sustainable community.
- ECONOMY - We drive the economy to support prosperity.
- ENVIRONMENT - We are good custodians of our environment

#### Strategies

- 1.3 A diverse and creative culture that celebrates our history
- 2.2 Grow & diversify employment through existing & new businesses
- 3.2.. Maintain a healthy balance between development and the environment

#### Delivery Program Activities

- 1.3.6 Support sustainable population growth and develop infrastructure to meet the needs of this regional growth
- 2.3.5 Provide a development and planning service.
- 2.3.6 Review and update the Local Environmental Plan to provide desired land use zonings to encourage growth
- 3.2.1 Provide effective, regulatory, compliance and enforcement services for the community

| Operational Plan Actions  | Measure of Success   | Council Role |
|---|--|--------------|
| 1.3.6.3 Hold business forums  | Two per year undertaken  | Providers    |
| 2.2.5.1 Provide a development assessment and planning service   | Development assessment and planning services provided                                  | Provider     |
| 2.2.5.2 Continue to review assessment processes and report on Development Application   | Median processing time of <20 days   | Regulator    |
| 2.2.6.1 Review and update the Local Environmental Plan to provide desired land use zonings to encourage growth  | Local Environmental Plan reviewed  | Provider     |
| 2.2.6.2 Implement Developer Contribution Plans  | Developer Contributions Plans implemented by June 2022                                 | Provider     |
| 3.2.1.1 Provide effective, regulatory, compliance and enforcement services for the community  | Regulatory, compliance and enforcement services for the community provided effectively | Provider     |
| 3.2.1.2 Carry out regulatory inspections  | Regulatory inspections undertaken efficiently  | Regulator    |
| 3.2.1.3 Seek and apply for grant funding to facilitate regulatory functions subject to associated operating costs being funded from operational revenue | Successful grant funding   | Provider     |

#### Operational Numbers

| FTE | Income | Expenses | Net Result |
|-----|--------|----------|------------|
| 3.0 | \$     | \$       | \$         |

#### Capital Numbers

| FTE | Income | Expenses | Net Result |
|-----|--------|----------|------------|
|-----|--------|----------|------------|



## Service Area Environmental Management Lead Officer Manager Development and Planning

### Community Strategic Plan Objectives

- ENVIRONMENT: We are good custodians of our environment.

### Strategies

- 3.1 To preserve, protect and renew our beautiful natural environment

### Delivery Program Activities

- 3.1.1 Review and monitor vegetation and environmental protection measures for sensitive Council managed land
- 3.1.2 Prepare end-of-term state of the environment report (included in State of our Shire end-of-term report)
- 3.1.3 Manage and control weeds in Council's public reserves, open spaces, creek lands and public roads
- 3.1.4 Apply for grant funding to support environmental projects
- 3.1.6 Administer Native Title Act and Biodiversity Conservation Act in relation to Council activities.
- 3.1.7 Regulate and inspect Underground Petroleum Storage Systems (UPSSs) as per UPSS Regulation 2019
- 3.1.8 Promote community greening projects and involvement in environmental conservation efforts
- 3.1.9 Develop a street tree master plan for Uralla and Bundarra
- 3.1.10 Develop a Climate Change Policy

### Operational Plan Actions

### Measure of Success

### Council Role

|         |   |  |             |
|---------|---|--|-------------|
| 3.1.1.1 | Develop and implement vegetation management schedule for Council managed land   | Vegetation Management Schedule completed and implementation commenced by June 2023                     | Asset Owner |
| 3.1.1.2 | Apply for eligible vegetation management grants   | Successful grant applications  | Provider    |
| 3.1.2.1 | Establish environmental indicators and update annual environmental trends   | Information collated by June 2023  | Provider    |
| 3.1.3.1 | Review and implement the Environmental Sustainability Action Plan priorities  | Environmental Sustainability Action Plan priorities reviewed and implementation commenced by June 2023 | Provider    |
| 3.1.4.1 | Pursue grant funding opportunities for environmental projects subject to associated ongoing operating costs being funded from operational revenue | Successful grant applications  | Provider    |
| 3.1.5.1 | Undertake regular training in Crown Land management   | Crown Lands management training undertaken   | Enabler     |
| 3.1.5.2 | Implement and maintain Crown Land Plans of Management   | Plans of Management for Crown Land reviewed  | Provider    |

|                            |  |  |                   |
|----------------------------|--|--|-------------------|
| 3.1.6.1                    | Compliance with the <i>Native Title Act</i>                                    | No breaches of the <i>Native Title Act</i>                                   | Regulator         |
| 3.1.6.2                    | Compliance with the <i>Biodiversity Conservation Act</i>                       | No breaches of the <i>Biodiversity Conservation Act</i>                      | Regulator         |
| 3.1.7.1                    | Underground Petroleum Storage Systems sites inspected on rolling schedule      | Inspections of Underground Petroleum Storage Systems undertaken as scheduled | Regulator         |
| 3.1.8.1                    | Collaborate with community and interested stakeholders on strategic vegetation | Engaged with community and stakeholders by June 2023                         | Enabler           |
| 3.1.9.1                    | Draft a Street Tree Master Plan for Uralla and Bundarra                        | Street Tree Master Plan drafted by 2023                                      | Provider          |
| 3.1.10.1                   | Commence preparation of a draft Climate Change Policy                          | Draft of Climate Change Policy commended by June 2023                        | Provider          |
| <b>Operational Numbers</b> |  |  |                   |
| <b>FTE</b>                 | <b>Income</b>  | <b>Expenses</b>  | <b>Net Result</b> |
|                            | \$ -   | \$   | \$                |
| <b>Capital Numbers</b>     |  |  |                   |
| <b>FTE</b>                 | <b>Income</b>  | <b>Expenses</b>  | <b>Net Result</b> |
|                            | \$ -   | \$ -   | \$ -              |
| <b>GRAPHIC</b>             |  |  |                   |

INSERT with this service area a graphic/ picture and explanation re; synopsis of the role of NEWA please.



## Service Area Emergency Management Lead Officer Director Infrastructure and Development

### Community Strategic Plan Objectives

- 1. SOCIETY - We have an accessible, inclusive and sustainable community.

### Strategies

1.2 A safe, active and healthy shire

### Delivery Program Activities

1.2.6 Participate on the Local Emergency Management Committee

1.2.7 Liaise with police, community organisations and the community to address crime, anti-social behaviour and maintain community safety

1.2.8 Plan for Uralla Shire Council response to natural disasters including bushfires, major storms and flood events

| Operational Plan Actions  | Measure of Success              | Council Role |
|---|---------------------------------|--------------|
| 1.2.6.1 Participate as LEMO on the New England Local Emergency Management Committee                 | Participate and attend meetings | Advocate     |
| 1.2.6.2 Participate in natural disaster mitigation and provide local emergency management officer   | Effective mitigation strategies | Provider     |
| 1.2.7.1 Liaise with the police, emergency services and community groups to support community safety | Support provided                | Provider     |
| 1.2.8.1 Review Emergency Management Plan  | Annual review                   | Provider     |

### Operational Numbers

| FTE | Income | Expenses | Net Result |
|-----|--------|----------|------------|
| Nil | \$     | \$       | \$         |

### Capital Numbers

| FTE | Income | Expenses | Net Result |
|-----|--------|----------|------------|
|     | \$ -   | \$ -     | \$ -       |

<<<Picture re: emergency repairs here???)>> eg Before and after repairs?



## Service Area Water Cycle

### Lead Officer Manager Waste, Water and Sewerage Services

#### Community Strategic Plan Objectives

- 2. ECONOMY - We drive the economy to support prosperity.
- 3. ENVIRONMENT - We are good custodians of our environment.

#### Strategies

- 2.3 Communities that are well serviced with essential infrastructure
- 3.4 Secure, sustainable and environmentally sound water-cycle infrastructure and services
- 4.3 An efficient and effective independent local government

#### Delivery Program Activities

- 2.3.3 Operate Uralla Water Treatment Plant
- 2.3.4 Operate Bundarra Water Treatment Plant
- 2.3.5 Operate Uralla Sewage Treatment Plant
- 2.3.6 Operate Bundarra Sewage Treatment Plant
- 2.3.7 Community consultation on water and sewer assets' service levels and costs of providing the service for updating asset management plans
- 3.4.1 Provide water cycle infrastructure services and encourage efficient water use practices
- 4.3.9 Review, update and maintain asset management plans and registers

#### Operational Plan Actions

#### Measure of Success

#### Council Role

|         |   |   |             |
|---------|---|---|-------------|
| 2.3.3.1 | Operate the Uralla Water Treatment Plant in accordance with licence conditions  | No breach of licence conditions   | Asset Owner |
| 2.3.4.1 | Operate the Bundarra Water Treatment Plant in accordance with licence conditions  | No breach of licence conditions   | Asset Owner |
| 2.3.5.1 | Operate the Uralla Sewage Treatment Plant in accordance with licence conditions   | No breach of licence conditions   | Asset Owner |
| 2.3.6.1 | Operate the Bundarra Sewage Treatment Plant in accordance with best practice  | No breach of licence conditions   | Asset Owner |
| 2.3.7.1 | Review and update Asset Management Plans for water  | Water Asset Management Plan reviewed by June 2023   | Provider    |
| 2.3.7.2 | Review and update Asset Management Plans for sewer  | Sewer Asset Management Plan reviewed by June 2023   | Provider    |
| 3.4.1.1 | Promote efficient water use practices   | Reduced water consumption   | Provider    |
| 3.4.1.2 | PROJECT: Progress the Integrated Water Cycle Management (IWCM) Plan for bulk water, water security, demand projections, demand management and delivery capacity | Integrated Water Cycle Management (IWCM) Plan commenced by June 2023                        | Provider    |
| 3.4.1.3 | PROJECT: Complete field investigations for Groundwater drilling   | Field investigations completed by June 2023   | Provider    |
| 3.4.1.4 | PROJECT: Roll out new integrated water and sewer telemetry system for Uralla and Bundarra   | Integrated water and sewer telemetry system for Uralla and Bundarra rolled out by June 2023 | Provider    |

|                            |   |   |                   |
|----------------------------|---|---|-------------------|
| 4.3.9.4                    | Review and update Water Asset Management Plan renewals program      | Water Asset Management Plan renewals program reviewed by June2023       | Provider          |
| 4.3.9.5                    | Review and update Wastewater Asset Management Plan renewals program | Wastewater Asset Management Plan renewals program reviewed by June 2023 | Provider          |
| <b>Operational Numbers</b> |   |   |                   |
| <b>FTE</b>                 | <b>Income</b>   | <b>Expenses</b>   | <b>Net Result</b> |
|                            | \$  | \$  | \$                |
| <b>Capital Numbers</b>     |   |   |                   |
| <b>FTE</b>                 | <b>Income</b>   | <b>Expenses</b>   | <b>Net Result</b> |
|                            | \$  | \$  | \$                |



## Service Area Waste Management

### Lead Officer Manager Waste, Water and Sewerage Services

#### Community Strategic Plan Objective

- 3. ENVIRONMENT - We are good custodians of our environment.

#### Strategies

3.3 Avoid, reduce, reuse (repair), and recycle (recover) wastage to minimise waste disposal

#### Delivery Program Activities

- 3.3.1 Operate Uralla landfill and recycling centre
- 3.3.2 Operate the Bundarra landfill until completion of life
- 3.3.4 Operate the Kingstown waste transfer service
- 3.3.2 Operate the Bundarra landfill until completion of life
- 3.3.5 Support anti-littering campaign and promote recycling
- 3.3.6 Provide kerbside waste collection services

#### Operational Plan Actions

#### Measure of Success

#### Council Role

|          |  |   |             |
|----------|--|---|-------------|
| 3.3.1.1  | Review plant investment to extend the life of the landfill   | Modelling of life of landfill commenced by June 2023  | Asset Owner |
| 3.3.1.2  | Maintain compliance with Environmental Protection Licence requirements for the Uralla                  | No breaches   | Provider    |
| 3.3.1.3  | Review procedures for waste and recycling services for workflow efficiency                             | Review procedures for waste and recycling undertaken by June 2023   | Provider    |
| 3.3.1.4  | Operate the Uralla Community Recycling Centre  | Increase number of awareness programs   | Asset Owner |
| 3.3.1.45 | Support the Northern Inland Regional Waste   | Attend and participate at Northern Inland Regional Waste meetings   | Advocate    |
| 3.3.2.1  | Progress the procurement of the Bundarra Transfer Station and decommissioning of the Bundarra Landfill | Bundarra Transfer Station procurement progressed, decommissioning of the Bundarra Landfill commenced by June 2023 | Asset Owner |
| 3.3.4.1  | Operate the Kingstown waste transfer service   | Kingstown waste transfer service managed  | Asset Owner |
| 3.3.5.1  | Support anti-littering campaign and promote recycling  | Recycling promoted  | Educator    |
| 3.3.6.1  | Provide kerbside waste collection services   | Kerbside waste collection services provided   | Provider    |
| 3.3.6.2  | Review and identify preferred long term kerbside collection arrangements                               | Kerbside waste collection services reviewed by June 2023  | Provider    |
| 3.3.6.3  | Review potential for extension of kerbside collection services to locations currently                  | Extension of kerbside collection services reviewed by June 2023   | Provider    |

#### Operational Numbers

| FTE | Income | Expenses | Net Result |
|-----|--------|----------|------------|
|     | \$     | \$       | \$         |

Capital Numbers

| FTE | Income | Expenses | Net Result |
|-----|--------|----------|------------|
|     | \$ -   | \$       | \$         |





## Service Area Facilities and Open Space Lead Officer Manager Civil Infrastructure

### Community Strategic Plan Objectives

- 1. SOCIETY: We have an accessible, inclusive and sustainable community.
- 2. ECONOMY - We drive the economy to support prosperity.
- 4. LEADERSHIP- We are an independent shire and well-governed community

### Strategies

- 1.2 A safe, active and healthy shire
- 1.3 A diverse and creative culture that celebrates our history
- 2.1 An attractive environment for the business sector.
- 2.3 Communities that are well serviced with essential infrastructure
- 4.3 An efficient and effective independent local government

### Delivery Program Activity

- 1.2.4 Support participation in sport
- 1.2.10 Operate Uralla community swimming pool (seasonal)
- 1.3.5 Implement Council's Disability Inclusion Action Plan
- 2.1.3 Maintain camping sites (Bundarra, Emu Crossing, Yarrowyck Crossing, Uralla Fossicking Area)
- 2.3.5 Provide cemetery services
- 2.3.8 Maintain parks, gardens, recreation facilities and open spaces
- 2.3.9 Provide cemetery services
- 2.3.10 Review and analyse plant and equipment requirements to fit current and future needs
- 4.3.9 Review, update and maintain asset management plans and registers

| Operational Plan Actions  | Measure of Success   | Council Role |
|---|--|--------------|
| 1.2.4.2 Provide sports field line-marking service   | Fields line-marked during season                                   | Asset Owner  |
| 1.2.10.1 Maintain and operate the swimming pool   | Water quality in compliance with Department of Health guidelines   | Asset Owner  |
| 1.2.10.2 Promote attendance at the Uralla community swimming pool                             | Increase in attendance   | Asset Owner  |
| 1.3.5.3 Construct Accessible toilets at Rotary Park, Uralla                                   | Toilets constructed by June 2023                                   | Asset Owner  |
| 2.1.3.1 Provide maintenance to camping sites (Bundarra Caravan Park, Emu Crossing, Yarrowyck) | Camping sites maintained   | Asset Owner  |
| 2.3.8.1 Develop and implement Park Maintenance Schedule                                       | Park Maintenance Schedule drafted by June 2023                     | Provider     |
| 2.3.8.2 Inspect and maintain trees on public lands  | Trees on public land inspected as per schedule                     | Provider     |
| 2.3.8.3 Inspect and maintain playground equipment   | Inspection of playground equipment as per schedule                 | Provider     |
| 2.3.8.4 Undertake the annual maintenance program at all sporting fields                       | Maintenance program of all sporting fields undertaken by June 2023 | Asset Owner  |
| 2.3.9.1 Provide cemetery services   | Cemetery services provider   | Asset Owner  |

|                            |  |  |                   |
|----------------------------|--|--|-------------------|
| 2.3.9.3                    | Undertake the annual maintenance program of all cemeteries   | Maintenance of all cemeteries undertaken                   | Asset Owner       |
| 2.3.10.1                   | Implement the Asset Management Plans for Plant and Equipment | Asset Management Plans for Plant and Equipment implemented | Provider          |
| <b>Operational Numbers</b> |  |  |                   |
| <b>FTE</b>                 | <b>Income</b>  | <b>Expenses</b>  | <b>Net Result</b> |
|                            | \$   | \$   | \$                |
| <b>Capital Numbers</b>     |  |  |                   |
| <b>FTE</b>                 | <b>Income</b>  | <b>Expenses</b>  | <b>Net Result</b> |
|                            | \$ -   | \$   | \$                |



ECONOMY

ENVIRONMENT

LEADERSHIP

## Service Area Works & Civil

### Lead Officer Manager Civil Infrastructure

#### Community Strategic Plan Objectives

- 1. SOCIETY: We have an accessible, inclusive and sustainable community.
- 2. ECONOMY - We drive the economy to support prosperity.
- 4. LEADERSHIP- We are an independent shire and well-governed community

#### Strategies

- 1.2 A safe, active and healthy shire
- 2.3 Communities that are well serviced with essential infrastructure

#### Delivery Program Activities

- 1.2.1 Maintain Council's footpath network
- 1.2.2 Upgrade/expand Council's footpath network (subject to grant funding).
- 2.3.1 Upgrade/expand Council's road network (subject to grant funding)
- 2.3.2 Maintain and renew Council's road network
- 2.3.11 Maintain built and natural stormwater drainage

#### Operational Plan Actions

|         |  | Measure of Success  | Council Role |
|---------|--|---|--------------|
| 1.2.1.1 | Implement the Pedestrian Access and Mobility Plan (PAMP)   | Pedestrian Access and Mobility Plan implemented   | Provider     |
| 1.2.1.2 | Inspect footpaths and cycle ways   | footpaths and cycle ways inspected per schedule   | Asset Owner  |
| 1.2.2.1 | Seek funding to extend pedestrian and cycle ways subject to approval from council and subject to associated operating costs being funded from operational revenue. Particular projects to include grant funding for the design and construction of upgrades to the CBD area for parking lane, footpath, amenity and accessibility improvements | Grant funding applications are successful and relevant projects are delivered in accordance with the funding deed | Provider     |
| 1.2.3.1 | Inspect road network monthly   | Roar network inspected monthly  | Asset Owner  |
| 1.2.3.2 | Undertake unsealed roads maintenance/grading in accordance with Transport Asset  | Unsealed roads maintenance undertaken in accordance with Transport Asset Management Plan                          | Asset Owner  |
| 1.2.3.3 | Undertake sealed roads maintenance in accordance with Transport Asset Management P   | Sealed roads maintenance undertaken in accordance with Transport Asset Management Plan                            | Asset Owner  |
| 2.3.2.1 | Provide works reports to Council at least quarterly including recommendations for adjustments to the TAMP road maintenance and renewal programming in response to onsite validation  | Quarterly reporting to Council  | Provider     |
| 2.3.2.2 | Identify and seek funding opportunities for works and civil projects subject to approval from council and subject to associated operating costs being funded from operational revenue  | Successful funding applications   | Provider     |
| 2.3.2.3 | Undertake sealed road rehabilitation/renewal in accordance with Transport Asset Management Plan  | Sealed rehabilitation undertaken per Transport Asset Management Plan  | Asset Owner  |



|          |  |   |             |
|----------|--|---|-------------|
| 2.3.2.4  | Undertake unsealed road resheeting in accordance with Transport Asset Management Plan                  | Resheeting unsealed road in accordance with Transport Asset Management Plan | Asset Owner |
| 2.3.11.1 | Maintain and renew stormwater and drainage infrastructure in accordance with the Asset Management Plan | Annual inspections undertaken   | Asset Owner |
| 4.3.9.6  | Maintain and renew stormwater and drainage infrastructure in accordance with Asset Management Plan     | Assets maintained and renewed   | Asset Owner |

**Operational Numbers**

|            |               |                 |                   |
|------------|---------------|-----------------|-------------------|
| <b>FTE</b> | <b>Income</b> | <b>Expenses</b> | <b>Net Result</b> |
|            | \$            | \$              | \$                |

**Capital Numbers**

|            |               |                 |                   |
|------------|---------------|-----------------|-------------------|
| <b>FTE</b> | <b>Income</b> | <b>Expenses</b> | <b>Net Result</b> |
|            | \$            | \$              | \$                |

| Key road upgrades scheduled for 2022/23 | PROJECT BUDGET | GRANT FUNDING |
|---|----------------|---------------|
|   |                |               |
|   |                |               |
|   |                |               |
|   |                |               |
|   |                |               |



## Service Area Community Care Lead Officer Director Community Services

### Community Strategic Plan Objective

- SOCIETY: We have an accessible, inclusive and sustainable community

### Strategy

- 1.3 A diverse and creative culture that celebrates our history
- 1.4 Access to and equity of services.

### Delivery Program Activity

- 1.1.1 Coordinate and facilitate Council volunteer programs
- 1.3.5. Implement Council's Disability Inclusion Action Plan
- 1.4.2 Provide community support services
- 1.4.3 Provide community transport services

| Operational Plan Action |  | Measure of Success   | Council Role |
|-------------------------|--|--|--------------|
| 1.1.1.1                 | Complete the Volunteer Strategy  | Strategy developed   | Enabler      |
| 1.1.1.2                 | Implement the volunteer strategy for the Tablelands Community Support and Tablelands | Volunteer strategy implemented                             | Enabler      |
| 1.1.1.5                 | Host a civic reception to thank volunteers   | Civic reception by June 2023                               | Provider     |
| 1.3.5.1                 | Complete the review of the Disability Inclusion Action Plan                          | Disability Inclusion Action Plan reviewed by June 2023     | Provider     |
| 1.3.5.2                 | Promote correct use of Accessibility Language  | Protocol on correct use of Accessibility language promoted | Provider     |
| 1.4.2.1                 | Provide Tablelands Community Support services within funding                         | Funding agreements acquitted                               | Part Funder  |
| 1.4.2.2                 | Apply for funding for Tablelands Community Support services                          | Successful funding applications                            | Provider     |
| 1.4.2.3                 | Maintain Tablelands Community Support services accreditation                         | Accreditation maintained                                   | Provider     |
| 1.4.3.1                 | Provide Tablelands Community Transport services within funding                       | Funding agreements acquitted                               | Part Funder  |
| 1.4.3.2                 | Apply for funding for Tablelands Community Transport                                 | Successful funding applications                            | Provider     |
| 1.4.3.3                 | Coordinate volunteer drivers for Tablelands Community Transport                      | Drivers rostered   | Provider     |

### Operational Numbers

| FTE | Income | Expenses | Net Result |
|-----|--------|----------|------------|
|     | \$     | \$       | \$         |

### Capital Numbers

| FTE | Income | Expenses | Net Result |
|-----|--------|----------|------------|
|     | \$ -   | \$ -     | \$ -       |



## Service Area Library Services Lead Officer Director Community Services

### Community Strategic Plan Objectives

- SOCIETY: We have an accessible, inclusive and sustainable community

### Strategies

- 1.1 A growing community with an active volunteer base & participation in community events
- 1.3 A diverse and creative culture that celebrates our history

### Delivery Program Activities

- 1.1.1 Coordinate and facilitate Council volunteer programs.
- 1.3.2 Provide library services and programs

### Operational Plan Actions

|         |  | Measure of Success   | Council Role |
|---------|--|--|--------------|
| 1.1.1.3 | Implement the volunteer strategy for the library including the induction and support                                       | Volunteer strategy developed<br>Increase in volunteers     | Enabler      |
| 1.3.2.1 | Provide library services and programs  | Library services provided                                  | Provider     |
| 1.3.2.2 | Manage the Service Level Agreement with Central Northern Regional Library  | In accordance with Service Level Agreement                 | Provider     |
| 1.3.2.3 | Attend Central Northern Regional Library Committee Meetings  | Increase in number of activities<br>CNRL meetings attended | Provider     |
| 1.3.2.4 | Support the volunteers to deliver the Bundarra Library Service   | Library Service in Bundarra operational                    | Enabler      |
| 1.3.2.5 | Survey library users to review service levels  | Survey undertaken by June 2023                             | Provider     |
| 1.3.2.6 | Purchase and install lockers at the Uralla Library to provide 24 hour secure and weatherproof collection point for members | Lockers installed by June 2023                             | Provider     |

### Operational Numbers

| FTE | Income | Expenses | Net Result |
|-----|--------|----------|------------|
|     | \$     | \$       | \$         |

### Capital Numbers

| FTE | Income | Expenses | Net Result |
|-----|--------|----------|------------|
|     | \$ -   | \$ -     | \$ -       |



## Service Area Community Development Lead Officer Director Community Services

### Community Strategic Plan Objectives

- SOCIETY: We have an accessible, inclusive and sustainable community

### Strategies

- 1.1 A growing community with an active volunteer base & participation in community events
- 1.2 A safe, active and healthy shire
- 1.3 A diverse and creative culture that celebrates our history

### Delivery Program Activities

- 1.1.3 Support Council approved community events with in-kind support and/or sponsorship
- 1.2.4 Support participation in sport
- 1.2.9 ADVOCACY: Lobby government, companies and other individuals to secure funding for cultural and creative expression fields
- 1.3.1 Support the Arts.
- 1.3.3 Liaise with Elders
- 1.3.7 PROJECT: Strengthen the identity of townships and villages

### Operational Plan Actions

### Measure of Success

### Council Role

|         |   |  |             |
|---------|---|--|-------------|
| 1.1.3.2 | Administer Council community sponsorship  | Donations allocated                            | Facilitator |
| 1.1.3.3 | Coordinate Youth Week activities  | Youth Week activities programmed and promoted  | Facilitator |
| 1.1.3.4 | Coordinate NAIDOC Week events   | NAIDOC Week activities programmed and promoted | Facilitator |
| 1.1.3.5 | Coordinate Seniors Week events  | Senior Week activities programmed and promoted | Facilitator |
| 1.1.3.6 | Coordinate Volunteers Week events   | Volunteers Week events programmed and promoted | Facilitator |
| 1.2.4.1 | Support participation in sport through the Northern Inland Academy of Sport membership. | NIAS promoted                                  | Facilitator |
| 1.2.9.1 | Apply for Youth Week funding  | Successful funding                             | Part funder |
| 1.2.9.2 | Apply for NAIDOC Week funding   | Successful funding                             | Part funder |
| 1.2.9.3 | Apply for Seniors Week funding  | Successful funding                             | Part funder |
| 1.2.9.4 | Apply for Volunteers Week funding   | Successful funding                             | Part funder |
| 1.3.1.1 | Support the Arts through ArtsNW membership  | Attend ArtsNW meetings                         | Advocated   |
| 1.3.3.1 | Liaise with Elders and provide venue for meetings                                       | Room provided                                  | Enabler     |
| 1.3.7.1 | PROJECT: Social Cohesion (Belonging to Uralla Shire) signage project                    | Signage erected                                | Provider    |

### Operational Numbers

| FTE | Income | Expenses | Net Result |
|-----|--------|----------|------------|
| -   | \$     | \$       | \$         |

### Capital Numbers

| FTE | Income | Expenses | Net Result |
|-----|--------|----------|------------|
|     | \$ -   | \$ -     | \$ -       |

<<<INSERT with this service area a graphic/ picture and explanation re; synopsis of the role of:

1. NIAS and
2. NEWA please>>>

### **Community Capacity Building**

In 2022/23 Council proposes to support community capacity building through the following donations to service groups, not-for-profit organisations and individuals (per grant program guidelines) totalling approximately \$xxx:







## Service Area McMaugh Garden Aged Care Facility Lead Officer Director Community Services

### Community Strategic Plan Objective

- SOCIETY: We have an accessible, inclusive and sustainable community

### Strategy

- 1.1 A growing community with an active volunteer base & participation in community events
- 1.4 Operate and maintain the McMaugh Gardens Aged Care Facility

### Delivery Program Activity

- 1.1.1 Coordinate and facilitate Council volunteer programs
- 1.1.4 PROJECT: Seek grant funding and undertake a staged expansion of McMaugh Gardens.
- 1.4.4 Operate and maintain the McMaugh Gardens Aged Care Facility

### Operational Plan Action

|         | Operational Plan Action   | Measure of Success  | Council Role |
|---------|---|---|--------------|
| 1.1.1.4 | Implement the volunteer strategy for McMaugh Gardens including the induction and support program to promote participation | Volunteer strategy implemented  | Enabler      |
| 1.1.4.1 | Prepare staged expansion designs for McMaugh Gardens  | Expansion of facility and growth of services                          | Asset Owner  |
| 1.1.4.2 | Apply for funding for McMaugh Gardens Stage 1   | Successful grant application  | Part Funder  |
| 1.4.4.1 | Manage McMaugh Gardens to accreditation standards   | Aged Care Quality Standards are met                                   | Provider     |
| 1.4.4.2 | Manage McMaugh Gardens Aged Care Facility in a financially sustainable manner   | Operating result per plan<br>Annual average occupancy at benchmark    | Asset Owner  |
| 1.4.4.3 | Successfully complete Aged Care Quality and Safety Commission Audits  | Aged Care Quality and Safety Commission Audits completed successfully | Provider     |

### Operational Numbers

| FTE | Income | Expenses | Net Result |
|-----|--------|----------|------------|
|     | \$     | \$       | \$         |

### Capital Numbers

| FTE | Income | Expenses | Net Result |
|-----|--------|----------|------------|
|     | \$ -   | \$       | \$         |



**Service Area Economic Development (includes Tourism)**  
**Lead Officer Director Community Services**

**Community Strategic Plan Objectives**

- ECONOMY; We drive the economy to support prosperity

**Strategies**

- 2.1 An attractive environment for the business sector.
- 2.2 Grow & diversify employment through existing & new businesses

**Delivery Program Activities**

- 2.1 Operate the Uralla Visitor Information Centre
- 2.2 Maintain business support resources on Council's website.

| Operational Plan Actions  | Measure of Success                               | Council Role |
|---|--|--------------|
| 1.3.4.2 Engage with the community to activate the Old Court House entertainment venue space   | Old Court House entertainment venue space booked | Asset Owner  |
| 2.1.1.1 Maintain hours of operation for accreditation for the Visitors Information Centre   | VIC operational                                  | Enabler      |
| 2.1.1.2 Collaborate with other Councils and tourism bodies to promote Uralla Shire within the region  | Increase in visitors                             | Advocate     |
| 2.1.1.3 Update the Uralla Shire Directory interactive map   | Update interactive map every 60 days             | Provider     |
| 2.1.1.4 Provide the opportunity for Uralla Shire businesses to promote their products and services at the Uralla Shire Visitors Information Centre on a booking basis | Increase in occupancy                            | Provider     |
| 2.1.3.2 Promote Shire camping sites (Bundarra Caravan Park, Emu Crossing, Yarrowyck Crossing, Uralla Fossicking Area)   | Update website every 60 days                     | Asset Owner  |
| 2.2.1.1 Maintain business support resources on Council's website  | Update website every 60 days                     | Provider     |
| 2.2.1.2 Liaise with Uralla Shire businesses   |  | Enabler      |

**Operational Numbers**

| FTE | Income | Expenses | Net Result |
|-----|--------|----------|------------|
|     | \$     | \$       | \$         |

**Capital Numbers**

| FTE | Income | Expenses | Net Result |
|-----|--------|----------|------------|
|     | \$     | \$       | \$ -       |



## Service Area **Civic Leadership** Lead Officer **General Manager**

### Community Strategic Plan Objectives

- 1. SOCIETY: We have an accessible, inclusive and sustainable community
- 2. ECONOMY: We drive the economy to support prosperity
- 4. LEADERSHIP: We are an independent Shire and well-governed community

### Strategies

- 1.1 A growing community with an active volunteer base and participation in community events
- 1.2 A safe, active and healthy shire
- 1.3 A diverse and creative culture that celebrates our history
- 1.4 Access to and equity of services
- 2.1 An attractive environment for the business sector.
- 2.2 Grow & diversify employment through existing & new businesses
- 4.1 Informed and inspired leadership in our community
- 4.2 A strategic, accountable and representative Council
- 4.3 An efficient and effective independent local government

### Delivery Program Activities

- 1.1.3 Support Council approved community events with in-kind support and/or sponsorship
- 1.2.9 ADVOCACY: Lobby government, companies and other individuals
- 1.3.6 Support sustainable population growth through the development of infrastructure to meet the needs of this regional growth
- 1.4.5 Conduct citizenship ceremonies
- 2.1.4 ADVOCACY: Lobby for the transition to renewable energy vehicles to occur without increasing the cost to ratepayers.
- 2.2.2 2.2.2 ADVOCACY: Lobby government to maintain and improve community and public transport service and infrastructure
- 2.2.3 ADVOCACY: Lobby for government-funded infrastructure and services to keep pace with business and industry development in the region (education, transport, health)
- 2.3.4 ADVOCACY: Lobby for government-funded telecommunications infrastructure and services
- 4.1.1 Elected members govern Council in accordance with the Local Government Act 1993 (NSW)
- 4.1.3 Collaborate with the New England Joint Organisation to achieve outcomes for the community of interest
- 4.1.4 Collaborate with the New England Weeds Authority to manage declared noxious weeds
- 4.1.5 ADVOCACY: Advocate for the interests of the community through the NSW Country Mayors Association
- 4.1.6 ADVOCACY: Advocate for the interests of the community through the LGNSW Association
- 4.2.4 Adopt annual reports

| Operational Plan Actions   | Measure of Success                 | Council Role |
|--|------------------------------------|--------------|
| 1.1.3.7 Coordinate the Australia Day Activities  | Event taken place                  | Provider     |
| 1.1.3.8 Facilitate Council's Section 355 Australia Day Committee   | Meetings take place                | Provider     |
| 1.2.9.5 Apply for Australia Day funding  | Successful grant applications      | Provider     |
| 1.4.5.1 Liaise with Department of Home Affairs for the facilitation of citizenship ceremonies  | Citizenship ceremonies taken place | Enabler      |
| 2.1.4.1 Actively participate through NEJO and lobby for the transition to renewable energy vehicles to occur without increasing the cost to ratepayers | Collective lobbying                | Advocate     |

|         |  |  |          |
|---------|--|--|----------|
| 2.2.2.1 | Actively participate through NEJO and lobby for government to maintain and improve community and public transport service and infrastructure | Collective lobbying                        | Advocate |
| 2.2.3.1 | Actively participate through NEJO and lobby for improved NBN and mobile network coverage   | Collective lobbying                        | Advocate |
| 2.2.4.1 | Advocate the needs of the community of interest through the New England Joint Organisation (NEJO)  | Collective lobbying                        | Advocate |
| 4.1.1.1 | Elected members participate at Council meetings and workshops  | Members attend 90% of meetings             | Advocate |
| 4.1.1.2 | Mayor or Deputy Mayor represent Council at civic events and performs role of Council official spokesperson                                   | Mayor/Deputy Mayor attend 90% civic events | Leader   |
| 4.1.3.1 | Participate in the New England Joint Organisation to optimise regional outcomes to the benefit of Uralla Shire                               | Collective lobbying                        | Advocate |
| 4.1.5.1 | Participate and attend Country Mayor's Association meetings  | Attend the meetings                        | Leader   |
| 4.1.6.1 | Collaborate and liaise with LGNSW Association to advocate the interests of the community   | Collaborate with LGNSW                     | Advocate |
| 4.2.4   | Adopt annual reports   | Report prepared and adopted                | Provider |

**Continuous Improvement (if applicable)**

**Projects (if applicable)**

**Operational Numbers**

| <b>FTE</b> | <b>Income</b> | <b>Expenses</b> | <b>Net Result</b> |
|------------|---------------|-----------------|-------------------|
| -          | \$            | \$              | \$                |

**Capital Numbers**

| <b>FTE</b> | <b>Income</b> | <b>Expenses</b> | <b>Net Result</b> |
|------------|---------------|-----------------|-------------------|
|------------|---------------|-----------------|-------------------|



## Service Area Organisational Leadership

### Lead Officer General Manager

#### Community Strategic Plan Objectives

- 1. SOCIETY: We have an accessible, inclusive and sustainable community
- 4. LEADERSHIP: We are an independent Shire and well-governed community

#### Strategies

- 1.3 A diverse and creative culture that celebrates our history  
4.1 Informed and collaborative leadership in our community  
4.3 An efficient and effective independent local government

#### Delivery Program Activities

- 1.3.6 Support sustainable population growth and develop infrastructure to meet the needs of this regional growth  
4.1.1 Elected members govern Council in accordance with the Local Government Act 1993 (NSW)  
4.1.4 Collaborate with the New England Weeds Authority to manage declared noxious weeds  
4.3.1 Operate in a financially compliant manner  
4.3.6 Implement the Workforce Management Strategy  
4.3.13 Provide human resource services that support a high performing team culture that can deliver the USC mission  
4.3.16 Optimise grant funding to deliver Council's operations

#### Operational Plan Actions

#### Measure of Success

#### Council Role

|         |   |  |              |
|---------|---|--|--------------|
| 1.3.6.1 | Facilitate Council's Development Working Group  | Facilitated as per terms of reference                            | Provider     |
| 4.1.1.3 | Community engagement and consultation undertaken prior to Council decisions to change strategy, services and as required by legislation                   | Engagement plans drafted for change in strategy and services     | Provider     |
| 4.1.1.4 | Conduct Council meetings as required by legislation   | Council meetings held as scheduled                               | Provider     |
| 4.1.1.5 | Council meetings are transparent  |  |              |
| 4.1.1.6 | Hold one Council meeting at Bundarra School of the Arts Hall  | Meeting held in Bundarra by June 2023                            | Provider     |
| 4.1.4.1 | Collaborate with and attend New England Weeds Authority to manage declared noxious weeds  | Collaborate  | Advocate     |
| 4.3.1.1 | Facilitate the Finance Advisory Committee   | Facilitated as per terms of reference                            | Provider     |
| 4.3.1.2 | Facilitate the Capital Works Working Group  | Facilitated as per terms of reference                            | Provider     |
| 4.3.6.1 | Review organisational structure and implement a structure that is fit for current services / service standards  | Organisational restructure reviewed and implemented by June 2023 | Provider     |
| 4.3.6.2 | Investigate the acquisition of small number of residential properties so that executive staff can live and interact in the local community (rent payable) | Research undertaken and reported to Council by June 2023         | Assert Owner |
| 4.3.6.8 | Implement a system for staff to provide informal feedback to General Manager and Executive.   | Feedback process implemented                                     | Provider     |

|                                 |   |  |                   |
|---------------------------------|---|--|-------------------|
|                                 | This system should allow for anonymous feedback   |  |                   |
| 4.3.6.15                        | Regularly review WHS reports and statistics to identify opportunities to improve WHS performance and drive down workers compensation premium  | Reports reviewed, trends identified                                  | Provider          |
| 4.3.6.19                        | Maintain a roster and undertake regular workplace safety walks  | Roster of workplace safety walks implemented by June 2023            | Provider          |
| 4.3.6.20                        | Review salaries so that they act as an incentive to attracting and retaining quality staff  | Salaries reviewed by June 2023                                       | Provider          |
| 4.3.6.21                        | Continue to offer confidential exit interviews and transition paper-based exit surveys to electronic exit surveys to enable improved reporting on systemic issues                                     | Exit interviews offered  | Provider          |
| 4.3.6.22                        | Provide advice and recommendations to Council on the use of contractors for specialist service/capabilities or surge capability requirements (eg to optimise additional grant funding opportunities). | Report on use of consultants for specialist service or surge in work | Provider          |
| 4.3.13.6                        | Investigate shared services opportunities   | Shared services investigated by June 2023                            | Enabler           |
| 4.3.15.4                        | Establish Asset Management Team as per Asset Strategy   | Asset Management Team established by June 2023                       | Provider          |
| <b>Projects (if applicable)</b> |   |  |                   |
| <b>Operational Numbers</b>      |   |  |                   |
| <b>FTE</b>                      | <b>Income</b>   | <b>Expenses</b>  | <b>Net Result</b> |
| 2                               | \$ -  | \$   | \$                |
| <b>Capital Numbers</b>          |   |  |                   |
| <b>FTE</b>                      | <b>Income</b>   | <b>Expenses</b>  | <b>Net Result</b> |
|                                 | \$ -  | \$ -   | \$ -              |



## Service Area Governance

### Lead Officer Manager Governance and Risk

#### Community Strategic Plan Objectives

- 1. SOCIETY: We have an accessible, inclusive and sustainable community
- 4. LEADERSHIP: We are an independent Shire and well-governed community

#### Strategies

- 1.2 A safe, active and healthy shire
- 4.2 A strategic, accountable and representative Council
- 4.3 An efficient and effective independent local government

#### Delivery Program Activities

- 1.2.8 Plan for Uralla Shire Council response to natural disasters including bushfires, major storms and flood events
- 1.2.11 Integration of Safety System throughout organisation
- 4.2.1 Local government integrated planning and reporting documents prepared
- 4.2.2 Annual Operational Plan, budget and resourcing strategy prepared
- 4.2.3 Prepare annual reports
- 4.2.4 Adopt annual reports
- 4.2.7 Provide leadership and allocate resources to enable efficient operations in order to deliver the USC mission
- 4.2.8 Provide an operational, risk managed, governance framework to support the achievement of Council's strategic objectives and legislative compliance
- 4.3.6 Implement the Workforce Strategy
- 4.3.7 Adopt the Delivery Program
- 4.3.13 Provide human resource services that support a high performing team culture that can deliver the USC mission

#### Operational Plan Actions

#### Measure of Success

#### Council Role

|          |   |  |          |
|----------|---|--|----------|
| 1.2.8.2  | Undertake an annual test the Business Continuity Plan         | Business Continuity Plan undertaken by June 2023                   | Provider |
| 1.2.11.1 | Implement Safety System throughout the organisation           | Safety System implemented by June 2023                             | Provider |
| 4.2.1.1  | Report quarterly on the Operational Plan and Delivery Program | Delivery Program and Operational Plan quarterly reports to Council | Provider |
| 4.2.2.1  | Draft Operational Plan for 2023-2024                          | Operational Plan 2023-2024 drafted                                 | Provider |
| 4.2.3.1  | Draft Annual Report 2022-2023                                 | Annual Report 2023-2024 drafted                                    | Provider |
| 4.2.4.1  | Annual Report 2022-2023 presented to Council for adoption     | Annual Report adopted by June 2023                                 | Provider |
| 4.2.7.1  | Prepare Operational Plan for 2023-2024                        | Operational Plan 2023-2024 adopted                                 | Provider |
| 4.2.8.1  | Progress the Governance Implementation Plan                   | Report to ARIC on Governance Implementation Plan                   | Provider |
| 4.2.8.3  | Maintain the Enterprise Risk Register                         | Risk Register reviewed every 90 days                               | Provider |
| 4.2.8.4  | Complete Internal Audit Program                               | Set Internal Audit Program by June 2023                            | Provider |

|          |  |  |          |
|----------|--|--|----------|
| 4.2.8.5  | Coordinate Audit Risk and Improvement Committee                                  | Meetings arranged for the Audit Risk and Improvement Committee | Provider |
| 4.3.6.13 | WHS system is developed and implemented to comply with SafeWork NSW requirements | WHS system complies with SafeWork NSW                          | Provider |
| 4.3.7.1  | Delivery Program reviewed annually   | Delivery Program reviewed by June 2023                         | Provider |
| 4.3.13.2 | Undertake a WHS e-solution review  | WHS e-solution investigated by June 2023                       | Provider |

**Continuous Improvement (if applicable)**

**Operational Numbers**

| <b>FTE</b> | <b>Income</b> | <b>Expenses</b> | <b>Net Result</b> |
|------------|---------------|-----------------|-------------------|
| 1.0        | \$ -          | \$              | \$                |

**Capital Numbers**

| <b>FTE</b> | <b>Income</b> | <b>Expenses</b> | <b>Net Result</b> |
|------------|---------------|-----------------|-------------------|
|            | \$ -          | \$ -            | \$ -              |





## Service Area Records & Information Lead Officer Manager Governance and Risk

### Community Strategic Plan Objective

- 4. LEADERSHIP: We are an independent Shire and well-governed community

### Strategy

4.3 An efficient and effective independent local government

### Delivery Program Activity

4.3.14 Provide record management services that meet Council's record keeping obligations

| Operational Plan Actions |   | Measure of Success                                 | Council Role |
|--------------------------|---|--|--------------|
| 4.3.14.1                 | Provide a Records administration service    | Records service provided                           | Provider     |
| 4.3.14.2                 | Review Records Protocols                    | Records protocols reviewed by June 2023            | Provider     |
| 4.3.14.3                 | Draft/Review TRIM and Record keeping manual | TRIM and Recordkeeping manual updated by June 2023 | Provider     |
| 4.3.14.4                 | Address backlog of disposal of records      | Disposal of records addressed by June 2023         | Provider     |

### Operational Numbers

| FTE | Income | Expenses | Net Result |
|-----|--------|----------|------------|
| 1.0 | \$     | \$       | \$         |

### Capital Numbers

| FTE | Income | Expenses | Net Result |
|-----|--------|----------|------------|
|     | \$ -   | \$ -     | \$ -       |

**Service Area Information Technology (IT)****Lead Officer IT Manager****Community Strategic Plan Objective**

- 4. LEADERSHIP: We are an independent Shire and well-governed community.

**Strategy**

4.3 An efficient and effective independent local government

**Delivery Program Activity**

4.3.11 Deliver an effective IT platform and support the organisation to be current, innovative and efficient

4.3.13 Provide human resource services that support a high performing team culture that can deliver the USC mission

**Operational Plan Actions**

4..3.11.1 Review Council's IT platform: cloud or onsite

4.3.11.2. Provide a Help Desk Service

4.3.11.3 Maintain uptime of IT Services during operating hours

4..3.11.4 Prepare and review a Business Continuity Plan for IT

4.3.11.5 Establish a Council intranet

4..3.13.1 Develop webforms for worksite data capture

**Measure of Success**

Review undertaken by June 2023

Tickets closed within 3 working days

>98% uptime

Business Continuity Plan for IT completed and adopted by June 2022

Information Technology Strategic Plan drafted and milestones reached

Webforms developed by June 2023

**Council Role**

Provider

Provider

Provider

Provider

Provider

Provider

**Projects (if applicable)**

Transfer IT service to a shared service arrangement

Service transferred

Provider

**Operational Numbers**

| FTE | Income | Expenses | Net Result |
|-----|--------|----------|------------|
|     | \$ -   | \$       | \$         |

**Capital Numbers**

| FTE | Income | Expenses | Net Result |
|-----|--------|----------|------------|
|     | \$ -   | \$       | \$         |



## Service Area Financial Management

Lead Officer: Chief Financial Officer

### Community Strategic Plan Objective

- 1.SOCIETY: We have an accessible inclusive and sustainable community
- 4. LEADERSHIP: We are an independent Shire and well-governed community

### Strategies

- 1.2 A safe, active and healthy shire  
4.2 A strategic, accountable and representative Council  
4.3 An efficient and effective independent local government

### Delivery Program Activities

- 1.2.5 Own and resource the maintenance of Shire based regional fire service assets  
4.2.2 Annual Operational Plan, budget and resourcing strategy prepared  
4.2.7 Provide leadership and allocate resources to enable efficient operations in order to deliver the USC mission  
4.3.1 Operate in a financially compliant manner  
4.3.2 Review Council's performance against the Long Term Financial Plan  
4.3.11 Deliver an effective IT platform and support the organisation to be current, innovative and efficient  
4.3.16 Optimise grant funding to deliver Council's operations

### Operational Plan Actions

### Measure of Success

### Council Role

|          |   |   |          |
|----------|---|---|----------|
| 1.2.5.1  | Budget for and pay annual maintenance costs of Shire based regional fire service assets   | Annual maintenance costs budgeted             | Provider |
| 1.2.5.2  | Revalue Shire based regional fire service assets  | Fire service assets revalued                  | Provider |
| 4.2.2.2  | Draft Budget for 2023-2024  | Budget for 2023-2024 drafted                  | Provider |
| 4.2.2.3  | Review all fees and charges on an annual basis for full cost recovery   | Fees and charges reviewed by June 2023        | Provider |
| 4.2.7.2  | Prepare Budget for 2023-2024  | Budget for 2023-2024 adopted                  | Provider |
| 4.3.1.3  | Quarterly budget reviews completed  | Quarterly budget reviews presented to Council | Provider |
| 4.3.1.5  | End of Financial Year Statements completed  | End of Financial Year Statements completed    | Provider |
| 4.3.17   | Complete annual external audit  | Annual external audit                         | Enabler  |
| 4.3.18   | Model and adopt rate structures on an annual basis and attend to the issue of accurate rate notices as required                               | Review of rate structures by June 2023        | Provider |
| 4.3.1.9  | Collect all rates and charges in line with payment requirements and undertake debt recovery in accordance with Council's Debt Recovery Policy | Collection of rates                           | Provider |
| 4.3.1.10 | Identify strategies to achieve a consolidated surplus before capital  | Strategies identified and reported to Council | Provider |

|                            |   |  |                   |
|----------------------------|---|--|-------------------|
|                            | grants (balanced budget for all funds) over the full term of the LTFP   |  |                   |
| 4.3.1.11                   | Review asset valuations and depreciation methodology for all asset classes  | Asset valuations and depreciation methodology for all asset classes reviewed | Provider          |
| 4.3.1.13                   | Maximise return on investment within the risk parameters provided by the USC Investments Policy 2019                | Reports on investments presented to Council                                  | Provider          |
| 4.3.1.16                   | Deliver payroll services  | Payroll service provided   | Provider          |
| 4.3.2.1                    | Review and revise Long Term Financial Plan  | Long Term Financial Plan reviewed  | Provider          |
| 4.3.2.2                    | Endorse the review of the Long Term Financial Plan  | Long Term Financial Plan endorsed  | Provider          |
| 4.3.16.1                   | Identify, assess, apply for suitable grant funding to optimise Council's grant revenue, subject to Council approval | Successful grant applications  | Provider          |
| 4.3.16.2                   | Implement and acquit government grant allocations   | Acquittals completed   | Provider          |
| <b>Operational Numbers</b> |   |  |                   |
| <b>FTE</b>                 | <b>Income</b>   | <b>Expenses</b>  | <b>Net Result</b> |
|                            | \$  | \$   | \$                |
| <b>Capital Numbers</b>     |   |  |                   |
| <b>FTE</b>                 | <b>Income</b>   | <b>Expenses</b>  | <b>Net Result</b> |
|                            | \$ -  | \$ -   | \$ -              |

# Part 3: Budget 2022-2023

This part of the document is laid out by fund. It sets out our budget for the year ahead and includes the financial plans and budgets for capital works and where funds and resources come from, and go to, in terms of carrying out day-to-day Council operations and to helping fund capital expenditure items.





# Part 4: Statement of Revenue 2022-2023

This part of the document includes Council rates, charges and levies to be applied.

## **Rating Policy**

**Rate Income**

**Rate Pegging**

**Rating Categories**

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**Rates Structure – 2021/2022**

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## **Annual Charges**

**Water Supply - Access Charges**

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**Water Supply – Consumption Charges.0**

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**Sewerage Charges - Residential**

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**Sewerage Charges – Non-Residential**

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**Trade Waste Charges**

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**Stormwater Management Levy**

**Environmental Levy**

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**Waste Management Charge (Residential)**

**Waste Management Charge (Non Rateable)**

**Waste Management Charge (Non Residential)**

**Borrowings**

**Interest on Rates & Charges**

**Fees and Charges**

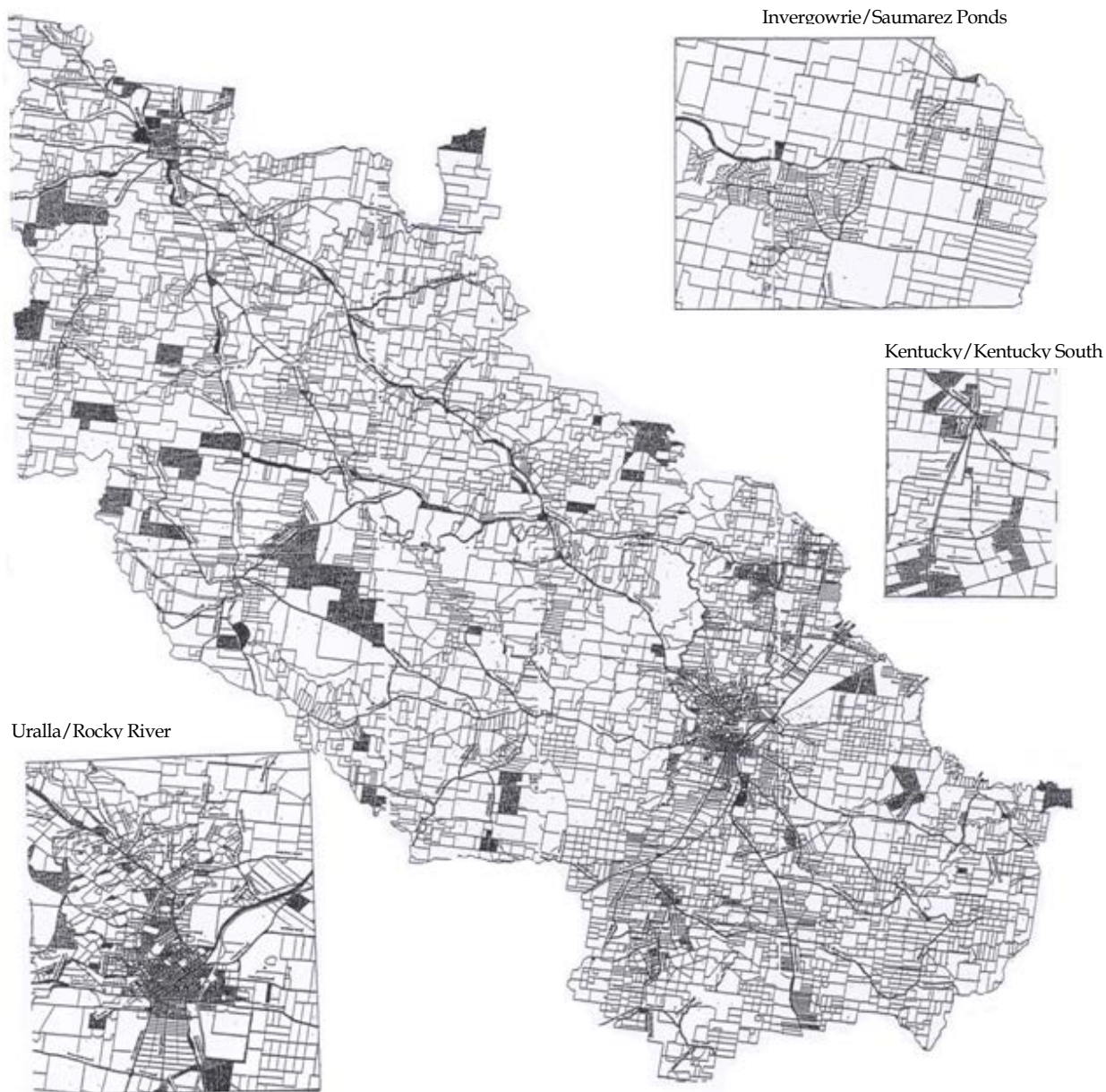
**Pricing Policy**

---

## Rating Maps

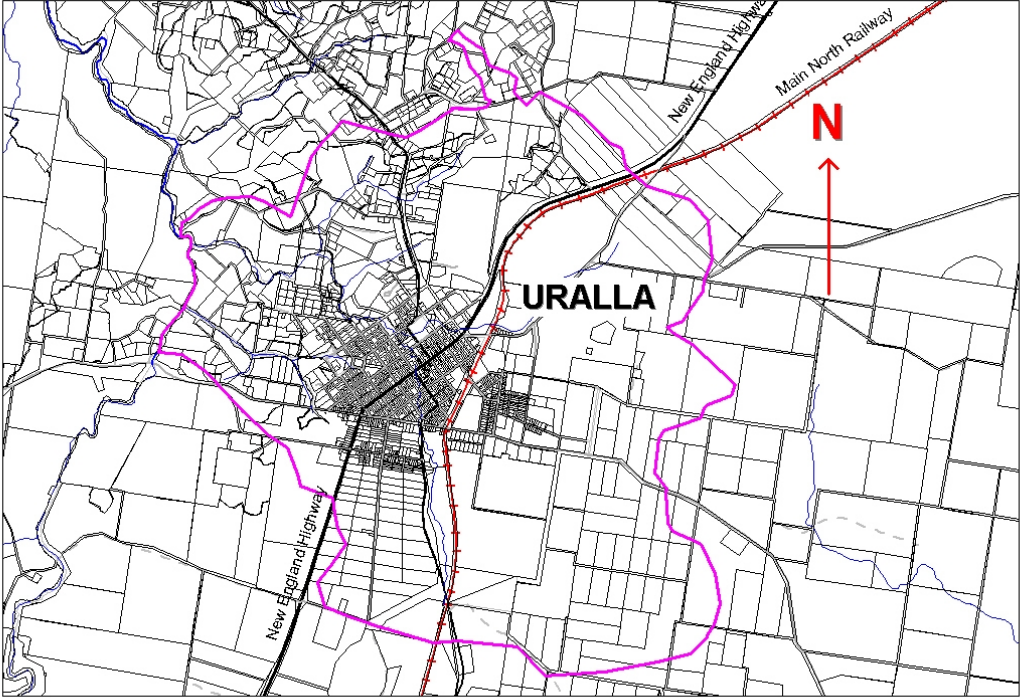
### Map of Ordinary Rate Area

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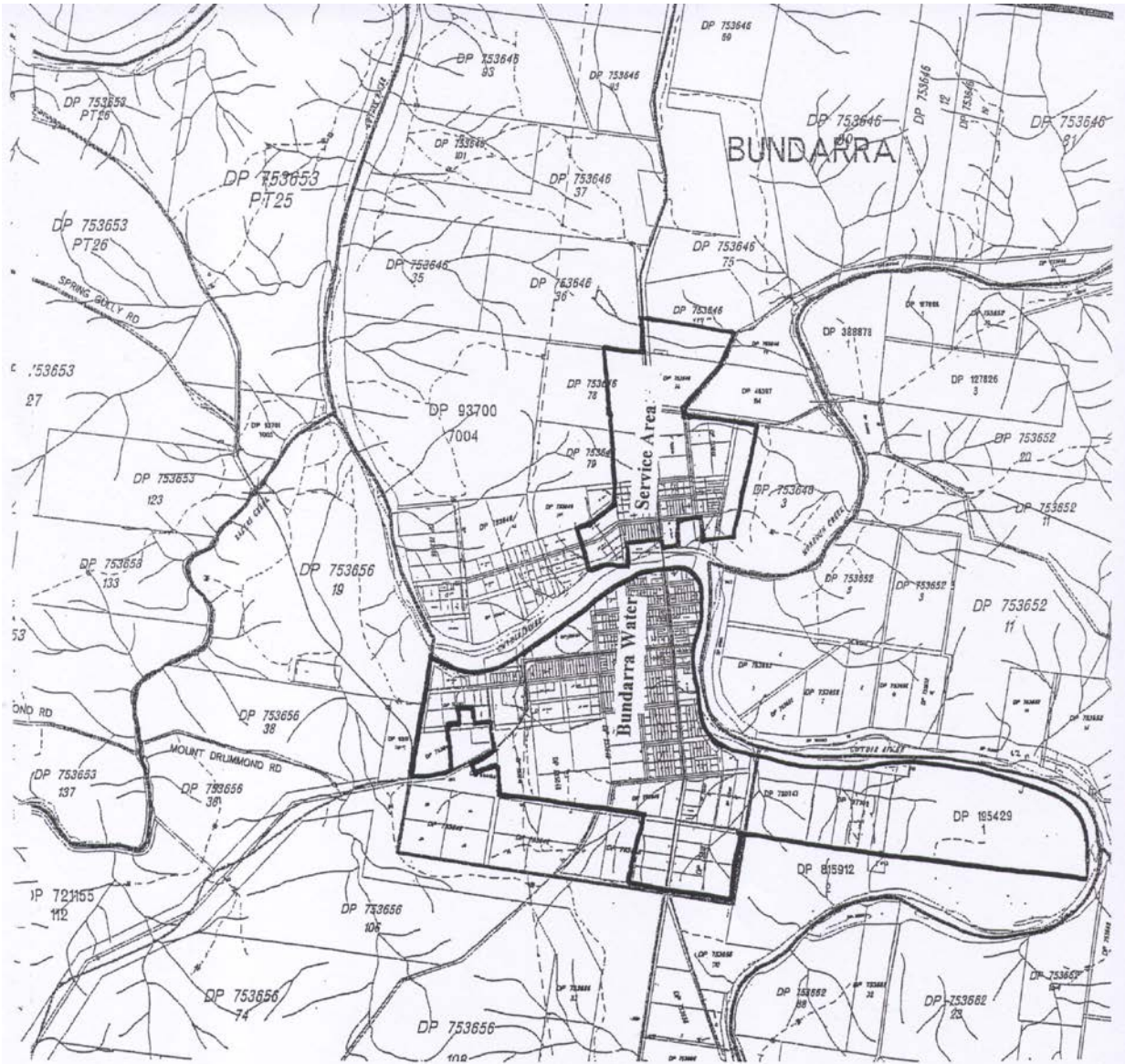
Uralla Shire applies the same base rate and rate in the dollar (ad valorem) for all rating categories (Farmland, Residential, Rural Residential, Mining and Business) across the Shire.

Map of Uralla Stormwater Catchment Area



**URALLA SHIRE COUNCIL URBAN STORMWATER CATCHMENT AREA**

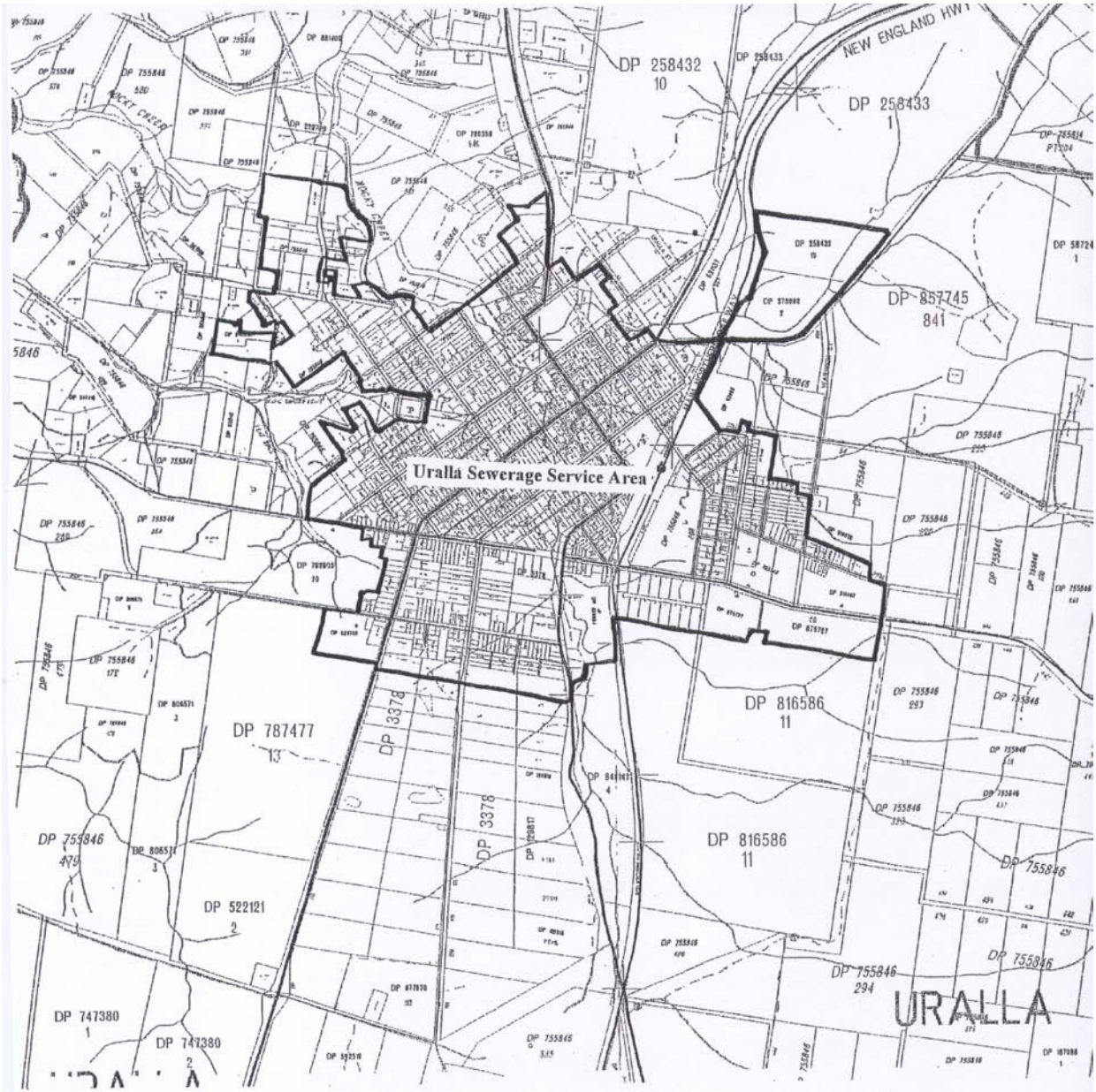
# Map of Bundarra Water Service Area



Map of Uralla Water Service Area



# Map of Uralla Sewer Service Area



# PART 5: FEES & CHARGES

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**Department:** Corporate Services  
**Prepared by:** Director Corporate Services/Chief Financial Officer  
**TRIM Reference:** UINT/22/5121  
**Attachment:** UINT/22/5122 Budget Report 2022-23 version 3

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**LINKAGE TO INTEGRATED PLANNING AND REPORTING FRAMEWORK**

**Goal:** 4.2 An effective and efficient organisation  
**Strategy:** 4.2.2 Operate in a financially sustainable manner

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**SUMMARY:**

1. The purpose of this report is to enable the Finance Advisory Committee to undertake a review of the third draft of the 2022-2023 budget and provide further direction for the development of the final draft version of the budget so that Council can proceed to a 28 day public exhibition.
2. The attached papers provide an overview of the changes made since version 2 together with updated income statements.
3. Council must adopt its annual budget by 30 June 2022 as part of a suite of integrated planning and reporting (IP&R) documents required by legislation.

**RECOMMENDATION:**

- I. **That the Finance Advisory Committee request the draft 2022-2023 budget include the following adjustments:**
  - a. <<<to be inserted at the meeting>>>
- II. **That the Committee recommend to Council that the draft 2022-2023 budget, as amended, be placed on public exhibition for a period of 28 days.**

**REPORT:**

4. Preparation of the draft budget is part of the process to develop the suite of integrated planning and reporting (IP&R documents) by 30 June 2022.
5. Fees and charges are presented at item 9.4 to this meeting.
6. The revised budget version 3 addresses the following:
  - a. Most issues raised in the minutes of the Budget Review & Finance Committee meeting of 19 April 2022;
  - b. Issues raised by councillors through email and after further analysis of reports; and
  - c. Additional information that has become available since the preparation of version 2.
7. Work continues on the Workforce Management Strategy and any additional resource implications arising from this will need to be adjusted in the final draft budget version to



be placed on public exhibition. Council has an Extraordinary Meeting to review the organisation structure and the draft Workforce Management Strategy on 10 May 2022.

8. The draft Long Term Financial Plan will be developed based on the draft 2022-2023 budget and draft asset management plans for the 24 May 2022 meeting so that Council can proceed to a 28 day public exhibition.

#### **CONCLUSION:**

9. The Committee should provide direction on any further changes to the draft 2022-2023 budget parameters, service levels and budget bids to enable preparation of the final draft version of the budget for public exhibition.

#### **COUNCIL IMPLICATIONS**

##### **10. Community Engagement/Communication**

28 days public exhibition of all IP&R documents once fully drafted.

##### **11. Policy and Regulation**

*Local Government Act 1993 (NSW)*

*Local Government (General) Regulations 2021 (NSW)*

Office of Local Government, Integrated Planning & Reporting: Guidelines, September 2021

##### **12. Financial/Long Term Financial Plan**

The Draft LTFP 2023-2032 will be updated for adoption by Council following preparation of the final draft version 2022-2023 budget.

##### **13. Asset management/Asset Management Strategy**

The draft budget has been prepared using the current and draft asset management plans (current asset valuations) and known requirements.

##### **14. Workforce/Workforce Management Strategy**

Preparation of a revised WMS is complete. This is to be presented to Council at a separate Council meeting.

##### **15. Legal and Risk Management**

**Financial.** The Draft Budget 2022-2023 version 3 forecasts a deficit which is assessed as **high risk**.

To manage this risk, last year Council prepared the *draft Long Term Financial Plan* and the *LTFP Explained* documents and undertook a community consultation process to commence discussions with the community about service levels and revenue opportunities.

Council included the following action in its 2021-2022 Operational Plan:

4.2.2.1.7 Subject to Council resolution, undertake consultation and make an application for increase in rate revenue (special rate variation) in accordance with IPART criteria (FFTF) (timing subject to a decision of the 2021-2023 term of Council).

A budget bid has been prepared and partial costs included in the Draft Budget 2022-2023 version 3 to undertake an organisation desk-top service review and special rate variation needs analysis and consultation.

**16. Performance Measures**

Integrated Planning and Reporting Framework documents are adopted by Council before 30 June 2022.

Financial indicators as prepared in the draft LTFP.

**17. Project Management**

General Manager and Director Corporate Services/Chief Financial Officer

# Uralla Shire Council Budget Year Ended 30 June 2023

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## Draft version 3 – Summary Report

UINT/22/5122

### **Introduction**

This report is supplementary to the draft version 2 report presented to the Finance Advisory Committee (FAC) on 19 April 2022. The report and attachments addresses the following:

- a. Issues raised in the minutes of the Budget Review & Finance Committee meeting of 19 April 2022:
  - o Reduce cemetery income;
  - o Reduce aquatic centre entry fee income;
- b. Parks and gardens part-time casual for main street blister maintenance per Council Meeting resolution April 2022;
- c. Additional changes as a consequence of more accurate data becoming available e.g. formal advice of SES & Fire & Rescue contributions.

Major changes are summarised as follows:

- a. Reduced cemetery fee income;
- b. Reduced aquatic centre fee income;
- c. Total forecast income reduction of \$6,500
- d. Increased emergency services costs
- e. Increase licence costs
- f. Increased labour costs for parks and gardens
- g. Total expenditure increases of \$36,822
- h. Overall increase in budgeted loss of \$43,322

### **Underlying Parameters**

There have been no further changes to underlying parameters from version 2 of the draft budget.

## Overall Performance

The consolidated financial performance of the Council for the year ended 30 June 2023 is noted below:

|   | 2023 Budget        | 2022 Budget<br>(original) | 2021<br>Actuals    |
|---|--------------------|---------------------------|--------------------|
| Revenue - operating   | 21,410,294         | 20,712,856                | 20,990,000         |
| - capital   | 2,750,110          | 5,937,588                 | 7,268,000          |
| <i>Total revenue</i>  | 24,160,404         | 26,650,444                | 28,253,000         |
|   |                    |                           |                    |
| Less: Expenditure   | 23,184,503         | 22,539,567                | 22,855,000         |
|   |                    |                           |                    |
| Net operating result for the year (per budgeted income statement at attachment B)                     | 975,901            | 4,110,877                 | 5,398,000          |
| Less: Capital grants  | 2,750,110          | 5,937,588                 | 7,268,000          |
|   |                    |                           |                    |
| <b>Net operating result for the year before capital grants and before loss on disposal of assets*</b> | <b>(1,774,209)</b> | <b>(1,826,711)</b>        | <b>(1,870,000)</b> |

\*Loss on disposal of assets has only been excluded to make comparison between years easier

## Fund Performance

The financial performance of the individual funds, before capital grants, can be summarised as follows:

|   | 2023 Budget        | 2022 Budget        | 2021 Actuals       |
|---|--------------------|--------------------|--------------------|
| General   | (1,542,736)        | (1,865,654)        | (1,665,000)        |
| McMaugh Gardens   | 166,915            | 193,311            | 202,000            |
| <i>Sub-total</i>  | (1,375,821)        | (1,672,343)        | (1,463,000)        |
| Water   | (293,399)          | (278,322)          | (397,000)          |
| Sewer   | (104,989)          | 123,954            | (10,000)           |
|   |                    |                    |                    |
| <b>Net operating result for the year before capital grants and before loss on disposal of assets*</b> | <b>(1,774,209)</b> | <b>(1,826,711)</b> | <b>(1,870,000)</b> |

\*Loss on disposal of assets has only been excluded to make comparison between years easier

## Significant Changes

Noted below is an update of the significant changes which remain unchanged since version 2.

|  | 2023 Budget | 2022 Budget | 2021 Actuals |
|--|-------------|-------------|--------------|
| <b>All Funds</b>                       |             |             |              |
| Interest received                      | 216,961     | 94,240      | 162,000      |
|  |             |             |              |
| <b>General Fund</b>                    |             |             |              |
| Roads to Recovery                      | 596,106     | 596,106     | 894,159      |
| RMS – Bike tracks                      | 50,000      | Nil         | Nil          |
| Section 7.12 contributions             | 60,000      |             |              |
| Section 7.11 contributions (old s. 94) | 80,000      | 50,000      | 32,705       |
|  |             |             |              |

|                            |         |           |         |
|----------------------------|---------|-----------|---------|
| <b>Water Fund</b>          |         |           |         |
| Annual supply charge       | 614,615 | 583,810   | 528,448 |
| User charges               | 571,200 | 605,000   | 504,944 |
| IWCM funding               | 121,500 | 157,500   | Nil     |
| Water Supply Investigation | Nil     | 1,150,000 | Nil     |
|                            |         |           |         |
| <b>Sewer Fund</b>          |         |           |         |
| Annual charge              | 900,598 | 858,000   | 714,000 |
| IWCM funding               | 45,000  |           |         |

There have also been a number of increases in operating expenditure as noted below.

|                                       | 2023 Budget | 2022 Budget | 2021 Actuals |
|---------------------------------------|-------------|-------------|--------------|
| <b>All Funds</b>                      |             |             |              |
| Wages – step increases                | 112,900     | 113,000     |              |
| Wages – workers compensation          | 600,000     | 669,000     | 551,174      |
| Insurance                             | 272,401     | 252,506     | 246,174      |
|                                       |             |             |              |
| <b>General Fund</b>                   |             |             |              |
| Election costs                        |             | 53,000      |              |
| Elected members training - additional |             | 20,000      |              |
| RFS charges                           | 140,042     | 188,726     | 129,918      |
| SES charges                           | 15,919      | 8,809       | 11,720       |
| Building certifier                    | 100,000     | 100,000     | 56,372       |
|                                       |             |             |              |
|                                       |             |             |              |
| <b>Water Fund</b>                     |             |             |              |
| IWCM expenditure                      | 135,000     | 175,000     | Nil          |
|                                       |             |             |              |
| <b>Sewer Fund</b>                     |             |             |              |
| Operating costs - Bundarra            | 289,814     | 20,583      | 707          |
| IWCM expenditure                      | 50,000      |             |              |

### **Special Notes**

There are a number of additional issues that need to be noted.

1. Both water and sewer access charges have been increased by 5%;
2. Water usage charges have increased by 5% based on the average usage over the past four years;
3. The Bundarra Sewer scheme is expected to be operational from March 2023 and as such, estimated expenditure of \$297,257 has been included for the year based on estimates for Uralla and the number of connections in each location;
4. Insurance costs are estimated to rise again by 10%;
5. RFS charges are based on an estimate provided by Armidale Regional Council;
6. Workers compensation is in line with estimates provided by Council's insurer;
7. No costs have been included for the development of the industrial land;
8. Rates have increased by 2.5% providing an additional \$102,717;
9. Interest payments are based on estimated loan calculations and current/fixed interest rates;
10. Depreciation is based on current year charges extrapolated for the full year. There are likely to be some increases to this estimate;

11. Overheads have been applied according to normal practices;
12. Public Spaces Legacy Project costs have been included as to 50% of the estimated additional operating (\$19,950) and depreciation (\$23,550) costs per the extraordinary meeting business paper of 8 March 2022. Full year cost will be included in the long term financial plan forward years totaling \$87,000 per year;
13. Community grants and contributions are as noted in the table below;
14. McMaugh Gardens is budgeted to make a profit based on higher consumer demand profiles;

### **Grant Funding**

The majority of Council's income comes from both State & Federal Government sources. Total government source funding is summarised below:

|   |                   |
|---|-------------------|
| <b>Capital Grants</b>                                       |                   |
| Public Spaces Legacy Fund                                   | 700,000           |
| RMS Capital Repair Grant                                    | 184,148           |
| Fixing Local Roads  | 758,625           |
| Local Road & Community Infrastructure Program               | 1,107,337         |
|   |                   |
| <b>Total capital grants</b>                                 | <b>2,750,110</b>  |
|   |                   |
| <b>Operating Grants</b>                                     |                   |
| Pensioner rebates   | 109,268           |
| Financial assistance grant – general                        | 1,879,601         |
| Financial assistance grant – roads                          | 1,029,177         |
| Roads to Recovery   | 596,106           |
| RMS Block Grant   | 916,000           |
| RMS Supplementary Grant                                     | 76,000            |
| RMS Bike Track Grant  | 50,000            |
| RMS Traffic Facilities Grant                                | 47,380            |
| RMS Street Light Grant                                      | 14,000            |
| Youth Week & Naidoc Week & Australia Day funding            | 3,550             |
| Library Council funding                                     | 75,250            |
| Funding for IWC report                                      | 166,500           |
|   |                   |
| <b>Total operating grants</b>                               | <b>4,962,832</b>  |
|   |                   |
| <b>Other Government Funding through trading departments</b> |                   |
| McMaugh Gardens   | 2,513,059         |
| TCS   | 2,120,000         |
| TCT   | 721,624           |
|   |                   |
| <b>Total other government funding</b>                       | <b>5,354,683</b>  |
|   |                   |
| <b>Total State &amp; Federal Government Funding</b>         | <b>10,317,515</b> |

## **Community Grants and Contributions**

A summary of the draft contributions to community groups or events is noted below.

|   | <b>2022-23</b> | <b>2021-22</b> |
|---|----------------|----------------|
| Thunderbolts Festival   | 12,000         | 12,000         |
| Lanterns Festival   | 3,000          | 3,000          |
| Rotary Art Show (Reduce to \$1,000 in 2023-24 & \$nil in 2024-25) | 2,000          | 3,000          |
| Next Wave Workshop Tour (previously Rec Ya Shorts)                | Nil            | 2,500          |
| Australia Day Activities  | 2,500          | 2,500          |
| Other Shire events & Community donations                          | 1,000          | 12,000         |
| Street Stall  | 11,590         | 7,110          |
| Pre-school rent   | 20,616         | 20,208         |
| Youth Services & NAIDOC   | 6,600          | 6,850          |
| School presentation nights  | 800            | 800            |
| Council contributions – NIAS & Bush Bursary                       | 5,000          | 5,000          |
| Arts North West   | 4,758          | 4,585          |
|   |                |                |
| <b>Total</b>  | <b>69,864</b>  | <b>84,703</b>  |

## **Wages**

|   |            |
|---|------------|
| Total salary and wage budget                        | 12,544,836 |
| Less: Capitalised to projects                       | 1,468,566  |
|   |            |
| Net wages included in consolidated income statement | 11,076,270 |

FTE is expected to be 135.28 based on the current service levels. This is an increase of approximately 3 full time positions on last year and relates to staffing for our home support service (1.5 FTE) and care needs at McMaugh Gardens (1.5).

Superannuation Guarantee Charge increase is 0.5% and award increase is 2.0% adding \$272,000 to wage costs for the year.

Grade and step adjustments represent 0.9% or approximately \$110,000

Total salary and wage budget is after 50% cut to overtime budget. Potential service cuts/risks associated with this reduction.

## **Capital Expenditure**

A summary of the capital expenditure for the year is provided as Attachment C.

## **Other Notes**

This report and attachments are supplementary to those issued for versions 1 and 2, particularly the detailed department reports issued with version 1.

The headings in the Magiq reports include one titled 2021/22 Full Year Budget. This column does not include any of the quarterly budget adjustments reported in QBR2.

The column headed 2021/22 YTD Actuals June represents data entered to 26 April 2022.

Operating income and expenditure comparative data can be relied upon.

Work continues on the Workforce Management Strategy and any additional resource implications arising from this will need to be adjusted in the final version of the draft budget for public exhibition.

### ***Budget Bids***

A number of unresolved budget bids are listed below. These bids are for the Committee's consideration.

|  |                |
|--|----------------|
| <b>Operational budget bid – not included</b>         |                |
| Workshop apprentice mechanic                         | 63,000         |
| Civil works stormwater master plan - Uralla township | 60,000         |
| <b>Total:</b>  | <b>123,000</b> |

### ***Conclusion***

This report, including attachments, now represent the likely operational outcome for Council for the year ended 30 June 2023.



## **Attachments**

- A. Draft Consolidated Income Statement– High Level Income & Expenditure - Before Capital Grants
- B. Draft Consolidated Income Statement– High Level Income & Expenditure – Including Capital Grants
- C. Capital expenditure summary

**Uralla Shire Council**  
**Draft Income Statement - High Level Income & Expenditure**  
**Consolidated Funds**  
**Excluding Capital Grants**  
**For the Year Ended 30 June 2023**

| Account Type                            | 2020/21<br>YTD<br>Actuals<br>June | 2021/22<br>YTD<br>Actuals<br>26 April | 2021/22<br>Full<br>Year<br>Budget | 2022/23<br>Total<br>Budget |
|---|-----------------------------------|---------------------------------------|-----------------------------------|----------------------------|
| <b>Grand Total (Profit)/Loss</b>        | <b>2,354,437</b>                  | <b>(2,235,593)</b>                    | <b>1,826,603</b>                  | <b>1,774,209</b>           |
| <b>General Managers Office</b>          | <b>(4,139,458)</b>                | <b>(5,924,011)</b>                    | <b>(4,278,310)</b>                | <b>(4,683,798)</b>         |
| <b>General Managers Office</b>          | <b>796,931</b>                    | <b>670,440</b>                        | <b>925,444</b>                    | <b>784,814</b>             |
| <b>Civic Leadership</b>                 | <b>412,431</b>                    | <b>293,100</b>                        | <b>491,117</b>                    | <b>508,896</b>             |
| 01020. Elected Members Revenue          | 0                                 | (525)                                 | 0                                 | 0                          |
| Income                                  | 0                                 | (525)                                 | 0                                 | 0                          |
| 03020. Elected Members Expenses         | 412,431                           | 293,625                               | 491,117                           | 508,896                    |
| Expenditure                             | 412,431                           | 293,625                               | 491,117                           | 508,896                    |
| <b>Organisational Leadership</b>        | <b>384,501</b>                    | <b>377,340</b>                        | <b>434,327</b>                    | <b>275,918</b>             |
| 01000. General Managers Office Revenue  | 0                                 | (284)                                 | 0                                 | 0                          |
| Income                                  | 0                                 | (284)                                 | 0                                 | 0                          |
| 03000. General Managers Office          | 384,501                           | 377,624                               | 434,327                           | 275,918                    |
| Expenditure                             | 384,501                           | 377,624                               | 434,327                           | 275,918                    |
| <b>Finance</b>                          | <b>(5,279,773)</b>                | <b>(6,777,799)</b>                    | <b>(5,524,750)</b>                | <b>(5,844,993)</b>         |
| <b>Works/Labour Overhead</b>            | <b>48,644</b>                     | <b>37,748</b>                         | <b>(34,952)</b>                   | <b>(80,044)</b>            |
| 01580. Works/Labour Overheads Revenue   | (79,948)                          | (101,340)                             | (35,000)                          | (80,000)                   |
| Income                                  | (79,948)                          | (101,340)                             | (35,000)                          | (80,000)                   |
| 03580. Works / Labour Overheads         | 2,940,971                         | 2,399,781                             | 3,319,978                         | 3,561,613                  |
| Expenditure                             | 2,940,971                         | 2,399,781                             | 3,319,978                         | 3,561,613                  |
| 03590. Works / Labour Overhead Recovery | (2,812,379)                       | (2,260,693)                           | (3,319,929)                       | (3,561,658)                |
| Expenditure                             | (2,812,379)                       | (2,260,693)                           | (3,319,929)                       | (3,561,658)                |
| <b>Rates &amp; Revenue</b>              | <b>(3,874,722)</b>                | <b>(4,003,476)</b>                    | <b>(3,981,589)</b>                | <b>(4,075,729)</b>         |
| 01110. Rates Revenue                    | (4,003,847)                       | (4,107,277)                           | (4,115,355)                       | (4,211,879)                |
| Income                                  | (4,003,847)                       | (4,107,277)                           | (4,115,355)                       | (4,211,879)                |
| 03110. Rates Section Operations         | 129,125                           | 103,801                               | 133,766                           | 136,150                    |
| Expenditure                             | 129,125                           | 103,801                               | 133,766                           | 136,150                    |
| <b>Financial Management</b>             | <b>(1,453,695)</b>                | <b>(2,812,071)</b>                    | <b>(1,508,209)</b>                | <b>(1,689,220)</b>         |
| 01120. Financial Control Revenue        | (1,758,955)                       | (2,953,781)                           | (1,755,105)                       | (2,013,242)                |
| Income                                  | (1,758,955)                       | (2,953,781)                           | (1,755,105)                       | (2,013,242)                |
| 03120. Financial Control Operations     | 281,379                           | 124,160                               | 211,466                           | 301,826                    |
| Expenditure                             | 281,379                           | 124,160                               | 211,466                           | 301,826                    |
| 03121. Loan Repayments                  | 23,881                            | 17,550                                | 35,430                            | 22,196                     |
| Expenditure                             | 23,881                            | 17,550                                | 35,430                            | 22,196                     |
| <b>Human Resources</b>                  | <b>(130,642)</b>                  | <b>(119,275)</b>                      | <b>(85,530)</b>                   | <b>(71,252)</b>            |
| <b>Human Resources</b>                  | <b>(130,642)</b>                  | <b>(119,275)</b>                      | <b>(85,530)</b>                   | <b>(71,252)</b>            |
| 01160. Human Resources                  | (4,691)                           | (7,792)                               | (15,000)                          | (15,000)                   |
| Income                                  | (4,691)                           | (7,792)                               | (15,000)                          | (15,000)                   |
| 03160. Human Resources                  | (125,951)                         | (111,483)                             | (70,530)                          | (56,252)                   |
| Expenditure                             | (125,951)                         | (111,483)                             | (70,530)                          | (56,252)                   |

**Uralla Shire Council**  
**Draft Income Statement - High Level Income & Expenditure**  
**Consolidated Funds**  
**Excluding Capital Grants**  
**For the Year Ended 30 June 2023**

| Account Type                                      | 2020/21<br>YTD<br>Actuals<br>June | 2021/22<br>YTD<br>Actuals<br>26 April | 2021/22<br>Full<br>Year<br>Budget | 2022/23<br>Total<br>Budget |
|---|-----------------------------------|---------------------------------------|-----------------------------------|----------------------------|
| <b>Governance &amp; Information</b>               | <b>474,026</b>                    | <b>302,623</b>                        | <b>406,526</b>                    | <b>447,633</b>             |
| <b>Governance</b>                                 | <b>(536,709)</b>                  | <b>(369,844)</b>                      | <b>(542,266)</b>                  | <b>(497,768)</b>           |
| 01050. Other Governance                           | (5,000)                           | (555)                                 | 0                                 | 0                          |
| Income  | (5,000)                           | (555)                                 | 0                                 | 0                          |
| 03050. Other Governance                           | (531,709)                         | (369,290)                             | (542,266)                         | (497,768)                  |
| Expenditure                                       | (531,709)                         | (369,290)                             | (542,266)                         | (497,768)                  |
| <b>Information Technology</b>                     | <b>709,719</b>                    | <b>471,307</b>                        | <b>675,069</b>                    | <b>649,431</b>             |
| 03140. IT Services                                | 709,719                           | 471,307                               | 675,069                           | 649,431                    |
| Expenditure                                       | 709,719                           | 471,307                               | 675,069                           | 649,431                    |
| <b>Records &amp; Information</b>                  | <b>85,051</b>                     | <b>80,921</b>                         | <b>100,037</b>                    | <b>105,080</b>             |
| 01150. Records Management & Access to Information | (1,134)                           | (791)                                 | (800)                             | (700)                      |
| Income  | (1,134)                           | (791)                                 | (800)                             | (700)                      |
| 03150. Records Management & Access to Information | 86,186                            | 81,712                                | 100,837                           | 105,780                    |
| Expenditure                                       | 86,186                            | 81,712                                | 100,837                           | 105,780                    |
| <b>Customer Service</b>                           | <b>215,964</b>                    | <b>120,239</b>                        | <b>173,686</b>                    | <b>190,890</b>             |
| 03170. Customer Service                           | 215,964                           | 120,239                               | 173,686                           | 190,890                    |
| Expenditure                                       | 215,964                           | 120,239                               | 173,686                           | 190,890                    |
| <b>Community &amp; Cultural Services</b>          | <b>440,843</b>                    | <b>24,865</b>                         | <b>216,910</b>                    | <b>624,695</b>             |
| <b>Community &amp; Cultural Management</b>        | <b>0</b>                          | <b>(25,353)</b>                       | <b>0</b>                          | <b>0</b>                   |
| <b>Community &amp; Cultural Management</b>        | <b>0</b>                          | <b>(25,353)</b>                       | <b>0</b>                          | <b>0</b>                   |
| 03700. Community Services Operations Management   | 0                                 | (25,353)                              | 0                                 | 0                          |
| Expenditure                                       | 0                                 | (25,353)                              | 0                                 | 0                          |
| <b>Community Services</b>                         | <b>734,416</b>                    | <b>547,931</b>                        | <b>728,623</b>                    | <b>647,400</b>             |
| <b>Tourism &amp; Promotion</b>                    | <b>192,051</b>                    | <b>188,088</b>                        | <b>232,838</b>                    | <b>200,075</b>             |
| 01920. Tourism Revenue                            | (8,088)                           | (2,117)                               | (16,600)                          | (16,700)                   |
| Income  | (8,088)                           | (2,117)                               | (16,600)                          | (16,700)                   |
| 03920. Tourism Operations                         | 200,138                           | 190,205                               | 249,438                           | 216,775                    |
| Expenditure                                       | 200,138                           | 190,205                               | 249,438                           | 216,775                    |
| <b>Library Services</b>                           | <b>263,352</b>                    | <b>212,761</b>                        | <b>266,079</b>                    | <b>255,235</b>             |
| 01710. Libraries                                  | (81,111)                          | (75,037)                              | (76,250)                          | (76,450)                   |
| Income  | (81,111)                          | (75,037)                              | (76,250)                          | (76,450)                   |
| 03710. Libraries                                  | 344,463                           | 287,799                               | 342,329                           | 331,685                    |
| Expenditure                                       | 344,463                           | 287,799                               | 342,329                           | 331,685                    |
| <b>Community Development &amp; Engagement</b>     | <b>279,013</b>                    | <b>147,081</b>                        | <b>229,706</b>                    | <b>192,090</b>             |
| 01910. Uralla Events Promotion Revenue            | (4,965)                           | (37,675)                              | (2,550)                           | (3,550)                    |
| Income  | (4,965)                           | (37,675)                              | (2,550)                           | (3,550)                    |
| 03910. Uralla Events Staging & Promotion          | 283,978                           | 184,756                               | 232,256                           | 195,640                    |
| Expenditure                                       | 283,978                           | 184,756                               | 232,256                           | 195,640                    |

**Uralla Shire Council**  
**Draft Income Statement - High Level Income & Expenditure**  
**Consolidated Funds**  
**Excluding Capital Grants**  
**For the Year Ended 30 June 2023**

| Account Type                                       | 2020/21<br>YTD<br>Actuals<br>June | 2021/22<br>YTD<br>Actuals<br>26 April | 2021/22<br>Full<br>Year<br>Budget | 2022/23<br>Total<br>Budget |
|--|-----------------------------------|---------------------------------------|-----------------------------------|----------------------------|
| <b>Community Care</b>                              | <b>(293,572)</b>                  | <b>(497,713)</b>                      | <b>(511,713)</b>                  | <b>(22,705)</b>            |
| <b>Aging &amp; Disability Services</b>             | <b>(90,937)</b>                   | <b>(938,687)</b>                      | <b>(328,843)</b>                  | <b>139,529</b>             |
| 01866. Tablelands Community Support Options        | (2,457,704)                       | (2,898,158)                           | (2,759,000)                       | (2,314,000)                |
| Income   | (2,457,704)                       | (2,898,158)                           | (2,759,000)                       | (2,314,000)                |
| 01867. Kamilaroi Ageing & Disability Services      | (2,853)                           | (2,713)                               | (107,800)                         | 0                          |
| Income   | (2,853)                           | (2,713)                               | (107,800)                         | 0                          |
| 03866. Tablelands Community Support Options        | 2,240,609                         | 1,874,093                             | 2,375,735                         | 2,362,405                  |
| Expenditure  | 2,240,609                         | 1,874,093                             | 2,375,735                         | 2,362,405                  |
| 03867. TCS Social Groups                           | 129,011                           | 88,091                                | 162,222                           | 91,124                     |
| Expenditure  | 129,011                           | 88,091                                | 162,222                           | 91,124                     |
| <b>Community Transport</b>                         | <b>(282)</b>                      | <b>(151,295)</b>                      | <b>10,563</b>                     | <b>4,681</b>               |
| 01868. Tablelands Community Transport              | (704,305)                         | (787,025)                             | (571,278)                         | (731,924)                  |
| Income   | (704,305)                         | (787,025)                             | (571,278)                         | (731,924)                  |
| 03868. Tablelands Community Transport              | 704,022                           | 635,729                               | 581,841                           | 736,605                    |
| Expenditure  | 704,022                           | 635,729                               | 581,841                           | 736,605                    |
| <b>Aged Care Facilities</b>                        | <b>(202,353)</b>                  | <b>592,270</b>                        | <b>(193,433)</b>                  | <b>(166,915)</b>           |
| 41000. Residential Aged Care Revenue               | (3,382,554)                       | (1,891,586)                           | (3,339,866)                       | (3,601,412)                |
| Income   | (3,382,554)                       | (1,891,586)                           | (3,339,866)                       | (3,601,412)                |
| 43000. Residential Aged Care Operations            | 3,180,201                         | 2,483,856                             | 3,146,433                         | 3,434,497                  |
| Expenditure  | 3,180,201                         | 2,483,856                             | 3,146,433                         | 3,434,497                  |
| <b>Infrastructure &amp; Development Services</b>   | <b>6,053,052</b>                  | <b>3,663,553</b>                      | <b>5,888,003</b>                  | <b>5,833,312</b>           |
| <b>Infrastructure &amp; Development Management</b> | <b>565,157</b>                    | <b>90,994</b>                         | <b>529,486</b>                    | <b>711,273</b>             |
| <b>Infrastructure &amp; Development Management</b> | <b>(163,573)</b>                  | <b>(23,958)</b>                       | <b>0</b>                          | <b>0</b>                   |
| 01200. Engineering Operations Revenue              | (140,426)                         | (769)                                 | 0                                 | 0                          |
| Income   | (140,426)                         | (769)                                 | 0                                 | 0                          |
| 03200. Engineering Operations Management           | (23,146)                          | (23,189)                              | 0                                 | 0                          |
| Expenditure  | (23,146)                          | (23,189)                              | 0                                 | 0                          |
| <b>Plant</b>                                       | <b>(77,195)</b>                   | <b>(373,095)</b>                      | <b>(222,085)</b>                  | <b>(30,237)</b>            |
| 01550. Plant Disposal Proceeds Revenue             | (136,528)                         | (303,289)                             | (85,560)                          | (120,000)                  |
| Income   | (136,528)                         | (303,289)                             | (85,560)                          | (120,000)                  |
| 03550. Plant Operating Expenses                    | 59,333                            | (69,806)                              | (136,525)                         | 89,763                     |
| Expenditure  | 59,333                            | (69,806)                              | (136,525)                         | 89,763                     |
| <b>Depots</b>                                      | <b>530,869</b>                    | <b>354,335</b>                        | <b>397,605</b>                    | <b>430,756</b>             |
| 03570. Works Depot Operations                      | 530,869                           | 354,335                               | 397,605                           | 430,756                    |
| Expenditure  | 530,869                           | 354,335                               | 397,605                           | 430,756                    |
| <b>Private Works</b>                               | <b>(12,725)</b>                   | <b>(20,035)</b>                       | <b>(1,461)</b>                    | <b>(7,778)</b>             |
| 01600. Private Works Revenue                       | (533,420)                         | (56,226)                              | (100,000)                         | (110,000)                  |
| Income   | (533,420)                         | (56,226)                              | (100,000)                         | (110,000)                  |
| 03600. Private Works                               | 520,695                           | 36,192                                | 98,539                            | 102,222                    |
| Expenditure  | 520,695                           | 36,192                                | 98,539                            | 102,222                    |

**Uralla Shire Council**  
**Draft Income Statement - High Level Income & Expenditure**  
**Consolidated Funds**  
**Excluding Capital Grants**  
**For the Year Ended 30 June 2023**

| Account Type                                     | 2020/21<br>YTD<br>Actuals<br>June | 2021/22<br>YTD<br>Actuals<br>26 April | 2021/22<br>Full<br>Year<br>Budget | 2022/23<br>Total<br>Budget |
|--|-----------------------------------|---------------------------------------|-----------------------------------|----------------------------|
| <b>Emergency Services</b>                        | <b>204,792</b>                    | <b>60,652</b>                         | <b>259,796</b>                    | <b>220,597</b>             |
| 02070. Fire Control Revenue - RFS                | (4,808)                           | 0                                     | (4,800)                           | (4,800)                    |
| Income   | (4,808)                           | 0                                     | (4,800)                           | (4,800)                    |
| 04070. Fire Control Expenses - RFS               | 190,141                           | 48,288                                | 247,660                           | 201,405                    |
| Expenditure                                      | 190,141                           | 48,288                                | 247,660                           | 201,405                    |
| 04080. State Emergency Service Expenses          | 19,459                            | 12,364                                | 16,936                            | 23,992                     |
| Expenditure                                      | 19,459                            | 12,364                                | 16,936                            | 23,992                     |
| <b>Noxious Weeds</b>                             | <b>82,990</b>                     | <b>93,094</b>                         | <b>95,631</b>                     | <b>97,935</b>              |
| 03220. Noxious Weeds Expenditure                 | 82,990                            | 93,094                                | 95,631                            | 97,935                     |
| Expenditure                                      | 82,990                            | 93,094                                | 95,631                            | 97,935                     |
| <b>Works &amp; Civil</b>                         | <b>3,622,104</b>                  | <b>2,919,216</b>                      | <b>3,688,331</b>                  | <b>3,399,022</b>           |
| <b>Sealed Roads</b>                              | <b>1,034,356</b>                  | <b>800,210</b>                        | <b>1,280,699</b>                  | <b>1,339,187</b>           |
| 01330. Local Urban Streets Revenue               | (293,194)                         | (127,048)                             | (254,096)                         | (167,148)                  |
| Income   | (293,194)                         | (127,048)                             | (254,096)                         | (167,148)                  |
| 01340. Regional Rural Sealed Roads Revenue       | (842,556)                         | (864,100)                             | (872,344)                         | (923,133)                  |
| Income   | (842,556)                         | (864,100)                             | (872,344)                         | (923,133)                  |
| 01350. Sealed Rural Roads Revenue                | (1,012,079)                       | (565,777)                             | (625,568)                         | (475,904)                  |
| Income   | (1,012,079)                       | (565,777)                             | (625,568)                         | (475,904)                  |
| 03330. Local Urban Streets Maintenance           | 352,430                           | 241,213                               | 396,018                           | 343,905                    |
| Expenditure                                      | 352,430                           | 241,213                               | 396,018                           | 343,905                    |
| 03340. Regional Rural Sealed Roads Maintenance   | 1,551,767                         | 918,607                               | 1,283,037                         | 1,189,551                  |
| Expenditure                                      | 1,551,767                         | 918,607                               | 1,283,037                         | 1,189,551                  |
| 03350. Sealed Rural Roads                        | 1,277,987                         | 1,197,316                             | 1,353,652                         | 1,371,916                  |
| Expenditure                                      | 1,277,987                         | 1,197,316                             | 1,353,652                         | 1,371,916                  |
| <b>Unsealed Roads</b>                            | <b>1,780,126</b>                  | <b>1,457,827</b>                      | <b>1,359,179</b>                  | <b>1,172,236</b>           |
| 01345. Regional Rural Unsealed Roads Revenue     | (58,215)                          | (60,015)                              | (60,015)                          | (61,867)                   |
| Income   | (58,215)                          | (60,015)                              | (60,015)                          | (61,867)                   |
| 01360. Unsealed Rural Roads Revenue              | (482,668)                         | (322,669)                             | (634,769)                         | (872,631)                  |
| Income   | (482,668)                         | (322,669)                             | (634,769)                         | (872,631)                  |
| 03335. Unsealed Urban Streets Maintenance        | 48,877                            | 39,123                                | 46,318                            | 46,392                     |
| Expenditure                                      | 48,877                            | 39,123                                | 46,318                            | 46,392                     |
| 03345. Regional Rural Unsealed Roads Maintenance | 62,946                            | 103,496                               | 79,678                            | 80,964                     |
| Expenditure                                      | 62,946                            | 103,496                               | 79,678                            | 80,964                     |
| 03360. Unsealed Rural Roads Maintenance          | 2,209,186                         | 1,697,891                             | 1,927,967                         | 1,979,378                  |
| Expenditure                                      | 2,209,186                         | 1,697,891                             | 1,927,967                         | 1,979,378                  |
| <b>Street Lighting</b>                           | <b>(4,120)</b>                    | <b>20,751</b>                         | <b>24,405</b>                     | <b>19,900</b>              |
| 01390. Street Lighting Revenue                   | (40,296)                          | (215)                                 | (14,595)                          | (14,000)                   |
| Income   | (40,296)                          | (215)                                 | (14,595)                          | (14,000)                   |
| 03390. Street Lighting Operations                | 36,175                            | 20,966                                | 39,000                            | 33,900                     |
| Expenditure                                      | 36,175                            | 20,966                                | 39,000                            | 33,900                     |

**Uralla Shire Council**  
**Draft Income Statement - High Level Income & Expenditure**  
**Consolidated Funds**  
**Excluding Capital Grants**  
**For the Year Ended 30 June 2023**

| Account Type                           | 2020/21<br>YTD<br>Actuals<br>June | 2021/22<br>YTD<br>Actuals<br>26 April | 2021/22<br>Full<br>Year<br>Budget | 2022/23<br>Total<br>Budget |
|--|-----------------------------------|---------------------------------------|-----------------------------------|----------------------------|
| <b>Bridges &amp; Culverts</b>          | <b>441,333</b>                    | <b>337,822</b>                        | <b>600,818</b>                    | <b>537,287</b>             |
| 01285. Bridges - Regional              | (91,229)                          | (67,885)                              | (67,885)                          | (7,000)                    |
| Income                                 | (91,229)                          | (67,885)                              | (67,885)                          | (7,000)                    |
| 03280. Bridges Maintenance             | 472,926                           | 362,220                               | 532,874                           | 479,922                    |
| Expenditure                            | 472,926                           | 362,220                               | 532,874                           | 479,922                    |
| 03285. Bridges - Regional              | 59,635                            | 43,487                                | 135,829                           | 64,365                     |
| Expenditure                            | 59,635                            | 43,487                                | 135,829                           | 64,365                     |
| <b>Kerb &amp; Gutter</b>               | <b>37,901</b>                     | <b>49,789</b>                         | <b>67,579</b>                     | <b>50,473</b>              |
| 01310. Kerb & Gutter Revenue           | (70,600)                          | (35,300)                              | (70,600)                          | (70,600)                   |
| Income                                 | (70,600)                          | (35,300)                              | (70,600)                          | (70,600)                   |
| 03310. Kerb & Gutter Maintenance       | 108,501                           | 85,089                                | 138,179                           | 121,073                    |
| Expenditure                            | 108,501                           | 85,089                                | 138,179                           | 121,073                    |
| <b>Stormwater Drainage</b>             | <b>41,167</b>                     | <b>30,184</b>                         | <b>46,259</b>                     | <b>40,091</b>              |
| 01400. Stormwater Drainage Revenue     | (30,711)                          | (33,124)                              | (32,488)                          | (33,037)                   |
| Income                                 | (30,711)                          | (33,124)                              | (32,488)                          | (33,037)                   |
| 03400. Stormwater Drainage Maintenance | 71,878                            | 63,307                                | 78,747                            | 73,128                     |
| Expenditure                            | 71,878                            | 63,307                                | 78,747                            | 73,128                     |
| <b>Footpaths &amp; Cycleways</b>       | <b>141,890</b>                    | <b>100,207</b>                        | <b>188,477</b>                    | <b>94,843</b>              |
| 01370. Bike Track Revenue              | (24,750)                          | (40,000)                              | 0                                 | (79,000)                   |
| Income                                 | (24,750)                          | (40,000)                              | 0                                 | (79,000)                   |
| 03300. Footpaths Maintenance           | 149,802                           | 126,491                               | 172,519                           | 155,397                    |
| Expenditure                            | 149,802                           | 126,491                               | 172,519                           | 155,397                    |
| 03370. Bike Track Maintenance          | 16,838                            | 13,716                                | 15,958                            | 18,446                     |
| Expenditure                            | 16,838                            | 13,716                                | 15,958                            | 18,446                     |
| <b>Quarries &amp; Pits</b>             | <b>8,787</b>                      | <b>5,713</b>                          | <b>9,477</b>                      | <b>28,564</b>              |
| 03520. Quarries & Pits Operations      | 8,787                             | 5,713                                 | 9,477                             | 28,564                     |
| Expenditure                            | 8,787                             | 5,713                                 | 9,477                             | 28,564                     |
| <b>Parking Facilities</b>              | <b>7,951</b>                      | <b>6,219</b>                          | <b>10,896</b>                     | <b>10,922</b>              |
| 03500. Parking Facilities              | 7,951                             | 6,219                                 | 10,896                            | 10,922                     |
| Expenditure                            | 7,951                             | 6,219                                 | 10,896                            | 10,922                     |
| <b>Road Safety</b>                     | <b>132,715</b>                    | <b>110,492</b>                        | <b>100,542</b>                    | <b>105,519</b>             |
| 01380. Road Safety Revenue             | (46,000)                          | (46,000)                              | (46,414)                          | (57,380)                   |
| Income                                 | (46,000)                          | (46,000)                              | (46,414)                          | (57,380)                   |
| 03380. Road Safety Expenditure         | 136,282                           | 96,082                                | 101,496                           | 119,335                    |
| Expenditure                            | 136,282                           | 96,082                                | 101,496                           | 119,335                    |
| 03440. Street Cleaning                 | 42,432                            | 60,410                                | 45,460                            | 43,564                     |
| Expenditure                            | 42,432                            | 60,410                                | 45,460                            | 43,564                     |
| <b>Facilities &amp; Open Space</b>     | <b>1,000,995</b>                  | <b>791,658</b>                        | <b>859,513</b>                    | <b>988,923</b>             |
| <b>Swimming Complex</b>                | <b>156,462</b>                    | <b>132,675</b>                        | <b>150,731</b>                    | <b>140,962</b>             |
| 01720. Swimming Pool(s) Revenue        | (25,340)                          | (25,310)                              | (36,200)                          | (32,702)                   |
| Income                                 | (25,340)                          | (25,310)                              | (36,200)                          | (32,702)                   |
| 03720. Swimming Pool(s) Operations     | 181,802                           | 157,985                               | 186,931                           | 173,664                    |
| Expenditure                            | 181,802                           | 157,985                               | 186,931                           | 173,664                    |

**Uralla Shire Council**  
**Draft Income Statement - High Level Income & Expenditure**  
**Consolidated Funds**  
**Excluding Capital Grants**  
**For the Year Ended 30 June 2023**

| Account Type                                      | 2020/21<br>YTD<br>Actuals<br>June | 2021/22<br>YTD<br>Actuals<br>26 April | 2021/22<br>Full<br>Year<br>Budget | 2022/23<br>Total<br>Budget |
|---|-----------------------------------|---------------------------------------|-----------------------------------|----------------------------|
| <b>Parks, Gardens &amp; Open Space</b>            | <b>318,816</b>                    | <b>196,893</b>                        | <b>236,656</b>                    | <b>317,709</b>             |
| 01230. Uralla Parks & Reserves Revenue            | (219)                             | 0                                     | (250)                             | 0                          |
| Income  | (219)                             | 0                                     | (250)                             | 0                          |
| 01235. Bundarra Parks & Reserves Revenue          | (1,141)                           | (1,200)                               | (2,400)                           | (1,200)                    |
| Income  | (1,141)                           | (1,200)                               | (2,400)                           | (1,200)                    |
| 03230. Uralla Parks and Reserves                  | 298,388                           | 177,221                               | 224,493                           | 296,061                    |
| Expenditure                                       | 298,388                           | 177,221                               | 224,493                           | 296,061                    |
| 03235. Bundarra Parks and Reserves                | 21,788                            | 20,872                                | 14,813                            | 22,848                     |
| Expenditure                                       | 21,788                            | 20,872                                | 14,813                            | 22,848                     |
| <b>Sporting Grounds &amp; Facilities</b>          | <b>115,390</b>                    | <b>83,326</b>                         | <b>97,708</b>                     | <b>107,306</b>             |
| 03240. Sport Grounds & Recreation Facilities      | 115,390                           | 83,326                                | 97,708                            | 107,306                    |
| Expenditure                                       | 115,390                           | 83,326                                | 97,708                            | 107,306                    |
| <b>Public Buildings &amp; Amenities</b>           | <b>235,328</b>                    | <b>249,963</b>                        | <b>192,137</b>                    | <b>234,441</b>             |
| 01740. Public Halls                               | (48,628)                          | (28,412)                              | (51,550)                          | (50,018)                   |
| Income  | (48,628)                          | (28,412)                              | (51,550)                          | (50,018)                   |
| 03450. Public Amenities Maintenance               | 146,177                           | 112,266                               | 114,677                           | 145,033                    |
| Expenditure                                       | 146,177                           | 112,266                               | 114,677                           | 145,033                    |
| 03740. Public Halls                               | 137,780                           | 166,109                               | 129,010                           | 139,426                    |
| Expenditure                                       | 137,780                           | 166,109                               | 129,010                           | 139,426                    |
| <b>Operational Buildings &amp; Other Property</b> | <b>169,829</b>                    | <b>114,543</b>                        | <b>174,865</b>                    | <b>188,626</b>             |
| 01790. Pre-school Revenue                         | (19,807)                          | (14,997)                              | (20,208)                          | (20,616)                   |
| Income  | (19,807)                          | (14,997)                              | (20,208)                          | (20,616)                   |
| 01845. Grace Munro Income                         | (41,764)                          | (38,348)                              | (43,793)                          | (33,060)                   |
| Income  | (41,764)                          | (38,348)                              | (43,793)                          | (33,060)                   |
| 01850. Hill Street Aged Units Revenue             | (29,725)                          | (30,004)                              | (29,952)                          | (30,750)                   |
| Income  | (29,725)                          | (30,004)                              | (29,952)                          | (30,750)                   |
| 02171. Mt Mutton & TV Blackspot Revenue           | 0                                 | (10,652)                              | (3,540)                           | (3,750)                    |
| Income  | 0                                 | (10,652)                              | (3,540)                           | (3,750)                    |
| 03105. Council Administration Building Operations | 59,295                            | 49,880                                | 60,438                            | 63,673                     |
| Expenditure                                       | 59,295                            | 49,880                                | 60,438                            | 63,673                     |
| 03490. Commercial Property                        | 74,535                            | 58,945                                | 72,953                            | 76,465                     |
| Expenditure                                       | 74,535                            | 58,945                                | 72,953                            | 76,465                     |
| 03790. Pre-school                                 | 22,790                            | 17,519                                | 25,354                            | 25,684                     |
| Expenditure                                       | 22,790                            | 17,519                                | 25,354                            | 25,684                     |
| 03845. Grace Munro Centre                         | 67,268                            | 53,909                                | 73,172                            | 74,014                     |
| Expenditure                                       | 67,268                            | 53,909                                | 73,172                            | 74,014                     |
| 03850. Hill Street Aged Units                     | 22,669                            | 17,633                                | 25,737                            | 25,376                     |
| Expenditure                                       | 22,669                            | 17,633                                | 25,737                            | 25,376                     |
| 03875. Street Stall Operations                    | 14,569                            | 10,658                                | 14,704                            | 11,590                     |
| Expenditure                                       | 14,569                            | 10,658                                | 14,704                            | 11,590                     |

**Uralla Shire Council**  
**Draft Income Statement - High Level Income & Expenditure**  
**Consolidated Funds**  
**Excluding Capital Grants**  
**For the Year Ended 30 June 2023**

| Account Type                                      | 2020/21<br>YTD<br>Actuals<br>June | 2021/22<br>YTD<br>Actuals<br>26 April | 2021/22<br>Full<br>Year<br>Budget | 2022/23<br>Total<br>Budget |
|---|-----------------------------------|---------------------------------------|-----------------------------------|----------------------------|
| <b>Cemeteries</b>                                 | <b>20,204</b>                     | <b>7,415</b>                          | <b>18,172</b>                     | <b>12,076</b>              |
| 01530. Cemetery Revenue                           | (33,343)                          | (38,478)                              | (37,380)                          | (44,500)                   |
| Income  | (33,343)                          | (38,478)                              | (37,380)                          | (44,500)                   |
| 03530. Cemetery Operations                        | 53,548                            | 45,894                                | 55,552                            | 56,576                     |
| Expenditure                                       | 53,548                            | 45,894                                | 55,552                            | 56,576                     |
| <b>Caravan Parks &amp; Camping Grounds</b>        | <b>(15,035)</b>                   | <b>6,843</b>                          | <b>(10,756)</b>                   | <b>(12,197)</b>            |
| 02150. Caravan Parks & Camping Grounds Revenue    | (104,041)                         | (92,525)                              | (100,000)                         | (111,400)                  |
| Income  | (104,041)                         | (92,525)                              | (100,000)                         | (111,400)                  |
| 04150. Caravan Parks & Camping Grounds Operations | 89,006                            | 99,368                                | 89,244                            | 99,203                     |
| Expenditure                                       | 89,006                            | 99,368                                | 89,244                            | 99,203                     |
| <b>Planning &amp; Regulation</b>                  | <b>462,871</b>                    | <b>195,712</b>                        | <b>480,138</b>                    | <b>462,776</b>             |
| <b>Land-Use Planning</b>                          | <b>144,060</b>                    | <b>2,673</b>                          | <b>106,044</b>                    | <b>85,053</b>              |
| 02010. Town Planning Office Revenue               | (226,910)                         | (178,530)                             | (194,500)                         | (231,050)                  |
| Income  | (226,910)                         | (178,530)                             | (194,500)                         | (231,050)                  |
| 02015. Town Planning - S94 Contributions          | (39,291)                          | (87,971)                              | (52,619)                          | (93,483)                   |
| Income  | (39,291)                          | (87,971)                              | (52,619)                          | (93,483)                   |
| 04010. Town Planning Office                       | 410,261                           | 269,174                               | 353,163                           | 409,586                    |
| Expenditure                                       | 410,261                           | 269,174                               | 353,163                           | 409,586                    |
| <b>Development Control</b>                        | <b>126,345</b>                    | <b>49,899</b>                         | <b>175,000</b>                    | <b>174,392</b>             |
| 02020. Building Control Office Revenue            | 0                                 | 0                                     | (1,000)                           | (1,000)                    |
| Income  | 0                                 | 0                                     | (1,000)                           | (1,000)                    |
| 03930. Heritage                                   | 19,563                            | 12,685                                | 24,028                            | 22,387                     |
| Expenditure                                       | 19,563                            | 12,685                                | 24,028                            | 22,387                     |
| 04020. Building Control Office                    | 106,782                           | 37,214                                | 151,972                           | 153,005                    |
| Expenditure                                       | 106,782                           | 37,214                                | 151,972                           | 153,005                    |
| <b>Public Health</b>                              | <b>(154)</b>                      | <b>4,897</b>                          | <b>2,028</b>                      | <b>2,587</b>               |
| 02100. Health Administration & Inspection Revenue | (24,899)                          | (13,931)                              | (27,000)                          | (25,000)                   |
| Income  | (24,899)                          | (13,931)                              | (27,000)                          | (25,000)                   |
| 04100. Health Administration & Inspection         | 24,746                            | 18,828                                | 29,028                            | 27,587                     |
| Expenditure                                       | 24,746                            | 18,828                                | 29,028                            | 27,587                     |
| <b>Regulation &amp; Enforcement</b>               | <b>192,620</b>                    | <b>138,242</b>                        | <b>197,066</b>                    | <b>200,744</b>             |
| 02040. Animal Control Revenue                     | (56,896)                          | (43,471)                              | (53,000)                          | (58,600)                   |
| Income  | (56,896)                          | (43,471)                              | (53,000)                          | (58,600)                   |
| 04040. Animal Control                             | 249,516                           | 181,713                               | 250,066                           | 259,344                    |
| Expenditure                                       | 249,516                           | 181,713                               | 250,066                           | 259,344                    |



**Uralla Shire Council**  
**Draft Income Statement - High Level Income & Expenditure**  
**Consolidated Funds**  
**Excluding Capital Grants**  
**For the Year Ended 30 June 2023**

| Account Type  | 2020/21<br>YTD<br>Actuals<br>June | 2021/22<br>YTD<br>Actuals<br>26 April | 2021/22<br>Full<br>Year<br>Budget | 2022/23<br>Total<br>Budget |
|---|-----------------------------------|---------------------------------------|-----------------------------------|----------------------------|
| <b>Environment</b>                                  | <b>(9,120)</b>                    | <b>(309,991)</b>                      | <b>176,167</b>                    | <b>(127,070)</b>           |
| <b>Waste Management</b>                             | <b>(191,860)</b>                  | <b>(458,876)</b>                      | <b>(111,643)</b>                  | <b>(364,425)</b>           |
| 01420. Domestic Waste Revenue                       | (746,031)                         | (791,926)                             | (939,415)                         | (818,153)                  |
| Income  | (746,031)                         | (791,926)                             | (939,415)                         | (818,153)                  |
| 01430. Other Waste Management Revenue               | (1,503,298)                       | (1,316,599)                           | (1,250,920)                       | (1,472,083)                |
| Income  | (1,503,298)                       | (1,316,599)                           | (1,250,920)                       | (1,472,083)                |
| 03420. Domestic Waste                               | 580,591                           | 712,365                               | 558,382                           | 903,133                    |
| Expenditure   | 580,591                           | 712,365                               | 558,382                           | 903,133                    |
| 03430. Other Waste Management                       | 1,476,878                         | 937,284                               | 1,520,310                         | 1,022,678                  |
| Expenditure   | 1,476,878                         | 937,284                               | 1,520,310                         | 1,022,678                  |
| <b>Environmental Management</b>                     | <b>182,740</b>                    | <b>148,885</b>                        | <b>287,810</b>                    | <b>237,355</b>             |
| 04060. Environmental Management Operations          | 182,740                           | 148,885                               | 287,810                           | 237,355                    |
| Expenditure   | 182,740                           | 148,885                               | 287,810                           | 237,355                    |
| <b>Water-Cycle</b>                                  | <b>411,044</b>                    | <b>(24,036)</b>                       | <b>154,368</b>                    | <b>398,388</b>             |
| <b>Uralla Water Supply</b>                          | <b>220,764</b>                    | <b>221,707</b>                        | <b>170,438</b>                    | <b>163,749</b>             |
| 21000. Uralla Water Supply Revenue                  | (932,486)                         | (733,180)                             | (1,186,206)                       | (1,180,982)                |
| Income  | (932,486)                         | (733,180)                             | (1,186,206)                       | (1,180,982)                |
| 23000. Uralla Water Supply                          | 1,153,250                         | 954,887                               | 1,356,644                         | 1,344,731                  |
| Expenditure   | 1,153,250                         | 954,887                               | 1,356,644                         | 1,344,731                  |
| <b>Bundarra Water Supply</b>                        | <b>178,826</b>                    | <b>96,979</b>                         | <b>107,884</b>                    | <b>129,650</b>             |
| 21500. Bundarra Water Supply Revenue                | (134,420)                         | (122,021)                             | (199,529)                         | (176,636)                  |
| Income  | (134,420)                         | (122,021)                             | (199,529)                         | (176,636)                  |
| 23500. Bundarra Water Supply                        | 313,247                           | 219,000                               | 307,413                           | 306,286                    |
| Expenditure   | 313,247                           | 219,000                               | 307,413                           | 306,286                    |
| <b>Uralla Sewerage Services</b>                     | <b>10,746</b>                     | <b>(222,166)</b>                      | <b>(18,693)</b>                   | <b>(60,225)</b>            |
| 31000. Uralla Sewerage Services Revenue             | (770,846)                         | (782,811)                             | (739,770)                         | (831,911)                  |
| Income  | (770,846)                         | (782,811)                             | (739,770)                         | (831,911)                  |
| 33100. Uralla Sewerage Services Asset Maintenance   | 781,592                           | 560,645                               | 721,077                           | 771,686                    |
| Expenditure   | 781,592                           | 560,645                               | 721,077                           | 771,686                    |
| <b>Bundarra Sewerage Services</b>                   | <b>707</b>                        | <b>(120,556)</b>                      | <b>(105,261)</b>                  | <b>165,214</b>             |
| 31500. Bundarra Sewerage Services Revenue           | 0                                 | (121,379)                             | (125,844)                         | (132,043)                  |
| Income  | 0                                 | (121,379)                             | (125,844)                         | (132,043)                  |
| 33500. Bundarra Sewerage Services Asset Maintenance | 707                               | 824                                   | 20,583                            | 297,257                    |
| Expenditure   | 707                               | 824                                   | 20,583                            | 297,257                    |

**Uralla Shire Council**  
**Draft Income Statement - High Level Income & Expenditure**  
**Consolidated Funds**  
**Including Capital Grants**  
**For the Year Ended 30 June 2023**

| Account Type                            | 2020/21<br>YTD<br>Actuals<br>June | 2021/22<br>YTD<br>Actuals<br>26 April | 2021/22<br>Full<br>Year<br>Budget | 2022/23<br>Total<br>Budget |
|---|-----------------------------------|---------------------------------------|-----------------------------------|----------------------------|
| <b>Grand Total (Profit)/Loss</b>        | <b>(4,894,165)</b>                | <b>(9,661,482)</b>                    | <b>(4,110,985)</b>                | <b>(975,901)</b>           |
| <b>General Managers Office</b>          | <b>(4,139,458)</b>                | <b>(5,924,011)</b>                    | <b>(4,278,310)</b>                | <b>(4,683,798)</b>         |
| <b>General Managers Office</b>          | <b>796,931</b>                    | <b>670,440</b>                        | <b>925,444</b>                    | <b>784,814</b>             |
| <b>Civic Leadership</b>                 | <b>412,431</b>                    | <b>293,100</b>                        | <b>491,117</b>                    | <b>508,896</b>             |
| 01020. Elected Members Revenue          | 0                                 | (525)                                 | 0                                 | 0                          |
| Income                                  | 0                                 | (525)                                 | 0                                 | 0                          |
| 03020. Elected Members Expenses         | 412,431                           | 293,625                               | 491,117                           | 508,896                    |
| Expenditure                             | 412,431                           | 293,625                               | 491,117                           | 508,896                    |
| <b>Organisational Leadership</b>        | <b>384,501</b>                    | <b>377,340</b>                        | <b>434,327</b>                    | <b>275,918</b>             |
| 01000. General Managers Office Revenue  | 0                                 | (284)                                 | 0                                 | 0                          |
| Income                                  | 0                                 | (284)                                 | 0                                 | 0                          |
| 03000. General Managers Office          | 384,501                           | 377,624                               | 434,327                           | 275,918                    |
| Expenditure                             | 384,501                           | 377,624                               | 434,327                           | 275,918                    |
| <b>Finance</b>                          | <b>(5,279,773)</b>                | <b>(6,777,799)</b>                    | <b>(5,524,750)</b>                | <b>(5,844,993)</b>         |
| <b>Works/Labour Overhead</b>            | <b>48,644</b>                     | <b>37,748</b>                         | <b>(34,952)</b>                   | <b>(80,044)</b>            |
| 01580. Works/Labour Overheads Revenue   | (79,948)                          | (101,340)                             | (35,000)                          | (80,000)                   |
| Income                                  | (79,948)                          | (101,340)                             | (35,000)                          | (80,000)                   |
| 03580. Works / Labour Overheads         | 2,940,971                         | 2,399,781                             | 3,319,978                         | 3,561,613                  |
| Expenditure                             | 2,940,971                         | 2,399,781                             | 3,319,978                         | 3,561,613                  |
| 03590. Works / Labour Overhead Recovery | (2,812,379)                       | (2,260,693)                           | (3,319,929)                       | (3,561,658)                |
| Expenditure                             | (2,812,379)                       | (2,260,693)                           | (3,319,929)                       | (3,561,658)                |
| <b>Rates &amp; Revenue</b>              | <b>(3,874,722)</b>                | <b>(4,003,476)</b>                    | <b>(3,981,589)</b>                | <b>(4,075,729)</b>         |
| 01110. Rates Revenue                    | (4,003,847)                       | (4,107,277)                           | (4,115,355)                       | (4,211,879)                |
| Income                                  | (4,003,847)                       | (4,107,277)                           | (4,115,355)                       | (4,211,879)                |
| 03110. Rates Section Operations         | 129,125                           | 103,801                               | 133,766                           | 136,150                    |
| Expenditure                             | 129,125                           | 103,801                               | 133,766                           | 136,150                    |
| <b>Financial Management</b>             | <b>(1,453,695)</b>                | <b>(2,812,071)</b>                    | <b>(1,508,209)</b>                | <b>(1,689,220)</b>         |
| 01120. Financial Control Revenue        | (1,758,955)                       | (2,953,781)                           | (1,755,105)                       | (2,013,242)                |
| Income                                  | (1,758,955)                       | (2,953,781)                           | (1,755,105)                       | (2,013,242)                |
| 03120. Financial Control Operations     | 281,379                           | 124,160                               | 211,466                           | 301,826                    |
| Expenditure                             | 281,379                           | 124,160                               | 211,466                           | 301,826                    |
| 03121. Loan Repayments                  | 23,881                            | 17,550                                | 35,430                            | 22,196                     |
| Expenditure                             | 23,881                            | 17,550                                | 35,430                            | 22,196                     |
| <b>Human Resources</b>                  | <b>(130,642)</b>                  | <b>(119,275)</b>                      | <b>(85,530)</b>                   | <b>(71,252)</b>            |
| <b>Human Resources</b>                  | <b>(130,642)</b>                  | <b>(119,275)</b>                      | <b>(85,530)</b>                   | <b>(71,252)</b>            |
| 01160. Human Resources                  | (4,691)                           | (7,792)                               | (15,000)                          | (15,000)                   |
| Income                                  | (4,691)                           | (7,792)                               | (15,000)                          | (15,000)                   |
| 03160. Human Resources                  | (125,951)                         | (111,483)                             | (70,530)                          | (56,252)                   |
| Expenditure                             | (125,951)                         | (111,483)                             | (70,530)                          | (56,252)                   |

**Uralla Shire Council**  
**Draft Income Statement - High Level Income & Expenditure**  
**Consolidated Funds**  
**Including Capital Grants**  
**For the Year Ended 30 June 2023**

| Account Type                                      | 2020/21<br>YTD<br>Actuals<br>June | 2021/22<br>YTD<br>Actuals<br>26 April | 2021/22<br>Full<br>Year<br>Budget | 2022/23<br>Total<br>Budget |
|---|-----------------------------------|---------------------------------------|-----------------------------------|----------------------------|
| <b>Governance &amp; Information</b>               | <b>474,026</b>                    | <b>302,623</b>                        | <b>406,526</b>                    | <b>447,633</b>             |
| <b>Governance</b>                                 | <b>(536,709)</b>                  | <b>(369,844)</b>                      | <b>(542,266)</b>                  | <b>(497,768)</b>           |
| 01050. Other Governance                           | (5,000)                           | (555)                                 | 0                                 | 0                          |
| Income  | (5,000)                           | (555)                                 | 0                                 | 0                          |
| 03050. Other Governance                           | (531,709)                         | (369,290)                             | (542,266)                         | (497,768)                  |
| Expenditure                                       | (531,709)                         | (369,290)                             | (542,266)                         | (497,768)                  |
| <b>Information Technology</b>                     | <b>709,719</b>                    | <b>471,307</b>                        | <b>675,069</b>                    | <b>649,431</b>             |
| 03140. IT Services                                | 709,719                           | 471,307                               | 675,069                           | 649,431                    |
| Expenditure                                       | 709,719                           | 471,307                               | 675,069                           | 649,431                    |
| <b>Records &amp; Information</b>                  | <b>85,051</b>                     | <b>80,921</b>                         | <b>100,037</b>                    | <b>105,080</b>             |
| 01150. Records Management & Access to Information | (1,134)                           | (791)                                 | (800)                             | (700)                      |
| Income  | (1,134)                           | (791)                                 | (800)                             | (700)                      |
| 03150. Records Management & Access to Information | 86,186                            | 81,712                                | 100,837                           | 105,780                    |
| Expenditure                                       | 86,186                            | 81,712                                | 100,837                           | 105,780                    |
| <b>Customer Service</b>                           | <b>215,964</b>                    | <b>120,239</b>                        | <b>173,686</b>                    | <b>190,890</b>             |
| 03170. Customer Service                           | 215,964                           | 120,239                               | 173,686                           | 190,890                    |
| Expenditure                                       | 215,964                           | 120,239                               | 173,686                           | 190,890                    |
| <b>Community &amp; Cultural Services</b>          | <b>(240,361)</b>                  | <b>(458,860)</b>                      | <b>176,910</b>                    | <b>624,695</b>             |
| <b>Community &amp; Cultural Management</b>        | <b>0</b>                          | <b>(25,353)</b>                       | <b>0</b>                          | <b>0</b>                   |
| <b>Community &amp; Cultural Management</b>        | <b>0</b>                          | <b>(25,353)</b>                       | <b>0</b>                          | <b>0</b>                   |
| 03700. Community Services Operations Management   | 0                                 | (25,353)                              | 0                                 | 0                          |
| Expenditure                                       | 0                                 | (25,353)                              | 0                                 | 0                          |
| <b>Community Services</b>                         | <b>238,403</b>                    | <b>377,931</b>                        | <b>688,623</b>                    | <b>647,400</b>             |
| <b>Tourism &amp; Promotion</b>                    | <b>(292,832)</b>                  | <b>18,088</b>                         | <b>192,838</b>                    | <b>200,075</b>             |
| 01920. Tourism Revenue                            | (492,970)                         | (172,117)                             | (56,600)                          | (16,700)                   |
| Income  | (492,970)                         | (172,117)                             | (56,600)                          | (16,700)                   |
| 03920. Tourism Operations                         | 200,138                           | 190,205                               | 249,438                           | 216,775                    |
| Expenditure                                       | 200,138                           | 190,205                               | 249,438                           | 216,775                    |
| <b>Library Services</b>                           | <b>252,222</b>                    | <b>212,761</b>                        | <b>266,079</b>                    | <b>255,235</b>             |
| 01710. Libraries                                  | (92,241)                          | (75,037)                              | (76,250)                          | (76,450)                   |
| Income  | (92,241)                          | (75,037)                              | (76,250)                          | (76,450)                   |
| 03710. Libraries                                  | 344,463                           | 287,799                               | 342,329                           | 331,685                    |
| Expenditure                                       | 344,463                           | 287,799                               | 342,329                           | 331,685                    |
| <b>Community Development &amp; Engagement</b>     | <b>279,013</b>                    | <b>147,081</b>                        | <b>229,706</b>                    | <b>192,090</b>             |
| 01910. Uralla Events Promotion Revenue            | (4,965)                           | (37,675)                              | (2,550)                           | (3,550)                    |
| Income  | (4,965)                           | (37,675)                              | (2,550)                           | (3,550)                    |
| 03910. Uralla Events Staging & Promotion          | 283,978                           | 184,756                               | 232,256                           | 195,640                    |
| Expenditure                                       | 283,978                           | 184,756                               | 232,256                           | 195,640                    |

**Uralla Shire Council**  
**Draft Income Statement - High Level Income & Expenditure**  
**Consolidated Funds**  
**Including Capital Grants**  
**For the Year Ended 30 June 2023**

| Account Type                                       | 2020/21<br>YTD<br>Actuals<br>June | 2021/22<br>YTD<br>Actuals<br>26 April | 2021/22<br>Full<br>Year<br>Budget | 2022/23<br>Total<br>Budget |
|--|-----------------------------------|---------------------------------------|-----------------------------------|----------------------------|
| <b>Community Care</b>                              | <b>(478,764)</b>                  | <b>(811,438)</b>                      | <b>(511,713)</b>                  | <b>(22,705)</b>            |
| <b>Aging &amp; Disability Services</b>             | <b>(90,937)</b>                   | <b>(938,687)</b>                      | <b>(328,843)</b>                  | <b>139,529</b>             |
| 01866. Tablelands Community Support Options        | (2,457,704)                       | (2,898,158)                           | (2,759,000)                       | (2,314,000)                |
| Income   | (2,457,704)                       | (2,898,158)                           | (2,759,000)                       | (2,314,000)                |
| 01867. Kamilaroi Ageing & Disability Services      | (2,853)                           | (2,713)                               | (107,800)                         | 0                          |
| Income   | (2,853)                           | (2,713)                               | (107,800)                         | 0                          |
| 03866. Tablelands Community Support Options        | 2,240,609                         | 1,874,093                             | 2,375,735                         | 2,362,405                  |
| Expenditure  | 2,240,609                         | 1,874,093                             | 2,375,735                         | 2,362,405                  |
| 03867. TCS Social Groups                           | 129,011                           | 88,091                                | 162,222                           | 91,124                     |
| Expenditure  | 129,011                           | 88,091                                | 162,222                           | 91,124                     |
| <b>Community Transport</b>                         | <b>(282)</b>                      | <b>(151,295)</b>                      | <b>10,563</b>                     | <b>4,681</b>               |
| 01868. Tablelands Community Transport              | (704,305)                         | (787,025)                             | (571,278)                         | (731,924)                  |
| Income   | (704,305)                         | (787,025)                             | (571,278)                         | (731,924)                  |
| 03868. Tablelands Community Transport              | 704,022                           | 635,729                               | 581,841                           | 736,605                    |
| Expenditure  | 704,022                           | 635,729                               | 581,841                           | 736,605                    |
| <b>Aged Care Facilities</b>                        | <b>(387,545)</b>                  | <b>278,544</b>                        | <b>(193,433)</b>                  | <b>(166,915)</b>           |
| 41000. Residential Aged Care Revenue               | (3,567,746)                       | (2,205,312)                           | (3,339,866)                       | (3,601,412)                |
| Income   | (3,567,746)                       | (2,205,312)                           | (3,339,866)                       | (3,601,412)                |
| 43000. Residential Aged Care Operations            | 3,180,201                         | 2,483,856                             | 3,146,433                         | 3,434,497                  |
| Expenditure  | 3,180,201                         | 2,483,856                             | 3,146,433                         | 3,434,497                  |
| <b>Infrastructure &amp; Development Services</b>   | <b>(514,346)</b>                  | <b>(3,278,610)</b>                    | <b>(9,585)</b>                    | <b>3,083,202</b>           |
| <b>Infrastructure &amp; Development Management</b> | <b>565,157</b>                    | <b>90,994</b>                         | <b>529,486</b>                    | <b>711,273</b>             |
| <b>Infrastructure &amp; Development Management</b> | <b>(163,573)</b>                  | <b>(23,958)</b>                       | <b>0</b>                          | <b>0</b>                   |
| 01200. Engineering Operations Revenue              | (140,426)                         | (769)                                 | 0                                 | 0                          |
| Income   | (140,426)                         | (769)                                 | 0                                 | 0                          |
| 03200. Engineering Operations Management           | (23,146)                          | (23,189)                              | 0                                 | 0                          |
| Expenditure  | (23,146)                          | (23,189)                              | 0                                 | 0                          |
| <b>Plant</b>                                       | <b>(77,195)</b>                   | <b>(373,095)</b>                      | <b>(222,085)</b>                  | <b>(30,237)</b>            |
| 01550. Plant Disposal Proceeds Revenue             | (136,528)                         | (303,289)                             | (85,560)                          | (120,000)                  |
| Income   | (136,528)                         | (303,289)                             | (85,560)                          | (120,000)                  |
| 03550. Plant Operating Expenses                    | 59,333                            | (69,806)                              | (136,525)                         | 89,763                     |
| Expenditure  | 59,333                            | (69,806)                              | (136,525)                         | 89,763                     |
| <b>Depots</b>                                      | <b>530,869</b>                    | <b>354,335</b>                        | <b>397,605</b>                    | <b>430,756</b>             |
| 03570. Works Depot Operations                      | 530,869                           | 354,335                               | 397,605                           | 430,756                    |
| Expenditure  | 530,869                           | 354,335                               | 397,605                           | 430,756                    |
| <b>Private Works</b>                               | <b>(12,725)</b>                   | <b>(20,035)</b>                       | <b>(1,461)</b>                    | <b>(7,778)</b>             |
| 01600. Private Works Revenue                       | (533,420)                         | (56,226)                              | (100,000)                         | (110,000)                  |
| Income   | (533,420)                         | (56,226)                              | (100,000)                         | (110,000)                  |
| 03600. Private Works                               | 520,695                           | 36,192                                | 98,539                            | 102,222                    |
| Expenditure  | 520,695                           | 36,192                                | 98,539                            | 102,222                    |

**Uralla Shire Council**  
**Draft Income Statement - High Level Income & Expenditure**  
**Consolidated Funds**  
**Including Capital Grants**  
**For the Year Ended 30 June 2023**

| Account Type                                     | 2020/21<br>YTD<br>Actuals<br>June | 2021/22<br>YTD<br>Actuals<br>26 April | 2021/22<br>Full<br>Year<br>Budget | 2022/23<br>Total<br>Budget |
|--|-----------------------------------|---------------------------------------|-----------------------------------|----------------------------|
| <b>Emergency Services</b>                        | <b>204,792</b>                    | <b>60,652</b>                         | <b>259,796</b>                    | <b>220,597</b>             |
| 02070. Fire Control Revenue - RFS                | (4,808)                           | 0                                     | (4,800)                           | (4,800)                    |
| Income   | (4,808)                           | 0                                     | (4,800)                           | (4,800)                    |
| 04070. Fire Control Expenses - RFS               | 190,141                           | 48,288                                | 247,660                           | 201,405                    |
| Expenditure                                      | 190,141                           | 48,288                                | 247,660                           | 201,405                    |
| 04080. State Emergency Service Expenses          | 19,459                            | 12,364                                | 16,936                            | 23,992                     |
| Expenditure                                      | 19,459                            | 12,364                                | 16,936                            | 23,992                     |
| <b>Noxious Weeds</b>                             | <b>82,990</b>                     | <b>93,094</b>                         | <b>95,631</b>                     | <b>97,935</b>              |
| 03220. Noxious Weeds Expenditure                 | 82,990                            | 93,094                                | 95,631                            | 97,935                     |
| Expenditure                                      | 82,990                            | 93,094                                | 95,631                            | 97,935                     |
| <b>Works &amp; Civil</b>                         | <b>1,318,952</b>                  | <b>792,603</b>                        | <b>1,050,243</b>                  | <b>1,348,912</b>           |
| <b>Sealed Roads</b>                              | <b>(475,191)</b>                  | <b>(426,018)</b>                      | <b>(147,104)</b>                  | <b>(600,579)</b>           |
| 01330. Local Urban Streets Revenue               | (354,175)                         | (127,048)                             | (254,096)                         | (167,148)                  |
| Income   | (354,175)                         | (127,048)                             | (254,096)                         | (167,148)                  |
| 01340. Regional Rural Sealed Roads Revenue       | (1,226,296)                       | (912,340)                             | (1,056,492)                       | (1,107,281)                |
| Income   | (1,226,296)                       | (912,340)                             | (1,056,492)                       | (1,107,281)                |
| 01350. Sealed Rural Roads Revenue                | (2,076,905)                       | (1,743,765)                           | (1,869,223)                       | (2,231,522)                |
| Income   | (2,076,905)                       | (1,743,765)                           | (1,869,223)                       | (2,231,522)                |
| 03330. Local Urban Streets Maintenance           | 352,430                           | 241,213                               | 396,018                           | 343,905                    |
| Expenditure                                      | 352,430                           | 241,213                               | 396,018                           | 343,905                    |
| 03340. Regional Rural Sealed Roads Maintenance   | 1,551,767                         | 918,607                               | 1,283,037                         | 1,189,551                  |
| Expenditure                                      | 1,551,767                         | 918,607                               | 1,283,037                         | 1,189,551                  |
| 03350. Sealed Rural Roads                        | 1,277,987                         | 1,197,316                             | 1,353,652                         | 1,371,916                  |
| Expenditure                                      | 1,277,987                         | 1,197,316                             | 1,353,652                         | 1,371,916                  |
| <b>Unsealed Roads</b>                            | <b>1,300,620</b>                  | <b>1,457,827</b>                      | <b>1,073,894</b>                  | <b>1,061,892</b>           |
| 01345. Regional Rural Unsealed Roads Revenue     | (58,215)                          | (60,015)                              | (60,015)                          | (61,867)                   |
| Income   | (58,215)                          | (60,015)                              | (60,015)                          | (61,867)                   |
| 01360. Unsealed Rural Roads Revenue              | (962,174)                         | (322,669)                             | (920,054)                         | (982,975)                  |
| Income   | (962,174)                         | (322,669)                             | (920,054)                         | (982,975)                  |
| 03335. Unsealed Urban Streets Maintenance        | 48,877                            | 39,123                                | 46,318                            | 46,392                     |
| Expenditure                                      | 48,877                            | 39,123                                | 46,318                            | 46,392                     |
| 03345. Regional Rural Unsealed Roads Maintenance | 62,946                            | 103,496                               | 79,678                            | 80,964                     |
| Expenditure                                      | 62,946                            | 103,496                               | 79,678                            | 80,964                     |
| 03360. Unsealed Rural Roads Maintenance          | 2,209,186                         | 1,697,891                             | 1,927,967                         | 1,979,378                  |
| Expenditure                                      | 2,209,186                         | 1,697,891                             | 1,927,967                         | 1,979,378                  |
| <b>Street Lighting</b>                           | <b>(4,120)</b>                    | <b>20,751</b>                         | <b>24,405</b>                     | <b>19,900</b>              |
| 01390. Street Lighting Revenue                   | (40,296)                          | (215)                                 | (14,595)                          | (14,000)                   |
| Income   | (40,296)                          | (215)                                 | (14,595)                          | (14,000)                   |
| 03390. Street Lighting Operations                | 36,175                            | 20,966                                | 39,000                            | 33,900                     |
| Expenditure                                      | 36,175                            | 20,966                                | 39,000                            | 33,900                     |

**Uralla Shire Council**  
**Draft Income Statement - High Level Income & Expenditure**  
**Consolidated Funds**  
**Including Capital Grants**  
**For the Year Ended 30 June 2023**

| Account Type                           | 2020/21<br>YTD<br>Actuals<br>June | 2021/22<br>YTD<br>Actuals<br>26 April | 2021/22<br>Full<br>Year<br>Budget | 2022/23<br>Total<br>Budget |
|--|-----------------------------------|---------------------------------------|-----------------------------------|----------------------------|
| <b>Bridges &amp; Culverts</b>          | <b>127,234</b>                    | <b>(533,363)</b>                      | <b>(324,182)</b>                  | <b>537,287</b>             |
| 01285. Bridges - Regional              | (405,327)                         | (939,070)                             | (992,885)                         | (7,000)                    |
| Income                                 | (405,327)                         | (939,070)                             | (992,885)                         | (7,000)                    |
| 03280. Bridges Maintenance             | 472,926                           | 362,220                               | 532,874                           | 479,922                    |
| Expenditure                            | 472,926                           | 362,220                               | 532,874                           | 479,922                    |
| 03285. Bridges - Regional              | 59,635                            | 43,487                                | 135,829                           | 64,365                     |
| Expenditure                            | 59,635                            | 43,487                                | 135,829                           | 64,365                     |
| <b>Kerb &amp; Gutter</b>               | <b>37,901</b>                     | <b>49,789</b>                         | <b>67,579</b>                     | <b>50,473</b>              |
| 01310. Kerb & Gutter Revenue           | (70,600)                          | (35,300)                              | (70,600)                          | (70,600)                   |
| Income                                 | (70,600)                          | (35,300)                              | (70,600)                          | (70,600)                   |
| 03310. Kerb & Gutter Maintenance       | 108,501                           | 85,089                                | 138,179                           | 121,073                    |
| Expenditure                            | 108,501                           | 85,089                                | 138,179                           | 121,073                    |
| <b>Stormwater Drainage</b>             | <b>41,167</b>                     | <b>30,184</b>                         | <b>46,259</b>                     | <b>40,091</b>              |
| 01400. Stormwater Drainage Revenue     | (30,711)                          | (33,124)                              | (32,488)                          | (33,037)                   |
| Income                                 | (30,711)                          | (33,124)                              | (32,488)                          | (33,037)                   |
| 03400. Stormwater Drainage Maintenance | 71,878                            | 63,307                                | 78,747                            | 73,128                     |
| Expenditure                            | 71,878                            | 63,307                                | 78,747                            | 73,128                     |
| <b>Footpaths &amp; Cycleways</b>       | <b>141,890</b>                    | <b>100,207</b>                        | <b>188,477</b>                    | <b>94,843</b>              |
| 01370. Bike Track Revenue              | (24,750)                          | (40,000)                              | 0                                 | (79,000)                   |
| Income                                 | (24,750)                          | (40,000)                              | 0                                 | (79,000)                   |
| 03300. Footpaths Maintenance           | 149,802                           | 126,491                               | 172,519                           | 155,397                    |
| Expenditure                            | 149,802                           | 126,491                               | 172,519                           | 155,397                    |
| 03370. Bike Track Maintenance          | 16,838                            | 13,716                                | 15,958                            | 18,446                     |
| Expenditure                            | 16,838                            | 13,716                                | 15,958                            | 18,446                     |
| <b>Quarries &amp; Pits</b>             | <b>8,787</b>                      | <b>5,713</b>                          | <b>9,477</b>                      | <b>28,564</b>              |
| 03520. Quarries & Pits Operations      | 8,787                             | 5,713                                 | 9,477                             | 28,564                     |
| Expenditure                            | 8,787                             | 5,713                                 | 9,477                             | 28,564                     |
| <b>Parking Facilities</b>              | <b>7,951</b>                      | <b>6,219</b>                          | <b>10,896</b>                     | <b>10,922</b>              |
| 03500. Parking Facilities              | 7,951                             | 6,219                                 | 10,896                            | 10,922                     |
| Expenditure                            | 7,951                             | 6,219                                 | 10,896                            | 10,922                     |
| <b>Road Safety</b>                     | <b>132,715</b>                    | <b>81,292</b>                         | <b>100,542</b>                    | <b>105,519</b>             |
| 01380. Road Safety Revenue             | (46,000)                          | (75,200)                              | (46,414)                          | (57,380)                   |
| Income                                 | (46,000)                          | (75,200)                              | (46,414)                          | (57,380)                   |
| 03380. Road Safety Expenditure         | 136,282                           | 96,082                                | 101,496                           | 119,335                    |
| Expenditure                            | 136,282                           | 96,082                                | 101,496                           | 119,335                    |
| 03440. Street Cleaning                 | 42,432                            | 60,410                                | 45,460                            | 43,564                     |
| Expenditure                            | 42,432                            | 60,410                                | 45,460                            | 43,564                     |
| <b>Facilities &amp; Open Space</b>     | <b>(80,063)</b>                   | <b>(1,337,302)</b>                    | <b>859,513</b>                    | <b>288,923</b>             |
| <b>Swimming Complex</b>                | <b>23,590</b>                     | <b>132,675</b>                        | <b>150,731</b>                    | <b>140,962</b>             |
| 01720. Swimming Pool(s) Revenue        | (158,212)                         | (25,310)                              | (36,200)                          | (32,702)                   |
| Income                                 | (158,212)                         | (25,310)                              | (36,200)                          | (32,702)                   |
| 03720. Swimming Pool(s) Operations     | 181,802                           | 157,985                               | 186,931                           | 173,664                    |
| Expenditure                            | 181,802                           | 157,985                               | 186,931                           | 173,664                    |

**Uralla Shire Council**  
**Draft Income Statement - High Level Income & Expenditure**  
**Consolidated Funds**  
**Including Capital Grants**  
**For the Year Ended 30 June 2023**

| Account Type   | 2020/21<br>YTD<br>Actuals<br>June | 2021/22<br>YTD<br>Actuals<br>26 April | 2021/22<br>Full<br>Year<br>Budget | 2022/23<br>Total<br>Budget |
|--|-----------------------------------|---------------------------------------|-----------------------------------|----------------------------|
| <b>Parks, Gardens &amp; Open Space</b>               | <b>62,117</b>                     | <b>(1,219,107)</b>                    | <b>236,656</b>                    | <b>(382,291)</b>           |
| 01230. Uralla Parks & Reserves Revenue               | (225,737)                         | (1,416,000)                           | (250)                             | (700,000)                  |
| Income   | (225,737)                         | (1,416,000)                           | (250)                             | (700,000)                  |
| 01235. Bundarra Parks & Reserves Revenue             | (32,322)                          | (1,200)                               | (2,400)                           | (1,200)                    |
| Income   | (32,322)                          | (1,200)                               | (2,400)                           | (1,200)                    |
| 03230. Uralla Parks and Reserves                     | 298,388                           | 177,221                               | 224,493                           | 296,061                    |
| Expenditure  | 298,388                           | 177,221                               | 224,493                           | 296,061                    |
| 03235. Bundarra Parks and Reserves                   | 21,788                            | 20,872                                | 14,813                            | 22,848                     |
| Expenditure  | 21,788                            | 20,872                                | 14,813                            | 22,848                     |
| <b>Sporting Grounds &amp; Facilities</b>             | <b>(307,480)</b>                  | <b>(164,174)</b>                      | <b>97,708</b>                     | <b>107,306</b>             |
| 01240. Sport Grounds & Recreation Facilities Revenue | (422,871)                         | (247,500)                             | 0                                 | 0                          |
| Income   | (422,871)                         | (247,500)                             | 0                                 | 0                          |
| 03240. Sport Grounds & Recreation Facilities         | 115,390                           | 83,326                                | 97,708                            | 107,306                    |
| Expenditure  | 115,390                           | 83,326                                | 97,708                            | 107,306                    |
| <b>Public Buildings &amp; Amenities</b>              | <b>87,815</b>                     | <b>(177,747)</b>                      | <b>192,137</b>                    | <b>234,441</b>             |
| 01740. Public Halls                                  | (196,142)                         | (456,122)                             | (51,550)                          | (50,018)                   |
| Income   | (196,142)                         | (456,122)                             | (51,550)                          | (50,018)                   |
| 03450. Public Amenities Maintenance                  | 146,177                           | 112,266                               | 114,677                           | 145,033                    |
| Expenditure  | 146,177                           | 112,266                               | 114,677                           | 145,033                    |
| 03740. Public Halls                                  | 137,780                           | 166,109                               | 129,010                           | 139,426                    |
| Expenditure  | 137,780                           | 166,109                               | 129,010                           | 139,426                    |
| <b>Operational Buildings &amp; Other Property</b>    | <b>127,948</b>                    | <b>114,543</b>                        | <b>174,865</b>                    | <b>188,626</b>             |
| 01105. Council Administration Building Income        | (41,882)                          | 0                                     | 0                                 | 0                          |
| Income   | (41,882)                          | 0                                     | 0                                 | 0                          |
| 01790. Pre-school Revenue                            | (19,807)                          | (14,997)                              | (20,208)                          | (20,616)                   |
| Income   | (19,807)                          | (14,997)                              | (20,208)                          | (20,616)                   |
| 01845. Grace Munro Income                            | (41,764)                          | (38,348)                              | (43,793)                          | (33,060)                   |
| Income   | (41,764)                          | (38,348)                              | (43,793)                          | (33,060)                   |
| 01850. Hill Street Aged Units Revenue                | (29,725)                          | (30,004)                              | (29,952)                          | (30,750)                   |
| Income   | (29,725)                          | (30,004)                              | (29,952)                          | (30,750)                   |
| 02171. Mt Mutton & TV Blackspot Revenue              | 0                                 | (10,652)                              | (3,540)                           | (3,750)                    |
| Income   | 0                                 | (10,652)                              | (3,540)                           | (3,750)                    |
| 03105. Council Administration Building Operations    | 59,295                            | 49,880                                | 60,438                            | 63,673                     |
| Expenditure  | 59,295                            | 49,880                                | 60,438                            | 63,673                     |
| 03490. Commercial Property                           | 74,535                            | 58,945                                | 72,953                            | 76,465                     |
| Expenditure  | 74,535                            | 58,945                                | 72,953                            | 76,465                     |
| 03790. Pre-school                                    | 22,790                            | 17,519                                | 25,354                            | 25,684                     |
| Expenditure  | 22,790                            | 17,519                                | 25,354                            | 25,684                     |
| 03845. Grace Munro Centre                            | 67,268                            | 53,909                                | 73,172                            | 74,014                     |
| Expenditure  | 67,268                            | 53,909                                | 73,172                            | 74,014                     |
| 03850. Hill Street Aged Units                        | 22,669                            | 17,633                                | 25,737                            | 25,376                     |
| Expenditure  | 22,669                            | 17,633                                | 25,737                            | 25,376                     |
| 03875. Street Stall Operations                       | 14,569                            | 10,658                                | 14,704                            | 11,590                     |
| Expenditure  | 14,569                            | 10,658                                | 14,704                            | 11,590                     |

**Uralla Shire Council**  
**Draft Income Statement - High Level Income & Expenditure**  
**Consolidated Funds**  
**Including Capital Grants**  
**For the Year Ended 30 June 2023**

| Account Type                                      | 2020/21<br>YTD<br>Actuals<br>June | 2021/22<br>YTD<br>Actuals<br>26 April | 2021/22<br>Full<br>Year<br>Budget | 2022/23<br>Total<br>Budget |
|---|-----------------------------------|---------------------------------------|-----------------------------------|----------------------------|
| <b>Cemeteries</b>                                 | <b>20,204</b>                     | <b>7,415</b>                          | <b>18,172</b>                     | <b>12,076</b>              |
| 01530. Cemetery Revenue                           | (33,343)                          | (38,478)                              | (37,380)                          | (44,500)                   |
| Income  | (33,343)                          | (38,478)                              | (37,380)                          | (44,500)                   |
| 03530. Cemetery Operations                        | 53,548                            | 45,894                                | 55,552                            | 56,576                     |
| Expenditure                                       | 53,548                            | 45,894                                | 55,552                            | 56,576                     |
| <b>Caravan Parks &amp; Camping Grounds</b>        | <b>(94,256)</b>                   | <b>(30,907)</b>                       | <b>(10,756)</b>                   | <b>(12,197)</b>            |
| 02150. Caravan Parks & Camping Grounds Revenue    | (183,262)                         | (130,275)                             | (100,000)                         | (111,400)                  |
| Income  | (183,262)                         | (130,275)                             | (100,000)                         | (111,400)                  |
| 04150. Caravan Parks & Camping Grounds Operations | 89,006                            | 99,368                                | 89,244                            | 99,203                     |
| Expenditure                                       | 89,006                            | 99,368                                | 89,244                            | 99,203                     |
| <b>Planning &amp; Regulation</b>                  | <b>462,871</b>                    | <b>195,712</b>                        | <b>480,138</b>                    | <b>462,776</b>             |
| <b>Land-Use Planning</b>                          | <b>144,060</b>                    | <b>2,673</b>                          | <b>106,044</b>                    | <b>85,053</b>              |
| 02010. Town Planning Office Revenue               | (226,910)                         | (178,530)                             | (194,500)                         | (231,050)                  |
| Income  | (226,910)                         | (178,530)                             | (194,500)                         | (231,050)                  |
| 02015. Town Planning - S94 Contributions          | (39,291)                          | (87,971)                              | (52,619)                          | (93,483)                   |
| Income  | (39,291)                          | (87,971)                              | (52,619)                          | (93,483)                   |
| 04010. Town Planning Office                       | 410,261                           | 269,174                               | 353,163                           | 409,586                    |
| Expenditure                                       | 410,261                           | 269,174                               | 353,163                           | 409,586                    |
| <b>Development Control</b>                        | <b>126,345</b>                    | <b>49,899</b>                         | <b>175,000</b>                    | <b>174,392</b>             |
| 02020. Building Control Office Revenue            | 0                                 | 0                                     | (1,000)                           | (1,000)                    |
| Income  | 0                                 | 0                                     | (1,000)                           | (1,000)                    |
| 03930. Heritage                                   | 19,563                            | 12,685                                | 24,028                            | 22,387                     |
| Expenditure                                       | 19,563                            | 12,685                                | 24,028                            | 22,387                     |
| 04020. Building Control Office                    | 106,782                           | 37,214                                | 151,972                           | 153,005                    |
| Expenditure                                       | 106,782                           | 37,214                                | 151,972                           | 153,005                    |
| <b>Public Health</b>                              | <b>(154)</b>                      | <b>4,897</b>                          | <b>2,028</b>                      | <b>2,587</b>               |
| 02100. Health Administration & Inspection Revenue | (24,899)                          | (13,931)                              | (27,000)                          | (25,000)                   |
| Income  | (24,899)                          | (13,931)                              | (27,000)                          | (25,000)                   |
| 04100. Health Administration & Inspection         | 24,746                            | 18,828                                | 29,028                            | 27,587                     |
| Expenditure                                       | 24,746                            | 18,828                                | 29,028                            | 27,587                     |
| <b>Regulation &amp; Enforcement</b>               | <b>192,620</b>                    | <b>138,242</b>                        | <b>197,066</b>                    | <b>200,744</b>             |
| 02040. Animal Control Revenue                     | (56,896)                          | (43,471)                              | (53,000)                          | (58,600)                   |
| Income  | (56,896)                          | (43,471)                              | (53,000)                          | (58,600)                   |
| 04040. Animal Control                             | 249,516                           | 181,713                               | 250,066                           | 259,344                    |
| Expenditure                                       | 249,516                           | 181,713                               | 250,066                           | 259,344                    |



**Uralla Shire Council**  
**Draft Income Statement - High Level Income & Expenditure**  
**Consolidated Funds**  
**Including Capital Grants**  
**For the Year Ended 30 June 2023**

| Account Type  | 2020/21<br>YTD<br>Actuals<br>June | 2021/22<br>YTD<br>Actuals<br>26 April | 2021/22<br>Full<br>Year<br>Budget | 2022/23<br>Total<br>Budget |
|---|-----------------------------------|---------------------------------------|-----------------------------------|----------------------------|
| <b>Environment</b>                                  | <b>(9,120)</b>                    | <b>(309,991)</b>                      | <b>176,167</b>                    | <b>(127,070)</b>           |
| <b>Waste Management</b>                             | <b>(191,860)</b>                  | <b>(458,876)</b>                      | <b>(111,643)</b>                  | <b>(364,425)</b>           |
| 01420. Domestic Waste Revenue                       | (746,031)                         | (791,926)                             | (939,415)                         | (818,153)                  |
| Income  | (746,031)                         | (791,926)                             | (939,415)                         | (818,153)                  |
| 01430. Other Waste Management Revenue               | (1,503,298)                       | (1,316,599)                           | (1,250,920)                       | (1,472,083)                |
| Income  | (1,503,298)                       | (1,316,599)                           | (1,250,920)                       | (1,472,083)                |
| 03420. Domestic Waste                               | 580,591                           | 712,365                               | 558,382                           | 903,133                    |
| Expenditure   | 580,591                           | 712,365                               | 558,382                           | 903,133                    |
| 03430. Other Waste Management                       | 1,476,878                         | 937,284                               | 1,520,310                         | 1,022,678                  |
| Expenditure   | 1,476,878                         | 937,284                               | 1,520,310                         | 1,022,678                  |
| <b>Environmental Management</b>                     | <b>182,740</b>                    | <b>148,885</b>                        | <b>287,810</b>                    | <b>237,355</b>             |
| 04060. Environmental Management Operations          | 182,740                           | 148,885                               | 287,810                           | 237,355                    |
| Expenditure   | 182,740                           | 148,885                               | 287,810                           | 237,355                    |
| <b>Water-Cycle</b>                                  | <b>(2,772,144)</b>                | <b>(2,710,626)</b>                    | <b>(3,105,132)</b>                | <b>398,388</b>             |
| <b>Uralla Water Supply</b>                          | <b>162,643</b>                    | <b>221,707</b>                        | <b>(979,562)</b>                  | <b>163,749</b>             |
| 21000. Uralla Water Supply Revenue                  | (990,608)                         | (733,180)                             | (2,336,206)                       | (1,180,982)                |
| Income  | (990,608)                         | (733,180)                             | (2,336,206)                       | (1,180,982)                |
| 23000. Uralla Water Supply                          | 1,153,250                         | 954,887                               | 1,356,644                         | 1,344,731                  |
| Expenditure   | 1,153,250                         | 954,887                               | 1,356,644                         | 1,344,731                  |
| <b>Bundarra Water Supply</b>                        | <b>178,826</b>                    | <b>96,979</b>                         | <b>107,884</b>                    | <b>129,650</b>             |
| 21500. Bundarra Water Supply Revenue                | (134,420)                         | (122,021)                             | (199,529)                         | (176,636)                  |
| Income  | (134,420)                         | (122,021)                             | (199,529)                         | (176,636)                  |
| 23500. Bundarra Water Supply                        | 313,247                           | 219,000                               | 307,413                           | 306,286                    |
| Expenditure   | 313,247                           | 219,000                               | 307,413                           | 306,286                    |
| <b>Uralla Sewerage Services</b>                     | <b>(39,134)</b>                   | <b>(222,166)</b>                      | <b>(18,693)</b>                   | <b>(60,225)</b>            |
| 31000. Uralla Sewerage Services Revenue             | (820,726)                         | (782,811)                             | (739,770)                         | (831,911)                  |
| Income  | (820,726)                         | (782,811)                             | (739,770)                         | (831,911)                  |
| 33100. Uralla Sewerage Services Asset Maintenance   | 781,592                           | 560,645                               | 721,077                           | 771,686                    |
| Expenditure   | 781,592                           | 560,645                               | 721,077                           | 771,686                    |
| <b>Bundarra Sewerage Services</b>                   | <b>(3,074,480)</b>                | <b>(2,807,146)</b>                    | <b>(2,214,761)</b>                | <b>165,214</b>             |
| 31500. Bundarra Sewerage Services Revenue           | (3,075,187)                       | (2,807,970)                           | (2,235,344)                       | (132,043)                  |
| Income  | (3,075,187)                       | (2,807,970)                           | (2,235,344)                       | (132,043)                  |
| 33500. Bundarra Sewerage Services Asset Maintenance | 707                               | 824                                   | 20,583                            | 297,257                    |
| Expenditure   | 707                               | 824                                   | 20,583                            | 297,257                    |

**Uralla Shire Council**  
**Budget for the Year Ending 30 June 2023**  
**CAPITAL EXPENDITURE - CONSOLIDATED**  
**Scenario: Base Case**

|  | <b>2022-2023<br/>Budget</b> | <b>New asset<br/>or asset<br/>renewal</b> |
|--|-----------------------------|---|
| <b>Organisational Services</b>                       |                             |   |
| <i>IT Services</i>                                   |                             |   |
| Technology replacement                               | 66,140                      | Renewal                                   |
| <b>Infrastructure &amp; Development</b>              |                             |   |
| Plant replacement program (net of sales)             | 1,304,545                   | Renewal                                   |
| Depot - workshop safety audit action requirements    | 17,200                      | Renewal                                   |
| Replacement roller shutters Bundarra                 | 30,000                      | Renewal                                   |
| <i>Works &amp; Civil</i>                             |                             |   |
| Stormwater drainage                                  | 33,037                      | New                                       |
| Biketrack - Plane Avenue 158m south of East St to Ro | 79,000                      | New                                       |
| Kerb & Gutter  | 70,600                      | New                                       |
| Road Safety  | 10,000                      | Renewal                                   |
| Local Urban Streets                                  |                             |   |
| Salisbury Street (Gostwyck Rd to Duke St)            | 40,880                      | Renewal                                   |
| Salisbury Street (Bridge St to Queen St)             | 73,000                      | Renewal                                   |
| Local Urban Streets Reseals                          | 53,268                      | Renewal                                   |
| Sealed Rural Roads                                   |                             |   |
| Northeys Road (2 sections)                           | 346,982                     | Renewal                                   |
| Gostwyck Road (4 sections)                           | 711,480                     | Renewal                                   |
| Northeys Road (1 section)                            | 277,585                     | Renewal                                   |
| Kingstown Rd (1 section)                             | 252,330                     | Renewal                                   |
| Gostwyck (1 section)                                 | 277,585                     | Renewal                                   |
| Sealed road reseal program                           | 318,614                     | Renewal                                   |
| Regional Rural Unsealed Roads Re-sheeting            | 22,000                      | Renewal                                   |
| Regional Rural Sealed Roads                          |                             |   |
| Thunderbolts Way (17,750 to 18,500) 750m             | 252,000                     | Renewal                                   |
| Thunderbolts Way (19,000 to 19,750) 750m             | 252,000                     | Renewal                                   |
| Thunderbolts Way (21750 to 22000) 100m - part s      | 33,600                      | Renewal                                   |
| Thunderbolts Way (23500 to 23750) 200m               | 67,200                      | Renewal                                   |
| Sealed Regional Road Reseal program                  | 105,000                     | Renewal                                   |
| Unsealed Rural Roads                                 |                             |   |
| Rural Unsealed Roads Re-sheeting                     | 634,769                     | Renewal                                   |
| <i>Facilities &amp; Open Space</i>                   |                             |   |
| Caravan Parks  |                             |   |
| Queen St - Electrical works upgrades                 | 60,500                      | Renewal                                   |
| Uralla Parks   |                             |   |
| Pioneer, Rotary and The Glen                         | 1,700,000                   | New                                       |
| Swimming Pool  |                             |   |
| Plant & Equipment                                    | 20,230                      | Renewal                                   |

**Uralla Shire Council**  
**Budget for the Year Ending 30 June 2023**  
**CAPITAL EXPENDITURE - CONSOLIDATED**  
**Scenario: Base Case**

|   | <b>2022-2023<br/>Budget</b> | <b>New asset<br/>or asset<br/>renewal</b> |
|---|-----------------------------|---|
| <i>Sporting Facilities</i>                        |                             |   |
| General   | 33,000                      | Renewal                                   |
| <i>Operational Buildings</i>                      |                             |   |
| Administration - carpet and general works         | 53,500                      | Renewal                                   |
| Administration - customer service & Corp Services | 121,950                     | Renewal                                   |
| <i>Water</i>                                      |                             |   |
| Uralla  |                             |   |
| Telemetry upgrade                                 | 203,210                     | Renewal                                   |
| Water meter replacements                          | 30,000                      | Renewal                                   |
| Waterworks Rd gravel re-sheeting                  | 50,000                      | Renewal                                   |
| Replacement of service lines                      | 30,000                      | Renewal                                   |
| <i>Sewer</i>                                      |                             |   |
| Uralla  |                             |   |
| Telemetry upgrade                                 | 85,000                      | Renewal                                   |
| New switchboards at sewage pumping stations et    | 150,000                     | New                                       |
| Manhole relining                                  | 62,500                      | Renewal                                   |
| Lining aluminium tank at STP                      | 15,000                      | Renewal                                   |
| <i>Waste</i>                                      |                             |   |
| Switchboard / power metering upgrade              | 15,000                      | Renewal                                   |
| <b>Community Services</b>                         |                             |   |
| <i>Library</i>                                    |                             |   |
| Collection/return lockers                         | 2,000                       | New                                       |
| <i>McMaugh Gardens</i>                            |                             |   |
| General furniture & equipment                     | 50,000                      | Renewal                                   |
|   | <u>8,010,705</u>            |   |

## 9.4 FEES & CHARGES



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**Department:** Corporate Services  
**Prepared by:** Corporate Accountant  
**TRIM Reference:** UINT/22/5209  
**Attachments:** UINT/22/5208 - 1. Revised Draft Fees and Charges 2022-2023  
UINT/22/4170 - 2. Green Waste Costs - Information Paper  
UINT/22/5217 - 3. Amendments to revised Draft Fees and Charges from  
BRFC 19 April 2022 meeting – Resolution #BRFC03.04/22

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### **LINKAGE TO INTEGRATED PLANNING AND REPORTING FRAMEWORK**

**Goal:** 4.1 A strong, accountable and representative Council  
**Strategy:** 4.1.1 Provide clear direction for the community through the development of the Community Strategic Plan, Delivery Program and Operational Plan  
**Activity:** 4.1.1.1 Deliver integrated strategic planning and reporting requirements  
**Action:** 4.1.1.1.2 Develop and monitor the annual Operational Plan, including Budget

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### **SUMMARY:**

1. This report presents the second draft of the 2022-23 Fees & Charges (attachment 1) for consideration by Councillors.
2. All amendments requested at previous meeting of Budget Review & Finance Committee have been actioned and incorporated into this draft version.

### **RECOMMENDATION:**

**That the Finance Advisory Committee consider the draft of Fees and Charges for 2022-23 at the 10 May 2022 meeting and makes the following amendments:**

- a. <<<to be inserted at the meeting>>>; and
- b. **Recommend to Council that the schedule of draft Fees and Charges 2022-23, as amended, be placed on public exhibition.**

### **REPORT:**

3. Council is required under section 405(5) of the Act to have an annual Operational Plan adopted by 30 June each year which outlines the planned actions for the year as part of the adopted four year Delivery Program.
4. The annual Operational Plan includes the Fees and Charges.
5. At the 19 April 2022 Budget Review and Finance Committee (BR&FC) meeting considered version 1 of the draft fees and charges and identified a range of amendments (subsequently endorsed by Council). The Committee also requested:
  - a. the Green Waste Costs - Information Report be provided for discussion with the community - see attachment 2; and

- b. explanations of fees and charges increasing by more than 5% be provided to assist with communication with the community - see attachment 3.
6. The second version of draft of Fees and Charges for 2022/23 with amendments from the BR&FC are attached for further consideration.
  7. Council is required to review the Fees and Charges for 2022-2023, place them on public exhibition for a minimum of 28 days and adopt the fees and charges as part of its integrated planning and reporting (IP&R) suite of documents.

**CONCLUSION:**

8. The Committee should review the draft Fees and Charges for 2022-2023 and recommend amendments so that a final draft can be presented to Council to place on public exhibition.

**COUNCIL IMPLICATIONS**

**9. Community Engagement/Communication**

Subject to a public exhibition process once considered at a future Council meeting.

**10. Policy and Regulation**

*Local Government Act 1993 (NSW)*

*Local Government (General) Regulations 2021 (NSW)*

**11. Financial/Long Term Financial Plan**

Fees and charges form part of the annual revenue of Council. Moving these fees towards full cost recovery where possible will assist to improve Council's long term financial sustainability

**12. Asset management/Asset Management Strategy**

Cost recovery where relevant.

**13. Workforce/Workforce Management Strategy**

Nil.

**14. Legal and Risk Management**

Statutory charges are included as set by the Government. Council fees and charges should be set and consistently applied.

**15. Performance Measures**

Fair cost recovery and/or user charges.

**16. Project Management**

Corporate Accountant.

DRAFT

## Fees & Charges

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Uralla Shire Council

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| Name | Year 21/22      | Year 22/23      |     |                 | Increase % | Increase \$ | Unit | Statutory Fee |
|------|-----------------|-----------------|-----|-----------------|------------|-------------|------|---------------|
|      | Fee (incl. GST) | Fee (excl. GST) | GST | Fee (incl. GST) |            |             |      |               |

## Uralla Shire Council

### Utilities

#### Water Services

##### Access and Supply

|   |          |          |        |          |       |         |                          |   |
|---|----------|----------|--------|----------|-------|---------|--------------------------|---|
| Water Access Charge Uralla and Bundarra | \$395.00 | \$415.00 | \$0.00 | \$415.00 | 5.06% | \$20.00 | Per annum per assessment | N |
| Water Supply – consumption charge       | \$2.86   | \$3.00   | \$0.00 | \$3.00   | 4.90% | \$0.14  | Per kL                   | N |

##### Water Connection Fees

|  |   |            |        |            |       |         |   |   |
|--|---|------------|--------|------------|-------|---------|---|---|
| Uralla and Bundarra Connection Charge to water main, up to 4 m           | \$1,265.00  | \$1,305.00 | \$0.00 | \$1,305.00 | 3.16% | \$40.00 | Per connection within 4 m of water main: 20 mm or 25 mm | N |
| Uralla and Bundarra Connection Charge to water main, connection over 4 m | Construction cost + cost of additional design requirements will apply. Price on application.<br><br>Per m construction cost + cost of additional design requirements will apply. Price on application. <b>Last year fee</b> |            |        |            |       |         | Per connection beyond 4 m of water main: 20 mm or 25 mm | N |

##### Other Water Fees and Charges

|   |          |          |        |          |        |         |           |   |
|---|----------|----------|--------|----------|--------|---------|-----------|---|
| Hydrant Flow Test                                   | \$95.00  | \$120.00 | \$0.00 | \$120.00 | 26.32% | \$25.00 | Per test  | N |
| Water Meter supplied and fitted (20 mm) or replaced | \$204.00 | \$210.50 | \$0.00 | \$210.50 | 3.19%  | \$6.50  | Per Meter | N |
| Water Meter Testing only                            | \$76.00  | \$135.00 | \$0.00 | \$135.00 | 77.63% | \$59.00 | Per Meter | N |

Fee will be refunded where meter is checked and found to be reading more than 4% over or under as per Australian Std AS3565-1 1998 and 2004

|                          |         |         |        |         |       |        |          |   |
|--------------------------|---------|---------|--------|---------|-------|--------|----------|---|
| Water Meter Special read | \$76.00 | \$78.50 | \$0.00 | \$78.50 | 3.29% | \$2.50 | Per Read | N |
|--------------------------|---------|---------|--------|---------|-------|--------|----------|---|

##### Water Sales

|  |        |        |        |        |       |        |        |   |
|--|--------|--------|--------|--------|-------|--------|--------|---|
| Treated sewage effluent charge from the Uralla STP | \$1.00 | \$1.03 | \$0.00 | \$1.03 | 3.00% | \$0.03 | kL     | N |
| Bulk water sales                                   | \$5.70 | \$6.00 | \$0.00 | \$6.00 | 5.26% | \$0.30 | Per kL | N |

| Name | Year 21/22      | Year 22/23      |     |                 | Increase % | Increase \$ | Unit | Statutory Fee |
|------|-----------------|-----------------|-----|-----------------|------------|-------------|------|---------------|
|      | Fee (incl. GST) | Fee (excl. GST) | GST | Fee (incl. GST) |            |             |      |               |

## Water Restriction Devices

|  |          |          |        |          |       |        |              |   |
|--|----------|----------|--------|----------|-------|--------|--------------|---|
| Installation/ Removal during service hours (7.30 am-3.00 pm) | \$151.50 | \$156.50 | \$0.00 | \$156.50 | 3.30% | \$5.00 | Per Activity | N |
|--|----------|----------|--------|----------|-------|--------|--------------|---|

## Other Costs

|  |         |         |        |         |       |        |              |   |
|--|---------|---------|--------|---------|-------|--------|--------------|---|
| Council required to clear vegetation to gain access to a meter, at cost charge | \$85.00 | \$88.00 | \$0.00 | \$88.00 | 3.53% | \$3.00 | Per Activity | N |
|--|---------|---------|--------|---------|-------|--------|--------------|---|

This charge applies where property owners have not prevented vegetation from growing around the meter and will not clear it themselves. Rates advise that this is an 'at cost' charge.

|   |         |         |        |         |       |        |           |   |
|---|---------|---------|--------|---------|-------|--------|-----------|---|
| Council required to return to property to read meter (e.g. where meter access is denied by locked yards/ gates etc) | \$67.00 | \$69.50 | \$0.00 | \$69.50 | 3.73% | \$2.50 | Per Visit | N |
|---|---------|---------|--------|---------|-------|--------|-----------|---|

## Sewer Charges

### Access and Supply

|                                     |          |          |        |          |       |         |  |   |
|-------------------------------------|----------|----------|--------|----------|-------|---------|--|---|
| Residential sewer access charge     | \$645.00 | \$678.00 | \$0.00 | \$678.00 | 5.12% | \$33.00 | Per annum single dwelling per lot/unit | N |
| Non-residential sewer access charge | \$450.00 | \$473.00 | \$0.00 | \$473.00 | 5.11% | \$23.00 | Per annum per connection               | N |
| Unconnected lot sewer access charge | \$645.00 | \$678.00 | \$0.00 | \$678.00 | 5.12% | \$33.00 | Per annum per Lot                      | N |

### Sewer Connection Charges

|  |            |             |            |             |       |             |  |   |
|--|------------|-------------|------------|-------------|-------|-------------|--|---|
| Supply & install pressure sewer unit & house service – Bundarra only | \$0.00     | \$10,308.23 | \$1,030.82 | \$11,339.05 | ∞     | \$11,339.05 |  | N |
| Provide junction to main on property, up to 4 m                      | \$1,055.00 | \$1,090.00  | \$0.00     | \$1,090.00  | 3.32% | \$35.00     |  | N |

Council staff exposed main

| Name | Year 21/22      | Year 22/23      |     |                 | Increase % | Increase \$ | Unit | Statutory Fee |
|------|-----------------|-----------------|-----|-----------------|------------|-------------|------|---------------|
|      | Fee (incl. GST) | Fee (excl. GST) | GST | Fee (incl. GST) |            |             |      |               |

### Sewer Connection Charges [continued]

|   |   |  |  |  |                      |  |  |   |
|---|---|--|--|--|----------------------|--|--|---|
| Provide junction and connection beyond 4m from sewer main | Price on application. Full cost recovery construction cost + cost of additional design requirements will apply.<br><br>Per m construction cost + cost of additional design requirements will apply. Price on application. |  |  |  |                      | Per m construction cost plus other design requirements |  | N |
|   |   |  |  |  | <b>Last year fee</b> |  |  |   |

### Trade Waste Charges

#### Trade Waste

|                               |         |         |        |         |       |        |           |   |
|-------------------------------|---------|---------|--------|---------|-------|--------|-----------|---|
| Trade Waste – application fee | \$83.00 | \$85.50 | \$0.00 | \$85.50 | 3.01% | \$2.50 | Per Annum | N |
| Trade Waste – usage           | \$1.47  | \$1.50  | \$0.00 | \$1.50  | 2.04% | \$0.03 | Per kL    | N |

#### Drainage Fees

|                       |         |         |        |         |       |        |          |   |
|-----------------------|---------|---------|--------|---------|-------|--------|----------|---|
| Copy of Drainage Plan | \$39.50 | \$41.00 | \$0.00 | \$41.00 | 3.80% | \$1.50 | Per Plan | N |
|-----------------------|---------|---------|--------|---------|-------|--------|----------|---|

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| Name | Year 21/22      | Year 22/23      |     |                 | Increase % | Increase \$ | Unit | Statutory Fee |
|------|-----------------|-----------------|-----|-----------------|------------|-------------|------|---------------|
|      | Fee (incl. GST) | Fee (excl. GST) | GST | Fee (incl. GST) |            |             |      |               |

## Engineering Services

### General Services

|  |  |  |  |  |  |  |  |               |   |
|--|--|--|--|--|--|--|--|---------------|---|
| Hire of Council Equipment - Bond 5% of replacement value |  |  |  |  |  |  | Bond 5% of replacement value                               | Per equipment | N |
| Hire of Council Equipment - other                        |  |  |  |  |  |  | Per policy   | Per equipment | N |
| Other (private) works                                    |  |  |  |  |  |  | At cost plus 25%   | Per work      | N |
|  |  |  |  |  |  |  | <b>Last year fee</b><br>At cost plus margin - refer policy |               |   |

### Kerb and Guttering

|   |          |          |         |          |       |        |                                     |           |   |
|---|----------|----------|---------|----------|-------|--------|-------------------------------------|-----------|---|
| Private works (not in conjunction with works program)       |          |          |         |          |       |        | Full cost of works per DCP plus 25% | Per Metre | N |
| Adjoining owner charges (in conjunction with works program) | \$106.50 | \$100.00 | \$10.00 | \$110.00 | 3.29% | \$3.50 |                                     | Per Metre | N |

### Gutter Bridges

|                            |  |  |  |  |  |  |                             |                  |   |
|----------------------------|--|--|--|--|--|--|-----------------------------|------------------|---|
| Gutter Bridge Construction |  |  |  |  |  |  | Full cost of works plus 25% | Per construction | N |
|----------------------------|--|--|--|--|--|--|-----------------------------|------------------|---|

### Landscaping Bonds

|                          |            |            |        |            |       |         |  |   |   |
|--------------------------|------------|------------|--------|------------|-------|---------|--|---|---|
| Residential Flats/Units  | \$713.00   | \$735.00   | \$0.00 | \$735.00   | 3.09% | \$22.00 |  | Per Unit/Minimum (GST payable only on forfeiture) | N |
| Light Industry/ Industry | \$2,935.00 | \$3,025.00 | \$0.00 | \$3,025.00 | 3.07% | \$90.00 |  | Per Unit/Minimum (GST payable only on forfeiture) | N |

### Rural Addressing

|   |         |         |        |         |       |        |  |          |   |
|---|---------|---------|--------|---------|-------|--------|--|----------|---|
| Installation of new/ replacement numbering post | \$74.00 | \$69.55 | \$6.95 | \$76.50 | 3.38% | \$2.50 |  | Per post | N |
|---|---------|---------|--------|---------|-------|--------|--|----------|---|

| Name | Year 21/22      | Year 22/23      |     |                 | Increase % | Increase \$ | Unit | Statutory Fee |
|------|-----------------|-----------------|-----|-----------------|------------|-------------|------|---------------|
|      | Fee (incl. GST) | Fee (excl. GST) | GST | Fee (incl. GST) |            |             |      |               |

## Plant Hire Charges

|   |  |  |  |  |  |          |   |
|---|--|--|--|--|--|----------|---|
| Charges by Plant Item   | Internal hire rate plus 25% with a minimum 1 hr applying |  |  |  |  | Per Item | N |
| Grading Plant   | Internal hire rate plus 25% with a minimum 1 hr applying |  |  |  |  | Per Crew | N |
| Grading of private roads and driveways to be charged at full crew costs (grader, water cart & roller) unless alternative work available for unrequested grading items |  |  |  |  |  |          |   |

## Road Restoration Fees

|                       |                      |  |  |  |  |  |   |
|-----------------------|----------------------|--|--|--|--|--|---|
| Road Restoration Fees | As per RMS Schedules |  |  |  |  |  | N |
|-----------------------|----------------------|--|--|--|--|--|---|

## Civil Engineering Works

|  |  |  |  |  |  |  |   |
|--|--|--|--|--|--|--|---|
| Civil Engineering Works  | Estimated full cost of agreed work plus 25% margin or at hourly rates for unspecified work (i.e hire of plant only) plus 25% |  |  |  |  |  | N |
| The 25% margin may be varied subject to the nature and value of the work |  |  |  |  |  |  |   |

## Sale of sand, gravel and topsoil

Delivery is at Council Truck hire rates (includes driver) plus 25%.

At cost of winning material, plus 25% margin, subject to the following minimums:

|               |         |         |        |         |       |        |                 |   |
|---------------|---------|---------|--------|---------|-------|--------|-----------------|---|
| Unsieved sand | \$21.00 | \$20.00 | \$2.00 | \$22.00 | 4.76% | \$1.00 | Per Cubic Metre | N |
|---------------|---------|---------|--------|---------|-------|--------|-----------------|---|

## Mount Mutton transmitter

|   |            |            |          |            |       |          |           |   |
|---|------------|------------|----------|------------|-------|----------|-----------|---|
| Leasing of space for transmitter and aerial at Mount Mutton | \$3,960.00 | \$3,708.00 | \$370.80 | \$4,078.80 | 3.00% | \$118.80 | Per annum | N |
|---|------------|------------|----------|------------|-------|----------|-----------|---|

## Waste Management Facility

### Domestic Waste Management

|   |          |          |        |          |       |         |                          |   |
|---|----------|----------|--------|----------|-------|---------|--------------------------|---|
| Domestic Waste Collection - 1 x 240L general waste (Kentucky) | \$269.00 | \$277.00 | \$0.00 | \$277.00 | 2.97% | \$8.00  | Per annum per assessment | N |
| Waste Facility Fee – included in Environmental Levy           | \$320.00 | \$330.00 | \$0.00 | \$330.00 | 3.13% | \$10.00 | Per Annum                | N |

| Name | Year 21/22      | Year 22/23      |     |                 | Increase % | Increase \$ | Unit | Statutory Fee |
|------|-----------------|-----------------|-----|-----------------|------------|-------------|------|---------------|
|      | Fee (incl. GST) | Fee (excl. GST) | GST | Fee (incl. GST) |            |             |      |               |

### Domestic Waste Management [continued]

|  |          |          |        |          |       |         |           |   |
|--|----------|----------|--------|----------|-------|---------|-----------|---|
| Domestic Waste collection-1x14 0L General and 1x240L Recycling (all areas except Kentucky)         | \$360.00 | \$371.00 | \$0.00 | \$371.00 | 3.06% | \$11.00 | Per Annum | N |
| Additional kerbside recycling service 240L - residential or commercial (all areas except Kentucky) | \$125.00 | \$129.00 | \$0.00 | \$129.00 | 3.20% | \$4.00  | Per Annum | N |
| Additional 140L kerbside general waste service - residential (all areas except Kentucky)           | \$235.00 | \$242.50 | \$0.00 | \$242.50 | 3.19% | \$7.50  | Per Annum | N |

### Green Waste Kerbside Collection Fee – Uralla Township

|                |         |         |        |         |       |        |                      |   |
|----------------|---------|---------|--------|---------|-------|--------|----------------------|---|
| Collection Fee | \$86.50 | \$90.00 | \$0.00 | \$90.00 | 4.05% | \$3.50 | Per Annum & pro rata | N |
|----------------|---------|---------|--------|---------|-------|--------|----------------------|---|

### Commercial Recycling

|  |         |         |        |         |       |        |           |   |
|--|---------|---------|--------|---------|-------|--------|-----------|---|
| Manual Collection Weekly – Cardboard Only    | \$21.50 | \$22.50 | \$0.00 | \$22.50 | 4.65% | \$1.00 | Per Week  | N |
| Manual Collection bi-weekly – Cardboard Only | \$42.50 | \$45.00 | \$0.00 | \$45.00 | 5.88% | \$2.50 | Per Week  | N |
| Community event bin charge (per bin)         | \$5.30  | \$5.50  | \$0.00 | \$5.50  | 3.77% | \$0.20 | Per Event | N |
| Commercial event bin charge (per bin)        | \$21.50 | \$22.50 | \$0.00 | \$22.50 | 4.65% | \$1.00 | Per Event | N |

### Non-Rateable Commercial Recycling

#### Waste Product Sales

|                  |          |          |        |          |       |        |      |   |
|------------------|----------|----------|--------|----------|-------|--------|------|---|
| 240L Wheelie Bin | \$101.50 | \$105.00 | \$0.00 | \$105.00 | 3.45% | \$3.50 | Each | N |
| 140L Wheelie Bin | \$82.50  | \$85.00  | \$0.00 | \$85.00  | 3.03% | \$2.50 | Each | N |



| Name | Year 21/22      | Year 22/23      |     |                 | Increase % | Increase \$ | Unit | Statutory Fee |
|------|-----------------|-----------------|-----|-----------------|------------|-------------|------|---------------|
|      | Fee (incl. GST) | Fee (excl. GST) | GST | Fee (incl. GST) |            |             |      |               |

## Waste Product Sales [continued]

|  |         |         |        |         |        |        |                 |   |
|--|---------|---------|--------|---------|--------|--------|-----------------|---|
| Delivery – Uralla & Bundarra town area (within 5 km)           | \$21.00 | \$20.00 | \$2.00 | \$22.00 | 4.76%  | \$1.00 | Per return trip | N |
| Delivery – Uralla and Bundarra 5-15 km                         | \$26.50 | \$27.27 | \$2.73 | \$30.00 | 13.21% | \$3.50 | Per return trip | N |
| Delivery – beyond 15 km from Uralla or Bundarra, maximum 30 km | \$32.50 | \$32.73 | \$3.27 | \$36.00 | 10.77% | \$3.50 | Per return trip | N |

## Sorted Recycling

|                                   |           |  |  |  |  |            |   |
|-----------------------------------|-----------|--|--|--|--|------------|---|
| Recyclable materials, sorted only | No charge |  |  |  |  | Any volume | N |
|-----------------------------------|-----------|--|--|--|--|------------|---|

## Residential Waste (Sorted)

|  |         |         |        |         |       |        |                                |   |
|--|---------|---------|--------|---------|-------|--------|--------------------------------|---|
| Wheelie Bin (up to 240 Litre, per bin) | \$4.30  | \$4.09  | \$0.41 | \$4.50  | 4.65% | \$0.20 | Per wheelie bin (full or part) | N |
| Car/sedan/wagon/4X4 domestic           | \$5.40  | \$5.09  | \$0.51 | \$5.60  | 3.70% | \$0.20 | Full or part                   | N |
| Utility/6 x 4 trailer                  | \$10.60 | \$10.00 | \$1.00 | \$11.00 | 3.77% | \$0.40 | Level                          | N |
| Utility/6 x 4 trailer, heaped          | \$16.00 | \$15.09 | \$1.51 | \$16.60 | 3.75% | \$0.60 | Heaped                         | N |

## Residential Waste (Unsorted)

|                                      |         |         |        |         |       |        |                         |   |
|--------------------------------------|---------|---------|--------|---------|-------|--------|-------------------------|---|
| Car/sedan/wagon/4x4 domestic vehicle | \$10.80 | \$10.18 | \$1.02 | \$11.20 | 3.70% | \$0.40 | Per load (full or part) | N |
| Utility/6x4 trailer                  | \$21.20 | \$20.00 | \$2.00 | \$22.00 | 3.77% | \$0.80 | Per load (full or part) | N |
| Utility/6x4 trailer, heaped          | \$32.00 | \$30.00 | \$3.00 | \$33.00 | 3.13% | \$1.00 | Per load                | N |
| Wheelie Bin (Up to 240L and per bin) | \$8.60  | \$8.09  | \$0.81 | \$8.90  | 3.49% | \$0.30 | Per load (full or part) | N |

## Commercial Waste

|                                    |          |          |         |          |       |        |                 |   |
|------------------------------------|----------|----------|---------|----------|-------|--------|-----------------|---|
| Commercial Waste - Bulk - Sorted   | \$67.00  | \$62.73  | \$6.27  | \$69.00  | 2.99% | \$2.00 | Per cubic metre | N |
| Commercial Waste - Bulk - Unsorted | \$135.00 | \$126.36 | \$12.64 | \$139.00 | 2.96% | \$4.00 | Per cubic metre | N |

| Name | Year 21/22      | Year 22/23      |     |                 | Increase % | Increase \$ | Unit | Statutory Fee |
|------|-----------------|-----------------|-----|-----------------|------------|-------------|------|---------------|
|      | Fee (incl. GST) | Fee (excl. GST) | GST | Fee (incl. GST) |            |             |      |               |

## Commercial Waste [continued]

|  |          |          |        |          |       |        |              |   |
|--|----------|----------|--------|----------|-------|--------|--------------|---|
| Annual kerbside service – Commercial 240 ltr bin (Uralla and Bundarra) | \$269.00 | \$277.50 | \$0.00 | \$277.50 | 3.16% | \$8.50 | Per Property | N |
| Annual kerbside service – Commercial 140 ltr bin (Uralla)              | \$208.00 | \$214.50 | \$0.00 | \$214.50 | 3.13% | \$6.50 | Per Property | N |

## Uncontaminated garden and wood waste

|   |        |        |        |        |       |        |                 |   |
|---|--------|--------|--------|--------|-------|--------|-----------------|---|
| Uncontaminated garden and wood waste : Car - Sedan or wagon       | \$0.00 | \$0.00 | \$0.00 | \$0.00 | 0.00% | \$0.00 | Per load        | N |
| Uncontaminated garden and wood waste : Large trailer              | \$0.00 | \$5.45 | \$0.55 | \$6.00 | ∞     | \$6.00 | Per load        | N |
| Uncontaminated garden and wood waste : Truck                      | \$0.00 | \$0.00 | \$0.00 | \$0.00 | 0.00% | \$0.00 | Per cubic metre | N |
| Uncontaminated garden and wood waste : Utility or small trailer   | \$0.00 | \$0.00 | \$0.00 | \$0.00 | 0.00% | \$0.00 | Per load        | N |
| Uncontaminated garden and wood waste: wheelie bins (maximum of 2) | \$0.00 | \$0.00 | \$0.00 | \$0.00 | 0.00% | \$0.00 | per wheelie bin | N |

## Contaminated Garden and Wood Waste

|                                    |   |  |  |  |  |  |  |   |
|------------------------------------|---|--|--|--|--|--|--|---|
| Contaminated garden and wood waste | Charged at residential/commercial waste rates |  |  |  |  |  |  | N |
|------------------------------------|---|--|--|--|--|--|--|---|

## Clean brick, Concrete, Tile

|                                    |         |         |        |         |       |        |                        |   |
|------------------------------------|---------|---------|--------|---------|-------|--------|------------------------|---|
| Wheelie Bin (up to 240 L, per bin) | \$5.40  | \$5.09  | \$0.51 | \$5.60  | 3.70% | \$0.20 | per bin (Full or part) | N |
| Car/sedan/wagon/4X4 domestic       | \$7.50  | \$7.09  | \$0.71 | \$7.80  | 4.00% | \$0.30 | Full or part           | N |
| Utility/6 x 4 trailer              | \$8.50  | \$8.00  | \$0.80 | \$8.80  | 3.53% | \$0.30 | Full or part           | N |
| Commercial                         | \$27.00 | \$25.45 | \$2.55 | \$28.00 | 3.70% | \$1.00 | Per cubic metre        | N |

| Name | Year 21/22      | Year 22/23      |     |                 | Increase % | Increase \$ | Unit | Statutory Fee |
|------|-----------------|-----------------|-----|-----------------|------------|-------------|------|---------------|
|      | Fee (incl. GST) | Fee (excl. GST) | GST | Fee (incl. GST) |            |             |      |               |

## Mattresses

|   |         |         |        |         |       |                            |      |   |
|---|---------|---------|--------|---------|-------|----------------------------|------|---|
| Cot mattresses or any stripped mattresses |         |         |        |         |       | No charge                  | Each | N |
|   |         |         |        |         |       | Min. Fee excl. GST: \$7.00 |      |   |
| Single                                    | \$10.60 | \$10.00 | \$1.00 | \$11.00 | 3.77% | \$0.40                     | Each | N |
| King Single                               | \$13.00 | \$12.18 | \$1.22 | \$13.40 | 3.08% | \$0.40                     | Each | N |
| Double                                    | \$16.00 | \$15.09 | \$1.51 | \$16.60 | 3.75% | \$0.60                     | Each | N |
| Queen                                     | \$21.50 | \$20.45 | \$2.05 | \$22.50 | 4.65% | \$1.00                     | Each | N |
| King                                      | \$23.50 | \$22.27 | \$2.23 | \$24.50 | 4.26% | \$1.00                     | Each | N |

## Lounges

|          |         |         |        |         |       |        |      |   |
|----------|---------|---------|--------|---------|-------|--------|------|---|
| 1 seater | \$10.60 | \$10.00 | \$1.00 | \$11.00 | 3.77% | \$0.40 | Each | N |
| 2 seater | \$16.80 | \$15.82 | \$1.58 | \$17.40 | 3.57% | \$0.60 | Each | N |
| 3 seater | \$21.50 | \$20.45 | \$2.05 | \$22.50 | 4.65% | \$1.00 | Each | N |

## E-Waste

|                        |        |        |        |        |       |                |          |   |
|------------------------|--------|--------|--------|--------|-------|----------------|----------|---|
| NTCRS eligible e-waste |        |        |        |        |       | Free of charge | Per Item | N |
| Non NTCRS e-waste      | \$1.65 | \$1.55 | \$0.15 | \$1.70 | 3.03% | \$0.05         | Per Item | N |

## Appliances

|  |         |         |        |         |       |                |          |   |
|--|---------|---------|--------|---------|-------|----------------|----------|---|
| Fridges, freezers & air-conditioning units containing CFCs | \$16.00 | \$15.09 | \$1.51 | \$16.60 | 3.75% | \$0.60         | Per Unit | N |
| All other white goods                                      |         |         |        |         |       | Free of charge | Per Item | N |

## Dead Animals

|   |         |         |        |         |       |        |          |   |
|---|---------|---------|--------|---------|-------|--------|----------|---|
| Small domestic animals e.g. cats, chickens, possums, dogs | \$15.40 | \$14.55 | \$1.45 | \$16.00 | 3.90% | \$0.60 | Per Item | N |
| Medium animals – e.g. goats, sheep, pigs                  | \$36.50 | \$34.55 | \$3.45 | \$38.00 | 4.11% | \$1.50 | Per Item | N |
| Large Animals – e.g. horses, cattle                       | \$49.50 | \$46.36 | \$4.64 | \$51.00 | 3.03% | \$1.50 | Per Item | N |

## Tyres

Loads comprising more than 20 tyres, or tyre loads that are over 200 kg, will not be accepted without evidence of the required tracking and consignment.

|            |         |         |        |         |       |        |          |   |
|------------|---------|---------|--------|---------|-------|--------|----------|---|
| Motorcycle | \$6.88  | \$6.46  | \$0.65 | \$7.10  | 3.20% | \$0.22 | Per Item | N |
| Car        | \$8.00  | \$7.55  | \$0.75 | \$8.30  | 3.75% | \$0.30 | Per Item | N |
| 4X4        | \$12.23 | \$11.45 | \$1.15 | \$12.60 | 3.03% | \$0.37 | Per Item | N |

| Name | Year 21/22      | Year 22/23      |     |                 | Increase % | Increase \$ | Unit | Statutory Fee |
|------|-----------------|-----------------|-----|-----------------|------------|-------------|------|---------------|
|      | Fee (incl. GST) | Fee (excl. GST) | GST | Fee (incl. GST) |            |             |      |               |

## Tyres [continued]

|  |          |          |         |          |       |              |          |   |
|--|----------|----------|---------|----------|-------|--------------|----------|---|
| Light truck                            | \$14.40  | \$13.64  | \$1.36  | \$15.00  | 4.17% | \$0.60       | Per Item | N |
| Truck                                  | \$27.00  | \$25.45  | \$2.55  | \$28.00  | 3.70% | \$1.00       | Per Item | N |
| Super single                           | \$44.87  | \$42.00  | \$4.20  | \$46.20  | 2.96% | \$1.33       | Per Item | N |
| Small tractor tyre, up to 1 m          | \$108.74 | \$101.82 | \$10.18 | \$112.00 | 3.00% | \$3.26       | Per Item | N |
| Medium tractor tyre, 1 m-1.9 m         | \$179.50 | \$168.18 | \$16.82 | \$185.00 | 3.06% | \$5.50       | Per Item | N |
| Large tractor tyre, 2 m-2.8 m          | \$179.45 | \$168.18 | \$16.82 | \$185.00 | 3.09% | \$5.55       | Per Item | N |
| Extra large tractor tyre, > 2.8 m      | \$198.50 | \$185.86 | \$18.59 | \$204.45 | 3.00% | \$5.95       | Per Item | N |
| Fork lift tyre, small up to 12"        | \$21.49  | \$20.14  | \$2.01  | \$22.15  | 3.07% | \$0.66       | Per Item | N |
| Fork lift tyre, medium 12"-18"         | \$26.22  | \$24.55  | \$2.45  | \$27.00  | 2.97% | \$0.78       | Per Item | N |
| Fork lift tyre, large greater than 18" | \$47.47  | \$44.54  | \$4.45  | \$49.00  | 3.22% | \$1.53       | Per Item | N |
| Grader tyre                            | \$130.50 | \$122.27 | \$12.23 | \$134.50 | 3.07% | \$4.00       | Per Item | N |
| Earth mover, small – up to 1 m         | \$151.88 | \$142.18 | \$14.22 | \$156.40 | 2.98% | \$4.52       | Per Item | N |
| Earth mover, medium, 1 m-1.5 m         | \$275.32 | \$257.82 | \$25.78 | \$283.60 | 3.01% | \$8.28       | Per Item | N |
| Earth mover, large, greater than 1.5 m | \$549.00 | \$514.55 | \$51.45 | \$566.00 | 3.10% | \$17.00      | Per Item | N |
| Shredded Tyres                         |          |          |         |          |       | NOT ACCEPTED |          | N |

## Tyres on Rims

Tyres on rim will be charged at double the rate of tyres off rim

## Asbestos

Inadequately wrapped or unbagged asbestos will not be accepted. Please note that asbestos weighing more than 100 kg, or consisting of more than 10 m<sup>2</sup> of sheeting in one load, will not be accepted without evidence of the required consignment number.

|  |          |          |         |          |       |        |           |   |
|--|----------|----------|---------|----------|-------|--------|-----------|---|
| Asbestos – asbestos bag including disposal cost, maximum 0.5 cubic metre | \$20.00  | \$19.09  | \$1.91  | \$21.00  | 5.00% | \$1.00 | Per Bag   | N |
| Asbestos-containing materials (subject to specific cost assessment)      | \$272.00 | \$254.55 | \$25.45 | \$280.00 | 2.94% | \$8.00 | Per tonne | N |

| Name | Year 21/22      | Year 22/23      |     |                 | Increase % | Increase \$ | Unit | Statutory Fee |
|------|-----------------|-----------------|-----|-----------------|------------|-------------|------|---------------|
|      | Fee (incl. GST) | Fee (excl. GST) | GST | Fee (incl. GST) |            |             |      |               |

### Certified ENM and VENM

|  |  |  |  |  |           |  |            |   |
|--|--|--|--|--|-----------|--|------------|---|
| Clean Fill for use on cell walls, certified, all volumes |  |  |  |  | No charge |  | Any Volume | N |
|--|--|--|--|--|-----------|--|------------|---|

### Bio solids

All special wastes must be collected, transported and disposed of strictly in accordance with the requirements of the WorkCover Authority and the Environment Protection Authority.

|  |         |         |        |         |       |        |                 |   |
|--|---------|---------|--------|---------|-------|--------|-----------------|---|
| Processed sludges from water & sewage treatment (in solid form only, liquid not accepted)) | \$53.00 | \$50.00 | \$5.00 | \$55.00 | 3.77% | \$2.00 | Per cubic metre | N |
|--|---------|---------|--------|---------|-------|--------|-----------------|---|

DRAFT

| Name | Year 21/22      | Year 22/23      |     |                 | Increase % | Increase \$ | Unit | Statutory Fee |
|------|-----------------|-----------------|-----|-----------------|------------|-------------|------|---------------|
|      | Fee (incl. GST) | Fee (excl. GST) | GST | Fee (incl. GST) |            |             |      |               |

## Community and Recreational Services

### Sporting Fields

#### Field Hire

# External users – details of application should be sought from Council

|  |            |            |        |            |       |         |                     |   |
|--|------------|------------|--------|------------|-------|---------|---------------------|---|
| Hampden Park   | \$56.00    | \$52.73    | \$5.27 | \$58.00    | 3.57% | \$2.00  | Per Day             | N |
| Uralla Sporting Complex #  | \$56.00    | \$52.73    | \$5.27 | \$58.00    | 3.57% | \$2.00  | Per field/per day   | N |
| Canteen hire (two available) #   | \$53.00    | \$50.00    | \$5.00 | \$55.00    | 3.77% | \$2.00  | Per day per canteen | N |
| Canteen hire bond (for non-regular user groups and for those outside of Uralla Shire area) | \$1,055.00 | \$1,090.00 | \$0.00 | \$1,090.00 | 3.32% | \$35.00 | Per event booking   | N |

### Parks and Gardens

#### Casual Hiring Fee

|                                       |         |         |        |         |       |        |         |   |
|---------------------------------------|---------|---------|--------|---------|-------|--------|---------|---|
| Alma Park: Connect power to bandstand | \$35.50 | \$33.64 | \$3.36 | \$37.00 | 4.23% | \$1.50 | Per Day | N |
|---------------------------------------|---------|---------|--------|---------|-------|--------|---------|---|

### Aquatic Centre

#### Admittance Fees

|                              |          |          |         |          |         |          |            |   |
|------------------------------|----------|----------|---------|----------|---------|----------|------------|---|
| Single Admission Fee – Adult | \$4.00   | \$3.64   | \$0.36  | \$4.00   | 0.00%   | \$0.00   | Per Person | N |
| Single Admission Fee – Child | \$2.50   | \$1.82   | \$0.18  | \$2.00   | -20.00% | -\$0.50  | Per Person | N |
| Books of 10 – Adult          | \$36.00  | \$33.73  | \$3.37  | \$37.10  | 3.06%   | \$1.10   | Per Book   | N |
| Books of 10 – Child          | \$22.50  | \$16.36  | \$1.64  | \$18.00  | -20.00% | -\$4.50  | Per Book   | N |
| Books of 20 – Adult          | \$68.00  | \$63.67  | \$6.37  | \$70.04  | 3.00%   | \$2.04   | Per Book   | N |
| Books of 20 – Child          | \$45.00  | \$30.91  | \$3.09  | \$34.00  | -24.44% | -\$11.00 | Per Book   | N |
| Books of 50 – Adult          | \$160.00 | \$149.81 | \$14.98 | \$164.79 | 2.99%   | \$4.79   | Per Book   | N |
| Books of 50 – Child          | \$112.50 | \$77.27  | \$7.73  | \$85.00  | -24.44% | -\$27.50 | Per Book   | N |

| Name | Year 21/22      | Year 22/23      |     |                 | Increase % | Increase \$ | Unit | Statutory Fee |
|------|-----------------|-----------------|-----|-----------------|------------|-------------|------|---------------|
|      | Fee (incl. GST) | Fee (excl. GST) | GST | Fee (incl. GST) |            |             |      |               |

## Library Services

### Library Fees

|                                  |        |        |        |        |       |        |          |   |
|----------------------------------|--------|--------|--------|--------|-------|--------|----------|---|
| Lost membership card replacement | \$5.00 | \$5.00 | \$0.00 | \$5.00 | 0.00% | \$0.00 | Per Card | N |
|----------------------------------|--------|--------|--------|--------|-------|--------|----------|---|

### Lost, damaged or stolen books

|                  |  |         |        |         |       |        |          |   |
|------------------|--|---------|--------|---------|-------|--------|----------|---|
| Processing Fee   | \$11.00                                | \$11.00 | \$0.00 | \$11.00 | 0.00% | \$0.00 | Per Item | N |
| Item Replacement | At cost - determined by CNRL per item. |         |        |         |       |        | Per Item | N |

### Inter-Library Loan Fee

|                                   |  |         |        |         |       |        |          |   |
|-----------------------------------|--|---------|--------|---------|-------|--------|----------|---|
| Charge 1 (local library search)   | No charge from specific NSW libraries. |         |        |         |       |        | Per Item | N |
| Charge 2 (Library Lending Charge) | \$28.50                                | \$25.91 | \$2.59 | \$28.50 | 0.00% | \$0.00 | Per Item | N |

### Photocopies and Printing (self-service)

|                    |        |        |        |        |       |        |                       |   |
|--------------------|--------|--------|--------|--------|-------|--------|-----------------------|---|
| A4 Black and White | \$0.30 | \$0.27 | \$0.03 | \$0.30 | 0.00% | \$0.00 | Per single sided page | N |
| A4 Colour          | \$0.50 | \$0.45 | \$0.05 | \$0.50 | 0.00% | \$0.00 | Per single sided page | N |
| A3 Black and White | \$0.50 | \$0.45 | \$0.05 | \$0.50 | 0.00% | \$0.00 | Per single sided page | N |
| A3 Colour          | \$1.00 | \$0.91 | \$0.09 | \$1.00 | 0.00% | \$0.00 | Per single sided page | N |

## Tourism

### Hire

|   |  |         |        |         |       |        |         |   |
|---|--|---------|--------|---------|-------|--------|---------|---|
| Uralla Visitor Information Centre - Hire of Kitchen | A refundable cleaning bond of \$100.00 to be paid by all hirers.<br>Full day hire of kitchen \$40.00 plus GST<br>Half day hire of kitchen \$20.00 plus GST |         |        |         |       |        |         | N |
| Gold Pan Hire                                       | \$19.00  | \$17.82 | \$1.78 | \$19.60 | 3.16% | \$0.60 | Per Day | N |

### Photocopies and Printing (non self-service)

|                      |        |        |        |        |       |        |                       |   |
|----------------------|--------|--------|--------|--------|-------|--------|-----------------------|---|
| A4 (Black and White) | \$0.75 | \$0.73 | \$0.07 | \$0.80 | 6.67% | \$0.05 | Per single sided page | N |
| A4 (Colour)          | \$1.15 | \$1.09 | \$0.11 | \$1.20 | 4.35% | \$0.05 | Per single sided page | N |

| Name | Year 21/22      | Year 22/23      |     |                 | Increase % | Increase \$ | Unit | Statutory Fee |
|------|-----------------|-----------------|-----|-----------------|------------|-------------|------|---------------|
|      | Fee (incl. GST) | Fee (excl. GST) | GST | Fee (incl. GST) |            |             |      |               |

## Cemeteries

### Searches

|   |          |          |        |          |       |        |          |   |
|---|----------|----------|--------|----------|-------|--------|----------|---|
| Record search for burial details (after 15 minutes) | \$121.00 | \$125.00 | \$0.00 | \$125.00 | 3.31% | \$4.00 | Per Hour | N |
|---|----------|----------|--------|----------|-------|--------|----------|---|

### Uralla and Bundarra Lawn Cemeteries

|   |            |            |          |            |        |          |                      |   |
|---|------------|------------|----------|------------|--------|----------|----------------------|---|
| Purchase of Double Depth Plot (does not include plaque)   | \$1,585.00 | \$1,636.36 | \$163.64 | \$1,800.00 | 13.56% | \$215.00 | Per Plot             | N |
| Interment   | \$683.00   | \$690.00   | \$69.00  | \$759.00   | 11.13% | \$76.00  | Per interment        | N |
| Interment: Saturdays, Sundays and Public Holidays loading | \$895.00   | \$913.64   | \$91.36  | \$1,005.00 | 12.29% | \$110.00 | Per interment        | N |
| Surcharge for digging of grave by hand                    | \$105.00   | \$119.09   | \$11.91  | \$131.00   | 24.76% | \$26.00  | Per Person, Per Hour | N |

### Uralla and Bundarra Old Section Cemeteries

|   |            |            |          |            |        |          |                       |   |
|---|------------|------------|----------|------------|--------|----------|-----------------------|---|
| Purchase of plot - Double depth   | \$1,585.00 | \$1,636.36 | \$163.64 | \$1,800.00 | 13.56% | \$215.00 | Per Plot              | N |
| Purchase of plot - Single Depth   | \$865.00   | \$963.64   | \$96.36  | \$1,060.00 | 22.54% | \$195.00 | Per Plot              | N |
| Permission to carry out work at existing grave, includes monument erection and inspection | \$66.00    | \$68.00    | \$0.00   | \$68.00    | 3.03%  | \$2.00   | Per Plot              | N |
| Interment   | \$738.00   | \$766.36   | \$76.64  | \$843.00   | 14.23% | \$105.00 | Per interment         | N |
| Interment in an existing monument   | \$950.00   | \$990.91   | \$99.09  | \$1,090.00 | 14.74% | \$140.00 | Per interment         | N |
| Interment: Saturdays, Sundays and Public Holidays loading                                 | \$895.00   | \$913.64   | \$91.36  | \$1,005.00 | 12.29% | \$110.00 | Per interment         | N |
| Placement of ashes  | \$318.00   | \$373.64   | \$37.36  | \$411.00   | 29.25% | \$93.00  | Minimum Per Placement | N |



| Name | Year 21/22      | Year 22/23      |     |                 | Increase % | Increase \$ | Unit | Statutory Fee |
|------|-----------------|-----------------|-----|-----------------|------------|-------------|------|---------------|
|      | Fee (incl. GST) | Fee (excl. GST) | GST | Fee (incl. GST) |            |             |      |               |

### Uralla and Bundarra Niche Wall and Uralla Niche Garden

|  |          |          |         |          |        |         |           |   |
|--|----------|----------|---------|----------|--------|---------|-----------|---|
| Purchase of Niche in wall and Interment of Ashes * | \$512.00 | \$530.00 | \$53.00 | \$583.00 | 13.87% | \$71.00 | Per Niche | N |
|--|----------|----------|---------|----------|--------|---------|-----------|---|

\* Interment includes standard plaque 145mm x 120mm

|  |          |          |         |          |       |         |               |   |
|--|----------|----------|---------|----------|-------|---------|---------------|---|
| Purchase of Niche in garden                            | \$609.00 | \$570.91 | \$57.09 | \$628.00 | 3.12% | \$19.00 | Per Niche     | N |
| Interment of Ashes                                     | \$131.00 | \$122.73 | \$12.27 | \$135.00 | 3.05% | \$4.00  | Per Interment | N |
| Surcharge for family presence at interment after hours | \$73.00  | \$68.64  | \$6.86  | \$75.50  | 3.42% | \$2.50  | Per Interment | N |
| Vase   | \$75.50  | \$70.91  | \$7.09  | \$78.00  | 3.31% | \$2.50  | Per Vase      | N |
| Additional lines on plaque                             | \$37.00  | \$35.00  | \$3.50  | \$38.50  | 4.05% | \$1.50  | Per Line      | N |
| Removal of plaques                                     | \$173.50 | \$162.73 | \$16.27 | \$179.00 | 3.17% | \$5.50  | Per Plaque    | N |

### Building Rental – Uralla

#### Hill Street Uralla

|          |          |          |        |          |       |        |                        |   |
|----------|----------|----------|--------|----------|-------|--------|------------------------|---|
| Per Unit | \$288.50 | \$297.50 | \$0.00 | \$297.50 | 3.12% | \$9.00 | Per Unit Per Fortnight | N |
|----------|----------|----------|--------|----------|-------|--------|------------------------|---|

#### Uralla Pre-School

|                       |          |          |         |          |       |         |          |   |
|-----------------------|----------|----------|---------|----------|-------|---------|----------|---|
| 5 Hill Street, Uralla | \$423.00 | \$396.36 | \$39.64 | \$436.00 | 3.07% | \$13.00 | Per Week | N |
|-----------------------|----------|----------|---------|----------|-------|---------|----------|---|

#### Queen Street Uralla Caravan Park

|                                    |         |         |        |         |       |        |           |   |
|------------------------------------|---------|---------|--------|---------|-------|--------|-----------|---|
| Powered site for up to 2 persons   | \$31.50 | \$29.55 | \$2.95 | \$32.50 | 3.17% | \$1.00 | Per Night | N |
| Unpowered site for up to 2 persons | \$23.00 | \$21.82 | \$2.18 | \$24.00 | 4.35% | \$1.00 | Per Night | N |
| Additional persons >2              | \$5.00  | \$4.55  | \$0.45 | \$5.00  | 0.00% | \$0.00 | Per Night | N |
| Uninhabited, unpowered tent site   | \$5.50  | \$5.00  | \$0.50 | \$5.50  | 0.00% | \$0.00 | Per Night | N |

#### Longer stays (7 nights for 6)

|   |          |          |         |          |       |        |          |   |
|---|----------|----------|---------|----------|-------|--------|----------|---|
| Weekly Powered site for up to 2 persons | \$186.00 | \$174.55 | \$17.45 | \$192.00 | 3.23% | \$6.00 | Per Week | N |
|---|----------|----------|---------|----------|-------|--------|----------|---|

| Name | Year 21/22      | Year 22/23      |     |                 | Increase % | Increase \$ | Unit | Statutory Fee |
|------|-----------------|-----------------|-----|-----------------|------------|-------------|------|---------------|
|      | Fee (incl. GST) | Fee (excl. GST) | GST | Fee (incl. GST) |            |             |      |               |

### Longer stays (7 nights for 6) [continued]

|   |          |          |         |          |       |        |          |   |
|---|----------|----------|---------|----------|-------|--------|----------|---|
| Weekly Unpowered site for up to 2 persons | \$136.50 | \$128.18 | \$12.82 | \$141.00 | 3.30% | \$4.50 | Per Week | N |
| Permanents with metered site              | \$121.00 | \$113.64 | \$11.36 | \$125.00 | 3.31% | \$4.00 | Per Week | N |
| Power for metered site                    | \$0.40   | \$0.36   | \$0.04  | \$0.40   | 0.00% | \$0.00 | kWh      | N |

## Uralla Community Centre

### Tablelands Community Support Options – TCS

|            |          |          |         |          |       |         |          |   |
|------------|----------|----------|---------|----------|-------|---------|----------|---|
| TCS Office | \$379.00 | \$355.45 | \$35.55 | \$391.00 | 3.17% | \$12.00 | Per Week | N |
| Office 1   | \$158.00 | \$148.18 | \$14.82 | \$163.00 | 3.16% | \$5.00  | Per Week | N |
| Office 2   | \$39.50  | \$37.27  | \$3.73  | \$41.00  | 3.80% | \$1.50  | Per Week | N |

### Large Group Room

|                                   |          |          |         |          |       |        |          |   |
|-----------------------------------|----------|----------|---------|----------|-------|--------|----------|---|
| Local Community Groups – Half Day | \$45.50  | \$42.73  | \$4.27  | \$47.00  | 3.30% | \$1.50 | Half Day | N |
| Local Community Groups – Full Day | \$85.50  | \$80.45  | \$8.05  | \$88.50  | 3.51% | \$3.00 | Full Day | N |
| Affiliated Centre Tenants         | \$69.00  | \$65.00  | \$6.50  | \$71.50  | 3.62% | \$2.50 | Half Day | N |
| Commercial Users                  | \$126.50 | \$118.64 | \$11.86 | \$130.50 | 3.16% | \$4.00 | Full Day | N |

### Private Parties/ Commercial Functions

|                            |          |          |         |          |       |        |             |   |
|----------------------------|----------|----------|---------|----------|-------|--------|-------------|---|
| Booking                    | \$147.00 | \$137.73 | \$13.77 | \$151.50 | 3.06% | \$4.50 | Per Day     | N |
| Cleaning bond (refundable) | \$283.50 | \$292.50 | \$0.00  | \$292.50 | 3.17% | \$9.00 | Per Booking | N |

### Small Group Room

|                                   |         |         |        |         |       |        |          |   |
|-----------------------------------|---------|---------|--------|---------|-------|--------|----------|---|
| Local Community Groups – Half Day | \$29.00 | \$27.27 | \$2.73 | \$30.00 | 3.45% | \$1.00 | Half Day | N |
| Local Community Groups – Full Day | \$45.50 | \$42.73 | \$4.27 | \$47.00 | 3.30% | \$1.50 | Full Day | N |
| Affiliated Centre Tenants         | \$56.00 | \$52.73 | \$5.27 | \$58.00 | 3.57% | \$2.00 | Half Day | N |
| Commercial Groups                 | \$80.50 | \$75.45 | \$7.55 | \$83.00 | 3.11% | \$2.50 | Full Day | N |

| Name | Year 21/22      | Year 22/23      |     |                 | Increase % | Increase \$ | Unit | Statutory Fee |
|------|-----------------|-----------------|-----|-----------------|------------|-------------|------|---------------|
|      | Fee (incl. GST) | Fee (excl. GST) | GST | Fee (incl. GST) |            |             |      |               |

## Kitchen (large room only)

|   |   |  |  |  |  |  |         |   |
|---|---|--|--|--|--|--|---------|---|
| All groups: Including crockery and cutlery        | Included in large room hire                       |  |  |  |  |  | Per Day | N |
| All breakages will be charged at replacement cost | All breakages will be charged at replacement cost |  |  |  |  |  |         | N |

## Building Rental – Bundarra

### Bundarra School of Arts Hall

|   |                                      |          |         |          |       |        |               |   |
|---|--------------------------------------|----------|---------|----------|-------|--------|---------------|---|
| Hall Hire (less than 2 hours)           | \$20.00                              | \$18.18  | \$1.82  | \$20.00  | 0.00% | \$0.00 | Per two hours | N |
| General Hall Hire <50                   | \$47.50                              | \$44.55  | \$4.45  | \$49.00  | 3.16% | \$1.50 | Per Day       | N |
| General Hall Hire >50                   | \$73.00                              | \$68.64  | \$6.86  | \$75.50  | 3.42% | \$2.50 | Per Day       | N |
| Kitchen Use Extra <50                   | \$25.50                              | \$24.09  | \$2.41  | \$26.50  | 3.92% | \$1.00 | Per Day       | N |
| Kitchen Use Extra >50                   | \$37.50                              | \$35.45  | \$3.55  | \$39.00  | 4.00% | \$1.50 | Per Day       | N |
| Balls/weddings (includes kitchen hire)  | \$137.00                             | \$128.64 | \$12.86 | \$141.50 | 3.28% | \$4.50 | Per Day       | N |
| Auction Sales, markets and similar uses | \$132.50 plus 25% of subletting fees |          |         |          |       |        | Per Day       | N |
| Small Regular Usage – eg sporting clubs | \$10.00                              | \$9.09   | \$0.91  | \$10.00  | 0.00% | \$0.00 | Per Session   | N |
| Cleaning bond (refundable)              | \$100.00                             | \$100.00 | \$0.00  | \$100.00 | 0.00% | \$0.00 | Per Booking   | N |

### External Equipment Hire

|   |                     |         |        |         |       |        |          |   |
|---|---------------------|---------|--------|---------|-------|--------|----------|---|
| Cleaning bond (refundable)  | \$50.00             | \$50.00 | \$0.00 | \$50.00 | 0.00% | \$0.00 | Per hire | N |
| Chairs  | \$1.60              | \$1.50  | \$0.15 | \$1.65  | 3.13% | \$0.05 | Per Item | N |
| Tables  | \$7.30              | \$6.91  | \$0.69 | \$7.60  | 4.11% | \$0.30 | Per Item | N |
| Replacement of broken or missing chairs and tables (hall or external use) | At replacement cost |         |        |         |       |        | Per Item | N |

### Bundarra Caravan Park

|                                    |         |         |        |         |       |        |           |   |
|------------------------------------|---------|---------|--------|---------|-------|--------|-----------|---|
| Powered site for up to 2 persons   | \$24.00 | \$22.73 | \$2.27 | \$25.00 | 4.17% | \$1.00 | Per Night | N |
| Unpowered site for up to 2 persons | \$10.40 | \$9.82  | \$0.98 | \$10.80 | 3.85% | \$0.40 | Per Night | N |

| Name | Year 21/22      | Year 22/23      |     |                 | Increase % | Increase \$ | Unit | Statutory Fee |
|------|-----------------|-----------------|-----|-----------------|------------|-------------|------|---------------|
|      | Fee (incl. GST) | Fee (excl. GST) | GST | Fee (incl. GST) |            |             |      |               |

**Bundarra Caravan Park** [continued]

|                    |        |        |        |        |       |        |           |   |
|--------------------|--------|--------|--------|--------|-------|--------|-----------|---|
| Additional persons | \$5.00 | \$4.55 | \$0.45 | \$5.00 | 0.00% | \$0.00 | Per Night | N |
| Showers            | \$3.00 | \$2.73 | \$0.27 | \$3.00 | 0.00% | \$0.00 | Per Use   | N |

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| Name | Year 21/22      | Year 22/23      |     |                 | Increase % | Increase \$ | Unit | Statutory Fee |
|------|-----------------|-----------------|-----|-----------------|------------|-------------|------|---------------|
|      | Fee (incl. GST) | Fee (excl. GST) | GST | Fee (incl. GST) |            |             |      |               |

## Aged and Disabled Services

### Tableland Community Support

#### Home Care Packages and Private Clients

##### HCP Clients

|   |                   |          |        |          |       |        |               |   |
|---|-------------------|----------|--------|----------|-------|--------|---------------|---|
| Care Management HCP Level 1 - Fortnightly                     | \$70.00           | \$70.00  | \$0.00 | \$70.00  | 0.00% | \$0.00 | Per fortnight | N |
| Care Management HCP Level 2 - Fortnightly                     | \$140.00          | \$140.00 | \$0.00 | \$140.00 | 0.00% | \$0.00 | Per fortnight | N |
| Care Management HCP Level 3 - Fortnightly                     | \$350.00          | \$350.00 | \$0.00 | \$350.00 | 0.00% | \$0.00 | Per fortnight | N |
| Care Management HCP Level 4 - Fortnightly                     | \$550.00          | \$550.00 | \$0.00 | \$550.00 | 0.00% | \$0.00 | Per fortnight | N |
| Care with active sleepover (Sleepover with Active Care) - HCP | Fees by Agreement |          |        |          |       |        | 24 hrs        | N |
| Domestic Assistance - Mon to Fri 6am to 6pm (HCP clients)     | \$70.00           | \$70.00  | \$0.00 | \$70.00  | 0.00% | \$0.00 | Per Hour      | N |
| Domestic Assistance - Public holiday (HCP clients)            | \$140.00          | \$140.00 | \$0.00 | \$140.00 | 0.00% | \$0.00 | Per Hour      | N |
| Domestic Assistance - Sat (HCP clients)                       | \$105.00          | \$105.00 | \$0.00 | \$105.00 | 0.00% | \$0.00 | Per Hour      | N |
| Domestic Assistance - Sun (HCP clients)                       | \$122.50          | \$122.50 | \$0.00 | \$122.50 | 0.00% | \$0.00 | Per Hour      | N |
| In Home Respite - Mon to Fri 6am to 6pm (HCP clients)         | \$70.00           | \$70.00  | \$0.00 | \$70.00  | 0.00% | \$0.00 | Per hour      | N |
| In Home Respite - Public Holiday (HCP clients)                | \$140.00          | \$140.00 | \$0.00 | \$140.00 | 0.00% | \$0.00 | Per hour      | N |
| In Home Respite - Sat (HCP clients)                           | \$105.00          | \$105.00 | \$0.00 | \$105.00 | 0.00% | \$0.00 | Per hour      | N |

| Name | Year 21/22      | Year 22/23      |     |                 | Increase % | Increase \$ | Unit | Statutory Fee |
|------|-----------------|-----------------|-----|-----------------|------------|-------------|------|---------------|
|      | Fee (incl. GST) | Fee (excl. GST) | GST | Fee (incl. GST) |            |             |      |               |

### HCP Clients [continued]

|  |                   |          |        |          |       |        |               |   |
|--|-------------------|----------|--------|----------|-------|--------|---------------|---|
| In Home Respite - Sun (HCP clients)                    | \$122.50          | \$122.50 | \$0.00 | \$122.50 | 0.00% | \$0.00 | Per hour      | N |
| Overnight Respite - HCP                                | Fees by Agreement |          |        |          |       |        | 10 hrs        | N |
| Package Management HCP Level 1 - Fortnightly           | \$70.00           | \$70.00  | \$0.00 | \$70.00  | 0.00% | \$0.00 | Per fortnight | N |
| Package Management HCP Level 2 - Fortnightly           | \$80.00           | \$80.00  | \$0.00 | \$80.00  | 0.00% | \$0.00 | Per fortnight | N |
| Package Management HCP Level 3 - Fortnightly           | \$100.00          | \$100.00 | \$0.00 | \$100.00 | 0.00% | \$0.00 | Per fortnight | N |
| Package Management HCP Level 4 - Fortnightly           | \$120.00          | \$120.00 | \$0.00 | \$120.00 | 0.00% | \$0.00 | Per fortnight | N |
| Personal Care - Mon to Fri 6am to 6pm (HCP clients)    | \$70.00           | \$70.00  | \$0.00 | \$70.00  | 0.00% | \$0.00 | Per hour      | N |
| Personal Care - Public Holiday (HCP clients)           | \$140.00          | \$140.00 | \$0.00 | \$140.00 | 0.00% | \$0.00 | Per hour      | N |
| Personal Care - Sat (HCP clients)                      | \$105.00          | \$105.00 | \$0.00 | \$105.00 | 0.00% | \$0.00 | Per hour      | N |
| Personal Care - Sun (HCP clients)                      | \$122.50          | \$122.50 | \$0.00 | \$122.50 | 0.00% | \$0.00 | Per hour      | N |
| Registered Nurse - Mon to Fri 6am to 6pm (HCP clients) | \$85.00           | \$85.00  | \$0.00 | \$85.00  | 0.00% | \$0.00 | Per hour      | N |
| Registered Nurse - Public Holiday (HCP clients)        | \$170.00          | \$170.00 | \$0.00 | \$170.00 | 0.00% | \$0.00 | Per hour      | N |
| Registered Nurse - Sat (HCP clients)                   | \$127.50          | \$127.50 | \$0.00 | \$127.50 | 0.00% | \$0.00 | Per hour      | N |
| Registered Nurse - Sun (HCP clients)                   | \$148.75          | \$148.75 | \$0.00 | \$148.75 | 0.00% | \$0.00 | Per hour      | N |
| Social Support - Mon to Fri 6am to 6pm (HCP clients)   | \$70.00           | \$70.00  | \$0.00 | \$70.00  | 0.00% | \$0.00 | Per Hour      | N |
| Social support - Public Holiday (HCP clients)          | \$140.00          | \$140.00 | \$0.00 | \$140.00 | 0.00% | \$0.00 | Per Hour      | N |
| Social Support - Sat (HCP clients)                     | \$105.00          | \$105.00 | \$0.00 | \$105.00 | 0.00% | \$0.00 | Per Hour      | N |
| Social support - Sun (HCP clients)                     | \$122.50          | \$122.50 | \$0.00 | \$122.50 | 0.00% | \$0.00 | Per Hour      | N |

| Name | Year 21/22      | Year 22/23      |     |                 | Increase % | Increase \$ | Unit | Statutory Fee |
|------|-----------------|-----------------|-----|-----------------|------------|-------------|------|---------------|
|      | Fee (incl. GST) | Fee (excl. GST) | GST | Fee (incl. GST) |            |             |      |               |

### HCP Clients [continued]

|   |   |          |        |          |       |        |        |   |
|---|---|----------|--------|----------|-------|--------|--------|---|
| Travel (HCP clients)                            | \$1.10  | \$1.10   | \$0.00 | \$1.10   | 0.00% | \$0.00 | Per km | N |
| Home Care Packages – Client Income Assessed Fee | Dept of Social Services Fees – My Aged Care website |          |        |          |       |        |        | N |
| Home Care Packages – Exit Fee                   | \$400.00  | \$400.00 | \$0.00 | \$400.00 | 0.00% | \$0.00 | Exit   | N |

### Private Clients

|   |  |          |         |          |        |         |           |   |
|---|--|----------|---------|----------|--------|---------|-----------|---|
| Administration (Private Clients) - Monthly                    | Charged by agreement relative to service needs (incl GST)<br>Min. Fee excl. GST: \$70.00 |          |         |          |        |         |           | N |
| Registered Nurse - Mon to Fri 6am to 6pm (Private clients)    | \$126.50   | \$115.00 | \$11.50 | \$126.50 | 0.00%  | \$0.00  | Per hour  | N |
| Registered Nurse - Public Holiday (Private clients)           | \$247.50   | \$240.00 | \$24.00 | \$264.00 | 6.67%  | \$16.50 | Per hour  | N |
| Registered Nurse - Sat (Private clients)                      | \$170.50   | \$159.65 | \$15.97 | \$175.62 | 3.00%  | \$5.12  | Per hour  | N |
| Registered Nurse - Sun (Private clients)                      | \$198.00   | \$185.40 | \$18.54 | \$203.94 | 3.00%  | \$5.94  | Per hour  | N |
| Travel (Private Clients)                                      | \$1.20   | \$1.27   | \$0.13  | \$1.40   | 16.67% | \$0.20  | Per km    | N |
| Case Management (Private clients) - Monthly                   | Cost by agreement relative to care needs - Plus GST<br>Min. Fee excl. GST: \$90.00       |          |         |          |        |         | Per Month | N |
| Domestic Assistance – Mon to Fri 6am to 6pm (Private clients) | \$71.50  | \$71.50  | \$7.15  | \$78.65  | 10.00% | \$7.15  | Per Hour  | N |
| Domestic Assistance – Sat (Private clients)                   | \$121.00   | \$115.00 | \$11.50 | \$126.50 | 4.55%  | \$5.50  | Per Hour  | N |
| Domestic Assistance – Sun (Private clients)                   | \$143.00   | \$135.00 | \$13.50 | \$148.50 | 3.85%  | \$5.50  | Per Hour  | N |
| Domestic Assistance – Public holiday (Private clients)        | \$165.00   | \$160.00 | \$16.00 | \$176.00 | 6.67%  | \$11.00 | Per Hour  | N |
| Social Support – Mon to Fri 6am to 6pm (Private clients)      | \$71.50  | \$71.50  | \$7.15  | \$78.65  | 10.00% | \$7.15  | Per Hour  | N |
| Social Support – Sat (Private clients)                        | \$121.00   | \$117.34 | \$11.73 | \$129.07 | 6.67%  | \$8.07  | Per Hour  | N |

| Name | Year 21/22      | Year 22/23      |     |                 | Increase % | Increase \$ | Unit | Statutory Fee |
|------|-----------------|-----------------|-----|-----------------|------------|-------------|------|---------------|
|      | Fee (incl. GST) | Fee (excl. GST) | GST | Fee (incl. GST) |            |             |      |               |

### Private Clients [continued]

|   |   |          |         |          |        |         |          |   |
|---|---|----------|---------|----------|--------|---------|----------|---|
| Social Support – Sun (Private clients)                                    | \$143.00  | \$138.64 | \$13.86 | \$152.50 | 6.64%  | \$9.50  | Per Hour | N |
| Social Support – Public Holiday (Private clients)                         | \$165.00  | \$170.00 | \$17.00 | \$187.00 | 13.33% | \$22.00 | Per Hour | N |
| Personal Care – Mon to Fri 6am to 6pm (Private clients)                   | \$71.50   | \$71.50  | \$7.15  | \$78.65  | 10.00% | \$7.15  | Per Hour | N |
| Personal Care – Sat (Private clients)                                     | \$121.00  | \$113.30 | \$11.33 | \$124.63 | 3.00%  | \$3.63  | Per Hour | N |
| Personal Care – Sun (Private clients)                                     | \$143.00  | \$133.90 | \$13.39 | \$147.29 | 3.00%  | \$4.29  | Per Hour | N |
| Personal Care – Public Holiday (Private clients)                          | \$165.00  | \$170.00 | \$17.00 | \$187.00 | 13.33% | \$22.00 | Per Hour | N |
| In Home Respite – Mon to Fri 6am to 6pm (Private clients)                 | \$71.50   | \$71.50  | \$7.15  | \$78.65  | 10.00% | \$7.15  | Per Hour | N |
| In Home Respite – Sat (Private clients)                                   | \$121.00  | \$121.36 | \$12.14 | \$133.50 | 10.33% | \$12.50 | Per Hour | N |
| In Home Respite – Sun (Private clients)                                   | \$143.00  | \$145.00 | \$14.50 | \$159.50 | 11.54% | \$16.50 | Per Hour | N |
| In Home Respite – Public Holiday (Private clients)                        | \$165.00  | \$172.73 | \$17.27 | \$190.00 | 15.15% | \$25.00 | Per Hour | N |
| Overnight Respite - Private Clients                                       | Fees by Agreement<br>Min. Fee excl. GST: \$71.50  |          |         |          |        |         | 10 hrs   | N |
| Care with active sleepover (Sleepover with Active Care) - Private Clients | Fees by Agreement<br>Min. Fee excl. GST: \$300.00 |          |         |          |        |         | 24 hrs   | N |

### Commonwealth Home Support Programme

|                                 |   |         |        |         |       |        |   |   |
|---------------------------------|---|---------|--------|---------|-------|--------|---|---|
| Goods, Equipment and Technology | 25% of variable costs for goods / equipment or assistive technology |         |        |         |       |        | 25% of variable costs for goods/ equipment or assistive technology. | N |
| Domestic Assistance             | \$15.00   | \$15.00 | \$0.00 | \$15.00 | 0.00% | \$0.00 | Per Hour  | N |
| Personal care                   | \$15.00   | \$15.00 | \$0.00 | \$15.00 | 0.00% | \$0.00 | Per Hour  | N |
| Respite                         | \$15.00   | \$15.00 | \$0.00 | \$15.00 | 0.00% | \$0.00 | Per Hour  | N |



| Name | Year 21/22      | Year 22/23      |     |                 | Increase % | Increase \$ | Unit | Statutory Fee |
|------|-----------------|-----------------|-----|-----------------|------------|-------------|------|---------------|
|      | Fee (incl. GST) | Fee (excl. GST) | GST | Fee (incl. GST) |            |             |      |               |

## Commonwealth Home Support Programme [continued]

|                             |         |         |        |         |       |        |          |   |
|-----------------------------|---------|---------|--------|---------|-------|--------|----------|---|
| Social Support – Individual | \$15.00 | \$15.00 | \$0.00 | \$15.00 | 0.00% | \$0.00 | Per Hour | N |
| Social Support – Group      | \$12.00 | \$12.00 | \$0.00 | \$12.00 | 0.00% | \$0.00 | Per Hour | N |
| Allied Health               | \$35.00 | \$35.00 | \$0.00 | \$35.00 | 0.00% | \$0.00 | Service  | N |
| Home Maintenance            | \$30.00 | \$30.00 | \$0.00 | \$30.00 | 0.00% | \$0.00 | Service  | N |

## NDIS

|                      |                                       |  |  |  |  |          |   |
|----------------------|---------------------------------------|--|--|--|--|----------|---|
| House cleaning       | As per NDIS Price Guide - 1 July 2022 |  |  |  |  | Per hour | Y |
|                      | <b>Last year fee</b>                  |  |  |  |  |          |   |
|                      | As per NDIS Price Guide - 1 July 2021 |  |  |  |  |          |   |
| Plan Management      | As per NDIS Price Guide 1 July 2022   |  |  |  |  | Per hour | Y |
|                      | <b>Last year fee</b>                  |  |  |  |  |          |   |
|                      | As per NDIS Price Guide 1 July 2021   |  |  |  |  |          |   |
| Self-Care Activities | As per NDIS Price Guide 1 July 2022   |  |  |  |  | Per hour | Y |
|                      | <b>Last year fee</b>                  |  |  |  |  |          |   |
|                      | As per NDIS Price Guide 1 July 2021   |  |  |  |  |          |   |

## McMaugh Gardens Aged Care Centre

### Bond

|   |  |              |        |              |        |             |                                   |   |
|---|--|--------------|--------|--------------|--------|-------------|-----------------------------------|---|
| Accommodation Entry Bond                  | \$200,000.00   | \$225,000.00 | \$0.00 | \$225,000.00 | 12.50% | \$25,000.00 | Per Room maximum to asset testing | Y |
| Accommodation Entry Bond – further detail | In line with the Dept of Health & Ageing regulated Pensioner Allowable limit for Accommodation Bonds |              |        |              |        |             |                                   | Y |

### Daily Fees

|                       |   |  |  |  |  |  |         |   |
|-----------------------|---|--|--|--|--|--|---------|---|
| Standard Resident     | As per Department of Health schedule of resident fees & charges |  |  |  |  |  | Per Day | Y |
| Protected Resident    | As per Department of Health schedule of resident fees & charges |  |  |  |  |  | Per Day | Y |
| Phased Resident       | As per Department of Health schedule of resident fees & charges |  |  |  |  |  | Per Day | Y |
| Non Standard Resident | As per Department of Health schedule of resident fees & charges |  |  |  |  |  | Per Day | Y |

### Respite

|               |   |  |  |  |  |  |         |   |
|---------------|---|--|--|--|--|--|---------|---|
| Pensioner     | As per Department of Health schedule of resident fees & charges |  |  |  |  |  | Per Day | Y |
| Non-Pensioner | As per Department of Health schedule of resident fees & charges |  |  |  |  |  | Per Day | Y |
| Day Respite   | As per Department of Health schedule of resident fees & charges |  |  |  |  |  | Per Day | Y |

### Telephone Calls

|       |        |        |        |        |       |        |          |   |
|-------|--------|--------|--------|--------|-------|--------|----------|---|
| Local | \$0.70 | \$0.68 | \$0.07 | \$0.75 | 7.14% | \$0.05 | Per Call | N |
|-------|--------|--------|--------|--------|-------|--------|----------|---|

| Name | Year 21/22      | Year 22/23      |     |                 | Increase % | Increase \$ | Unit | Statutory Fee |
|------|-----------------|-----------------|-----|-----------------|------------|-------------|------|---------------|
|      | Fee (incl. GST) | Fee (excl. GST) | GST | Fee (incl. GST) |            |             |      |               |

## Telephone Calls [continued]

|                  |        |        |        |        |       |         |          |   |
|------------------|--------|--------|--------|--------|-------|---------|----------|---|
| STD              |        |        |        |        |       | At cost | Per Call | N |
| Fax Transmission | \$0.70 | \$0.68 | \$0.07 | \$0.75 | 7.14% | \$0.05  | Per Page | N |

## Transport Residents

|  |         |         |        |         |       |                |              |   |
|--|---------|---------|--------|---------|-------|----------------|--------------|---|
| To Armidale                                | \$37.50 | \$35.45 | \$3.55 | \$39.00 | 4.00% | \$1.50         | Return Trip  | N |
| From Uralla Doctors Surgery or Foot Clinic | \$6.40  | \$6.00  | \$0.60 | \$6.60  | 3.13% | \$0.20         | One Way Trip | N |
| To and from Uralla CBD                     | \$6.40  | \$6.00  | \$0.60 | \$6.60  | 3.13% | \$0.20         | One Way Trip | N |
| To Tamworth                                |         |         |        |         |       | By negotiation | One Way Trip | N |
| Staff Escort                               | \$47.50 | \$44.55 | \$4.45 | \$49.00 | 3.16% | \$1.50         | Hour         | N |

## Visitor Meals

|        |         |         |        |         |       |        |      |   |
|--------|---------|---------|--------|---------|-------|--------|------|---|
| Lunch  | \$10.60 | \$10.00 | \$1.00 | \$11.00 | 3.77% | \$0.40 | Each | N |
| Dinner | \$10.60 | \$10.00 | \$1.00 | \$11.00 | 3.77% | \$0.40 | Each | N |

## Tablelands Community Transport

### Vehicle Hire (without driver)

Subject to conditions on application

#### Car

#### Mini Bus

### Client Contributions – Individual return transport

|            |         |         |        |         |        |        |                            |   |
|------------|---------|---------|--------|---------|--------|--------|----------------------------|---|
| 0-15 km    | \$9.00  | \$10.00 | \$0.00 | \$10.00 | 11.11% | \$1.00 | Per return trip per person | N |
| 16-50 km   | \$20.00 | \$20.00 | \$0.00 | \$20.00 | 0.00%  | \$0.00 | Per return trip per person | N |
| 51-100 km  | \$25.00 | \$30.00 | \$0.00 | \$30.00 | 20.00% | \$5.00 | Per return trip per person | N |
| 101-150 km | \$35.00 | \$40.00 | \$0.00 | \$40.00 | 14.29% | \$5.00 | Per return trip per person | N |
| 151-200 km | \$40.00 | \$45.00 | \$0.00 | \$45.00 | 12.50% | \$5.00 | Per return trip per person | N |
| 201-250 km | \$45.00 | \$50.00 | \$0.00 | \$50.00 | 11.11% | \$5.00 | Per return trip per person | N |

| Name | Year 21/22      | Year 22/23      |     |                 | Increase % | Increase \$ | Unit | Statutory Fee |
|------|-----------------|-----------------|-----|-----------------|------------|-------------|------|---------------|
|      | Fee (incl. GST) | Fee (excl. GST) | GST | Fee (incl. GST) |            |             |      |               |

### Client Contributions – Individual return transport [continued]

|            |         |         |        |         |        |         |                            |   |
|------------|---------|---------|--------|---------|--------|---------|----------------------------|---|
| 251-300 km | \$50.00 | \$60.00 | \$0.00 | \$60.00 | 20.00% | \$10.00 | Per return trip per person | N |
|------------|---------|---------|--------|---------|--------|---------|----------------------------|---|

### Client Contributions – Group return transport

|  |         |         |        |         |        |        |                            |   |
|--|---------|---------|--------|---------|--------|--------|----------------------------|---|
| Access Bus (Uralla/ Invergowrie/ Armidale) | \$5.00  | \$5.00  | \$0.00 | \$5.00  | 0.00%  | \$0.00 | Per return trip per person | N |
| Social Outing                              | \$10.00 | \$15.00 | \$0.00 | \$15.00 | 50.00% | \$5.00 | Per return trip per person | N |

### Other Services

|                             |  |  |  |  |  |  |  |   |
|-----------------------------|--|--|--|--|--|--|--|---|
| Community transport – other | Cost is variable based on km and time used |  |  |  |  |  |  | N |
|-----------------------------|--|--|--|--|--|--|--|---|

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| Name | Year 21/22      | Year 22/23      |     |                 | Increase % | Increase \$ | Unit | Statutory Fee |
|------|-----------------|-----------------|-----|-----------------|------------|-------------|------|---------------|
|      | Fee (incl. GST) | Fee (excl. GST) | GST | Fee (incl. GST) |            |             |      |               |

## Development and Health Services

### Development Control

The fees identified as a Statutory Fee in the Council Cost Recovery Policy column will be charged in accordance with the maximum fee payable under the Environmental Planning and Assessment Act 1979 (as amended). The applicable fees at the time of printing are as follows and may be changed without notice.

#### Section 7.11 Contributions

Previously Section 94 Contributions

|                            |   |  |   |
|----------------------------|---|--|---|
| Section 7.11 Contributions | See: Section 7.11 and 7.12 Contributions Document |  | N |
|----------------------------|---|--|---|

### Complying Development Certificates – Fees based on construction cost

|                     |  |                 |   |
|---------------------|--|-----------------|---|
| To \$5,000          | \$197.00 plus \$5.50 per \$1,000                 | Per Application | Y |
| \$5,001-\$100,000   | \$228.00 plus \$3.85 per \$1,000 above \$5,000   | Per Application | Y |
| \$100,001-\$250,000 | \$627.00 plus \$2.20 per \$1,000 above \$100,000 | Per Application | Y |
| Over \$250,000      | \$985.00 plus \$1.10 per \$1,000 above \$250,000 | Per Application | Y |

### Bushfire Attack Certification

#### Development Applications – Building Works – Based on cost of works

Environmental Planning & Assessment Regulation 2000 (EPAR) Clause 246B

|                           |   |          |        |          |        |         |                 |   |
|---------------------------|---|----------|--------|----------|--------|---------|-----------------|---|
| Less than \$5000          | \$110.00  | \$129.00 | \$0.00 | \$129.00 | 17.27% | \$19.00 | Per Application | Y |
| \$5,001-\$50,000          | \$198.00 + \$3.00 per \$1,000, or part thereof, above \$5,000         |          |        |          |        |         | Per Application | Y |
|                           | <b>Last year fee</b>  |          |        |          |        |         |                 |   |
|                           | \$170.00 + \$3.00 per \$1,000, or part thereof, above \$5,000         |          |        |          |        |         |                 |   |
| \$50,001-\$250,000        | \$412.00 + \$3.64 per \$1,000, or part thereof, above \$50,000        |          |        |          |        |         | Per Application | Y |
|                           | <b>Last year fee</b>  |          |        |          |        |         |                 |   |
|                           | \$352.00 + \$3.64 per \$1,000, or part thereof, above \$50,000        |          |        |          |        |         |                 |   |
| \$250,001-\$500,000       | \$1,356.00 + \$2.34 per \$1,000, or part thereof, above \$250,000     |          |        |          |        |         | Per Application | Y |
|                           | <b>Last year fee</b>  |          |        |          |        |         |                 |   |
|                           | \$1,160.00 + \$2.34 per \$1,000, or part thereof, above \$250,000     |          |        |          |        |         |                 |   |
| \$500,001-\$1,000,000     | \$2,041.00 + \$1.64 per \$1,000, or part thereof, above \$500,000     |          |        |          |        |         | Per Application | Y |
|                           | <b>Last year fee</b>  |          |        |          |        |         |                 |   |
|                           | \$1,745.00 + \$1.64 per \$1,000, or part thereof, above \$500,000     |          |        |          |        |         |                 |   |
| \$1,000,001-\$10,000,000  | \$3058.00 + \$1.44 per \$1,000, or part thereof, above \$1,000,000    |          |        |          |        |         | Per Application | Y |
|                           | <b>Last year fee</b>  |          |        |          |        |         |                 |   |
|                           | \$2,615.00 + \$1.44 per \$1,000, or part thereof, above \$1,000,000   |          |        |          |        |         |                 |   |
| Greater than \$10,000,001 | \$18,565.00 + \$1.19 per \$1,000, or part thereof, above \$10,000,000 |          |        |          |        |         | Per Application | Y |
|                           | <b>Last year fee</b>  |          |        |          |        |         |                 |   |
|                           | \$15,875.00 + \$1.19 per \$1,000, or part thereof, above \$10,000,000 |          |        |          |        |         |                 |   |

| Name | Year 21/22      | Year 22/23      |     |                 | Increase % | Increase \$ | Unit | Statutory Fee |
|------|-----------------|-----------------|-----|-----------------|------------|-------------|------|---------------|
|      | Fee (incl. GST) | Fee (excl. GST) | GST | Fee (incl. GST) |            |             |      |               |

## Development Application

|  |            |            |        |            |        |          |                     |   |
|--|------------|------------|--------|------------|--------|----------|---------------------|---|
| Designated development requiring advertising   | \$2,220.00 | \$2,596.00 | \$0.00 | \$2,596.00 | 16.94% | \$376.00 | Per Application     | Y |
| Designated Development – Standard DA Fees plus additional fee(c.251)   | \$920.00   | \$1,076.00 | \$0.00 | \$1,076.00 | 16.96% | \$156.00 | Per Application     | Y |
| Erection of dwelling costing less than \$100,000 (c.247)   | \$455.00   | \$532.00   | \$0.00 | \$532.00   | 16.92% | \$77.00  | Per Application     | Y |
| Development not involving the erection of a building, the carrying out of a work, or the subdivision of land or demolition | \$285.00   | \$333.00   | \$0.00 | \$333.00   | 16.84% | \$48.00  | Per Application     | Y |
| Advertising Signs (c.250)  | \$285.00   | \$333.00   | \$0.00 | \$333.00   | 16.84% | \$48.00  | First Sign          | Y |
| Additional Signs   | \$93.00    | \$93.00    | \$0.00 | \$93.00    | 0.00%  | \$0.00   | Per Additional Sign | Y |

## Miscellaneous Administrative Application Fees

|  |         |         |        |         |        |        |                 |   |
|--|---------|---------|--------|---------|--------|--------|-----------------|---|
| Section 88B  | \$59.50 | \$61.50 | \$0.00 | \$61.50 | 3.36%  | \$2.00 | Per Application | N |
| Stamping additional plans and specs – up to four copies            | \$25.80 | \$26.57 | \$0.00 | \$26.57 | 2.98%  | \$0.77 | Per Application | Y |
| Each additional copy   | \$10.30 | \$10.61 | \$0.00 | \$10.61 | 3.01%  | \$0.31 | Per Document    | Y |
| Building Specifications  | \$22.00 | \$23.00 | \$0.00 | \$23.00 | 4.55%  | \$1.00 | Per Document    | N |
| Certified Copy of Document, map or plan as per s, 150(2) (R.c.262) | \$53.00 | \$62.00 | \$0.00 | \$62.00 | 16.98% | \$9.00 | Per Document    | Y |

## Building Entitlement Confirmation Fee

|                 |          |          |        |          |       |        |                 |   |
|-----------------|----------|----------|--------|----------|-------|--------|-----------------|---|
| Per application | \$314.00 | \$323.42 | \$0.00 | \$323.42 | 3.00% | \$9.42 | Per Application | Y |
|-----------------|----------|----------|--------|----------|-------|--------|-----------------|---|

## Planning Reform Fee

|   |  |  |  |  |  |  |            |   |
|---|--|--|--|--|--|--|------------|---|
| For cost of work >\$50,000 for each \$1,000 |  |  |  |  | (\$0.64 per \$1,000) - \$5                 |  | Per Matter | Y |
|   |  |  |  |  | <b>Last year fee</b><br>\$0.64 per \$1,000 |  |            |   |

| Name | Year 21/22      | Year 22/23      |     |                 | Increase % | Increase \$ | Unit | Statutory Fee |
|------|-----------------|-----------------|-----|-----------------|------------|-------------|------|---------------|
|      | Fee (incl. GST) | Fee (excl. GST) | GST | Fee (incl. GST) |            |             |      |               |

### Subdivision Fees

|   |          |          |        |          |        |          |                    |   |
|---|----------|----------|--------|----------|--------|----------|--------------------|---|
| Subdivisions – Opening of a New Road    | \$665.00 | \$777.00 | \$0.00 | \$777.00 | 16.84% | \$112.00 | Per Application    | Y |
| Plus fee per additional lot created     | \$65.00  | \$65.00  | \$0.00 | \$65.00  | 0.00%  | \$0.00   | Per Additional Lot | Y |
| Subdivisions – No opening of a New Road | \$330.00 | \$386.00 | \$0.00 | \$386.00 | 16.97% | \$56.00  | Per Application    | Y |
| Plus fee per additional lot created     | \$53.00  | \$53.00  | \$0.00 | \$53.00  | 0.00%  | \$0.00   | Per Additional Lot | Y |
| Subdivisions – Strata                   | \$330.00 | \$386.00 | \$0.00 | \$386.00 | 16.97% | \$56.00  | Per Application    | Y |
| Plus fee per additional lot created     | \$65.00  | \$65.00  | \$0.00 | \$65.00  | 0.00%  | \$0.00   | Per Additional Lot | Y |

### Subdivision Certificate / Title Plan Processing Fee

|                |          |          |        |          |       |        |                 |   |
|----------------|----------|----------|--------|----------|-------|--------|-----------------|---|
| Processing Fee | \$165.50 | \$170.50 | \$0.00 | \$170.50 | 3.02% | \$5.00 | Per Application | N |
|----------------|----------|----------|--------|----------|-------|--------|-----------------|---|

### Refund of DA fee for cancellation of DA

|                              |  |  |  |  |  |             |                 |   |
|------------------------------|--|--|--|--|--|-------------|-----------------|---|
| Processing commenced         |  |  |  |  |  | 1/2 DA fee  | Per Application | N |
| Processing largely completed |  |  |  |  |  | No refund   | Per Application | N |
| Processing not commenced     |  |  |  |  |  | Full DA fee | Per Application | N |

### Review of Determination per s, 82A, EPA Regulations c.257

|                             |          |          |        |          |        |                        |                 |   |
|-----------------------------|----------|----------|--------|----------|--------|------------------------|-----------------|---|
| Not involving building work |          |          |        |          |        | 50% of original DA fee | Per Application | Y |
| Dwelling <\$100,000         | \$190.00 | \$222.00 | \$0.00 | \$222.00 | 16.84% | \$32.00                | Per Application | Y |

### All other Development Work – EPA R. c.257

|                       |         |         |        |   |        |        |                 |   |
|-----------------------|---------|---------|--------|---|--------|--------|-----------------|---|
| Less than \$5,000     | \$55.00 | \$64.00 | \$0.00 | \$64.00   | 16.36% | \$9.00 | Per Application | Y |
| \$5,001-\$250,000     |         |         |        | \$100.00 + \$1.50 per \$1,000, or part thereof, above \$5,000                           |        |        | Per Application | Y |
|                       |         |         |        | <b>Last year fee</b><br>\$85.00 + \$1.50 per \$1,000, or part thereof, above \$5,000    |        |        |                 |   |
| \$250,001-\$500,000   |         |         |        | \$585.00 + \$0.85 per \$1,000, or part thereof, above \$250,000                         |        |        | Per Application | Y |
|                       |         |         |        | <b>Last year fee</b><br>\$500.00 + \$0.85 per \$1,000, or part thereof, above \$250,000 |        |        |                 |   |
| \$500,001-\$1,000,000 |         |         |        | \$833.00 + \$0.50 per \$1,000, or part thereof, above \$500,000                         |        |        | Per Application | Y |
|                       |         |         |        | <b>Last year fee</b><br>\$712.00 + \$0.50 per \$1,000, or part thereof, above \$500,000 |        |        |                 |   |

| Name | Year 21/22      | Year 22/23      |     |                 | Increase % | Increase \$ | Unit | Statutory Fee |
|------|-----------------|-----------------|-----|-----------------|------------|-------------|------|---------------|
|      | Fee (incl. GST) | Fee (excl. GST) | GST | Fee (incl. GST) |            |             |      |               |

### All other Development Work – EPA R. c.257 [continued]

|  |  |          |        |          |        |          |                 |   |
|--|--|----------|--------|----------|--------|----------|-----------------|---|
| \$1,000,001-\$10,000,000                                 | \$1154.00 + \$0.40 per \$1,000, or part thereof, above \$1,000,000   |          |        |          |        |          | Per Application | Y |
|  | <b>Last year fee</b>   |          |        |          |        |          |                 |   |
|  | \$987.00 + \$0.40 per \$1,000, or part thereof, above \$1,000,000    |          |        |          |        |          |                 |   |
| Greater than \$10,000,001                                | \$5,540.00 + \$0.27 per \$1,000, or part thereof, above \$10,000,000 |          |        |          |        |          | Per Application | Y |
|  | <b>Last year fee</b>   |          |        |          |        |          |                 |   |
|  | \$4,737.00 + \$0.27 per \$1,000, or part thereof, above \$10,000,000 |          |        |          |        |          |                 |   |
| Plus fee for required Notice under s.82A EPA Regulations | \$620.00   | \$725.00 | \$0.00 | \$725.00 | 16.94% | \$105.00 | Per Application | Y |

### Review of Determination per s, 82B, EPA Regulations (Rejection) – c.257A

|                          |          |          |        |          |        |         |                 |   |
|--------------------------|----------|----------|--------|----------|--------|---------|-----------------|---|
| Less than \$100,000      | \$55.00  | \$64.00  | \$0.00 | \$64.00  | 16.36% | \$9.00  | Per Application | Y |
| \$100,001-\$1,000,000    | \$150.00 | \$175.00 | \$0.00 | \$175.00 | 16.67% | \$25.00 | Per Application | Y |
| Greater than \$1,000,001 | \$250.00 | \$292.00 | \$0.00 | \$292.00 | 16.80% | \$42.00 | Per Application | Y |

### Modification of Consent at Applicants Request – c.258

|   |   |         |        |         |        |         |                 |   |
|---|---|---------|--------|---------|--------|---------|-----------------|---|
| 4.55 – Minor Error/ Discrepancy                   | \$71.00   | \$83.00 | \$0.00 | \$83.00 | 16.90% | \$12.00 | Per Application | Y |
| 4.55 – Modification of minor environmental impact | \$754.00 or 50% or original fee whichever is lesser |         |        |         |        |         | Per Application | Y |
|   | <b>Last year fee</b>                                |         |        |         |        |         |                 |   |
|   | \$645.00 or 50% or original fee whichever is lesser |         |        |         |        |         |                 |   |

### Other modifications per s.4.55 not of minor environmental impact

|  |                     |          |        |          |        |         |                 |   |
|--|---------------------|----------|--------|----------|--------|---------|-----------------|---|
| Original fee was less than \$100.00 (c.258)                                | 50% of original fee |          |        |          |        |         | Per Application | Y |
| Original fee was greater than \$101.00 (no works involved)                 | 50% of original fee |          |        |          |        |         | Per Application | Y |
| No building or work involved: For dwelling house costing \$100,000 or less | \$190.00            | \$222.00 | \$0.00 | \$222.00 | 16.84% | \$32.00 | Per Application | Y |

### All other requests for modifications, based on estimated construction costs

|                   |         |         |        |         |        |        |                 |   |
|-------------------|---------|---------|--------|---------|--------|--------|-----------------|---|
| Less than \$5,000 | \$55.00 | \$64.00 | \$0.00 | \$64.00 | 16.36% | \$9.00 | Per Application | Y |
|-------------------|---------|---------|--------|---------|--------|--------|-----------------|---|

| Name | Year 21/22      | Year 22/23      |     |                 | Increase % | Increase \$ | Unit | Statutory Fee |
|------|-----------------|-----------------|-----|-----------------|------------|-------------|------|---------------|
|      | Fee (incl. GST) | Fee (excl. GST) | GST | Fee (incl. GST) |            |             |      |               |

### All other requests for modifications, based on estimated construction costs [continued]

|   |          |          |        |          |       |         |  |  |  |  |                 |   |
|---|----------|----------|--------|----------|-------|---------|--|--|--|--|-----------------|---|
| \$5,001-\$250,000   |          |          |        |          |       |         |  |  |  | \$100.00 + \$1.50 per \$1,000, or part thereof, above \$5,000                                | Per Application | Y |
|   |          |          |        |          |       |         |  |  |  | <b>Last year fee</b><br>\$85.00 + \$1.50 per \$1,000, or part thereof, above \$5,000         |                 |   |
| \$250,001-\$500,000 (c. 258)  |          |          |        |          |       |         |  |  |  | \$585.00 + \$0.85 per \$1,000, or part thereof, above \$250,000                              | Per Application | Y |
|   |          |          |        |          |       |         |  |  |  | <b>Last year fee</b><br>\$500.00 + \$0.85 per \$1,000, or part thereof, above \$250,000      |                 |   |
| \$500,001-\$1,000,000   |          |          |        |          |       |         |  |  |  | \$833.00 + \$0.50 per \$1,000, or part thereof, above \$500,000                              | Per Application | Y |
|   |          |          |        |          |       |         |  |  |  | <b>Last year fee</b><br>\$712.00 + \$0.50 per \$1,000, or part thereof, above \$500,000      |                 |   |
| \$1,000,001-\$10,000,000  |          |          |        |          |       |         |  |  |  | \$1154.00 + \$0.40 per \$1,000, or part thereof, above \$1,000,000                           | Per Application | Y |
|   |          |          |        |          |       |         |  |  |  | <b>Last year fee</b><br>\$987.00 + \$0.40 per \$1,000, or part thereof, above \$1,000,000    |                 |   |
| Greater than \$10,000,001   |          |          |        |          |       |         |  |  |  | \$5,540.00 + \$0.27 per \$1,000, or part thereof, above \$10,000,000                         | Per Application | Y |
|   |          |          |        |          |       |         |  |  |  | <b>Last year fee</b><br>\$4,737.00 + \$0.27 per \$1,000, or part thereof, above \$10,000,000 |                 |   |
| Modification to consent requiring advertisement per s. 4.55 EPA Act | \$665.00 | \$725.00 | \$0.00 | \$725.00 | 9.02% | \$60.00 |  |  |  |  | Per Application | Y |

### Designated Development

|     |          |            |        |            |        |          |  |  |  |  |                 |   |
|-----|----------|------------|--------|------------|--------|----------|--|--|--|--|-----------------|---|
| Fee | \$920.00 | \$1,076.00 | \$0.00 | \$1,076.00 | 16.96% | \$156.00 |  |  |  |  | Per Application | Y |
|-----|----------|------------|--------|------------|--------|----------|--|--|--|--|-----------------|---|

### Integrated Development (c.252A/253)

|   |          |          |        |          |        |         |  |  |  |  |                 |   |
|---|----------|----------|--------|----------|--------|---------|--|--|--|--|-----------------|---|
| Standard DA fee plus additional fee         | \$140.00 | \$164.00 | \$0.00 | \$164.00 | 17.14% | \$24.00 |  |  |  |  | Per Application | Y |
| Fee to be forwarded to Integrated Authority | \$320.00 | \$374.00 | \$0.00 | \$374.00 | 16.88% | \$54.00 |  |  |  |  | Per Application | Y |

### Advertised Development (c.252)

|     |            |            |        |            |        |          |  |  |  |  |                 |   |
|-----|------------|------------|--------|------------|--------|----------|--|--|--|--|-----------------|---|
| Fee | \$1,105.00 | \$1,292.00 | \$0.00 | \$1,292.00 | 16.92% | \$187.00 |  |  |  |  | Per Application | Y |
|-----|------------|------------|--------|------------|--------|----------|--|--|--|--|-----------------|---|

### Prohibited Development

|     |            |            |        |            |        |          |  |  |  |  |                 |   |
|-----|------------|------------|--------|------------|--------|----------|--|--|--|--|-----------------|---|
| Fee | \$1,105.00 | \$1,292.00 | \$0.00 | \$1,292.00 | 16.92% | \$187.00 |  |  |  |  | Per Application | Y |
|-----|------------|------------|--------|------------|--------|----------|--|--|--|--|-----------------|---|

### Building Line Variation

|              |          |          |        |          |       |        |  |  |  |  |                 |   |
|--------------|----------|----------|--------|----------|-------|--------|--|--|--|--|-----------------|---|
| All premises | \$163.00 | \$168.00 | \$0.00 | \$168.00 | 3.07% | \$5.00 |  |  |  |  | Per Application | N |
|--------------|----------|----------|--------|----------|-------|--------|--|--|--|--|-----------------|---|



| Name | Year 21/22      | Year 22/23      |     |                 | Increase % | Increase \$ | Unit | Statutory Fee |
|------|-----------------|-----------------|-----|-----------------|------------|-------------|------|---------------|
|      | Fee (incl. GST) | Fee (excl. GST) | GST | Fee (incl. GST) |            |             |      |               |

### Other Notice Required

|     |            |            |        |            |        |          |                 |   |
|-----|------------|------------|--------|------------|--------|----------|-----------------|---|
| Fee | \$1,105.00 | \$1,292.00 | \$0.00 | \$1,292.00 | 16.92% | \$187.00 | Per Application | Y |
|-----|------------|------------|--------|------------|--------|----------|-----------------|---|

### Privately Certified Certificate Registration (c.263)

|     |         |         |        |         |       |        |  |   |
|-----|---------|---------|--------|---------|-------|--------|--|---|
| Fee | \$36.00 | \$36.00 | \$0.00 | \$36.00 | 0.00% | \$0.00 |  | Y |
|-----|---------|---------|--------|---------|-------|--------|--|---|

### Engineering Plans Checking (design and construction) – based on cost of work

|   |            |            |          |            |       |         |                 |   |
|---|------------|------------|----------|------------|-------|---------|-----------------|---|
| Less than \$10,000                                    | \$429.00   | \$401.82   | \$40.18  | \$442.00   | 3.03% | \$13.00 | Per Application | N |
| \$10,001-\$100,000                                    | \$536.00   | \$502.73   | \$50.27  | \$553.00   | 3.17% | \$17.00 | Per Application | N |
| Plus fee for each \$1,000 above \$10,000 to \$100,000 | \$21.50    | \$20.45    | \$2.05   | \$22.50    | 4.65% | \$1.00  | Per Application | N |
| Above \$100,000                                       | \$2,395.00 | \$2,245.45 | \$224.55 | \$2,470.00 | 3.13% | \$75.00 | Per Application | N |

### Planning Proposal

|                               |                           |  |  |  |  |                 |   |  |
|-------------------------------|---------------------------|--|--|--|--|-----------------|---|--|
| Planning proposal application | At full cost to applicant |  |  |  |  | Per Application | N |  |
| Subject to \$4,500 deposit    |                           |  |  |  |  |                 |   |  |

### SEPP Applications

#### Long Service Levy

Part of the service may not be GST taxable

|  |  |  |  |  |  |              |   |
|--|--|--|--|--|--|--------------|---|
| Long Service Levy fee for cost of works > \$25,000 | 0.35% of cost of all building work \$25,000 and over |  |  |  |  | Cost of work | Y |
|--|--|--|--|--|--|--------------|---|

### Construction Certificates

|  |  |          |         |          |       |                 |                 |   |
|--|--|----------|---------|----------|-------|-----------------|-----------------|---|
| To \$5,000                                       | \$175.00   | \$163.86 | \$16.39 | \$180.25 | 3.00% | \$5.25          | Per Application | N |
| \$5,001-\$100,000                                | \$240.00   | \$224.55 | \$22.45 | \$247.00 | 2.92% | \$7.00          | Per Application | N |
| \$100,001-\$250,000                              | \$375.00   | \$351.82 | \$35.18 | \$387.00 | 3.20% | \$12.00         | Per Application | N |
| Over \$250,000                                   | \$387.00 plus \$1.10 per \$1,000 above \$250,000 |          |         |          |       | Per Application | N               |   |
| <b>Last year fee</b>                             |  |          |         |          |       |                 |                 |   |
| \$375.00 plus \$1.10 per \$1,000 above \$250,000 |  |          |         |          |       |                 |                 |   |

| Name | Year 21/22      | Year 22/23      |     |                 | Increase % | Increase \$ | Unit | Statutory Fee |
|------|-----------------|-----------------|-----|-----------------|------------|-------------|------|---------------|
|      | Fee (incl. GST) | Fee (excl. GST) | GST | Fee (incl. GST) |            |             |      |               |

## Fee for Basix Certificate (c.262B)

### Section 68 Applications

|  |          |          |        |          |       |         |                 |   |
|--|----------|----------|--------|----------|-------|---------|-----------------|---|
| On-site Waste Water management system  | \$237.50 | \$245.00 | \$0.00 | \$245.00 | 3.16% | \$7.50  | Per Application | N |
| Minor changes to existing OSSM system or scheduled inspection                                  | \$86.00  | \$89.00  | \$0.00 | \$89.00  | 3.49% | \$3.00  | Per Application | N |
| Sewer supply work  | \$166.50 | \$171.50 | \$0.00 | \$171.50 | 3.00% | \$5.00  | Per Application | N |
| Water supply work  | \$166.50 | \$171.50 | \$0.00 | \$171.50 | 3.00% | \$5.00  | Per Application | N |
| Stormwater supply work   | \$166.50 | \$171.50 | \$0.00 | \$171.50 | 3.00% | \$5.00  | Per Application | N |
| Install a manufactured home, moveable dwelling or associated structure                         | \$429.00 | \$442.00 | \$0.00 | \$442.00 | 3.03% | \$13.00 | Per Application | N |
| Management of waste  | \$107.00 | \$110.50 | \$0.00 | \$110.50 | 3.27% | \$3.50  | Per Application | N |
| Community land   | \$107.00 | \$110.50 | \$0.00 | \$110.50 | 3.27% | \$3.50  | Per Application | N |
| Public Roads   | \$107.00 | \$110.50 | \$0.00 | \$110.50 | 3.27% | \$3.50  | Per Application | N |
| Caravan Park/ camping ground   | \$213.50 | \$220.00 | \$0.00 | \$220.00 | 3.04% | \$6.50  | Per Application | N |
| Amusement Device   | \$166.50 | \$171.50 | \$0.00 | \$171.50 | 3.00% | \$5.00  | Per Application | N |
| Domestic oil or solid fuel heating appliance, other than a portable appliance                  | \$166.50 | \$171.50 | \$0.00 | \$171.50 | 3.00% | \$5.00  | Per Application | N |
| Use a standing vehicle or any article for the purpose of selling any article in a public place | \$405.00 | \$418.00 | \$0.00 | \$418.00 | 3.21% | \$13.00 | Per Application | N |

### Building Inspections (including Compliance and Occupation Certificates)

|            |          |          |         |          |        |         |                |   |
|------------|----------|----------|---------|----------|--------|---------|----------------|---|
| Inspection | \$219.85 | \$270.00 | \$27.00 | \$297.00 | 35.09% | \$77.15 | Per inspection | N |
|------------|----------|----------|---------|----------|--------|---------|----------------|---|

| Name | Year 21/22      | Year 22/23      |     |                 | Increase % | Increase \$ | Unit | Statutory Fee |
|------|-----------------|-----------------|-----|-----------------|------------|-------------|------|---------------|
|      | Fee (incl. GST) | Fee (excl. GST) | GST | Fee (incl. GST) |            |             |      |               |

## Building Certificates (EPA R. c.260)

### Domestic – Includes Initial inspection

|     |          |          |        |          |       |        |              |   |
|-----|----------|----------|--------|----------|-------|--------|--------------|---|
| Fee | \$250.00 | \$250.00 | \$0.00 | \$250.00 | 0.00% | \$0.00 | Per Dwelling | Y |
|-----|----------|----------|--------|----------|-------|--------|--------------|---|

### Commercial

|  |  |          |        |          |       |        |              |   |
|--|--|----------|--------|----------|-------|--------|--------------|---|
| Building Certificates – building up to 200m2         | \$250.00                                   | \$250.00 | \$0.00 | \$250.00 | 0.00% | \$0.00 | Per Building | Y |
| Building Certificates – Fee for 201-2,000m2          | \$250.00 plus \$0.50 per m2 over 200m2     |          |        |          |       |        | Per Building | Y |
| Building Certificates – Fee for greater than 2,001m2 | \$1,165.00 plus \$0.075 per m2 over 2000m2 |          |        |          |       |        | Per Building | Y |

### Building Certificate – additional inspections (if required)

|     |         |         |        |         |       |        |              |   |
|-----|---------|---------|--------|---------|-------|--------|--------------|---|
| Fee | \$90.00 | \$90.00 | \$0.00 | \$90.00 | 0.00% | \$0.00 | Per Building | Y |
|-----|---------|---------|--------|---------|-------|--------|--------------|---|

### Copy of Building Certificate (c.261)

|     |         |         |        |         |       |        |          |   |
|-----|---------|---------|--------|---------|-------|--------|----------|---|
| Fee | \$13.00 | \$13.00 | \$0.00 | \$13.00 | 0.00% | \$0.00 | Per Copy | Y |
|-----|---------|---------|--------|---------|-------|--------|----------|---|

### Additional fee where applicant /owner erected the building and:

|  |  |                 |   |
|--|--|-----------------|---|
| Development consent, complying development consent or construction certificate consent was required and not obtained                 | Maximum fee payable to which the erection or alteration relates in the period of 24 months immediately preceding | Per Certificate | Y |
| Penalty notice has been issued for an offence under 4.2 of the Act in relation to erection of building and the penalty has been paid | Maximum fee payable to which the erection or alteration relates in the period of 24 months immediately preceding | Per Certificate | Y |
| Where Order No, 2, 12, 13, 15, 18 or 19 in the Schedule 5 of the Act has been issued   | Maximum fee payable to which the erection or alteration relates in the period of 24 months immediately preceding | Per Certificate | Y |

| Name | Year 21/22      | Year 22/23      |     |                 | Increase % | Increase \$ | Unit | Statutory Fee |
|------|-----------------|-----------------|-----|-----------------|------------|-------------|------|---------------|
|      | Fee (incl. GST) | Fee (excl. GST) | GST | Fee (incl. GST) |            |             |      |               |

### Additional fee where applicant /owner erected the building and: [continued]

|   |  |  |  |  |  |  |                 |   |
|---|--|--|--|--|--|--|-----------------|---|
| Where a person has been found guilty of an offence under the Act in relation to the erection of a building  | Maximum fee payable to which the erection or alteration relates in the period of 24 months immediately preceding |  |  |  |  |  | Per Certificate | Y |
| Where the court has made a finding that the building was erected in contravention of a provision of the Act | Maximum fee payable to which the erection or alteration relates in the period of 24 months immediately preceding |  |  |  |  |  | Per Certificate | Y |

### Building Indemnity Insurance

|                   |         |         |        |         |       |        |             |   |
|-------------------|---------|---------|--------|---------|-------|--------|-------------|---|
| Solicitor Enquiry | \$61.00 | \$63.00 | \$0.00 | \$63.00 | 3.28% | \$2.00 | Per Enquiry | N |
|-------------------|---------|---------|--------|---------|-------|--------|-------------|---|

### Environmental Engineering

#### Damage Deposit

#### Inspection

#### Licencing Fees

#### General

|  |          |          |        |          |       |                                     |                |   |
|--|----------|----------|--------|----------|-------|-------------------------------------|----------------|---|
| Inspection of Underground Petroleum Storage Systems                          |          |          |        |          |       | n/a<br>Min. Fee excl. GST: \$300.00 | Per inspection | N |
| Advertisement/ Advertising Structure Inspection                              | \$39.50  | \$41.00  | \$0.00 | \$41.00  | 3.80% | \$1.50                              | Per Inspection | N |
| Sandwich Board Inspection  | \$40.00  | \$41.50  | \$0.00 | \$41.50  | 3.75% | \$1.50                              | Per Inspection | N |
| Cooling Tower Inspection (microbial Control)                                 | \$166.50 | \$171.50 | \$0.00 | \$171.50 | 3.00% | \$5.00                              | Per Inspection | N |
| Essential Services (Fire Safety) Certificate Registration and Administration | \$43.50  | \$40.91  | \$4.09 | \$45.00  | 3.45% | \$1.50                              | Per Inspection | N |

| Name | Year 21/22      | Year 22/23      |     |                 | Increase % | Increase \$ | Unit | Statutory Fee |
|------|-----------------|-----------------|-----|-----------------|------------|-------------|------|---------------|
|      | Fee (incl. GST) | Fee (excl. GST) | GST | Fee (incl. GST) |            |             |      |               |

## General [continued]

|  |          |          |        |          |       |        |                |   |
|--|----------|----------|--------|----------|-------|--------|----------------|---|
| Hairdresser/ Beauty Salon/ Skin Penetration Inspection | \$134.50 | \$139.00 | \$0.00 | \$139.00 | 3.35% | \$4.50 | Per Inspection | N |
|--|----------|----------|--------|----------|-------|--------|----------------|---|

## Food Premises

|  |          |          |        |          |       |        |                       |   |
|--|----------|----------|--------|----------|-------|--------|-----------------------|---|
| Annual Administration/ Registration Fee (includes 1 inspection)  | \$232.50 | \$240.20 | \$0.00 | \$240.20 | 3.31% | \$7.70 | Per Premises          | Y |
| Inspection Fee includes repeat inspection due to non-compliance, change of premises operator and if non compliance based on complaint. | \$169.50 | \$175.00 | \$0.00 | \$175.00 | 3.24% | \$5.50 | Per Premises Per Hour | N |
| Issue of Improvement Notice  | \$330.00 | \$330.00 | \$0.00 | \$330.00 | 0.00% | \$0.00 | Per Notice            | Y |

## Swimming Pools

|  |          |          |         |          |       |        |               |   |
|--|----------|----------|---------|----------|-------|--------|---------------|---|
| Registration on behalf of owner                      | \$10.00  | \$9.09   | \$0.91  | \$10.00  | 0.00% | \$0.00 | Per Pool/ Spa | Y |
| Exemption  | \$97.00  | \$100.00 | \$0.00  | \$100.00 | 3.09% | \$3.00 | Per Pool/ Spa | Y |
| Inspection   | \$150.00 | \$136.36 | \$13.64 | \$150.00 | 0.00% | \$0.00 | Per Pool/ Spa | N |
| 2nd inspection if 1st failed (no 3rd inspection fee) | \$100.00 | \$90.91  | \$9.09  | \$100.00 | 0.00% | \$0.00 | Per Pool/ Spa | N |

## Street Vendors

|                       |          |          |        |          |       |        |            |   |
|-----------------------|----------|----------|--------|----------|-------|--------|------------|---|
| License/ Approval Fee | \$107.00 | \$110.50 | \$0.00 | \$110.50 | 3.27% | \$3.50 | Per Vendor | N |
|-----------------------|----------|----------|--------|----------|-------|--------|------------|---|

## Petrol Pump Approvals

## Hoarding Approval Fees

## Onsite Sewerage Management Systems

|              |          |          |        |          |       |        |            |   |
|--------------|----------|----------|--------|----------|-------|--------|------------|---|
| Registration | \$42.00  | \$43.50  | \$0.00 | \$43.50  | 3.57% | \$1.50 | Per system | N |
| Inspection   | \$179.00 | \$184.50 | \$0.00 | \$184.50 | 3.07% | \$5.50 | Inspection | N |

| Name | Year 21/22      | Year 22/23      |     |                 | Increase % | Increase \$ | Unit | Statutory Fee |
|------|-----------------|-----------------|-----|-----------------|------------|-------------|------|---------------|
|      | Fee (incl. GST) | Fee (excl. GST) | GST | Fee (incl. GST) |            |             |      |               |

## Onsite Sewerage Management Systems [continued]

|  |         |         |        |         |       |        |                      |   |
|--|---------|---------|--------|---------|-------|--------|----------------------|---|
| Administration fee for non-inspected systems | \$46.00 | \$47.50 | \$0.00 | \$47.50 | 3.26% | \$1.50 | Per estimated system | N |
|--|---------|---------|--------|---------|-------|--------|----------------------|---|

## Development Information

### Development Certificates

|   |          |          |        |          |        |         |                     |   |
|---|----------|----------|--------|----------|--------|---------|---------------------|---|
| Section 10.7(2) Certificate (EPA R. c.259)                            | \$53.00  | \$62.00  | \$0.00 | \$62.00  | 16.98% | \$9.00  |                     | Y |
| EPA Regulations 2000  |          |          |        |          |        |         |                     |   |
| Section 10.7(5) Certificate (includes Notices and Orders information) | \$133.00 | \$156.00 | \$0.00 | \$156.00 | 17.29% | \$23.00 |                     | Y |
| EPA Regulations 2000  |          |          |        |          |        |         |                     |   |
| Multiple copies of Certificates                                       | \$14.80  | \$15.40  | \$0.00 | \$15.40  | 4.05%  | \$0.60  | Per additional copy | N |
| Section 735A Certificate  | \$55.50  | \$57.50  | \$0.00 | \$57.50  | 3.60%  | \$2.00  | Per Certificate     | N |
| Section 5(31) Certificates  | \$55.50  | \$57.50  | \$0.00 | \$57.50  | 3.60%  | \$2.00  | Per Certificate     | N |

### Certificates

|  |          |          |        |          |       |        |          |   |
|--|----------|----------|--------|----------|-------|--------|----------|---|
| Confirmation of Development Information (Interpreting LEP, existing use rights, housing entitlements, file search) | \$107.00 | \$110.50 | \$0.00 | \$110.50 | 3.27% | \$3.50 | Per Hour | N |
| Certified copy of an Environmental Planning Instrument/ related document per s.150(2) EPA Act                      | \$48.50  | \$50.00  | \$0.00 | \$50.00  | 3.09% | \$1.50 | Per Copy | N |
| Digital media of Council LEP, DCP or related Planning/ Development Policy  | \$19.40  | \$20.00  | \$0.00 | \$20.00  | 3.09% | \$0.60 | Per Disk | N |

| Name | Year 21/22      | Year 22/23      |     |                 | Increase % | Increase \$ | Unit | Statutory Fee |
|------|-----------------|-----------------|-----|-----------------|------------|-------------|------|---------------|
|      | Fee (incl. GST) | Fee (excl. GST) | GST | Fee (incl. GST) |            |             |      |               |

## Certificates [continued]

|  |         |         |        |         |       |        |              |   |
|--|---------|---------|--------|---------|-------|--------|--------------|---|
| Other copy of Council LEP, DCP or related Planning/ Development Policy | \$37.50 | \$39.00 | \$0.00 | \$39.00 | 4.00% | \$1.50 | Per Document | N |
| Documents <10 pages  | \$7.10  | \$7.40  | \$0.00 | \$7.40  | 4.23% | \$0.30 | Per Document | N |
| Documents 10-30 pages  | \$12.60 | \$13.00 | \$0.00 | \$13.00 | 3.17% | \$0.40 | Per Document | N |
| Documents 31-50 pages  | \$25.00 | \$26.00 | \$0.00 | \$26.00 | 4.00% | \$1.00 | Per Document | N |
| Documents >51 pages  | \$48.50 | \$50.00 | \$0.00 | \$50.00 | 3.09% | \$1.50 | Per Document | N |
| Binders and covers (DCP)   | \$63.00 | \$65.00 | \$0.00 | \$65.00 | 3.17% | \$2.00 | Per Document | N |
| LEP full size colour map sheet   | \$48.50 | \$50.00 | \$0.00 | \$50.00 | 3.09% | \$1.50 | Per Document | N |
| Uralla Shire Biodiversity Strategy 2012                                | \$37.00 | \$38.50 | \$0.00 | \$38.50 | 4.05% | \$1.50 | Per Document | N |
| Uralla Biodiversity Strategy Planning Outcomes Report 2013             | \$12.60 | \$13.00 | \$0.00 | \$13.00 | 3.17% | \$0.40 | Per Document | N |

## Animal Control

### Companion Animal 1998 – registrations (cats and dogs)

|                                    |          |          |        |          |        |        |            |   |
|------------------------------------|----------|----------|--------|----------|--------|--------|------------|---|
| Cat                                | \$50.00  | \$56.00  | \$0.00 | \$56.00  | 12.00% | \$6.00 | Per animal | Y |
| Dog (Desexed)                      | \$60.00  | \$66.00  | \$0.00 | \$66.00  | 10.00% | \$6.00 | per animal | Y |
| Entire Dog (not desexed)           | \$216.00 | \$222.00 | \$0.00 | \$222.00 | 2.78%  | \$6.00 | Per Animal | Y |
| Pensioner desexed companion animal | \$26.00  | \$26.00  | \$0.00 | \$26.00  | 0.00%  | \$0.00 | Per Animal | Y |

### Companion Animal Control – Release/Sale/Surrender

|                                   |          |          |        |          |        |         |         |   |
|-----------------------------------|----------|----------|--------|----------|--------|---------|---------|---|
| Animal surrender                  | \$91.00  | \$94.00  | \$0.00 | \$94.00  | 3.30%  | \$3.00  | Each    | N |
| First Release                     | \$62.50  | \$70.00  | \$0.00 | \$70.00  | 12.00% | \$7.50  | Each    | N |
| Second Release (within 12 months) | \$113.50 | \$130.00 | \$0.00 | \$130.00 | 14.54% | \$16.50 | Each    | N |
| Daily Charge, Sustenance          | \$19.20  | \$19.80  | \$0.00 | \$19.80  | 3.13%  | \$0.60  | Per Day | N |

| Name | Year 21/22      | Year 22/23      |     |                 | Increase % | Increase \$ | Unit | Statutory Fee |
|------|-----------------|-----------------|-----|-----------------|------------|-------------|------|---------------|
|      | Fee (incl. GST) | Fee (excl. GST) | GST | Fee (incl. GST) |            |             |      |               |

### Dog Control – Training Aids

|  |          |          |        |          |       |        |                                 |   |
|--|----------|----------|--------|----------|-------|--------|---------------------------------|---|
| Hire of anti-barking collar (Citronella)     | \$44.50  | \$41.82  | \$4.18 | \$46.00  | 3.37% | \$1.50 | Per fortnight or minimum charge | N |
| Deposit for anti-barking collar (Citronella) | \$55.50  | \$52.27  | \$5.23 | \$57.50  | 3.60% | \$2.00 | Bond                            | N |
| Hire of Trap                                 | \$10.60  | \$10.00  | \$1.00 | \$11.00  | 3.77% | \$0.40 | Per Hire                        | N |
| Trap deposit                                 | \$116.00 | \$119.50 | \$0.00 | \$119.50 | 3.02% | \$3.50 |                                 | N |

Deposit – refundable

### Stock Control – Release Fees

|                  |          |          |        |          |       |        |          |   |
|------------------|----------|----------|--------|----------|-------|--------|----------|---|
| Impounding Costs | \$124.00 | \$128.00 | \$0.00 | \$128.00 | 3.23% | \$4.00 | Per Hour | N |
|------------------|----------|----------|--------|----------|-------|--------|----------|---|

### Sheep/Goats

|  |          |          |        |          |       |        |            |   |
|--|----------|----------|--------|----------|-------|--------|------------|---|
| Impounded between 6.00 am-6.00 pm Monday to Friday                             | \$50.50  | \$52.50  | \$0.00 | \$52.50  | 3.96% | \$2.00 | Per Animal | N |
| Impounded between 6.00 am-6.00 pm or on any time on Weekends & Public Holidays | \$100.00 | \$103.00 | \$0.00 | \$103.00 | 3.00% | \$3.00 | Per Animal | N |

### Other Animals

|  |          |          |        |          |       |        |            |   |
|--|----------|----------|--------|----------|-------|--------|------------|---|
| Impounded between 6.00 am-6.00 pm Monday to Friday                               | \$50.50  | \$52.50  | \$0.00 | \$52.50  | 3.96% | \$2.00 | Per Animal | N |
| Impounded between 6.00 am-6.00 pm or on any time on Weekends and Public Holidays | \$100.00 | \$103.00 | \$0.00 | \$103.00 | 3.00% | \$3.00 | Per Animal | N |

### Sustenance Costs

|               |         |         |        |         |       |        |                    |   |
|---------------|---------|---------|--------|---------|-------|--------|--------------------|---|
| Sheep/Goats   | \$10.60 | \$11.00 | \$0.00 | \$11.00 | 3.77% | \$0.40 | Per head / per day | N |
| Other animals | \$22.50 | \$23.50 | \$0.00 | \$23.50 | 4.44% | \$1.00 | Per head / per day | N |

### Other Animal Fees

|                                   |                    |  |  |  |  |            |   |
|-----------------------------------|--------------------|--|--|--|--|------------|---|
| Damages to garden or growing crop | Full Cost Recovery |  |  |  |  | Per Animal | N |
|-----------------------------------|--------------------|--|--|--|--|------------|---|



| Name | Year 21/22      | Year 22/23      |     |                 | Increase % | Increase \$ | Unit | Statutory Fee |
|------|-----------------|-----------------|-----|-----------------|------------|-------------|------|---------------|
|      | Fee (incl. GST) | Fee (excl. GST) | GST | Fee (incl. GST) |            |             |      |               |

## Other Animal Fees [continued]

|                         |  |  |  |  |                    |  |            |   |
|-------------------------|--|--|--|--|--------------------|--|------------|---|
| Fee for veterinary care |  |  |  |  | Full Cost Recovery |  | Per Animal | N |
| Fee for advertising     |  |  |  |  | Full Cost Recovery |  | Per Animal | N |
| Fee for sale of animals |  |  |  |  | Full Cost Recovery |  | Per Animal | N |
| Fee for serving notices |  |  |  |  | Full Cost Recovery |  | Per Animal | N |
| Truck/Float Hire        |  |  |  |  | Full Cost Recovery |  | Per Animal | N |

## Other Regulatory Fees

|                    |  |  |  |  |  |  |             |   |
|--------------------|--|--|--|--|--|--|-------------|---|
| Vehicle Impounding |  |  |  |  | \$140 + \$12 per night                         |  | Per Vehicle | N |
|                    |  |  |  |  | <b>Last year fee</b><br>\$135 + \$10 per night |  |             |   |

## Companion Animals Regulation 2018

|  |         |         |        |         |       |        |            |   |
|--|---------|---------|--------|---------|-------|--------|------------|---|
| Late fee permit not paid 28 days after permit required | \$17.00 | \$17.00 | \$0.00 | \$17.00 | 0.00% | \$0.00 | Per animal | Y |
|--|---------|---------|--------|---------|-------|--------|------------|---|

**Companion Animals Regulation 2018 (Part 4, Sec 27)**  
Commenced 1 July 2019

|   |          |          |        |          |       |        |            |   |
|---|----------|----------|--------|----------|-------|--------|------------|---|
| Permit fee for dangerous/restricted dog | \$195.00 | \$195.00 | \$0.00 | \$195.00 | 0.00% | \$0.00 | Per animal | Y |
|---|----------|----------|--------|----------|-------|--------|------------|---|

**Companion Animals Regulation 2018 (Part 4, Sec 27)**  
All dangerous/restricted dogs will require an annual permit as well as life time registration from July 2019.  
Commenced 1 July 2019

|                              |         |         |        |         |       |        |            |   |
|------------------------------|---------|---------|--------|---------|-------|--------|------------|---|
| Permit fee for undesexed cat | \$80.00 | \$80.00 | \$0.00 | \$80.00 | 0.00% | \$0.00 | Per animal | Y |
|------------------------------|---------|---------|--------|---------|-------|--------|------------|---|

**Companion Animals Regulation 2018 (Part 4, Sec 27)**  
All undesexed cats will require a permit as well as lifetime registration from July 2019.  
**Commenced 1 July 2019**

| Name | Year 21/22      | Year 22/23      |     |                 | Increase % | Increase \$ | Unit | Statutory Fee |
|------|-----------------|-----------------|-----|-----------------|------------|-------------|------|---------------|
|      | Fee (incl. GST) | Fee (excl. GST) | GST | Fee (incl. GST) |            |             |      |               |

## Administrative Services

### Corporate Records

#### Printing and copying (non self-service)

|                    |        |        |        |        |         |         |                       |   |
|--------------------|--------|--------|--------|--------|---------|---------|-----------------------|---|
| A4 Black and White | \$0.75 | \$0.41 | \$0.04 | \$0.45 | -40.00% | -\$0.30 | Per single sided page | N |
| A4 Colour          | \$1.15 | \$0.91 | \$0.09 | \$1.00 | -13.04% | -\$0.15 | Per single sided page | N |
| A3 Black and White | \$1.15 | \$0.91 | \$0.09 | \$1.00 | -13.04% | -\$0.15 | Per single sided page | N |
| A3 Colour          | \$1.90 | \$2.09 | \$0.21 | \$2.30 | 21.05%  | \$0.40  | Per single sided page | N |

### Public Access Act (GIPA) Income

Photocopy, printing and postage fees also apply.

Note that if the information sought is made publicly available within three working days after the applicant is granted access, then the applicant is entitled to a full waiver of the processing charge.

|  |                             |         |        |         |       |        |                 |   |
|--|-----------------------------|---------|--------|---------|-------|--------|-----------------|---|
| GIPA Application Fee   | \$30.00                     | \$30.00 | \$0.00 | \$30.00 | 0.00% | \$0.00 | Application     | Y |
| GIPA Processing Fee – regular  | \$30.00                     | \$30.00 | \$0.00 | \$30.00 | 0.00% | \$0.00 | Per Hour        | Y |
| GIPA Processing Fee – hardship (Pensioner Concession card issued by the Commonwealth that is in force; or an enrolled full-time student; or a not-for-profit organisation) | \$15.00                     | \$15.00 | \$0.00 | \$15.00 | 0.00% | \$0.00 | Per Hour        | Y |
| GIPA Advance Deposit   | 50% of total Processing Fee |         |        |         |       |        | Per Application | Y |
| GIPA Internal Review   | \$40.00                     | \$40.00 | \$0.00 | \$40.00 | 0.00% | \$0.00 | Per Matter      | Y |

### Council Chamber/Office Room Hire

#### Hire of Meeting Rooms and Facilities

### Other Miscellaneous Fees and Charges

#### Sale of document copies

|                          |         |         |        |         |       |        |      |   |
|--------------------------|---------|---------|--------|---------|-------|--------|------|---|
| Development Control Plan | \$28.00 | \$29.00 | \$0.00 | \$29.00 | 3.57% | \$1.00 | Each | N |
|--------------------------|---------|---------|--------|---------|-------|--------|------|---|

| Name | Year 21/22      | Year 22/23      |     |                 | Increase % | Increase \$ | Unit | Statutory Fee |
|------|-----------------|-----------------|-----|-----------------|------------|-------------|------|---------------|
|      | Fee (incl. GST) | Fee (excl. GST) | GST | Fee (incl. GST) |            |             |      |               |

**Sale of document copies** [continued]

|                              |         |         |        |         |       |        |      |   |
|------------------------------|---------|---------|--------|---------|-------|--------|------|---|
| Local Environment Plan (LEP) | \$38.50 | \$40.00 | \$0.00 | \$40.00 | 3.90% | \$1.50 | Each | N |
| State of Environment Report  | \$12.60 | \$13.00 | \$0.00 | \$13.00 | 3.17% | \$0.40 | Each | N |

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| Name | Year 21/22      | Year 22/23      |     |                 | Increase % | Increase \$ | Unit | Statutory Fee |
|------|-----------------|-----------------|-----|-----------------|------------|-------------|------|---------------|
|      | Fee (incl. GST) | Fee (excl. GST) | GST | Fee (incl. GST) |            |             |      |               |

## Financial Services

### General Income

#### Rate/Valuation Enquiries

|   |         |         |        |         |       |        |          |   |
|---|---------|---------|--------|---------|-------|--------|----------|---|
| Written/complex response to a rating or valuation enquiry |         |         |        |         |       |        |          |   |
|   |         |         |        |         |       |        |          |   |
|   |         |         |        |         |       |        |          |   |
|   |         |         |        |         |       |        |          |   |
|   |         |         |        |         |       |        |          |   |
| Copy of rate notice                                       | \$18.00 | \$18.60 | \$0.00 | \$18.60 | 3.33% | \$0.60 | Per Copy | N |

#### Miscellaneous Fees

|   |         |         |        |         |       |                             |                 |   |
|---|---------|---------|--------|---------|-------|-----------------------------|-----------------|---|
| Section 603 Certificates  |         |         |        |         |       | n/a                         |                 | Y |
|   |         |         |        |         |       | Min. Fee excl. GST: \$90.00 |                 |   |
| Fee charged will be as per the Statutory charge set by the Office of Local Government |         |         |        |         |       |                             |                 |   |
| Dishonoured Cheque Fee  | \$42.50 | \$44.00 | \$0.00 | \$44.00 | 3.53% | \$1.50                      | Per Cheque      | N |
| Certificate Refund Fee  | \$10.60 | \$10.00 | \$1.00 | \$11.00 | 3.77% | \$0.40                      | Per application | N |

## Index of all Fees

## 0

|         |  |    |
|---------|--|----|
| 0-15 km | [Client Contributions – Individual return transport] | 29 |
|---------|--|----|

## 1

|                  |  |    |
|------------------|--|----|
| 1 seater         | [Lounges]  | 14 |
| 101-150 km       | [Client Contributions – Individual return transport] | 29 |
| 140L Wheelie Bin | [Waste Product Sales]                                | 11 |
| 151-200 km       | [Client Contributions – Individual return transport] | 29 |
| 16-50 km         | [Client Contributions – Individual return transport] | 29 |

## 2

|  |  |    |
|--|--|----|
| 2 seater   | [Lounges]  | 14 |
| 201-250 km   | [Client Contributions – Individual return transport] | 29 |
| 240L Wheelie Bin                                     | [Waste Product Sales]                                | 11 |
| 251-300 km   | [Client Contributions – Individual return transport] | 30 |
| 2nd inspection if 1st failed (no 3rd inspection fee) | [Swimming Pools]                                     | 40 |

## 3

|          |           |    |
|----------|-----------|----|
| 3 seater | [Lounges] | 14 |
|----------|-----------|----|

## 4

|   |   |    |
|---|---|----|
| 4.55 – Minor Error/Discrepancy                    | [Modification of Consent at Applicants Request – c.258] | 34 |
| 4.55 – Modification of minor environmental impact | [Modification of Consent at Applicants Request – c.258] | 34 |
| 4X4   | [Tyres]   | 14 |

## 5

|                       |  |    |
|-----------------------|--|----|
| 5 Hill Street, Uralla | [Uralla Pre-School ]                                 | 20 |
| 51-100 km             | [Client Contributions – Individual return transport] | 29 |

## A

|  |  |    |
|--|--|----|
| A3 Black and White   | [Photocopies and Printing (self-service)]                                      | 18 |
| A3 Black and White   | [Printing and copying (non self-service)]                                      | 45 |
| A3 Colour  | [Photocopies and Printing (self-service)]                                      | 18 |
| A3 Colour  | [Printing and copying (non self-service)]                                      | 45 |
| A4 (Black and White)   | [Photocopies and Printing (non self-service)]                                  | 18 |
| A4 (Colour)  | [Photocopies and Printing (non self-service)]                                  | 18 |
| A4 Black and White   | [Photocopies and Printing (self-service)]                                      | 18 |
| A4 Black and White   | [Printing and copying (non self-service)]                                      | 45 |
| A4 Colour  | [Photocopies and Printing (self-service)]                                      | 18 |
| A4 Colour  | [Printing and copying (non self-service)]                                      | 45 |
| Above \$100,000  | [Engineering Plans Checking (design and construction) – based on cost of work] | 36 |
| Access Bus (Uralla/ Invergowrie/ Armidale)   | [Client Contributions – Group return transport]                                | 30 |
| Accommodation Entry Bond   | [Bond]   | 28 |
| Accommodation Entry Bond – further detail  | [Bond]   | 28 |
| Additional 140L kerbside general waste service - residential (all areas except Kentucky)           | [Domestic Waste Management]  | 11 |
| Additional kerbside recycling service 240L - residential or commercial (all areas except Kentucky) | [Domestic Waste Management]  | 11 |
| Additional lines on plaque   | [Uralla and Bundarra Niche Wall and Uralla Niche Garden]                       | 20 |
| Additional persons   | [Bundarra Caravan Park]  | 23 |
| Additional persons >2  | [Queen Street Uralla Caravan Park]   | 20 |
| Additional Signs   | [Development Application]  | 32 |
| Adjoining owner charges (in conjunction with works program)  | [Kerb and Guttering]   | 9  |
| Administration (Private Clients) - Monthly   | [Private Clients]  | 26 |
| Administration fee for non-inspected systems   | [Onsite Sewerage Management Systems]   | 41 |
| Advertisement/Advertising Structure Inspection   | [General]  | 39 |
| Advertising Signs (c.250)  | [Development Application]  | 32 |
| Affiliated Centre Tenants  | [Large Group Room]   | 21 |
| Affiliated Centre Tenants  | [Small Group Room]   | 21 |
| All breakages will be charged at replacement cost  | [Kitchen (large room only)]  | 22 |
| All groups: Including crockery and cutlery   | [Kitchen (large room only)]  | 22 |

| Fee Name  | Parent Name   | Page |
|---|---|------|
| <b>A [continued]</b>  |   |      |
| All other white goods   | [Appliances]  | 14   |
| All premises  | [Building Line Variation]                               | 35   |
| Allied Health   | [Commonwealth Home Support Programme]                   | 28   |
| Alma Park: Connect power to bandstand   | [Casual Hiring Fee]                                     | 17   |
| Amusement Device  | [Section 68 Applications]                               | 37   |
| Animal surrender  | [Companion Animal Control – Release/Sale/Surrender]     | 42   |
| Annual Administration/Registration Fee (includes 1 inspection)                                | [Food Premises]   | 40   |
| Annual kerbside service – Commercial 140 ltr bin (Uralla)                                     | [Commercial Waste]                                      | 13   |
| Annual kerbside service – Commercial 240 ltr bin (Uralla and Bundarra)                        | [Commercial Waste]                                      | 13   |
| Asbestos – asbestos bag including disposal cost, maximum 0.5 cubic metre                      | [Asbestos]  | 15   |
| Asbestos-containing materials (subject to specific cost assessment)                           | [Asbestos]  | 15   |
| Auction Sales, markets and similar uses   | [Bundarra School of Arts Hall]                          | 22   |
| <b>B</b>  |   |      |
| Balls/weddings (includes kitchen hire)  | [Bundarra School of Arts Hall]                          | 22   |
| Binders and covers (DCP)  | [Certificates]  | 42   |
| Booking   | [Private Parties/ Commercial Functions]                 | 21   |
| Books of 10 – Adult   | [Admittance Fees]                                       | 17   |
| Books of 10 – Child   | [Admittance Fees]                                       | 17   |
| Books of 20 – Adult   | [Admittance Fees]                                       | 17   |
| Books of 20 – Child   | [Admittance Fees]                                       | 17   |
| Books of 50 – Adult   | [Admittance Fees]                                       | 17   |
| Books of 50 – Child   | [Admittance Fees]                                       | 17   |
| Building Certificates – building up to 200m2  | [Commercial]  | 38   |
| Building Certificates – Fee for 201-2,000m2   | [Commercial]  | 38   |
| Building Certificates – Fee for greater than 2,001m2  | [Commercial]  | 38   |
| Building Specifications   | [Miscellaneous Administrative Application Fees]         | 32   |
| Bulk water sales  | [Water Sales]   | 6    |
| <b>C</b>  |   |      |
| Canteen hire (two available) #  | [Field Hire]  | 17   |
| Canteen hire bond (for non-regular user groups and for those outside of Uralla Shire area)    | [Field Hire]  | 17   |
| Car   | [Tyres]   | 14   |
| Car/sedan/wagon/4X4 domestic  | [Residential Waste (Sorted)]                            | 12   |
| Car/sedan/wagon/4X4 domestic  | [Clean brick, Concrete, Tile]                           | 13   |
| Car/sedan/wagon/4x4 domestic vehicle  | [Residential Waste (Unsorted)]                          | 12   |
| Caravan Park/camping ground   | [Section 68 Applications]                               | 37   |
| Care Management HCP Level 1 - Fortnightly   | [HCP Clients]   | 24   |
| Care Management HCP Level 2 - Fortnightly   | [HCP Clients]   | 24   |
| Care Management HCP Level 3 - Fortnightly   | [HCP Clients]   | 24   |
| Care Management HCP Level 4 - Fortnightly   | [HCP Clients]   | 24   |
| Care with active sleepover (Sleepover with Active Care) - HCP                                 | [HCP Clients]   | 24   |
| Care with active sleepover (Sleepover with Active Care) - Private Clients                     | [Private Clients]                                       | 27   |
| Case Management (Private clients) - Monthly   | [Private Clients]                                       | 26   |
| Cat   | [Companion Animal 1998 – registrations (cats and dogs)] | 42   |
| Certificate Refund Fee  | [Miscellaneous Fees]                                    | 47   |
| Certified copy of an Environmental Planning Instrument/ related document per s.150(2) EPA Act | [Certificates]  | 41   |
| Certified Copy of Document, map or plan as per s, 150(2) (R.c.262)                            | [Miscellaneous Administrative Application Fees]         | 32   |
| Chairs  | [External Equipment Hire]                               | 22   |
| Charge 1 (local library search)   | [Inter-Library Loan Fee]                                | 18   |
| Charge 2 (Library Lending Charge)   | [Inter-Library Loan Fee]                                | 18   |
| Charges by Plant Item   | [Plant Hire Charges]                                    | 10   |
| Civil Engineering Works   | [Civil Engineering Works]                               | 10   |
| Clean Fill for use on cell walls, certified, all volumes                                      | [Certified ENM and VENM]                                | 16   |
| Cleaning bond (refundable)  | [External Equipment Hire]                               | 22   |
| Cleaning bond (refundable)  | [Private Parties/ Commercial Functions]                 | 21   |
| Cleaning bond (refundable)  | [Bundarra School of Arts Hall]                          | 22   |
| Collection Fee  | [Green Waste Kerbside Collection Fee – Uralla Township] | 11   |
| Commercial  | [Clean brick, Concrete, Tile]                           | 13   |

**C** [continued]

|  |                                      |    |
|--|--------------------------------------|----|
| Commercial event bin charge (per bin)  | [Commercial Recycling]               | 11 |
| Commercial Groups  | [Small Group Room]                   | 21 |
| Commercial Users   | [Large Group Room]                   | 21 |
| Commercial Waste - Bulk - Sorted   | [Commercial Waste]                   | 12 |
| Commercial Waste - Bulk - Unsorted   | [Commercial Waste]                   | 12 |
| Community event bin charge (per bin)   | [Commercial Recycling]               | 11 |
| Community land   | [Section 68 Applications]            | 37 |
| Community transport – other  | [Other Services]                     | 30 |
| Confirmation of Development Information (Interpreting LEP, existing use rights, housing entitlements, file search) | [Certificates]                       | 41 |
| Contaminated garden and wood waste   | [Contaminated Garden and Wood Waste] | 13 |
| Cooling Tower Inspection (microbial Control)   | [General]                            | 39 |
| Copy of Drainage Plan  | [Drainage Fees]                      | 8  |
| Copy of rate notice  | [Rate/Valuation Enquiries]           | 47 |
| Cot mattresses or any stripped mattresses  | [Mattresses]                         | 14 |
| Council required to clear vegetation to gain access to a meter, at cost charge                                     | [Other Costs]                        | 7  |
| Council required to return to property to read meter (e.g. where meter access is denied by locked yards/gates etc) | [Other Costs]                        | 7  |

**D**

|  |   |    |
|--|---|----|
| Daily Charge, Sustenance   | [Companion Animal Control – Release/Sale/Surrender]               | 42 |
| Damages to garden or growing crop  | [Other Animal Fees]   | 43 |
| Day Respite  | [Respite]   | 28 |
| Delivery – beyond 15 km from Uralla or Bundarra, maximum 30 km   | [Waste Product Sales]   | 12 |
| Delivery – Uralla & Bundarra town area (within 5 km)   | [Waste Product Sales]   | 12 |
| Delivery – Uralla and Bundarra 5-15 km   | [Waste Product Sales]   | 12 |
| Deposit for anti-barking collar (Citronella)   | [Dog Control – Training Aids]                                     | 43 |
| Designated Development – Standard DA Fees plus additional fee(c.251)   | [Development Application]   | 32 |
| Designated development requiring advertising   | [Development Application]   | 32 |
| Development consent, complying development consent or construction certificate consent was required and not obtained       | [Additional fee where applicant /owner erected the building and:] | 38 |
| Development Control Plan   | [Sale of document copies]   | 45 |
| Development not involving the erection of a building, the carrying out of a work, or the subdivision of land or demolition | [Development Application]   | 32 |
| Digital media of Council LEP, DCP or related Planning/ Development Policy  | [Certificates]  | 41 |
| Dinner   | [Visitor Meals]   | 29 |
| Dishonoured Cheque Fee   | [Miscellaneous Fees]  | 47 |
| Documents <10 pages  | [Certificates]  | 42 |
| Documents >51 pages  | [Certificates]  | 42 |
| Documents 10-30 pages  | [Certificates]  | 42 |
| Documents 31-50 pages  | [Certificates]  | 42 |
| Dog (Desexed)  | [Companion Animal 1998 – registrations (cats and dogs)]           | 42 |
| Domestic Assistance  | [Commonwealth Home Support Programme]                             | 27 |
| Domestic Assistance - Mon to Fri 6am to 6pm (HCP clients)  | [HCP Clients]   | 24 |
| Domestic Assistance – Mon to Fri 6am to 6pm (Private clients)  | [Private Clients]   | 26 |
| Domestic Assistance - Public holiday (HCP clients)   | [HCP Clients]   | 24 |
| Domestic Assistance – Public holiday (Private clients)   | [Private Clients]   | 26 |
| Domestic Assistance - Sat (HCP clients)  | [HCP Clients]   | 24 |
| Domestic Assistance – Sat (Private clients)  | [Private Clients]   | 26 |
| Domestic Assistance - Sun (HCP clients)  | [HCP Clients]   | 24 |
| Domestic Assistance – Sun (Private clients)  | [Private Clients]   | 26 |
| Domestic oil or solid fuel heating appliance, other than a portable appliance  | [Section 68 Applications]   | 37 |
| Domestic Waste Collection - 1 x 240L general waste (Kentucky)  | [Domestic Waste Management]                                       | 10 |
| Domestic Waste collection-1x140L General and 1x240L Recycling (all areas except Kentucky)                                  | [Domestic Waste Management]                                       | 11 |
| Double   | [Mattresses]  | 14 |
| Dwelling <\$100,000  | [Review of Determination per s, 82A, EPA Regulations c.257]       | 33 |

| Fee Name   | Parent Name   | Page |
|--|---|------|
| <b>E</b>   |   |      |
| Each additional copy   | [Miscellaneous Administrative Application Fees]                               | 32   |
| Earth mover, large, greater than 1.5 m   | [Tyres]   | 15   |
| Earth mover, medium, 1 m-1.5 m   | [Tyres]   | 15   |
| Earth mover, small – up to 1 m   | [Tyres]   | 15   |
| Entire Dog (not desexed)   | [Companion Animal 1998 – registrations (cats and dogs)]                       | 42   |
| Erection of dwelling costing less than \$100,000 (c.247)   | [Development Application]   | 32   |
| Essential Services (Fire Safety) Certificate Registration and Administration   | [General]   | 39   |
| Exemption  | [Swimming Pools]  | 40   |
| Extra large tractor tyre, > 2.8 m  | [Tyres]   | 15   |
| <b>F</b>   |   |      |
| Fax Transmission   | [Telephone Calls]   | 29   |
| Fee  | [Designated Development]  | 35   |
| Fee  | [Advertised Development (c.252)]  | 35   |
| Fee  | [Prohibited Development]  | 35   |
| Fee  | [Other Notice Required]   | 36   |
| Fee  | [Privately Certified Certificate Registration (c.263)]                        | 36   |
| Fee  | [Domestic – Includes Initial inspection]                                      | 38   |
| Fee  | [Building Certificate – additional inspections (if required)]                 | 38   |
| Fee  | [Copy of Building Certificate (c.261)]  | 38   |
| Fee for advertising  | [Other Animal Fees]   | 44   |
| Fee for sale of animals  | [Other Animal Fees]   | 44   |
| Fee for serving notices  | [Other Animal Fees]   | 44   |
| Fee for veterinary care  | [Other Animal Fees]   | 44   |
| Fee to be forwarded to Integrated Authority  | [Integrated Development (c.252A/253)]   | 35   |
| First Release  | [Companion Animal Control – Release/Sale/Surrender]                           | 42   |
| For cost of work >\$50,000 for each \$1,000  | [Planning Reform Fee]   | 32   |
| Fork lift tyre, large greater than 18"   | [Tyres]   | 15   |
| Fork lift tyre, medium 12"-18"   | [Tyres]   | 15   |
| Fork lift tyre, small up to 12"  | [Tyres]   | 15   |
| Fridges, freezers & air-conditioning units containing CFCs   | [Appliances]  | 14   |
| From Uralla Doctors Surgery or Foot Clinic   | [Transport Residents]   | 29   |
| <b>G</b>   |   |      |
| General Hall Hire <50  | [Bundarra School of Arts Hall]  | 22   |
| General Hall Hire >50  | [Bundarra School of Arts Hall]  | 22   |
| GIPA Advance Deposit   | [Public Access Act (GIPA) Income]   | 45   |
| GIPA Application Fee   | [Public Access Act (GIPA) Income]   | 45   |
| GIPA Internal Review   | [Public Access Act (GIPA) Income]   | 45   |
| GIPA Processing Fee – hardship (Pensioner Concession card issued by the Commonwealth that is in force; or an enrolled full-time student; or a not-for-profit organisation) | [Public Access Act (GIPA) Income]   | 45   |
| GIPA Processing Fee – regular  | [Public Access Act (GIPA) Income]   | 45   |
| Gold Pan Hire  | [Hire]  | 18   |
| Goods, Equipment and Technology  | [Commonwealth Home Support Programme]   | 27   |
| Grader tyre  | [Tyres]   | 15   |
| Grading Plant  | [Plant Hire Charges]  | 10   |
| Greater than \$1,000,001   | [Review of Determination per s, 82B, EPA Regulations (Rejection) – c.257A]    | 34   |
| Greater than \$10,000,001  | [Development Applications – Building Works – Based on cost of works]          | 31   |
| Greater than \$10,000,001  | [All other Development Work – EPA R. c.257]                                   | 34   |
| Greater than \$10,000,001  | [All other requests for modifications, based on estimated construction costs] | 35   |
| Gutter Bridge Construction   | [Gutter Bridges]  | 9    |
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| Hairdresser/Beauty Salon/Skin Penetration Inspection   | [General]   | 40   |
| Hall Hire (less than 2 hours)  | [Bundarra School of Arts Hall]  | 22   |
| Hampden Park   | [Field Hire]  | 17   |
| Hire of anti-barking collar (Citronella)   | [Dog Control – Training Aids]   | 43   |
| Hire of Council Equipment - Bond 5% of replacement value   | [General Services]  | 9    |
| Hire of Council Equipment - other  | [General Services]  | 9    |
| Hire of Trap   | [Dog Control – Training Aids]   | 43   |
| Home Care Packages – Client Income Assessed Fee  | [HCP Clients]   | 26   |
| Home Care Packages – Exit Fee  | [HCP Clients]   | 26   |
| Home Maintenance   | [Commonwealth Home Support Programme]   | 28   |
| House cleaning   | [NDIS]  | 28   |



## H [continued]

|                   |                                |   |
|-------------------|--------------------------------|---|
| Hydrant Flow Test | [Other Water Fees and Charges] | 6 |
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## I

|  |   |    |
|--|---|----|
| Impounded between 6.00 am-6.00 pm Monday to Friday   | [Sheep/Goats]   | 43 |
| Impounded between 6.00 am-6.00 pm Monday to Friday   | [Other Animals]   | 43 |
| Impounded between 6.00 am-6.00 pm or on any time on Weekends & Public Holidays   | [Sheep/Goats]   | 43 |
| Impounded between 6.00 am-6.00 pm or on any time on Weekends and Public Holidays   | [Other Animals]   | 43 |
| Impounding Costs   | [Stock Control – Release Fees]  | 43 |
| In Home Respite - Mon to Fri 6am to 6pm (HCP clients)  | [HCP Clients]   | 24 |
| In Home Respite – Mon to Fri 6am to 6pm (Private clients)  | [Private Clients]   | 27 |
| In Home Respite - Public Holiday (HCP clients)   | [HCP Clients]   | 24 |
| In Home Respite – Public Holiday (Private clients)   | [Private Clients]   | 27 |
| In Home Respite - Sat (HCP clients)  | [HCP Clients]   | 24 |
| In Home Respite – Sat (Private clients)  | [Private Clients]   | 27 |
| In Home Respite - Sun (HCP clients)  | [HCP Clients]   | 25 |
| In Home Respite – Sun (Private clients)  | [Private Clients]   | 27 |
| Inspection   | [Building Inspections (including Compliance and Occupation Certificates)] | 37 |
| Inspection   | [Swimming Pools]  | 40 |
| Inspection   | [Onsite Sewerage Management Systems]                                      | 40 |
| Inspection Fee includes repeat inspection due to non-compliance, change of premises operator and if non compliance based on complaint. | [Food Premises]   | 40 |
| Inspection of Underground Petroleum Storage Systems  | [General]   | 39 |
| Install a manufactured home, moveable dwelling or associated structure   | [Section 68 Applications]   | 37 |
| Installation of new/replacement numbering post   | [Rural Addressing]  | 9  |
| Installation/Removal during service hours (7.30 am-3.00 pm)  | [Water Restriction Devices]   | 7  |
| Interment  | [Uralla and Bundarra Lawn Cemeteries]                                     | 19 |
| Interment  | [Uralla and Bundarra Old Section Cemeteries]                              | 19 |
| Interment in an existing monument  | [Uralla and Bundarra Old Section Cemeteries]                              | 19 |
| Interment of Ashes   | [Uralla and Bundarra Niche Wall and Uralla Niche Garden]                  | 20 |
| Interment: Saturdays, Sundays and Public Holidays loading  | [Uralla and Bundarra Lawn Cemeteries]                                     | 19 |
| Interment: Saturdays, Sundays and Public Holidays loading  | [Uralla and Bundarra Old Section Cemeteries]                              | 19 |
| Issue of Improvement Notice  | [Food Premises]   | 40 |
| Item Replacement   | [Lost, damaged or stolen books]   | 18 |

## K

|                       |                                |    |
|-----------------------|--------------------------------|----|
| King                  | [Mattresses]                   | 14 |
| King Single           | [Mattresses]                   | 14 |
| Kitchen Use Extra <50 | [Bundarra School of Arts Hall] | 22 |
| Kitchen Use Extra >50 | [Bundarra School of Arts Hall] | 22 |

## L

|   |  |    |
|---|--|----|
| Large Animals – e.g. horses, cattle                         | [Dead Animals]   | 14 |
| Large tractor tyre, 2 m-2.8 m                               | [Tyres]  | 15 |
| Late fee permit not paid 28 days after permit required      | [Companion Animals Regulation 2018]  | 44 |
| Leasing of space for transmitter and aerial at Mount Mutton | [Mount Mutton transmitter]   | 10 |
| LEP full size colour map sheet                              | [Certificates]   | 42 |
| Less than \$10,000  | [Engineering Plans Checking (design and construction) – based on cost of work] | 36 |
| Less than \$100,000   | [Review of Determination per s, 82B, EPA Regulations (Rejection) – c.257A]     | 34 |
| Less than \$5,000   | [All other Development Work – EPA R. c.257]                                    | 33 |
| Less than \$5,000   | [All other requests for modifications, based on estimated construction costs]  | 34 |
| Less than \$5000  | [Development Applications – Building Works – Based on cost of works]           | 31 |
| License/Approval Fee  | [Street Vendors]   | 40 |
| Light Industry/Industry                                     | [Landscaping Bonds]  | 9  |
| Light truck   | [Tyres]  | 15 |
| Local   | [Telephone Calls]  | 28 |
| Local Community Groups – Full Day                           | [Large Group Room]   | 21 |
| Local Community Groups – Full Day                           | [Small Group Room]   | 21 |
| Local Community Groups – Half Day                           | [Large Group Room]   | 21 |

| Fee Name   | Parent Name   | Page |
|--|---|------|
| <b>L [continued]</b>   |   |      |
| Local Community Groups – Half Day  | [Small Group Room]  | 21   |
| Local Environment Plan (LEP)   | [Sale of document copies]   | 46   |
| Long Service Levy fee for cost of works > \$25,000   | [Long Service Levy]   | 36   |
| Lost membership card replacement   | [Library Fees]  | 18   |
| Lunch  | [Visitor Meals]   | 29   |
| <b>M</b>   |   |      |
| Management of waste  | [Section 68 Applications]   | 37   |
| Manual Collection bi-weekly – Cardboard Only   | [Commercial Recycling]  | 11   |
| Manual Collection Weekly – Cardboard Only  | [Commercial Recycling]  | 11   |
| Medium animals – e.g. goats, sheep, pigs   | [Dead Animals]  | 14   |
| Medium tractor tyre, 1 m-1.9 m   | [Tyres]   | 15   |
| Minor changes to existing OSSM system or scheduled inspection  | [Section 68 Applications]   | 37   |
| Modification to consent requiring advertisement per s. 4.55 EPA Act  | [All other requests for modifications, based on estimated construction costs] | 35   |
| Motorcycle   | [Tyres]   | 14   |
| Multiple copies of Certificates  | [Development Certificates]  | 41   |
| <b>N</b>   |   |      |
| No building or work involved: For dwelling house costing \$100,000 or less   | [Other modifications per s.4.55 not of minor environmental impact]            | 34   |
| Non NTCRS e-waste  | [E-Waste]   | 14   |
| Non Standard Resident  | [Daily Fees]  | 28   |
| Non-Pensioner  | [Respite]   | 28   |
| Non-residential sewer access charge  | [Access and Supply]   | 7    |
| Not involving building work  | [Review of Determination per s. 82A, EPA Regulations c.257]                   | 33   |
| NTCRS eligible e-waste   | [E-Waste]   | 14   |
| <b>O</b>   |   |      |
| Office 1   | [Tablelands Community Support Options – TCS]                                  | 21   |
| Office 2   | [Tablelands Community Support Options – TCS]                                  | 21   |
| On-site Waste Water management system  | [Section 68 Applications]   | 37   |
| Original fee was greater than \$101.00 (no works involved)   | [Other modifications per s.4.55 not of minor environmental impact]            | 34   |
| Original fee was less than \$100.00 (c.258)  | [Other modifications per s.4.55 not of minor environmental impact]            | 34   |
| Other (private) works  | [General Services]  | 9    |
| Other animals  | [Sustenance Costs]  | 43   |
| Other copy of Council LEP, DCP or related Planning/ Development Policy   | [Certificates]  | 42   |
| Over \$250,000   | [Complying Development Certificates – Fees based on construction cost]        | 31   |
| Over \$250,000   | [Construction Certificates]   | 36   |
| Overnight Respite - HCP  | [HCP Clients]   | 25   |
| Overnight Respite - Private Clients  | [Private Clients]   | 27   |
| <b>P</b>   |   |      |
| Package Management HCP Level 1 - Fortnightly   | [HCP Clients]   | 25   |
| Package Management HCP Level 2 - Fortnightly   | [HCP Clients]   | 25   |
| Package Management HCP Level 3 - Fortnightly   | [HCP Clients]   | 25   |
| Package Management HCP Level 4 - Fortnightly   | [HCP Clients]   | 25   |
| Penalty notice has been issued for an offence under 4.2 of the Act in relation to erection of building and the penalty has been paid | [Additional fee where applicant /owner erected the building and:]             | 38   |
| Pensioner  | [Respite]   | 28   |
| Pensioner desexed companion animal   | [Companion Animal 1998 – registrations (cats and dogs)]                       | 42   |
| Per application  | [Building Entitlement Confirmation Fee]                                       | 32   |
| Per Unit   | [Hill Street Uralla ]   | 20   |
| Permanents with metered site   | [Longer stays (7 nights for 6)]   | 21   |
| Permission to carry out work at existing grave, includes monument erection and inspection  | [Uralla and Bundarra Old Section Cemeteries]                                  | 19   |
| Permit fee for dangerous/ restricted dog   | [Companion Animals Regulation 2018]   | 44   |
| Permit fee for undesexed cat   | [Companion Animals Regulation 2018]   | 44   |
| Personal care  | [Commonwealth Home Support Programme]   | 27   |
| Personal Care - Mon to Fri 6am to 6pm (HCP clients)  | [HCP Clients]   | 25   |
| Personal Care – Mon to Fri 6am to 6pm (Private clients)  | [Private Clients]   | 27   |
| Personal Care - Public Holiday (HCP clients)   | [HCP Clients]   | 25   |
| Personal Care – Public Holiday (Private clients)   | [Private Clients]   | 27   |

| Fee Name  | Parent Name  | Page |
|---|--|------|
| <b>P</b> [continued]  |  |      |
| Personal Care - Sat (HCP clients)   | [HCP Clients]  | 25   |
| Personal Care – Sat (Private clients)   | [Private Clients]  | 27   |
| Personal Care - Sun (HCP clients)   | [HCP Clients]  | 25   |
| Personal Care – Sun (Private clients)   | [Private Clients]  | 27   |
| Phased Resident   | [Daily Fees]   | 28   |
| Placement of ashes  | [Uralla and Bundarra Old Section Cemeteries]                                   | 19   |
| Plan Management   | [NDIS]   | 28   |
| Planning proposal application   | [Planning Proposal]  | 36   |
| Plus fee for each \$1,000 above \$10,000 to \$100,000                                     | [Engineering Plans Checking (design and construction) – based on cost of work] | 36   |
| Plus fee for required Notice under s.82A EPA Regulations                                  | [All other Development Work – EPA R. c.257]                                    | 34   |
| Plus fee per additional lot created   | [Subdivision Fees]   | 33   |
| Plus fee per additional lot created   | [Subdivision Fees]   | 33   |
| Plus fee per additional lot created   | [Subdivision Fees]   | 33   |
| Power for metered site  | [Longer stays (7 nights for 6)]  | 21   |
| Powered site for up to 2 persons  | [Queen Street Uralla Caravan Park]   | 20   |
| Powered site for up to 2 persons  | [Bundarra Caravan Park]  | 22   |
| Private works (not in conjunction with works program)                                     | [Kerb and Guttering]   | 9    |
| Processed sludges from water & sewage treatment (in solid form only, liquid not accepted) | [Bio solids]   | 16   |
| Processing commenced  | [Refund of DA fee for cancellation of DA]                                      | 33   |
| Processing Fee  | [Lost, damaged or stolen books]  | 18   |
| Processing Fee  | [Subdivision Certificate / Title Plan Processing Fee]                          | 33   |
| Processing largely completed  | [Refund of DA fee for cancellation of DA]                                      | 33   |
| Processing not commenced  | [Refund of DA fee for cancellation of DA]                                      | 33   |
| Protected Resident  | [Daily Fees]   | 28   |
| Provide junction and connection beyond 4m from sewer main                                 | [Sewer Connection Charges]   | 8    |
| Provide junction to main on property, up to 4 m   | [Sewer Connection Charges]   | 7    |
| Public Roads  | [Section 68 Applications]  | 37   |
| Purchase of Double Depth Plot (does not include plaque)                                   | [Uralla and Bundarra Lawn Cemeteries]  | 19   |
| Purchase of Niche in garden   | [Uralla and Bundarra Niche Wall and Uralla Niche Garden]                       | 20   |
| Purchase of Niche in wall and Interment of Ashes *  | [Uralla and Bundarra Niche Wall and Uralla Niche Garden]                       | 20   |
| Purchase of plot - Double depth   | [Uralla and Bundarra Old Section Cemeteries]                                   | 19   |
| Purchase of plot - Single Depth   | [Uralla and Bundarra Old Section Cemeteries]                                   | 19   |
| <b>Q</b>  |  |      |
| Queen   | [Mattresses]   | 14   |
| <b>R</b>  |  |      |
| Record search for burial details (after 15 minutes)                                       | [Searches]   | 19   |
| Recyclable materials, sorted only   | [Sorted Recycling]   | 12   |
| Registered Nurse - Mon to Fri 6am to 6pm (HCP clients)                                    | [HCP Clients]  | 25   |
| Registered Nurse - Mon to Fri 6am to 6pm (Private clients)                                | [Private Clients]  | 26   |
| Registered Nurse - Public Holiday (HCP clients)   | [HCP Clients]  | 25   |
| Registered Nurse - Public Holiday (Private clients)                                       | [Private Clients]  | 26   |
| Registered Nurse - Sat (HCP clients)  | [HCP Clients]  | 25   |
| Registered Nurse - Sat (Private clients)  | [Private Clients]  | 26   |
| Registered Nurse - Sun (HCP clients)  | [HCP Clients]  | 25   |
| Registered Nurse - Sun (Private clients)  | [Private Clients]  | 26   |
| Registration  | [Onsite Sewerage Management Systems]   | 40   |
| Registration on behalf of owner   | [Swimming Pools]   | 40   |
| Removal of plaques  | [Uralla and Bundarra Niche Wall and Uralla Niche Garden]                       | 20   |
| Replacement of broken or missing chairs and tables (hall or external use)                 | [External Equipment Hire]  | 22   |
| Residential Flats/Units   | [Landscaping Bonds]  | 9    |
| Residential sewer access charge   | [Access and Supply]  | 7    |
| Respite   | [Commonwealth Home Support Programme]  | 27   |
| Road Restoration Fees   | [Road Restoration Fees]  | 10   |
| <b>S</b>  |  |      |
| Sandwich Board Inspection   | [General]  | 39   |
| Second Release (within 12 months)   | [Companion Animal Control – Release/Sale/Surrender]                            | 42   |
| Section 10.7(2) Certificate (EPA R. c.259)  | [Development Certificates]   | 41   |

## S [continued]

|   |  |    |
|---|--|----|
| Section 10.7(5) Certificate (includes Notices and Orders information) | [Development Certificates]                               | 41 |
| Section 5(31) Certificates  | [Development Certificates]                               | 41 |
| Section 603 Certificates  | [Miscellaneous Fees]                                     | 47 |
| Section 7.11 Contributions  | [Section 7.11 Contributions]                             | 31 |
| Section 735A Certificate  | [Development Certificates]                               | 41 |
| Section 88B   | [Miscellaneous Administrative Application Fees]          | 32 |
| Self-Care Activities  | [NDIS]   | 28 |
| Sewer supply work   | [Section 68 Applications]                                | 37 |
| Sheep/Goats   | [Sustenance Costs]                                       | 43 |
| Showers   | [Bundarra Caravan Park]                                  | 23 |
| Shredded Tyres  | [Tyres]  | 15 |
| Single  | [Mattresses]   | 14 |
| Single Admission Fee – Adult  | [Admittance Fees]  | 17 |
| Single Admission Fee – Child  | [Admittance Fees]  | 17 |
| Small domestic animals e.g. cats, chickens, possums, dogs             | [Dead Animals]   | 14 |
| Small Regular Usage – eg sporting clubs                               | [Bundarra School of Arts Hall]                           | 22 |
| Small tractor tyre, up to 1 m   | [Tyres]  | 15 |
| Social Outing   | [Client Contributions – Group return transport]          | 30 |
| Social Support – Group  | [Commonwealth Home Support Programme]                    | 28 |
| Social Support – Individual   | [Commonwealth Home Support Programme]                    | 28 |
| Social Support - Mon to Fri 6am to 6pm (HCP clients)                  | [HCP Clients]  | 25 |
| Social Support – Mon to Fri 6am to 6pm (Private clients)              | [Private Clients]  | 26 |
| Social support - Public Holiday (HCP clients)                         | [HCP Clients]  | 25 |
| Social Support – Public Holiday (Private clients)                     | [Private Clients]  | 27 |
| Social Support - Sat (HCP clients)                                    | [HCP Clients]  | 25 |
| Social Support – Sat (Private clients)                                | [Private Clients]  | 26 |
| Social support - Sun (HCP clients)                                    | [HCP Clients]  | 25 |
| Social Support – Sun (Private clients)                                | [Private Clients]  | 27 |
| Solicitor Enquiry   | [Building Indemnity Insurance]                           | 39 |
| Staff Escort  | [Transport Residents]                                    | 29 |
| Stamping additional plans and specs – up to four copies               | [Miscellaneous Administrative Application Fees]          | 32 |
| Standard DA fee plus additional fee                                   | [Integrated Development (c.252A/253)]                    | 35 |
| Standard Resident   | [Daily Fees]   | 28 |
| State of Environment Report   | [Sale of document copies]                                | 46 |
| STD   | [Telephone Calls]  | 29 |
| Stormwater supply work  | [Section 68 Applications]                                | 37 |
| Subdivisions – No opening of a New Road                               | [Subdivision Fees]                                       | 33 |
| Subdivisions – Opening of a New Road                                  | [Subdivision Fees]                                       | 33 |
| Subdivisions – Strata   | [Subdivision Fees]                                       | 33 |
| Super single  | [Tyres]  | 15 |
| Supply & install pressure sewer unit & house service – Bundarra only  | [Sewer Connection Charges]                               | 7  |
| Surcharge for digging of grave by hand                                | [Uralla and Bundarra Lawn Cemeteries]                    | 19 |
| Surcharge for family presence at interment after hours                | [Uralla and Bundarra Niche Wall and Uralla Niche Garden] | 20 |

## T

|  |  |    |
|--|--|----|
| Tables   | [External Equipment Hire]  | 22 |
| TCS Office   | [Tablelands Community Support Options – TCS]                           | 21 |
| To \$5,000   | [Complying Development Certificates – Fees based on construction cost] | 31 |
| To \$5,000   | [Construction Certificates]  | 36 |
| To and from Uralla CBD                             | [Transport Residents]  | 29 |
| To Armidale  | [Transport Residents]  | 29 |
| To Tamworth  | [Transport Residents]  | 29 |
| Trade Waste – application fee                      | [Trade Waste]  | 8  |
| Trade Waste – usage                                | [Trade Waste]  | 8  |
| Trap deposit                                       | [Dog Control – Training Aids]  | 43 |
| Travel (HCP clients)                               | [HCP Clients]  | 26 |
| Travel (Private Clients)                           | [Private Clients]  | 26 |
| Treated sewage effluent charge from the Uralla STP | [Water Sales]  | 6  |
| Truck  | [Tyres]  | 15 |
| Truck/Float Hire                                   | [Other Animal Fees]  | 44 |

## U

|   |  |    |
|---|--|----|
| Unconnected lot sewer access charge                         | [Access and Supply]                    | 7  |
| Uncontaminated garden and wood waste : Car - Sedan or wagon | [Uncontaminated garden and wood waste] | 13 |
| Uncontaminated garden and wood waste : Large trailer        | [Uncontaminated garden and wood waste] | 13 |

## U [continued]

|  |  |    |
|--|--|----|
| Uncontaminated garden and wood waste : Truck   | [Uncontaminated garden and wood waste] | 13 |
| Uncontaminated garden and wood waste : Utility or small trailer                                | [Uncontaminated garden and wood waste] | 13 |
| Uncontaminated garden and wood waste: wheelie bins (maximum of 2)                              | [Uncontaminated garden and wood waste] | 13 |
| Uninhabited, unpowered tent site   | [Queen Street Uralla Caravan Park]     | 20 |
| Unpowered site for up to 2 persons   | [Queen Street Uralla Caravan Park]     | 20 |
| Unpowered site for up to 2 persons   | [Bundarra Caravan Park]                | 22 |
| Unsieved sand  | [Sale of sand, gravel and topsoil]     | 10 |
| Uralla and Bundarra Connection Charge to water main, connection over 4 m                       | [Water Connection Fees]                | 6  |
| Uralla and Bundarra Connection Charge to water main, up to 4 m                                 | [Water Connection Fees]                | 6  |
| Uralla Biodiversity Strategy Planning Outcomes Report 2013                                     | [Certificates]                         | 42 |
| Uralla Shire Biodiversity Strategy 2012  | [Certificates]                         | 42 |
| Uralla Sporting Complex #  | [Field Hire]                           | 17 |
| Uralla Visitor Information Centre - Hire of Kitchen  | [Hire]                                 | 18 |
| Use a standing vehicle or any article for the purpose of selling any article in a public place | [Section 68 Applications]              | 37 |
| Utility/6 x 4 trailer  | [Residential Waste (Sorted)]           | 12 |
| Utility/6 x 4 trailer  | [Clean brick, Concrete, Tile]          | 13 |
| Utility/6 x 4 trailer, heaped  | [Residential Waste (Sorted)]           | 12 |
| Utility/6x4 trailer  | [Residential Waste (Unsorted)]         | 12 |
| Utility/6x4 trailer, heaped  | [Residential Waste (Unsorted)]         | 12 |

## V

|                    |  |    |
|--------------------|--|----|
| Vase               | [Uralla and Bundarra Niche Wall and Uralla Niche Garden] | 20 |
| Vehicle Impounding | [Other Regulatory Fees]                                  | 44 |

## W

|   |   |    |
|---|---|----|
| Waste Facility Fee – included in Environmental Levy   | [Domestic Waste Management]                                       | 10 |
| Water Access Charge Uralla and Bundarra   | [Access and Supply]   | 6  |
| Water Meter Special read  | [Other Water Fees and Charges]                                    | 6  |
| Water Meter supplied and fitted (20 mm) or replaced   | [Other Water Fees and Charges]                                    | 6  |
| Water Meter Testing only  | [Other Water Fees and Charges]                                    | 6  |
| Water Supply – consumption charge   | [Access and Supply]   | 6  |
| Water supply work   | [Section 68 Applications]   | 37 |
| Weekly Powered site for up to 2 persons   | [Longer stays (7 nights for 6)]                                   | 20 |
| Weekly Unpowered site for up to 2 persons   | [Longer stays (7 nights for 6)]                                   | 21 |
| Wheelie Bin (up to 240 L, per bin)  | [Clean brick, Concrete, Tile]                                     | 13 |
| Wheelie Bin (up to 240 Litre, per bin)  | [Residential Waste (Sorted)]                                      | 12 |
| Wheelie Bin (Up to 240L and per bin)  | [Residential Waste (Unsorted)]                                    | 12 |
| Where a person has been found guilty of an offence under the Act in relation to the erection of a building  | [Additional fee where applicant /owner erected the building and:] | 39 |
| Where Order No, 2, 12, 13, 15, 18 or 19 in the Schedule 5 of the Act has been issued                        | [Additional fee where applicant /owner erected the building and:] | 38 |
| Where the court has made a finding that the building was erected in contravention of a provision of the Act | [Additional fee where applicant /owner erected the building and:] | 39 |
| Written/complex response to a rating or valuation enquiry   | [Rate/Valuation Enquiries]  | 47 |

## Other

|                              |  |    |
|------------------------------|--|----|
| \$1,000,001-\$10,000,000     | [Development Applications – Building Works – Based on cost of works]           | 31 |
| \$1,000,001-\$10,000,000     | [All other Development Work – EPA R. c.257]                                    | 34 |
| \$1,000,001-\$10,000,000     | [All other requests for modifications, based on estimated construction costs]  | 35 |
| \$10,001-\$100,000           | [Engineering Plans Checking (design and construction) – based on cost of work] | 36 |
| \$100,001-\$1,000,000        | [Review of Determination per s, 82B, EPA Regulations (Rejection) – c.257A]     | 34 |
| \$100,001-\$250,000          | [Complying Development Certificates – Fees based on construction cost]         | 31 |
| \$100,001-\$250,000          | [Construction Certificates]  | 36 |
| \$250,001-\$500,000          | [Development Applications – Building Works – Based on cost of works]           | 31 |
| \$250,001-\$500,000          | [All other Development Work – EPA R. c.257]                                    | 33 |
| \$250,001-\$500,000 (c. 258) | [All other requests for modifications, based on estimated construction costs]  | 35 |
| \$5,001-\$100,000            | [Complying Development Certificates – Fees based on construction cost]         | 31 |
| \$5,001-\$100,000            | [Construction Certificates]  | 36 |
| \$5,001-\$250,000            | [All other Development Work – EPA R. c.257]                                    | 33 |
| \$5,001-\$250,000            | [All other requests for modifications, based on estimated construction costs]  | 35 |

**Other** [continued]

|                       |   |    |
|-----------------------|---|----|
| \$5,001-\$50,000      | [Development Applications – Building Works – Based on cost of works]          | 31 |
| \$50,001-\$250,000    | [Development Applications – Building Works – Based on cost of works]          | 31 |
| \$500,001-\$1,000,000 | [Development Applications – Building Works – Based on cost of works]          | 31 |
| \$500,001-\$1,000,000 | [All other Development Work – EPA R. c.257]                                   | 33 |
| \$500,001-\$1,000,000 | [All other requests for modifications, based on estimated construction costs] | 35 |

DRAFT

## INFORMATION PAPER

DATE: 4 April 2022

FILE: U18/6463

SUBJECT: Greenwaste disposal costs (includes Commercial-in-Confidence information)

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### SUMMARY

Council currently permits disposal of greenwaste (garden organics) at Uralla landfill free-of-charge for ratepayers/residents in the shire. No distinction is made between residential and commercial disposal of greenwaste.

Many councils in the region charge for greenwaste disposal, some have no charge for 'domestic' quantities but all other councils in the region charge for commercial disposal. Other councils offer a limited number of vouchers to ratepayers annually for free disposal of general or greenwaste.

Management of greenwaste at Uralla landfill including mulching costs around \$25-30k per year, excluding kerbside collection.

Further investigations are recommended to determine the potential for the sale of mulched greenwaste to a licenced soil & composting entity in compliance with the EPA 'resource recovery orders'.

### DETAIL

Council introduced gatehouse fees at Uralla Waste Management Facility for disposal of greenwaste (garden organics) in July 2021, then later in 2021 resolved to remove these fees for shire ratepayers. No distinction was made between greenwaste disposal by residents and that by commercial entities. At the time of the decision, Council also resolved to further review green waste fees for 2022/23.

#### Comparison with gates fees for at other Councils

Fees and Charges 21/22 for green waste and 'clean fill' for other councils in the New England/North-west and Upper Hunter area are summarized below. These figures were obtained from Revenue Policy and Fees & Charges documents available on council websites. Several councils accept domestic quantities of green waste free of charge (eg. Moree Plains, Gunnedah, Narrabri, Tamworth) but none of the councils take commercial loads without charge. Many of these councils have a kerbside green waste collection as part of their annual domestic waste charges. This would both provide revenue processing and reduce the amount of green waste presented at the landfill gatehouse.

| Council  | Green Waste domestic   | Green Waste commercial  | Clean fill  | Availability & fee Green Waste Kerbside Collection              |
|--|--|---|---|---|
| Uralla 21/22 charges                               | <i>Shire residents:</i> nil<br><br><i>Non-residents:</i><br>\$5.00 sedan or stat.wagon<br>\$12.00 small trailer<br>\$25.00 large trailer                     | <i>Shire residents:</i> nil<br><br><i>Non-residents:</i><br>\$25/cubic metre<br>[NOTE: waste facility does not have a weighbridge so charges are based on cubic metres] | FREE if certified "Clean fill for use on cell walls"  | Fortnightly as 'opt-in' service<br><br>\$86.50/year             |
| Clarence Valley                                    | \$85/ton Grafton & Maclean<br>\$120/ton Grafton Regional Landfill<br>Iluka \$23 to \$33/cubic m.   | \$85/ton Grafton / Maclean<br>\$120/ton Grafton Regional Landfill   | \$105/ton certified VENM  | Weekly most centres<br><br>\$4.85/collection                    |
| Inverell   | \$55/ton inc (min \$5.00)  | \$55/ton inc (min \$5.00)   | FREE "clean fill suitable for landfill cover"<br>\$50/ton "remediated spoil with certification" | No collection service   |
| Moree  | Domestic small FREE  | \$27/ton (min \$14)   | Not found   | Fortnightly collection  |
| Tenterfield (general and green waste charges same) | \$160 / ton<br>\$18.50 sedans/stat. wag<br>\$28 box trailer no high sides  | \$160/ton   | No charge found but F&C relate to Transfer Station - assume no clean fill allowed at TS?        | No collection service   |
| Armidale   | \$5.45/load sedan/stat. wagon<br>\$12/load utility/small trailer   | \$50/ton  | FREE if certified and suitable for reuse.<br>Charged as solid waste if not certified.           | Fortnightly collection  |
| Tamworth   | Domestic FREE (sorted and clean)   | \$40/ton  | FREE domestic<br>\$15 / ton commercial and certified  | Fortnightly collection<br>\$143.00/ additional service          |
| Gunnedah   | Grass/mulch/leaves FREE<br>\$2.50/load sedan/stat.w<br>\$4.50/load ute/small trailer<br>\$8.50/load large trailer (light branches)<br>\$40/ton (stump, logs) | \$41/ton  | FREE if certified and suitable for daily cover as determined by Council                         | Fortnightly collection (Gunnedah town only)                     |
| Narrabri   | Green waste "household quantities" FREE else \$83/ton<br>Clean timber "household quantities" FREE else \$61/ton  | \$83/ton  | FREE if certified by NATA lab.<br>\$28/ton if not certified AND not contaminated                | \$354.00/year Lump sum domestic waste management collection fee |



| Council          | Green Waste domestic   | Green Waste commercial   | Clean fill                       | Availability & fee Green Waste Kerbside Collection                    |
|------------------|--|--|----------------------------------|---|
|                  |  |  |                                  | (fortnightly green waste)   |
| Liverpool Plains | \$20.50 Vans/utes<br>\$13.00 sedan/stat.wag<br>\$18.00 small trailers                | \$31 per cubic m.  | \$20.50 / cubic metre mixed fill | Not a bin service, Apr/May as bulky collection (loose), not all areas |
| Upper Hunter     | \$166.30 per ton   | \$175 / ton  | \$102 / ton clean soil           | No collection service   |
| Singleton        | \$280/ton (min. \$20) garden organics<br>\$300/ton (min. \$20) wood and timber clean | \$280 / ton garden organics<br>\$300/ton (min. \$20) wood and timber clean | \$96 / ton if certified.         | Fortnightly collection  |
| Muswellbrook     | \$10.50 car/stat. wag/bin<br>\$46.00 vans/utes/trailers (Denman TF only)             | \$163.50/ton green waste<br>\$183.50/ton clean timber waste                | \$102 / ton or part thereof.     | Fortnightly collection  |

### Use of green waste for daily cover and limitations on clean fill

EPA Guidelines for Solid Waste Landfills requires daily cover of waste with 150mm natural excavated materials ('clean fill'). Unlike some other landfills Uralla's facility does not have available large stockpiles of clean fill from digging out new cells. By mixing some processed (mulched) green waste with available clean fill a greater volume of daily cover material is made available without needing EPA permission for 'alternative cover' per the Guidelines as the majority of the material is still clean fill. Importing clean fill is expensive so this practice saves some money should stocks of clean fill run low.

Council does not resell the mulched greenwaste. The NSW EPA introduced 'resource recovery orders' under *Protection of the Environment Operations (Waste) Regulation 2014* which require suppliers of mulch to implement risk management protocols before supplying mulch (see attachment). These protocols are to controls contaminants, weeds, disease and pests and track source location and effect of applying the mulch at destination. Council does not presently have the resources or qualified staff to manage a detailed protocol and "informing the consumer that the mulch may contain weeds, diseases or pests...is not an acceptable risk mitigation strategy" [Guidance on the resource recovery order and exemption for mulch-NSW EPA].

Recommend further investigations to see if there is a potential to sell the excess mulch to a commercial-scale soil/composting enterprise, as supply of mulch to certain EPA-Licensed premises is permissible within resource recovery orders, subject to conditions.

### Cost of processing greenwaste

Northern Inland Regional Waste has developed a contract for mulching of green waste. **Commercial-in-Confidence** rates from recommended firm are below:

| Service   | Description   | Price: \$/m <sup>3</sup><br>(ex. GST) | GST      | Rate Amount<br>\$ Inc. GST |
|---|---|---------------------------------------|----------|----------------------------|
| Class 1   | 90% particles <60mm   | \$ 6.50                               | \$ 0.65  | \$ 7.15                    |
| Class 2   | 90% particle <100mm   | \$ 5.30                               | \$ 0.53  | \$ 5.83                    |
| Class 3   | 90% particles <150mm  | \$ 5.00                               | \$ 0.50  | \$ 5.50                    |
| Class 4   | 90% particles <25mm   | \$ 7.60                               | \$ 0.76  | \$ 8.36                    |
| <b>ADDITIONAL WORKS / CONTRACTOR CONDITIONS</b> |   |                                       |          |                            |
| Shearing  | Per hour rate for excavator / shears - additional works only  | \$ 145.00                             | \$ 14.50 | \$ 159.50                  |
| Float/Km  | Per Km when <1500m <sup>3</sup> of material available for processing at a site claiming >1500m <sup>3</sup> | \$ 8.00                               | \$ 0.80  | \$ 8.80                    |

Council spent \$89,217 (inc GST) on mulching greenwaste by contractor in the 4 ½ years from April 2017 to December 2021. This is an average of \$17,843 each year. In 21/22 greenwaste mulching cost \$31,802 (inc GST) as a large stockpile had built up due to no mulching since April 2019. Roughly 5000 cubic metres of mulched greenwaste is presently stockpiled at the landfill.

There is a further operational cost of pushing up the dumped, unmulched greenwaste into a pile during the week to keep the site tidy and safe for customers and staff. Such work is typically 4-5 hour per week for an excavator & operator or (say) \$10,000 per year.



### Kerbside green waste collection

USC offers an 'opt-in' kerbside greenwaste collection service to Uralla town only. Residents provide their own 240 litre bin. Annual charge in 21/22 is \$86.50. Pickup is 20 collections per year (fortnightly Sept, Oct, Jan-May and monthly June-Aug). Thus a customer that presents their greenwaste bin 20 times a year is paying \$4.32 for cartage & disposal per bin lift. Approximately 120 premises have opted-in yielding about \$10,400 a year revenue.

Many other councils include green waste collection (fortnightly) as part of their domestic waste service. As the Uralla service is opt-in and the premises using the service are all over Uralla this means the service trucks must cover lots of kilometres to check if bins are presented and collect a modest amount of green waste. For instance in winter the number of presented bins may be as low as 60 but the truck has to check all possible locations for bins.

## Vouchers

As an alternative to free disposal of greenwaste Council may wish to consider issuing vouchers to ratepayers for limited number of free waste or greenwaste disposals each year, as some other councils have done, eg:

- *Shoalhaven*: 4 vouchers per year (2 x waste, 2 x green) <https://www.shoalhaven.nsw.gov.au/For-Residents/Recycling-Waste/Household-and-Garden-Waste-Disposal-Vouchers>
- *Maitland*: 1 voucher per year (conditions apply): <https://www.maitland.nsw.gov.au/our-services/waste-and-recycling/mount-vincent-road-waste-management-centre/waste-voucher>
- *Kempsey*: 2 vouchers per year (conditions apply): <https://beta.kempsey.nsw.gov.au/Services/Waste-recycling/Waste-recycling-centres>
- *Port Macquarie*: 2 vouchers per year: <https://www.pmhc.nsw.gov.au/Services/Waste/Waste-facility-location/Waste-vouchers>

## Conclusion

Council's gatehouse charges for greenwaste disposal – currently only applicable to non-ratepayers – are comparable to many other councils. Some green waste received at the landfill is useful as daily cover but the material must be processed to be used for this purpose and must be blended with 'clean fill' prior to use. Greenwaste processing and management costs about \$25,000-\$30,000 per year, excluding the cost of kerbside collection. Recommend further investigations to see if Council's mulched greenwaste can be sold to a licenced, commercial scale soil/composting enterprise.

Luke Finnegan

**Manager Water Waste Sewer**

**4 April 2022**

# Resource recovery orders and exemptions

## What is the purpose of these requirements?

If you intend to apply waste to land (for example, as a soil amendment or 'fill'), reuse it as a fuel, or use it in connection with a process of thermal treatment (for example, use sawdust in brick manufacture), you may need to hold an environment protection licence or pay the waste levy.

However, in some circumstances, the EPA has the power to grant you an exemption from some of these requirements if you can demonstrate that a waste can be safely and effectively used for another purpose. Your use of the waste must be genuine, fit-for-purpose, and cause no harm to the environment or human health.

The EPA grants you this permission, subject to strict conditions, under the Protection of the Environment Operations (Waste) Regulation 2014 (2014 Waste Regulation).

## Resource recovery orders: for generators and processors of the waste material

Resource recovery orders include conditions which generators and processors of waste must meet to supply the waste material for the purposes described above. These conditions may include material specifications, processing specifications, record-keeping, reporting and other requirements. All resource recovery orders are made under clause 93 of the 2014 Waste Regulation.

## Resource recovery exemptions: for consumers of the waste material

Resource recovery exemptions contain the conditions which consumers must meet to use waste for the purposes described above. These conditions may include requirements on how to re-use or apply the waste, as well as record-keeping, reporting and other requirements. All resource recovery exemptions are made under clauses 91 and 92 of the 2014 Waste Regulation.

## An improved format for greater clarity

The current system of resource recovery orders and exemptions commenced in November 2014 under new provisions of the 2014 Waste Regulation. They replaced the former 'resource recovery exemption system'. The current, two-document format provides greater transparency and clarity by separating the requirements that apply to waste

### About the EPA

The NSW Environment Protection Authority (EPA) manages environmental issues, responds to pollution incidents, and enforces environmental regulations. We also issue environment protection licences.

material suppliers from those that apply to consumers. The new format also allows the EPA to more closely tailor our provisions for sampling, testing and plant requirements.

## Using resource recovery orders and exemptions

### What orders and exemptions are already in force?

Orders and exemptions already in force are published on the EPA website. If you fully comply by meeting all their conditions, you can use them without further EPA approval.

A full list is available at: [www.epa.nsw.gov.au/wasteregulation/orders-exemptions.htm](http://www.epa.nsw.gov.au/wasteregulation/orders-exemptions.htm)

### What if no suitable exemption or order is available now?

If a resource recovery order or exemption is not currently available for your intended use of a waste material, you can apply to the EPA for an order and exemption specific to your operations. Your application must address all the necessary criteria using the format provided in our guidelines.

## Resource recovery orders and exemptions

More information, including guidelines on how to apply:  
[www.epa.nsw.gov.au/wasteregulation/apply-exemption.htm](http://www.epa.nsw.gov.au/wasteregulation/apply-exemption.htm)

### Before you begin your application

Before applying we strongly recommend you contact the EPA to discuss your proposal with us. Contact the Environment Line on 131 555. We also advise you to consult with other consent authorities (for example, planning consent authorities) before you submit your application.

### Will I still need to apply for development consents?

Resource recovery orders and exemptions do not release you from the relevant planning consent requirements. If you wish to use an order or exemption, it is your responsibility to seek any necessary development consents from the appropriate regulatory authority.

### What are the record keeping requirements?

You must keep the records required by a resource recovery order or exemption for six years. This requirement also applies to the records you needed to keep under the previous (that is, before November 2014) resource recovery exemption mechanism.

#### More information

Environment Line:

**Phone:** 131 555 or **email:** [info@environment.nsw.gov.au](mailto:info@environment.nsw.gov.au)  
[www.epa.nsw.gov.au/wastechanges](http://www.epa.nsw.gov.au/wastechanges)

# 9.4 Attachment #3

| Fee Name  | 2021/2022 Fee<br>(incl. GST) | 2022/2023 Fee<br>(incl. GST) | % Increase<br>(incl. GST) | \$ Increase<br>(incl. GST) | Comment regarding increase   |
|---|------------------------------|------------------------------|---------------------------|----------------------------|--|
| <b>Uralla Shire Council   Utilities   Water Services   Access and Supply</b>  |                              |                              |                           |                            |  |
| Water Access Charge Uralla and Bundarra   | \$ 395.00                    | \$ 415.00                    | 5.06%                     | \$ 20.00                   | Rounding, increase is as per Budget at 5%  |
| <b>Uralla Shire Council   Utilities   Water Services   Other Water Fees and Charges</b>                                     |                              |                              |                           |                            |  |
| Water Meter Testing only  | \$ 76.00                     | \$ 135.00                    | 77.63%                    | \$ 59.00                   | Cost of meter testing at an accredited lab (eg Brisbane Water lab) is over \$300 + shipping. For this fee assume 'testing' is not at a NATA lab but is simply r/r existing meter and compare metered usage against that of new meter. 2 hours ute + operator |
| Hydrant Flow Test   | \$ 95.00                     | \$ 120.00                    | 26.32%                    | \$ 25.00                   | Full cost recovery estimated at \$117.00 for Uralla and \$191.00 for Bundarra (extra travel), which includes mobilise, test and report   |
| <b>Uralla Shire Council   Utilities   Water Services   Water Sales</b>  |                              |                              |                           |                            |  |
| Bulk water sales  | \$ 5.70                      | \$ 6.00                      | 5.26%                     | \$ 0.30                    | Rounding, increase is as per Budget at 5%  |
| <b>Uralla Shire Council   Utilities   Sewer Charges   Access and Supply</b>   |                              |                              |                           |                            |  |
| Residential sewer access charge   | \$ 645.00                    | \$ 678.00                    | 5.12%                     | \$ 33.00                   | Rounding, increase is as per Budget at 5%  |
| Unconnected lot sewer access charge   | \$ 645.00                    | \$ 678.00                    | 5.12%                     | \$ 33.00                   | Rounding, increase is as per Budget at 5%  |
| Commercial sewer access charge  | \$ 450.00                    | \$ 473.00                    | 5.11%                     | \$ 23.00                   | Rounding, increase is as per Budget at 5%  |
| <b>Uralla Shire Council   Utilities   Sewer Charges   Sewer Connection Charges</b>  |                              |                              |                           |                            |  |
| Supply & install pressure sewer unit & house service – Bundarra only  | \$ -                         | \$ 11,339.05                 | ∞                         | \$ 11,339.05               | Costing for this provided separately via NextCloud   |
| <b>Uralla Shire Council   Engineering Services   Waste Management Facility   Commercial Recycling</b>                       |                              |                              |                           |                            |  |
| Manual Collection bi-weekly – Cardboard Only  | \$ 42.50                     | \$ 45.00                     | 5.88%                     | \$ 2.50                    | Increased so that it is double the weekly collection fee (was 50 cents lower than double in prior year)  |
| <b>Uralla Shire Council   Engineering Services   Waste Management Facility   Waste Product Sales</b>                        |                              |                              |                           |                            |  |
| Delivery – Uralla and Bundarra 5-15 km  | \$ 26.50                     | \$ 30.00                     | 13.21%                    | \$ 3.50                    | Full cost recovery is estimated at approximately \$48.00. Moving towards full cost recovery in 10% increments  |
| Delivery – beyond 15 km from Uralla or Bundarra, maximum 30 km  | \$ 32.50                     | \$ 36.00                     | 10.77%                    | \$ 3.50                    | Full cost recovery is estimated at approximately \$63.00. Moving towards full cost recovery in 10% increments  |
| <b>Uralla Shire Council   Engineering Services   Waste Management Facility   Asbestos</b>                                   |                              |                              |                           |                            |  |
| Asbestos – asbestos bag including disposal cost, maximum 0.5 m3   | \$ 20.00                     | \$ 21.00                     | 5.00%                     | \$ 1.00                    | Rounding   |
| <b>Uralla Shire Council   Community and Recreational Services   Tourism   Photocopies and Printing (non self-service)</b>   |                              |                              |                           |                            |  |
| A4 (Black and White)  | \$ 0.75                      | \$ 0.80                      | 6.67%                     | \$ 0.05                    | Smallest increment available with CPI indexation   |
| <b>Uralla Shire Council   Community and Recreational Services   Cemeteries   Uralla and Bundarra Lawn Cemeteries</b>        |                              |                              |                           |                            |  |
| Surcharge for digging of grave by hand  | \$ 105.00                    | \$ 131.00                    | 24.76%                    | \$ 26.00                   | Was originally an increase of \$41.50 to achieve parity with Armidale, Walcha and Tamworth Councils over the next three years, moved at Budget Review & Finance Committee meeting of 19 April 2022 to reduce proposed increases by 50%                       |
| Purchase of Double Depth Plot (does not include plaque)   | \$ 1,585.00                  | \$ 1,800.00                  | 13.56%                    | \$ 215.00                  | Was originally an increase of \$300.00 to achieve parity with Armidale, Walcha and Tamworth Councils over the next three years, moved at Budget Review & Finance Committee meeting of 19 April 2022 to reduce proposed increases by 50%                      |
| Interment: Saturdays, Sundays and Public Holidays loading   | \$ 895.00                    | \$ 1,005.00                  | 12.29%                    | \$ 110.00                  | Was originally an increase of \$150.00 to achieve parity with Armidale, Walcha and Tamworth Councils over the next three years, moved at Budget Review & Finance Committee meeting of 19 April 2022 to reduce proposed increases by 50%                      |
| Interment   | \$ 683.00                    | \$ 759.00                    | 11.13%                    | \$ 76.00                   | Was originally an increase of \$100.00 to achieve parity with Armidale, Walcha and Tamworth Councils over the next three years, moved at Budget Review & Finance Committee meeting of 19 April 2022 to reduce proposed increases by 50%                      |
| <b>Uralla Shire Council   Community and Recreational Services   Cemeteries   Uralla and Bundarra Old Section Cemeteries</b> |                              |                              |                           |                            |  |

|   |               |               |        |              |   |
|---|---------------|---------------|--------|--------------|---|
| Placement of ashes  | \$ 318.00     | \$ 411.00     | 29.25% | \$ 93.00     | Was originally an increase of \$150.00 to achieve parity with Armidale, Walcha and Tamworth Councils over the next three years, moved at Budget Review & Finance Committee meeting of 19 April 2022 to reduce proposed increases by 50%.      |
| Purchase of plot - Single Depth   | \$ 865.00     | \$ 1,060.00   | 22.54% | \$ 195.00    | Was originally an increase of \$300.00 to achieve parity with Armidale, Walcha and Tamworth Councils over the next three years, moved at Budget Review & Finance Committee meeting of 19 April 2022 to reduce proposed increases by 50%       |
| Interment in an existing monument   | \$ 950.00     | \$ 1,090.00   | 14.74% | \$ 140.00    | Was originally an increase of \$200.00 to achieve parity with Armidale, Walcha and Tamworth Councils over the next three years, moved at Budget Review & Finance Committee meeting of 19 April 2022 to reduce proposed increases by 50%       |
| Interment   | \$ 738.00     | \$ 843.00     | 14.23% | \$ 105.00    | Was originally an increase of \$150.00 to achieve parity with Armidale, Walcha and Tamworth Councils over the next three years, moved at Budget Review & Finance Committee meeting of 19 April 2022 to reduce proposed increases by 50%       |
| Purchase of plot - Double depth   | \$ 1,585.00   | \$ 1,800.00   | 13.56% | \$ 215.00    | Was originally an increase of \$300.00 to achieve parity with Armidale, Walcha and Tamworth Councils over the next three years, moved at Budget Review & Finance Committee meeting of 19 April 2022 to reduce proposed increases by 50%       |
| Interment: Saturdays, Sundays and Public Holidays loading   | \$ 895.00     | \$ 1,005.00   | 12.29% | \$ 110.00    | Was originally an increase of \$150.00 to achieve parity with Armidale, Walcha and Tamworth Councils over the next three years, moved at Budget Review & Finance Committee meeting of 19 April 2022 to reduce proposed increases by 50%       |
| <b>Uralla Shire Council   Community and Recreational Services   Cemeteries   Uralla and Bundarra Niche Wall and Uralla Niche Garden</b>           |               |               |        |              |   |
| Purchase of Niche in wall and Interment of Ashes *  | \$ 512.00     | \$ 583.00     | 13.87% | \$ 71.00     | Was originally an increase of \$100.00 to achieve parity with with Armidale, Walcha and Tamworth Councils over the next three years, moved at Budget Review & Finance Committee meeting of 19 April 2022 to reduce proposed increases by 50%. |
| <b>Uralla Shire Council   Aged and Disabled Services   Tableland Community Support   Home Care Packages and Private Clients   Private Clients</b> |               |               |        |              |   |
| Travel (Private Clients)  | \$ 1.20       | \$ 1.40       | 16.67% | \$ 0.20      | Rate for HCP clients is GST Free - Private Clients incur GST Competitive market environment - \$1.40 including GST  |
| In Home Respite – Public Holiday (Private clients)  | \$ 165.00     | \$ 190.00     | 15.15% | \$ 25.00     | Increase applied. Add travel cost. Excludes Christmas Day and Good Friday.  |
| Social Support – Public Holiday (Private clients)   | \$ 165.00     | \$ 187.00     | 13.33% | \$ 22.00     | Competitive market environment - not encouraged   |
| Personal Care – Public Holiday (Private clients)  | \$ 165.00     | \$ 187.00     | 13.33% | \$ 22.00     | Fee increase applied. Add travel. Additional fee applies on Christmas Day and Good Friday.  |
| In Home Respite – Sun (Private clients)   | \$ 143.00     | \$ 159.50     | 11.54% | \$ 16.50     | Increase applied.   |
| In Home Respite – Sat (Private clients)   | \$ 121.00     | \$ 133.50     | 10.33% | \$ 12.50     | Increase applied.   |
| Domestic Assistance – Mon to Fri 6am to 6pm (Private clients)   | \$ 71.50      | \$ 78.65      | 10.00% | \$ 7.15      | No Indexation to be applied - HCP GST Free - Private Clients + GST Competitive market environment changed to reflect that GST is extra.   |
| Social Support – Mon to Fri 6am to 6pm (Private clients)  | \$ 71.50      | \$ 78.65      | 10.00% | \$ 7.15      | No indexation - HCP Clients GST Free - Private Clients + GST Competitive market environment - increased to add GST on top of actual cost.   |
| Personal Care – Mon to Fri 6am to 6pm (Private clients)   | \$ 71.50      | \$ 78.65      | 10.00% | \$ 7.15      | Competitive market environment - GST added on top rather than included in the price   |
| In Home Respite – Mon to Fri 6am to 6pm (Private clients)   | \$ 71.50      | \$ 78.65      | 10.00% | \$ 7.15      | Increase applied to add GST on top. Travel is an additional cost.   |
| Registered Nurse - Public Holiday (Private clients)   | \$ 247.50     | \$ 264.00     | 6.67%  | \$ 16.50     | Competitive market environment - increase of 6.67% Excludes Christmas Day and Good Friday.  |
| Domestic Assistance – Public holiday (Private clients)  | \$ 165.00     | \$ 176.00     | 6.67%  | \$ 11.00     | No indexation - HCP clients GST Free - Private Clients + GST ..... Competitive market environment - 6.67% increase  |
| Social Support – Sat (Private clients)  | \$ 121.00     | \$ 129.07     | 6.67%  | \$ 8.07      | Competitive market environment - increase by 6.67%  |
| Social Support – Sun (Private clients)  | \$ 143.00     | \$ 152.50     | 6.64%  | \$ 9.50      | Competitive market environment - increase 6.65%   |
| <b>Uralla Shire Council   Aged and Disabled Services   McMaugh Gardens Aged Care Centre   Bond</b>  |               |               |        |              |   |
| Accommodation Entry Bond  | \$ 200,000.00 | \$ 225,000.00 | 12.50% | \$ 25,000.00 | Bond to be increased annually by \$25,000 until the median house price in Uralla is reached, and to be maintained thereafter.   |
| <b>Uralla Shire Council   Aged and Disabled Services   McMaugh Gardens Aged Care Centre   Telephone Calls</b>                                     |               |               |        |              |   |
| Local   | \$ 0.70       | \$ 0.75       | 7.14%  | \$ 0.05      | Smallest increment available with CPI indexation  |
| Fax Transmission  | \$ 0.70       | \$ 0.75       | 7.14%  | \$ 0.05      | Smallest increment available with CPI indexation  |

| <b>Uralla Shire Council   Aged and Disabled Services   Tablelands Community Transport   Client Contributions – Individual return transport</b>           |             |             |        |           |   |
|--|-------------|-------------|--------|-----------|---|
| 51-100 km  | \$ 25.00    | \$ 30.00    | 20.00% | \$ 5.00   | Partial cost recovery, particularly in light of increasing inflation and fuel prices  |
| 251-300 km   | \$ 50.00    | \$ 60.00    | 20.00% | \$ 10.00  | Partial cost recovery, particularly in light of increasing inflation and fuel prices  |
| 101-150 km   | \$ 35.00    | \$ 40.00    | 14.29% | \$ 5.00   | Partial cost recovery, particularly in light of increasing inflation and fuel prices  |
| 151-200 km   | \$ 40.00    | \$ 45.00    | 12.50% | \$ 5.00   | Partial cost recovery, particularly in light of increasing inflation and fuel prices  |
| 0-15 km  | \$ 9.00     | \$ 10.00    | 11.11% | \$ 1.00   | Partial cost recovery, particularly in light of increasing inflation and fuel prices  |
| 201-250 km   | \$ 45.00    | \$ 50.00    | 11.11% | \$ 5.00   | Partial cost recovery, particularly in light of increasing inflation and fuel prices  |
| <b>Uralla Shire Council   Aged and Disabled Services   Tablelands Community Transport   Client Contributions – Group return transport</b>                |             |             |        |           |   |
| Social Outing  | \$ 10.00    | \$ 15.00    | 50.00% | \$ 5.00   |   |
| <b>Uralla Shire Council   Development and Health Services   Development Control   Development Applications – Building Works – Based on cost of works</b> |             |             |        |           |   |
| Less than \$5000   | \$ 110.00   | \$ 129.00   | 17.27% | \$ 19.00  | Fee is now Statutory. Fee is published in Schedule 4 of the Environmental Planning and Assessment Regulation 2021, applicable from March 2022 |
| <b>Uralla Shire Council   Development and Health Services   Development Control   Development Application</b>  |             |             |        |           |   |
| Designated Development – Standard DA Fees plus additional fee(c.251)   | \$ 920.00   | \$ 1,076.00 | 16.96% | \$ 156.00 | Fee is now Statutory. Fee is published in Schedule 4 of the Environmental Planning and Assessment Regulation 2021, applicable from March 2022 |
| Designated development requiring advertising   | \$ 2,220.00 | \$ 2,596.00 | 16.94% | \$ 376.00 | Fee is now Statutory. Fee is published in Schedule 4 of the Environmental Planning and Assessment Regulation 2021, applicable from March 2022 |
| Erection of dwelling costing less than \$100,000 (c.247)   | \$ 455.00   | \$ 532.00   | 16.92% | \$ 77.00  | Fee is now Statutory. Fee is published in Schedule 4 of the Environmental Planning and Assessment Regulation 2021, applicable from March 2022 |
| Development not involving the erection of a building, the carrying out of a work, or the subdivision of land or demolition                               | \$ 285.00   | \$ 333.00   | 16.84% | \$ 48.00  | Fee is now Statutory. Fee is published in Schedule 4 of the Environmental Planning and Assessment Regulation 2021, applicable from March 2022 |
| Advertising Signs (c.250)  | \$ 285.00   | \$ 333.00   | 16.84% | \$ 48.00  | Fee is now Statutory. Fee is published in Schedule 4 of the Environmental Planning and Assessment Regulation 2021, applicable from March 2022 |
| <b>Uralla Shire Council   Development and Health Services   Development Control   Miscellaneous Administrative Application Fees</b>                      |             |             |        |           |   |
| Certified Copy of Document, map or plan as per s, 150(2) (R.c.262)   | \$ 53.00    | \$ 62.00    | 16.98% | \$ 9.00   | Fee is Statutory. Fee is published in Schedule 4 of the Environmental Planning and Assessment Regulation 2021, applicable from March 2022     |
| <b>Uralla Shire Council   Development and Health Services   Development Control   Subdivision Fees</b>   |             |             |        |           |   |
| Subdivisions – No opening of a New Road  | \$ 330.00   | \$ 386.00   | 16.97% | \$ 56.00  | Fee is now Statutory. Fee is published in Schedule 4 of the Environmental Planning and Assessment Regulation 2021, applicable from March 2022 |
| Subdivisions – Strata  | \$ 330.00   | \$ 386.00   | 16.97% | \$ 56.00  | Fee is now Statutory. Fee is published in Schedule 4 of the Environmental Planning and Assessment Regulation 2021, applicable from March 2022 |
| Subdivisions – Opening of a New Road   | \$ 665.00   | \$ 777.00   | 16.84% | \$ 112.00 | Fee is now Statutory. Fee is published in Schedule 4 of the Environmental Planning and Assessment Regulation 2021, applicable from March 2022 |
| <b>Uralla Shire Council   Development and Health Services   Development Control   Review of Determination per s, 82A, EPA Regulations c.257</b>          |             |             |        |           |   |
| Dwelling <\$100,000  | \$ 190.00   | \$ 222.00   | 16.84% | \$ 32.00  | Fee is now Statutory. Fee is published in Schedule 4 of the Environmental Planning and Assessment Regulation 2021, applicable from March 2022 |
| <b>Uralla Shire Council   Development and Health Services   Development Control   All other Development Work – EPA R. c.257</b>                          |             |             |        |           |   |
| Plus fee for required Notice under s.82A EPA Regulations   | \$ 620.00   | \$ 725.00   | 16.94% | \$ 105.00 | Fee is now Statutory. Fee is published in Schedule 4 of the Environmental Planning and Assessment Regulation 2021, applicable from March 2022 |
| Less than \$5,000  | \$ 55.00    | \$ 64.00    | 16.36% | \$ 9.00   | Fee is now Statutory. Fee is published in Schedule 4 of the Environmental Planning and Assessment Regulation 2021, applicable from March 2022 |



| <b>Uralla Shire Council   Development and Health Services   Development Control   Review of Determination per s, 82B, EPA Regulations (Rejection) – c.257A</b>    |             |             |        |           |   |
|---|-------------|-------------|--------|-----------|---|
| Greater than \$1,000,001  | \$ 250.00   | \$ 292.00   | 16.80% | \$ 42.00  | Fee is now Statutory. Fee is published in Schedule 4 of the Environmental Planning and Assessment Regulation 2021, applicable from March 2022 |
| \$100,001-\$1,000,000   | \$ 150.00   | \$ 175.00   | 16.67% | \$ 25.00  | Fee is now Statutory. Fee is published in Schedule 4 of the Environmental Planning and Assessment Regulation 2021, applicable from March 2022 |
| Less than \$100,000   | \$ 55.00    | \$ 64.00    | 16.36% | \$ 9.00   | Fee is now Statutory. Fee is published in Schedule 4 of the Environmental Planning and Assessment Regulation 2021, applicable from March 2022 |
| <b>Uralla Shire Council   Development and Health Services   Development Control   Modification of Consent at Applicants Request – c.258</b>                       |             |             |        |           |   |
| 4.55 – Minor Error/Discrepancy  | \$ 71.00    | \$ 83.00    | 16.90% | \$ 12.00  | Fee is now Statutory. Fee is published in Schedule 4 of the Environmental Planning and Assessment Regulation 2021, applicable from March 2022 |
| <b>Uralla Shire Council   Development and Health Services   Development Control   Other modifications per s.4.55 not of minor environmental impact</b>            |             |             |        |           |   |
| No building or work involved: For dwelling house costing \$100,000 or less  | \$ 190.00   | \$ 222.00   | 16.84% | \$ 32.00  | Fee is now Statutory. Fee is published in Schedule 4 of the Environmental Planning and Assessment Regulation 2021, applicable from March 2022 |
| <b>Uralla Shire Council   Development and Health Services   Development Control   All other requests for modifications, based on estimated construction costs</b> |             |             |        |           |   |
| Less than \$5,000   | \$ 55.00    | \$ 64.00    | 16.36% | \$ 9.00   | Fee is now Statutory. Fee is published in Schedule 4 of the Environmental Planning and Assessment Regulation 2021, applicable from March 2022 |
| Modification to consent requiring advertisement per s. 4.55 EPA Act   | \$ 665.00   | \$ 725.00   | 9.02%  | \$ 60.00  | Fee is now Statutory. Fee is published in Schedule 4 of the Environmental Planning and Assessment Regulation 2021, applicable from March 2022 |
| <b>Uralla Shire Council   Development and Health Services   Development Control   Designated Development</b>  |             |             |        |           |   |
| Fee   | \$ 920.00   | \$ 1,076.00 | 16.96% | \$ 156.00 | Fee is now Statutory. Fee is published in Schedule 4 of the Environmental Planning and Assessment Regulation 2021, applicable from March 2022 |
| <b>Uralla Shire Council   Development and Health Services   Development Control   Integrated Development (c.252A/253)</b>   |             |             |        |           |   |
| Standard DA fee plus additional fee   | \$ 140.00   | \$ 164.00   | 17.14% | \$ 24.00  | Fee is now Statutory. Fee is published in Schedule 4 of the Environmental Planning and Assessment Regulation 2021, applicable from March 2022 |
| Fee to be forwarded to Integrated Authority   | \$ 320.00   | \$ 374.00   | 16.88% | \$ 54.00  | Fee is now Statutory. Fee is published in Schedule 4 of the Environmental Planning and Assessment Regulation 2021, applicable from March 2022 |
| <b>Uralla Shire Council   Development and Health Services   Development Control   Advertised Development (c.252)</b>  |             |             |        |           |   |
| Fee   | \$ 1,105.00 | \$ 1,292.00 | 16.92% | \$ 187.00 | Fee is now Statutory. Fee is published in Schedule 4 of the Environmental Planning and Assessment Regulation 2021, applicable from March 2022 |
| <b>Uralla Shire Council   Development and Health Services   Development Control   Prohibited Development</b>  |             |             |        |           |   |
| Fee   | \$ 1,105.00 | \$ 1,292.00 | 16.92% | \$ 187.00 | Fee is now Statutory. Fee is published in Schedule 4 of the Environmental Planning and Assessment Regulation 2021, applicable from March 2022 |
| <b>Uralla Shire Council   Development and Health Services   Development Control   Other Notice Required</b>   |             |             |        |           |   |
| Fee   | \$ 1,105.00 | \$ 1,292.00 | 16.92% | \$ 187.00 | Fee is now Statutory. Fee is published in Schedule 4 of the Environmental Planning and Assessment Regulation 2021, applicable from March 2022 |
| <b>Uralla Shire Council   Development and Health Services   Section 68 Applications   Building Inspections (including Compliance and Occupation Certificates)</b> |             |             |        |           |   |
| Inspection  | \$ 219.85   | \$ 297.00   | 35.09% | \$ 77.15  | Council decided to introduce increase over a two year period. Fee to increase to \$297.00 GST inclusive in 2020-21.                           |
| <b>Uralla Shire Council   Development and Health Services   Development Information   Development Certificates</b>  |             |             |        |           |   |
| Section 10.7(5) Certificate (includes Notices and Orders information)   | \$ 133.00   | \$ 156.00   | 17.29% | \$ 23.00  | Fee is now Statutory. Fee is published in Schedule 4 of the Environmental Planning and Assessment Regulation 2021, applicable from March 2022 |

|  |           |           |        |          |   |
|--|-----------|-----------|--------|----------|---|
| Section 10.7(2) Certificate (EPA R. c.259)   | \$ 53.00  | \$ 62.00  | 16.98% | \$ 9.00  | Fee is now Statutory. Fee is published in Schedule 4 of the Environmental Planning and Assessment Regulation 2021, applicable from March 2022   |
| <b>Uralla Shire Council   Development and Health Services   Animal Control   Companion Animal 1998 – registrations (cats and dogs)</b> |           |           |        |          |   |
| Cat  | \$ 50.00  | \$ 56.00  | 12.00% | \$ 6.00  | As per the Regulation   |
| Dog (Desexed)  | \$ 60.00  | \$ 66.00  | 10.00% | \$ 6.00  | As per the Regulation   |
| <b>Uralla Shire Council   Development and Health Services   Animal Control   Companion Animal Control – Release/Sale/Surrender</b>     |           |           |        |          |   |
| Second Release (within 12 months)  | \$ 113.50 | \$ 130.00 | 14.54% | \$ 16.50 | This fee is set by Armidale council. Uralla councils fee for this service is inline Armidale council fees and charges due to shared service of the companion animal shelter.  |
| First Release  | \$ 62.50  | \$ 70.00  | 12.00% | \$ 7.50  | This fee is set by Armidale council. Uralla councils fee for this service is inline with Armidale council fees and charges due to shared service of companion animal shelter. Charged per animal impounded. A change in fees has not been reported to Uralla council. |
| <b>Uralla Shire Council   Administrative Services   Corporate Records   Printing and copying (non self-service)</b>                    |           |           |        |          |   |
| A3 Colour  | \$ 1.90   | \$ 2.30   | 21.05% | \$ 0.40  | Priced for full cost recovery of labour and materials. Price is lower than that charged by closest 2 Councils (Armidale \$2.50, Walcha \$2.35)  |

**Uralla Shire Council -Requested income data  
2020 & 2021**

| <b>Financial Year</b>                               | <b>Income Received</b> |
|---|------------------------|
| <b>Uralla Caravan Park Takings 2020 and 2021</b>    |                        |
| 2021  | 104,041                |
| 2020  | 81,006                 |
| <b>Bundarra Caravan Park Takings 2020 and 2021</b>  |                        |
| 2021  | -                      |
| 2020  | 42                     |
| <b>Bundarra School of Arts Income 2020 and 2021</b> |                        |
| 2021  | 592                    |
| 2020  | -                      |
| <b>Cemetery Income 2020 and 2021</b>                |                        |
| 2021  | 33,343                 |
| 2020  | 24,776                 |

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**Department:** Infrastructure and Development  
**Prepared by:** Director Infrastructure and Development  
**TRIM Reference:** UINT/22/4911  
**Attachments:** UINT/22/5221 - 1 - Plant and Equipment Asset Management Plan  
UINT/22/5222 - 2 - Buildings Asset Management Plan  
UINT/22/5227 - 3 - Transport Asset Management Plan  
UINT/22/5223 - 4 - Stormwater Drainage Asset Management Plan  
UINT/22/5224 - 5 - Water Asset Management Plan  
UINT/22/5225 - 6 - Sewerage Asset Management Plan  
UINT/22/5226 - 7 - Open Spaces and Recreation Asset Management Plan

---

### **LINKAGE TO INTEGRATED PLANNING AND REPORTING FRAMEWORK**

**Goal:** 2.4 Communities that are well serviced with essential infrastructure  
**Strategy:** 2.4.2 Implement Council's strategic asset management plans and continue to develop asset systems, plans and practices for infrastructure assets to minimise whole of life costs  
**Activity:** 2.4.2.1 Develop and implement Asset Management Plans

---

### **SUMMARY:**

1. This report presents the Finance Advisory Committee with the draft Asset Management Plans to undertake a review of the documents and provide feedback from the Committee prior to presentation to Council.
2. Following this meeting, the draft Asset Management Plans will be presented to Council at its 26 May 2022 Ordinary Meeting with the recommendation that Council adopt the draft Asset Management Plans to be placed on public exhibition.

### **RECOMMENDATION:**

- I. **That the Finance Committee consider the draft Asset Management Plans attached to this report:**
  - a. **Plant and Equipment Asset Management Plan (Attachment 1)**
  - b. **Buildings Asset Management Plan (Attachment 2)**
  - c. **Transport Asset Management Plan (Attachment 3)**
  - d. **Stormwater Drainage Asset Management Plan (Attachment 4)**
  - e. **Water Asset Management Plan (Attachment 5)**
  - f. **Sewerage Asset Management Plan (Attachment 6)**
  - g. **Open Spaces and Recreation Asset Management Plan (Attachment 7)**
- II. **That the Committee request the draft Asset Management Plans include the following adjustments:**
  - a. <<to be inserted at the meeting>>
- III. **That the Committee recommend to Council that the draft Asset Management Plans, as amended, be placed on public exhibition for a period of 28 days.**

## REPORT:

3. Under the Integrated Planning and Reporting (IP&R) framework Council must account for and plan for all the existing assets under its control, and any new asset solutions proposed in its Community Strategic Plan and Delivery Program.
4. The key objective of asset management planning is to provide the required level of service for the community in accordance with the Community Strategic Plan and in the most cost-effective manner.
5. Levels of service are key business drivers for asset planning, along with technical requirements that ensure asset sustainability. Council assets comprise seven groups as follows: plant and equipment, transport assets, water networks, sewerage systems, stormwater drainage, buildings, parks and recreational facilities.
6. Accurate data and a robust planning process is required so that assets are managed and accounted for in an efficient and sustainable way on behalf of local communities and with a focus on service delivery.
7. IP&R asset management planning comprises three components: Asset Management Policy, Asset Management Strategy, and Asset Management Plans (AMPs) for the seven categories.
8. The purpose of each component is:
  - a. The **Asset Management Policy** sets Council's direction and establishes the foundation of Council's asset management planning.
  - b. The **Asset Management Strategy** shows how the asset portfolio will achieve Council's vision and goals in a sustainable way.
  - c. **Asset Management Plans** outline actions and resources to provide a defined service level in a cost-effective way.
9. The Asset Management Policy and Asset Management Strategy were endorsed by Council at its Ordinary Meeting held 22 March 2022 and placed on public exhibition from 25 March 2022 to 28 April 2022. No submissions were received during the public exhibition period and the policy and strategy have been adopted pursuant to OM 20.03/22.
10. Council's Asset Management Plans have been developed for the asset groups as set out in the Asset Management Strategy below:
  - a. Plant and equipment
  - b. Buildings
  - c. Transport
  - d. Stormwater drainage
  - e. Water supply network
  - f. Sewerage network
  - g. Open spaces and recreational assets
11. These draft Asset Management Plans have been circulated to Councillors out of session for review and comment prior to this Committee meeting.

12. Final draft versions of the Asset Management Plans are attached to this report at Attachments 1 - 7.
13. Further works required to develop the Asset Management Plans are set out in the table below.

| <b>Table 1: Further works required to develop Asset Management Plans during 2022-2023</b> |   |
|---|---|
| Plant and Equipment Asset Management Plan   | <ul style="list-style-type: none"> <li>• Annual updating required going forward</li> <li>• Financial assessment to be finalised</li> </ul>  |
| Buildings Asset Management Plan   | <ul style="list-style-type: none"> <li>• Condition assessment to be undertaken and updated</li> <li>• Update the renewals program</li> <li>• Financial assessment to be finalised</li> </ul>                                |
| Transport Asset Management Plan   | <ul style="list-style-type: none"> <li>• Financial assessment to be finalised</li> </ul>  |
| Stormwater Drainage Asset Management Plan   | <ul style="list-style-type: none"> <li>• Financial assessment to be finalised.</li> <li>• Condition assessment to be validated and updated – currently based on 2017</li> <li>• Renewals program to be finalised</li> </ul> |
| Water Asset Management Plan   | <ul style="list-style-type: none"> <li>• Financial assessment to be finalised.</li> <li>• Condition assessment to be validated and updated – currently based on 2017</li> <li>• Renewals program to be finalised</li> </ul> |
| Sewerage Asset Management Plan  | <ul style="list-style-type: none"> <li>• Financial assessment to be finalised.</li> <li>• Condition assessment to be validated and updated – currently based on 2017</li> <li>• Renewals program to be finalised</li> </ul> |
| Open Spaces and Recreation Asset Management Plan  | <ul style="list-style-type: none"> <li>• Financial assessment to be finalised.</li> <li>• Condition assessment to be validated and updated – currently based on 2017</li> <li>• Renewals program to be finalised</li> </ul> |

14. Each Asset Management Plan will meet the IP&R requirements by identifying asset service standards and contains long-term projections of asset maintenance, rehabilitation and replacement, including forecast costs for reflection in the Long-Term Financial Plan.
15. The Asset Management Plans outline the strategies and actions to enable Council to plan and allocate the financial resources necessary to maintain its assets to deliver the agreed level of service to the community.
16. The Asset Management Plans list major risks which have been identified in managing Council's assets and the risk management strategies and actions to treat those risks.
17. Through its Asset Management Plans, Council demonstrates to the community its commitment to allocate the required funding to provide infrastructure at the agreed

service levels which includes asset renewal, rehabilitation and replacement, while maximising the benefit to the community in the most feasible manner.

**CONCLUSION:**

18. Following the Committee’s review and feedback, the draft Asset Management Plans will be presented to Council at its 26 May 2022 Ordinary Meeting with the recommendation that Council adopt the draft Asset Management Plans to be placed on public exhibition for a period of 28 days.

**COUNCIL IMPLICATIONS**

**19. Community Engagement/Communication**

The Asset Management Plans (AMPs) will be presented to Council with the recommendation that the documents are placed on public exhibition for a period 28 days.

**20. Policy and Regulation**

*Local Government Act 1993* (s 403 Resourcing strategy, s 406 Integrated planning and reporting guidelines)

*Local Government (General) Regulation 2021* (r 196A Integrated planning and reporting guidelines—the Act, s 406)

Integrated Planning & Reporting Guidelines for Local Government

**21. Financial/Long Term Financial Plan**

Asset management is a key component of the Council’s long term financial sustainability. The asset management plans forecasts costs to be included in the Long Term Financial Plan.

Adopted asset management plans support Council’s ability to apply for and secure State and Federal government capital grants.

**22. Asset management/Asset Management Strategy**

Development and implementation of asset management plans are a key objective of asset management.

**23. Workforce/Workforce Management Strategy**

Council staff deliver Council’s capital renewal, rehabilitation and maintained program supplemented by contracted specialist equipment and/or workers when additional grant funding is secured and work load exceeds staffing hours.

**24. Legal and Risk Management**

Effective financial and asset management is a requirement of the *Local Government Act 1993*.

**25. Performance Measures**

Compliance with the *Local Government Act 1993* and the Integrated Planning & Reporting Guidelines for Local Government.

**26. Project Management**

Director Infrastructure and Development, Asset Manager.





| <b>Document Control</b> |                   | <b>Uralla Shire Council<br/>Plant and Equipment Asset Management Plan</b> |                    |               |                 |                 |
|-------------------------|-------------------|---|--------------------|---------------|-----------------|-----------------|
| <b>Rev No</b>           | <b>Date</b>       | <b>Revision Details</b>   | <b>Document ID</b> | <b>Author</b> | <b>Reviewer</b> | <b>Approver</b> |
| 1                       | 3 July 2013       | Original version  |                    | RD            | DES             | GM              |
| 2                       | 21 February 2014  | Revision of financial information   | UJNT/21/10195      | GM            | DES             | GM              |
| 3                       | 28 March 2014     | After public information  | UJNT/21/10160      | GM            | MHDC            | GM              |
| 4                       | 20 September 2021 | Complete revision   | UJNT/21/11341      | TLFSW         | DID             |                 |
| 5                       | 9 March 2022      | Review of final version   | UJNT/21/11341      | TLFSW         | AM              |                 |
|                         |                   |   |                    |               |                 |                 |
|                         |                   |   |                    |               |                 |                 |
|                         |                   |   |                    |               |                 |                 |
|                         |                   |   |                    |               |                 |                 |

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## 1. SUMMARY

- 1.1 This asset management plan is prepared to meet the minimum legislative and organisational requirements for sustainable service delivery and long term financial planning and reporting.
- 1.2 Uralla Shire Council and its employees will strive to uphold and follow the practices outlined in this Plant and Equipment Asset Management Plan.
- 1.3 This Plant and Equipment Asset Management Plan is one of seven asset management plans (AMPs) covering all community assets for which Council is responsible. These fall under the Asset Management Policy and the Asset Management Strategy.
- 1.4 Asset management planning is a comprehensive process to ensure the delivery of services from infrastructure are provided in a financially sustainable manner.
- 1.5 Asset management plan details information about infrastructure assets including actions required to provide an agreed level of service in the most cost effective manner. The plan defines the services to be provided, how the services are provided and what funds are required to provide the services.
- 1.6 Council plant and equipment assets assist Council to undertake its functions and provide quality services aligning with Council's:
  - 1.6.1 Community Strategic Plan
  - 1.6.2 Delivery Plan
  - 1.6.3 Operational Plan
  - 1.6.4 Long Term Financial Plan
- 1.7 The key issues factored into Council's Plant and Equipment asset management include:
  - 1.7.1 Maintenance and repair costs
  - 1.7.2 Replacement or rehabilitation cost
  - 1.7.3 Age of asset
  - 1.7.4 Life cycle of asset
  - 1.7.5 Integrating new technologies
  - 1.7.6 Hire costs
  - 1.7.7 Usage and data capture
  - 1.7.8 Employee compliance
  - 1.7.9 Budget
- 1.8 The plant and equipment assets comprise of machinery, vehicles and small equipment utilised in the following service areas:
  - 1.8.1 Roads and Infrastructure construction, renewal and maintenance.

- 1.8.2 Parks and garden maintenance.
- 1.8.3 Water and sewer infrastructure and maintenance.
- 1.8.4 Landfill operations.
- 1.8.5 Kerbside waste collection.
- 1.8.6 Administration.
- 1.8.7 Community services.
- 1.8.8 Aged care facilities.

1.9 Uralla Shire’s Plant and Equipment is split into the following Asset Classes:

**Table 1 - Uralla Shire Council Asset Classes**

| <b>Heavy Plant</b> | <b>Heavy Trucks</b> | <b>Light Trucks &lt;7.5T</b> | <b>Light Plant</b> | <b>Utilities</b> | <b>Passenger</b> | <b>Small Plant</b> |
|--------------------|---------------------|------------------------------|--------------------|------------------|------------------|--------------------|
| Graders            | Bogie Tippers       | Fuel/transport               | Road broom         | Dual cab         | SUV              | Push mowers        |
| Rollers            | Single Tippers      | Maintenance                  | Plant trailers     | Single cab       | Sedans           | Chainsaws          |
| Excavators         | Garbage             | 2 tonne tippers              | Zero turns         |                  |                  | Hedge trimmers     |
| Compactors         | Prime Mover         |                              | Slashers           |                  |                  | Brush cutters      |
| Backhoes           | Water Carts         |                              |                    |                  |                  | Trash pumps        |
| Loaders            |                     |                              |                    |                  |                  | Etc.               |
| Low Loader         |                     |                              |                    |                  |                  |                    |
| Tipper             |                     |                              |                    |                  |                  |                    |
| Trailer            |                     |                              |                    |                  |                  |                    |
| Tractors           |                     |                              |                    |                  |                  |                    |

- 1.10 At time of review, September 2021, data recorded in a current active plant register had a replacement value of \$11,008,300. (Appendix A)
- 1.11 Uralla Shire Council has historically budgeted, in its 10 year financial plan, 4-year delivery program and annually in its operational plan, for a small surplus regarding the replacement and maintenance of its plant and equipment, thus fully funding its non-cash depreciation expense. The depreciation, plus trade-in/sale prices received and surplus plant usage income is utilised for the plant and equipment pool to carry out the planned replacement program and annual maintenance.
- 1.12 The capital expenditure required, for the forward estimates of the ten year plant replacement program, is \$9,371,800. This is an average of \$937,180 per annum. This expenditure is funded by the non-cash depreciation plus the balance of income verse expenditure of \$6,875,000 (or an average of \$687,500 per annum) plus trade in/sale prices of \$3,118,500 (annual average of \$311,850). A surplus per annum average of \$62,170. Annual forecasts tabled in Appendix B.

- 1.13 So that Council has the financial resources to achieve this surplus and mitigate any deficit risk for the plant and equipment asset replacement schedule, Council staff will:
- 1.13.1 Undertake timely replacement of major plant items within the detailed programmed 10 year replacement program.
  - 1.13.2 Undertake timely replacement of small plant items within the detailed programmed small plant 4 year replacement program.
  - 1.13.3 Analyse the usage trends and needs of all current, additional and future items. Identifying assets surplus to needs for disposal to make savings in future operations and maintenance costs.
  - 1.13.4 Analyse current hire rates, replacement vs rehabilitation, and strategise to resolve any plant replacement funding deficit.
  - 1.13.5 Apply Council's Procurement Policy to obtain best value for money for council.
  - 1.13.6 Restrict funds from the programmed plant replacement budget not expended in a particular year (for those assets that were not able to be purchased in that year) for the purchase of those assets in the following year.
  - 1.13.7 Continually improve asset knowledge so that data accurately records the asset inventory and usage.
  - 1.13.8 Capture third party hire usage and subsequent charges to enable accurate accounting.
  - 1.13.9 Schedule works programs to suit current plant and equipment capacities.
  - 1.13.10 Analyse rates of hire to optimise plant income.
  - 1.13.11 Establish the fair value of the assets and determine the appropriate rate of depreciation of these assets.
  - 1.13.12 Balance service levels and costs so that the community receives the optimum return from the plant and equipment pool.
  - 1.13.13 Develop partnerships with third parties, where available, to provide services and/or bulk purchase of plant.
  - 1.13.14 Develop options and prioritise for future plant and equipment.
  - 1.13.15 Continue to improve Council's efficiency in operating, maintaining, replacing existing and renewing assets to optimise life cycle costs and return on trade-in and sales on disposal.
- 1.14 There are other risks associated with providing adequate plant and equipment for Council services. The following major risks have been identified in managing the plant fleet:
- 1.14.1 Major plant items not being available due to breakdowns caused by age or lack of maintenance.
  - 1.14.2 Reduction in quality of service from ageing or under maintained plant and equipment.

- 1.14.3 Safety to operators and the general public.
  - 1.14.4 Delays in works programs, business disruption and public access.
  - 1.14.5 Council will endeavour to manage these risks within available funding by:
  - 1.14.6 Proactively maintaining plant and equipment to serviceable levels.
  - 1.14.7 Regularly analysing staffing strategy, to develop and keep the necessary knowledge and skills base for the future.
  - 1.14.8 Replace plant to the schedule of replacement programs to maximise the life and residual value of the asset, while considering safety of operation.
  - 1.14.9 Train plant operators to the level required to operate the machinery in their care.
- 1.15 Council, through this asset management plan, will endeavour to have enough funding to provide all services at the desired service and replacement levels, while maximising the benefit to the community in the most feasible manner.

## 2. INTRODUCTION

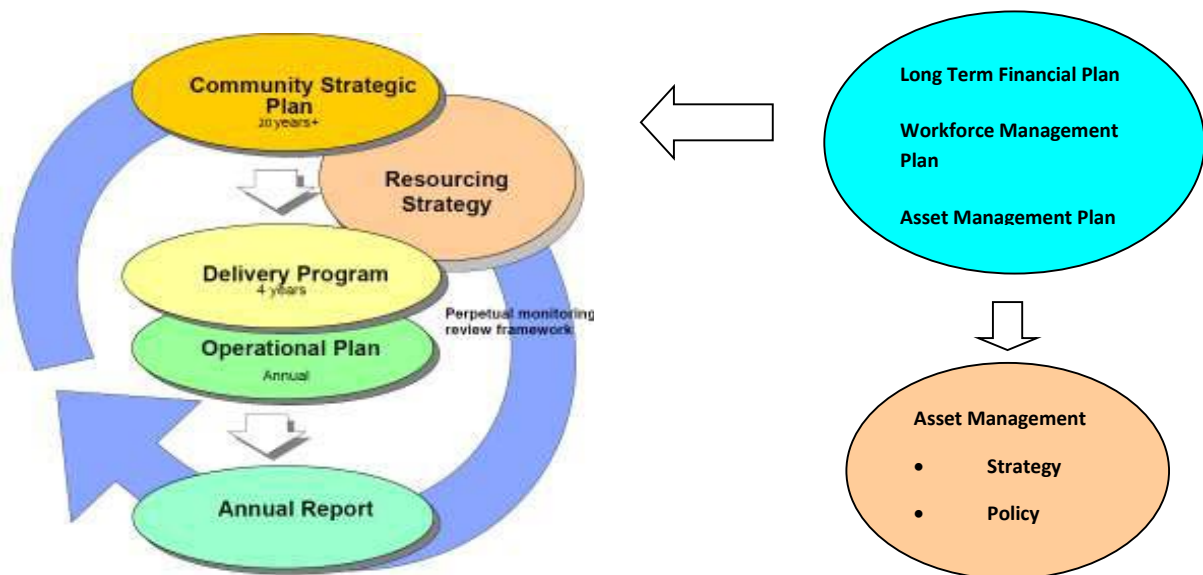
### 2.1 Background

2.1.1 This asset management plan defines and demonstrates responsive management of assets (and services provided from assets), compliance with regulatory requirements, and to communicate funding needed to provide the required levels of service.

2.1.2 The asset management plan is to be read in conjunction with Council's Asset Management Policy, Asset Management Strategy and the following associated Council planning documents:

- Community Strategic Plan
- Delivery Plan
- Operational Plan
- Long Term Financial Plan

2.1.3 This plant and equipment asset management plan has a direct relationship with the following associated planning process and documents Figure 2.1:



**Figure 1- Asset management planning process**

2.1.4 The Plant and Equipment Asset Hierarchy, supporting Council's Key Service Areas per the 2021/22 Operational Plan:



2.1.5 Council's current plant and equipment assets covered by this asset management plan are tabled in Appendix A.

2.1.6 Plant assets are defined as long-term fixed capital items that are used to produce or sell products and services for Council. These assets are tangible in nature and are expected to produce benefits over a long term period. Plant items are listed in an asset register and given plant numbers if the asset is utilised over more than one different service of Council.

## 2.2 Goals and Objectives of Asset Management

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2.2.1 The Council exists to provide services to its community. Most of these services (from a value perspective) are provided by infrastructure assets. The provision of infrastructure assets is supported by plant and equipment. Council has acquired infrastructure assets by 'purchase', by contract, construction by Council staff and by donation of assets constructed by developers and others to, over time, increase the levels of service.

2.2.2 Council's goal in managing infrastructure assets is to meet the required level of service in the most cost effective manner for present and future consumers. The key elements of infrastructure asset management are:

- taking a life cycle cost management approach;
- developing cost-effective management strategies for the long term;
- providing a defined level of service and monitoring performance;
- understanding and meeting the demands of growth through future demand analysis and infrastructure investment;
- managing risks associated with asset failures;
- sustainable use of physical resources; and
- continuous improvement in asset management practices.

2.2.3 The purpose of this asset management plan is to:

- document the services/service levels to be provided and the costs of providing the service;
- communicate the consequences for service levels and risk, where desired funding is not available; and
- provide information to assist decision makers in trading off service levels, costs and risks to provide services in a financially sustainable manner.



- 2.2.4 This Asset Management Plan is prepared under the direction of Council's vision, mission, goals and objectives as set out in the Community Strategic Plan.
- 2.2.5 **Council's Vision is:** That Uralla Shire Council continue to be an active, prosperous, welcoming and environmentally aware community.
- 2.2.6 **Council's Mission is:** The Uralla Shire Council is committed to creating a unique environment which offers an excellent quality of life and economic opportunities for its people.
- 2.2.7 **Council's Community Strategic goals:**
1. A proud, unique and inviting community
  2. A safe, active and healthy shire
  3. A diverse and creative culture
  4. Access to and equity of services
  5. An attractive environment for business, tourism and industry
  6. Growing and diversified employment, education and tourism opportunities
  7. A safe and efficient network of arterial roads and supporting infrastructure; and town streets, footpaths and cycle ways that are adequate, interconnected and maintained
  8. Communities that are well serviced with essential infrastructure
  9. To preserve, protect and renew our beautiful natural environment
  10. Maintain a healthy balance between development and the environment
  11. Reuse, recycle and reduce wastage
  12. Secure, sustainable and environmentally sound water-cycle infrastructure and services
  13. A strong, accountable and representative Council
  14. An effective and efficient organisation
  15. Deliver the goals and strategies of the Community Strategic Plan
- 2.2.8 For the Uralla Shire road networks, sealed and unsealed, are critical to economic and social interaction throughout the Shire. The continuing maintenance and construction of the Council road network into the future depends on funding and a modern, well maintained plant and vehicle fleet.
- 2.2.9 Plant and equipment assets are inspected, maintained, upgraded and renewed as necessary so that they:
- reach their expected lifecycle,
  - perform to their maximum capability,
  - satisfy community expectations and needs,
  - satisfy budget limitations, and
  - meet safety and other regulatory requirements.
- 2.2.9 With respect to this Plant and Equipment Asset Management Plan, Uralla Shire Council's relevant strategic objectives and organisational goals relating to this plan are listed in Table 2 below and are addressed throughout this plan in the following way:

**Table 2 - Organisation Goals**

| Strategic Objective   | Goals   | How Goal and Objectives are addressed  |
|---|---|--|
| <p>To own and operate a modern plant fleet, of appropriate size and composition, effectively and efficiently, in order to carry out the provision of services for the benefit of the Shire's residents.</p> | <p>That plant, equipment and vehicles are maintained in a serviceable condition at all times.</p>   | <p>Maintain a service register of all major equipment and ensure that staff and skill levels are maintained to achieve full servicing.<br/>Small plant and tools maintained.</p>     |
|   | <p>That Council's operators and workshop staff are adequately skilled and appropriately licensed and have access to modern tools and equipment.</p> | <p>Send staff to appropriate training courses which are to be included in Council's training plan.<br/>Keep staff records of all licences needed and held.</p>                       |
|   | <p>To achieve no less than 1000 operating hours per year for major plant items and 1500 operating hours for key machines such as graders.</p>       | <p>Vary start and finish times for crews on the job when working at sites more than 30km from the depot.<br/>Review work practices to take advantage of good weather conditions.</p> |
|   | <p>To set plant hire rates; which will cover plant operating costs and provide a small surplus.</p>   | <p>Rates set by staff using historical records.<br/>Staff to consider third party rates.</p>   |
|   | <p>Maintain a ten year plant replacement program to maintain a modern and efficient fleet.</p>  | <p>Replacement purchases and sales by tender or quotation. Agreed upon by staff after any necessary analysis.</p>  |

## **2.3 Plan Framework**

2.3.1 Key elements of this Plant and Equipment Asset Management Plan are:

- Levels of service – specifies the services and levels of service to be provided by council.
- Future demand – how this will impact on future service delivery and how this is to be met.
- Life cycle management – how the organisation will manage its existing and future assets to provide the required services
- Financial summary – what funds are required to provide the required services.
- Asset management practices
- Monitoring – how the plan will be monitored to ensure it is meeting the organisation's objectives
- Asset management improvement plan

## 3. LEVELS OF SERVICE

### 3.1 Legislative Requirements

3.1.1 Council has to meet many legislative requirements including Australian and state legislation and state regulations. Key legislation is listed in Table 3.

**Table 3: Legislative Requirements**

| Legislation  | Requirement  |
|--|--|
| Road Rules 2014 – NSW Regulation                                     | Sets the requirements for vehicles and operators using roads. Obtained from the NTC – Australian Road Rules.   |
| National Transport Commission - Australian Road Rules                | Form the basis of road rules for each Australian state   |
| Australian Standards   | Provides guidance for transport asset managers in use of transport services  |
| <i>Local Government Act 1993</i>                                     | Sets out role, purpose, responsibilities and powers of local governments including the preparation of a long term financial plan supported by asset management plans for sustainable service delivery.   |
| <i>NSW Roads Act 1993</i>  | Provides authority to Council for administration and development of roads.   |
| <i>NSW Road Transport Act 2013</i>                                   | Sets the requirements for vehicles and operators using roads.  |
| RTA NSW regulations  | Provides requirements for vehicle configurations including dimensions, axle loads, weights, capacities, speeds, traffic management, warning signs, lights etc., noise emissions, chemical emissions, minimum safety standards, licensing requirements, conditional registration, and registration. |
| <i>Road Vehicle Standard Act 2018</i>                                | Sets the requirements for vehicle and operational safety.  |
| <i>Motor Dealer &amp; Repairs Act 2013</i>                           | Sets requirements for the repairs of plant and vehicles.   |
| <i>Road Vehicle Standard Rules 2019</i>                              |  |
| <i>Environmental Planning and Assessment Act 1979 (EP&amp;A Act)</i> | Set out the guidelines used by Council to provide sustainable and environmentally responsible planning, development and land use.  |
| <i>Environmental Planning and Assessment Amendment Act 2008</i>      |  |
| <i>Protection of the Environment Operations Act</i>                  | Sets environmental standards, goals, protocols and guidelines to reduce pollution and environmental harm.  |

### 3.2 Current Levels of Service

3.2.1 Council has defined service levels in two terms.

3.2.2 **Community Levels of Service** relate to the service outcomes that the community wants in terms of safety, quality, quantity, reliability, responsiveness, cost effectiveness and legislative compliance.

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

|          |                            |
|----------|----------------------------|
| Quality  | How good is the service?   |
| Function | Does it meet users' needs? |
| Safety   | Is the service safe?       |

3.2.4 **Technical Levels of Service** - Supporting the community service levels are operational or technical measures of performance. These technical measures relate to the allocation of resources to service activities that the council undertakes to best achieve the desired community outcomes.

3.2.5 Technical service measures are linked to annual budgets covering:

- Operations – the regular activities to provide services such as hours of operation, maintenance frequency, operating efficiencies, etc.
- Maintenance – the activities necessary to retain an asset as near as practicable to its original condition (e.g. routine plant maintenance and emergency maintenance capacity).
- Renewal/Rehabilitation – the activities that return the service capability of an asset up to that which it was as new. Renewal -complete changeover, old to new. rehabilitation – refurbishing and upgrading components.

### 3.3 Desired Levels of Service

3.3.1 Indications of desired levels of service are obtained from various sources including service requests and correspondence, feedback and maintenance schedules.

3.3.2 Council’s current service levels are detailed in Table 4.

**Table 4: Current Service Levels**

| Key Performance Measure            | Level of Service Objective  | Performance Measure Process   | Desired Level of Service  | Current Level of Service  |
|------------------------------------|---|---|---|---|
| <b>COMMUNITY LEVELS OF SERVICE</b> |   |   |   |   |
| Quality                            | Equipment is maintained to quality standards and meets service demand.                | Machinery breakdown time  | All equipment serviced within 10% of recommended interval. Breakdowns are assessed within 24hrs with a plan of action drafted. Repairs are completed within 1 week from receiving necessary parts.      | Desired level of service is being achieved >95%.  |
| Function                           | Appropriate plant and equipment is available for tasks and can be operated with ease. | Feedback on suitability of council owned plant and equipment  | >80% of operational tasks completed with Council owned equipment.<br><20% of operational tasks are completed with hired equipment   | Desired level of service is being achieved.   |
| Safety                             | Plant and equipment is used safely and checked for safety issues.                     | Number of incidents requiring investigation.<br>Number of incidents requiring mandatory reporting.<br>Plant pre-start checks are completed. | < 4 plant / equipment incident reports requiring investigation per year<br>< 2 plant/equipment incident reports requiring mandatory reporting.<br>Pre-start checks of plant are completed >95% of time. | Records reveal that all works staff have the appropriate current licences. Machinery is checked regularly to a program of work. |

| Key Performance Measure            | Level of Service Objective  | Performance Measure Process   | Desired Level of Service   | Current Level of Service   |
|------------------------------------|---|---|--|--|
| <b>TECHNICAL LEVELS OF SERVICE</b> |   |   |  |  |
| Operations                         | Utilisation of plant and equipment to its full potential.   | Number of operating hours.  | Achieve 1,000 operating hours per year for major plant items and 1,500 operating hours for key machinery.  | Desired level of service is being achieved.  |
| Accessibility                      | Hire of machinery   | Rate of hire.   | Surplus on plant operation plus depreciation to fund plant purchases.  | Desired level of service is not being achieved. Analysis is required   |
| Maintenance                        | Maintain to a serviceable condition.  | Reports to management on the number of major breakdowns/or accidents due to faulty plant.<br>Service register | A reduction in machinery and equipment faults and breakdowns.<br><br>Maintain a service register to record that equipment is maintained to full servicing and staff have the skills necessary to service plant and equipment | Desired level of service is being achieved.<br><br>Service registers maintained for plant and vehicles by Plant Manager. |
| Rehabilitation                     | Repair plant and equipment as necessary and only if economically viable.  | Cost of part repair versus replacement cost.  | Plant and equipment reaches/ fulfils its usable life.  | Market sale prices being achieved.   |
| Renewal                            | Maintain a ten year planned plant replacement program for life of asset to maintain a modern and efficient fleet.<br><br>Maintain the four year planned small plant replacement program.<br>Maintain a tool register. | Successful delivery of the Replacement Program  | Plant and equipment can cope with the demand of services.<br><br>Tools are up-to-date and able to cope with works demand.  | Desired level of service is being achieved.<br><br>Desired level of service is being achieved.                           |

## 4. FUTURE DEMAND

### 4.1 Demand Forecast

4.1.1 Factors affecting demand include population change, changes in demographics, seasonal factors, vehicle ownership, consumer preferences and expectations, economic factors, agricultural practices, environmental awareness and technological advancement.

4.1.2 Demand factor trends and impacts on service delivery are summarised in Table 5.

**Table 5: Demand Factors, Projections and Effect on Services**

| Demand factor           | Present position   | Projection   | Impact on services  |
|-------------------------|--|--|---|
| Population              | 6,048 (2016 Census)  | Department of Planning and Infrastructure and Environment predicting minor increases annually of 1.0% over the next 10 years to 7,450 in 2031. | As the population increases there is greater pressure on Council to provide additional Community services.                                |
| Demographics            | As of 2016, 52% of the population were 45 years and over.                  | There will be a concentration of older residents in the next two decades.  | A high demand on aged care services and community facilities over the coming 20 years.  |
| Environmental awareness | The community and Council are more environmentally aware and responsible.  | Council will be required to implement further sustainability measures.   | This requires Council to be focused on fuel consumption and associated emission controls to meet environmental standards and regulations. |
| Technology              | Plant and equipment will increasingly become more technologically advanced | Staff will need to upgrade skills more frequently.   | Increased budget allocation for staff training.   |

## 4.2 Changes in Technology

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4.2.1 Technology changes forecast to affect the delivery of services covered by this plan are detailed in Table 6.

**Table 6: Changes in Technology and Forecast effect on Service Delivery**

| Technology Change   | Effect on Service Delivery  |
|---------------------|---|
| Diesel conversion   | <p>Council is currently purchasing machinery and vehicles with diesel engines when replacing units and where the machine/vehicle has long operating hours.</p> <p>This will increase costs in the short-term in capital acquisition; however a reduction in operating cost in the long term.</p>  |
| Emissions standards | <p>An increasingly demanding European Emission Standards means increased costs and changes to service processes.</p> <p>No effect on service delivery, however there will be a reduction in emissions from plant and vehicles. However, pending on the type of emission control, may increase the plant running costs, ie ad-blue exhaust gas additive.</p> |
| LPG                 | <p>Council has previously investigated moving towards LPG powered vehicles, however with the cost of LPG 2/3 of diesel (2021) the long-term cost-benefit is not yet established.</p>  |
| Electric            | <p>Council has recently, informally (TLFSW), considered electric powered passenger cars. The high costs of these vehicles and poor trade in value deemed them of no benefit as at 2021; however, this is anticipated to change within the next decade.</p>  |

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## 4.3 New Assets for Growth

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4.3.1 Council will analyse and investigate the need for additional plant and equipment.

4.3.2 New plant and equipment are those assets that Council did not previously possess, or plant and equipment expenditure that upgrades or improves an existing asset beyond its existing capacity. They may result from the need to support growth, social or environmental needs.

4.3.3 New assets and upgrade/expansion of existing assets are identified from various sources such as staff, councillor or community requests, proposals identified by strategic plans or reports, analysis of external plant hire charges incurred, testing or demonstrations of new technologies, or partnerships with other organisations. Candidate proposals are inspected to verify need and to develop a preliminary estimate. Verified proposals are ranked by priority and available funds are scheduled into replacement programs.

4.3.4 Acquiring these new assets (e.g as in Figure 2) commits council to fund ongoing operations and maintenance costs for the period that the service provided from the assets is required.



***Figure 2 – Landfill Compactor (acquired 1 September 2021)***



## 5 LIFE CYCLE MANAGEMENT

### 5.1 Acquisition

5.1.1 Acquisition of plant and equipment for Uralla Shire is the responsibility of the Fleet Stores and Workshop Team Leader, in conjunction with the Director Infrastructure and Development and the General Manager.

5.1.2 Parties will pay attention in detail and abide by all documents relating to the acquisition of plant and equipment, with regular review.

5.1.3 Legislation, policies and control documents for acquisition are:

|   |   |
|---|---|
| <i>Local Government Act 1993</i> (NSW)                  | USC Procurement Framework and Principles    |
| <i>Local Government (General) Regulation 2021</i> (NSW) | USC Procurement Policy                      |
| <i>Public Works and Procurement Act 1912</i>            | USC Purchasing Procedures                   |
| <i>Occupational Health and Safety Act 2011</i>          | USC Rolling 10Yr Plant Replacement Program  |
| <i>Road Vehicle Standards Act 2018</i>                  | USC Rolling Small Plant Replacement Program |

### 5.2 Capacity

5.2.1 Staff directly responsible for the direction for use of plant and equipment should take care and consideration to each assets usage capacity. Works programs should be scheduled so an even balance can exist between plant and equipment use, external hire and budget so as not to cause deficiencies in service or strains on Uralla Shire's plant and equipment capacities.

5.2.2 Locations where deficiencies in service performance are known are detailed in Table 7.

**Table 7: Service Capacity**

| Plant Category | Capacity Deficiency   |
|----------------|---|
| Heavy Plant    | Capacity matches our requirements. Any service deficiency is met by the hire of plant. Hire costs are to be regularly analysed to determine, whether new plant or retaining a potential trade unit, is warranted. |
| Heavy Trucks   |   |
| Light Trucks   |   |
| Light Plant    |   |
| Other          | Annual replacement programmes maintain equipment at service capacity  |

### 5.3 Risk Management

5.3.1 Risk management is the identification, evaluation, and prioritisation of risks followed by coordinated and economical application of resources to minimise, monitor, and control the probability or impact of events or to maximise the realisation of opportunities. Mitigation factors in relation to key plant and equipment activities are detailed below.

- 5.3.2 Maintenance: plant and equipment maintenance is carried out to manufacturer specifications on a regular basis outlined by the manufacturer. Safety inspections form part of this service schedule.
- 5.3.3 Safety: work, health and safety obligations must be met in relation to the use of all plant and equipment. All personnel are inducted into their area of responsibility with regular checks and inspections documented. Site or activity specific risk assessments are performed with relevant safe work methods statements (SWMS) (for legislated high risk work) and safe operating procedures (SOPs). Daily pre-start plant checks, safety checks at service intervals and pre-purchase safety assessments, form part of Council's plant and equipment safety obligations.
- 5.3.4 Insurance: all Uralla Shire Council's plant and equipment is comprehensively covered under a blanket protection scheme. The Risk Management and Safety Officer is responsible for maintaining the policy and controlling claims. Plant and equipment operators are responsible for reporting incidents within 24hrs of occurring.
- 5.3.5 Plant Selection Criteria: when calling for specifications for plant and equipment all relevant stakeholders are advised and provide contribution. Stakeholders include overseers and operators who in conjunction with the Team Leader Fleet Stores and Workshop set the key criteria for each specific plant or piece of equipment. When calling for quotes or tenders it is a requirement of all parties providing submissions to address applicable safety standards and include a specific risk assessment of the equipment tendered.

## **5.4 Routine Maintenance Plan**

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- 5.4.1 Routine maintenance is the regular on-going work that is necessary to keep assets operational such as in Figure 3.
- 5.4.2 Maintenance includes reactive, proactive and specific maintenance work activities.
- 5.4.3 Reactive maintenance is unplanned repair work carried out in response to failures and management/supervisory directions.
- 5.4.4 Proactive 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.
- 5.4.5 Specific maintenance is replacement of higher value components/sub-components of assets that is undertaken on a regular cycle. This work generally falls below the capital/maintenance threshold but may require a specific budget allocation.
- 5.4.6 Assessment and prioritisation of reactive maintenance is undertaken by operational staff using experience and judgement.
- 5.4.7 Maintenance is carried out in accordance with response levels of service detailed in Appendix C.



**Figure 3 - Council's oldest (25yrs) working heavy truck, still serviceable for tar patching operation.**

- 5.4.8 The above photograph (Plant 4028 – 1996 Nissan UD Tar Patching Truck) illustrates the benefit of programmed maintenance. Whilst still in use - this unit is in the process of being replaced in November 2021.
- 5.4.9 The Uralla Shire Council's current maintenance expenditure level has resulted in the maintaining of plant and equipment at a standard that is considered to be adequate to meet required service levels.
- 5.4.10 The Uralla Shire Council operates a plant workshop (Figure 4) under the direction of the Team Leader Fleet Stores and Workshop with two senior mechanics. Staffing requirements are reviewed annually in conjunction with the Director Infrastructure and Development.



**Figure 4–Uralla Shire Council Workshop – Uralla Depot**

- 5.4.11 Periodic and emergency maintenance work is carried out in accordance with the manufacturers specifications as described in each units maintenance manuals.
- 5.4.12 Council’s plant operators are required to complete daily pre start checks on a weekly report and return weekly to the Team Leader Fleet Stores and Workshop. This report includes a whole machine daily check list including engine oil level, water level, major components and daily grease points. There is also a notation of hours and sufficient space to report any defects or repairs required.
- 5.4.13 The Team Leader Fleet Stores and Workshop organises the major maintenance, based upon the weekly reports, to fit into the workshop program. Regular maintenance on plant and vehicles is mostly carried out on the major flexi-day of the outside workforce, when most of the plant and equipment is available in the depot.
- 5.4.14 Accidents are reported immediately through the Incident Reporting System. Any insurance claims are organised through the Risk Management Officer with Council’s insurance agent. Council also has a procedure for the reporting of near misses.
- 5.4.15 Council includes the cost of maintenance of its major plant and equipment as part of plant operating costs; which also includes fuel and oil, licencing, registration, insurance and administration costs.

These costs are allocated as a dry hire charge to the works and other programs utilising the major plant and equipment. These charges are reviewed annually.

- 5.4.16 The costs of maintenance on community services' motor vehicles are charged directly to the relevant principal activity programs operational cost.

## **5.5 Replacement/Rehabilitation**

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- 5.5.1 Replacement is defined as the changeover of an item. The complete replacement of an old item of plant or equipment to a new one of the same function.
- 5.5.2 Rehabilitate is defined as the repair or refurbishment required to bring an old item of plant or equipment to its original service potential.
- 5.5.3 Replacement expenditure replaces or rehabilitates an existing asset to its original service potential.
- 5.5.4 Council will perform analysis of replacement verse rehabilitation costs in each individual transaction to achieve the best value outcome achievable.
- 5.5.5 Rehabilitation will be undertaken using 'low-cost' refurbishment methods where practical. The aim of 'low-cost' refurbishment is to restore the service potential for future economic benefits of the asset by rehabilitating the asset at a substantial cost less than the replacement cost.
- 5.5.6 Plant and equipment assets requiring replacement or rehabilitation are identified from the 10 Year Plant Replacement Program. The items of plant scheduled for replacement according to the program are reviewed by the Director Infrastructure and Development and the Team Leader Fleet Stores and Workshop referencing life expectancy, age and capacity. The items of plant scheduled for rehabilitation according to the program are usually the product of prior analysis of the said plant or equipment item and are also determined by the same process.
- 5.5.7 Plant and equipment is replaced, through request for quote or tender, to:
- specifications sort after by council staff that fulfil the requirements of the tasks and are within the manufacture' specification parameters; and to
  - relevant clauses in *Local Government Act 1993* and *Local Government (General) Regulations 2021*.

## **5.6 Disposal**

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- 5.6.1 Disposal is guided by the Disposal of Assets Policy.
- 5.6.2 Disposal of Council plant and equipment assets forms an integral part of the plant and equipment Asset Management Plan. Disposal sales figures obtained are a key ingredient to the total available funds for plant replacement.
- 5.6.3 Disposals are items of old plant or equipment sold independently as surplus to requirement. Disposals may result from the replacement or decommissioning of an item of plant; however decommissioning is a rare occurrence and only undertaken following a full evaluation and regard of the condition and need of the asset and any alternatives.
- 5.6.4 Disposal should, in every transaction, give the best value to Council.

## 6 FINANCIAL SUMMARY

6.0.1 This section contains the financial requirements resulting from all the information presented in the previous sections of this plant and equipment asset management plan.

### 6.1 Financial Statements and Projections

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- 6.1.1 There are three 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/expenditures and medium term projected/budgeted expenditures over 5 and 10 years of the planning period.
- 6.1.2 The capacity to meet the projected/budgeted expenditures is dependent upon the capacity of the organisation to provide sufficient funding from its own resources to sustain the ongoing costs.
- 6.1.3 The Uralla Shire Council funds its new and renewal assets for major plant, machinery and equipment from non-cash expenditure of depreciation, surplus asset income, sale proceeds of trade-in or sale by tender of replaced assets, supported by surpluses in the Council's General Fund. Surpluses in the General Fund means that the non-cash depreciation charge is fully funded and the emerging cash is then available for renewal and new infrastructure asset expenditure.
- 6.1.4 Whilst having fully funded capital expenditure for the renewal, rehabilitation and new plant and equipment; it is imperative for the long term sustainability of the Council's plant, machinery and equipment assets for those assets to be fully maintained. The Council has to be able to afford to fund the maintenance life cycle cost of holding assets.
- 6.1.5 Uralla Shire Council has a history of fully funding its maintenance and repair program from plant income resources. The consolidated forward estimates provide sufficient funds for maintenance of plant and equipment, so that even reasonable unforeseen eventualities can be met. Such eventualities include the break-down expenditure costs for major plant items outside of the regular programmed maintenance and replacement of wearable parts.
- 6.1.6 Life Cycle Cost: Life cycle costs (or whole of life costs) are the total annual costs that are required to sustain the service levels over the assets life. Life cycle costs include the original purchase, operations, depreciation and maintenance expenditure to hold the asset over its period of use.
- 6.1.7 A comparison should be used between the predicted life cycle costs and actual life cycle expenditure to highlight any differences. If the life cycle expenditure is more than that life cycle cost, it is most likely that charges will need to be increased to meet requirements.
- 6.1.8 Knowing the extent and timing of any required outlays, and the service consequences if funding is not available, will assist Council in providing services to the community in a financially sustainable manner.
- 6.1.9 This asset management plan identifies the projected operations, maintenance and capital renewal expenditures required to provide the sufficient level of service to the Community over a 10 year period. This plan provides input into the 10 year financial and funding plans aimed at providing the required services in a sustainable manner.

- 6.1.10 **Financial Sustainability Indicators:** providing services from infrastructure in a sustainable manner requires the matching and managing of service levels, risks, projected expenditures and funding to achieve a financial sustainability.

## 6.2 Funding Strategy

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- 6.2.1 Projected expenditure is to be funded from future operating and capital budgets. The funding strategy is detailed in Council's Ten Year Financial Plan:

The Uralla Shire Council funds its new and renewal assets for major plant, machinery and equipment from non-cash expenditure of depreciation, sale proceeds of trade-in or sale by tender of replaced assets, supported by surpluses in the Council's general fund. Surpluses in the general fund means that the non-cash depreciation charge is fully funded and the emerging cash is then available for renewal and new infrastructure asset expenditure.

Whilst having fully funded capital expenditure for the renewal, rehabilitation and new plant and equipment; it is imperative for the long term sustainability of the Council's plant, machinery and equipment assets for those assets to be fully maintained. The Council has to be able to afford to fund the maintenance life cycle cost of holding assets.

The Uralla Shire Council has a history of fully funding its maintenance program be the allocation of an appropriate amount of maintenance, funded from its own resources. The forward estimates therefore provide sufficient funds in its maintenance of plant and equipment, so that even reasonable unforeseen eventualities can be met. Such eventualities include the break-down expenditure costs for major plant items outside of the regular programmed maintenance and replacement of wearable parts.

## 6.3 Valuation Forecasts

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- 6.3.1 Council annually reassesses replacement costs for plant and equipment within the term plant and equipment replacement documents. This occurs when finalising the next year's plant and equipment replacement budget.
- 6.3.2 Asset values are forecast to increase. Factors can include, inflation and acquiring extra units. This is countered to a degree from the increase in depreciation and disposal value.
- 6.3.3 As a result, this increase should be taken into account and factored into the annual revision of the plant hire rates.

## 6.4 Key Assumptions made in Financial Forecasts

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- 6.4.1 The key assumptions made in presenting the information and forecasts contained in this asset management plan are presented to enable stakeholders to gain an understanding of the levels of confidence in the data presented.
- 6.4.1 Key assumptions made in this asset management plan are:
- Plant and Equipment costs will rise by an average of 2.5% per annum.
  - Plant and Equipment will be required at the current service levels due to:
    - RMS Block Grant funding continuing for regional roads
    - Roads to Recovery funding continuing for local roads
    - Roads and bridges component of the financial assistance grants (FAGs) continuing from the federal government budget.

## 7. ASSET MANAGEMENT PRACTICES

### 7.1 Accounting/Financial Systems

- 7.1.1 The financial system used by the Uralla Shire Council is Authority, through a managed service provider contract with Civica Australia. The system is managed by Council's finance section, producing monthly financial reports for management and the Council's Finance Committee, while also producing reports for annual financial statements for audit and production to the Uralla community and other interested parties.
- 7.1.2 Council's significant accounting policies are set out in the annual financial statements Note 1. Those applicable specifically to property, plant and equipment are Sections 4, 6 and 10.
- 7.1.3 Council currently complies with the following standards and regulations with respect to asset accounting:
- AASB116 – Property, Plant and Equipment
  - The Australian equivalents to International Financial Reporting Standards, to the extent that the Australian Accounting Standards and the NSW Local Government Act, Regulations and Local Government Code of Accounting Practice and Financial Reporting require.
  - The Local Government Code of Accounting and financial reporting
  - The *Local Government Act 1993* requires Council to prepare an annual report as to its achievements with respect to the objectives and performance targets set out in its management plan for that year.
  - Australian Accounting Standard (AAS) 27 is applicable to financial reporting by local governments, and provides guidelines for accounting methods and procedures.
- 7.1.4 The determination of expenditure as capital or maintenance is a combination of purpose, value and economic life of the asset received from the expenditure. The guidelines for the determination are set out in Note 1, Section 6 of the Annual Financial Statements as adopted annually by Council.
- 7.1.5 Initial Recognition: All non-current assets purchased are capitalised as the expenditure is incurred and assets are depreciated from the first full year of use. For the initial recognition, an asset's cost is measured at its fair value, plus all expenditure that is directly attributable to the acquisition. Where settlement of any part of an asset's cash consideration is deferred, the amounts payable in the future are discounted to their present value as at the date of recognition or date of exchange of the asset to arrive at fair value. The discount rate used is the Council's incremental borrowing rate, being the rate at which a similar borrowing could be obtained from an independent financier under comparable terms and conditions.
- 7.1.6 Where infrastructure, property, plant and equipment assets are acquired for no cost or for an amount other than cost, the assets are recognised in the financial statements at their fair value at acquisition date - being the amount that the asset could have been exchanged.
- 7.1.7 Materiality: assets with an economic life in excess of one year are only capitalised where the cost of acquisition exceeds materiality thresholds established by Council for each type of asset. In determining and in annually reviewing such thresholds, regard is had to the nature of the asset and its estimated service life.



- 7.1.8 For transportation assets the Uralla Shire council has determined that there will be no threshold value.
- 7.1.9 Subsequent Costs: subsequent costs are added to an asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to Council and the cost of the item can be measured reliably.
- 7.1.10 Maintenance: all other expenditure on transport asset, including the excess of fair value addition expense noted above, is recorded as repairs and maintenance and charged to the Income Statement during the financial period in which they are incurred.

## **7.2 Asset Management Systems**

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- 7.2.1 A number of systems and registers are used by the Uralla Shire Council for the purpose of plant and equipment asset management:
- Microsoft® Excel spreadsheets – manipulate, interrogate and report on asset data
  - Civica© “Authority” software – finance system
  - TRIM (© (HP Software Division) – document management
- 7.2.2 The responsibility for operating and maintaining the core asset management systems is with the Team Leader Fleet Stores and Workshop and the Director Infrastructure and Development. The development of an annual budget allocation is between the Director, the Finance Manager and the General Manager, based upon the ten year financial plan forward estimates. Refer Appendix B for organisational responsibilities.
- 7.2.3 Currently; there is no core corporate system for asset management thus various duplications of assets records exist in different databases and have misaligned information. There are no direct links with operations and maintenance expenses and the individual asset.
- 7.2.4 The ongoing maintenance of this system should become a core function within Council's operations. However, as stated in the previous paragraph, there is no link between the asset management system and Authority and this therefore is a required change.

## **7.3 Information Flow Requirements and Processes**

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- 7.3.1 The key information flows *into* this asset management plan are:
- Council strategic and operational plans,
  - service requests from the community,
  - network assets information,
  - the unit rates for categories of work/materials,
  - current levels of service, expenditures, service deficiencies and service risks,
  - projections of various factors affecting future demand for services and new assets acquired by Council,
  - future capital works programs,
  - financial asset values.

7.3.2 The key information flows *from* this asset management plan are:

- the projected works program and trends,
- the resulting budget and long term financial plan expenditure projections,
- financial sustainability indicators.

7.3.3 These will impact the Long Term Financial Plan, Strategic Longer-Term Plan, annual budget and departmental business plans and budgets.

## 8 PLAN IMPROVEMENT AND MONITORING

### 8.1 Performance Measures

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

- The degree to which the required cash flows identified in this asset management plan are incorporated into the organisation's long term financial plan and community/strategic planning processes and documents,
- The degree to which 1-5 year detailed works programs, budgets, business plans and organisational structures take into account the 'global' works program trends provided by the asset management plan.

### 8.2 Improvement Plan

8.2.1 The asset management improvement plan generated from this asset management plan is shown in Table 8.

*Table 8: Improvement Plan*

| Task No | Task  | Responsibility | Resources Required | Timeline |
|---------|---|----------------|--------------------|----------|
| 1       | Analyse deficiency from 3.5.2 – Asset management / Authority link | CFO            |                    | 1 year   |
| 2       | Plant and Equipment Audit   | TLFSW          |                    | Annually |
| 3       | System Plant Data   | Finance        |                    | Annually |
| 4       | Revision 5  | TLFSW          |                    | 4 years  |

### 8.3 Monitoring and Review Procedures

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

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

## REFERENCES

- 1 Uralla Shire Council Website – [www.uralla.nsw.gov.au](http://www.uralla.nsw.gov.au)
- 2 Uralla Shire Council – 2021/2022 Operational Plan
- 3 DVC, 2006, *Asset Investment Guidelines*, Glossary, Department for Victorian Communities, Local Government Victoria, Melbourne, <http://www.dpcd.vic.gov.au/localgovernment/publications-and-research/asset-management-and-financial>
- 4 IPWEA, 2006, *International Infrastructure Management Manual*, Institute of Public Works Engineering Australia, Sydney, [www.ipwea.org.au](http://www.ipwea.org.au)
- 5 IPWEA, 2008, *NAMS.PLUS Asset Management* Institute of Public Works Engineering Australia, Sydney, [www.ipwea.org.au/namsplus](http://www.ipwea.org.au/namsplus)
- 6 IPWEA, 2009, *Australian Infrastructure Financial Management Guidelines*, Institute of Public Works Engineering Australia, Sydney, [www.ipwea.org.au/AIFMG](http://www.ipwea.org.au/AIFMG)

## APPENDICES

- Appendix A Schedule of Plant and Equipment Assets, at 7 September 2021.
- Appendix B Organisational Structure Responsibilities (relating to Plant and Equipment)
- Appendix C 10 Year Rolling Plant Replacement Program Forecast Expenditure (2021/22 – 2030/31), at September 2021, yearly summaries
- Appendix D 4 Year Rolling Small Plant Replacement Program Forecast Expenditure (2021/22 – 2024/25), at September 2021
- Appendix E Financial Tables
- Appendix F Glossary of Terms

**Appendix A – Schedule of Plant and Equipment Assets, at 7 September 2021 (Defined by plant number)**

| <b>Class</b> | <b>Plant Number</b> | <b>Plant Item Description</b>                   | <b>Replacement Value</b> |
|--------------|---------------------|---|--------------------------|
| Transport    | 400505              | Holden Colorado LS 4X4 MY18 Single Cab          | \$35,000                 |
| Passenger    | 400602              | Toyota Camry Altise                             | \$27,000                 |
| Transport    | 400701              | Isuzu D Max 4X4 MY17 Crew Cab SX Manual         | \$45,000                 |
| Passenger    | 400801              | Mercedes Benz 12 Seater Bus                     | \$120,000                |
| Light Plant  | 400901              | Bobcat S650H2SPDSJC                             | \$100,000                |
| Transport    | 401304              | Nissan Navara 4X4 2.3 DSL Man                   | \$35,000                 |
| Transport    | 401803              | Holden 4x2 Crew Cab Pickup LS Manual 2.8L LTD   | \$45,000                 |
| Transport    | 401903              | Toyota Hilux TGN16R Tray Back Utility           | \$30,000                 |
| Light Truck  | 402002              | Mitsubishi Canter Dual Cab Light Truck          | \$95,000                 |
| Light Truck  | 402102              | Fuso Canter Tipper                              | \$80,000                 |
| Heavy Truck  | 402502              | Freightliner BW42YH                             | \$230,000                |
| Heavy Plant  | 402602              | Tipping Trailer Moore 28" Tandem Axle           | \$120,000                |
| Heavy Plant  | 402701              | Brentwood Low Loader                            | \$135,000                |
| Heavy Truck  | 402801              | Nissan UD CW240K Tar Patching Truck             | \$450,000                |
| Heavy Truck  | 402901              | Tar Patching Truck                              | \$450,000                |
| Heavy Truck  | 403102              | Hino Pro Ranger Pro Water Cart                  | \$260,000                |
| Light Truck  | 403303              | FUSO Canter (2018) XN 33 Fl - 2 tonne tipper    | \$80,000                 |
| Light Truck  | 403402              | Isuzu NQR 450 Construction Truck                | \$110,000                |
| Heavy Truck  | 403702              | FUSO FM65FH Tipping Truck and Watercart         | \$250,000                |
| Heavy Truck  | 403803              | Isuzu FVZ 260-300 MWB Auto Water Cart           | \$260,000                |
| Light Truck  | 403903              | Mitsubishi FUSO Crew Cab                        | \$95,000                 |
| Heavy Truck  | 404002              | Mitsubishi FM 65FH Tip Truck                    | \$170,000                |
| Heavy plant  | 404103              | John Deere 624K Loader Z bar 2014               | \$350,000                |
| Heavy Plant  | 404202              | Hitachi ZX240LC-3 Excavator                     | \$250,000                |
| Heavy plant  | 404302              | Hitachi Excavator ZX135US-3                     | \$175,000                |
| Light Plant  | 404602              | Case JXU 85 FWA                                 | \$100,000                |
| Heavy Plant  | 404702              | CAT 432E2 Backhoe/Loader, Buckets & Quick Hitch | \$220,000                |
| Light Plant  | 405001              | Komatsu FD-25T-16 Forklift                      | \$35,000                 |
| Heavy Plant  | 405103              | John Deere Grader 670G                          | \$400,000                |
| Heavy Plant  | 405302              | John Deere Grader 770G Reg BU 42 JT             | \$400,000                |
| Heavy Plant  | 405402              | John Deere 770 G Motor Grader                   | \$400,000                |
| Heavy Plant  | 405703              | Vibratory Single Drum Roller (Smooth Drum)      | \$190,000                |
| Heavy Plant  | 405803              | Ammann Self Propelled Roller ASC150D-2014       | \$190,000                |
| Heavy Truck  | 406001              | Mitsubishi Fuso 4X6 Tipper                      | \$220,000                |
| Small Plant  | 406401              | Flextool PC46 Compactor                         | \$2,500                  |
| Small Plant  | 406702              | Brushcutter 34.6cc 1.6Kw                        | \$1,000                  |
| Light Plant  | 406802              | Superior Slasher LCT 72 Bundarra Depot          | \$15,000                 |
| Light Plant  | 407003              | Iseki SF370 Mower                               | \$30,000                 |
| Small Plant  | 407204              | Masport 850 Commercial Catch Mower 4000DL       | \$1,000                  |
| Small Plant  | 407401              | Victa Pro 550 Self Propelled Mower PDD201K      | \$1,000                  |

| <b>Class</b> | <b>Plant Number</b> | <b>Plant Item Description</b>                      | <b>Replacement Value</b> |
|--------------|---------------------|--|--------------------------|
| Small Plant  | 407702              | Stihl FS250 Brushcutter                            | \$1,200                  |
| Small Plant  | 407803              | Masport 850 Commercial Catch Mower 4000DL          | \$1,000                  |
| Light Plant  | 407902              | SUPERIOR LCT72 SLASHER                             | \$15,000                 |
| Small Plant  | 408001              | Kawasaki HE 130A Edger                             | \$600                    |
| Small Plant  | 408102              | Husqvarna Ride On Mower                            | \$6,000                  |
| Small Plant  | 408303              | Stihl FS 250 Brushcutter                           | \$1,200                  |
| Small Plant  | 408601              | Stihl FS 130 Brushcutter                           | \$1,200                  |
| Small Plant  | 408802              | Kelso Cement Mixer                                 | \$3,000                  |
| Light Plant  | 409201              | Toro Grand Master 7210 Zero Turn Mower             | \$30,000                 |
| Small Plant  | 409501              | Stihl TS 400 Concrete Cutting Saw                  | \$2,800                  |
| Small Plant  | 409701              | Stihl TS 400 Concrete Cutting Saw                  | \$2,800                  |
| Small Plant  | 411501              | ABG Y 26 Rock Drill                                | \$2,000                  |
| Small Plant  | 411801              | Kango Hammer 950K                                  | \$2,000                  |
| Small Plant  | 411901              | Ramset Nail Gun                                    | \$1,500                  |
| Small Plant  | 412002              | Husquvarna 562xp Chainsaw                          | \$1,500                  |
| Small Plant  | 412202              | Husquvarna 562xp Chainsaw                          | \$1,500                  |
| Small Plant  | 412302              | Stihl MS193T Pruning Saw                           | \$800                    |
| Small Plant  | 412402              | Husquvarna 562xp Chainsaw                          | \$1,500                  |
| Small Plant  | 412602              | Husquvarna 562xp Chainsaw                          | \$1,500                  |
| Small Plant  | 412701              | Husquvarna 365 Chainsaw                            | \$1,500                  |
| Small Plant  | 412801              | Husquvarna 365 Chainsaw                            | \$1,500                  |
| Small Plant  | 412901              | Stihl HT75 Pruning Saw                             | \$800                    |
| Small Plant  | 413201              | Wacker Trash Pump                                  | \$2,750                  |
| Small Plant  | 413301              | Flextool Motor VE 36/2 and Pump                    | \$3,000                  |
| Small Plant  | 413601              | Watertank with 3" Pump                             | \$7,000                  |
| Light Plant  | 414302              | Sewer CAM SC50-TT1 50M & 20M Recording             | \$6,000                  |
| Light Plant  | 415101              | Flat Bed Trailer                                   | \$6,000                  |
| Light Plant  | 415201              | Electric Eel Model 325 on Trailer                  | \$10,000                 |
| Light Plant  | 415302              | Seca Project Sewer Jetting Trailer and Equipment   | \$40,000                 |
| Small Plant  | 415701              | Metabo STE80 Jigsaw                                | \$300                    |
| Small Plant  | 415801              | Johnson Outboard Motor (Water Plant)               | \$3,000                  |
| Small Plant  | 416101              | Husquvarna 325 Hedge Trimmer                       | \$600                    |
| Small Plant  | 416201              | Ramset Dyna Drill                                  | \$1,200                  |
| Small Plant  | 416302              | Brushcutter 34.6cc 1.6Kw                           | \$800                    |
| Small Plant  | 416703              | Masport 625EX Utility Mower                        | \$1,000                  |
| Light Plant  | 416801              | Agrifarm AFM/235 Mower                             | \$10,000                 |
| Small Plant  | 417001              | Hitachi Mitre/Radial Saw                           | \$1,500                  |
| Small Plant  | 417101              | Abbot and Ashby Bench Grinder                      | \$400                    |
| Small Plant  | 417201              | Wata Saw Bench                                     | \$600                    |
| Small Plant  | 417401              | 200 Litre Spray Unit with Hose Reel                | \$600                    |
| Small Plant  | 417702              | Commercial Hedge Trimmer with Swivel/adj Rear hand | \$800                    |

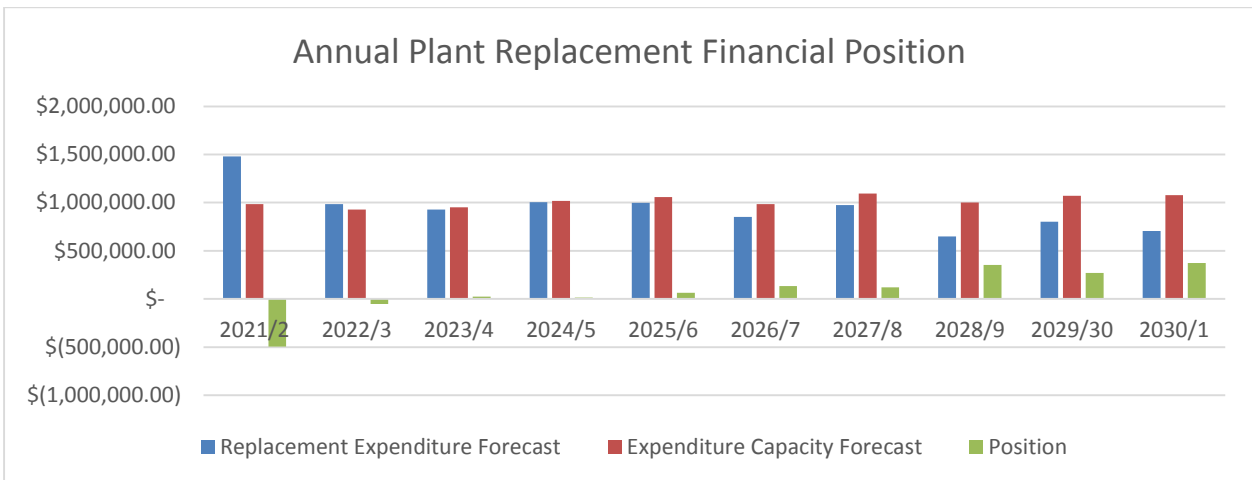
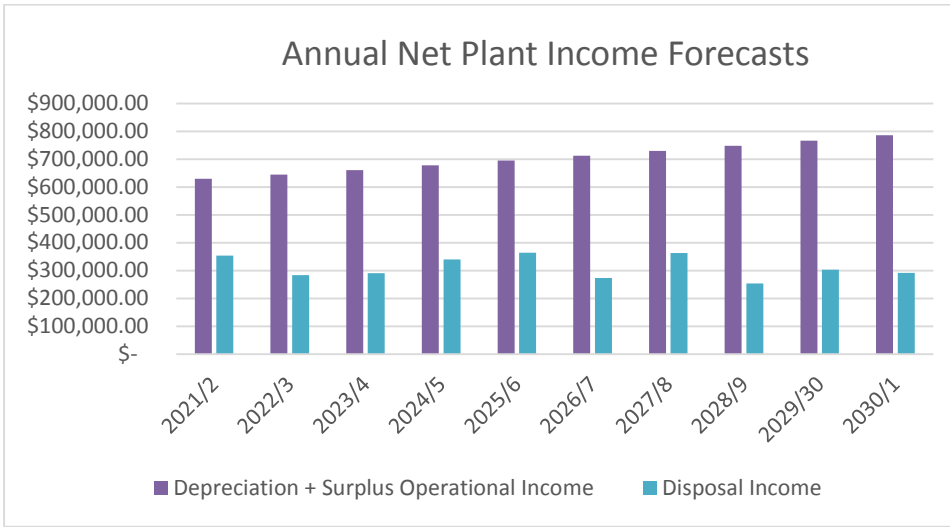
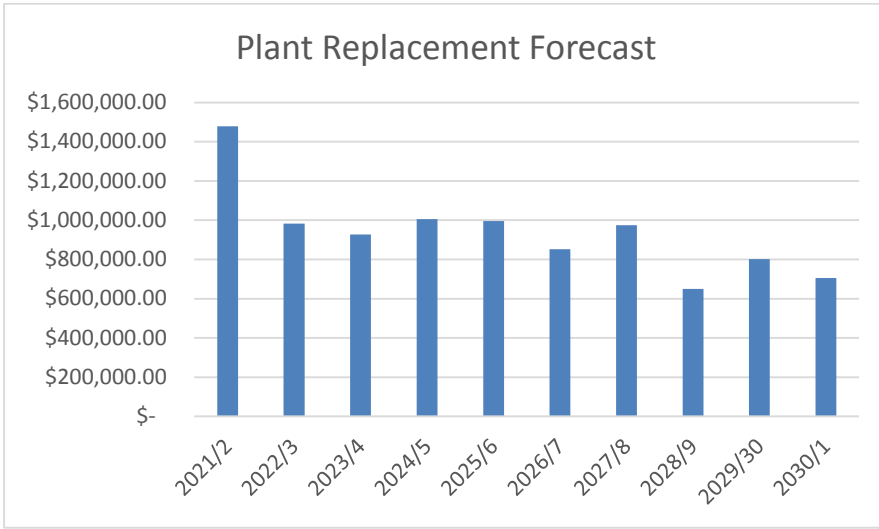
| <b>Class</b> | <b>Plant Number</b> | <b>Plant Item Description</b>                     | <b>Replacement Value</b> |
|--------------|---------------------|---|--------------------------|
| Small Plant  | 417801              | Stihl FS120 Brushcutter                           | \$1,000                  |
| Small Plant  | 418301              | Fountain Clubline Linemarker                      | \$2,500                  |
| Light Plant  | 418401              | Road Liner A1 GM3000 Linemarker                   | \$7,500                  |
| Small Plant  | 421001              | Mower Mcmaughs                                    | \$800                    |
| Light Truck  | 421201              | Isuzu Table Top Truck                             | \$80,000                 |
| Light Plant  | 421302              | Komatsu Forklift FD25T                            | \$35,000                 |
| Light Plant  | 421402              | Topcon GPT-7503 Survey Instrument                 | \$7,000                  |
| Light Plant  | 421503              | Toro Grand Master 7210 Zero Turn Mower            | \$35,000                 |
| Light Plant  | 421604              | Ferris IS2500Z 52"rear discharge mower            | \$22,000                 |
| Transport    | 421803              | Toyota Hilux 2WD Dual Cab, Reg BX35AM             | \$35,000                 |
| Light Plant  | 422001              | Shipping Container Construction                   | \$7,500                  |
| Light Plant  | 422201              | Husquvarna Zero Tirn MZ5226 Mower                 | \$9,000                  |
| Light Plant  | 422401              | Sewer Cam Trailer (old 414301) M17282             | \$5,000                  |
| Small Plant  | 422501              | Stihl Pole Saw HT131 S/N 292901276                | \$1,800                  |
| Transport    | 422801              | PX Ranger 4x2 XL Single Cab Chassis 2.2L Diesel 6 | \$30,000                 |
| Passenger    | 423302              | Subaru Forester MY18 2.5i-L CVT Wagon             | \$35,000                 |
| Passenger    | 423401              | Toyota Camry Altise                               | \$27,000                 |
| Passenger    | 423502              | Toyota Camry Altise 2.5L Petrol Automatic         | \$27,000                 |
| Passenger    | 423602              | Toyota RAV4                                       | \$35,000                 |
| Passenger    | 423702              | Subaru Forester MY18 2.5L CVT Wagon               | \$35,000                 |
| Passenger    | 424102              | Toyota Camry Altise 2.5L Automatic                | \$27,000                 |
| Passenger    | 424201              | Nissan X-Trail ST                                 | \$33,000                 |
| Passenger    | 424301              | Toyota Hiace Commuter Bus                         | \$85,000                 |
| Passenger    | 424401              | Hyundai I Max Shuttle                             | \$40,000                 |
| Heavy Truck  | 424501              | Iveco Acco 2350G Garbage Compactor Gen V          | \$400,000                |
| Light Plant  | 424601              | CS-400 80W Portable Solar Traffic Signal          | \$18,000                 |
| Light Plant  | 424701              | CS-400 Solar Portable Traffic Signal              | \$18,000                 |
| Small Plant  | 424901              | Husquvarna 525PT5S Pole Saw Telescoping           | \$1,800                  |
| Small Plant  | 425001              | Post Driver - CPD Petrol Powered                  | \$3,000                  |
| Small Plant  | 425101              | Post Driver - CPD Petrol Powered                  | \$3,000                  |
| Small Plant  | 425201              | Post Driver - CPD Petrol Powered                  | \$3,000                  |
| Passenger    | 425301              | Mitsubishi Outlander ES AWD                       | \$37,000                 |
| Heavy Truck  | 425401              | Fuso (2018) FU51SK2FAA with steel water tank      | \$260,000                |
| Transport    | 425501              | MR Triton Dual Cab 2019 (Bundarra)                | \$45,000                 |
| Light Plant  | 425601              | Brownco Manual Aggregate Spreader                 | \$20,000                 |
| Light Plant  | 425701              | Brownco Manual Aggregate Spreader                 | \$20,000                 |
| Light Plant  | 425801              | Brownco Manual Aggregate Spreader                 | \$20,000                 |
| Passenger    | 425901              | 2019 Mitsubishi Outlander LS 2.2L diesel AWD      | \$38,000                 |
| Passenger    | 426001              | Toyota Camry Ascent                               | \$27,000                 |
| Passenger    | 426101              | Toyota Camry Ascent                               | \$27,000                 |
| Passenger    | 426201              | Nissan Xtrail TS Diesel 2019                      | \$33,000                 |

| <b>Class</b> | <b>Plant Number</b> | <b>Plant Item Description</b>                      | <b>Replacement Value</b> |
|--------------|---------------------|--|--------------------------|
| Passenger    | 426301              | Mitsubishi Pajero Sport GLX 4x4 2019               | \$42,000                 |
| Heavy Plant  | 426401              | Multipac 118H self-propelled smooth drum roller    | \$190,000                |
| Light Plant  | 426501              | Digga 2000 Angle Broom Sweeper 2.0m width          | \$10,000                 |
| Transport    | 426601              | 4 x 2 dual cab - landfill transport                | \$35,000                 |
| Small Plant  | 426701              | Protek LF2200 pipe and cable locator               | \$7,500                  |
| Transport    | 426801              | 4x4 MR Triton Dual Cab - Town Gang                 | \$45,000                 |
| Small Plant  | 426901              | Megajet workstation - Mechanics Ute                | \$4,000                  |
| Heavy Truck  | 427001              | Isuzu Giga Tipper Truck                            | \$220,000                |
| Heavy Truck  | 427101              | Isuzu Giga Tipper Truck                            | \$220,000                |
| Passenger    | 427201              | Subaru Forester                                    | \$35,000                 |
| Passenger    | 427301              | Subaru Forester                                    | \$35,000                 |
| Small Plant  | 427401              | Husqvarna Chainsaw E Series 120 Mark II            | \$650                    |
| Small Plant  | 427501              | Stihl Blower BG86C                                 | \$600                    |
| Small Plant  | 427601              | Croplands AGR-XL500C 3PL Spreader                  | \$2,000                  |
| Transport    | 427701              | MR Triton Dual Cab 2020 - Construction Ganger      | \$45,000                 |
| Passenger    | 427801              | Hyundai Tucson Active (Project Manager)            | \$35,000                 |
| Passenger    | 427901              | Hyundai Tucson Active (WSW Manager)                | \$35,000                 |
| Small Plant  | 428001              | Metro Count VT5900 Traffic Counter                 | \$4,000                  |
| Small Plant  | 428101              | Metro Count VT5900 Traffic Counter                 | \$4,000                  |
| Small Plant  | 428201              | Metro Count VT5900 Traffic Counter                 | \$4,000                  |
| Heavy Truck  | 428301              | Hino FG1628 Crane Truck                            | \$190,000                |
| Transport    | 428401              | 2020 MR Triton 4 x 4 Dual Cab - Overseer           | \$45,000                 |
| Transport    | 428501              | 2020 MR Triton 4 x 4 Single Cab - Mechanic         | \$45,000                 |
| Small Plant  | 428601              | Stihl FS240 Brushcutter (Town Crew)                | \$1,200                  |
| Small Plant  | 428701              | Stihl FS240 Brushcutter (Bundarra)                 | \$1,200                  |
| Small Plant  | 428801              | Stihl HS45 600mm Hedge Trimmer (Uralla)            | \$600                    |
| Light Truck  | 428901              | Mitsubishi Fuso 2020 FE SC Table Top Crane Truck ( | \$95,000                 |
| Light Truck  | 429001              | Mitsubishi Fuso 2020 FE DC Table Top Truck         | \$95,000                 |
| Passenger    | 429101              | Nissan X-Trail 4WD Auto DSL TS Series 3            | \$33,000                 |
| Small Plant  | 429201              | Masterfinish Concrete Vibe 2020                    | \$1,800                  |
| Small Plant  | 429301              | GMAX3400 A1 Roadlines Line Marker                  | \$7,500                  |
| Light Plant  | 429401              | Kubota M8540 FWA Tractor                           | \$75,000                 |
| Small Plant  | 429501              | Flextool 2â€ Pump and Drive                        | \$2,500                  |
| Transport    | 429601              | Hilux 4x2 Workmate 2.4L T Diesel Manual Single Cab | \$30,000                 |
| Small Plant  | 429701              | Masport 350 Series 18" Self Propelled Mower        | \$800                    |
| Transport    | 429801              | Toyota Hilux GUN125R 4x4 SC Ute - Water Gang       | \$40,000                 |
| Small Plant  | 429901              | Shindaiwa Brushcutter T236                         | \$800                    |
| Small Plant  | 430001              | Shindaiwa Brushcutter T236                         | \$800                    |
| Light Plant  | 430101              | Demag 4000kg Overhead Crane                        | \$50,000                 |
| Light Plant  | 430201              | Box trailer single axle manual tipper              | \$5,000                  |
| Light Plant  | 430301              | Leachate pump 3 cylinder Hatz diesel engine        | \$16,000                 |



| <b>Class</b>                   | <b>Plant Number</b> | <b>Plant Item Description</b>                        | <b>Replacement Value</b> |
|--------------------------------|---------------------|--|--------------------------|
| Small Plant                    | 430401              | Leachate pump Vanguard engine                        | \$2,500                  |
| Light Plant                    | 430501              | Hydra-pac HBA wire tie baling machine                | \$82,000                 |
| Light Plant                    | 430601              | Recycling hopper and chain conveyor - Brittos        | \$52,000                 |
| Light Plant                    | 430701              | Recycle belt and electric drive - Brittos            | \$52,000                 |
| Light Plant                    | 430801              | Recycle hopper and press - Brittos                   | \$52,000                 |
| Light Plant                    | 430901              | 15000L emulsion tank and electric pump               | \$70,000                 |
| Small Plant                    | 431001              | Husqvarna 535RXT Brushcutter - Landfill              | \$1,000                  |
| Small Plant                    | 431101              | Husqvarna 535RXT Brushcutter - Landfill              | \$1,000                  |
| Small Plant                    | 431201              | Husqvarna Ride on Mower - McMaugh's                  | \$6,000                  |
| Small Plant                    | 431301              | BG86C Stihl Petrol Blower " Bundarra depot           | \$500                    |
| Heavy Plant                    | 431401              | 580ST Case Backhoe Loader - Uralla                   | \$220,000                |
| Small Plant                    | 431501              | MSA Altair 4XR Charcoal 4 Gas Monitor Kit - Bundarra | \$2,500                  |
| Small Plant                    | 431601              | Hyundai 8KVA Generator DHY8500SE                     | \$5,000                  |
| Small Plant                    | 431701              | Metro Count Traffic Counter                          | \$4,000                  |
| Small Plant                    | 431801              | Metro Count traffic counter                          | \$4,000                  |
| Small Plant                    | 431901              | Metro Count traffic counter                          | \$4,000                  |
| Heavy Plant                    | 432001              | Tana E320 Compactor (second hand 4000hrs)            | \$750,000                |
| Light Plant                    | 432101              | Woods trailers 2 ton tandem tipper trailer           | \$14,000                 |
| <b>Total Replacement Value</b> |                     |  | <b>\$11,008,300</b>      |

**Appendix B – Finance Tables**



## Appendix C - Organisational Structure Responsibilities

| Position                                | Activity                      | Description  | Record Reference |
|---|-------------------------------|--|------------------|
| General Manager                         | Review and approve plan       | Approve plan for submission to council                                   |                  |
|   | Plant Replacement             | Approve individual plant replacement within delegation                   |                  |
|   |                               | Appoint 3 member panel for plant replacement over delegation (tender)    |                  |
|   | Plant Management              | Review and approve analyses for submission to council or purchase        |                  |
| Director Infrastructure and Development | Review and approve plan       | Approve plan for submission to GM  |                  |
|   | Plant Replacement             | Review and approve annual replacement schedule                           |                  |
|   |                               | Approve individual plant replacement within delegation                   |                  |
|   | Plant Management              | Review plant analyses  |                  |
| Chief Financial Officer                 | Review financial information  | Confirm financial position submitted                                     |                  |
| Corporate Accountant                    | Provide financial information | Provide overall plant statistics regarding value, depreciation, expenses |                  |
| Accountant                              | Enter plant data              | Create and update plant into Council operating system                    |                  |
| Records Officer                         | Plant Replacement             | Create Corporate TRIM container for plant tenders                        |                  |
| Risk Officer                            | Insurance                     | Cover fleet for comprehensive insurance                                  |                  |
|   |                               | Initiate and control insurance claims                                    |                  |
|   | Near misses, incidents        | Record analyse and report on all near misses or incidents                |                  |
| Managers/ Overseers/ Team Leaders       | Plant Usage                   | Ensure operators are performing duties                                   |                  |
|   |                               | Schedule works within capacity   |                  |
|   | Plant Replacement             | Analyse plant costs, review plant needs                                  |                  |
|   |                               | Assist in plant specifications and tenders when required                 |                  |

| Position   | Activity            | Description   | Record Reference   |               |
|--|---------------------|---|--|---------------|
| Team Leader Fleet Stores and Workshop                            | Review plan         | Review Plant and Equipment Asset Management Plan. Have revision approved and ready for submission to council. |  |               |
|  | Plant replacement   | Maintain 10 year rolling plant replacement program  |  | UINT/20/2734  |
|  |                     | Maintain 4 year Rolling Small Plant Replacement Program   |  | UINT/20/10997 |
|  |                     | Submit annual replacement schedule to CFO for annual budget approval  |  |               |
|  |                     | Analyse plant costs, review plant life cycles, needs and usage.   |  |               |
|  |                     | Consult with stakeholders and develop plant specifications  |  |               |
|  |                     | Organise Request for Quotes/Tenders, evaluate fairly and submit recommendations                               |  |               |
|  |                     | Approve individual plant replacement within delegation (small plant)  |  |               |
|  |                     | Record contracts over \$20,000 into Contracts Register  |  | UINT/21/10668 |
|  | Plant Maintenance   | Record service and repairs  |  | U19/7523      |
|  |                     | Record plant sheets received  |  | UINT/21/1953  |
|  |                     | Liaise with stakeholders and direct line staff on service and repair schedule                                 |  |               |
|  |                     | Maintain and update rolling service and repair schedule   |  | UINT/20/6497  |
|  |                     | Oversee plant service and repair  |  |               |
|  |                     | Liaise with plant suppliers regarding warranty and/or repair  |  |               |
|  |                     | Record and organise registered plant safety checks, Common expiry registrations and CTP                       |  | U19/7523      |
|  | (Senior) Mechanics  | Plant Maintenance   | Maintain service and repair levels to manufacturer specification and document. | U19/7523      |
|  | Apprentice Mechanic | Plant Maintenance   | Assist in the service and repair of plant                                      |               |
|  | Operators           | Plant Usage   | Daily prestart checks  |               |
| Plant operation per manufacturers guidelines and operator manual |                     |   |  |               |
| Record usage on timesheet  |                     |   |  |               |
| Submit plant sheet weekly  |                     |   |  |               |
| Record and report faults, damage, near misses and incidents      |                     |   |  |               |

## Appendix D – USC Plant Replacement Summary 2021-2031

(full document - UINT 20/2734)

| Year           | Plant | Description                   | Net                  |
|----------------|-------|-------------------------------|----------------------|
| <b>2020/21</b> | 4314  | Case Backhoe                  | \$ 134,000.00        |
|                | 4289  | Fuso Water gang truck         | \$ 79,500.00         |
|                | 4034  | Isuzu Construction fuel truck | \$ 85,000.00         |
|                | 4028  | Nissan Tar Truck              | \$ 435,000.00        |
|                | 4150  | Woods 2T tipper trailer       | \$ 13,500.00         |
|                | 4294  | Kubota tractor                | \$ 51,800.00         |
|                | 4184  | A1 Roadliner                  | \$ 8,500.00          |
|                | 4284  | Mitsubishi utility            | \$ 20,000.00         |
|                | 4298  | Toyota Cab Chassis            | \$ 18,000.00         |
|                | 4296  | Toyota Cab Chassis            | \$ 29,000.00         |
|                | 4291  | Nissan Xtrail                 | \$ 35,000.00         |
|                |       | Sundry                        | \$ 40,000.00         |
|                |       |                               | <b>\$ 949,300.00</b> |
| <b>2021/2</b>  | new   | John Deere Loader - Landfill  | \$ 344,300.00        |
|                | 4043  | Hitachi Excavator             | -\$ 50,000.00        |
|                | 4320  | Tana SH Compactor             | \$ 363,000.00        |
|                | 4058  | Amman Roller                  | \$ 150,000.00        |
|                | 4029  | Hino Tar Truck                | \$ 435,000.00        |
|                | 4215  | Toro zero mower               | \$ 30,000.00         |
|                | 4018  | Isuzu utility                 | \$ 20,000.00         |
|                | 4253  | Mitsubishi outlander          | \$ 18,000.00         |
|                | 4259  | Mitsubishi outlander          | \$ 18,000.00         |
|                | 4233  | Subaru forester               | \$ 18,000.00         |
|                | 4235  | Camry Altise                  | \$ 15,000.00         |
|                | 4242  | Nissan XTrail                 | \$ 22,000.00         |
|                | 4243  | Hiace                         | \$ 65,000.00         |
|                |       | Sundry                        | \$ 30,000.00         |
|                |       |                               |                      |

Funds bought forward from prior year

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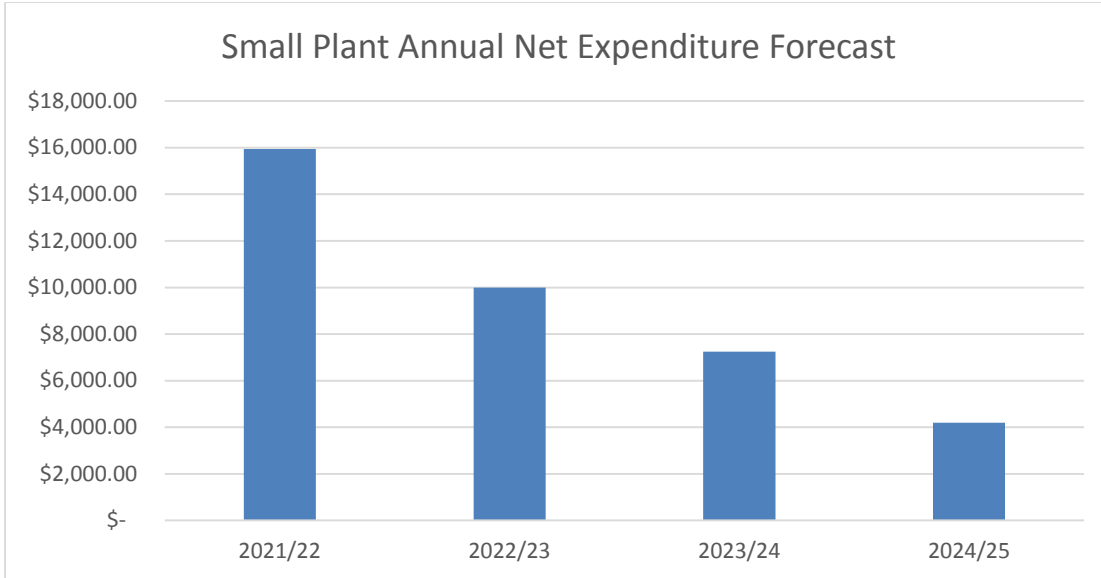
| <b>Year</b> | <b>Net Projection (2021 Value)</b> |
|-------------|------------------------------------|
| 2022/23     | \$ 983,000.00                      |
| 2023/24     | \$ 927,000.00                      |
| 2024/25     | \$ 1,015,000.00                    |
| 2025/26     | \$ 996,500.00                      |
| 2026/27     | \$ 853,000.00                      |
| 2027/28     | \$ 974,000.00                      |
| 2028/29     | \$ 667,000.00                      |
| 2029/30     | \$ 801,000.00                      |
| 2030/31     | \$ 704,500.00                      |

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**Appendix E – Rolling Small Plant Replacement Forecast Summary (2021/22 – 2024/25)**

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(Full document UINT/20/10997)



## Appendix F – Glossary of Terms

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### Annual service cost (ASC)

- 1) Reporting actual cost  
The annual (accrual) cost of providing a service including operations, maintenance, depreciation, finance/opportunity and disposal costs less revenue.
- 2) For investment analysis and budgeting  
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 operations, maintenance, depreciation, finance/ opportunity and disposal costs, less revenue.

### Asset

A resource controlled by an entity as a result of past events and from which future economic benefits are expected to flow to the entity. Infrastructure assets are a sub-class of property, plant and equipment which are non-current assets with a life greater than 12 months and enable services to be provided.

### Asset class

A group of assets having a similar nature or function in the operations of an entity, and which, for purposes of disclosure, is shown as a single item without supplementary disclosure.

### 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 (AM)

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.

### Average annual asset consumption (AAAC)\*

The amount of an organisation's asset base consumed during a reporting period (generally a year). This may be calculated by dividing the depreciable amount by the useful life (or total future economic benefits/service potential) and totalled for each and every asset OR by dividing the carrying amount (depreciated replacement cost) by the remaining useful life (or remaining future economic benefits/service potential) and totalled for each and every asset in an asset category or class.

### Borrowings

A borrowing or loan is a contractual obligation of the borrowing entity to deliver cash or another financial asset to the lending entity over a specified period of time or at a specified point in time, to cover both the initial capital provided and the cost of the interest incurred for providing this capital. A borrowing or loan provides the means for the borrowing entity to finance outlays (typically physical assets) when it has insufficient funds of its own to do so, and for the lending entity to make a financial return, normally in the form of interest revenue, on the funding provided.

### 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 expenditure - expansion

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

### Capital expenditure - new

Expenditure which creates a new asset providing a new service/output that did not exist beforehand. As it increases service potential it may impact revenue and will increase future operations and maintenance expenditure.

### Capital expenditure - renewal

Expenditure on an existing asset or on replacing an existing asset, which returns the service capability 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 generally has no impact on revenue, but may reduce future operations and maintenance expenditure if completed at the optimum time, e.g. resurfacing or re-sheeting a material part of a road network, replacing a material section of a drainage network with pipes of the same capacity, resurfacing an oval.



**Capital expenditure - upgrade**

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 operations and maintenance expenditure in the future because of the increase in the organisation's asset base, egg. widening the sealed area of an existing road, replacing drainage pipes with pipes of a greater capacity, enlarging a grandstand at a sporting facility.

**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

**Capitalisation threshold**

The value of expenditure on non-current assets above which the expenditure is recognised as capital expenditure and below which the expenditure is charged as an expense in the year of acquisition.

**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**

Specific parts of an asset having independent physical or functional identity and having specific attributes such as different life expectancy, maintenance regimes, risk or criticality.

**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, including 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.

**Depreciable amount**

The cost of an asset, or other amount substituted for its cost, less its residual value.

**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.

**Funding gap**

A funding gap exists whenever an entity has insufficient capacity to fund asset renewal and other expenditure necessary to be able to appropriately maintain the range and level of services its existing asset stock was originally designed and intended to deliver. The service capability of the existing asset stock should be determined assuming no additional operating revenue, productivity improvements, or net financial liabilities above levels currently planned or projected. A current funding gap means service levels have already or are currently falling. A projected funding gap if not addressed will result in a future diminution of existing service levels.

### **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 that contribute to meeting the needs of organisations or the 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 separate 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.

### **Key performance indicator**

A qualitative or quantitative measure of a service or activity used to compare actual performance against a standard or other target. Performance indicators commonly relate to statutory limits, safety, responsiveness, cost, comfort, asset performance, reliability, efficiency, environmental protection and customer satisfaction.

### **Level of service**

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

### **Life Cycle Cost**

1. **Total LCC** The total cost of an asset throughout its life including planning, design, construction, acquisition, operation, maintenance, rehabilitation and disposal costs.
2. **Average LCC** The life cycle cost (LCC) is average cost to provide the service over the longest asset life cycle. It comprises annual operations, 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 operations, maintenance and capital renewal expenditure incurred in providing the service in a particular year. Life Cycle Expenditure may be compared to average Life Cycle Cost to give an initial indicator of life cycle sustainability.

### **Loans / borrowings**

See borrowings.

### **Maintenance**

All actions necessary for retaining an asset as near as practicable to its original condition, including regular ongoing day-to-day work necessary to keep assets operating, egg road patching but excluding rehabilitation or renewal. It is operating expenditure required to ensure that the asset reaches its expected useful life.

- **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.
- **Reactive maintenance**  
Unplanned repair work that is carried out in response to service requests and management/supervisory directions.
- **Significant maintenance**  
Maintenance work to repair components or replace sub-components that needs to be identified as a specific maintenance item in the maintenance budget.
- **Unplanned maintenance**  
Corrective work required in the short-term to restore an asset to working condition so it can continue to deliver the required service or to maintain its level of security and integrity.

**Maintenance and renewal gap**

Difference between estimated budgets and projected required expenditures for maintenance and renewal of assets to achieve/maintain specified service levels, totalled over a defined time (e.g. 5, 10 and 15 years).

**Maintenance and renewal sustainability index**

Ratio of estimated budget to projected expenditure for maintenance and renewal of assets over a defined time (egg 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**

The notion of materiality guides the margin of error acceptable, the degree of precision required and the extent of the disclosure required when preparing general purpose financial reports. Information is material if its omission, misstatement or non-disclosure has the potential, individually or collectively, to influence the economic decisions of users taken on the basis of the financial report or affect the discharge of accountability by the management or governing body of the entity.

**Modern equivalent asset**

Assets that replicate what is in existence with the most cost-effective asset performing the same level of service. It is the most cost efficient, currently available asset which will provide the same stream of services as the existing asset is capable of producing. It allows for technology changes and, improvements and efficiencies in production and installation techniques

**Net present value (NPV)**

The value to the organisation of the cash flows associated with an asset, liability, activity or event calculated using a discount rate to reflect the time value of money. It is the net amount of discounted total cash inflows after deducting the value of the discounted total cash outflows arising from egg the continued use and subsequent disposal of the asset after deducting the value of the discounted total cash outflows.

**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, egg. parks and playgrounds, footpaths, roads and bridges, libraries, etc.

**Operations expenditure**

Recurrent expenditure, which is continuously required to provide a service. In common use the term typically includes, egg power, fuel, staff, plant equipment, on-costs and overheads but excludes maintenance and depreciation. Maintenance and depreciation is on the other hand included in operating expenses.

**Operating expense**

The gross outflow of economic benefits, being cash and non-cash items, during the period arising in the course of ordinary activities of an entity when those outflows result in decreases in equity, other than decreases relating to distributions to equity participants.

**Pavement management system**

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

**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).

**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 operations and maintenance expenditure.

**Recurrent funding**

Funding to pay for recurrent expenditure.

**Rehabilitation**

See capital renewal expenditure definition above.

**Remaining useful life**

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

**Renewal**

See capital renewal expenditure definition above.

**Residual value**

The estimated amount that an entity would currently obtain from disposal of the asset, after deducting the estimated costs of disposal, if the asset were already of the age and in the condition expected at the end of its useful life.

**Revenue generating investments**

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

**Risk management**

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

**Section or segment**

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

**Service potential**

The total future service capacity of an asset. It is normally determined by reference to the operating capacity and economic life of an asset. A measure of service potential is used in the not-for-profit sector/public sector to value assets, particularly those not producing a cash flow.

**Service potential remaining**

A measure of the future economic benefits remaining in assets. It may be expressed in dollar values (Fair Value) or as a percentage of total anticipated future economic benefits. 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 (Depreciated Replacement Cost/Depreciable Amount).

**Strategic Longer-Term Plan**

A plan covering the term of office of councillors (4 years minimum) reflecting the needs of the community for the foreseeable future. It brings together the detailed requirements in the council's longer-term plans such as the asset management plan and the long-term financial plan. The plan is prepared in consultation with the community and details where the council is at that point in time, where it wants to go, how it is going to get there, mechanisms for monitoring the achievement of the outcomes and how the plan will be resourced.

**Specific 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.

**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.

**Value in Use**

The present value of future cash flows expected to be derived from an asset or cash generating unit. 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 net cash inflows, where the entity would, if deprived of the asset, replace its remaining future economic benefits.

Source: IPWEA, 2009, Glossary



## Buildings

# Asset Management Plan

March 2022 (Version 5)

## INFORMATION ABOUT THIS DOCUMENT

|                                     |  |                                   |      |
|-------------------------------------|--|-----------------------------------|------|
| <b>Date Adopted by Council</b>      |  | <b>Resolution No.</b>             |      |
| <b>Document Owner</b>               | Director Infrastructure & Development                    |                                   |      |
| <b>Document Development Officer</b> | Asset Manager  |                                   |      |
| <b>Review Timeframe</b>             | Every 4 years; within 12 months of each Council election |                                   |      |
| <b>Last Review Date:</b>            | 2022   | <b>Next Scheduled Review Date</b> | 2025 |

### **Document History**

| <b>Doc No.</b> | <b>Date Amended</b> | <b>Details/Comments eg Resolution No.</b>   |
|----------------|---------------------|---|
| 1              | January 2017        | First issue – prepared by GHD   |
| 2              | March 2017          | First Issue – reviewed H&B Surveyor   |
| 3              | July 2017           | 2 <sup>nd</sup> Issue – Water & Sewer Removed and further edits – reviewed H&B Surveyor |
| 4              | September 2017      | Adopted by Uralla Shire Council resolution 25.09/17                                     |
| 5              | March 2022          | Document reviewed and updated   |

### **Further Document Information and Relationships**

|   |  |
|---|--|
| <b>Related Legislation*</b>                                 | <i>Local Government Act 1993 (the Act) and the Local Government (General) Regulation 2021 (the Regulation)</i>   |
| <b>Related Policies</b>                                     | Uralla Shire Council Community Strategic Plan 2017-2027<br>Uralla Shire Council Long Term Financial Plan<br>Uralla Shire Council Asset Management Policy<br>Uralla Shire Council Asset Management Strategy                         |
| <b>Related Procedures/ Protocols, Statements, documents</b> | NSW Office of Local Government - Integrated Planning & Reporting Guidelines for Local Government in NSW<br>International Infrastructure Management Manual (IPWEA, 2006)<br>ISO 55000 Standards and Australian Accounting Standards |

*\*Note: Any reference to Legislation will be updated in the Strategy as required. See website <http://www.legislation.nsw.gov.au/> for current Acts, Regulations and Environmental Planning Instruments.*

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## 1. EXECUTIVE SUMMARY

### 1.1 Context

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- 1.1.1 This asset management plan has been prepared to meet Uralla Shire Council's legislative and organisational requirements for sustainable service delivery and long term financial planning and reporting.
- 1.1.2 Uralla Shire Council and its employees will strive to uphold and follow the practices outlined in this Buildings Asset Management Plan (BAMP).
- 1.1.3 This BAMP is one of seven asset management plans (AMPs) covering all community assets for which Council is responsible. These fall under Council's Asset Management Policy and Asset Management Strategy.
- 1.1.4 Asset management planning is a comprehensive process to facilitate service delivery from infrastructure assets in a financially sustainable manner.
- 1.1.5 Asset management plans detail information about infrastructure assets, including actions required to provide an agreed level of service in the most cost effective manner. This plan defines the services to be provided, how the services are provided, and what funds are required to provide the services.
- 1.1.6 Council buildings assets are key to the continued provision of a number of Council services, in that they are used to:
- House Council staff and equipment (e.g. depots, Council chambers, library); and
  - Provide expected services to the community (e.g. amenities, aged care, visitor information, sport, preschool, etc.)
- 1.1.7 To date, the buildings portfolio has been managed on a year-to-year basis, where many issues have been addressed as they arise, and no formalised prioritisation of renewal, maintenance and funding has been undertaken. This has resulted in the deferral of maintenance and repairs to many assets in recent years.
- 1.1.8 Council will undertake a review of community service levels expected of these assets, and prioritise works needed to meet these, and fund the ongoing management of these assets to maintain these service levels.
- 1.1.9 The critical issues factored into Council's buildings asset management include:
- Maintenance and repair costs
  - Replacement or Rehabilitation cost
  - Age of assets
  - Life cycle of asset
  - Integrating new technologies
  - Usage and data capture
  - Budget

### 1.2 The Buildings Service

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- 1.2.1 The assets comprise 96 buildings across the Uralla Shire, of which 21 are considered as major buildings and 45 are minor buildings and the rest other buildings.

1.2.2 Buildings categorised as ‘major’ buildings have assets recorded at the following building component levels; external finishes, fixtures and fittings, internal, mechanical and electrical, site features and structural. ‘Minor’ category buildings have been assessed as a whole structure.

1.2.3 Major buildings are listed as follows:

- Bundarra
  - Bundarra Health Centre and Grace Munro Aged Hostel
  - Main Shed - Bendemeer Street
  - Bundarra School of Arts Hall
- Uralla
  - Community Centre
  - Council Chambers
  - Courthouse
  - Depot Amenities and Lunchroom
  - Depot Explosives Bunker
  - Depot Flammables Store
  - Depot Offices and Workshops
  - Depot Old Fuel Store
  - Hill Street Aged Persons Unit
  - Library
  - McMaugh Gardens Aged Care Centre
  - Memorial Hall
  - Preschool
  - Queen Street Caravan Park Caretakers Residence and Office
  - Sporting Complex, Squash Courts and Amenities
  - Tennis Club
  - Uralla Landfill Office and Shed
  - Visitor Information Centre

1.2.4 The minor buildings include 45 buildings in various towns, including amenities, sheds and utility buildings, shelters, site offices, a kiosk, a street stall, rotundas, swimming pool, and a cubby.

1.2.5 As at 30 June 2021 these infrastructure assets have a replacement value of \$26,275,000.

### **1.3 What does it Cost?**

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1.3.1 The projected outlays necessary to provide the services covered by this BAMP includes maintenance and renewal of existing assets over the 10 year planning period is \$3,266,586 on average per year. These costs do not include operations costs, and there are no confirmed upgrades at the time of writing this plan.

1.3.2 Council will fund these costs as per the forecast expenditure, therefore the estimated available funding for this period is also \$326,658.60 on average per year which is 100% of the cost to provide the service. This is a funding shortfall of zero on average per year. Projected expenditure required to provide services in the BAMP compared with planned expenditure currently included in the Long Term Financial Plan are shown in Figure 1.3.2.

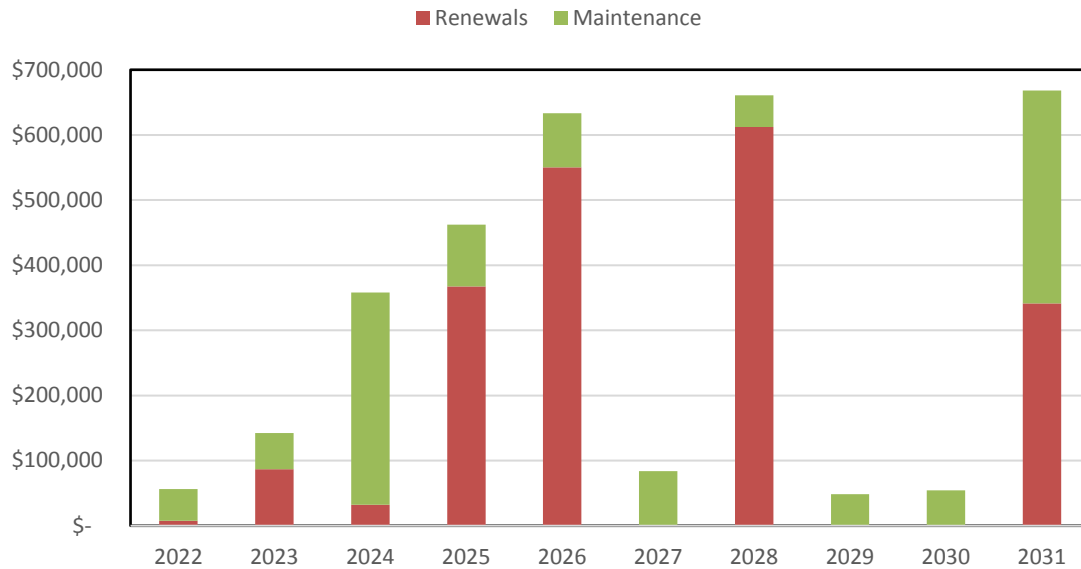


Figure 1.3.2: Buildings Projected and Budget Expenditure

## 1.4 Managing the Risks

1.4.1 There are risks associated with providing the service and not being able to complete all identified activities and projects. Major risks have been identified as:

- Disruption to other council operations and services
- Deferred maintenance and renewal resulting in large future expenditure

1.4.2 Council will endeavour to manage these risks within available funding by:

- Prioritisation of maintenance and renewal works based on service levels and risks
- Accessing additional funding through grants where possible.

## 1.5 Confidence Levels

1.5.1 This AMP is based on medium level of confidence information. Asset conditions and values are high confidence based on a visual condition assessment undertaken on the network in preparation for this AMP. However, demand drivers, growth projections, operations expenditure and upgrade/new expenditure is to be better defined.

## 1.6 The Next Steps

1.6.1 The plan provides framework for good management of building assets by detailing:

- New established levels of service that have be prepared in detail with specific key performance indicators (KPIs). Further consultation is required with community for adaptation
- New simplified improvement plan which highlights on-going or next items for continuous improvement in asset management.

1.6.2 The average capital and maintenance expenditure on Council assets over the ten-year forecast period is approximately \$1.25 million per year. This compares to the expenditure which is required to maintain, operate and renew the asset network as required being \$0.3 million per year. This indicates that Council has funded 24% of its required asset expenditure over the period of the plan.

- 1.6.3 The analysis of the asset data and expenditure data suggest that there is an under expenditure on asset renewals and an over expenditure of asset maintenance.
- 1.6.4 A reallocation of expenditure from asset maintenance to asset renewals will initially ensure that Council achieves a 100% renewals ratio. Under the current funding arrangements, it is likely that the condition of these assets will deteriorate and an asset backlog continues developing, as such a greater focus on asset renewals is required.
- 1.6.5 If Council is able to reallocate funds from asset maintenance to asset renewal it would appear that there are sufficient funds available to ensure that the current condition of the building assets are maintained at a high level.

## 2. INTRODUCTION

### 2.1 Background

- 2.1.1 This BAMP defines and demonstrates responsive management of assets (and services provided from assets), compliance with regulatory requirements, and communicates the funding needed to provide the required levels of service.
- 2.1.2 The BAMP is to be read in conjunction with Council’s Asset Management Policy, Asset Management Strategy and the following associated Council planning documents:
- Community Strategic Plan
  - Delivery Plan
  - Operational Plan
  - Long Term Financial Plan
- 2.1.3 This plan has a direct relationship with the following associated planning process and documents, as set out in Figure 2.1.3:



Figure 2.1.3: Asset Management Planning Process

- 2.1.4 Council’s current building infrastructure assets covered by this AMP are tabled in Appendices A and B.

### 2.2 Goals and Objectives of Asset Management

- 2.2.1 Council exists to provide services to its community. Most of these services (from a value perspective) are provided by infrastructure assets. Council acquires infrastructure assets by ‘purchase’, by contract, construction by Council staff, and by donation of assets constructed by developers and others to increase the levels of service over time.

2.2.2 Council's goal in managing infrastructure assets is to meet the required level of service in the most cost effective manner for present and future consumers. The key elements of infrastructure asset management are:

- Taking a life cycle cost management approach;
- Developing cost-effective management strategies for the long term;
- Providing a defined level of service and monitoring performance;
- Understanding and meeting the demands of growth through future demand analysis and infrastructure investment;
- Managing risks associated with asset failures;
- Sustainable use of physical resources; and
- Continuous improvement in asset management practices.

2.2.3 Assets are inspected, maintained, upgraded and renewed as necessary or as specified in specific works programs so that they:

- Reach their expected lifecycle;
- Perform to their maximum capability;
- Satisfy community expectations and needs;
- Satisfy budget limitations; and
- Meet safety and regulatory requirements.

2.2.4 The purpose of this Asset Management Plan is to:

- Document the services/service levels to be provided and the costs of providing the service;
- Communicate the consequences for service levels and risk, where desired funding is not available; and
- Provide information to assist decision makers in trading off service levels, costs and risks to provide services in a financially sustainable manner.

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

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2.3.1 This asset management plan is prepared as a 'core' asset management plan over a 20 year planning period in accordance with the International Infrastructure Management Manual (IPWEA, 2006). It is prepared to meet minimum legislative and organisational requirements for sustainable service delivery and long term financial planning and reporting. Core asset management is a 'top down' approach where analysis is applied at the 'system' or 'network' level.

2.3.2 Future revisions of this asset management plan will move towards 'advanced' asset management using a 'bottom up' approach for gathering asset information for individual assets to support the optimisation of activities and programs to meet agreed service levels in a financially sustainable manner.

## **2.4 Community Consultation**

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2.4.1 This 'core' asset management plan is prepared to facilitate community consultation initially through feedback on public display of draft asset management plans prior to adoption by Council. Future revisions of the asset management plan will incorporate community consultation on service levels and costs of providing the service. This will assist Council and the community in matching the level of service needed by the community, service risks and consequences with the community's ability and desire to pay for the service.

## 3. LEVELS OF SERVICE

### 3.1 Customer Research and Expectations

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- 3.1.1 Council has not yet carried out any formal research on customer expectations in relation to its buildings infrastructure. It is proposed that comments and submissions received during the document's public exhibition period be incorporated into the plan for Council's consideration.
- 3.1.2 Community consultation to determine customer expectations, needs and wishes for all Council services is conducted to inform the development of Council's overarching Community Strategic Plan, which will in turn influence future updates of this asset management plan.
- 3.1.3. Further investigation and consultation may be resourced should Council determine the need to do so.

### 3.2 Strategic and Corporate Goals

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- 3.2.1 This asset management Plan is prepared under the direction of Council's vision, mission, goals and objectives as set out in the Community Strategic Plan 2017-2027.
- 3.2.2 **Council's Vision:** That Uralla Shire Council continue to be an active, prosperous, welcoming and environmentally aware community.
- 3.2.3 **Council's Mission:** The Uralla Shire Council is committed to creating a unique environment which offers an excellent quality of life and economic opportunities for its people.
- 3.2.4 **Council's Community Strategic goals:**
  - 1. A proud, unique and inviting community
  - 2. A safe, active and healthy shire
  - 3. A diverse and creative culture
  - 4. Access to and equity of services
  - 5. An attractive environment for business, tourism and industry
  - 6. Growing and diversified employment, education and tourism opportunities
  - 7. A safe and efficient network of arterial roads and supporting infrastructure; and town streets, footpaths and cycle ways that are adequate, interconnected and maintained.
  - 8. Communities that are well serviced with essential infrastructure
  - 9. To preserve, protect and renew our beautiful natural environment
  - 10. Maintain a healthy balance between development and the environment
  - 11. Reuse, recycle and reduce wastage
  - 12. Secure, sustainable and environmentally sound water-cycle infrastructure and services
  - 13. A strong, accountable and representative Council
  - 14. An effective and efficient organisation
  - 15. Deliver the goals and strategies of the Community Strategic Plan
- 3.2.5 Infrastructure assets play both a direct and an indirect role in achieving the strategic objectives of the Community Strategic Plan. The following table indicates how Council's buildings assets play a role in the delivery of the key strategies linked to the Community Strategic Plan 2017-2027.

Table 3.2.5: Community Strategic Plan 2017-2027 - Strategic Objectives

| Theme           | Goal   | Strategy  |
|-----------------|--|---|
| Our Society     | A proud, unique and inviting community                           | Provide vibrant and welcoming town centres, streets and meeting places<br>Respect the heritage of the region and highlight and enhance our unique characteristics   |
|                 | A diverse and creative culture                                   | Provide enhanced and innovative library services that support and encourage lifelong learning<br>Work with the community and other partners to develop major cultural and community events and festivals  |
|                 | Access to and equity of services                                 | Operate and maintain the McMaugh Gardens Aged Care Facility<br>Provide opportunities for residents to enjoy access to arts, festivals, sporting activities, recreation, community and cultural activities<br>Work towards achieving the status of a Disability Friendly community through the provision of inclusive accessible facilities and services |
| Our Economy     | An attractive environment for business, tourism and industry.    | Promote the Uralla Shire and the region as a wonderful place to live, work, visit and invest.<br>Facilitate major social and cultural events being staged in our Shire and our region.  |
|                 | Communities that are well serviced with essential infrastructure | Provide the infrastructure to embellish public spaces, recreation areas and parkland areas  |
| Our Environment | To preserve, protect and renew our beautiful natural environment | Protect the Shire's historic buildings and sites, recognising their value to the community<br>Ensure that Uralla Shire is sufficiently prepared to deal with natural disasters including bushfires, major storms and flood events   |
|                 | Reuse, recycle and reduce waste                                  | Identifying and implementing water conservation and sustainable water usage practises in council operations<br>Identifying technologies in Council's facilities, infrastructure and service delivery to reduce our ecological footprint   |
| Our Leadership  | A strong, accountable and representative Council                 | Engage with the community effectively and use community input to inform decision making   |
|                 | An effective and efficient organisation                          | Develop and consistently apply an asset management framework that ensures existing and future infrastructure is affordable, funded and maintained to ensure inter-generational equity and sustainability  |

3.2.6 With respect to this Buildings AMP, the relevant organisational goals relating to this plan are listed in Table 3.2.6.



Table 3.2.6: Organisational Goals

| Organisation Goals  | How Goals are addressed   |
|---|---|
| To effectively and responsibly manage, maintain and develop Council's infrastructure, operational and financial assets.                                   | Maintenance and application of this AMP. Implement recommended improvements, commit required expenditure to maintain and renew assets.  |
| To provide cultural and recreational facilities to serve the expectations of the community  | Development of service levels and community consultation plan. Application of these to prioritise asset works required to meet these community needs.   |
| To ensure that the community is appropriately consulted and well- informed concerning Council's activities and to be responsive to the community's needs. | Development of service levels and community consultation plan. Communication of the content of this AMP in terms of the asset portfolio, its condition and estimated expenditure required to bring it up to, and maintain, those levels of service. |

### 3.3 Legislative Requirements

3.3.1 Council has to meet many legislative requirements including Australian and State legislation and State regulations. Key legislation which is relevant to this plan is listed in Table 3.3.1 below.

Table 3.3.1: Legislative Requirements and Standards

| Legislation  | Requirement  |
|--|--|
| <i>Local Government Act 1993 and Local Government (General) Regulation 2021</i>                                    | Sets out role, purpose, responsibilities and powers of local governments including the preparation of a long term financial plan supported by asset management plans for sustainable service delivery.   |
| <i>Environmental Planning and Assessment Act 1979 and Environmental Planning and Assessment Amendment Act 2008</i> | Sets the legislative requirements of buildings and places of public to comply with the National Construction Codes.  |
| <i>Development Act 1993</i>  | To provide for planning and regulate development in the state; to regulate the use and management of land and buildings, and the design and construction of buildings; to make provision for the maintenance and conservation of land and buildings where appropriate; and for other purposes. |
| Australian Accounting Standards  | Sets out the financial reporting standards relating to the (re)valuation and depreciation of assets  |
| Building Code of Australia 2016  | States the minimum requirements for the design, construction and maintenance of buildings  |
| <i>Disability Discrimination Act 1992</i>  | An Act that bans discrimination of people based on a disability.   |
| <i>Work Health and Safety Act 2011 and Work Health and Safety Regulation 2017</i>                                  | Council must ensure a safe workplace for all its employees and the public.   |
| <i>Heritage Act 2004</i>   | An Act that conserves places with heritage value.  |
| <i>Food Act 2001</i>   | Council must comply with all necessary requirements of this Act.   |
| Asbestos Removal Code of Practice  | States the management and maintenance of asbestos.   |
| Electrical Wiring Code AS3000  | States the management and maintenance of electrical installations  |

### 3.4 Current Levels of Service

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- 3.4.1 Council has defined service levels in two terms: community levels of service and technical levels of service.
- 3.4.2 **Community Levels of Service** relate to the service outcomes that the community wants in terms of safety, quality, quantity, reliability, responsiveness, cost effectiveness and legislative compliance.
- 3.4.3 Community levels of service measures used in the asset management plan are:
- Quality – How good is the service?
  - Function – Does it meet users' needs?
  - Safety – Is the service safe?
- 3.4.4 **Technical Levels of Service** are operational or technical measures of performance which support the community service levels. These technical measures relate to the allocation of resources to service activities that the council undertakes to best achieve the desired community outcomes.
- 3.4.5 Technical service measures are linked to annual budgets, covering:
- Operations – the regular activities to provide services, such as opening hours, hire facilities, etc.
  - Maintenance – the activities necessary to retain an asset as near as practicable to its original condition (e.g. routine inspections and maintenance.)
  - Renewal/Rehabilitation – the activities that return the service capability of an asset up to that which it was as new. *Renewal* refers to a complete changeover (old to new.) *Rehabilitation* refers to refurbishing and upgrading components.
  - Upgrade – the activities to provide a higher level of service (e.g. refurbishment of a building to accommodate additional facilities) or a new service that did not exist previously (e.g. construction of a new structure.)

### 3.5 Desired Levels of Service

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- 3.5.1 Indications of desired levels of service are obtained from various sources including service requests and correspondence, feedback and maintenance schedules. These asset based level of service have not been fully consulted with the community and may likely be modified in time to fully match community expectations.
- 3.5.2 Council's current service levels are detailed in Table 3.5.2.

Table 3.5.2: Current and Desired Service Levels

| Key Performance Measure            | Level of Service  | Performance Measure Process                                    | Target Performance   | Current Performance             |       |
|------------------------------------|---|--|--|---------------------------------|-------|
| <b>COMMUNITY LEVELS OF SERVICE</b> |   |  |  |                                 |       |
| Quality                            | Residents are aware of the range of facilities available and how to access them                             | Customer satisfaction surveys or consultations                 | 80% of the community are aware of the facilities available to them   | 100%                            |       |
|                                    | Provide adequate physical access to facilities  | Disability Discrimination Act (DDA) compliance                 | 80% of public facilities are DDA compliant   | 50%                             |       |
|                                    | Ensure services are reliable  | Community satisfaction survey                                  | 90% of the occupiers are satisfied with maintenance response times. Pending development of CRMS system                               | 70%                             |       |
| Function                           | Facilities provide a good quality experience for all users and customers                                    | Customer complaints  | User groups consulted once every two years on their current and future facilities needs  | N/A                             |       |
|                                    | Ensure that the facilities provided are being used and meet the needs of the community                      | Record of facility hire bookings                               | Number of bookings /uses per year.   | No current metrics              |       |
| Safety                             | Ensure buildings/facilities are safe and do not cause a hazard to people.                                   | Annual inspections, operational reports and safety audits      | Annual Fire Safety Statements are certified for each facility requiring it   | TBC                             |       |
|                                    | A safe working environment  | H&S reported incidents   | Health and Safety audit undertaken annually on high use facilities   | 50%                             |       |
| <b>TECHNICAL LEVELS OF SERVICE</b> |   |  |  |                                 |       |
| Operations                         | Services are affordable and managed using the most cost effective methods for the required level of service | Review of service agreements and benchmark with other councils | Total operating costs at or below industry benchmarks  | unknown                         |       |
|                                    |   |  | Maintenance cost/ annual fees for usage (cost recovery)  | cost recovery below benchmark   |       |
| Maintenance                        | Percent of physical assets in condition 3 or better   | Condition assessment   | 95% for all assets (by value)  | 100%                            |       |
| Renewal / Rehabilitation           | Assets are managed with respect for future generations  | Life cycle approach to managing assets                         | Prepare a 10 year asset condition and age based renewals plan. Ensure the plan is approved by authorities and updated every 4 years. | Plan prepared. Review in place. |       |
|                                    |   |  | Consumption ratio  | Between 50% and 75%             | 68%   |
|                                    |   |  | Renewal funding ratio  | Between 90% and 110%            | 12.6% |
|                                    |   | Long term funding ratio  | Between 95% and 105%   | 36.6%                           |       |

### 3.6 Condition and Quality of Assets

- 3.6.1 The condition of Council’s buildings assets is currently assessed every five years. This asset condition information is then used to plan the timing of our maintenance and capital renewal activities.
- 3.6.2 Quality has more to do with manner and type of the asset rather than its condition. An asset may be poor in quality yet have a condition which is described as good.
- 3.6.3 Condition is a measure of an assets physical condition relative to its condition when first constructed. When rating asset condition, Council uses a scale of 1 - 5, where 1 = new and 5 = totally failed. Council’s condition rating matrix is set out in Table 3.6.3.

Table 3.5.3: Description of Condition

| Condition Rating | Condition    | Description  | Guide  | Residual life as a % of total life | Mean percentage residual life |
|------------------|--------------|--|--|------------------------------------|-------------------------------|
| 1                | Excellent    | An asset in excellent overall condition.   | Normal/planned maintenance required.                                     | >86%                               | 95%                           |
| 2                | Good         | An asset in good overall condition with some possible early stages of slight deterioration evident, minor in nature and causing no serviceability issues.  | Normal maintenance plus minor repairs required (to 5% or less of asset). | 65 to 85%                          | 80%                           |
| 3                | Satisfactory | An asset in fair overall condition with some deterioration evident, which may be slight or minor in nature and causing some serviceability issues.   | Significant maintenance and/or repairs required (to 10-20% of asset).    | 41 to 64%                          | 55%                           |
| 4                | Poor         | An asset in poor overall condition, moderate to high deterioration evident.  | Significant renewal required (to 10-40% of asset).                       | 10 to 40%                          | 35%                           |
| 5                | Worn         | An asset in extremely poor condition or obsolete. The asset no longer provides an adequate level of service and/or immediate remedial action required to keep the asset in service in the near future. | Over 50% of the asset requires renewal.                                  | <10%                               | 5%                            |

- 3.6.4 Building infrastructure assets in condition 4 will require renewal in the short- to medium-term. Assets in condition 5 may require urgent and immediate renewal or replacement. Funding may be needed to support the required level of renewals each year. Council will be allocating funds to an asset renewal reserve each year to help in managing these funding needs.
- 3.6.5 The condition of each building infrastructure asset has been assessed by estimating the proportion of each asset’s expected useful life that has been consumed.
- 3.6.6 The current condition ratings of Council’s buildings assets as at 30 June 2021 are summarised in Figure 3.6.6.

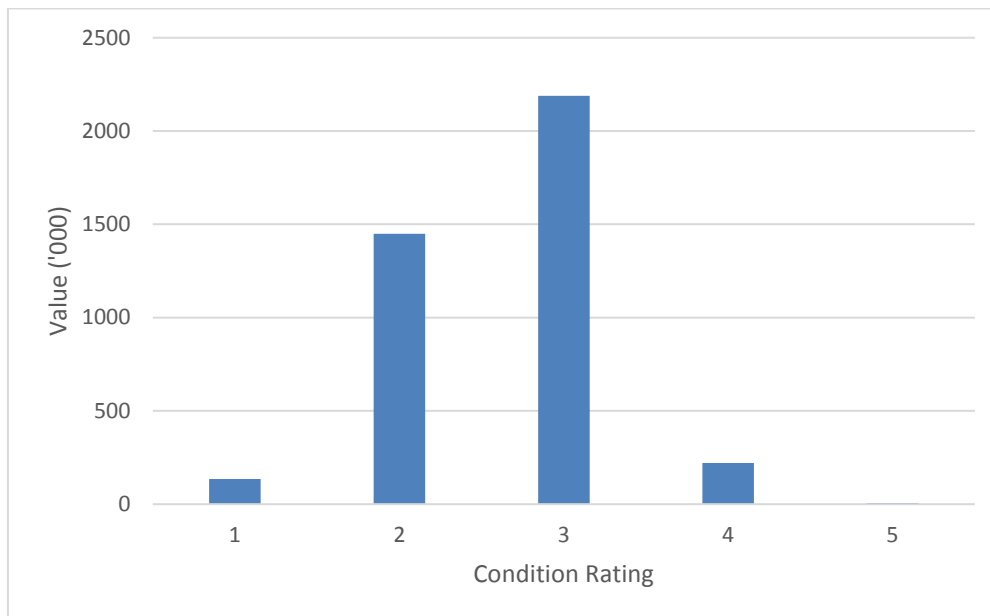


Figure 3.6.6: Asset Condition Profile as at 30 June 2021

### 3.7 Responsiveness

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- 3.7.1 Council places a high emphasis on customer service and its responsiveness to customer enquiries. Council will maintain assets in a workman-like manner and be responsive to the needs of the community now and into the future. Council implements strategies which maintain a high level of customer support.

### 3.8 Customer satisfaction

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- 3.8.1 Council will continue to provide services to the community in a manner that is efficient and effective. Council will continue to monitor community satisfaction with its current services and strive to improve community satisfaction where possible.

### 3.9 Affordability

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- 3.9.1 Council will maintain its infrastructure assets in a cost effective affordable manner in accordance with responsible economic and financial management. In order for Council's assets to assist in meeting the strategic goals and in attaining optimum asset expenditure, Council will need to continually review its current operational strategies and adopt new and proven techniques to maintain assets in their current condition.

### 3.10 Sustainability

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- 3.10.1 Council will maintain its assets in a manner to enable the long term financial sustainability for current and future generations. This will be achieved by ensuring efficient and effective service delivery and ensuring appropriate funds are allocated to maintain and renew infrastructure assets.

### 3.11 Health and Safety

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- 3.11.1 Council will endeavour to identify and mitigate all key health and safety risks created by provision of services.

3.11.2 Each of the service level outcomes is related directly to the Council's Community Strategic Plan by the way each asset class helps deliver the services required by the community. These service level outcomes are essential to maintain the asset portfolio to a satisfactory level, and also caters to the future demands of the community whilst balancing the potential risks to the community and the Council.

### 3.12 Financial Based Service Levels

3.12.1 The premise of asset management is that asset requirements and asset management strategies should be driven by defined and acceptable service levels and performance standards. This section defines the various factors that are considered relevant in determining the Levels of Service for Council's assets that have been used to provide the basis for the life cycle management strategies and works programme identified within this asset management plan.

3.12.2 Levels of Service is a generic term used to describe the quality of services provided by an asset. Specific financial based service levels are described in Table 3.12.2 below.

*Table 3.12.2: Financial Based Service Levels*

|   |   |
|---|---|
| <b>Asset Consumption Ratio</b>                  | The average proportion of 'as new' condition remaining for assets. This ratio shows the written down current value of the local government's depreciable assets relative to their 'as new' value. It highlights the aged condition of a local government's stock of physical assets and the potential magnitude of capital outlays required in the future to preserve their service potential.  |
| <b>Asset Sustainability Ratio</b>               | Are assets being replaced at the rate they are wearing out? This ratio indicates whether a local government is renewing or replacing existing non-financial assets at the same rate that its overall stock of assets is wearing out. It is calculated by measuring capital expenditure on renewal or replacement of assets relative to the rate of depreciation of assets for the same period. A local government would need to understand and be measuring its renewal expenditure to be able to determine this ratio. |
| <b>Asset Renewal and Renewals Funding Ratio</b> | Is there sufficient future funding for renewal and replacement of assets? This ratio indicates whether Council is allocating sufficient funds in its long term financial plan to adequately fund asset renewals.  |
| <b>Asset Backlog Ratio</b>                      | This ratio shows what proportion the infrastructure backlog is against the total value of a council's infrastructure. The benchmark is less than 2%. The ratio is determined by dividing the estimated cost to bring assets to a satisfactory condition by the carrying value of infrastructure, building, other structures and depreciable land improvement assets.  |
| <b>Asset Maintenance Ratio</b>                  | This ratio compares actual versus required annual asset maintenance for each asset class. A ratio of above 100% indicates that the council is investing enough funds that year to halt the infrastructure backlog from growing. The benchmark is greater than 100%.   |

## 4. FUTURE DEMAND

### 4.1 Demand forecast

4.1.1 The future infrastructure demand for community infrastructure and facilities is driven by changes and trends in population change, changes in demographics, lifestyle changes, residential occupancy levels, seasonal and climatic factors, consumer preferences and expectations, technological advancement, economic factors, agricultural practices, environmental awareness.

4.1.2 Demand factor trends and impacts on buildings infrastructure assets are summarised in Table 4.1.2.

*Table 4.1.2: Demand Factors, Projections and Impact on Services*

| Demand driver           | Present position   | Projection   | Impact on services   |
|-------------------------|--|--|--|
| Population              | 6,048 (2016 Census)  | The NSW Department of Planning, Industry and Environment predicts minor population decrease between 2016 and 2041, from 6,150 to 5,450. <sup>1</sup>   | Insignificant impact on services.  |
| Demographics            | As of 2016, the median age of people in Uralla Shire was 46 years.<br><br>People aged 65 years and over made up 20.5% of the population. | The working age population (aged 15-64) is estimated to decrease by 3,750 in 2016 to 2,900 in 2041.<br><br>The number of people aged 65 and over is estimated to increase from 1,200 in 2016 to 1,700 by 2041. | The trend towards an older population will place an increased demand on some assets, especially aged care facilities, community centres and recreation assets. |
| Lifestyle               | Sporting, recreational and cultural activities are organised and supported throughout the Shire.   | Residents will continue to demand and utilise the sporting, recreational and cultural activities that are currently on offer.  | Increased demand for building infrastructure which supports sporting, recreational and cultural activities.  |
| Environmental awareness | The community and Council are more environmentally aware and responsible.  | Energy efficiency in Council buildings may be identified as a priority   | Initial funding resources required for energy efficiency upgrades.   |
| Climate                 | Extremes increasing  | An increase in average maximum temperatures, resulting in increased public demand for air conditioning in Council buildings.   | Additional costs may be incurred to fund environmental initiatives e.g. energy efficient lighting and other systems.   |

### 4.2 Changes in Technology

4.2.1 Technology changes may affect the delivery of infrastructure services as a result of improvements to construction materials, methods, maintenance and operations. These may potentially increase the life of some assets and reduce susceptibility to damage.

4.2.2 Technology changes are forecast to affect the delivery of services covered by this plan. Construction techniques, available materials and improvements to plant and equipment will evolve and will be assessed on merit and applied where efficiencies can be achieved in construction and maintenance practices.

<sup>1</sup> <https://www.planning.nsw.gov.au/Research-and-Demography/Population-projections/Projections>

### 4.3 Demand Management Plan

- 4.3.1 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.
- 4.3.2 Non-asset solutions focus on providing the required service without the need for the Council to own the assets. Examples of non-asset solutions include providing services from existing infrastructure such as aquatic centres and libraries that may be in another council area, or public toilets provided in commercial premises.
- 4.3.3 Opportunities identified to date for demand management are shown in Table 4.3.3. Further opportunities will be developed in future revisions of this asset management plan.

*Table 4.3.3: Demand Management Plan Summary*

| Demand driver  | Demand Management Plan   |
|----------------|--|
| Population     | Develop upgrade/renewal works after consultation with the community and other stakeholders that will address their needs and expectations.                             |
| Demographics   | Identify grant opportunities to retro fit buildings and ensure renewals and upgrades meet current BCA requirements for accessibility.                                  |
| Climate Change | Identify grant and funding opportunities to retro fit community buildings with environmentally friendly features, which can be maximised during renewals and upgrades. |

### 4.4 New Assets for Growth

- 4.4.1 New building infrastructure assets are those assets that Council did not previously possess, or building infrastructure expenditure that upgrades or improves an existing asset beyond its existing capacity.
- 4.4.2 New assets may result from the need to support growth or to create additional service level capacity.
- 4.4.3 New assets and upgrade/expansion of existing assets are identified from various sources such as staff, councillor or community requests, proposals identified by strategic plans or reports, analysis of external plant hire charges incurred, testing or demonstrations of new technologies, or partnerships with other organisations. Candidate proposals are inspected to verify need and to develop a preliminary estimate. Verified proposals are ranked by priority and available funds are scheduled into replacement programs.
- 4.4.4 Acquiring 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 operations and maintenance costs.
- 4.4.5 Council does not currently anticipate demand for new building infrastructure assets over the lifetime of this AMP.



## 5. LIFE CYCLE MANAGEMENT

The lifecycle management plan details how Council plans to manage and operate the assets at the agreed levels of service while optimising life cycle costs.

### 5.1 Background Data

#### Physical Parameters

- 5.1.1 This Asset Management Plan covers the infrastructure assets that serve the Uralla Shire's community needs. The assets comprise 96 buildings across the Uralla Shire. Of these buildings, 21 are categorised as major buildings and 45 are minor buildings.
- 5.1.2 Buildings categorised as 'major' buildings have assets recorded at the following building component levels; external finishes, fixtures and fittings, internal, mechanical and electrical, site features and structural. 'Minor' category buildings have been assessed as a whole structure.
- 5.1.3 The asset inventory, values and conditions as per the current asset register are set out in Appendices A and B.

#### Asset capacity and performance

- 5.1.4 Council's services are generally provided to meet design standards where these are available.
- 5.1.5 Locations where deficiencies in service performance are known are detailed in Table 5.1.4 below. These service deficiencies were identified from the knowledge of Council management, community enquiries, and Council inspections.

Table 5.1.5: Known Service Performance Deficiencies

| Location                     | Service Deficiency  |
|------------------------------|---|
| 104 Bridge St Uralla         | Toilet vents  |
| Rifle Range Road Rocky River | Two bayonet lights and 40L hot water service  |
| Bendemeer St Bundarra        | 20m2 single brick building with corrugated iron roof. Separated into 3 sections. One toilet and one hand basin. 3 timber doors. |

### 5.2 Operations and Maintenance Plan

#### Maintenance Plan

- 5.2.1 Council's maintenance activities for building infrastructure assets include routine, proactive, specific and reactive maintenance.
- 5.2.2 Routine maintenance is the regular ongoing work that is necessary to keep assets operational and to help assets reach their useful life. It includes work on an asset where a portion may fail and needs immediate repair to make it operational again.
- 5.2.3 Proactive maintenance (or 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.

- 5.2.4 Specific maintenance is replacement of higher value components/sub-components of assets that is undertaken on a regular cycle. This work generally falls below the capital/maintenance threshold but may require a specific budget allocation.
- 5.2.5 In addition to planned maintenance, which is defined and scheduled over the medium-term, Council must also repair unforeseen damage caused by storms or accidents. This type of maintenance is referred to as either reactive or unplanned maintenance.
- 5.2.6 Council’s unplanned maintenance work is often carried out because of issues identified through customer requests for service.
- 5.2.7 Routine operational and maintenance activities are set out in Table 5.2.7.

*Table 5.2.7: Buildings Routine Operational and Maintenance Activities*

| <b>Operational Activities</b>  | <b>Frequency</b>   |
|--|--|
| Cleaning   | Varies from daily (e.g. Council Administration offices) to when an event is held (e.g. parks/showground) |
| Paying utilities (e.g. electricity, telephone, rates)                  | Ongoing  |
| Undertaking administration and operational activities within buildings | Ongoing  |
| Responding to customer complaints                                      | As required  |
| <b>Maintenance Activities</b>  |  |
| Inspecting building components   | Varies by building and component   |
| Undertaking planned maintenance  | Varies by building and component   |
| Removing graffiti and repairing vandalised buildings                   | As required  |
| Undertaking unplanned maintenance and repairs                          | As required  |

- 5.2.8 Actual past maintenance expenditure need to be updated since the current data is mixed up.
- 5.2.9 Assessment and prioritisation of reactive maintenance is undertaken by operational staff using experience and judgement.
- 5.2.10 Council’s current maintenance expenditure level is less than the required maintenance, meaning that building infrastructure assets are not maintained at a standard that is considered adequate to meet the desired service levels.

Standards and specifications

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- 5.2.10 Maintenance work is carried out by Council staff in accordance with the following Standards and Specifications:
- National Construction Code
  - Australian Standards
  - Plumbing & Drainage Standards
  - Electrical Standards
  - Painting Standards

#### Summary of future operations and maintenance expenditures

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- 5.2.11 Future maintenance costs are forecast to trend in line with the value of the asset stock, plus an allowance for increase in levels of service over the planning period. Asset values are forecast to increase at an assumed rate of 2.25 %.
- 5.2.12 Deferred maintenance, i.e. 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.
- 5.2.13 Maintenance is funded from the operating budget and grants where available.

#### Operations and Maintenance Strategies

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- 5.2.14 Council will operate and maintain assets to provide the defined level of service to approved budgets in the most cost-efficient manner. Effective operation and maintenance activities include:
- Scheduling operations activities to deliver the defined level of service in the most efficient manner;
  - Maintaining and reviewing a current infrastructure risk register for assets on an annual basis. Present service risks associated with providing services from infrastructure assets and reporting Very High and High risks and residual risks after treatment to management and Council;
  - Review current and required skills base and implement workforce training and development to meet required operations and maintenance needs;
  - Review asset utilisation to identify under-utilised assets and appropriate remedies, and over-utilised assets and customer demand management options;
  - Maintain a current hierarchy of critical assets and required operations and maintenance activities; and
  - Review management of operations and maintenance activities to obtain best value for resources used.

### **5.3 Renewal/Replacement Plan**

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- 5.3.1 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.
- 5.3.2 Capital renewal activities involve restoring, refurbishing or replacing an asset to bring it back to its original capacity and performance capability.
- 5.3.3 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 costs.
- 5.3.4 The annual required renewal costs reflect the amount needed to be spent on assets that have deteriorated to a point at which renewal is required based on the community's level of service expectations.
- 5.3.5 Typically, building infrastructure assets in condition 4 will provide a poor level of service and will need to be renewed in the short-to medium-term and assets in condition 5 may require urgent and immediate renewal or replacement.

## Renewal plan

- 5.3.6 Assets requiring renewal are identified from estimates of remaining life obtained from the condition survey. The estimated service life of whole structure building assets ranges between 50-60 years. Based on the asset conditions recorded in the asset register, approximately 30% of Council's whole structure building assets have a remaining life estimated to be greater than 30 years as shown in Figure 5.3.6.

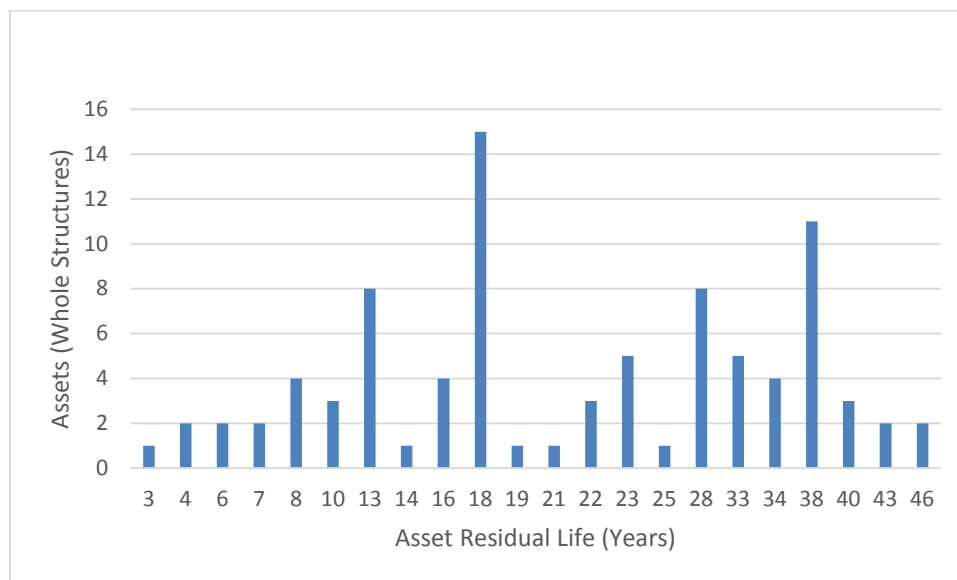


Figure 5.3.6: Buildings Assets- Whole Structures Residual Life as at 30 June 2021

- 5.3.7 The useful lives of building component assets are based on industry standards and are then adjusted, where relevant, to align with local conditions. The range of expected useful lives for our building components is set out in Table 5.3.7.

| Building component        | Expected useful life (years) of asset components |
|---------------------------|--|
| Floor coverings           | 25   |
| Mechanical and electrical | 36   |
| Fixtures & fittings       | 36   |
| Walls                     | 50-60  |
| Ceilings                  | 50-60  |
| Roofs                     | 50-60  |

Figure 5.3.7: Expected useful life of building asset components

- 5.3.8 Council's next scheduled assessment will examine the condition of the building assets and determine renewal requirements. A renewal plan will be prepared on completion of assessment and included in future revisions of this AMP.

## Renewal and replacement strategies

- 5.3.9 Council will plan capital renewal and replacement projects to meet level of service objectives and minimise infrastructure service risks by:
- Planning and scheduling renewal projects to deliver the defined level of service in the most efficient manner;
  - Undertaking project scoping for all capital renewal and replacement projects to identify:

- the service delivery ‘deficiency’, present risk, and optimum time for renewal/replacement;
- the project objectives to rectify the deficiency; and
- the range of options, estimated capital and life cycle costs for each options that could address the service deficiency;
- Using ‘low cost’ renewal methods (cost of renewal is less than replacement) wherever possible;
- Maintain a current infrastructure risk register for assets and service risks associated with providing services from infrastructure assets, and reporting very high, high risks and residual risks after treatment to management and Council;
- Review current and required skills base and implement workforce training and development to meet required construction and renewal needs;
- Maintain a current hierarchy of critical assets and capital renewal treatments and timings required; and
- Review management of capital renewal and replacement activities to obtain best value for resources used.

#### Renewal standards

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- 5.3.10 Renewal work is always carried out to current standards and capacity unless a reduced capacity can be justified.

#### Summary of projected renewal expenditure

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- 5.3.11 Projected future renewal expenditures are forecast to increase over time as the asset stock ages. The projected capital renewal program is shown in Appendix C.
- 5.3.12 Deferred renewal, i.e. those assets identified for renewal and not scheduled for renewal in capital works programs, are to be included in the risk assessment process in the risk management plan.
- 5.3.13 Renewals are to be funded from capital works programs and grants where available.

#### Impact of Deferring Renewal Works

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- 5.3.14 Renewal works identified in terms of renewal strategies may be deferred if the cost (or aggregate cost) is beyond the current financial ability to fund it. This can occur when there are short term renewal profile peaks, or higher priority works are required on other infrastructure asset groups.
- 5.3.15 When renewal works are deferred, the impact of the deferral on the assets ability to still provide the required level of service will be assessed. Although the deferral of some renewal works may not impact significantly on the short-term operation of the assets, repeated deferral will create a liability (backlog) in the longer term.

## 5.4 Creation/Acquisition/Upgrade Plan

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- 5.4.1 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. These assets from growth are considered in Section 4.4.
- 5.4.2 Council is not anticipating any significant changes in the populations of the Shire. Therefore, there will be little change in the demand for our building assets.

## **5.5 Disposal Plan**

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- 5.5.1 Disposal includes any activity associated with disposal of a decommissioned asset including sale, demolition or relocation.
- 5.5.2 No building infrastructure assets are currently identified for possible decommissioning and disposal.

## 6. RISK MANAGEMENT

### 6.1 Risk Assessment

- 6.1.1 Risk management is defined in AS/NZS 4360:2004 as “the culture, processes and structures that are directed towards realising potential opportunities whilst managing adverse effects”.
- 6.1.2 Council is committed to the identification and elimination or reduction of risks associated with hazards that arise throughout Council’s operations as far as reasonably practicable. Our risk assessment process includes:
- Identifying credible risks;
  - Analysing the likelihood of the risk event occurring;
  - Assessing the consequences should the event occur;
  - Developing a risk rating (‘likelihood’ times ‘consequences’, as shown in Table 6.1.3 below);
  - Evaluating the risk; and
  - Detailing a risk treatment plan for non-acceptable risks.
- 6.1.3 An assessment of risks associated with service delivery from infrastructure assets has identified critical risks that will result in loss or reduction in service from infrastructure assets or a ‘financial shock’ to the organisation. The risk assessment process identifies credible risks, the likelihood of the risk event occurring, the consequences should the event occur, develops a risk rating, evaluates the risk and develops a risk treatment plan for non-acceptable risks.

Table 6.1.3: Uralla Shire Council Risk Matrix

|                | CONSEQUENCES |        |          |              |              |
|----------------|--------------|--------|----------|--------------|--------------|
| LIKELIHOOD     | Minimal      | Minor  | Moderate | Major        | Catastrophic |
| Almost certain | Medium       | Medium | High     | Catastrophic | Catastrophic |
| Likely         | Medium       | Medium | High     | Catastrophic | Catastrophic |
| Possible       | Low          | Medium | Medium   | High         | Catastrophic |
| Unlikely       | Low          | Low    | Medium   | High         | High         |
| Rare           | Low          | Low    | Medium   | Medium       | High         |

### 6.2 Strategic Infrastructure Risks

- 6.2.1 Some high-level infrastructure based risks have been identified that are associated with the management of building infrastructure assets. These strategic risks are identified in Table 6.2.1.

Table 6.2.1: Strategic Infrastructure Risks

| Risk Details / Event  | Likelihood | Consequence | Risk   | Existing Controls   | Controls Adequate | Actions Needed / Treatment Plan  |
|---|------------|-------------|--------|---|-------------------|--|
| Poor design/construction causes damage or injury  | Unlikely   | Major       | High   | Designs and construction projects by suitably qualified and experienced people  | Y                 | N/A  |
| Damage caused by vandalism including graffiti   | Possible   | Moderate    | Medium | <ul style="list-style-type: none"> <li>Install security systems</li> <li>Hold adequate insurance</li> </ul>   | Y                 |  |
| Overall condition of assets decrease due to inadequate renewal and maintenance programs | Likely     | Moderate    | High   | <ul style="list-style-type: none"> <li>Inspect assets regularly</li> <li>Routine maintenance</li> <li>Conduct renewal work as required</li> <li>Allocate funds to asset renewal reserve</li> </ul>  | N                 | Develop Asset Inspection strategy and long term renewals plan              |
| Changes in legislation affect responsibilities of the Council                           | Unlikely   | Moderate    | Medium | Monitor legislative changes   | Y                 |  |
| Resource constraints affect the management of the assets                                | Possible   | Major       | High   | None  | N                 | Allocate funds to an asset renewal reserve                                 |
| Failure of materials supplies   | Possible   | Major       | High   | None  | N                 | Obtain alternative supply arrangements for critical materials              |
| Buildings are damaged or destroyed by fire, severe storm, or flooding                   | Unlikely   | Major       | High   | <ul style="list-style-type: none"> <li>Maintain and conduct regular inspections of fire alarms and monitor known flooding hot spots</li> <li>Maintain network as per Stormwater Drainage AMP</li> <li>Hold adequate insurance</li> <li>Develop business continuity plans</li> </ul> | Y                 |  |
| Impact on climate change on assets  | Possible   | Major       | High   | Monitor conditions of assets  | Y                 | Identify impacts on assets and develop strategies to manage climate change |
| Buildings become obsolete / no longer required  | Possible   | Moderate    | Medium | Plan to replace or sell buildings as appropriate  | Y                 |  |
| Buildings fail to meet the Disability Discrimination Act requirements and other codes   | Possible   | Minor       | Medium | Assess assets<br>Optimise funding   | Y                 |  |



- 6.3.1 Critical assets are specific assets which have a high consequence of failure but not necessarily a high likelihood of failure. For example, failure would cause a financial loss within the community or a marked reduction of service.
- 6.3.2 By identifying critical assets and critical failure modes, Council can target and refine inspection regimes, maintenance plans and capital expenditure plans at appropriate times.
- 6.3.3 Operations and maintenances activities may also be targeted to mitigate critical assets failure and maintain service levels. These activities may include increased inspection frequency and higher maintenance intervention levels.
- 6.3.4 Council has determined that the following building assets are critical assets:
- Uralla and Bundarra Water Treatment Plants
  - Uralla Sewer Treatment Plant
  - Bundarra Sewer Treatment Plant
  - Council Depot
  - Council Administration Offices and Chambers (including main server room)
  - McMaugh Gardens Aged Care Facility
  - Community Centre

## 7. FINANCIAL SUMMARY

### 7.1 Financial Statements and Projections

- 7.1.1 This asset management plan identifies the projected operations, maintenance and capital renewal expenditures required to provide the sufficient level of service to the community over a 10 year period. This plan provides input into the long term financial plan aimed at providing the required services in a sustainable manner.
- 7.1.2 The total amount of expenditure for building infrastructure operations, maintenance and capital over the next ten years is forecast to be approximately \$3,266,586.
- 7.1.3 Projected operating (operations and maintenance) and capital expenditure (renewal and upgrade/expansion/new assets), net disposal expenditure and estimated budget funding are set out in Table 7.1.3.

Table 7.1.3: Projected Operating and Capital Expenditure

| Description                        | 2022/23 | 2023/24 | 2024/25  | 2025/26  | 2026/27  | 2027/28 | 2028/29  | 2029/30 | 2030/31 | 2031/2032 |
|------------------------------------|---------|---------|----------|----------|----------|---------|----------|---------|---------|-----------|
| <b>Income</b>                      | 143,422 | 147,008 | 150,683  | 154,450  | 158,311  | 162,269 | 166,326  | 170,484 | 174,746 | 179,115   |
| Grants                             | 0       | 0       | 0        | 0        | 0        | 0       | 0        | 0       | 0       | 0         |
| Known grants for capital expansion |         |         |          |          |          |         |          |         |         |           |
| Borrowings                         | 0       | 0       | 0        | 0        | 0        | 0       | 0        | 0       | 0       | 0         |
| <b>Total income</b>                | 143,422 | 147,008 | 150,683  | 154,450  | 158,311  | 162,269 | 166,326  | 170,484 | 174,746 | 179,115   |
| <b>Expenditure</b>                 |         |         |          |          |          |         |          |         |         |           |
| Operations and Maintenance         | 54,232  | 61,116  | 333,375  | 101,036  | 88,632   | 89,436  | 53,812   | 54,236  | 59,732  | 334,279   |
| Capital renewal                    | 11,500  | 87,000  | 32,100   | 367,200  | 565,100  | \$-     | 527,300  | \$-     | \$-     | 446,500   |
| Capital expansion                  | \$ -    | \$ -    | \$ -     | \$ -     | \$ -     | \$ -    | \$ -     | \$ -    | \$ -    | \$ -      |
| <b>Total expenditure</b>           | 65,732  | 148,116 | 365,475  | 468,236  | 653,732  | 89,436  | 581,112  | 54,236  | 59,732  | 780,779   |
| <b>Surplus / (Shortfall)</b>       | 77,690  | -1,108  | -214,792 | -313,786 | -495,421 | 72,833  | -414,786 | 116,248 | 115,014 | -601,664  |

Renewals

7.1.3 Asset age and condition based renewals plans have been developed which provide a more realistic renewals pattern and renewals expenditure requirements. Although the plan provides optimal year of renewals for each asset, to set the budget to match the pattern is not practical. Therefore, it is important to review the renewals plan against estimated depreciation and establish a reserve that can be used as required.

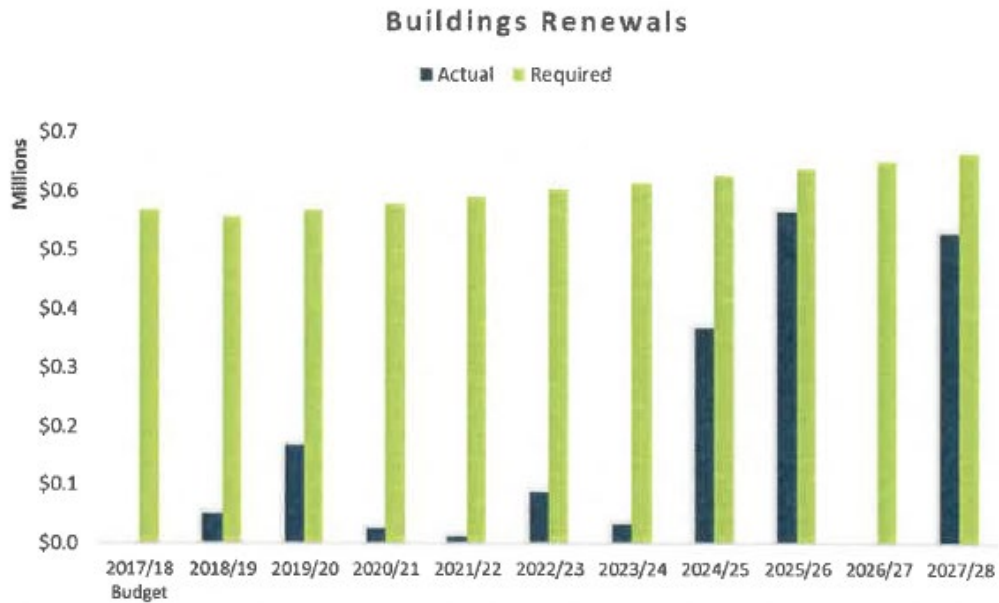


Figure 7.1.3.1 Buildings Renewal Costs

Operations and Maintenance

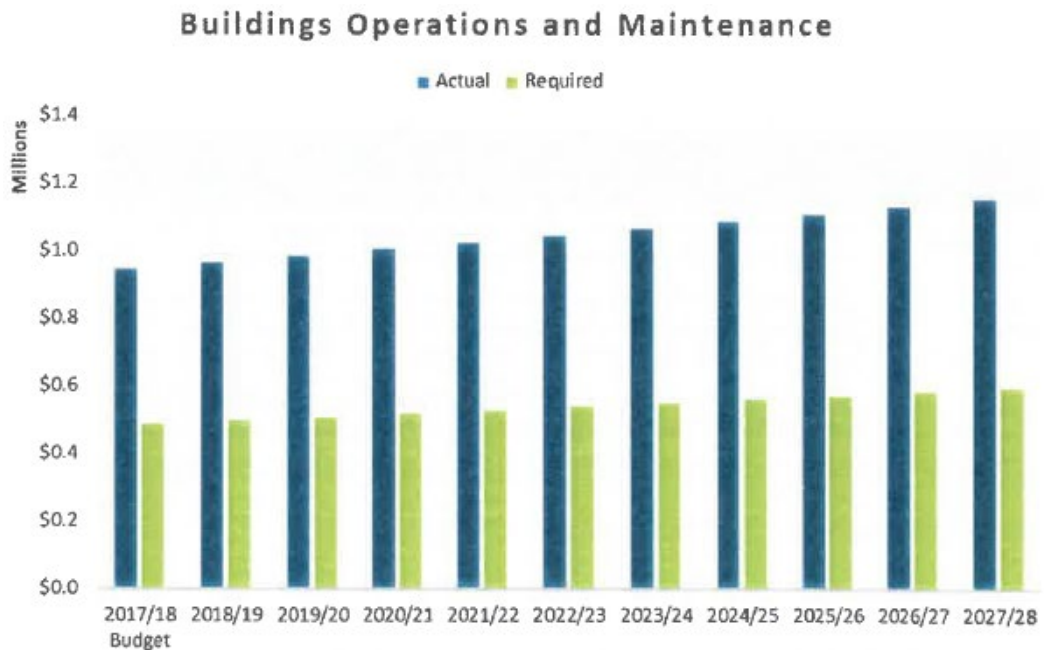


Figure 7.1.3.2 Buildings Operations and Maintenance Costs

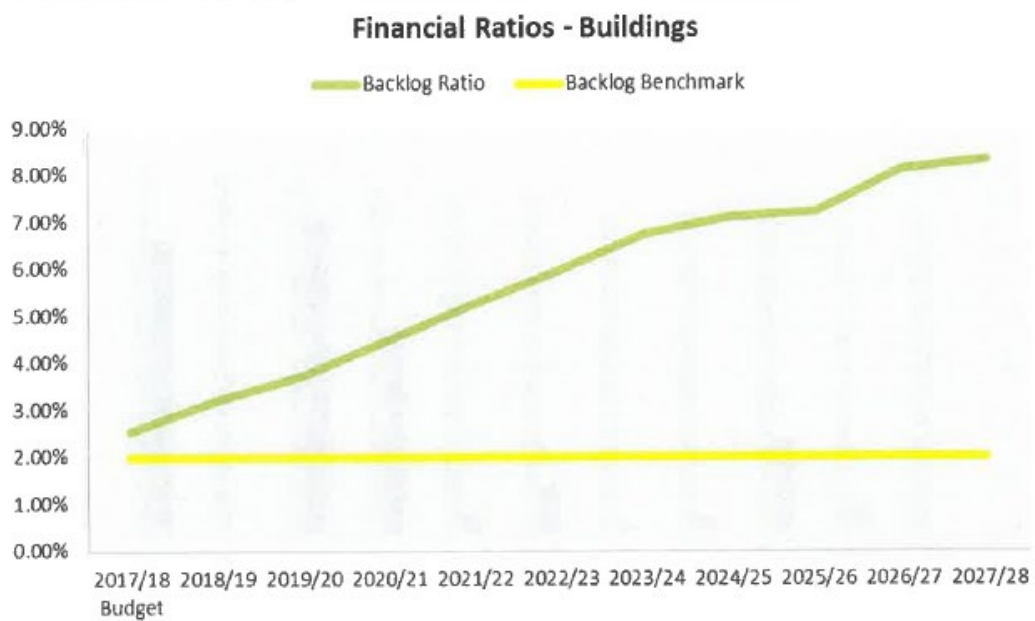


Figure 7.1.3.3 Buildings Financial Ratios

Financial sustainability in service delivery

- 7.1.5 There are three 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/expenditures and medium term projected/budgeted expenditures over 5 and 10 years of the planning period.
- 7.1.6 The capacity to meet the projected/budgeted expenditures is dependent upon the capacity of the organisation to provide sufficient funding from its own resources to sustain the ongoing costs.
- 7.1.7 **Life cycle costs** (or whole of life costs) are the total annual costs that are required to sustain the service levels over the assets life. Life cycle costs include the original purchase, operations, depreciation and maintenance expenditure to hold the asset over its period of use.
- 7.1.8 A comparison should be used between the predicted life cycle costs and actual life cycle expenditure to highlight any differences. If the life cycle expenditure is more than that life cycle cost, it is most likely that charges will need to be increased to meet requirements.
- 7.1.9 Life cycle costs can be compared to life cycle expenditure to give an indicator of sustainability in service provision. Life cycle expenditure includes operations, maintenance and capital renewal expenditure. Life cycle expenditure will vary depending on the timing of asset renewals.
- 7.1.10 A shortfall between life cycle cost and life cycle expenditure is the life cycle gap.

7.1.11 The expenditure projections in Table 7.1.11 below look at the annual expenditure gap by comparing planned budgets in the Long Term Financial Plan against the required expenditure, calculated based on best practices. The allocation of adequate budget in each budget category demonstrates Council's knowledge and understanding of asset's life cycle requirements.

Table 7.1.11: Annual Expenditure Gap

|                                 | 2022/23             | 2023/24             | 2024/25            | 2025/26            | 2026/27            | 2027/28             | 2028/29            | 2029/30             | 2030/31             |
|---------------------------------|---------------------|---------------------|--------------------|--------------------|--------------------|---------------------|--------------------|---------------------|---------------------|
| <b>Actual ('000)</b>            |                     |                     |                    |                    |                    |                     |                    |                     |                     |
| Renewal                         | \$11,500            | \$87,000            | \$32,100           | \$367,200          | \$565,100          | \$-                 | \$527,300          | \$-                 | \$-                 |
| New and Expanded Assets         | \$0                 | \$0                 | \$0                | \$0                | \$0                | \$0                 | \$0                | \$0                 | \$0                 |
| Maintenance                     | \$54,232            | \$61,116            | \$333,375          | \$101,036          | \$88,632           | \$89,436            | \$53,812           | \$54,236            | \$59,732            |
| <b>Total Expenditure</b>        | <b>\$65,732</b>     | <b>\$148,116</b>    | <b>\$365,475</b>   | <b>\$468,236</b>   | <b>\$653,732</b>   | <b>\$89,436</b>     | <b>\$581,112</b>   | <b>\$54,236</b>     | <b>\$59,732</b>     |
| <b>Required ('000)</b>          |                     |                     |                    |                    |                    |                     |                    |                     |                     |
| Required Renewal (Depreciation) | \$662,068           | \$684,362           | \$707,802          | \$732,471          | \$758,461          | \$785,874           | \$814,824          | \$845,434           | \$877,844           |
| New and Expanded Assets         | \$0                 | \$0                 | \$0                | \$0                | \$0                | \$0                 | \$0                | \$0                 | \$0                 |
| Required O&M <sup>2</sup>       | \$541,000           | \$551,000           | \$562,000          | \$574,000          | \$585,000          | \$597,000           | \$608,343          | \$619,902           | \$631,680           |
| <b>Total</b>                    | <b>\$1,203,068</b>  | <b>\$1,235,362</b>  | <b>\$1,269,802</b> | <b>\$1,306,471</b> | <b>\$1,343,461</b> | <b>\$1,382,874</b>  | <b>\$1,423,167</b> | <b>\$1,465,336</b>  | <b>\$1,509,524</b>  |
| <b>Overall (GAP)</b>            | <b>-\$1,137,336</b> | <b>-\$1,087,246</b> | <b>-\$904,327</b>  | <b>-\$838,235</b>  | <b>-\$689,729</b>  | <b>-\$1,293,438</b> | <b>-\$842,055</b>  | <b>-\$1,411,100</b> | <b>-\$1,449,792</b> |

7.1.12 The life cycle costs and life cycle expenditure comparison highlights any difference between present outlays and the average cost of providing the service over the long term. If the life cycle expenditure is less than that life cycle cost, it is most likely that outlays will need to be increased or cuts in services made in the future.

7.1.13 Knowing the extent and timing of any required increase in outlays and the service consequences if funding is not available will assist organisations in providing services to their communities in a financially sustainable manner. This is the purpose of the asset management plans and long term financial plan.

<sup>2</sup> Figures taken from Morrison Low modelling report 2018

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

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- 7.1.14 This asset management plan identifies the projected operations, maintenance and capital renewal expenditures required to provide an agreed level of service to the community over a 10 year period. This provides input into 10 year financial and funding plans aimed at providing the required services in a sustainable manner.
- 7.1.15 These projected expenditures may be compared to budgeted expenditures in the 10 year period to identify any funding shortfall. In a core asset management plan, a gap is generally due to increasing asset renewals for ageing assets.
- 7.1.16 The projected operations, maintenance and capital renewal expenditure required over the 10 year planning period is \$ 3,266,586. This is budgeted cost to sustain the current level of service at the lowest life-cycle cost
- 7.1.17 Estimated (budget) operations, maintenance and capital renewal funding is \$326,658 per year giving a 10 year funding shortfall of \$1,042,836 per year.

#### Medium Term – 5 year financial planning period

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- 7.1.18 The projected operations, maintenance and capital renewal expenditure required over the first 5 years of the planning period is \$ 1,701, 291.

#### Financial Sustainability Indicators

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- 7.1.19 Providing services from infrastructure in a sustainable manner requires the matching and managing of service levels, risks, projected expenditures and funding to achieve a financial sustainability. Projected asset renewals in the 10 year planning period are set out in Appendix C.
- 7.1.20 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.
- 7.1.21 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.
- 7.1.22 We manage the 'gap' by developing this asset management plan to provide guidance on future service levels and resources required to provide these services, and review future services, service levels and costs with the community.

## **7.2 Funding Strategy**

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- 7.2.1 Council funds building infrastructure assets through rent, hire fees, grants, general funds, and borrowings.
- 7.2.2 Income such as rent and fees is generated from the users and tenants of the building portfolio.
- 7.2.3 Grant funding is required when major projects need to be undertaken.
- 7.2.4 General funds are used in two ways for our building infrastructure assets. Firstly, they are used to support the maintenance of our building infrastructure assets. Secondly, they are used to build an asset renewal reserve each year. This will help in reducing Council's reliance on grant funding for renewal projects.
- 7.2.5 Council also has the option of borrowing to support investments in building infrastructure assets. This option requires careful monitoring of Council's debt service ratio.

## 7.3 Valuations

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### Asset valuations

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7.3.1 The value of assets recorded in the asset register as at 30 June 2021 covered by this asset management plan is shown below. Building infrastructure assets were last revalued at 30 June 2018.

|                              |              |
|------------------------------|--------------|
| Current Replacement Cost     | \$26,275,363 |
| Depreciable Amount           | \$13,495,966 |
| Depreciated Replacement Cost | \$12,779,396 |
| Annual Depreciation Expense  | \$638,820    |

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

|  |       |
|--|-------|
| Asset Consumption<br>(Depreciation/Depreciable Amount)         | 95%   |
| Asset renewal<br>(Capital renewal exp/Depreciable amount)      | 0.12% |
| Annual Upgrade/New<br>(Capital upgrade exp/Depreciable amount) | 0     |
| Annual Upgrade/New<br>(including contributed assets)           | 0     |

7.3.3 Council is currently renewing assets at 11.5% of the rate they are being consumed and is not increasing its asset stock.

7.3.4 To provide services in a financially sustainable manner, Council will need to renew assets at the rate they are being consumed over the medium-long term, and fund the life cycle costs for all new assets and services in its long term financial plan.

### Valuation Forecasts

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7.3.5 Asset values are forecast to increase over the planning period as Asset renewal is minimal

7.3.6 Figure 7.3.6 shows the projected replacement cost asset values over the planning period.

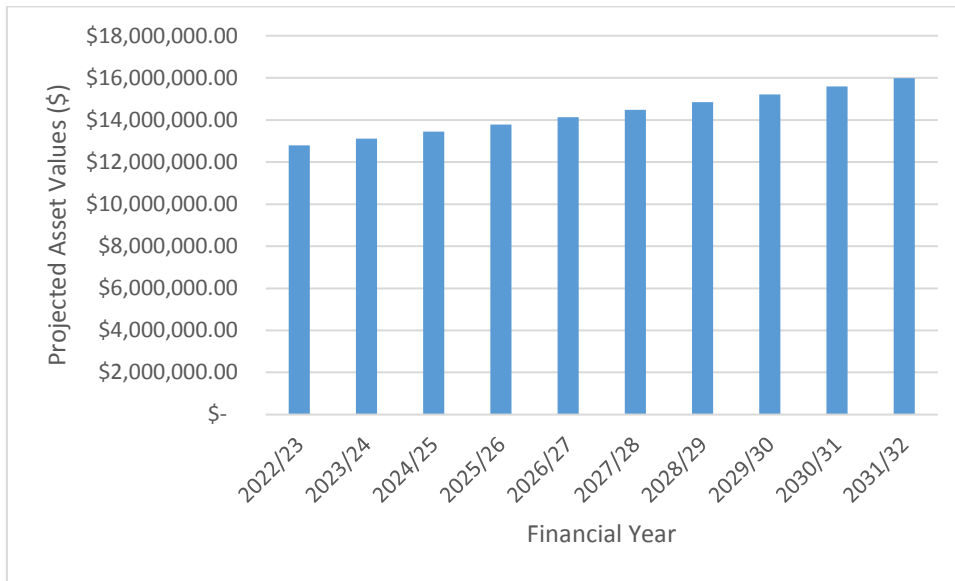


Figure 7.3.6: Projected Asset Values

7.3.7 Depreciation expense values are forecast in line with asset values as shown in Figure 7.3.7.

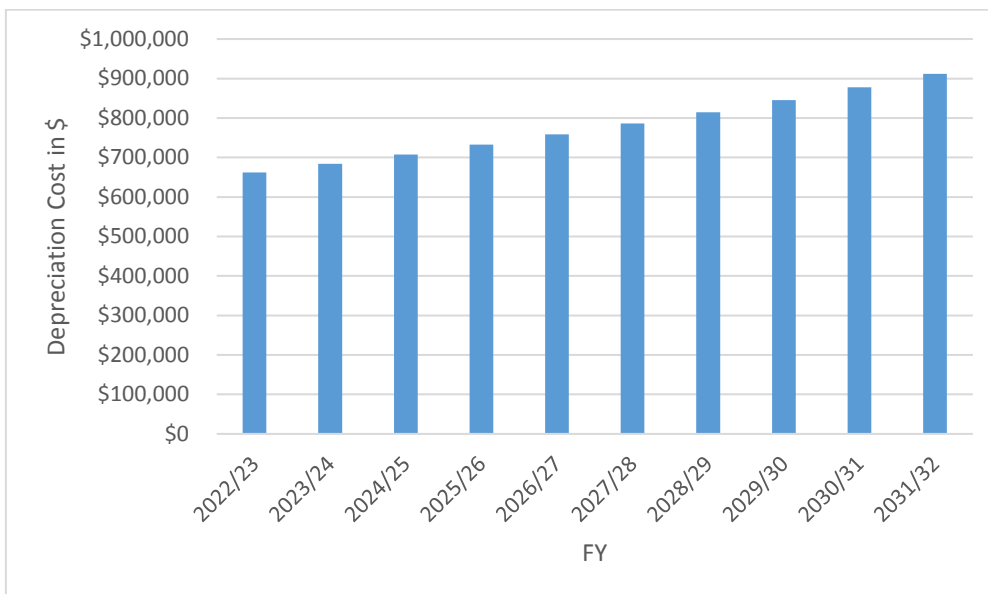


Figure 7.3.7: Projected Depreciation Expense

7.3.8 The depreciated replacement cost (current replacement cost less accumulated depreciation) will vary over the forecast period depending on the rates of addition of new assets, disposal of old assets and consumption and renewal of existing assets. Forecast of the assets' depreciated replacement cost is shown in Figure 7.3.8.



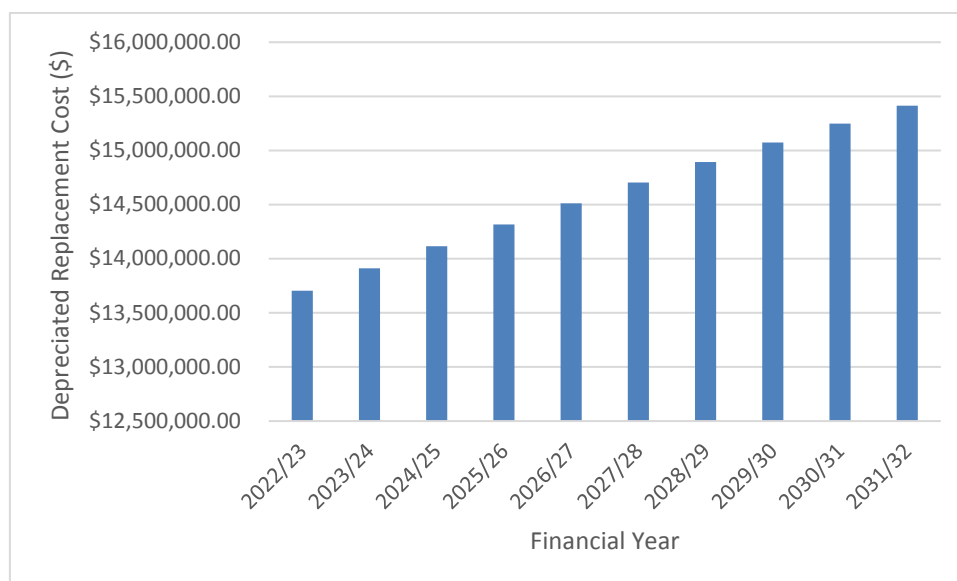


Figure 7.3.8: Projected Depreciated Replacement Cost

## 7.4 Factors affecting supply of building infrastructure assets

### Funding Uncertainties

- 7.4.1 Uralla Shire Council is highly reliant on grant funding and its rates revenues are limited.
- 7.4.2 Based on the size of our communities, it is difficult to fund the provision of our building infrastructure assets. Council will need to seek ongoing government funding, where available, to maintain and enhance our building infrastructure assets.

### Council's asset renewal backlog

- 7.4.3 Assets that are below the minimum condition rating do not meet Council's minimum levels of service. Such assets will require renewal. These assets form part of Council's renewal backlog and Council should be ensuring that these assets are brought up to the agreed levels of service.
- 7.4.4 Council's asset renewal backlog will need to be funded.

### Staff and resource shortages

- 7.4.5 As with financial constraints on the provision of our building infrastructure assets, difficulties in recruiting and retaining staff can be a challenge for Council. As a large rural Council, Council often faces challenges in filling technical and managerial positions. When technical or managerial positions are vacant it can affect Council's ability to provide some of the services expected by the community.

## 8. IMPROVEMENT PLAN AND MONITORING

### 8.1 Asset Management Practices

#### Accounting/Financial Systems

- 8.1.1 Council uses Authority and Magiq software for its financial/accounting systems. The system is managed by Council's Finance Section and produces quarterly financial reports for Council, while also producing reports for annual financial statements for audit and production to the Uralla Shire community.
- 8.1.2 Council manages and is responsible for all of the accounting, budgeting and financial aspects of all of its assets. The primary issue for the financial systems section is to:
- Conduct regular asset valuations;
  - Ensure valuations match what is out in the field; and
  - Undertake regular updates to the system.

#### Accountabilities for Financial Systems

- 8.1.3 Under the *Local Government Act 1993*, Council must meet certain financial reporting requirements. These include budget reviews with all AMP sections within the Council. Council must also provide an annual report outlining the year's achievements, in terms of meeting its objectives and performance targets as it had set out. The annual report also outlines the amount of expenditure required to meet the standards set in the asset plans, the amount of annual maintenance required to keep the assets at the level of service specified, and Council's maintenance program for the year in relation to the work carried out.
- 8.1.4 The determination of expenditure as capital or maintenance is a combination of purpose, value and economic life of the asset received from the expenditure. The guidelines for the determination are set out in Note C1-7 of the Annual Financial Statements as adopted annually by Council.
- 8.1.5 **Initial Recognition:** All non-current assets purchased are capitalised as the expenditure is incurred and assets are depreciated from the first full year of use. For the initial recognition, an asset's cost is measured at its fair value, plus all expenditure that is directly attributable to the acquisition. Where settlement of any part of an asset's cash consideration is deferred, the amounts payable in the future are discounted to their present value as at the date of recognition or date of exchange of the asset to arrive at fair value. The discount rate used is the Council's incremental borrowing rate, being the rate at which a similar borrowing could be obtained from an independent financier under comparable terms and conditions.
- 8.1.7 **Materiality:** Assets with an economic life in excess of one year are only capitalised where the cost of acquisition exceeds materiality thresholds established by Council for each type of asset. In determining and in annually reviewing such thresholds, regard is had to the nature of the asset and its estimated service life.
- 8.1.9 **Subsequent Costs:** Subsequent costs are added to an asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to Council and the cost of the item can be measured reliably.
- 8.1.10 **Maintenance:** All other expenditure on building infrastructure asset, including the excess of fair value addition expense noted above, is recorded as repairs and maintenance and charged to the Income Statement during the financial period in which they are incurred.

## Asset Management Systems

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- 8.1.11 A number of systems and registers are used by the Council for the purpose of building infrastructure asset management:
- Microsoft® Excel spreadsheets – manipulate, interrogate and report on asset data
  - Civica© “Authority” software – finance system
  - TRIM (© (HP Software Division) – records and document management
- 8.1.12 The responsibility for operating and maintaining the core Asset Management systems relating to building infrastructure assets is with the Asset Manager and the Director Infrastructure and Development. The development of an annual budget allocation is between the Director, the Chief Financial Officer, and the General Manager, based upon the ten year financial plan forward estimates. Responsibilities of key stakeholders are set out in Appendix D.
- 8.1.13 Currently, there is no core corporate system for asset management thus various duplications of assets records exist in different databases and have misaligned information. There are no direct links with operations and maintenance expenses and the individual asset.
- 8.1.14 The ongoing maintenance of this system should become a core function within Council’s operations. Linking Council’s asset management system and financial system (Authority) is identified as a key strategy to improve Council’s asset management practices.

## Information Flow Requirements and Processes

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- 8.1.15 The key information flows *into* this asset management plan are:
- Council strategic and operational plans,
  - Service requests from the community,
  - Network assets information,
  - The unit rates for categories of work/materials,
  - Current levels of service, expenditures, service deficiencies and service risks,
  - Projections of various factors affecting future demand for services and new assets acquired by Council,
  - Future capital works programs, and
  - Financial asset values.
- 8.1.16 The key information flows *from* this asset management plan are:
- The projected Works Program and trends,
  - The resulting budget and long term financial plan expenditure projections, and
  - Financial sustainability indicators.
- 8.1.17 The information flows listed above will impact the Long Term Financial Plan, annual budget, and departmental business plans and budgets.

## 8.2 Improvement Program

8.2.1 The building infrastructure asset management improvement program generated from this asset management plan is shown in Table 8.2.1.

*Table 8.2.1: Improvement Program*

| No | Action  | Priority | Responsibility | Timeline |
|----|---|----------|----------------|----------|
| 1  | Review and confirm expenditure for all buildings sub-categories into renewals, new, maintenance and operational   | High     | Asset Manager  | 2023/24  |
| 2  | Carry out building inspections to determine correct value of assets in Condition 4 and 5.   | High     | Asset Manager  | 2022/23  |
| 3  | Re-calculate buildings backlog using new condition assessment results and regenerate renewals plan  | High     | Asset Manager  | 2023-25  |
| 4  | Review and adopt acceptable Level of Services in consultation with community, update any changes and measure progress annually  | High     | Asset Manager  | 2022/23  |
| 5  | Review and establish clear assumptions and approach for calculating depreciation and backlog. Apply this consistent approach across all asset sub categories to obtain most accurate backlog. Prioritise and create a plan to address the backlog by reaching an acceptable level, as consulted and agreed with the community | High     | Asset Manager  | 2023-25  |
| 6  | Review and finalise buildings critical assets. Once agreed by Council as significant assets, develop emergency response plans, budgets and resources  | High     | Asset Manager  | 2022/23  |
| 7  | Prioritise and plan buildings asset renewals to meet agreed service levels based on community's importance, asset category priority and site inspections. Standardise renewal expenditure where possible and reserve any extra funds separately for later use   | Medium   | Asset Manager  | 2024/25  |
| 8  | Review and update future life cycle costs (unit rates) to improve accuracy of estimated lifecycle costs   | Medium   | Asset Manager  | 2024/25  |

## 8.3 Monitoring and Review Procedures

- 8.3.1 This asset management plan will be reviewed during annual budget preparation and amended to recognise any material changes in service levels and/or resources available to provide those services as a result of the budget decision process.
- 8.3.2 This plan will be updated annually accurately represent the current service level, asset values, projected operations, maintenance, capital renewal and replacement, capital upgrade/new and asset disposal expenditures and projected expenditure values incorporated into Council's long term financial plan.
- 8.3.3 This plan has a life of four years and is due for complete revision and updating within twelve months of each Council election.

## 8.4 Performance Measures

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

- The degree to which the required projected expenditures identified in this AMP are incorporated into the organisation's long term financial 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 AMP; and
- The degree to which the existing and projected service levels and service consequences (what we cannot do), risks and residual risks are incorporated into the organisation's Strategic Plan and associated plans.

### Key Performance Benchmarks

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8.4.2 Council monitors and assesses its performance with respect to maintaining and renewing its assets using key performance benchmarks. These benchmarks are used to measure how well Council is meeting the community's expectations in relation to the condition of its assets.

8.4.2 Council recognises the importance of working with the local community when managing the Uralla Shire's assets on behalf of the community. Council works with the community in two important ways. Firstly, it creates community service expectations. These summarise what the community wants. Secondly, it measures its progress in meeting these community service expectations against key performance benchmarks.

8.4.3 By using community-focussed performance benchmarks, Council maintenance and improvements to building infrastructure assets are directly relevant to the community.

8.4.4 The key performance benchmarks that have been established for the building infrastructure assets are outlined in Table 3.5.2.

## REFERENCES

- 1 NSW Office of Local Government, 2021, *Integrated Planning & Reporting Handbook for Local Councils in NSW*, ISBN 978-1-922001-90-0, [www.olg.nsw.gov.au](http://www.olg.nsw.gov.au).
- 2 DVC, 2006, *Asset Investment Guidelines*, Glossary, Department for Victorian Communities, Local Government Victoria, Melbourne, <http://www.dpcd.vic.gov.au/localgovernment/publications-and-research/asset-management-and-financial>.
- 3 IPWEA, 2006, *International Infrastructure Management Manual*, Institute of Public Works Engineering Australia, Sydney, [www.ipwea.org.au](http://www.ipwea.org.au).
- 4 IPWEA, 2008, *NAMS.PLUS Asset Management* Institute of Public Works Engineering Australia, Sydney, [www.ipwea.org.au/namsplus](http://www.ipwea.org.au/namsplus).
- 5 IPWEA, 2009, *Australian Infrastructure Financial Management Guidelines*, Institute of Public Works Engineering Australia, Sydney, [www.ipwea.org.au/AIFMG](http://www.ipwea.org.au/AIFMG).

## APPENDICES

Appendix A Schedule of Assets – Whole Structures

Appendix B Schedule of Assets – Buildings Fittings

Appendix C Project 10 Year Renewal Program

Appendix D Key Stakeholder Responsibilities

Appendix E Glossary of Terms

## Appendix A – Schedule of Assets (Whole Structure)

| Buildings – Whole Structure - Asset Description               | Condition<br>(1-5) | Current value<br>\$ | At cost value<br>\$ |
|---|--------------------|---------------------|---------------------|
| Amenities 17 Queen St Uralla                                  | 3                  | \$38,862            | \$110,000           |
| Caretakers Residence / Office 17 Queen St Uralla              | 3                  | \$12,002            | \$60,000            |
| Community Centre - Tableland Community Support Options        | 3                  | \$148,500           | \$270,000           |
| Courthouse 9 Hill ST Uralla                                   | 4                  | \$101,499           | \$290,000           |
| Records Storage Shed Depot Rd Uralla                          | 2                  | \$14,165            | \$20,000            |
| Council Chambers 32 Salisbury St Uralla                       | 2                  | \$149,999           | \$200,000           |
| Main Administration Building Uralla 32 Salisbury St Uralla    | 3                  | \$273,000           | \$780,000           |
| Old Shed Bendemeer St Bundarra                                | 4                  | \$6,533             | \$47,000            |
| Amenities Bendemeer St Bundarra                               | 4                  | \$1,441             | \$10,000            |
| Amenities & Lunchroom, Machinery Parking Bay, Depot Rd Uralla | 3                  | \$130,666           | \$330,000           |
| Sign Store Depot Rd Uralla                                    | 3                  | \$1,365             | \$4,600             |
| Depot, Office and Workshops Depot Rd Uralla                   | 3                  | \$129,200           | \$380,000           |
| Small Store (next to Gantry Shed) Depot Rd Uralla             | 3                  | \$10,817            | \$32,000            |
| Large Store (next to Gantry shed) Depot Rd Uralla             | 4                  | \$21,210            | \$88,000            |
| Gantry Shed Depot Rd Uralla                                   | 3                  | \$161,958           | \$480,000           |
| Main Shed Bendemeer St Bundarra                               | 3                  | \$64,015            | \$190,000           |
| Flammables Store, Depot Road Uralla                           | 4                  | \$1,590             | \$8,000             |
| Explosives Bunker, Depot Road, Uralla                         | 3                  | \$5,815             | \$13,000            |
| Old Fuel Store (Stages) - Depot Road Uralla                   | 5                  | 0                   | 0                   |
| Shed 29 Bendemeer St Bundarra                                 | 3                  | \$4,899             | \$9,800             |
| Shed and Equipment Thunderbolts Way Rocky River               | 2                  | \$66,876            | \$90,000            |
| Shed and Equipment 2653 Thunderbolts Way Yarrowyck            | 2                  | \$48,199            | \$75,000            |
| Shed and Equipment 6 Bilga Rd Invergowrie                     | 2                  | \$128,180           | \$170,000           |
| Shed and Equipment 4411 Kingstown Rd Kingstown                | 2                  | \$48,199            | \$75,000            |
| Shed and Equipment Turkey Creek Ag Site Retreat Rd Balala     | 2                  | \$60,249            | \$75,000            |
| Shed and Equipment 43 Eastern Ave Kentucky                    | 2                  | \$108,448           | \$170,000           |
| Bundarra Bushfire Shed 1-3 Oliver St Bundarra                 | 2                  | \$69,663            | \$94,000            |
| Bundarra Health Centre and Grace Munro Aged Hostel /Bundarra  | 3                  | 0                   | 0                   |
| Bundarra Health Centre and Grace Munro Aged Hostel /Bundarra  | 3                  | \$193,500           | \$430,000           |
| Bundarra Health Centre and Grace Munro Aged Hostel /Bundarra  | 3                  | \$81,000            | \$180,000           |
| Bundarra Health Centre and Grace Munro Aged Hostel /Bundarra  | 3                  | \$86,341            | \$180,341           |
| Bundarra Health Centre and Grace Munro Aged Hostel /Bundarra  | 3                  | \$125,903           | \$371,474           |
| Bundarra Health Centre and Grace Munro Aged Hostel /Bundarra  | 3                  | \$22,500            | \$50,000            |
| Bundarra Health Centre and Grace Munro Aged Hostel /Bundarra  | 3                  | \$166,666           | \$400,000           |
| Bundarra Health Centre and Grace Munro Aged Hostel /Bundarra  | 3                  | \$27,613            | \$67,951            |
| Aged Persons Unit x 4 15 Hill ST Uralla                       | 3                  | \$66,499            | \$190,000           |
| Library 106 Bridge St Uralla                                  | 2                  | \$240,499           | \$370,000           |
| Storage Shed at Depot - Uralla Library - Depot Road           | 1                  | \$3,535             | \$4,400             |
| Garage behind Court House 9 Hill St Uralla                    | 4                  | \$10,450            | \$75,000            |
| Cubby 5 Hill St Uralla  | 2                  | \$6,270             | \$9,200             |
| Preschool 5 Hill St Uralla                                    | 3                  | \$212,272           | \$339,709           |

| <b>Buildings – Whole Structure - Asset Description</b>                 | <b>Condition<br/>(1-5)</b> | <b>Current value<br/>\$</b> | <b>At cost value<br/>\$</b> |
|--|----------------------------|-----------------------------|-----------------------------|
| Shed, Hill Street Uralla (Preschool)                                   | 1                          | \$7,423                     | 9,300                       |
| Public Toilets Pioneer Cemetery (Workorder 399)                        | 2                          | \$5,080                     | \$6,900                     |
| Public Toilets Salisbury St Uralla (Pioneer Park)                      | 2                          | \$63,503                    | \$86,000                    |
| Public Toilets Hill St Uralla  | 4                          | \$14,447                    | \$60,000                    |
| Public Toilets Noalimba Ave Kentucky                                   | 3                          | \$9,062                     | \$21,000                    |
| Public Toilet Block 17A Queen St Uralla (Alma Park)                    | 2                          | \$44,547                    | \$60,000                    |
| Public Toilets, Rotary Park, Barleyfields Rd Uralla                    | 3                          | \$47,310                    | \$140,000                   |
| Public Toilets Court St Bundarra                                       | 3                          | \$65,356                    | \$190,000                   |
| Public Toilets Thunderbolts Way Bundarra                               | 4                          | \$12,357                    | \$51,000                    |
| Public Toilets Salisbury St  | 5                          | 0                           | 0                           |
| Public Toilets Hampden Park  | 5                          | \$5,350                     | \$7,983                     |
| Public Toilets Emu Crossing  | 5                          | 0                           | 0                           |
| Public Toilets Kentucky Recreation Reserve                             | 5                          | 0                           | 0                           |
| Public Toilets Hall  | 5                          | 0                           | 0                           |
| Public Toilets Kingstown   | 2                          | \$8,787                     | \$14,000                    |
| Public Toilets Bilga Road Invergowrie                                  | 2                          | \$13,209                    | \$18,000                    |
| Public Toilet, Turkey Creek Hall, Retreat Road Balala                  | 5                          | \$755                       | \$19,000                    |
| Gostwyck Road BMX - Toilet Block M/F                                   | 3                          | \$44,631                    | \$92,349                    |
| Memorial Hall 27 Salisbury St Uralla                                   | 3                          | 0                           | 0                           |
| Bundarra School of Arts Hall 29 Bendemeer St Bundarra                  | 4                          | 0                           | 0                           |
| Uralla Memorial Hall STRUCTURE - 27 Salisbury Street Uralla            | 3                          | \$139,221                   | \$220,515                   |
| Bundarra School of Arts Hall STRUCTURE - 29 Bendemeer St Bundarra      | 1                          | \$72,256                    | \$246,841                   |
| Ranbuild Shed at McMaugh Gardens                                       | 2                          | \$14,714                    | \$20,000                    |
| Large Shed 39 King ST Uralla   | 2                          | \$13,577                    | \$18,000                    |
| McMaugh Gardens Aged Care Centre 39 King ST Uralla                     | 3                          | \$896,499                   | \$1,630,000                 |
| Office Treatment Works Rd Rocky River                                  | 3                          | \$53,602                    | \$120,000                   |
| Old Lunch Room Treatment Works Rd Rocky River                          | 4                          | \$2,679                     | \$18,000                    |
| Sewerage Siteworks EP 4000 (Sewer Treatment Work Building)             | 2                          | \$183,220                   | \$285,090                   |
| Shed Rifle Range Road Rocky River                                      | 1                          | \$9,489                     | \$11,000                    |
| Amenities Fossicking Area 135 Devoncourt Rd Uralla (Wooldridge         | 3                          | \$3,275                     | \$9,600                     |
| Rotunda 17A Queen St Uralla  | 3                          | \$141                       | \$600                       |
| Tennis Club Plane Ave Uralla   | 3                          | \$58,961                    | \$110,000                   |
| Sporting Complex, Squash Courts and Amenities Plane Ave Uralla         | 3                          | \$98,600                    | \$290,000                   |
| Amenities 29 Bendemeer St Bundarra                                     | 4                          | \$28,009                    | \$120,000                   |
| Uralla Sporting Complex (Extension in 2017-18) - Canteen and Amenities | 5                          | 0                           | 0                           |
| SES Offices & Garage Area (Workorder 562)                              | 2                          | \$154,238                   | \$240,000                   |
| Long Shelter Wood St Uralla  | 3                          | \$19,356                    | \$60,000                    |
| Uralla Swimming Pool - Amenities & Kiosk - Wood St Uralla              | 4                          | \$114,893                   | \$369,458                   |
| Visitor Information Centre 104 Bridge St Uralla                        | 2                          | \$246,156                   | \$380,000                   |
| Storage Shed at Depot - Tourism - Depot Road                           | 1                          | \$3,535                     | \$4,400                     |
| Green Communication Building - Mt Mutton Lookout Road Uralla           | 2                          | \$5,302                     | \$8,800                     |
| White Old Communications Building - Mt Mutton Lookout Road Uralla      | 3                          | \$1,060                     | \$3,500                     |



| <b>Buildings – Whole Structure - Asset Description</b>           | <b>Condition<br/>(1-5)</b> | <b>Current value<br/>\$</b> | <b>At cost value<br/>\$</b> |
|--|----------------------------|-----------------------------|-----------------------------|
| Rotunda  | 3                          | \$113                       | \$500                       |
| Water Supply - Main Building Uralla                              | 3                          | 0                           | 0                           |
| Old Treatment Building Uralla                                    | 3                          | \$37,659                    | \$86,000                    |
| Bundarra Water Treatment Plant Goldfinch Rd Bundarra             | 1                          | \$39,215                    | \$47,000                    |
| Shed - Water and Sewer, Depot Road, Uralla                       | 3                          | \$13,919                    | \$28,000                    |
| Old water facilities building STRUCTURE - Waterworks Road Uralla | 3                          | \$107,649                   | \$320,000                   |
| CRC Shed at Uralla Waste & Recycling                             | 2                          | \$145,968                   | \$200,000                   |
| Transfer Station Tip Rd Uralla                                   | 3                          | \$95,445                    | \$180,000                   |
| Main Shed - Recycling Depot Tip Rd Uralla                        | 3                          | \$135,215                   | \$400,000                   |
| Recycling Shed   | 3                          | \$1,104                     | \$2,200                     |
| Uralla Landfill Office & Shed                                    | 3                          | \$9,544                     | \$18,000                    |
| Crusher Compound, Tip Road Uralla                                | 4                          | \$7,070                     | \$35,000                    |
| Site Office - Kingstown Waste Transfer                           | 2                          | \$13,400                    | \$18,000                    |
| <b>TOTAL</b>   | -                          | <b>\$6,117,336</b>          | <b>\$13,015,516</b>         |

## Appendix B – Schedule of Assets (Buildings Fittings)

| Buildings – Buildings Fittings - Asset Description Summary            | Condition<br>(1-5) | Current Value<br>\$ | At Cost Value<br>\$ |
|---|--------------------|---------------------|---------------------|
| Main Office Building Uralla Roof - 32 Salisbury St Uralla             | 3                  | \$136,500           | \$136,500           |
| Main Office Building Uralla Walls (Internal) - 32 Salisbury St Uralla | 3                  | \$162,000           | \$162,000           |
| Main Office Building Uralla Fixtures & Fittings - 32 Salisbury St     | 3                  | \$132,394           | \$132,394           |
| Main Office Building Uralla Ceilings - 32 Salisbury St Uralla         | 3                  | \$54,000            | \$54,000            |
| Main Office Building Uralla Mechanical & Electrical - 32 Salisbury St | 3                  | \$350,000           | \$350,000           |
| Main Office Building Uralla Floor Coverings - 32 Salisbury St Uralla  | 3                  | \$60,000            | \$60,000            |
| Depot, Office and Workshops Roof - Depot Rd Uralla                    | 3                  | \$81,600            | \$81,600            |
| Depot, Office and Workshops Walls - Depot Rd Uralla                   | 3                  | \$2,720             | \$2,720             |
| Depot, Office and Workshops Fixtures & Fittings - Depot Rd Uralla     | 3                  | \$14,400            | \$14,400            |
| Depot, Office and Workshops Ceilings - Depot Rd Uralla                | 3                  | \$2,720             | \$2,720             |
| Depot, Office and Workshops Mechanical & Electrical - Depot Rd Uralla | 3                  | \$28,800            | \$28,800            |
| Depot, Office and Workshops Floor Coverings - Depot Rd Uralla         | 3                  | \$4,480             | \$4,480             |
| Council Chambers Roof - 32 Salisbury St Uralla                        | 2                  | \$75,000            | \$75,000            |
| Council Chambers Walls (Internal) - 32 Salisbury St Uralla            | 2                  | \$70,499            | \$70,499            |
| Council Chambers Fixtures & Fittings - 32 Salisbury St Uralla         | 2                  | \$67,888            | \$67,888            |
| Council Chambers Ceilings - 32 Salisbury St Uralla                    | 2                  | \$23,249            | \$23,249            |
| Council Chambers Mechanical & Electrical - 32 Salisbury St Uralla     | 2                  | \$158,888           | \$158,888           |
| Council Chambers Floor Coverings - 32 Salisbury St Uralla             | 2                  | \$27,300            | \$27,300            |
| Grace Munro Centre Re-Roofing Dawkins St Bundarra                     | 3                  | 0                   | 0                   |
| Underpinning Grace Munro Centre                                       | 5                  | 0                   | 0                   |
| Aged Persons Units (4) Roof - 15 Hill St Uralla                       | 3                  | \$29,050            | \$29,050            |
| Aged Persons Units (4) Walls (Internal) - 15 Hill St Uralla           | 3                  | \$25,550            | \$25,550            |
| Aged Persons Units (4) Fixtures & Fittings - 15 Hill St Uralla        | 3                  | \$36,666            | \$36,666            |
| Aged Persons Units (4) Ceilings - 15 Hill St Uralla                   | 3                  | \$9,100             | \$9,100             |
| Aged Persons Units (4) Mechanical & Electrical - 15 Hill St Uralla    | 3                  | \$7,000             | \$7,000             |
| Aged Persons Units (4) Floor Coverings - 15 Hill St Uralla            | 3                  | \$4,800             | \$4,800             |
| McMaugh Gardens Fire Sprinkler System                                 | 5                  | 0                   | 0                   |
| McMaugh Gardens Aged Care Centre Roof - 39 King St Uralla             | 3                  | \$379,500           | \$379,500           |
| McMaugh Gardens Aged Care Centre Walls (Internal) - 39 King St Uralla | 3                  | \$625,220           | \$625,220           |
| McMaugh Gardens Aged Care Centre Fixtures & Fittings - 39 King St     | 3                  | \$729,807           | \$729,807           |
| McMaugh Gardens Aged Care Centre Ceilings - 39 King St Uralla         | 3                  | \$139,504           | \$139,504           |
| McMaugh Gardens Aged Care Centre Mechanical & Electrical - 39 King St | 3                  | \$802,002           | \$802,002           |
| McMaugh Gardens Aged Care Centre Floor Coverings - 39 King St Uralla  | 3                  | \$260,580           | \$260,580           |
| Uralla Library Roof - 106 Bridge Street, Uralla                       | 2                  | \$104,000           | \$104,000           |
| Uralla Library Walls (Internal) - 106 Bridge Street, Uralla           | 2                  | \$91,000            | \$91,000            |
| Uralla Library Fixtures & Fittings - 106 Bridge Street, Uralla        | 2                  | \$95,833            | \$95,833            |
| Uralla Library Ceilings - 106 Bridge Street, Uralla                   | 2                  | \$44,200            | \$44,200            |
| Uralla Library Mechanical & Electrical - 106 Bridge Street, Uralla    | 2                  | \$261,944           | \$261,944           |
| Uralla Library Floor Coverings - 106 Bridge Street, Uralla            | 2                  | \$40,800            | \$40,800            |
| Uralla Memorial Hall Roof - 27 Salisbury Street Uralla                | 3                  | \$48,400            | \$48,400            |
| Uralla Memorial Hall Walls (Internal) - 27 Salisbury Street Uralla    | 3                  | \$92,614            | \$92,614            |

| <b>Buildings – Buildings Fittings - Asset Description Summary</b>     | <b>Condition<br/>(1-5)</b> | <b>Current Value<br/>\$</b> | <b>At Cost Value<br/>\$</b> |
|---|----------------------------|-----------------------------|-----------------------------|
| Uralla Memorial Hall Fixtures & Fittings - 27 Salisbury Street Uralla | 3                          | \$39,915                    | \$39,915                    |
| Uralla Memorial Hall Ceilings - 27 Salisbury Street Uralla            | 3                          | \$11,880                    | \$11,880                    |
| Uralla Memorial Hall Mechanical & Electrical - 27 Salisbury Street    | 3                          | \$43,999                    | \$43,999                    |
| Uralla Memorial Hall Floor Coverings - 27 Salisbury Street Uralla     | 3                          | \$31,824                    | \$31,824                    |
| Community Centre incl TCSO Roof - 9 Hill St Uralla                    | 3                          | \$71,499                    | \$71,499                    |
| Community Centre incl TCSO Walls (Internal) - 9 Hill St Uralla        | 3                          | \$66,000                    | \$66,000                    |
| Community Centre incl TCSO Fixtures & Fittings - 9 Hill St Uralla     | 3                          | \$63,333                    | \$63,333                    |
| Community Centre incl TCSO Ceilings - 9 Hill St Uralla                | 3                          | \$22,550                    | \$22,550                    |
| Community Centre incl TCSO Mechanical & Electrical - 9 Hill St Uralla | 3                          | \$153,055                   | \$153,055                   |
| Community Centre incl TCSO Floor Coverings - 9 Hill St Uralla         | 3                          | \$25,500                    | \$25,500                    |
| Courthouse Roof - 9 Hill St Uralla                                    | 4                          | \$35,000                    | \$35,000                    |
| Courthouse Walls (Internal) - 9 Hill St Uralla                        | 4                          | \$45,499                    | \$45,499                    |
| Courthouse Fixtures & Fittings - 9 Hill St Uralla                     | 4                          | \$43,333                    | \$43,333                    |
| Courthouse Ceilings - 9 Hill St Uralla                                | 4                          | \$15,400                    | \$15,400                    |
| Courthouse Mechanical & Electrical - 9 Hill St Uralla                 | 4                          | \$103,333                   | \$103,333                   |
| Courthouse Floor Coverings - 9 Hill St Uralla                         | 4                          | \$16,500                    | \$16,500                    |
| Sporting Complex, Squash Courts and Amenities Roof - Plane Ave Uralla | 3                          | \$51,000                    | \$51,000                    |
| Sporting Complex, Squash Courts and Amenities Walls (Internal) -      | 3                          | \$12,920                    | \$12,920                    |
| Sporting Complex, Squash Courts and Amenities Fixtures & Fittings -   | 3                          | \$14,176                    | \$14,176                    |
| Sporting Complex, Squash Courts and Amenities Ceilings - Plane Ave    | 3                          | \$54,493                    | \$54,493                    |
| Sporting Complex, Squash Courts and Amenities Mechanical & Electrical | 3                          | \$27,000                    | \$27,000                    |
| Sporting Complex, Squash Courts and Amenities Floor Coverings - Plane | 3                          | \$39,200                    | \$39,200                    |
| Bundarra School Of Arts Hall Roof - 29 Bendemeer St Bundarra          | 1                          | \$13,440                    | \$13,440                    |
| Bundarra School Of Arts Hall Walls (Internal) - 29 Bendemeer St       | 1                          | \$30,956                    | \$30,956                    |
| Bundarra School Of Arts Hall Fixtures & Fittings - 29 Bendemeer St    | 1                          | \$15,062                    | \$15,062                    |
| Bundarra School Of Arts Hall Ceilings - 29 Bendemeer St Bundarra      | 1                          | \$44,919                    | \$44,919                    |
| Bundarra School Of Arts Hall Mechanical & Electrical - 29 Bendemeer   | 1                          | \$25,315                    | \$25,315                    |
| Bundarra School Of Arts Hall Floor Coverings - 29 Bendemeer St        | 1                          | \$13,782                    | \$13,782                    |
| Automatic Doors - Library   | 1                          | \$7,372                     | \$7,372                     |
| Old Water Facilities Building Roof - Waterworks Road Uralla           | 3                          | \$187,000                   | \$187,000                   |
| Old Water Facilities Building Walls (Internal) - Waterworks Road      | 3                          | \$14,620                    | \$14,620                    |
| Old Water Facilities Building Fixtures & Fittings - Waterworks Road   | 3                          | \$10,200                    | \$10,200                    |
| Old Water Facilities Building Ceilings - Waterworks Road Uralla       | 3                          | \$31,960                    | \$31,960                    |
| <b>Total</b>  | -                          | <b>\$6,662,060</b>          | <b>\$13,259,847</b>         |

## Appendix C – Projected 10 Year Renewal Program

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## Appendix D – Key Stakeholder Responsibilities

| Stakeholder                           | Role in Buildings Asset Management Plan   |
|---------------------------------------|---|
| Councillors                           | <ul style="list-style-type: none"> <li>• Represent needs of community.</li> </ul>   |
| General Manager                       | <ul style="list-style-type: none"> <li>• Allocate resources to meet the organisation’s objectives in providing services while managing risks.</li> <li>• Authorise Delegations of Authority to undertake AMP works.</li> <li>• Ensure organisation is financial sustainable.</li> </ul> |
| Chief Financial Officer               | <ul style="list-style-type: none"> <li>• Ensure organisation is financial sustainable.</li> </ul>   |
| Director Infrastructure & Development | <ul style="list-style-type: none"> <li>• Coordinate the budget.</li> <li>• Identify changes in work flows or Council requirements.</li> </ul>   |
| Asset Manager                         | <ul style="list-style-type: none"> <li>• Schedule the works and maintenance as per the Asset Management Plan.</li> </ul>  |
| Manager Planning & Development        | <ul style="list-style-type: none"> <li>• Oversee the works of the Asset Management Plan.</li> </ul>   |
| Contractors / Employees               | <ul style="list-style-type: none"> <li>• Undertake the works as per the schedule.</li> </ul>  |

## Appendix E – Glossary of Terms

---

### Annual service cost (ASC)

- 1) Reporting actual cost  
The annual (accrual) cost of providing a service including operations, maintenance, depreciation, finance/opportunity and disposal costs less revenue.
- 2) For investment analysis and budgeting  
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 operations, maintenance, depreciation, finance/ opportunity and disposal costs, less revenue.

### Asset

A resource controlled by an entity as a result of past events and from which future economic benefits are expected to flow to the entity. Infrastructure assets are a sub-class of property, plant and equipment which are non-current assets with a life greater than 12 months and enable services to be provided.

### Asset class

A group of assets having a similar nature or function in the operations of an entity, and which, for purposes of disclosure, is shown as a single item without supplementary disclosure.

### 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 (AM)

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.

### Average annual asset consumption (AAAC)\*

The amount of an organisation's asset base consumed during a reporting period (generally a year). This may be calculated by dividing the depreciable amount by the useful life (or total future economic benefits/service potential) and totalled for each and every asset OR by dividing the carrying amount (depreciated replacement cost) by the remaining useful life (or remaining future economic benefits/service potential) and totalled for each and every asset in an asset category or class.

### Borrowings

A borrowing or loan is a contractual obligation of the borrowing entity to deliver cash or another financial asset to the lending entity over a specified period of time or at a specified point in time, to cover both the initial capital provided and the cost of the interest incurred for providing this capital. A borrowing or loan provides the means for the borrowing entity to finance outlays (typically physical assets) when it has insufficient funds of its own to do so, and for the lending entity to make a financial return, normally in the form of interest revenue, on the funding provided.

### 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 expenditure - expansion

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

### Capital expenditure - new

Expenditure which creates a new asset providing a new service/output that did not exist beforehand. As it increases service potential it may impact revenue and will increase future operations and maintenance expenditure.

### Capital expenditure - renewal

Expenditure on an existing asset or on replacing an existing asset, which returns the service capability 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 generally has no impact on revenue, but may reduce future operations and maintenance expenditure if completed at the optimum time, e.g. resurfacing or re-sheeting a material part of a road network, replacing a material section of a drainage network with pipes of the same capacity, resurfacing an oval.

**Capital expenditure - upgrade**

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 operations and maintenance expenditure in the future because of the increase in the organisation's asset base, egg. widening the sealed area of an existing road, replacing drainage pipes with pipes of a greater capacity, enlarging a grandstand at a sporting facility.

**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

**Capitalisation threshold**

The value of expenditure on non-current assets above which the expenditure is recognised as capital expenditure and below which the expenditure is charged as an expense in the year of acquisition.

**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**

Specific parts of an asset having independent physical or functional identity and having specific attributes such as different life expectancy, maintenance regimes, risk or criticality.

**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, including 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.

**Depreciable amount**

The cost of an asset, or other amount substituted for its cost, less its residual value.

**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.

**Funding gap**

A funding gap exists whenever an entity has insufficient capacity to fund asset renewal and other expenditure necessary to be able to appropriately maintain the range and level of services its existing asset stock was originally designed and intended to deliver. The service capability of the existing asset stock should be determined assuming no additional operating revenue, productivity improvements, or net financial liabilities above levels currently planned or projected. A current funding gap means service levels have already or are currently falling. A projected funding gap if not addressed will result in a future diminution of existing service levels.

**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 that contribute to meeting the needs of organisations or the 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 separate 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.

**Key performance indicator**

A qualitative or quantitative measure of a service or activity used to compare actual performance against a standard or other target. Performance indicators commonly relate to statutory limits, safety, responsiveness, cost, comfort, asset performance, reliability, efficiency, environmental protection and customer satisfaction.

**Level of service**

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

**Life Cycle Cost**

1. **Total LCC** The total cost of an asset throughout its life including planning, design, construction, acquisition, operation, maintenance, rehabilitation and disposal costs.
2. **Average LCC** The life cycle cost (LCC) is average cost to provide the service over the longest asset life cycle. It comprises annual operations, 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 operations, maintenance and capital renewal expenditure incurred in providing the service in a particular year. Life Cycle Expenditure may be compared to average Life Cycle Cost to give an initial indicator of life cycle sustainability.

**Loans / borrowings**

See borrowings.



## **Maintenance**

All actions necessary for retaining an asset as near as practicable to its original condition, including regular ongoing day-to-day work necessary to keep assets operating, egg road patching but excluding rehabilitation or renewal. It is operating expenditure required to ensure that the asset reaches its expected useful life.

- **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.
- **Reactive maintenance**  
Unplanned repair work that is carried out in response to service requests and management/supervisory directions.
- **Significant maintenance**  
Maintenance work to repair components or replace sub-components that needs to be identified as a specific maintenance item in the maintenance budget.
- **Unplanned maintenance**  
Corrective work required in the short-term to restore an asset to working condition so it can continue to deliver the required service or to maintain its level of security and integrity.

## **Maintenance and renewal gap**

Difference between estimated budgets and projected required expenditures for maintenance and renewal of assets to achieve/maintain specified service levels, totalled over a defined time (e.g. 5, 10 and 15 years).

## **Maintenance and renewal sustainability index**

Ratio of estimated budget to projected expenditure for maintenance and renewal of assets over a defined time (egg 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**

The notion of materiality guides the margin of error acceptable, the degree of precision required and the extent of the disclosure required when preparing general purpose financial reports. Information is material if its omission, misstatement or non-disclosure has the potential, individually or collectively, to influence the economic decisions of users taken on the basis of the financial report or affect the discharge of accountability by the management or governing body of the entity.

## **Modern equivalent asset**

Assets that replicate what is in existence with the most cost-effective asset performing the same level of service. It is the most cost efficient, currently available asset which will provide the same stream of services as the existing asset is capable of producing. It allows for technology changes and, improvements and efficiencies in production and installation techniques

## **Net present value (NPV)**

The value to the organisation of the cash flows associated with an asset, liability, activity or event calculated using a discount rate to reflect the time value of money. It is the net amount of discounted total cash inflows after deducting the value of the discounted total cash outflows arising from egg the continued use and subsequent disposal of the asset after deducting the value of the discounted total cash outflows.

## **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, egg. parks and playgrounds, footpaths, roads and bridges, libraries, etc.

## **Operations expenditure**

Recurrent expenditure, which is continuously required to provide a service. In common use the term typically includes, egg power, fuel, staff, plant equipment, on-costs and overheads but excludes maintenance and depreciation. Maintenance and depreciation is on the other hand included in operating expenses.

## **Operating expense**

The gross outflow of economic benefits, being cash and non-cash items, during the period arising in the course of ordinary activities of an entity when those outflows result in decreases in equity, other than decreases relating to distributions to equity participants.

**Pavement management system**

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

**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).

**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 operations and maintenance expenditure.

**Recurrent funding**

Funding to pay for recurrent expenditure.

**Rehabilitation**

See capital renewal expenditure definition above.

**Remaining useful life**

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

**Renewal**

See capital renewal expenditure definition above.

**Residual value**

The estimated amount that an entity would currently obtain from disposal of the asset, after deducting the estimated costs of disposal, if the asset were already of the age and in the condition expected at the end of its useful life.

**Revenue generating investments**

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

**Risk management**

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

**Section or segment**

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

**Service potential**

The total future service capacity of an asset. It is normally determined by reference to the operating capacity and economic life of an asset. A measure of service potential is used in the not-for-profit sector/public sector to value assets, particularly those not producing a cash flow.

**Service potential remaining**

A measure of the future economic benefits remaining in assets. It may be expressed in dollar values (Fair Value) or as a percentage of total anticipated future economic benefits. 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 (Depreciated Replacement Cost/Depreciable Amount).

**Strategic Longer-Term Plan**

A plan covering the term of office of councillors (4 years minimum) reflecting the needs of the community for the foreseeable future. It brings together the detailed requirements in the council's longer-term plans such as the asset management plan and the long-term financial plan. The plan is prepared in consultation with the community and details where the council is at that point in time, where it wants to go, how it is going to get there, mechanisms for monitoring the achievement of the outcomes and how the plan will be resourced.

**Specific 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.

**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.

**Value in Use**

The present value of future cash flows expected to be derived from an asset or cash generating unit. 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 net cash inflows, where the entity would, if deprived of the asset, replace its remaining future economic benefits.

Source: IPWEA, 2009, Glossary

# Uralla

URALLA SHIRE COUNCIL



| <b>Document Control</b>      |                | <b>Transport Asset Management Plan</b>  |               |                 |                 |
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|                              |                |   |               |                 |                 |

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## 1. EXECUTIVE SUMMARY

### Uralla Local Government Area

Uralla Shire is a medium sized NSW rural council with a population of 6,150 people and an area of 3,230 km<sup>2</sup> located approximately 545km northwest of Sydney on the New England Highway. One of the major issues facing the Uralla Council is the provision of adequate funding for roads maintenance, renewals and upgrades to cope with increased traffic volume, population and higher community expectations.

This Transport Asset Management Plan (TAMP) is one of seven proposed asset management plans covering all community assets for which Council is responsible. These fall under the Asset Management Policy and the Asset Management Strategy (see Figure 1.1 below).

Council's transport assets provide the community with roads, pathways, bridges and other traffic related services. The critical issues facing Council's transport assets have been identified and include:

- Provision of adequate funding to meet both maintenance and renewal costs
- Increasing age of assets
- Community pressure to extend the existing sealed road network

#### Transport Services.

The transport network comprises:

#### ROADS

|                                 |          |
|---------------------------------|----------|
| • Local urban sealed roads      | 27.6 km  |
| • Local rural sealed roads      | 294.3 km |
| • Local unsealed roads          | 457.4 km |
| • Regional urban sealed roads   | 5.6 km   |
| • Regional rural sealed road    | 126.5 km |
| • Regional rural unsealed roads | 9.8 km   |
| • Other (parking lanes SH9)     | 1.9 km   |
| • Total unsealed roads (50.6%)  | 467.1 km |
| • Total sealed roads (49.4%)    | 455.9 km |
| • Bulk earthworks               | 923.0 km |

#### FOOTPATHS

|                                   |                            |
|-----------------------------------|----------------------------|
| • Bundarra concrete footpaths     | 1618.4m <sup>2</sup>       |
| • Bundarra spray sealed footpaths | 1720.5m <sup>2</sup>       |
| • Uralla concrete footpaths       | 8924.1m <sup>2</sup>       |
| • Uralla spray sealed footpaths   | 669.0m <sup>2</sup>        |
| • Uralla paved footpaths          | 3022.0m                    |
|                                   | Total 15,954m <sup>2</sup> |

#### KERB AND GUTTERING

|                             |         |
|-----------------------------|---------|
| Concrete kerb and guttering | 29,155m |
|-----------------------------|---------|

#### BRIDGES

|  |    |
|--|----|
| • Regional road concrete/steel bridges | 30 |
| • Regional road timber bridges         | 0  |
| • local roads concrete/steel bridges   | 49 |
| • local roads timber bridges           | 0  |

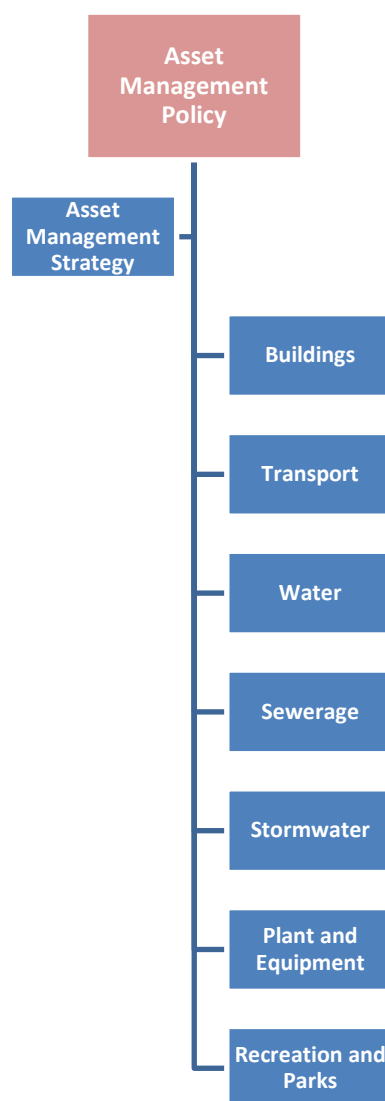


Figure 1.1: Proposed Uralla Council asset management plans

## FOOTBRIDGES

Pedestrian footbridges 3

## TRAFFIC FURNITURE

Items including median strips, refuges, blisters, ramps and speed bumps. 41

## OTHER STRUCTURES

Items consisting of a taxi shelter, bicycle paths, community street store, lighting, car parks including motorcycle shelter, and paved footpaths. 21

In 2021, these transport infrastructure assets had a gross carrying value of \$239,325,000. Further details of the valuation of different asset types is shown in Appendix B.

Transport assets represent 70% of the total value of Council infrastructure, property, plant and equipment assets of \$343,991,000 (values from 30 June 2021 financial statements).

## Basic terms used in this TAMP

- Maintenance – the activities necessary to retain an assets as near as practicable to its original condition and to provide a satisfactory level of service (e.g. road patching, unsealed road grading),
- Renewal – the activities that return the service capability of an asset up to that which it had originally (e.g. frequency of road resurfacing and pavement reconstruction),
- Upgrade – upgrading existing assets and providing new assets to provide a higher level of service (e.g. widening a road, sealing an unsealed road, replacing a culvert or bridge with a larger size).

Note: expanded work category definitions are given in Section 5.1.2.

## What is Council's underlying philosophy in respect to road asset maintenance and renewals?

Uralla Shire Council has budgeted in its 10 year financial plan and proposes to budget annually in its operational plan for a small surplus (including capital grants), thus fully funding its non-cash depreciation expense. The depreciation of transport assets plus some of the small surplus will be utilised in the Transport sector to carry out maintenance of sealed roads, unsealed roads and bridges. In addition, provision is made to reseal between 5% (for local roads) and 6.7% (for regional roads) of the sealed road network, and to gravel resheet between 3.3% (class D roads) and 5% (class B and C roads) of the unsealed road network annually. These annual percentages represent a resealing cycle of between 15 and 20 years and a resheeting cycle of between 20 and 30 years, depending on the road class.

This philosophy is to be implemented concurrently with the outcomes of the 2020 condition assessment by Shepherd Services which identified the timing of required surface treatments (i.e. reseals) and base treatments (i.e. pavement rehabilitation in the case of sealed roads and gravel resheeting in the case of unsealed roads) for the different road types e.g. regional, urban, rural local and unsealed.

So for reseals and resheeting, the long-term average annual allocation will be the amount required to meet the targets outlined above. In some years, depending upon the timing of renewal works resulting from the condition assessment carried out in 2020, the allocation required for these treatments will be higher or lower than the average amount required to meet the adopted cycle times.

Whilst this philosophy will drive the preparation of future budgets, the determination of actual projects to be included in annual operations plans will need to be verified by field inspection to cater for any local changes in traffic volumes or composition and/or unexpected impacts of weather or any other factor which may have led to accelerated deterioration of pavements or seals in particular segments.

The final program of works will be determined by an inspection of the current condition of the asset with renewals deferred as late as possible until the components reach the end of their useful life.



When preparing this plan, the priorities for available funding have been allocated firstly for maintenance and secondly for renewals. Upgrade works should only be undertaken with additional external grant funding specifically earmarked for upgrades (e.g. LRCI program).

Funding provision for upgrade works, other than those which have been approved by Council, have not been included in this plan. A list of 12 identified candidate projects has been prepared and ranked using the adopted Roads Assessment Model. These desired but unfunded upgrade works totalling \$4.92m are identified in Appendix D. In order to carry out these upgrade works Council will need to obtain further grant funding as the current funding levels are only sufficient to carry out necessary maintenance and scheduled renewal works over the 10 year period of the plan.

As grant funding opportunities arise, Council will submit applications for this funding after considering the latest condition assessment and completing on-site verification inspections.



**Figure 1.2: Condition Level 1 sealed road - Eastern Avenue, after rehabilitation**

This asset management plan supports the goals of the adopted Community Strategic Plan 2022-2031 and in particular strategy 2.3:

*“Communities that are well serviced with essential infrastructure.”*

### **What does it cost?**

The projected cost to provide the services covered by this asset management plan include \$23,911,243 for operations and maintenance (O&M) expenditure on existing assets with a current replacement value of \$239,325,000; together with capital renewal of transport assets of \$29,032,758 over the 10 year planning period from 2022/23 to 2031/32. Adding these amounts gives a total of \$52,944,001 over the 10 year period.

The breakdown of projected costs is set out in the table 1.1 below:

**Table 1.1: 10 Year Summary – All Transport Assets**

| Element                 | 10 Year Projected costs to 2031/32 |              |
|-------------------------|------------------------------------|--------------|
|                         | O&M                                | Capital      |
| Bridges and culverts    | 257,678                            | 0            |
| Footpaths               | 515,356                            | 895,161      |
| K&G                     | 100,830                            | 740,837      |
| Local Urban Streets     | 1,142,745                          | 1,895,976    |
| Unsealed Urban Streets  | 231,910                            | 0            |
| Regional Sealed Roads   | 4,453,120                          | 7,317,420    |
| Regional Unsealed Roads | 446,645                            | 248,152      |
| Rural Sealed Roads      | 4,033,217                          | 11,277,884   |
| Rural Unsealed Roads    | 12,669,098                         | 6,657,327    |
| Parking Facilities      | 60,644                             | 0            |
|                         | \$23,911,243                       | \$29,032,758 |

### What we will do? (Refer Appendices C and D for full details)

Council plans to provide transport services for the following within the 10 year planning period:

- Renew roads, bridges, footpaths, kerb and guttering, and footbridges before assets become unserviceable.
- Extend the shared bike path to the Sports Complex and construct new footpaths in accordance with the priorities contained within the Schedule of Works in the Uralla pedestrian access and mobility plan (PAMP).
- Construct 210m of new kerb and gutter each year.
- Carry out upgrading works on unsealed roads previously approved by Council – see appendix D. In 2021/22 these works were on Old Gostwyck Road, Harriet Gully Road and Corey Road. In 2020/21 a 2km section of Retreat Road was upgraded from unsealed to sealed. Other items may be added as approved by Council from time to time.

### What we cannot do

Council does not have enough funding to provide all services at the desired service levels and provide for all the new works desired by the community. The works and services that cannot be provided under present funding levels are:

- Complete the sealing of MR132 Barraba Road, particularly the “Barraba Gap” realignment of the road.
- Construct a bridge to replace the causeway over Bakers Creek on Barraba Road.
- Renew pavements on local roads other than those identified in Appendix C or approved by Council from time to time.
- Further extend the sealed road network beyond those sections of road identified in Appendix D or approved by Council from time to time.
- Construct new paved footpaths not identified in the PAMP and kerb and gutter in excess of 210m per year unless developer funding or other grant income is received.

### Managing the risks

The following major risks for transport assets have been identified:

- Public safety where reseal, resheeting and renewal cycle times cannot be met.
- Reduction in the quality of service in the case of the unsealed sections of Gostwyck Road (14.9 to 19.0km), Bendemeer Road, Williams Road, Retreat Road, Mihi Road, Barloo Road and Malapatinti Road.
- All weather public access denied or delayed in the case of the Bakers Creek crossing on Barraba Road.

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

- Prioritising maintenance and upgrades.
- Working efficiently to reduce delays.
- Carrying out regular inspections and monitoring.

## The next steps

The actions resulting from this asset management plan are:

- Engage the community on service delivery and funding issues raised in this plan.
- Seek additional funding for the renewal of sealed roads. As examples, Council was successful in receiving grant funding for Stages 1 and 2 of the reconstruction of Hawthorne Drive in 2020, 2021 and 2022, and funding for the pavement renewal of sections of Gostwyck Road, Kingstown Road and Northeys Road.
- Continually improve asset information, unit cost determination and fair value estimation of Council's road network.

## Questions you may have

### What is this plan about?

This asset management plan covers the infrastructure transport assets that serve the wider Uralla community. These assets include the roads, bridges, footbridges, footpaths and kerb and guttering throughout the Council area which enable people to move through and within the Uralla local government area to access work, education, businesses and facilities.

### What is an asset management plan?

Asset management planning is a comprehensive process to identify and deliver services associated with infrastructure and that it is provided in a financially sustainable manner, within the community's capacity to pay for the service.

Asset management plans detail information about infrastructure assets including actions required to provide an agreed level of service in the most cost effective manner. The Plan defines the services to be provided, how the services are provided and what funds are required to provide the services.

### Why is there a funding squeeze?

Significant expenditure is required on regional roads namely Thunderbolts Way, Bundarra Road and Bundarra to Barraba Road that formerly were the responsibility of the State Government. Regional roads maintenance is funded by Transport for NSW to a level determined by formula which may not always deliver the funding necessary to maintain this road at a standard expected by the community. Council's transport network has been constructed from a mixture of government grants and judicious application of fully funded non-cash depreciation. Even so, the cost of ongoing operations, maintenance and replacement exceeds the rate pegging percentages set by the Independent Pricing and Regulatory Tribunal (IPART).

Transport assets deteriorate with the passing of time and require maintenance, resurfacing, rehabilitation or replacement. Over time, the assets' service levels decrease and maintenance costs increase.

Community expectations are also increasing, particularly in the heavy transport sector. Agricultural businesses need the transport cost economies that high mass vehicles can provide. B Doubles and the next generation of high mass vehicle require wider sealed roads to be at their most safe and efficient operation. While the Uralla Shire Council has around 50% of its road network sealed, many of the sealed sections are narrower than required by the higher mass vehicles.

### What options do we have?

Resolving the funding squeeze involves several steps:

1. Improving asset knowledge so that data accurately records the asset inventory, how assets are performing and when assets are not able to provide the required service levels,
2. Establishing the fair value of the road asset and determining the appropriate rate of depreciation of these assets,
3. While living within our means, continue to improve our efficiency in operating, maintaining, replacing existing and constructing new assets to optimise life cycle costs,
4. Identifying and managing risks associated with providing services from infrastructure,
5. Making trade-offs between service levels and costs to ensure that the community receives the best return from infrastructure,
6. Identifying assets surplus to needs for disposal to make saving in future operations and maintenance costs
7. Consulting with the community to ensure that transport services and costs meet community needs,
8. Developing partnership with other bodies, where available to provide services;
9. Seeking additional funding from governments and other bodies to better reflect a 'whole of government' funding approach to infrastructure services.

### What happens if we don't manage the shortfall?

If the funding squeeze cannot be managed, or new sources of revenue found, then it is possible that Council may have to reduce service levels, in some areas. For transport services, the service level reduction may include converting a sealed road to an unsealed surface, or a decrease in the ride quality of road pavements and seals, and a deterioration of footpaths and kerb and gutter throughout the area.

Currently, Council provides service levels (based on GRC of the assets) as in Table 1.2:

**Table 1.2: GRC of the assets service levels**

| Categories             | Current Median Condition Level | Percentage at median or better |
|------------------------|--------------------------------|--------------------------------|
| Sealed roads - surface | 3                              | 96.4%                          |
| Sealed roads - base    | 3                              | 70.0%                          |
| Unsealed roads         | 3                              | 66.0%                          |
| Kerb and guttering     | 2                              | 52.0%                          |
| Footpaths              | 1                              | 46.2%                          |
| Bridges – concrete     | 2                              | 95.4%                          |
| Bridges – timber       | 4                              | 100.0%                         |

The effect of lowering the service level by one condition level is reflected in Figure 1.3 photographs:



**Figure 1.3: Photographs of (A) sealed road – condition 3 and (B) sealed road – condition 4.**

### What can Council do?

Maintain the current asset service level by renewing assets within funding. Either stop upgrading assets or undertake whole of life cost modelling for new/upgraded assets and consult with the community on the option of a special rate variation to pay for the increased level of service.

### What can you do?

Council will be pleased to consider your thoughts on the issues raised in this asset management plan and suggestions on how Council may change or reduce its transport services mix to ensure that the appropriate level of service can be provided to the community within available funding.

### Community consultation

This 'core' asset management plan has been prepared to facilitate community consultation initially through feedback on public display of draft asset management plans prior to adoption by Council. Future revisions of the asset management plan will incorporate community consultation on service levels and costs of providing the service. This

will assist Council and the community in matching the level of service needed by the community, service risks and consequences with the community's ability to pay for the service.

The service levels and the community capacity to pay will underline the funding, and therefore the community contribution required, in the forward estimates within Council's ten year rolling financial plans.

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## 2. INTRODUCTION

### 2.1 Background

This asset management plan demonstrates responsive management of assets (and services provided from assets), compliance with regulatory requirements, and communicates funding needed to provide required levels of service.

The asset management plan is to be read with Council’s Asset Management Policy, Asset Management Strategy and the following associated planning documents:

- Uralla Shire Council Community Strategic Plan 2022-2031
- Uralla Shire Council Ten Year Financial Plan
- Uralla Shire Council Delivery Program
- Uralla Shire Council Operational Plan.

This transport asset management plan has a direct relationship with the Integrated Planning and Reporting Framework, as disclosed in the following diagram:

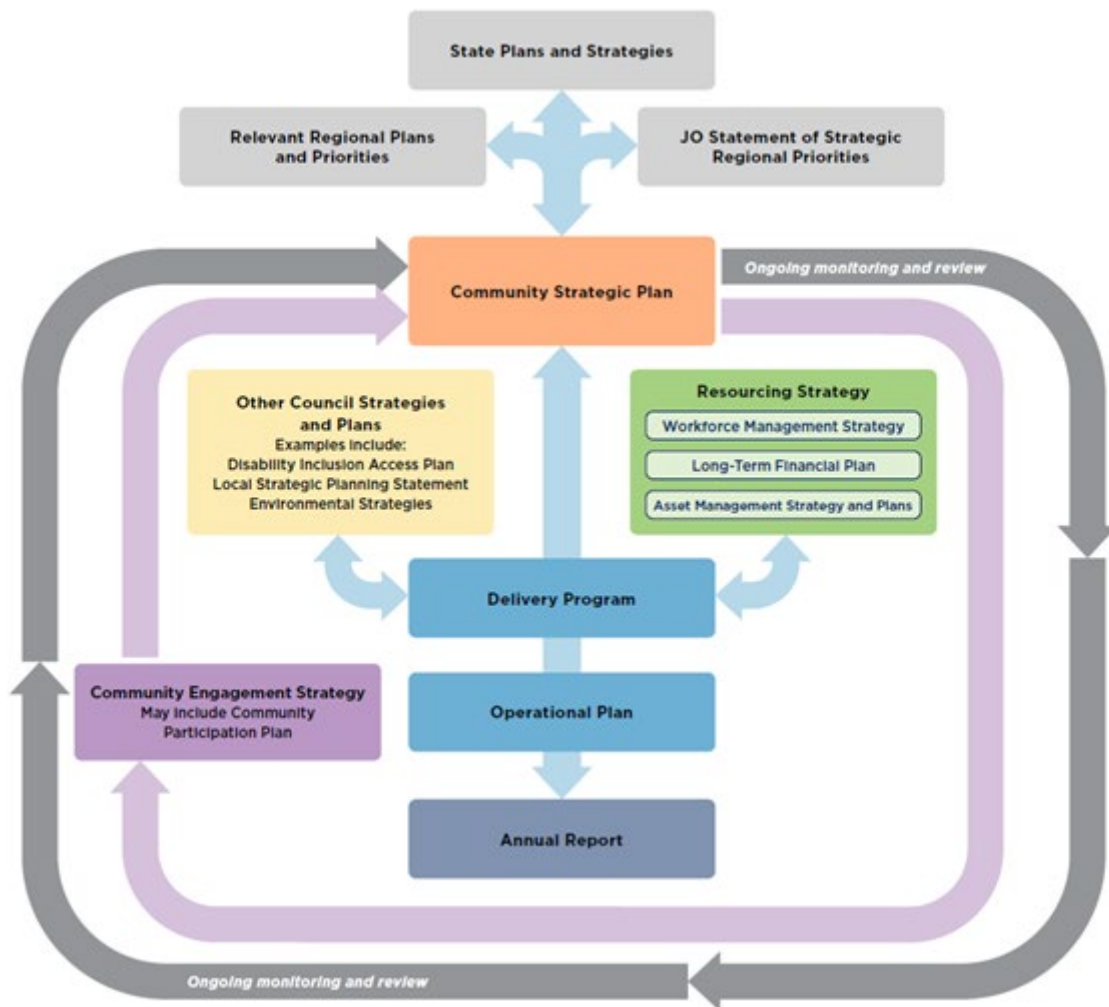
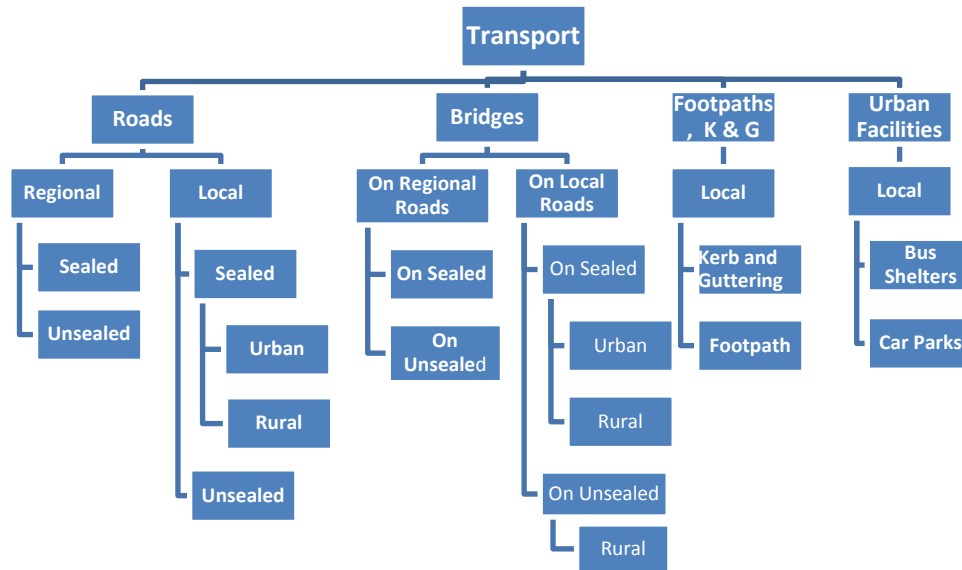


Figure 2.1 Integrated Planning and Reporting Framework



**Figure 2.2: The transport asset hierarchy**

Details of Council’s infrastructure assets covered by this asset management plan are shown in Appendix B.

## 2.2 Goals and objectives of asset management

Part of the role of Council is to provide services to its community and most of these services are provided by infrastructure assets. Council has acquired infrastructure assets by ‘purchase’, by contract, construction by council staff and by donation of assets constructed by developers and others to meet increased levels of service.

Council’s goal in managing infrastructure assets is to meet the required level of service in the most cost effective manner for present and future consumers. The key elements of infrastructure asset management are:

- Taking a life cycle approach,
- Developing cost-effective management strategies for the long term,
- Providing a defined affordable level of service and monitoring performance,
- Understanding and meeting the demands of growth through demand management and infrastructure investment,
- Managing risks associated with asset failures,
- Sustainable use of physical resources,
- Continuous improvement in asset management practises.<sup>1</sup>

The goal of this asset management plan is to:

- Document the services/service levels to be provided and the costs of providing the service,
- Communicate the consequences for service levels and risk, where desired funding is not available, and
- Provide information to assist decision makers in trading off service levels, costs and risks to provide services in a financially sustainable manner.

This asset management plan is prepared under the direction of Council’s Mission, Goals and Objectives as detailed in Council’s adopted Community Strategic Plan.

**Council’s vision is:**

*In 2031 the Uralla Shire community will be vibrant with a growing economy supporting a sustainable quality of life that values its heritage.*

<sup>1</sup> IPWEA, 2006, IIMM Sec 1.1.3, p 1.3.

Council's adopted Community Strategic Plan 2022-2031 (CSP) and Delivery Program contain relevant strategies and actions which relate to the transport assets covered by this asset management plan. The Plan is consistent with the following strategies and actions in the Community Strategic Plan and Delivery Program.

Transport networks are regarded as the lifeblood of economic and social interaction throughout the country. There is inadequate consistent funding from governments, state and federal, to upgrade the roads into and through the local government area. However, from time to time the Federal and State governments have provided some much needed funding to the Uralla, Walcha and Gloucester Councils for improving Thunderbolts Way, the main east-west route through the region.

The Uralla Shire Council's identified actions detailed above together with the target levels of service are outlined below in Table 2.2 are addressed throughout this TAMP.

Table 2.2: Target Levels of Service

| DP Actions Supported  | Target Levels of Service  |
|---|---|
| <p><b>2.3.1</b><br/><b>2.3.2</b><br/><b>1.2.1</b><br/><b>1.2.2</b><br/><b>1.2.3</b></p> | <p>To renew pavements by intervention based on the estimated remaining useful life as determined by the results of the condition assessment of all roads carried out by Shepherd Services in 2020. Similarly, the surface of sealed roads will be resealed based on the remaining useful life of the seal as determined by the condition assessment.</p> <p>To grade all formed unsealed urban roads i.e. 1km, on average once per year.</p> <p>To reseat all urban sealed streets on average once every 15 years, i.e. 1.8km average length per year.</p> <p>To continue to kerb and gutter all urban streets on a progressive basis by constructing an average of 210m of new kerb and gutter each year subject to available funding.</p> <p>To grade un-grassed shoulders of rural regional sealed roads shoulders on average once every two years.</p> <p>To maintain the high quality of the rural sealed road network by adopting a resealing target average of once every 15 years for regional roads and once every 20 years for local roads, i.e. 24.0km average length resealed per year.</p> <p>To grade un-grassed shoulders of rural local sealed roads shoulders on average once every two years.</p> <p>To construct and reconstruct regional roads (Thunderbolts Way, Bundarra Road and Bundarra/Barraba Road) as Transport for NSW or special Federal funding becomes available as part of the sealed road extension by 2031 (local and regional).</p> |
| <p><b>2.3.1</b><br/><b>2.3.4</b></p> <p><b>2.3.2</b></p>                                | <p>To maintain the unsealed regional road network at a level that provides reasonable all weather access, subject to extreme weather events.</p> <p>To maintain the rural unsealed road surfaces by applying gravel (re-sheeting) to the unsealed roads on a 15 year cycle for Barraba Road and Class B local roads (average 1.5km per year) , 20 year for Class C roads (i.e. 9.35km per year) and a 20 to 30 year cycle for Class D roads (i.e. 8.9km per year).</p> <p>To maintain the unsealed local road network at a level that provides reasonable all weather access, subject to extreme weather events. Target is to grade approximately 620km per year.</p> <p>To maintain the existing 1km of urban unsealed road surface by applying gravel (re-sheeting) on a 20 year frequency cycle.</p> <p>To have an all-weather local road network supported by appropriate bridges, major culverts and culverts.</p> <p>To have an all-weather regional road network supported by appropriate bridges, major culverts and culverts. To achieve this goal, the causeway on Barraba Road at Bakers Creek needs to be upgraded to a bridge structure at a cost in excess of \$1.5m. This project is currently being developed to concept design and the cost estimate will be updated accordingly to support a more informed funding application.</p>   |



| DP Actions Supported                                     | Target Levels of Service  |
|--|---|
| <p><b>2.3.5</b><br/><b>2.3.6</b></p> <p><b>2.3.3</b></p> | <p>To provide the urban areas of Uralla and Bundarra with an interconnected and safe footpath and walking/cycling track network.</p> <p>To have cleared and maintained footpath areas in the villages and peri-urban areas.</p> <p>To annually extend the footpath and walking/cycling track network by an average of 200m subject to available funding to provide connectivity and access to historical and scenic areas.</p> <p>To encourage increased patronage of the car park at the rear of the Uralla CBD to lessen the pressure on Bridge Street rear to kerb parking by providing a well maintained and usable parking area.</p> <p>To restrict the occurrences of semi-trailer, B-Double and large trucks parking overnight within urban areas.</p> <p>To maintain road centreline markings where they are currently used and repaint other surface markings at least once every two years.</p> <p>To have all roads adequately signposted with nameplates and that direction and warning signposting is adequate for the needs of road users.</p> <p>To prevent unnecessary damage to road pavements caused by overloaded vehicles by continued membership of the Mid North Weight of Loads group.</p> <p>To maintain and/or replace street trees within the urban areas of the LGA.</p> |

Through the guidelines of this plan, assets are inspected, maintained, upgraded and renewed as necessary or as specified in specific works programs to ensure they reach their expected lifecycle, perform to their maximum capability, satisfy community expectations and needs, satisfy budget limitations and meet safety and regulatory requirements.

### **2.3 Plan framework**

Key elements of the plan are:

- Levels of service – specifies the services and levels of service to be provided by council.
- Future demand – how this will impact on future service delivery and how this is to be met.
- Life cycle management – how the organisation will manage its existing and future assets to provide the required services
- Financial summary – what funds are required to provide the required services.
- Asset management practices
- Monitoring – how the plan will be monitored to ensure it is meeting the organisation’s objectives.
- Asset management improvement plan

### **2.4 Core and advanced asset management**

This asset management plan is prepared as a first cut ‘core’ asset management plan in accordance with the International Infrastructure Management Manual<sup>2</sup>. It is prepared to meet minimum legislative and organisational requirements for sustainable service delivery and long term financial planning and reporting. Core asset management is a ‘top down’ approach where analysis is applied at the ‘system’ or ‘network’ level.

### **2.5 Community consultation**

This ‘core’ asset management plan has been prepared to facilitate community consultation initially through feedback on public display of draft asset management plans prior to adoption by Council. Future revisions of the asset management plan should incorporate community consultation on service levels and costs of providing the service. This will assist Council and the community in matching the level of service needed by the community, service risks and consequences with the community’s ability to pay for the service.

<sup>2</sup> IPWEA, 2015.

### 3. LEVELS OF SERVICE

#### 3.1 Customer research and expectations

This asset management plan has been developed to assist Council in achieving the goals as set out in the Community Strategic Plan which was adopted following a period of public exhibition and community consultation. Council has not carried out additional research on customer expectations, other than the recording of community requests made periodically to Councillors and staff. It is intended that subject to resourcing formal assessment of community expectations will be investigated for future updates of this asset management plan.

#### 3.2 Legislative requirements

Council has to meet the relevant federal and state legislation and regulations including those shown in Table 3.1.

**Table 3.1: Key Legislative requirements**

| Legislation  | Requirement  |
|--|--|
| Australian Road Rules  | Sets the requirements for vehicles and operators using roads.  |
| Australian Standards   | Provides guidance for transport asset managers in use of transport services such as ASS 1742; Manual of Uniform Traffic Control Devices.   |
| <i>Civil Liability Act 2002 and Civil Liability Amendment (Personal Responsibility) Act 2002</i> | Protects Council from civil action by requiring that the Courts recognise a level of personal responsibility for the actions of individuals.   |
| <i>Disability Discriminations Act 1992</i>   | Provides protection for everyone in Australia against discrimination based on disability. It protects people with a disability from being treated less fairly than people without a disability and promotes the contribution of people with a disability to the workforce and wider community. |
| <i>Environmental Planning and Assessment Act 1979 (EP&amp;A Act)</i>                             | Sets out the guidelines used by Council to provide sustainable and environmentally responsible planning, development and land use.   |
| <i>Local Government Act 1993</i>   | Sets out role, purpose, responsibilities and powers of local governments including the preparation of a long term financial plan supported by asset management plans for sustainable service delivery.   |
| <i>Biodiversity Conservation Act 2016</i>  | Regulates the clearing of native vegetation on land in NSW.  |
| <i>Protection of the Environment Operations Act 1997</i>   | Sets environmental standards, goals, protocols and guidelines to reduce pollution and environmental harm.  |
| <i>Public Works Act 1912 No 45</i>   | Sets the conditions of proceeding with public works, and acquiring land for the purpose of public works.   |
| <i>Roads Act 1993</i>  | Provides authority to Council for administration and development of roads.   |
| <i>Road Transport Act 2005</i>   | Sets the requirements for vehicles and operators using roads.  |
| <i>Work Health and Safety Act 2011</i>   | Guides employers and employees on their roles and responsibilities to provide and maintain a safe workplace which protects against harm to health, safety and welfare from hazards and risks arising from work as is reasonably practicable.   |

#### 3.3 Current levels of service

Service levels can be defined in two terms:

##### (a) Community levels of service

This relates to the service outcomes that the community wants in terms of safety, quality, quantity, reliability, responsiveness, cost effectiveness and legislative compliance.

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

|          |                            |
|----------|----------------------------|
| Quality  | How good is the service?   |
| Function | Does it meet user's needs? |
| Safety   | Is the service safe?       |

**(b) Technical levels of service**

Supporting the community service levels are operational or technical measures of performance. These technical measures relate to the allocation of resources to service activities that Council undertakes to best achieve the desired community outcomes.

Technical service measures are linked to annual budgets covering:

- Operations – the regular activities to provide services such as street cleaning frequency, mowing and road grading frequency, etc.
- Maintenance – the activities necessary to retain an asset as near as practicable to its original condition (e.g. sealed roads patching, attention to drainage, unsealed road grading, building and structure repairs),
- Renewal – the activities that return the service capability of an asset up to that which it had originally (e.g. frequency and cost of road resurfacing and pavement reconstruction),
- Upgrade – Upgrade existing assets and providing new assets - the activities to provide a higher level of service (e.g. widening a road, sealing an unsealed road, replacing a culvert with a larger size) or a new service that did not exist previously (e.g. construction of a new paved footpath).

Council's service levels are detailed in Table 3.2 on this and the following pages.

**3.4 Desired levels of service**

At present, indications of desired levels of service are obtained from various sources including residents' feedback to Councillors and staff, service requests and correspondence. More work to quantify desired levels of service will be done in future revisions of this asset management plan. This improvement item has been noted in the Improvement Plan in Sec 8.2.

**Table 3.2: Service Levels**

**(a) Community levels of service**

| Key Performance Measure | Level of Service Objective  | Performance Measure Process                       | Desired Level of Service | Current Level of Service |
|-------------------------|---|---|--------------------------|--------------------------|
| Quality                 | Roads are reasonably smooth and without serious defects           | Customer service complaints relating to roughness | <5 per month             | <10 per month - TBD      |
| Function                | Access is available at all times – other than necessary closures  | Customer service complaints relating to access    | <5 per month             | <5 per month - TBD       |
| Safety                  | Roads are safe to drive when driven responsibly and to conditions | Total number of accidents and injuries            | <20 per year             | 20-30 per year - TBD     |

Table 3.2: Service Levels (Continued)

**(b) Technical levels of service**

| Key Performance Measure                                 | Level of Service Objective   | Performance Measure Process  | Desired Level of Service   | Current Level of Service  |
|---|--|--|--|---|
| Operations  | Roads are adequately serviced and maintained   | Annual condition and defects inspection carried out  | A reduction in defects and an increase in serviceability                       | Under review  |
| Accessibility   | Provide all weather access to all permanently occupied residences  | Level of accessibility   | All weather access, all year   | Being met   |
| Maintenance of existing assets                          | Maintain the integrity of sealed road surfaces i.e. no stripping, cracking or potholing. Surface at Condition Level 3 or better across the network | Compliance with adopted intervention levels  | At least 90% response to intervention level                                    | Being met   |
|   |  | Unsealed roads are not uncomfortable or unsafe for drivers and are all-weather   | Grading frequency  | Grade all roads at least once per year, and twice per year for busier Class B roads. Target is 620kms graded per year |
|   |  |  | Grade Bundarra to Barraba Road 3 times per year                                | Target met in 2021  |
|   |  | Customer service complaints/enquiries  | < 5 complaints per month   | Some not met during prolonged wet weather   |
|   | Local sealed roads are free of hazards and defects   | Frequency of inspections and response time of repairs  | Response times for repairs are met.  | Being met   |
|   |  | Customer service complaints  | < 5 complaints per month   | Being met   |
|   | Bridges are free of hazards and defects  | Inspection and repair program  | Inspect bridges once per year and complete identified M&R in the program year. | Being met   |
|   |  | Customer service complaints  | <2 complaints per month  | Being met   |
| Footpaths are maintained at Condition Level 3 or better | Footpath maintenance program   | Paved and unpaved footpaths inspected and regularly maintained.  | Being met  |   |
|   | Customer service complaints  | Complaints received on paved surface defects acted upon within 8 hours with barriers if required, and repairs made within 3 working days | Currently being met with some exceptions                                       |   |

**(b) Technical Levels of Service (Continued)**

| Key Performance Measure                         | Level of Service Objective  | Performance Measure Process            | Desired Level of Service   | Current Level of Service   |
|---|---|--|--|--|
| Maintenance (Continued)                         | Maintain all kerb and guttering at Condition Level 3 or better  | K&G maintenance program                | Complaints acted upon within 1 month.  | Being met  |
|   | Maintain road centreline markings   | Program of line markings               | Re-mark lines when necessary or at least once every two years  | Being met  |
|   |   | Customer service complaints            | Less than 3 complaints per year  | Being met  |
|   | Maintain traffic furniture in good condition  | Maintenance program                    | Replace warning signs on annual basis  | Review condition of signs. Inventory required  |
|   |   | Customer service enquiries             | < 2 enquiries per month.   | Being met  |
| Renewal of deteriorating assets                 | Reseal all rural sealed roads on average once every 15 years (regional) and 20 years (local)  | Frequency of resealing                 | Reseal the network by completing 6.7% (for Regional roads i.e. 8.4km) and 5% (for local roads i.e. 14.6km) annually.   | Subject to road condition assessment. Reduced resealing in lieu of rehabilitation in 21/22 |
|   | Renew the pavements of all road types before they reach the end of economic life  | Compliance with rehabilitation program | Renew road pavements based on remaining useful life  | Works program depends on level of available grant funding                                  |
|   | Improve gravel roads through re-sheeting. Roads at average Condition Level 3 across the network   | Compliance with re-sheeting program    | Re-sheeting of local Class B and C roads at 5% each year (i.e. 10.5km), Class D at 3.3% per year (i.e. 10.0km) and regional gravel roads at 5% per year (i.e. 0.5km). Total of 21.0km per year | <5% of network re-sheeted annually   |
| Upgrade existing assets and provide new assets. | Provide sealed roads where feasible and affordable  | Percentage of network sealed           | Only those rural roads approved by Council. Urban Class A, B and C streets sealed by 2040  | No recent funding for urban street sealing   |
|   | Kerb and guttering is provided to all Class B, C and D street segments which have 6 or more occupied residences with frontages to the segment | Kerb and guttering program             | Progressive kerb and guttering of all streets by construction of 210m per year.  | Not met  |
|   |   | Customer service enquiries.            | <2 enquiries per month   | Being met  |

**3.5 Level of service options**

Whilst Levels of Service have been adopted in the preparation of this Plan, these may be subject to review from time to time. As the adopted level of service has a direct impact on the required funding levels, Council may adopt levels of service which are higher or lower than those in the Plan.

**3.6 Condition assessment and service potential – roads**

Table 3.3 shows road classifications have been used in the asset management plan to distinguish road functionality.

**Table 3.3: road classifications classes**

| Rural Road Class    | Description of Class   |
|---------------------|--|
| A – Regional Roads  | Regional roads form part of the State-wide Regional network of roads, providing transport links between major towns and cities. They are roads classified in accordance with the NSW State Government’s classification.  |
| B – Primary Rural   | Primary rural roads are the highest priority rural local roads and carry higher traffic volumes greater than 75 vehicles per day. Historically continuous school bus routes and roads which carry 50 to 75 vehicles per day and carry greater than 3% heavy vehicles are eligible for classification as primary rural. |
| C – Secondary Rural | Secondary rural roads are mid priority rural local roads and carry traffic volumes less than 75 vehicles per day but which service more than 10 different property owners and have an average traffic volume greater than 20 vehicles per day. Secondary rural roads may also serve as bus routes.                     |
| D – Local Access    | Local access roads are the lowest priority local roads servicing less than 10 different property owners or have average traffic volumes of 20 vehicles or less per day.  |

The urban streets hierarchy has been based on the AUSTRROADS publication “Guide to Traffic Engineering Practice” and provides for five classifications of street as in Table 3.4.

**Table 3.4: Classification of streets**

| Urban Class | Street Description |
|-------------|--------------------|
| A           | Arterial           |
| B           | Sub-arterial       |
| C           | Collector          |
| D           | Local access       |
| E           | Lanes              |

Class A – Arterial

Arterial Streets provide principal avenues of communication and links between parts of large cities or between major towns and cities. Within the towns and villages of Uralla Shire, only the New England Highway performs this function. This road is classified as National in accordance with the State Government’s classification system. Maintenance on the central portion of the road is the responsibility of State and Federal Governments. However, Council has a maintenance responsibility for the parking lanes, footpaths and road reserve of this road.

Class B – Sub – arterial streets

Sub-arterial streets are those streets which connect arterial streets to areas of development and other major areas of the town or shire. These streets carry high traffic volumes with a broad range of vehicle types. In the towns and villages of Uralla Shire, only the regional roads meet these requirements.

Class C – Collector streets

Collector streets are those streets which provide a link for traffic from the residential street system, some rural areas, industrial areas and other trip generators to other collector streets, sub-arterial or arterial streets.

Class D – Local access streets

Local access streets are streets which principally provide access to and from property. These streets generally carry low traffic volumes and form the bulk of streets within Uralla and Bundarra.

### Class E – Lanes

These streets generally provide alternative access to properties. They are narrower than Class D streets and generally have very low traffic volumes.

### **Useful life**

The useful life of an asset is the estimated length of time during which the asset is able to deliver a given level of service. The useful life of an asset is not necessarily equivalent to its physical life or economic life, a number of other factors may result in an assets useful life being reduced, including:

- Obsolescence
- Weather
- Construction techniques
- Overloaded vehicles
- Changes in community expectations
- Increased demand on capacity
- New legal requirements

The Asset Useful Lives Report was prepared by Tonkin Consulting in 2009 for the Local Government Association of South Australia. The full title of the report is “Infrastructure Asset Useful Lives – SA Council’s Current Practices” and it collates asset useful life data contributed by 14 South Australian councils. The results were presented as the lowest, highest and median. This data was considered along with the local experience of USC staff and following comparison with useful life adopted by adjoining councils, Table 3.5 shows useful life of assets as adopted:

**Table 3.5:- Summary of adopted surface and pavement life for various classes of roads**

| Road Type | Class | Surface life (years) | Pavement Life (years) |
|-----------|-------|----------------------|-----------------------|
| Regional  | A     | 15                   | 60                    |
| Urban     | B, C  | 15                   | 70                    |
|           | D, E  | 15                   | 80                    |
| Rural     | B     | 15                   | 80                    |
|           | C     | 20                   | 80                    |
|           | D     | 20                   | 100                   |
| Unsealed  | B     | na                   | 15                    |
|           | C     | na                   | 20                    |
|           | D     | na                   | 30                    |

### **Consumption curves**

Council has adopted the asset condition rankings as set out in the table contained in the IPR Manual for local government in NSW with the exception that the description applying to Level 3 has been changed from “average” to “satisfactory”. This level has been adopted as the agreed satisfactory service level.

*Council’s renewal program is determined by the calculated remaining life of the surface and the pavement (base) after validation by an on-site field inspection.*



## 4. FUTURE DEMAND

### 4.1 Demand forecast

Factors affecting demand include population change, changes in demographics, seasonal factors, vehicle ownership, consumer preferences and expectations, economic factors, agricultural practices, environmental awareness, etc.

Demand factor trends and impacts on service delivery are summarised in Table 4.1.

**Table 4.1: Demand Factors, Projections and Impact on Services**

| Demand factor           | Present position   | Projection  | Impact on services   |
|-------------------------|--|---|--|
| Population              | Uralla LGA population is 6,150 with the population of Uralla estimated at 2460 by the ABS in 2014. | 2019 Department of Planning, Infrastructure and Environment projections predict minor decreases annually over the next 15 years to 5,800 in 2031. | Uralla urban population is expected to remain relatively stable as residents move from rural areas to town. Impact is considered to be marginal. |
| Demographics            | Median age of population is 45 years.  | There will be a concentration of older residents in the next two decades.   | As the population ages there is greater pressure on Council to provide additional services e.g. pathways suitable for use by mobility scooters.  |
| Environmental awareness | The community and Council are more environmentally aware and responsible.                          | Council will be required to implement further sustainability measures.  | This will require a greater allocation of funds towards improving facilities and services to meet environmental standards and regulations.       |
| Vehicle mass limits     | 9t single axle limit with some HML routes  | Increase of 10% included in axle limits.  | Potential increase in damage to pavement.<br>Increased demand for upgraded local roads (wider and stronger) to accept the higher mass vehicles.  |
| Fuel costs              | Fuel costs are currently high  | Costs are expected to continue to rise.   | Council will need to progressively increase budget allocations to cover fuel costs.  |
|                         | Any future carbon tax or ETS could be added to the cost of diesel.                                 | Diesel costs will continue to rise in line with tax increases.  | This will increase the costs of service provision.   |

### 4.2 Changes in technology

Technology changes forecast to affect the delivery of services covered by this plan are detailed in Table 4.2.

**Table 4.2: Changes in Technology and Forecast effect on Service Delivery**

| Technology Change                   | Effect on Service Delivery   |
|-------------------------------------|--|
| Material stabilisation for gravel   | positive - improved quality and useful life of pavements.                                |
| Development of new bitumen products | positive - improved quality, reduced environmental impact.<br>negative -increased costs. |

### 4.3 Demand management plan

The Council's previous strategic objectives were to have greater than 50% of the road network sealed by 2021 and to have all timber bridges replaced with concrete structures by 2018. As at 2021, all timber bridges have been replaced and sealed roads account for 49.3% of the total road network. The objectives are designed to meet the direction provided during the Community consultation regarding candidate projects for upgrading. The feedback indicated specific roads that were identified for sealing and these are listed in Appendix D, "Planned upgrade or new Transport Infrastructure in the 10 year Capital Works Program".

Demand for new services will be managed through a combination of managing existing assets, upgrading of existing assets and providing new additional 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**

| <b>Service activity</b>   | <b>Demand management plan</b>   |
|---------------------------|---|
| Maintenance               | Conduct routine inspections and repairs to assets according to work plans and community enquiries.  |
| Upgrades                  | Monitor the condition and lifespan of assets and plan upgrades accordingly.   |
| Customer Service requests | Record all customer service requests relating to transport assets and analyse the data collected to identify shortfalls in assets or services, and implement solutions. |

### 4.4 New assets for growth

Acquiring 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 need to be identified and considered in developing forecasts of future operations 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. To understand the management of infrastructure assets there is a need to understand that the level of service provided primarily depends upon the condition of the asset that provides the service. Condition is a suitable assessment for assets with a direct relation to the long term surface condition to service, such as sealed roads, bridges, kerb and guttering and footpaths. Therefore these council assets are reviewed from time to time for their condition using a 1 to 5 rating system<sup>3</sup> as detailed in Table 5.1.

**Table 5.1: IIMM Description of Condition**

| Condition rating | Description  |
|------------------|--|
| 1                | Excellent condition: Only planned maintenance required         |
| 2                | Very good: Minor maintenance required plus planned maintenance |
| 3                | Good: Significant maintenance required                         |
| 4                | Fair: Significant renewal/upgrade required                     |
| 5                | Poor: Unserviceable  |

Another rating used is the age of the asset or date on which rehabilitation was carried out on that asset. This is most appropriately used where the surface condition of the asset may change over a short period of time, while the underlying asset has a longer maintainable condition.

This is also applicable to unsealed roads. The level of service for unsealed roads is dependent principally upon the grading frequency applied to that asset. Uralla Shire Council historically has had a high frequency of grading over its 467 kilometres of unsealed roads and this plan makes provision for the frequency of grading to be further improved. This will be achieved by maintaining and indexing the allocation for unsealed roads maintenance whilst the length of unsealed roads to be maintained decreases as upgrade works convert unsealed roads to sealed roads.

### 5.1 Background data

#### 5.1.1 Physical parameters

The breakdown of Council's current road network lengths is shown in Table 5.2 below:

**Table 5.2: Road network by surface type**

| Road type                    | Type of surface |             | Total km |
|------------------------------|-----------------|-------------|----------|
|                              | Sealed km       | Unsealed km |          |
| Urban Local                  | 27.6            | 0           | 27.6     |
| Rural Local                  | 294.3           | 457.4       | 751.7    |
| <b>Sub total Local Roads</b> | 321.9           | 457.4       | 779.3    |
| Urban Regional               | 3.0             | 0.0         | 3.0      |
| Rural Regional               | 129.0           | 9.8         | 138.8    |
| Other (parking lanes SH9)    | 1.9             | 0           | 1.9      |
| <b>Total All Roads</b>       | 455.8?          | 467.2       | 923.0    |
| <b>Percentage</b>            | 49.4%           | 50.6%       | 100.0%   |

<sup>3</sup> IIMM 2006, Appendix B, p B:1-3 ('cyclic' modified to 'planned', 'average' changed to 'fair')

### **5.1.2 Work category definitions (with acknowledgement to Dubbo Regional Council)**

#### **Maintenance**

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. Examples include: repairing a pothole in a road, repairing the decking on a timber bridge, repairing a single pipe in a drainage network, repair work to prevent early failure of an asset.

#### **Capital – renewal**

Expenditure on an existing asset or on replacing an existing asset, which returns the service capability of the asset up to that which it had originally. As it reinstates existing service potential, it may reduce future operating and maintenance expenditure if completed at the optimum time. Examples include: pavement rehabilitation on a material part of a road network, replacing a material section of a drainage network with pipes of the same capacity, resealing an existing sealed road, etc.

#### **Capital – upgrade**

Expenditure which enhances an existing asset to provide a higher level of service. Upgrade expenditure is discretionary. It will increase operating and maintenance expenditure in the future because of the increase in the organisation's asset base. Examples include: sealing an existing unsealed road or widening the sealed area of an existing road, replacing drainage pipes with pipes of a greater capacity, enlarging a grandstand at a sporting facility.

#### **Capital – new**

Expenditure which creates a new asset providing a new service/output that did not exist beforehand. As it increases service potential it will increase future operating and maintenance. Examples include: extending a drainage or road networks, constructing a new public toilet.

#### **Operating expenditure**

For asset management purposes, it is recurrent expenditure which is continuously required to provide a service. Examples include: power, fuel, staff, plant and equipment, on-costs and overheads but excludes depreciation.

Planned regular maintenance, if fully funded and carried out to plan, will preserve our assets. Council has maintained a commitment to fully funding maintenance of its road asset as demonstrated in Table 6.1.

The age profile of the assets included in this asset management plan is described below.

### **5.1.3 Asset age profile**

A sealed road consists of a "surface" layer, with a maximum life of 15 years for regional and urban roads and between 15 and 20 years for rural local roads (depending on the road class) and a "base" layer with a maximum life of 60 years for regional roads, 70 years for urban streets and 80 years for rural local roads. The pavement sub-base layer (i.e. the lower section of the pavement under the base) and "bulk earthworks" have an indefinite life. The surface is the observable bitumen and aggregate coating of a sealed road and the pavement is the compacted gravel base support for the traffic loads. For unsealed roads, the pavement has a life of between 20 and 30 years depending on the road class.

The 2021 replacement values of the transport asset type categories are shown in Appendix B.

The accumulated depreciation in the revaluation, was calculated on the basis of age and condition for sealed roads and bridges and condition for unsealed roads, kerb and guttering and footpaths.

Pie charts showing the condition assessment of assets based on the percentage in each condition level for the two components of the sealed road network are at Figures 5.1. to 5.5 below and for unsealed roads, also at Figure 5.2.

The condition of the road surface is dependent on the remaining life of the seal. Table 5.3 below shows the relationship between remaining seal life and IPR Condition Level for seals with a nominal useful life of 15 years and 20 years.

**Table 5.3: Relationship of remaining seal life to IPR Condition Level**

| Seal health          |                        |                     |
|----------------------|------------------------|---------------------|
| Nominal life (years) | Remaining Life (years) | IPR Condition level |
| 15                   | >=13.5                 | 1                   |
|                      | <13.5                  | 2                   |
|                      | <11                    | 3                   |
|                      | <4.5                   | 4                   |
|                      | <1                     | 5                   |
| 20                   | >=18                   | 1                   |
|                      | <18                    | 2                   |
|                      | <15                    | 3                   |
|                      | <6                     | 4                   |
|                      | <1                     | 5                   |

The condition of unsealed road pavements is dependent on the percentage effective life of the gravel base compared to a default thickness of 100mm. The relationship between remaining effective life and IPR Condition Level is shown below in Table 5.4. It should be noted that whilst some unsealed roads have nil gravel remaining, none were deemed to be “unserviceable”. These are generally Class D roads at the ends of the network which are built on natural subgrade material of sufficient quality to provide all-weather access.

**Table 5.4: Relationship between % effective life and IPR Condition Level**

| Unsealed health  |                     |
|------------------|---------------------|
| % Effective life | IPR condition level |
| >75              | 1                   |
| <=75             | 2                   |
| <=50             | 3                   |
| <25              | 4                   |
| 0                | 5                   |

Age profile information is not currently available for all transport assets. An age profile will be developed in future revisions of the asset management plan.

#### **5.1.4 Asset capacity and performance**

Council’s services are generally provided to meet design standards where these are available.

#### **5.1.5 Asset condition – sealed roads surface condition**

The condition profile of transport asset surface layers using the results of the 2020 Condition Assessment, are shown in Figure 5.1 for (A) Regional, (B) Rural and (C) Urban roads.

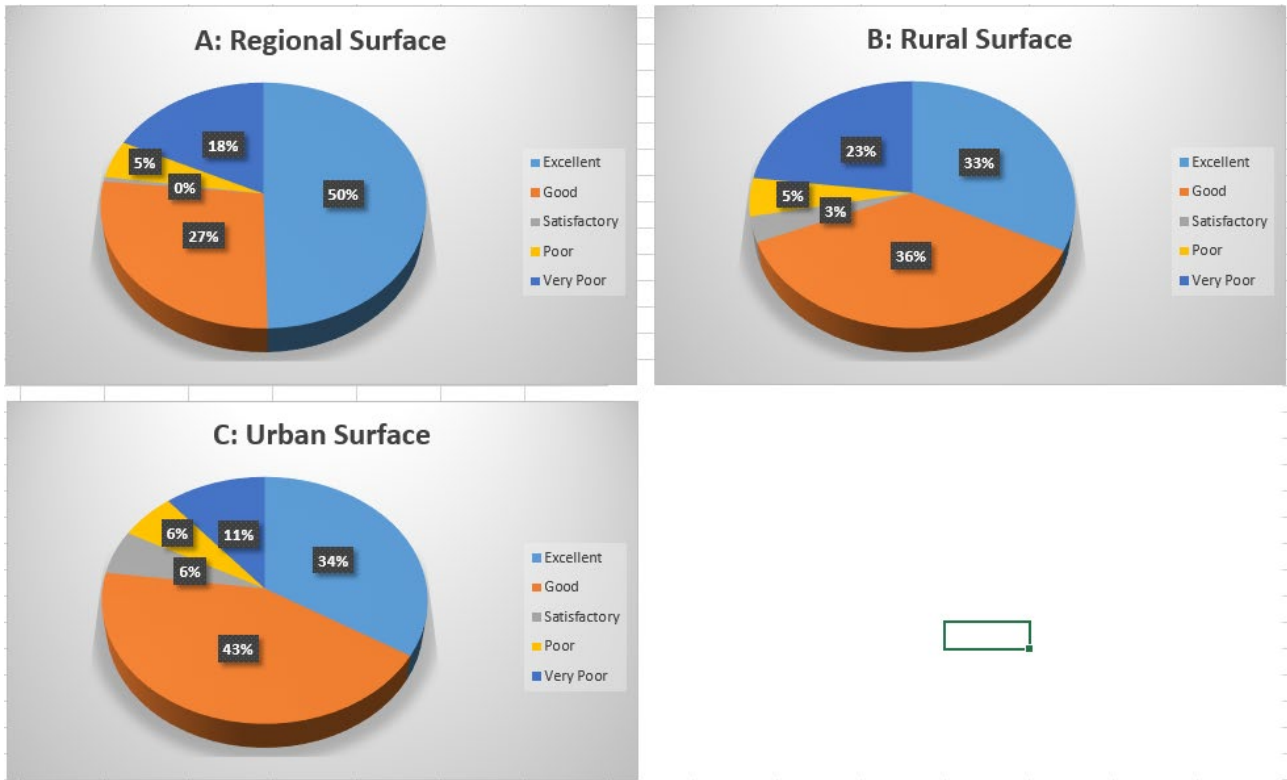
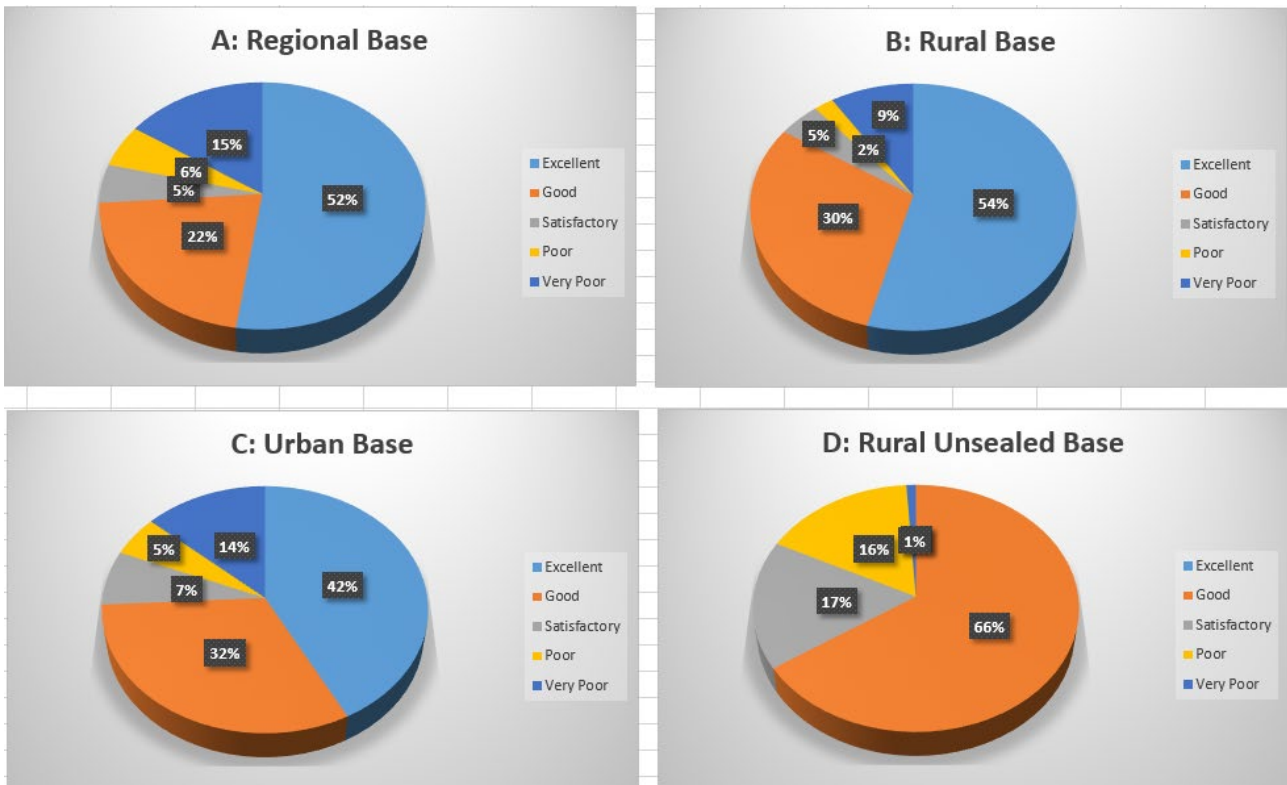


Figure 5.1: Condition profile of transport assets surface layers using the results of the 2021 condition assessment for (A) regional, (B) rural and (C) urban roads.

**5.1.6 Asset condition – sealed roads base condition**

The condition profile of transport assets base layer using the results of the 2020 condition assessment is shown in Figure 5.2



**Figure 5.2 Condition profile of transport assets base layer based on the results of the 2021 condition assessment (A) regional, (B) rural, (C) urban and (D) unsealed roads as percentage of road length**

Currently, Council is providing the service levels as shown in Table 5.5:

**Table 5.5: 2021 Road asset type condition**

| Categories             | Current Median Condition Level | Percentage at Median Level or better | Current Condition |
|------------------------|--------------------------------|--------------------------------------|-------------------|
| Sealed roads - surface | 3                              | 62.3%                                | Good              |
| Sealed roads - base    | 3                              | 83.0%                                | Very Good         |
| Unsealed roads         | 3                              | 83.0%                                | Very Good         |
| Bridges – concrete     | 2                              | 95.4%                                | Very Good         |
| Kerb and guttering     | 2                              | 52.0%                                | Good              |
| Footpaths              | 2                              | 46.2%                                | Poor              |

The current asset condition levels are being met or exceeded for sealed roads, unsealed roads, concrete bridges and kerb and guttering.

### 5.1.6 Asset valuations

The value of assets recorded in the asset register as at June 2021 covered by this asset management plan is shown in Table 5.6. Transport assets were last revalued as at June 2020.

**Table 5.6: Value of transport assets at 30 June 2021**

| Asset category                    | Replacement Cost | Depreciated replacement cost | Annual depreciated expense |
|-----------------------------------|------------------|------------------------------|----------------------------|
| Roads, bridges, footpaths and K&G | \$176,776,000    | \$116,673,000                | \$2,995,000                |
| Bulk earthworks                   | \$62,549,000     | \$62,549,000                 | 0                          |
| Capital renewals                  | \$2,974,000      | na                           | na                         |
| Capital upgrades                  | \$350,000        | na                           | na                         |

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

|  |                             |       |
|--|-----------------------------|-------|
| Asset consumption<br>(depreciation/depreciable amount)   | \$2,995,000 / \$176,776,000 | 1.69% |
| Asset renewal<br>(capital renewal expend/depreciable amount)   | \$2,974,000 / \$176,776,000 | 1.68% |
| Asset renewal<br>(capital renewal expend/depreciable amount, including bulk earthworks)              | \$2,974,000 / \$239,325,000 | 1.24% |
| Asset renewal/depreciation<br>(capital renewal expend/depreciable amount, including bulk earthworks) | \$2,974,000 / \$2,995,000   | 99.3% |
| Annual Upgrade/New<br>(capital upgrade expend/depreciable amount)                                    | \$350,000 / \$176,776,000   | 0.2%  |

Council is currently renewing assets at 0.99:1 of the rate they are being consumed and increasing its asset stock by 0.2% each year.

To provide services in a financially sustainable manner, Council will need to ensure that there is sufficient funding to renew assets at the rate they are being consumed over the medium-long term and funding the life cycle costs for all new assets and services in its long term financial plan.

### 5.1.7 Asset hierarchy

An asset hierarchy provides a framework for structuring data in an information system to assist in collection of data, reporting information and making decisions. The hierarchy includes the asset class and component used for asset planning and financial reporting and service level hierarchy used for service planning and delivery. Council's service hierarchy is shown in Table 5.7.



**Table 5.7: Asset service hierarchy**

| Service Hierarchy | Service Level Objective  |
|-------------------|--|
| Sealed Roads      | Roughness < 140/ counts per 100m<br>Rutting < 20mm                                     |
| Unsealed Roads    | Bus Routes remain open. Maintain all-weather access to permanently occupied residences |
| Bridges           | No load restrictions. All bridges are at GML load carrying capacity or better          |
| Footpaths         | Pedestrian traffic comfort and safety<br>Separation > 25 mm repaired promptly          |

Priorities also include consideration of school bus routes, traffic volumes, accident history, all-weather access and cost of maintenance level required.

## 5.2 Risk management plan

Council staff are assessing risks associated with service delivery by transport assets that will result in loss or reduction in service from physical assets or a 'financial shock' to the organisation. The risk assessment process identifies credible risks, the likelihood of the risk event occurring, the consequences should the event occur, develops a risk rating, evaluates the risk and develops a risk treatment plan for non-acceptable risks. 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 5.8 below.

**Table 5.8: Critical risks and treatment plans**

| Service or critical asset at Risk     | What can happen   | Risk rating (VH, H) | Risk treatment plan   | Associated costs (proposed average annual expend) |
|---------------------------------------|---|---------------------|---|---|
| Local Sealed Roads                    | Ride quality decreases  | M                   | Programmed resealing on a cyclic basis is completed annually  | \$344,966 / year                                  |
|                                       | Costs of treatment to bring back to a satisfactory condition escalate | H                   | Higher level of inspections required; at least twice per year. Intervention to rehabilitate road pavements occurs as soon as practicable after remaining useful life has been exhausted | \$847,922/ year                                   |
| Regional Roads                        | Failures which deny or delay access                                   | M                   | As above  | Reseals \$156,600<br>Rehabs \$565,824             |
| Unsealed Local Roads and Barraba Road | Roads become untrafficable in wet weather                             | M                   | Programmed gravel re-sheeting. Some upgrade works to extend the sealed network  | \$709,000/ year                                   |
| Kerb and Guttering                    | Minor flooding of adjoining properties                                | L                   | Annual extension of kerb and guttering with 50% contribution from adjoining owners  | \$73,028/ year                                    |
|                                       | Trips and falls   | L                   | Annual preventative maintenance and reactive response to complaints   | \$29,638/ year                                    |
| Concrete Footpaths                    | Trips and falls   | M                   | Annual preventative maintenance and reactive response to complaints   | \$76,017/ year                                    |
| Unpaved Footpaths                     | Unightly and overgrown  | L                   | Annual preventative maintenance and reactive response to complaints   |   |

### **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 specific 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.

Specific maintenance is replacement of higher value components/sub-components of assets that is undertaken on a regular cycle including heavy patching, replacing protection fencing with guardrail etc.

Reactive maintenance is carried out in accordance with adopted response levels of service.

Council provides funding for operation and maintenance of transport assets in forward budgets. The proposed budget allocations for the next ten years are shown below in Figure 5.10.

**Table 5.10: Proposed 10 year O&M budgets – all transport assets**

| <b>Year</b>  | <b>Proposed O&amp;M</b> |
|--------------|-------------------------|
| 2022/23      | \$2,134,288             |
| 2023/24      | \$2,187,645             |
| 2024/25      | \$2,242,336             |
| 2025/26      | \$2,298,395             |
| 2026/27      | \$2,355,855             |
| 2027/28      | \$2,414,751             |
| 2028/29      | \$2,475,120             |
| 2029/30      | \$2,536,998             |
| 2030/31      | \$2,600,423             |
| 2031/32      | \$2,665,433             |
| <b>Total</b> | <b>\$23,911,244</b>     |

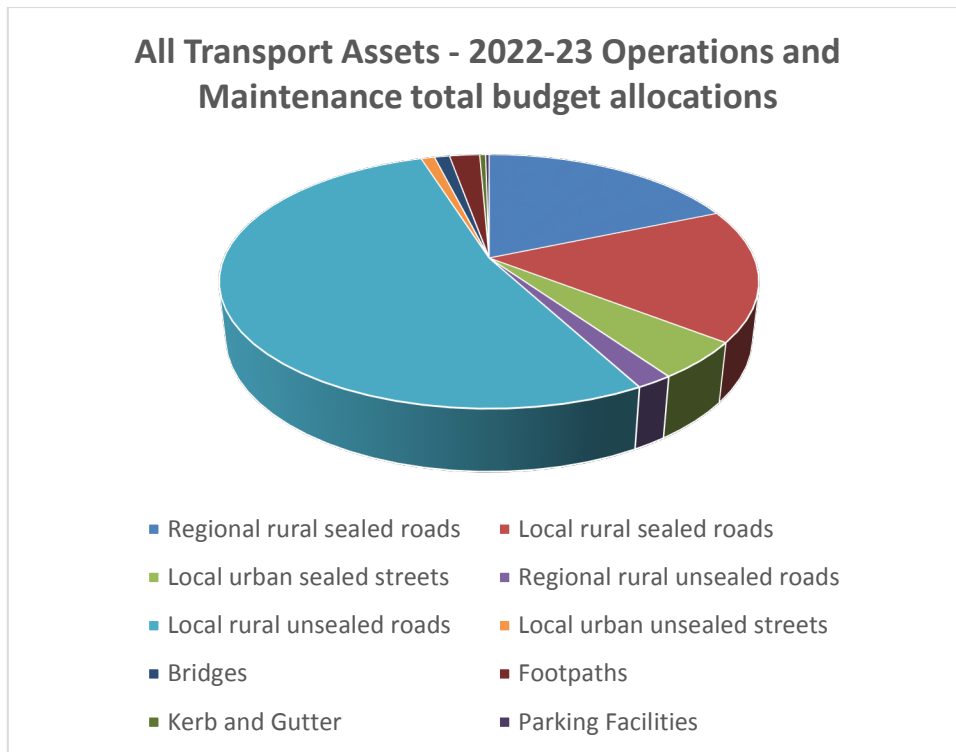
### **5.3.2 Standards and specifications**

Maintenance work is carried out in accordance with the following standards and specifications.

- Unsealed Roads Maintenance – Guidelines to Good Practice ARRB 1993
- Sealed Local Roads Manual – Guidelines to Good Practice for the Construction, Maintenance and Rehabilitation of Pavements 1995
- Local Roads Bridge Maintenance Manual – Guidelines to Good Practice

### **5.3.3 Summary of future operations and maintenance expenditures**

Future operations and maintenance expenditures are forecast to generally trend in line with the asset categories shown in Figure 5.3. The proportions are based on budget allocations for the year 2022/23.



**Figure 5.3: Projected operations and maintenance expenditure by category for 2021/22**

Deferred maintenance, i.e. 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 the operating budget. 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 one of three methods:

- Method 1 uses asset register data to project the renewal costs for renewal years using acquisition year and useful life;
- Method 2 uses capital renewal expenditure projections from external condition modelling systems (such as pavement management systems or detailed condition assessments);
- Method 3 uses a combination of average network renewals plus defect repairs in the renewal and defect repair plan worksheets on the 'expenditure template'.

Method 2 was used for this asset management plan .

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 a low cost renewal is the in-situ rehabilitation of sealed road pavements. This treatment involves removing the existing seal, treating localised failures, strengthening the pavement by the addition of 100 to 150mm of quality road base material then compacting, widening, reshaping and resealing the new pavement up to 7m or 8m (for regional roads) wide with a 2-coat bitumen seal.

### 5.4.2 Renewal standards

Renewal work is carried out in accordance with the following standards and specifications.

- Roads and Maritime Services
  - Roadwork specifications
  - Bridgeworks specifications
  - Materials specifications
- Austroad publications.
- Engineering Contract Documents

### 5.4.3 Summary of projected renewal capital expenditure

Projected future renewal expenditures are forecast to increase over time as the asset stock ages. The costs for regional roads are summarised in Figure 5.15, for local roads in Figure 5.16 and for all transport assets in Figure 5.17. All costs are shown in 2021/22 dollar values.

The proposed annual capital renewal program allocations for reseals, rehabilitations and re-sheeting are shown in Appendix C and below in graphical form in Figures 5.4, 5.5 and 5.6.

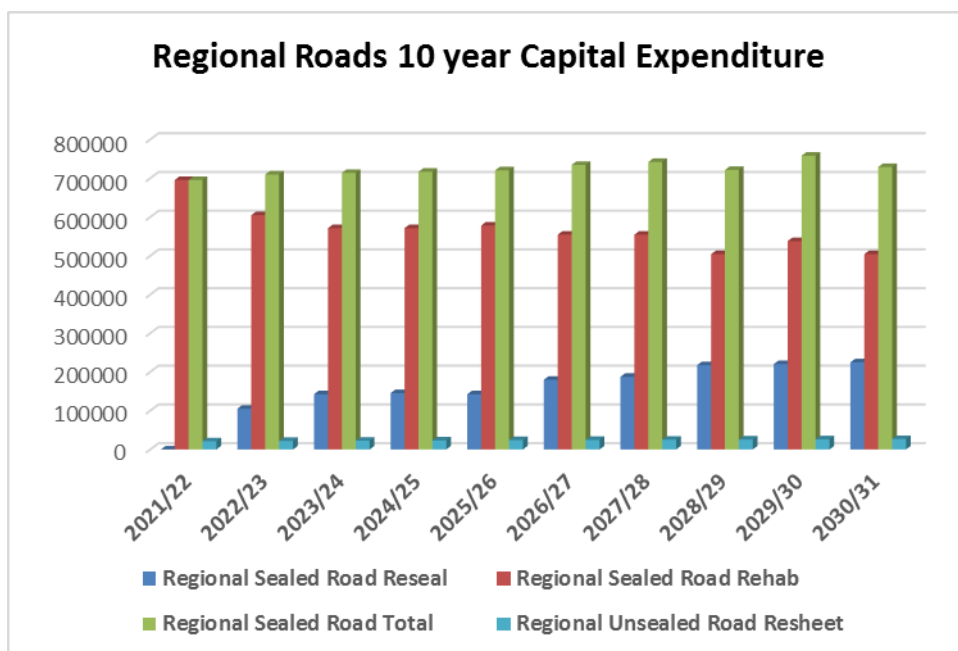
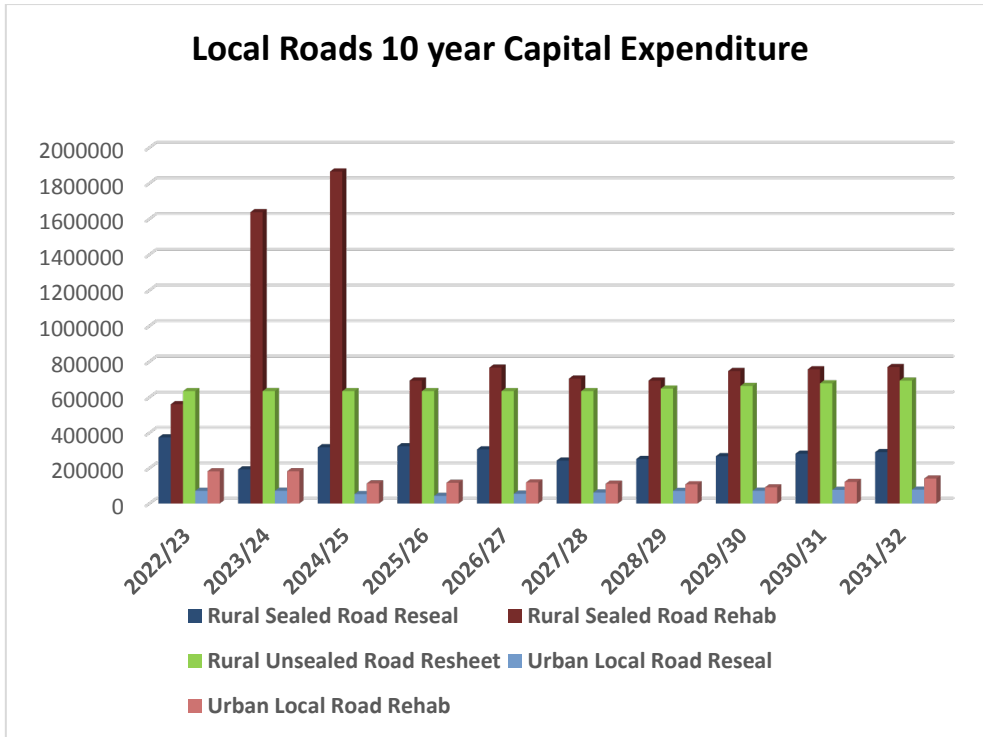
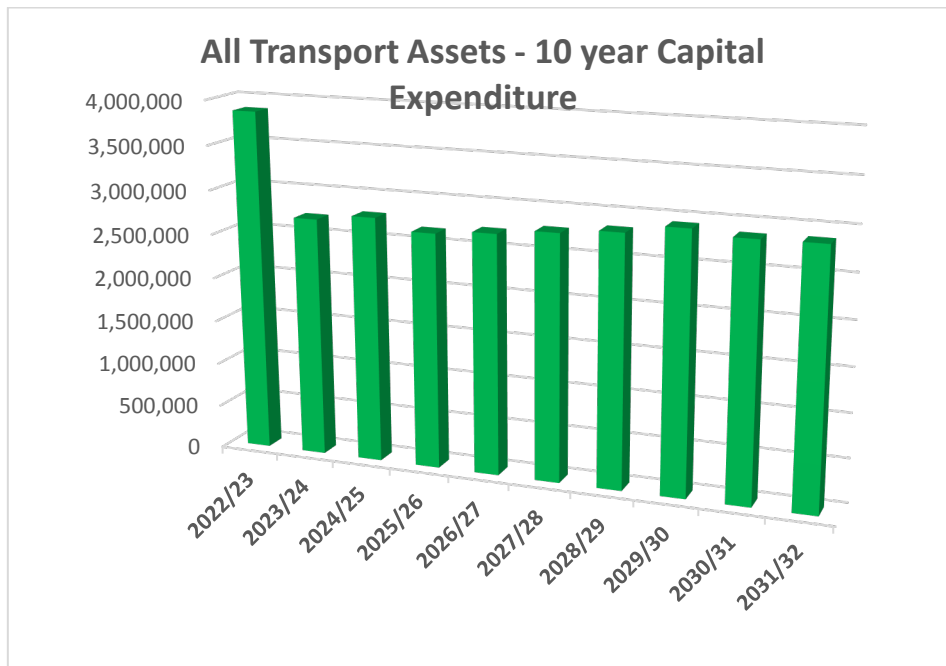


Figure 5.4: Projected capital renewal expenditure - regional roads



**Figure 5.5: Projected capital renewal expenditure - local roads**



**Figure 5.6: Proposed capital renewal expenditure – all transport assets**

Figures 5.5 and 5.6 above include windfall grant funding for Hawthorne Drive (\$1,081,575) and Bergen Road (\$163,035) in the 2021/22 year.

#### 5.4.4 Depreciation

As stated in various sections of this asset management plan, the funding of capital renewals is from fully funded non-cash depreciation whilst capital grants and budget appropriations of own-source income are generally used for capital improvements. The depreciation in the Ten Year Financial Plan takes into consideration the increases in value of assets due to revaluation increments and renewed, rehabilitated and new assets. The growth of the depreciation cost is demonstrated in Figure 5.7 below.

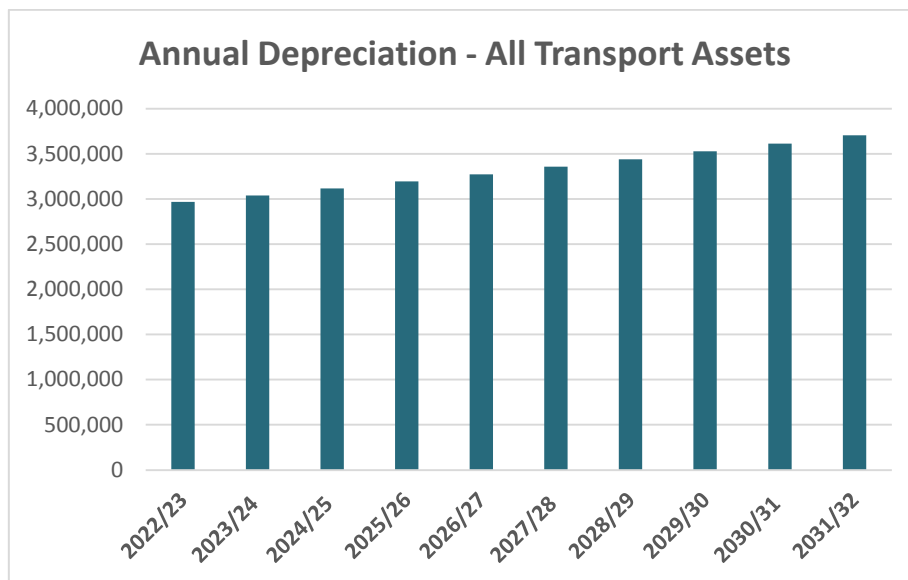


Figure 5.7: Projected depreciation expenditure

Deferred renewal, i.e. those assets identified for renewal and not scheduled 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 the capital works budget which would take into account any special one-off capital 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 for upgrade works

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 estimate. Verified proposals are ranked by priority and available funds and scheduled in future works programmes. Candidate projects are assessed by the Roads Assessment Model. The priority ranking criteria and scoring range used by the model to distinguish between like projects is detailed below in Table 5.11.

Table 5.11: Upgrade/new assets priority ranking criteria

| Criteria for sealing of roads | Criteria score range |
|-------------------------------|----------------------|
| Traffic volumes               | 0 to 5               |
| Percentage of heavy vehicles  | 0 to 5               |
| Bus route (yes or no)         | 0 to 2               |

|   |                 |
|---|-----------------|
| Pavement health                               | 5 (if unsealed) |
| Tourist route (yes or no)                     | 0 to 2          |
| Initial seal (percentage of missing link gap) | 0 to 4          |
| Improves road alignment                       | 0 to 5          |
| Maintenance cost savings                      | 2 to 5          |
| Economics (cost of project)                   | 0 to 2          |
| Accident history                              | 0 to 10         |

### 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 5.4.2.

### 5.5.3 Summary of projected upgrade/new assets expenditure

The projected upgrade/new capital works program is shown in Appendix C. All costs are shown in 2021 dollar values.

New assets are acquired through the capital works program. The projects for upgrading of unsealed roads to sealed roads are determined by Council after taking into consideration the priority ranking criteria outlined above in Table 5.11.



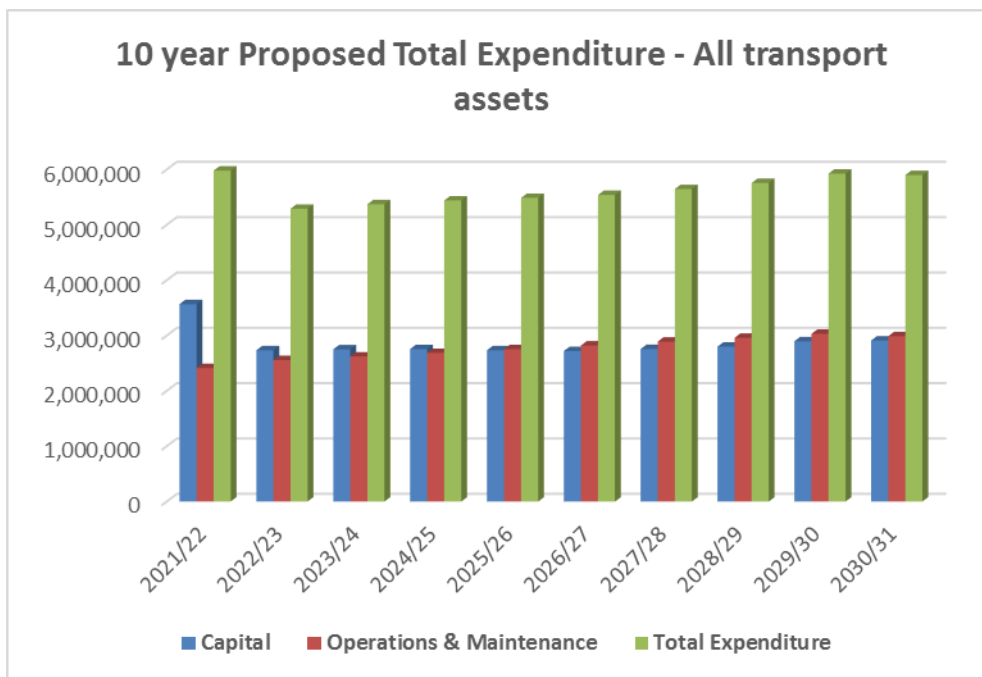
## 6. FINANCIAL SUMMARY

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 for all transport assets (i.e. regional and local roads, bridges, kerb and gutter, footpaths and traffic facilities) are shown in Figure 6.1 for projected operating and maintenance (O&M) and capital renewal expenditure.

Note that all costs are shown in 2021/22 dollar values.



**Figure 6.1: Projected operations and maintenance and capital renewal expenditure for all transport assets**

The forward estimates in the Uralla Shire Council 10 Year Financial Plan make funding provision for the projected capital expenditure (renewal, rehabilitation and replacement) in addition to the ongoing level of operations and maintenance required to ensure the assets are fit for purpose.

The Council identifies properly funded and managed targeted maintenance as the fundamental principle in preserving the condition of its assets and thereby maintaining the high level of service delivery expected by our community.

Ideally, the forward estimates should provide more funds than are projected to be required, so that reasonable unforeseen eventualities can be met. Such eventualities include providing co-contribution funding to projects or programs funded from state and federal governments for road improvements.

#### 6.1.1 Financial sustainability in service delivery

There are three 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/expenditures and medium term projected/budgeted expenditures over 5 and 10 years of the planning period. The capacity to meet the projected/budgeted expenditures is dependent upon the capacity of the organisation to provide sufficient funding from its own resources to sustain the ongoing maintenance cost. In other words, Council must have a capacity to pay.

Whilst having fully funded capital expenditure for the renewal, rehabilitation of existing assets and/or new roads, streets, bridges, kerb and guttering and footpaths; it is imperative for the long term sustainability of the Council's transport assets for those assets to be fully maintained. The Council firstly has to be able to afford to fund the maintenance life cycle cost of holding assets.

The Uralla Shire Council has a history of fully funding its maintenance program with the application of an appropriate level of maintenance, funded from its own resources.

### **Long term - life cycle cost**

Life cycle costs (or whole of life costs) are the average annual costs that are required to sustain the service levels over the longest asset life. Life cycle costs include the original purchase, operations and maintenance expenditure to hold the asset and the asset consumption (depreciation expense). The sustainability of Council requires fully funding the life cycle cost.

The estimated annual life cycle cost for the services covered in this asset management plan is \$5,386,591 for 2016/17 and \$5,247,986 for 2025/26 for the operation, maintenance and engineering administration costs plus depreciation expenditure. The life cycle proposed budget in the Council's Ten Year Financial Plan is \$4,732,353 for 2016/17 and \$4,393,626 in 2025/26. Life cycle expenditure will vary depending on the timing of asset renewals.

A shortfall between life cycle cost and life cycle expenditure is the life cycle gap.

The life cycle gap for services covered by this asset management plan is \$4,839,399 for the ten year period or an average of \$480,000 per year.

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

The Life Cycle proposed expenditure is \$42,300,519 for the ten years to 2025/26 and the life cycle costs are \$47,139,918 giving a life cycle sustainability index of 0.897. The life cycle costs and life cycle expenditure comparison highlights any difference between present outlays and the average cost of providing the service over the long term. If the life cycle expenditure is less than that life cycle cost, it is most likely that funding will need to be increased or cuts in services made in the future.

Knowing the extent and timing of any required increase in outlays and the service consequences if funding is not available will assist organisations in providing services to their communities in a financially sustainable manner. This is the purpose of the asset management plans and long term financial plan. Council's Ten Year Financial Plan is a 3,000 line individually calculated interactive spreadsheet that is based upon meeting a small increase in population and expansion of its road network to achieve 50% sealed road proportion within the 10 years to 2025/26.

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

The projected required expenditures may be compared to budgeted expenditures in the 10 year period. Council's Ten Year Financial Plan provides sufficient funds over the short term to meet the life cycle costs of its transport assets but not over the full 10 year period.

Uralla Shire Council's long term practice of relying principally on maintenance of its road network, rather than making adequate provision for scheduled rehabilitation works, may need to be reviewed. In addition, the funding of renewal of a road asset (such as resealing sealed roads within the 15 year life of the surface) is a 'low-cost' renewal method as discussed in Section 5.4.1.

## **Financial sustainability indicators**

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

Figure 6.1 above shows the total projected operation and maintenance (O&M) and capital renewals expenditure required for all transport assets in the 10 year planning period.

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.

This asset management plan will provide guidance on future service levels and resources required to provide these services, and review future services, service levels and costs with the community. The impact of adopting different levels of service on the available funding has been discussed earlier in Section 3.5.

### **6.1.2 Expenditure projections for the 10 year term**

The Ten Year Financial Plan expenditure projections are in current (non-inflated) values. In the normal course of operation Council does not dispose of any road, street, bridge, kerb and guttering or footpath assets.

From time to time there will be an impairment of one of these assets due to natural disaster. These are unforeseen events and not included in forward projections. Additionally, such natural events are generally accompanied by state and federal funding to replace the asset with only a small proportion of the cost to be matched by Council. Consequently such projections are not included in this asset management plan.

Upgrade works, other than those which have been approved by Council are not included in this section. These desired but unfunded upgrade works are detailed in Appendix D.

## **6.2 Funding strategy**

Projected expenditure identified in Section 6.1 is to be funded from future operating and capital budgets. The funding strategy is detailed in Council's Ten Year Financial Plan and detailed in Section 6.1.1.

## **6.3 Valuation forecasts**

Asset values are forecast to increase as additional assets are added to the asset stock principally from construction and acquisition by Council and also from assets constructed by land developers and others donated to Council. Uralla Shire Council annually reviews the replacement cost of its Infrastructure Assets by incremental increases based upon the IPWEA (NSW) Roads and Transport Directorate Road and Bridge Construction Cost Indexes. This index, produced periodically, is also used to project future revaluation percentages for transport assets.

The projected value of the asset and the estimated revaluation increment is calculated in the non-current asset and depreciation spreadsheet (in the statutory form Projected Income, Cash Flow and Financial Position Statements years 2022/23 to 2031/32) for revaluation increment and depreciation.

The annual incremental increase smooths out the increase flowing from the periodic five year revaluation cycle of Council's assets. The next revaluation and assessment of asset condition of all transport assets is due in the year ended 30 June 2024.

The projected value of non-current transport assets depends also on the projection and funding in the forward estimates of renewals and upgrades expenditure.

The Net Transport Asset values is the net result of the Carried/Forward Net value plus revaluation increments and renewed, rehabilitated and new assets less depreciation and impairment, if any. The above projected depreciated replacement cost (current replacement cost less accumulated depreciation) will steadily increase over the forecast

period as Council is planning on increasing the sealed network by upgrading existing unsealed roads to seal when funding permits.

#### **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 made in this asset management plan are:

- All costs are in 2021/22 dollars.
- RMS Block Grant funding will continue for regional roads
- Roads to Recovery grant funding will continue for local roads
- Roads and bridges component of the Financial Assistance Grants (FAGs) continuing from the federal government budget.
- The opportunity for windfall funding from grant programs e.g. Local Roads and Community Infrastructure (LRCI), Fixing Country Roads (FCR), Fixing Local Roads (FLR) etc. will continue to be available.

## **7. ASSET MANAGEMENT PRACTICES**

### **7.1 Accounting/Financial Systems**

#### **7.1.1 Accounting and financial systems**

The financial system used by the Uralla Shire Council is Authority 6.6, through a managed service provider contract with Civica Australia. The system is managed by Council's Finance Section producing monthly financial reports, for both management and Council and annual financial statements for audit and production to the Uralla Community and other interested parties.

#### **7.1.2 Accountabilities for financial systems**

Council's significant accounting policies are set out in the annual financial statements Note C1-7.

#### **7.1.3 Accounting standards and regulations**

Council currently complies with the following standards and regulations with respect to asset accounting

- The Australian Accounting Standards and Australian Accounting Interpretations
- The Local Government Code of Accounting Practice and Financial Reporting
- The Local Government Act 1993 and Local Government (General) Regulation 2005

#### **7.1.4 Capital/maintenance threshold**

The determination of expenditure as capital or maintenance is a combination of purpose, value and economic life of the asset received from the expenditure. Capital costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to Council and the cost of the item can be measured reliably. All other repairs and maintenance are charged to the Income Statement during the financial period in which they are incurred.

#### **7.1.5 Required changes to accounting financial systems arising from this AM Plan**

Currently infrastructure values, current replacement costs and written down values, are calculated from desktop audits and field condition surveys. With the development and improvement of this asset management plan the infrastructure values will be more accurate and will be reflected in the financial system.

### **7.2 Asset Management Systems**

#### **7.2.1 Asset management system and registers:**

A number of systems and registers are used by the Uralla Shire Council for the purpose of this asset management plan:

- MapInfo® (Intramaps® from January 2014) - For the Geographical Information System (GIS). These systems hold the spatial information on the majority of asset groups
- Microsoft® Excel spreadsheets are used to manipulate and interrogate asset data
- Financial system: Civica® "Authority" software – maintains the capital value register and manages depreciation.
- document management and customer requests system is TRIM (© (HP Software Division)
- Council's current maintenance management system used for transport assets is via field work sheets and using Microsoft® Excel spreadsheets. Council is working, with Statewide Mutual Risk Officers, towards implementing a robust modern system based upon Risk Assessment tools. Other maintenance is undertaken on a reactive basis under direction from the Director Infrastructure and Development and Manager Civil Infrastructure.

### **7.2.2 Accountabilities for asset management system and data**

The responsibility for operating and maintaining the core asset management systems is with the Director Infrastructure and Development. The development of an annual transport budget allocation within the Council budget is between the Director and the General Manager based upon the ten year financial plan forward estimates.

### **7.2.3 Linkage from asset management to financial system**

Council utilises Civica Authority to link asset management to the financial system by managing the asset values including depreciation and revaluations. However, there are no direct links with operations and maintenance expenses and the individual asset.

### **7.2.4 Required changes to asset management system arising from this asset management plan**

A system which provides a direct linkage between operations and maintenance expenditure and individual assets is required. The ongoing maintenance of this system should then become a core function within Council's operations.

## **7.3 Information flow requirements and processes**

The key information flows *into* this asset management plan are:

- Council strategic and operational plans,
- Service requests from the community,
- Network assets information,
- The unit rates for categories of work/materials,
- Current levels of service, expenditures, service deficiencies and service risks,
- Projections of various factors affecting future demand for services and new assets acquired by Council,
- Future capital works programs,
- Financial asset values.

The key information flows *from* this asset management plan are:

- The projected Works Program and trends,
- The resulting budget and long term financial plan expenditure projections,
- Financial sustainability indicators.

These will impact the Long Term Financial Plan, annual budget and departmental business plans and budgets.

## **7.4 Standards and guidelines (to be updated)**

Standards, guidelines and policy documents referenced in this asset management plan are:

- Council's Significant Accounting Policy (Note C1-7 to Annual Financial Statements)
- Roads and Maritime Services –Roadworks, Bridgeworks and Materials Specifications
- Unsealed Roads Manual – Guidelines to Good Practice ARRB 1993
- Sealed Local Roads Manual – Guidelines to Good Practice for the Construction, Maintenance and Rehabilitation of Pavements. ARRB 1995
- Local Roads Bridge Maintenance - Guidelines to Good Practice ARRB 2000
- Department of Housing Road Manual 1987 (urban works)

## 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 the organisation's long term financial plan and community/strategic planning processes and documents,
- The degree to which 1-5 year detailed works programs, budgets, business plans and organisational structures take into account the 'global' works program trends provided by the asset management plan;

### 8.2 Improvement Plan

The following tasks in Table 8.1 have been identified to be included in future revisions of the asset management plan.

**Table 8.1: Improvement plan**

| Task No | Task   | Responsibility | Timeline                   |
|---------|--|----------------|----------------------------|
| 1       | Quantify desired levels of service   | MCI            | By next revision           |
| 2       | Develop an Age Profile for all transport assets  | MCI            | By next revision           |
| 3       | Develop a formal process for asset assessment  | MCI            | By next revision           |
| 4       | Improve financial projections as further information becomes available on desired levels of service. | MCI            | After completion of Task 1 |
| 5       | Inspection regime to be developed and funded   | MCI            | By end Year 1              |
| 6       |  |                |                            |
| 7       |  |                |                            |
| 8       |  |                |                            |
| 9       |  |                |                            |
| 10      |  |                |                            |

### 8.3 Monitoring and Review Procedures

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

This Plan has a life of 4 years and is due for revision and updating within twelve months of each Council election.

## REFERENCES

Uralla Shire Council – Ten Year Financial Plan 2022/23 to 2031/32

Uralla Shire Council – 2022/2023 Operational Plan

DVC, 2006, *Asset Investment Guidelines*, Glossary, Department for Victorian Communities, Local Government Victoria, Melbourne, <http://www.dpcd.vic.gov.au/localgovernment/publications-and-research/asset-management-and-financial>.

IPWEA, 2006, *International Infrastructure Management Manual*, Institute of Public Works Engineering Australia, Sydney, [www.ipwea.org.au](http://www.ipwea.org.au).

IPWEA, 2008, *NAMS.PLUS Asset Management* Institute of Public Works Engineering Australia, Sydney, [www.ipwea.org.au/namsplus](http://www.ipwea.org.au/namsplus).

IPWEA, 2009, *Australian Infrastructure Financial Management Guidelines*, Institute of Public Works Engineering Australia, Sydney, [www.ipwea.org.au/AIFMG](http://www.ipwea.org.au/AIFMG).

IPWEA, 2011, *Asset Management for Small, Rural or Remote Communities* Practice Note, Institute of Public Works Engineering Australia, Sydney, [www.ipwea.org.au/AM4SRRC](http://www.ipwea.org.au/AM4SRRC).

## APPENDICES

- |            |  |
|------------|--|
| Appendix A | Examples of Road Conditions; refer Table 5.1IIMM Descriptions of Condition                           |
| Appendix B | Breakdown of 2021 Transport Asset Valuations by asset type   |
| Appendix C | Projected 10 Year Capital Renewal Works Program (reseals and re-sheeting)                            |
| Appendix D | Planned upgrade, rehabilitation or new transport infrastructure in the 10 year Capital Works Program |
| Appendix E | Glossary   |
| Appendix F | Abbreviations  |



**Appendix A – Examples of Road Conditions refer Table 5.1 IIMM Descriptions of Condition**



(a) Sealed Road – Condition 1 (Eastern Avenue)



(b) Sealed Road – Condition 3 (Fitzroy Street)



(c) Unsealed Road – service level (Big Ridge Road)



(d) Sealed Road – Condition 2 (Torryburn Road)



(e) Sealed Road – Condition 4 (Burtons Lane)



(f) Unsealed Road – grade intervention level (Balala Road)



(g) Kerb and Guttering – condition 1 (Fitzroy Street)



(h) Footpath – Condition 1 (John street)



(i) Concrete Bridge replacing a timber bridge – Enmore Road,



(j) Kerb and Guttering – Condition 3 (Salisbury Street)

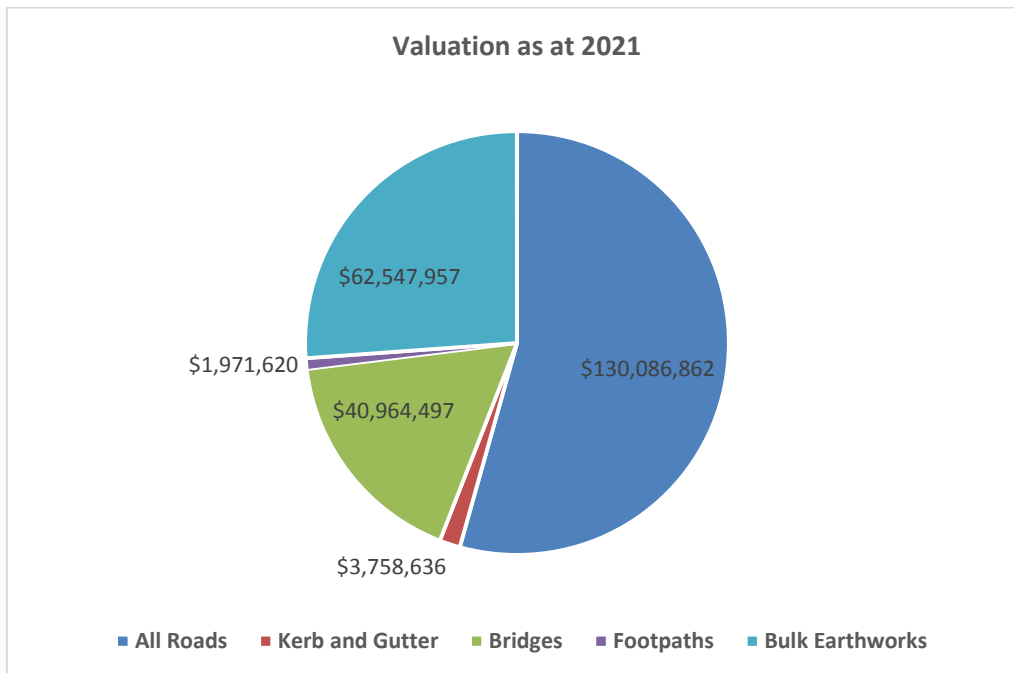


(k) Footpath – Condition 3 (Salisbury Street)

**Appendix B – breakdown of 2021 Transport Valuations into transport asset type:**

| <b>Asset Type</b> | <b>Valuation as at 2021</b> |
|-------------------|-----------------------------|
| All Roads         | \$130,086,862               |
| Kerb and Gutter   | \$3,758,636                 |
| Bridges           | \$40,964,497                |
| Footpaths         | \$1,971,620                 |
| Bulk Earthworks   | \$62,547,957                |
|                   |                             |

**Total valuation \$239,329,572**



## Appendix C – Projected 10 year Capital Renewal Works (reseals and re-sheeting)

### Regional Sealed Roads

Resealing of the surface layer of regional sealed roads based on estimates of remaining useful life in 2020 by Shepherd Services.

| Regional Roads Proposed Expenditure |             |             |
|-------------------------------------|-------------|-------------|
| Year                                | Reseals     | Rehabs      |
| 2021/22                             | \$0         | \$695,520   |
| 2022/23                             | \$105,000   | \$604,800   |
| 2023/24                             | \$142,500   | \$571,200   |
| 2024/25                             | \$145,500   | \$571,200   |
| 2025/26                             | \$142,500   | \$577,920   |
| 2026/27                             | \$180,000   | \$554,400   |
| 2027/28                             | \$187,500   | \$554,400   |
| 2028/29                             | \$217,500   | \$504,000   |
| 2029/30                             | \$220,500   | \$537,600   |
| 2030/31                             | \$225,000   | \$504,000   |
| Totals                              | \$1,566,000 | \$5,675,040 |

The 10 year forward estimates of \$1,556,000 will reseal approximately 56.0 kilometres of the 126.5 kilometres of regional rural sealed road over the period of this plan.

Expenditure of \$5,675,040 over 10 years for pavement renewal of the base layer (rehabilitation) of regional sealed roads is based on estimates of remaining useful life in 2020 by Shepherd Services and addresses the backlog of renewals which are overdue.

### Rural Local Sealed Roads

Resealing of the surface layer of rural sealed roads based on estimates of remaining useful life in 2020.

| Rural Local Roads Proposed Expenditure |             |             |
|--|-------------|-------------|
| Year                                   | Reseals     | Rehabs      |
| 2021/22                                | \$193,200   | \$556,505   |
| 2022/23                                | \$318,614   | \$729,048   |
| 2023/24                                | \$324,272   | \$741,125   |
| 2024/25                                | \$306,673   | \$744,359   |
| 2025/26                                | \$243,128   | \$781,550   |
| 2026/27                                | \$252,209   | \$720,913   |
| 2027/28                                | \$267,830   | \$731,500   |
| 2028/29                                | \$282,210   | \$725,725   |
| 2029/30                                | \$290,904   | \$735,196   |
| 2030/31                                | \$307,133   | \$747,362   |
| Totals                                 | \$2,786,174 | \$7,213,283 |

The 10 year forward estimates of \$2,786,174 will re-seal approximately 105.4 kilometres of the 294.3km rural local road network over the period of this plan.

Expenditure of \$7,213,283 over 10 years for pavement renewal of the base layer (rehabilitation) of rural local sealed roads is based on estimates of remaining useful life in 2020 by Shepherd Services and addresses the backlog of overdue renewals.

### Urban Local Sealed Roads

Resealing of urban sealed roads is based on estimates of remaining useful life in 2020.

| <b>Urban Local Roads Proposed Expenditure</b> |                  |                    |
|---|------------------|--------------------|
| <b>Year</b>                                   | <b>Reseals</b>   | <b>Rehabs</b>      |
| 2021/22                                       | \$72,109         | \$182,573          |
| 2022/23                                       | \$53,268         | \$113,880          |
| 2023/24                                       | \$43,194         | \$116,983          |
| 2024/25                                       | \$55,200         | \$119,381          |
| 2025/26                                       | \$62,100         | \$111,891          |
| 2026/27                                       | \$71,236         | \$108,624          |
| 2027/28                                       | \$72,229         | \$91,250           |
| 2028/29                                       | \$77,197         | \$121,983          |
| 2029/30                                       | \$78,688         | \$141,401          |
| 2030/31                                       | \$83,407         | \$157,972          |
| <b>Totals</b>                                 | <b>\$668,628</b> | <b>\$1,265,937</b> |

The 10 year forward estimates of \$668,628 will re-seal approximately 22.8 kilometres of the 27.6km urban local road network over the period of this plan.

Expenditure of \$1,265,937 over 10 years for pavement renewal of urban local sealed roads is based on estimates of remaining useful life in 2020 by Shepherd Services and addresses the backlog of overdue renewals.

### Unsealed Roads gravel resheeting

The proposed expenditure for resheeting of regional and local unsealed roads over the 10 year period is shown below.

| Unsealed Roads Proposed Expenditure |           |             |
|-------------------------------------|-----------|-------------|
| Year                                | Regional  | Local       |
| 2021/22                             | \$21,080  | \$634,978   |
| 2022/23                             | \$22,000  | \$634,769   |
| 2023/24                             | \$22,661  | \$634,769   |
| 2024/25                             | \$23,341  | \$634,769   |
| 2025/26                             | \$24,041  | \$634,769   |
| 2026/27                             | \$24,582  | \$649,051   |
| 2027/28                             | \$25,135  | \$663,655   |
| 2028/29                             | \$25,701  | \$678,567   |
| 2029/30                             | \$26,279  | \$693,855   |
| 2030/31                             | \$26,870  | \$709,467   |
| Totals                              | \$241,690 | \$6,568,649 |

The ten year forward estimates total of \$241,690 will re-sheet 6.5 kilometres of the Bundarra to Barraba Road whilst the proposed expenditure of \$6,568,649 over 10 years will maintain the rural local unsealed road network at a satisfactory standard.

### Footpaths, Bike Track and Kerb & Gutter

The proposed capital expenditure for footpaths, bike track and K&G over the 10 year period is shown below.

| Other Transport Proposed Expenditure |                        |               |
|--------------------------------------|------------------------|---------------|
| Year                                 | Footpaths & Bike Track | Kerb & Gutter |
| 2021/22                              | \$60,256               | \$70,320      |
| 2022/23                              | \$79,000               | \$70,600      |
| 2023/24                              | \$94,035               | \$70,600      |
| 2024/25                              | \$90,412               | \$70,600      |
| 2025/26                              | \$90,900               | \$70,600      |
| 2026/27                              | \$106,800              | \$72,189      |
| 2027/28                              | \$92,686               | \$73,813      |
| 2028/29                              | \$93,209               | \$75,474      |
| 2029/30                              | \$93,744               | \$77,172      |
| 2030/31                              | \$69,875               | \$78,908      |
| Totals                               | \$870,917              | \$730,276     |

## **Appendix D – Planned upgrade, or new transport infrastructure in the 10 year Capital Works Program.**

The following transport projects have been identified but are currently unfunded and are not included in the 10 year Capital Works Program unless noted otherwise:

### **Sealed Roads Renewals**

Pavement strengthening and widening of Hawthorne Drive from 00 to 4.9km and 5.3 to 5.55km was identified as a priority for renewal and widening. Funding for Stage 1 (00 to 2.0km) has been received through the Fixing Local Roads Program and work was completed in 2021. Stage 2 (2.0 to 4.8km and 5.3 to 5.55km) has also received funding from the Fixing Local Roads Program and is programmed to be completed in 2022. The grant funding has been included in the 2021/22 capital works program. Sections of Kingstown, Gostwyck and Northeys Roads have also been identified as priorities for pavement renewal and these sections make up the successful application for funding under the Fixing Local Roads Program announced in 2022.

A list of candidate projects for future pavement renewal (after Shepherd) is shown in Table D below.



**Table D.1: List of local road candidate projects for future pavement renewal**

| Proposed Candidate Pavement Renewals (after Shepherd) - combined Rural and Urban local roads. |                |                   |              |             |           |  |           |                            |                            |
|---|----------------|-------------------|--------------|-------------|-----------|--|-----------|----------------------------|----------------------------|
| Projects to be included in annual works programs are subject to validation in the field.      |                |                   |              |             |           |  |           |                            |                            |
| Rural or Urban  | Road category  | Road Name         | Ch Start     | Ch End      | Est Cost  | Comments   | FLR grant | Balance req'd from Council | Works proposed for 2022/23 |
| Rural   | C Collector    | NORTHEYS ROAD     | 1000         | 1500        | \$138,793 | FLR R3 funding application successful  | \$101,063 | \$37,730                   | \$37,730                   |
| Rural   | C Collector    | NORTHEYS ROAD     | 1500         | 2500        | \$277,585 | Field inspection validates requirement for renewal concurrently with adjoining segments  |           | \$277,585                  | \$277,585                  |
| Rural   | C Collector    | NORTHEYS ROAD     | 2500         | 3250        | \$208,189 | FLR R3 funding application successful  | \$151,594 | \$56,595                   | \$56,595                   |
| Rural   | C Collector    | GOSTWYCK ROAD     | 8250         | 9250        | \$277,585 |  |           | \$277,585                  | \$277,585                  |
| Rural   | C Collector    | GOSTWYCK ROAD     | 10000        | 10750       | \$208,189 |  |           | \$208,189                  |                            |
| Rural   | B Sub-arterial | KINGSTOWN ROAD    | 6501         | 6751        | \$69,396  | Note works either programmed or the subject of pending grant applications between 00 and 2.75km. Also heavy patching completed up to Ch 10.0km |           | \$69,396                   |                            |
| Rural   | B Sub-arterial | KINGSTOWN ROAD    | 7501         | 7751        | \$69,396  |  |           | \$69,396                   |                            |
| Rural   | B Sub-arterial | KINGSTOWN ROAD    | 8251         | 8751        | \$138,793 |  |           | \$138,793                  |                            |
| Rural   | B Sub-arterial | KINGSTOWN ROAD    | 11501        | 12501       | \$277,585 | Worst sections have been heavy patched.  |           | \$277,585                  |                            |
| Rural   | B Sub-arterial | KINGSTOWN ROAD    | 18200        | 19000       | \$222,068 |  |           | \$222,068                  | \$277,585                  |
| Rural   | B Sub-arterial | KINGSTOWN ROAD    | 19751        | 20001       | \$69,396  |  |           | \$69,396                   |                            |
| Rural   | C Collector    | KLIENDIENST ROAD  | 750          | 1262        | \$142,124 |  |           | \$142,124                  |                            |
| Rural   | B Sub-arterial | KENTUCKY ROAD     | 3000         | 3810        | \$224,844 |  |           | \$224,844                  |                            |
| Rural   | B Sub-arterial | ARDING ROAD       | 2250         | 3000        | \$208,189 |  |           | \$208,189                  |                            |
| Rural   | B Sub-arterial | ARDING ROAD       | 4150         | 4800        | \$180,430 |  |           | \$180,430                  |                            |
| Urban   | Arterial       | BRIDGE STREET     | Salisbury St | King St     | \$171,200 | Parking lanes only. Travel lanes are SH9.  |           | \$171,200                  |                            |
| Rural   | C Collector    | BERGEN ROAD       | 250          | 2500        | \$624,566 |  |           | \$624,566                  |                            |
| Urban   | C Collector    | SALISBURY STREET  | Gostwyck Rd  | Duke St     | \$41,530  | 110m completed in 2021 north from Gostwyck St  |           | \$41,530                   |                            |
| Urban   | C Collector    | SALISBURY STREET  | Bridge St    | Queen St    | \$74,160  |  |           | \$74,160                   |                            |
| Urban   | C Collector    | SALISBURY STREET  | Maitland St  | Bridge St   | \$71,600  | Parking lanes only. Travel lanes are MR73.   |           | \$71,600                   |                            |
| Urban   | C Collector    | HILL STREET       | Bridge St    | Queen St    | \$76,600  | Parking lanes only. Travel lanes are MR73.   |           | \$76,600                   |                            |
| Urban   | D Local access | FITZROY STREET    | Munro Ave    | Ivon Ct     | \$39,119  | 15m south west of John Street  |           | \$39,119                   |                            |
| Urban   | E Lanes        | BLIGH AVENUE      | East Street  | Park Street | \$79,722  |  |           | \$79,722                   |                            |
| Urban   | D Local access | URALLA STREET     | John St      | Park St     | \$55,620  |  |           | \$55,620                   |                            |
| Rural   | C Collector    | BARLEYFIELDS ROAD | 1            | 251         | \$69,396  |  |           | \$69,396                   |                            |
| Rural   | B Sub-arterial | KENTUCKY ROAD     | 1750         | 2000        | \$69,396  |  |           | \$69,396                   |                            |
| Rural   | B Sub-arterial | DUMARESQ ROAD     | 1250         | 1750        | \$138,793 |  |           | \$138,793                  |                            |
| Rural   | C Collector    | EASTERN AVENUE    | 325          | 500         | \$48,577  | Check condition 500 to 750 =4(27). Include?  |           | \$48,577                   |                            |
| Rural   | C Collector    | EASTERN AVENUE    | 750          | 1000        | \$69,396  |  |           | \$69,396                   |                            |
| Rural   | C Collector    | EASTERN AVENUE    | 3750         | 4000        | \$69,396  |  |           | \$69,396                   |                            |
| Rural   | C Collector    | NOALIMBA AVENUE   | 0            | 250         | \$69,396  | Check condition 250 to 500 =4(30). Include?  |           | \$69,396                   |                            |
| Rural   | C Collector    | NOALIMBA AVENUE   | 500          | 750         | \$69,396  |  |           | \$69,396                   |                            |
| Rural   | C Collector    | NOALIMBA AVENUE   | 1750         | 2000        | \$69,396  |  |           | \$69,396                   |                            |
| Rural   | D Local access | BINDAWALLA ROAD   | 1250         | 1500        | \$59,483  | Low traffic  |           | \$59,483                   |                            |
| Urban   | D Local access | FAULKNER STREET   | Vincent St   | End         | \$28,292  | Low traffic - deferred from 2022/23  |           | \$28,292                   |                            |
| Urban   | D Local access | VINCENT STREET    | Faulkner St  | End         | \$28,255  |  |           | \$28,255                   |                            |
| Urban   | E Lanes        | CHURCH AVENUE     | John St      | Park St     | \$33,639  |  |           | \$33,639                   |                            |

**Table D.2: List of regional road candidate projects for future pavement renewal**

| Proposed Candidate Pavement Renewals (after Shepherd) - combined rural and urban regional roads. |                  |         |             |           |           |                 |  |                     |                            |
|--|------------------|---------|-------------|-----------|-----------|-----------------|--|---------------------|----------------------------|
| Projects to be included in annual works programs are subject to validation in the field.         |                  |         |             |           |           |                 |  |                     |                            |
| Urban or Rural   | Road Name        | Section | From        | To        | Cost      | Proposed Timing | Notes                                  | USC Proposed budget | Works proposed for 2022/23 |
| Rural  | THUNDERBOLTS WAY | 625     | 17750       | 18500     | \$252,000 | 2022/23         | Reseal 17.0 to 17.75 program 2022/23   |                     | \$252,000                  |
| Rural  | THUNDERBOLTS WAY | 625     | 19000       | 19750     | \$252,000 | 2022/23         | Reseal 18.5 to 19.0 program 2022/23    |                     | \$252,000                  |
| Rural  | THUNDERBOLTS WAY | 625     | 21750       | 22000     | \$33,600  | 2022/23         | Part segment only.                     |                     | \$33,600                   |
| Rural  | THUNDERBOLTS WAY | 625     | 23500       | 23750     | \$67,200  | 2022/23         |  | \$604,800           | \$67,200                   |
| Rural  | THUNDERBOLTS WAY | 653     | 21501       | 21751     | \$84,000  | 2023/24         | Heavy patch?                           |                     |                            |
| Rural  | THUNDERBOLTS WAY | 653     | 24001       | 25251     | \$420,000 | 2023/24         |  |                     |                            |
| Rural  | THUNDERBOLTS WAY | 653     | 25501       | 25751     | \$67,200  | 2023/24         | 25251 to 25501 is condition 3(60)      | \$571,200           |                            |
| Rural  | BUNDARRA ROAD    | 747     | 18500       | 19500     | \$319,200 | 2024/25         | Part segment only.                     |                     |                            |
| Rural  | BUNDARRA ROAD    | 747     | 17000       | 17750     | \$252,000 | 2024/25         |  | \$571,200           |                            |
| Rural  | THUNDERBOLTS WAY | 653     | 9751        | 10001     | \$73,920  | 2025/26         | Check condition of CH10001 to 10251    |                     |                            |
| Rural  | THUNDERBOLTS WAY | 653     | 10251       | 11251     | \$336,000 | 2025/26         |  |                     |                            |
| Rural  | THUNDERBOLTS WAY | 653     | 28001       | 28501     | \$168,000 | 2025/26         |  | \$577,920           |                            |
| Urban  | SALISBURY STREET | 653     | Maitland St | Bridge St | \$68,800  | 2026/27         | Travel lanes only                      |                     |                            |
| Rural  | THUNDERBOLTS WAY | 653     | 7501        | 8251      | \$252,000 | 2026/27         | Reseal 8.25 to 9.0 program 2023/24     |                     |                            |
| Rural  | THUNDERBOLTS WAY | 653     | 9001        | 9501      | \$168,000 | 2026/27         |  |                     |                            |
| Rural  | THUNDERBOLTS WAY | 653     | 17501       | 17751     | \$67,200  | 2026/27         | Part segment only.                     |                     |                            |
| Rural  | THUNDERBOLTS WAY | 653     | 49251       | 49501     | \$67,200  | 2026/27         |  | \$623,200           |                            |
| Urban  | HILL STREET      | 653     | Bridge St   | Queen St  | \$73,600  | 2027/28         | Travel lanes only                      |                     |                            |
| Rural  | THUNDERBOLTS WAY | 653     | 22001       | 22251     | \$50,400  | 2027/28         | Part segment only.                     |                     |                            |
| Rural  | THUNDERBOLTS WAY | 653     | 28751       | 30501     | \$252,000 | 2027/28         | Part full length only.                 |                     |                            |
| Rural  | THUNDERBOLTS WAY | 653     | 37251       | 38001     | \$252,000 | 2027/28         |  | \$628,000           |                            |
| Rural  | THUNDERBOLTS WAY | 653     | 13001       | 13751     | \$252,000 | 2028/29         |  |                     |                            |
| Rural  | THUNDERBOLTS WAY | 653     | 22501       | 23001     | \$168,000 | 2028/29         |  |                     |                            |
| Rural  | THUNDERBOLTS WAY | 653     | 64751       | 65001     | \$84,000  | 2028/29         |  | \$504,000           |                            |
| Rural  | THUNDERBOLTS WAY | 653     | 44251       | 44751     | \$168,000 | 2029/30         |  |                     |                            |
| Rural  | THUNDERBOLTS WAY | 653     | 46751       | 47251     | \$168,000 | 2029/30         |  |                     |                            |
| Rural  | THUNDERBOLTS WAY | 653     | 60751       | 61501     | \$134,400 | 2029/30         | Part full length. Laura Creek section. |                     |                            |
| Rural  | THUNDERBOLTS WAY | 653     | 62751       | 63251     | \$67,200  | 2029/30         | Part full length. Laura Creek section. | \$537,600           |                            |
| Rural  | THUNDERBOLTS WAY | 625     | 9000        | 9500      | \$168,000 | 2030/31         |  |                     |                            |
| Rural  | BUNDARRA ROAD    | 747     | 14250       | 14500     | \$84,000  | 2030/31         |  |                     |                            |
| Rural  | BUNDARRA ROAD    | 747     | 18000       | 18250     | \$84,000  | 2030/31         |  |                     |                            |
| Rural  | BUNDARRA ROAD    | 747     | 20000       | 20500     | \$168,000 | 2030/31         |  | \$504,000           |                            |
| Rural  | THUNDERBOLTS WAY | 625     | 22250       | 22750     | \$168,000 | 2031/32         |  |                     |                            |
| Rural  | THUNDERBOLTS WAY | 653     | 40251       | 41001     | \$252,000 | 2031/32         |  |                     |                            |
| Rural  | THUNDERBOLTS WAY | 653     | 64751       | 65001     | \$67,200  | 2031/32         |  |                     |                            |
| Rural  | THUNDERBOLTS WAY | 653     | 66001       | 66251     | \$67,200  | 2031/32         |  | \$554,400           |                            |
| Rural  | BUNDARRA ROAD    | 747     | 12750       | 13000     | \$84,000  | 2032/33         |  |                     |                            |
| Rural  | THUNDERBOLTS WAY | 625     | 11250       | 11750     | \$168,000 | 2032/33         |  |                     |                            |
| Rural  | THUNDERBOLTS WAY | 625     | 21250       | 21500     | \$84,000  | 2032/33         |  |                     |                            |
| Rural  | THUNDERBOLTS WAY | 653     | 3001        | 3251      | \$67,200  | 2032/33         |  |                     |                            |
| Rural  | THUNDERBOLTS WAY | 653     | 41001       | 41251     | \$63,000  | 2032/33         |  |                     |                            |
| Rural  | THUNDERBOLTS WAY | 653     | 60251       | 60501     | \$84,000  | 2032/33         |  | \$550,200           |                            |

### Unsealed Roads to be upgraded:

At the Ordinary Meeting held on 25 May 2021, Council approved road upgrades to be funded by Local Roads and Community Infrastructure (LRCI) funding in 2021/22 being Old Gostwyck, Corey and Harriet Gully Roads. Further, Council adopted a prioritised list for subsequent years and placed other candidate roads on public exhibition to invite nominations from the community for further investigation and prioritisation in the future.

The prioritised list of road projects adopted by Council for upgrading from unsealed to sealed is:

| Priority | Road section                 | Cost      |
|----------|------------------------------|-----------|
| 1        | Gostwyck Road 14.9 to 16.9km | \$490,000 |
| 2        | Bendemeer Road 0.5 to 2.5km  | \$490,000 |
| 3        | Gostwyck Road 16.9 to 19.0km | \$515,000 |
| 4        | Williams Road 0.2 to 2.0km   | \$441,000 |

Other roads (not included above) which have been identified previously and/or suggested through the public exhibition period for upgrading are listed below. The list is not comprehensive and may change from time to time.

- Adina Road
- Andersons Road
- Bakers Creek Road
- Bakers Lane
- Balala Road
- Barloo Road
- Gostwyck Road
- Hillview Road
- Kooda Road
- Lentara Road
- Malapatinti Road
- Mihi Road 0.6 to 1.8 and 2.2 to 4.8km
- Munsies Road
- Nelsons Road
- Retreat Road 10.1 to 17.5km
- Rowbottoms Road

Council has yet to consider which of these roads should be adopted as candidate projects for upgrading.

### Regional Roads:

MR132 Barraba Road – complete sealing of remaining unsealed length 9.75km at an estimated cost of **\$3.8m.**

Note: 1.86km of sealing works at the western end was funded from the Blackspot program in 2014/15.

Council plans to spend \$241,690 over 10 years on gravel resheeting works.

When future opportunities for funding arise from time to time, it is intended to propose the 2km unsealed section remaining on the western end hill section (to the Tamworth Regional Council boundary) for upgrading to a sealed surface.

### Regional Bridges

Upgrade causeway on Barraba Road at Bakers Creek to a bridge structure at a cost in excess of \$1.5m. This project is currently being developed to concept design stage including cost estimate. The concept design and estimate will support grant funding applications for this unfunded project.

### Urban Local:

- Extension of Uralla shared cycleway path in accordance with the PAMP

**Causeways to be upgraded:**

- Maitland Street
- Queen Street
- Gostwyck Road (on gravel Section)
- Kingstown Road near Balala
- Terrible Vale Road

**Safety Issues to be addressed:**

- Bundarra Road guardrail/ wire barrier at 3 locations on the Pinnacle
- Gwydir River Road – guardrail/ wire barrier on two bridge approaches
- Baldersleigh Road/ Thunderbolts Way intersection upgrade
- Eastern Avenue – realign corner near Wards
- Retreat Road - crest realignment
- Kingstown Road – in the vicinity of the bridge over Rocky River

**Footpaths: Renew all sections at Condition Levels 4 and 5 and implement the schedule of works as contained in the Uralla PAMP.**

At its Ordinary Meeting of 27th August 2019, Council resolved to adopt the Uralla Pedestrian Access Mobility Plan – August 2019. The 9 year allocation of \$575,400 will enable construction of the following priority footpath works contained in the Uralla PAMP Schedule of Works. Projects are yet to be adopted by Council.

1. King Street to rail overpass \$73,200
2. Dangar Street, Gostwyck Road to King Street \$138,200 (over 2 years)
3. Gostwyck Street to McCrossin Street \$84,500
4. East Street, Dumaresq Street to Gostwyck Road \$279,500 (over 4 years)

The PAMP also contains an item in the Schedule of Works to complete the shared path cycleway along Plane Avenue to the Sports Complex. An allocation has been made each year for the next 8 years in the proposed capital works program but would depend on successful grant applications under the Active Transport Program. In 2022/23 an application was submitted for a grant under this program of \$50,000 towards a total cost of \$79,000 for the next stage of the shared path. A total allocation of \$235,261 has been included in forward programmes for consideration by Council.

**Kerb and Gutter: Renew all sections at Condition level 5 over the next 10 years and extend the network by 210m per year.**

The 10 year allocation of \$730,276 will enable construction of approximately 2,100 metres of kerb and guttering, thus achieving the target of 210 metres per annum.

Identified kerb and guttering construction works include the following:

- Rowan Avenue, northern side Bridge Street west, 100m
- Queen Street, from East Street 60m both sides north, i.e. 120m
- Bowline Street opposite the Bundarra Central School
- Roman Street, 140m both sides i.e. 280m
- Warwick Street, from McCrossin Street both sides north.

Kerb and gutter projects are yet to be adopted by Council.

## Appendix E – Glossary

### Annual service cost (ASC)

- 1) Reporting actual cost  
The annual (accrual) cost of providing a service including operations, maintenance, depreciation, finance/opportunity and disposal costs less revenue.
- 2) For investment analysis and budgeting  
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 operations, maintenance, depreciation, finance/ opportunity and disposal costs, less revenue.

### Asset

A resource controlled by an entity as a result of past events and from which future economic benefits are expected to flow to the entity. Infrastructure assets are a sub-class of property, plant and equipment which are non-current assets with a life greater than 12 months and enable services to be provided.

### Asset class

A group of assets having a similar nature or function in the operations of an entity, and which, for purposes of disclosure, is shown as a single item without supplementary disclosure.

### 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 (AM)

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.

### Average annual asset consumption (AAAC)\*

The amount of an organisation's asset base consumed during a reporting period (generally a year). This may be calculated by dividing the depreciable amount by the useful life (or total future economic benefits/service potential) and totalled for each and every asset OR by dividing the carrying amount (depreciated replacement cost) by the remaining useful life (or remaining future economic benefits/service potential) and totalled for each and every asset in an asset category or class.

### Borrowings

A borrowing or loan is a contractual obligation of the borrowing entity to deliver cash or another financial asset to the lending entity over a specified period of time or at a specified point in time, to cover both the initial capital provided and the cost of the interest incurred for providing this capital. A borrowing or loan provides the means for the borrowing entity to finance outlays (typically physical assets) when it has insufficient funds of its own to do so, and for the lending entity to make a financial return, normally in the form of interest revenue, on the funding provided.

### 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 expenditure - expansion

Expenditure that extends the capacity of an existing asset to provide benefits, at the same standard as is currently enjoyed by existing beneficiaries, to a new group of users. It is discretionary expenditure, which increases future operations and maintenance costs, because it increases the organisation'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 - new

Expenditure which creates a new asset providing a new service/output that did not exist beforehand. As it increases service potential it may impact revenue and will increase future operations and maintenance expenditure.

### Capital expenditure - renewal

Expenditure on an existing asset or on replacing an existing asset, which returns the service capability 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 generally has no impact on revenue, but may reduce future operations 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.

**Capital expenditure - upgrade**

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 operations and maintenance expenditure in the future because of the increase in the organisation'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.

**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

**Capitalisation threshold**

The value of expenditure on non-current assets above which the expenditure is recognised as capital expenditure and below which the expenditure is charged as an expense in the year of acquisition.

**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**

Specific parts of an asset having independent physical or functional identity and having specific attributes such as different life expectancy, maintenance regimes, risk or criticality.

**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, including 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.

**Depreciable amount**

The cost of an asset, or other amount substituted for its cost, less its residual value.

**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.

**Funding gap**

A funding gap exists whenever an entity has insufficient capacity to fund asset renewal and other expenditure necessary to be able to appropriately maintain the range and level of services its existing asset stock was originally designed and intended to deliver. The service capability of the existing asset stock should be determined assuming no additional operating revenue, productivity improvements, or net financial liabilities above levels currently planned or projected. A current funding gap means service levels have already or are currently falling. A projected funding gap if not addressed will result in a future diminution of existing service levels.

### **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 that contribute to meeting the needs of organisations or the 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 separate 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.

### **Key performance indicator**

A qualitative or quantitative measure of a service or activity used to compare actual performance against a standard or other target. Performance indicators commonly relate to statutory limits, safety, responsiveness, cost, comfort, asset performance, reliability, efficiency, environmental protection and customer satisfaction.

### **Level of service**

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

### **Life Cycle Cost**

1. **Total LCC** The total cost of an asset throughout its life including planning, design, construction, acquisition, operation, maintenance, rehabilitation and disposal costs.
2. **Average LCC** The life cycle cost (LCC) is average cost to provide the service over the longest asset life cycle. It comprises annual operations, 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 operations, maintenance and capital renewal expenditure incurred in providing the service in a particular year. Life Cycle Expenditure may be compared to average Life Cycle Cost to give an initial indicator of life cycle sustainability.

### **Loans / borrowings**

See borrowings.

### **Maintenance**

All actions necessary for retaining an asset as near as practicable to its original condition, including regular ongoing day-to-day work necessary to keep assets operating, eg road patching but excluding rehabilitation or renewal. It is operating expenditure required to ensure that the asset reaches its expected useful life.

- **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.

- **Reactive maintenance**

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

- **Significant maintenance**

Maintenance work to repair components or replace sub-components that needs to be identified as a specific maintenance item in the maintenance budget.

- **Unplanned maintenance**

Corrective work required in the short-term to restore an asset to working condition so it can continue to deliver the required service or to maintain its level of security and integrity.

### **Maintenance and renewal gap**

Difference between estimated budgets and projected required expenditures for maintenance and renewal of assets to achieve/maintain specified service levels, totalled over a defined time (e.g. 5, 10 and 15 years).

### **Maintenance and renewal sustainability index**

Ratio of estimated budget to projected expenditure for maintenance and renewal of assets over a defined time (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**

The notion of materiality guides the margin of error acceptable, the degree of precision required and the extent of the disclosure required when preparing general purpose financial reports. Information is material if its omission, misstatement or non-disclosure has the potential, individually or collectively, to influence the economic decisions of users taken on the basis of the financial report or affect the discharge of accountability by the management or governing body of the entity.

**Modern equivalent asset**

Assets that replicate what is in existence with the most cost-effective asset performing the same level of service. It is the most cost efficient, currently available asset which will provide the same stream of services as the existing asset is capable of producing. It allows for technology changes and, improvements and efficiencies in production and installation techniques

**Net present value (NPV)**

The value to the organisation of the cash flows associated with an asset, liability, activity or event calculated using a discount rate to reflect the time value of money. It is the net amount of discounted total cash inflows after deducting the value of the discounted total cash outflows arising from eg the continued use and subsequent disposal of the asset after deducting the value of the discounted total cash outflows.

**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.

**Operations expenditure**

Recurrent expenditure, which is continuously required to provide a service. In common use the term typically includes, eg power, fuel, staff, plant equipment, on-costs and overheads but excludes maintenance and depreciation. Maintenance and depreciation is on the other hand included in operating expenses.

**Operating expense**

The gross outflow of economic benefits, being cash and non cash items, during the period arising in the course

of ordinary activities of an entity when those outflows result in decreases in equity, other than decreases relating to distributions to equity participants.

**Pavement**

The layer below the sealed surface which provides the strength to support the traffic loads. Usually made up of two layers: a base and a sub-base.

**Pavement management system**

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

**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).

**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 operations and maintenance expenditure.

**Recurrent funding**

Funding to pay for recurrent expenditure.

**Rehabilitation**

See capital renewal expenditure definition above.

**Remaining useful life**

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

**Renewal**

See capital renewal expenditure definition above.



**Reseal**

A coating of bitumen and aggregate applied over an existing seal to restore the service potential of the road surface.

**Resheet**

A layer of gravel pavement material applied over an existing unsealed road to restore the service potential of the road surface.

**Residual value**

The estimated amount that an entity would currently obtain from disposal of the asset, after deducting the estimated costs of disposal, if the asset were already of the age and in the condition expected at the end of its useful life.

**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.

**Seal**

The surface or uppermost layer of a road. Usually consists of a thin layer of bitumen and crushed aggregate up to 20mm diameter or a thin layer of asphalt.

**Section or segment**

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

**Service potential**

The total future service capacity of an asset. It is normally determined by reference to the operating capacity and economic life of an asset. A measure of service potential is used in the not-for-profit sector/public sector to value assets, particularly those not producing a cash flow.

**Service potential remaining**

A measure of the future economic benefits remaining in assets. It may be expressed in dollar values (Fair Value) or as a percentage of total anticipated future economic benefits. It is also a measure of the percentage of the asset's potential to provide services that are still available for use in providing services (Depreciated Replacement Cost/Depreciable Amount).

**Specific 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.

**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.

**Value in Use**

The present value of future cash flows expected to be derived from an asset or cash generating unit. 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 net cash inflows, where the entity would, if deprived of the asset, replace its remaining future economic benefits.

Source: IPWEA, 2009, Glossary

## Appendix F – Abbreviations

|             |   |
|-------------|---|
| <b>AAAC</b> | Average annual asset consumption        |
| <b>AMP</b>  | Asset management plan                   |
| <b>ARI</b>  | Average recurrence interval             |
| <b>CRC</b>  | Current replacement cost                |
| <b>CWMS</b> | Community wastewater management systems |
| <b>DA</b>   | Depreciable amount                      |
| <b>EF</b>   | Earthworks/formation                    |
| <b>IRMP</b> | Infrastructure risk management plan     |
| <b>LCC</b>  | Life Cycle cost                         |
| <b>LCE</b>  | Life cycle expenditure                  |
| <b>MMS</b>  | Maintenance management system           |
| <b>PCI</b>  | Pavement condition index                |
| <b>RV</b>   | Residual value                          |
| <b>SS</b>   | Suspended solids                        |
| <b>vph</b>  | Vehicles per hour                       |

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Stormwater Drainage  
Asset Management Plan  
DRAFT March 2022 (Version 1)

## INFORMATION ABOUT THIS DOCUMENT

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|-------------------------------------|--|-----------------------------------|------|
| <b>Date Adopted by Council</b>      |  | <b>Resolution No.</b>             |      |
| <b>Document Owner</b>               | Director Infrastructure & Development                    |                                   |      |
| <b>Document Development Officer</b> | Asset Manager  |                                   |      |
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### **Document History**

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| 1              | March 2022          | Draft document prepared - Asset Manager   |
| 2              |                     |   |
| 3              |                     |   |
| 4              |                     |   |

### **Further Document Information and Relationships**

List here the related strategies, procedures, references, Strategy or other documents that have a bearing on this Strategy and that may be useful reference material for users of this Strategy.

|   |  |
|---|--|
| <b>Related Legislation*</b>                                 | <i>Local Government Act 1993 (the Act) and the Local Government (General) Regulation 2021 (the Regulation)</i>   |
| <b>Related Policies</b>                                     | Uralla Shire Council Community Strategic Plan 2017-2027<br>Uralla Shire Council Long Term Financial Plan<br>Uralla Shire Council Asset Management Policy<br>Uralla Shire Council Asset Management Strategy |
| <b>Related Procedures/ Protocols, Statements, documents</b> | Integrated Planning & Reporting Guidelines for Local Government in NSW<br>International Infrastructure Management Manual (IPWEA, 2006)<br>ISO 55000 Standards and Australian Accounting Standards          |

\*Note: Any reference to Legislation will be updated in the Strategy as required. See website <http://www.legislation.nsw.gov.au/> for current Acts, Regulations and Environmental Planning Instruments.

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## 1. EXECUTIVE SUMMARY

### 1.1 Context

---

- 1.1.1 This asset management plan has been prepared to meet Uralla Shire Council's legislative and organisational requirements for sustainable service delivery and long term financial planning and reporting.
- 1.1.2 Uralla Shire Council and its employees will strive to uphold and follow the practices outlined in this Stormwater Drainage Asset Management Plan (SDAMP).
- 1.1.3 This SDAMP is one of eight asset management plans (AMPs) covering all community assets for which Council is responsible. These fall under Council's Asset Management Policy and Asset Management Strategy.
- 1.1.4 Asset management planning is a comprehensive process to facilitate service delivery from infrastructure assets in a financially sustainable manner.
- 1.1.5 Asset management plans detail information about infrastructure assets, including actions required to provide an agreed level of service in the most cost effective manner. This plan defines the services to be provided, how the services are provided, and what funds are required to provide the services.
- 1.1.6 Council stormwater drainage assets assist in providing the community with services that enable the adequate collection, transport and discharge of stormwater runoff effectively, efficiently and economically to reduce flooding, soil erosion, pollution, and improve water quality.
- 1.1.7 The critical issues factored into Council's stormwater asset management include:
- Maintenance and repair costs;
  - Replacement or Rehabilitation cost;
  - Age of assets;
  - Life cycle of asset;
  - Integrating new technologies;
  - Usage and data capture; and
  - Budget.
- 1.1.8 The stormwater service network is comprised of the following infrastructure assets:
- Stormwater drainage pipes (closed and open conduits);
  - Stormwater drainage box culverts;
  - Pits - junction pits, surface inlet pits, kerb inlet pits, headwalls/endwalls, manholes and converters; and Stormwater Quality Improvement Devices (SQIDs) – gross pollutant traps
- 1.1.9 As at 30 June 2021 these infrastructure assets have a replacement value of \$4,252,095.

### 1.2 What does it cost?

---

- 1.2.1 The projected outlays necessary to provide the services covered by this SDAMP includes maintenance and renewal of existing assets over the 10 year planning period is \$TBC on average per year. **These costs do not include operations costs, and there are no confirmed upgrades at the time of writing this plan.**
- 1.2.2 Council will fund these costs as per the forecast expenditure, therefore the estimated available funding for this period is also \$TBC on average per year which is TBC% of the cost to provide the service. This is

a funding shortfall of zero on average per year. Projected expenditure required to provide services in the SDAMP compared with planned expenditure currently included in the Long Term Financial Plan are shown in Figure 1.2.2.

[Figure TBC]

*Figure 1.2.2: Stormwater Drainage Projected and Budget Expenditure*

### **1.3 Managing the Risks**

---

1.3.1. There are risks associated with providing the service and not being able to complete all activities and projects. Major risks have been identified as:

- Disruption to other Council operations and services
- Deferred maintenance and renewal resulting in large future expenditure
- Flooding.

1.3.2. Council will endeavour to manage these risks within available funding by:

- Prioritisation of maintenance and renewal works based on service levels and risks
- Monitoring known flooding hotspots.

### **1.4 Confidence Levels**

---

1.4.1. This SDAMP is based on medium level of confidence information. Reliable asset and financial data has been used in preparation of this plan, which has been used to obtain financial ratios, expenditure requirement for each asset class, reporting and in the life cycle analysis. The expenditure allocations have been identified for renewals, operational and maintenance, which are to be integrated into the Long Term Financial Plan.

### **1.5 The Next Steps**

---

1.5.1. The plan provides framework for good management of stormwater drainage assets by detailing:

- New established levels of service that have be prepared in detail with specific key performance indicators (KPIs). Further consultation is required with community for adaptation
- New simplified improvement plan which highlights on-going or next items for continuous improvement in asset management.

1.5.2. The average capital and maintenance expenditure on Council assets over the ten-year forecast period is approximately \$39,086 per year. This compares to the expenditure which is required to maintain, operate and renew the asset network as required being \$54,779 per year. This indicates that Council has funded 71% of its required asset expenditure over the period of the plan.

1.5.3. The analysis of the asset data and expenditure data suggest that there is an under expenditure on asset maintenance.

1.5.4. This asset class is relatively small in size and value and as such one-off expenditure and minor maintenance expenditure can maintain the asset class in good condition. Council will need to have a good understanding of the capacity of its stormwater network, as this will likely drive asset replacement and upgrade expenditure into the future.



## 2. INTRODUCTION

### 2.1 Background

- 2.1.1 Aging infrastructure is a significant concern and the council struggles to operate, maintain, and improve systems and infrastructure assets installed decades ago. Uncertainty about the location and condition of infrastructure assets and lack of comprehensive planning often leads to a reactive approach to maintenance and the occurrence of emergency situations stemming from asset failures.
- 2.1.2 This asset management plan defines and demonstrates responsive management of assets (and services provided from assets), compliance with regulatory requirements, and communicates the funding needed to provide the required levels of service.
- 2.1.3 The asset management plan is to be read in conjunction with Council’s Asset Management Policy, Asset Management Strategy and the following associated Council planning documents:
- Community Strategic Plan
  - Delivery Plan
  - Operational Plan
  - Long Term Financial Plan
- 2.1.4 This SDAMP has a direct relationship with the following associated planning process and documents:



Figure 2.1 Stormwater asset management planning process

- 2.1.5 Council’s current stormwater drainage assets covered by this asset management plan are tabled in Appendix A.

### 2.2 Goals and Objectives of Asset Management

- 2.2.1 Council exists to provide services to its community. Most of these services (from a value perspective) are provided by infrastructure assets. Council acquires infrastructure assets by ‘purchase’, by contract, construction by Council staff, and by donation of assets constructed by developers and others to increase the levels of service over time.

2.2.2 Council's goal in managing infrastructure assets is to meet the required level of service in the most cost effective manner for present and future consumers. The key elements of infrastructure asset management are:

- Taking a life cycle cost management approach;
- Developing cost-effective management strategies for the long term;
- Providing a defined level of service and monitoring performance;
- Understanding and meeting the demands of growth through future demand analysis and infrastructure investment;
- Managing risks associated with asset failures;
- Sustainable use of physical resources; and
- Continuous improvement in asset management practices.

2.2.3 Assets are inspected, maintained, upgraded and renewed as necessary or as specified in specific works programs so that they:

- Reach their expected lifecycle;
- Perform to their maximum capability;
- Satisfy community expectations and needs;
- Satisfy budget limitations; and
- Meet safety and regulatory requirements.

2.2.4 The purpose of this SDAMP is to:

- Maintain, replace and develop assets over the long term to meet required delivery standards and foreseeable future needs at minimal cost;
- Continually improve asset management practices and service delivery to the customers
- Provide information to assist decision makers in trading off service levels, costs and risks to provide services in a financially sustainable manner.
- Provide long term financial planning for stormwater assets
- Demonstrate responsible and sustainable stewardship of the council and community assets
- Provides the basis for forward works programs
- Provides the basis of optimising whole life costs
- Comply with strategic and regulatory requirements
- Identify future funding requirements and service delivery in the context of current asset conditions and performance, levels of service, funding constrains, and forecast demands for infrastructure and services.

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

---

2.3.1 This asset management plan is prepared as a first cut 'core' asset management plan in accordance with the International Infrastructure Management Manual (IPWEA, 2006). It is prepared to meet minimum legislative and organisational requirements for sustainable service delivery and long term financial planning and reporting. Core asset management is a 'top down' approach where analysis is applied at the 'system' or 'network' level.

## **2.4 Community Consultation**

---

- 2.4.1 This 'core' asset management plan is prepared to facilitate community consultation initially through feedback on public display of draft asset management plans prior to adoption by Council. Future revisions of the asset management plan will incorporate community consultation on service levels and costs of providing the service. This will assist Council and the community in matching the level of service needed by the community, service risks and consequences with the community's ability and desire to pay for the service.

## 3. LEVELS OF SERVICE

### 3.1 Customer Research and Expectations

---

- 3.1.1 Council has not yet carried out any formal research on customer expectations in relation to its stormwater drainage infrastructure. It is proposed that comments and submissions received during the document's public exhibition period be incorporated into the plan for Council's consideration.
- 3.1.2 Community consultation to determine customer expectations, needs and wishes for all Council services is conducted to inform the development of Council's overarching Community Strategic Plan, which will in turn influence future updates of this asset management plan.
- 3.1.3 Further investigation and consultation may be resourced should Council determine the need to do so.

### 3.2 Strategic and Corporate Goals

---

- 3.2.1 This SDAMP is prepared under the direction of Council's vision, mission, goals and objectives as set out in the Community Strategic Plan 2017-2027.
- 3.2.2 **Council's Vision:** That Uralla Shire Council continue to be an active, prosperous, welcoming and environmentally aware community.
- 3.2.3 **Council's Mission:** The Uralla Shire Council is committed to creating a unique environment which offers an excellent quality of life and economic opportunities for its people.
- 3.2.4 **Council's Community Strategic goals:**
  - 1. A proud, unique and inviting community
  - 2. A safe, active and healthy shire
  - 3. A diverse and creative culture
  - 4. Access to and equity of services
  - 5. An attractive environment for business, tourism and industry
  - 6. Growing and diversified employment, education and tourism opportunities
  - 7. A safe and efficient network of arterial roads and supporting infrastructure; and town streets, footpaths and cycle ways that are adequate, interconnected and maintained.
  - 8. Communities that are well serviced with essential infrastructure
  - 9. To preserve, protect and renew our beautiful natural environment
  - 10. Maintain a healthy balance between development and the environment
  - 11. Reuse, recycle and reduce wastage
  - 12. Secure, sustainable and environmentally sound water-cycle infrastructure and services
  - 13. A strong, accountable and representative Council
  - 14. An effective and efficient organisation
  - 15. Deliver the goals and strategies of the Community Strategic Plan
- 3.2.5 Infrastructure assets play both a direct and an indirect role in achieving the strategic objectives of the Community Strategic Plan. The following table indicates how Council's stormwater drainage assets play a role in the delivery of the key strategies linked to the Community Strategic Plan.

**Table 3.2.5: Strategic Objectives**

| Theme           | Goal  | Strategy   |
|-----------------|---|--|
| Our Economy     | <ul style="list-style-type: none"> <li>A safe and efficient network of arterial roads and supporting infrastructure; and town streets, footpaths and cycle ways that are adequate, interconnected and maintained</li> </ul> | <ul style="list-style-type: none"> <li>Maintain, review and replace Council bridges and culverts</li> </ul>  |
| Our Environment | <ul style="list-style-type: none"> <li>Secure, sustainable and environmentally sound water-cycle infrastructure and services</li> <li>To preserve, protect and renew our natural environment</li> </ul>                     | <ul style="list-style-type: none"> <li>Ensure adequate stormwater and drainage infrastructure is provided, maintained and renewed</li> <li>Protect and maintain a healthy catchment and waterways</li> </ul> |

3.2.6 With respect to this SDAMP, the relevant organisational objectives and goals relating to this plan are listed in Table 3.2.6 below.

**Table 3.2.6: Organisational Objective and Goals**

| Organisational Objective   | Organisation Goals   | How Goal and Objectives are addressed   |
|--|--|---|
| To plan, design, construct and manage new and additional stormwater drainage systems and catchment areas, to collect, transport and discharge stormwater runoff effectively, efficiently and economically to reduce flooding, soil erosion, pollution and improve water quality. | <p>To have an effective system for the collection and dispersal of stormwater arising from rain events that meet the 1 in 100 year measure.</p> <p>Improved quality of water flow downstream at the Uralla boundary with the clean-up of environmental weeds along the surrounding Uralla Creek.</p> | <p>Continue current level of routine maintenance of existing storm water drainage system (5.6km).</p> <p>Maintain the retention basins.</p> <p>By encouraging the use in urban as well as rural areas of rain water tanks.</p> <p>By the removal of environmental weeds and replanting with appropriate vegetation in defined areas.</p> <p>Monitor the effectiveness of gross pollution traps.</p> |

### 3.3 Legislative Requirements

3.3.1 Council has to meet many legislative requirements including Australian and State legislation and State regulations. Key legislation which is relevant to this plan is listed in Table 3.3.1 below.

**Table 3.3.1: Legislative Requirements**

| Legislation  | Requirement  |
|--|--|
| <i>Local Government Act 1993 and Local Government (General) Regulation 2021</i>                                    | Sets out role, purpose, responsibilities and powers of local governments including the preparation of a long term financial plan supported by asset management plans for sustainable service delivery. |
| <i>Environmental Planning and Assessment Act 1979 and Environmental Planning and Assessment Amendment Act 2008</i> | Set out the guidelines used by Council to provide sustainable and environmentally responsible planning, development and land use.  |
| <i>Protection of the Environment Operations Act 1997</i>   | Sets environmental standards, goals, protocols and guidelines to reduce pollution and environmental harm.  |

---

|   |  |
|---|--|
| <i>Local Land Services Act 2013 and Biodiversity Conservation Act 2016</i>        | Govern the clearing of native vegetation in NSW.   |
| <i>Waste Avoidance and Recovery Act 2001</i>                                      | Establishes the need to avoid/minimise waste, increase resource use efficiency/reduce natural resource consumption, and minimise environmental impact through ecologically sustainable development and sustainable waste management systems. |
| <i>Work Health and Safety Act 2011 and Work Health and Safety Regulation 2017</i> | Council must ensure a safe workplace for all its employees and the public.   |

---

### 3.4 Current Levels of Service

---

- 3.4.1 Council has defined service levels in two terms: community levels of service and technical levels of service.
- 3.4.2 **Community Levels of Service** relate to the service outcomes that the community wants in terms of safety, quality, quantity, reliability, responsiveness, cost effectiveness and legislative compliance.
- 3.4.3 Community levels of service measures used in the asset management plan are:
- Quality – How good is the service?
  - Function – Does it meet users’ needs?
  - Safety – Is the service safe?
- 3.4.4 **Technical Levels of Service** are operational or technical measures of performance which support the community service levels. These technical measures relate to the allocation of resources to service activities that the council undertakes to best achieve the desired community outcomes.
- 3.4.5 Technical service measures are linked to annual budgets, covering:
- **Operations** – the regular activities to provide services, such as opening hours, cleansing frequency, mowing frequency, etc.
  - **Maintenance** – the activities necessary to retain an asset as near as practicable to its original condition (e.g. routine inspections and maintenance and clearing stormwater blockages.)
  - **Renewal/Rehabilitation** – the activities that return the service capability of an asset up to that which it was as new. Renewal refers to a complete changeover (old to new.) Rehabilitation refers to refurbishing and upgrading components.
  - **Upgrade** – the activities to provide a higher level of service (eg replacing a pipeline with a larger size) or a new service that did not exist previously (eg construction of a new structure).

### 3.5 Desired Levels of Service

---

- 3.5.1 Stormwater Levels of Service are measured by community feedback and on a technical basis.
- 3.5.2 Indications of desired levels of service are obtained from various sources including service requests and correspondence, feedback and maintenance schedules. These asset based level of service have not been fully consulted with the community and may likely be modified in time to fully match community expectations.
- 3.5.3 Council’s current service levels are detailed in Table 3.5.2.

**Table 3.5.2: Current and Desired Service Levels**

| Key Performance Measure            | Level of Service  | Performance Measure Process  | Target Performance  | Current Performance |
|------------------------------------|---|--|---|---------------------|
| <b>COMMUNITY LEVELS OF SERVICE</b> |   |  |   |                     |
| Quality                            | Services protect property and people from impacts of flooding   | Customer complaints  | Customer requests for service and complaints are addressed within agreed timeframes | 90%                 |
|                                    | Percent of assets in condition 3 or better  | Condition assessment (Condition rating 1-5)                        | 95% for all assets  | 84%                 |
|                                    | The services are affordable and managed at lowest possible cost for required level of service                                     | Review of service agreements and benchmark with other councils     | Total operating costs per km of network not greater than the industry average       | 100%                |
| Function                           | Stormwater drains clear and clean   | Frequency of inspections and maintenance                           | Stormwater pathways inspected once per year.  | 80%                 |
| Safety                             | Stormwater drains and grills are inspected for safety.  | Number of injuries or accidents                                    | Nil accidents.  | 100%                |
| <b>TECHNICAL LEVELS OF SERVICE</b> |   |  |   |                     |
| Operations                         | Percent of network inspected by CCTV  | Network inspection and monitoring                                  | 5% per year (within 5 years)  | 0%                  |
|                                    | Percent compliance with Council's documented response time  | CRMS data  | 90% CRMS to be actioned within time   | 100%                |
| Maintenance                        | Continue current level of routine maintenance of existing storm water drainage system (5.6km), and maintain the retention basins. | Customer enquiries   | ≤ 1 complaint per quarter about drainage problems.                                  | 100%                |
|                                    |   | Budget   | Cost of maintenance per km of existing stormwater pipe at \$1,000 per km per annum. | 50%                 |
|                                    |   | Clean retention basins   | Retention basins clean, maintenance completed within budget.                        | 10%                 |
|                                    |   | Volume of gross pollutants   | No more than 1 tonne gross pollutants recorded monthly                              | 20%                 |
| Renewal / Rehabilitation           | Assets meet financial sustainability ratios   | Consumption ratio  | Between 50% and 75%   | 76.2%               |
|                                    |   | Renewal funding ratio  | Between 90% and 110% (2018/19)  | 0%                  |
|                                    |   | Long term funding ratio  | Between 95% and 105%  | 95.9%               |
|                                    | Maintain appropriate vegetation around stormwater assets  | Rate of removal of weeds and replanting of appropriate vegetation. | Undertaken 3 of times per year.   | 50%                 |

### 3.6 Condition and Quality of Assets

- 3.6.1 The condition of Council’s stormwater drainage assets is currently assessed every five years. This asset condition information is then used to plan the timing of our maintenance and capital renewal activities.
- 3.6.2 Quality has more to do with manner and type of the asset rather than its condition. An asset may be poor in quality yet have a condition which is described as good.
- 3.6.3 Condition is a measure of an assets physical condition relative to its condition when first constructed. When rating asset condition, Council uses a scale of 1 - 5, where 1 = new and 5 = totally failed. Council’s condition rating matrix is set out in Table 3.6.3 below.

**Table 3.5.3: Description of Condition**

| Condition Rating | Condition    | Description  | Guide  | Residual life as a % of total life | Mean percentage residual life |
|------------------|--------------|--|--|------------------------------------|-------------------------------|
| 1                | Excellent    | An asset in excellent overall condition.   | Normal/planned maintenance required.                                     | >86%                               | 95%                           |
| 2                | Good         | An asset in good overall condition with some possible early stages of slight deterioration evident, minor in nature and causing no serviceability issues.  | Normal maintenance plus minor repairs required (to 5% or less of asset). | 65 to 85%                          | 80%                           |
| 3                | Satisfactory | An asset in fair overall condition with some deterioration evident, which may be slight or minor in nature and causing some serviceability issues.   | Significant maintenance and/or repairs required (to 10-20% of asset).    | 41 to 64%                          | 55%                           |
| 4                | Poor         | An asset in poor overall condition, moderate to high deterioration evident.  | Significant renewal required (to 10-40% of asset).                       | 10 to 40%                          | 35%                           |
| 5                | Worn         | An asset in extremely poor condition or obsolete. The asset no longer provides an adequate level of service and/or immediate remedial action required to keep the asset in service in the near future. | Over 50% of the asset requires renewal.                                  | <10%                               | 5%                            |

- 3.6.4 The intent of Council is not to undertake renewal on an asset until it reaches its intervention level. The intervention level is the condition level below which renewal is required based on the community’s level of service expectations, legislative requirements and strategic goals of the council.
- 3.6.5 Typically, stormwater drainage assets in condition 4 will provide a poor level of service and will need to be renewed in the short- to medium-term. Assets in condition 5 may require urgent and immediate renewal or replacement. Funding may be needed to support the required level of renewals each year. Council will be allocating funds to an asset renewal reserve each year to help in managing these funding needs.



- 3.6.6 The condition of each stormwater drainage asset has been assessed by estimating the proportion of each asset's expected useful life that has been consumed.
- 3.6.7 The current condition ratings of Council's stormwater drainage assets as at 30 June 2021 are summarised in Table 3.6.7 below (See Figure 3.1). It indicates that the 450mm pipes asset are in condition 5 and as asset register this particular set of pipes asset need urgent and immediate inspection in order to maintain their efficiency and effectiveness during their remaining lifespan of 22 years.

**Table 3.6.7: Condition ratings, stormwater drainage assets (estimated gross replacement cost) as at 30 June 2021**

| Stormwater drainage assets category     | Condition rating – value (\$) |                    |                  |                 |                     | Total (\$)         |
|---|-------------------------------|--------------------|------------------|-----------------|---------------------|--------------------|
|   | 1                             | 2                  | 3                | 4               | 5                   |                    |
| 100mm pipes                             | -                             | 1,801              | -                | -               | -                   | 1,801              |
| 150mm pipes                             | -                             | 3,207              | -                | -               | -                   | 3,207              |
| 250mm pipes                             | -                             | -                  | 4,782            | -               | -                   | 4,782              |
| 300mm pipes                             | -                             | 28,577             | -                | 23,535          | -                   | 52,112             |
| 315mm pipes                             | -                             | -                  | -                | 9,956           | -                   | 9,956              |
| 375mm pipes                             | -                             | 510,732            | -                | -               | -                   | 510,732            |
| 430mm pipes                             | -                             | -                  | -                | 3,433           | -                   | 3,433              |
| 450mm pipes                             | -                             | 596,913            | -                | -               | 56,430 <sup>1</sup> | 653,343            |
| 500mm pipes                             | -                             | -                  | 3,176            | -               | -                   | 3,176              |
| 525mm pipes                             | -                             | -                  | 193,455          | -               | -                   | 193,455            |
| 600mm pipes                             | -                             | 743,960            | -                | -               | -                   | 743,960            |
| 625mm pipes                             | -                             | 8,068              | -                | -               | -                   | 8,068              |
| 650mm pipes                             | -                             | -                  | 94,011           | -               | -                   | 94,011             |
| 750mm pipes                             | -                             | 427,790            | -                | -               | -                   | 427,790            |
| 825mm pipes                             | -                             | -                  | 31,149           | -               | -                   | 31,149             |
| 900mm pipes                             | -                             | 87,413             | -                | -               | -                   | 87,413             |
| Box culverts                            | -                             | 61,918             | 13,925           | -               | -                   | 75,843             |
| Drain                                   | -                             | 10,306             | -                | -               | -                   | 10,306             |
| Retention basins                        | -                             | 52,492             | -                | -               | -                   | 52,492             |
| Gross Pollutant Traps (GPT)             | -                             | 134,399            | -                | -               | -                   | 134,399            |
| Drainage pit                            | 25,125                        | -                  | -                | -               | -                   | 25,125             |
| <b>Total stormwater drainage assets</b> | <b>\$25,125</b>               | <b>\$2,667,576</b> | <b>\$340,498</b> | <b>\$36,924</b> | <b>\$56,430</b>     | <b>\$3,126,553</b> |

### 3.7 Responsiveness

- 3.7.1 Council places a high emphasis on customer service and its responsiveness to customer enquiries. Council will maintain assets in a workman-like manner and be responsive to the needs of the community now and into the future. Council implements strategies which maintain a high level of customer support.

### 3.8 Customer satisfaction

- 3.8.1 Council will continue to provide services to the community in a manner that is efficient and effective. Council will continue to monitor community satisfaction with its current services and strive to improve community satisfaction where possible.

<sup>1</sup> Need to be prioritised for CCTV inspection and renewal

### 3.9 Affordability

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- 3.9.1 Council will maintain its infrastructure assets in a cost effective affordable manner in accordance with responsible economic and financial management. In order for Council's assets to assist in meeting the strategic goals and in attaining optimum asset expenditure, Council will need to continually review its current operational strategies and adopt new and proven techniques to maintain assets in their current condition.

### 3.10 Sustainability

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- 3.10.1 Council will maintain its assets in a manner to enable the long term financial sustainability for current and future generations. This will be achieved by ensuring efficient and effective service delivery and ensuring appropriate funds are allocated to maintain and renew infrastructure assets.

### 3.11 Health and Safety

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- 3.11.1 Council will endeavour to identify and mitigate all key health and safety risks created by provision of services.
- 3.11.2 Each of the service level outcomes is related directly to the Council's Community Strategic Plan by the way each asset class helps deliver the services required by the community. These service level outcomes are essential to maintain the asset portfolio to a satisfactory level, and also caters to the future demands of the community whilst balancing the potential risks to the community and the Council.

### 3.12 Financial Based Service Levels

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- 3.12.1 The premise of asset management is that asset requirements and asset management strategies should be driven by defined and acceptable service levels and performance standards. This section defines the various factors that are considered relevant in determining the Levels of Service for Council's assets that have been used to provide the basis for the life cycle management strategies and works programme identified within this asset management plan.
- 3.12.2 Levels of Service is a generic term used to describe the quality of services provided by an asset. Specific financial based service levels are described in Table 3.12.2 below.

**Table 3.12.2: Financial Based Service Levels**

|  |   |
|--|---|
| Asset Consumption Ratio                  | The average proportion of 'as new' condition remaining for assets. This ratio shows the written down current value of the local government's depreciable assets relative to their 'as new' value. It highlights the aged condition of a local government's stock of physical assets and the potential magnitude of capital outlays required in the future to preserve their service potential.  |
| Asset Sustainability Ratio               | Are assets being replaced at the rate they are wearing out? This ratio indicates whether a local government is renewing or replacing existing non-financial assets at the same rate that its overall stock of assets is wearing out. It is calculated by measuring capital expenditure on renewal or replacement of assets relative to the rate of depreciation of assets for the same period. A local government would need to understand and be measuring its renewal expenditure to be able to determine this ratio. |
| Asset Renewal and Renewals Funding Ratio | Is there sufficient future funding for renewal and replacement of assets? This ratio indicates whether Council is allocating sufficient funds in its long term financial plan to adequately fund asset renewals.  |

|                         |  |
|-------------------------|--|
| Asset Backlog Ratio     | This ratio shows what proportion the infrastructure backlog is against the total value of a council's infrastructure. The benchmark is less than 2%. The ratio is determined by dividing the estimated cost to bring assets to a satisfactory condition by the carrying value of infrastructure, building, other structures and depreciable land improvement assets. |
| Asset Maintenance Ratio | This ratio compares actual versus required annual asset maintenance for each asset class. A ratio of above 100% indicates that the council is investing enough funds that year to halt the infrastructure backlog from growing. The benchmark is greater than 100%.  |



**Figure 3.1: Gross Pollutant trap in condition 1**

## 4. FUTURE DEMAND

### 4.1 Demand forecast

4.1.1 The future infrastructure demand for community infrastructure and facilities is driven by changes and trends in population change, changes in demographics, lifestyle changes, residential occupancy levels, seasonal and climatic factors, consumer preferences and expectations, technological advancement, economic factors, agricultural practices, environmental awareness.

4.1.2 Demand factor trends and impacts on stormwater drainage assets are summarised in Table 4.1.2.

**Table 4.1.2: Demand Factors, Projections and Impact on Services**

| Demand driver           | Present position  | Projection  | Impact on services  |
|-------------------------|---|---|---|
| Population              | 6,048 (2016 Census)   | The NSW Department of Planning, Industry and Environment predicts minor population decrease between 2016 and 2041, from 6,150 to 5,450. <sup>2</sup>  | A minor population decrease will effect little change in demand to stormwater assets, however will result in decreased revenues without a corresponding reduction in stormwater drainage infrastructure service costs |
| Demographics            | As of 2016, the median age of people in Uralla Shire was 46 years. People aged 65 years and over made up 20.5% of the population. | The working age population (aged 15-64) is estimated to decrease by 3,750 in 2016 to 2,900 in 2041. The number of people aged 65 and over is estimated to increase from 1,200 in 2016 to 1,700 by 2041. | Insignificant   |
| Residential development | Growth rate reflects demand for residential development   | Future growth rate is likely due to proximity to State Significant Development projects   | Small increase in demand on services  |
| Environmental awareness | The community and Council are more environmentally aware and responsible.   | Decreasing water supply and increasing demand. Onsite and catchment stormwater reuse and change to parks and gardens plantings due to water restrictions.   | Stormwater capture and reuse infrastructure may be identified as a priority   |
| Climate                 | Extremes increasing   | Higher intensity rainfalls in storm events  | Significant spending required to manage greater flows and pollutant treatment measures  |
| Catchment management    | Direct stormwater discharge into creek environment with some pollution control measures and limited stormwater reuse              | Regulated controls on quality of stormwater discharge and reuse   | Infrastructure to control pollutants, capture and reuse stormwater  |

<sup>2</sup> <https://www.planning.nsw.gov.au/Research-and-Demography/Population-projections/Projections>

## 4.2 Changes in Technology

- 4.2.1 Technology changes may affect the delivery of infrastructure services as a result of improvements to construction materials, methods, maintenance and operations. These may potentially increase the life of some assets and reduce susceptibility to damage.
- 4.2.2 Technology changes are forecast to affect the delivery of services covered by this plan as shown in Table 4.2.2 below.

**Table 4.2.2: Technology Changes**

| Technology Change   | Effect on Service Delivery  |
|---|---|
| Changes in construction techniques, available materials and improvements to plant and equipment will evolve | These changes will be assessed on merit and applied where efficiencies can be achieved in construction and maintenance practices. |
| Improvement to pollutant control devices  | Higher level of pollution capture and treatment of stormwater   |
| Asset data capture by video inspection and the transportation of this information onto Council's GIS        | Spatial location and condition of assets able to be verified from GIS reducing the need for reactive inspections                  |
| Further development of urban stormwater sensitive devices and techniques.                                   | Reduce stormwater run-off and increase reuse  |

## 4.3 Demand Management Plan

- 4.3.1 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.
- 4.3.2 Non-asset solutions focus on providing the required service without the need for the Council to own the assets. Examples of non-asset solutions include providing services from existing infrastructure such as aquatic centres and libraries that may be in another council area or public toilets provided in commercial premises.
- 4.3.3 Opportunities identified to date for demand management are shown in Table 4.3.3. Further opportunities will be developed in future revisions of this asset management plan.

**Table 4.3.3: Demand Management Plan Summary**

| Service Activity          | Demand Management Plan   |
|---------------------------|--|
| Maintenance               | Conduct routine inspections and repairs according to work plans and community enquiries.   |
| Upgrades                  | Monitor the condition and lifespan of assets and plan upgrades accordingly.  |
| Customer service requests | Record all customer service requests relating to stormwater assets and analyse the data collected to identify shortfalls in assets or services, and implement solutions. |

## 4.4 New Assets for Growth

- 4.4.1 New stormwater drainage assets are those assets that Council did not previously possess, or stormwater drainage expenditure that upgrades or improves an existing asset beyond its existing capacity.

- 4.4.2 New assets required to meet growth will be acquired from land developments and constructed/acquired by Council. New assets may also result from the need to support growth or environmental needs, or to create additional service level capacity.
- 4.4.3 New assets and upgrade/expansion of existing assets are identified from various sources such as staff, councillor or community requests, proposals identified by strategic plans or reports, analysis of external plant hire charges incurred, testing or demonstrations of new technologies, or partnerships with other organisations. Candidate proposals are inspected to verify need and to develop a preliminary estimate. Verified proposals are ranked by priority and available funds are scheduled into replacement programs.
- 4.4.4 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 operations and maintenance costs.
- 4.4.5 Council is not anticipating a significant increase in population and therefore anticipates there will be little change in demand for stormwater drainage assets.

## 5. LIFE CYCLE MANAGEMENT

The lifecycle management plan details how Council plans to manage and operate the assets at the agreed levels of service while optimising life cycle costs.

### 5.1 Background Data

#### Physical Parameters

- 5.1.1 This Asset Management Plan covers the infrastructure assets that serve the Uralla Shire's community stormwater needs. These assets include pipes, pits (pits, endwalls, headwalls and converters are broadly classified as pits), culverts, channels, and gross pollutant traps (GPTs) (See examples in Figure 5.1) throughout the local government area that enable people to protect both life and property from larger storm events and minimise disturbances from minor storms.



**Figure 5.1 Examples of stormwater assets (A) Box culvert, (B) Waterway gabion protection (C) and (D) Pipes.**

- 5.1.2 The asset inventory, values and conditions as per the current asset register are set out in Tables 3.6.7 and 5.1.2.

**Table 5.1.2: Asset Inventory, Value and Condition**

| Stormwater Assets      |                    |                             |           |     |     |     |    |
|------------------------|--------------------|-----------------------------|-----------|-----|-----|-----|----|
| Gross Replacement Cost | Written Down Value | Annual Depreciation Expense | Condition |     |     |     |    |
|                        |                    |                             | 1         | 2   | 3   | 4   | 5  |
| \$4,252,095            | \$3,126,552        | \$48,918                    | 8%        | 54% | 23% | 12% | 4% |

Asset capacity and performance

- 5.1.3 Council’s services are generally provided to meet design standards where these are available.
- 5.1.4 Locations where deficiencies in service performance are known are detailed in Table 5.1.4 below. These service deficiencies were identified from the knowledge of Council management, community enquiries, and Council inspections.

**Table 5.1.4: Known Service Performance Deficiencies**

| Location                             | Service Deficiency  |
|--------------------------------------|---|
| Stormwater Drainage Network          | Under capacity pipe and pit drainage, lack of drainage system and property flooding |
| Stormwater Pollution Control Measure | Not all stormwater outlets have pollution control measures                          |
| Stormwater Reuse                     | Limited or no infrastructure installed for stormwater reuse.                        |

## 5.2 Operations and Maintenance Plan

Maintenance Plan

- 5.2.1 Council’s maintenance activities for stormwater drainage include routine, proactive, specific and reactive maintenance.
- 5.2.2 Routine maintenance is the regular ongoing work that is necessary to keep assets operational and to help assets reach their useful life. It includes work on an asset where a portion may fail and needs immediate repair to make it operational again.
- 5.2.3 Proactive maintenance (or 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.
- 5.2.4 Specific maintenance is replacement of higher value components/sub-components of assets that is undertaken on a regular cycle. This work generally falls below the capital/maintenance threshold but may require a specific budget allocation.
- 5.2.5 In addition to planned maintenance, which is defined and scheduled over the medium-term, Council must also repair unforeseen damage caused by storms or accidents. This type of maintenance is referred to as either reactive or unplanned maintenance.
- 5.2.6 Council’s unplanned maintenance work is often carried out because of issues identified through customer requests for service.



- 5.2.7 Assessment and prioritisation of reactive maintenance is undertaken by operational staff using experience and judgement.
- 5.2.8 Council's current maintenance expenditure level is less than the required maintenance, meaning that stormwater drainage assets are not maintained at a standard that is considered adequate to meet the desired service levels.

#### Standards and specifications

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- 5.2.9 Maintenance work is carried out by Council staff in accordance with the current standards and capacity unless a reduced capacity can be justified.

#### Summary of future operations and maintenance expenditures

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- 5.2.10 Future maintenance costs are forecast to trend in line with the value of the asset stock, plus an allowance for increase in levels of service over the planning period. 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 that are donated to Council.
- 5.2.11 Deferred maintenance, i.e. 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.
- 5.2.12 Maintenance is funded from the operating budget and grants where available.

#### Operations and Maintenance Strategies

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- 5.2.13 Council will operate and maintain assets to provide the defined level of service to approved budgets in the most cost-efficient manner. Effective operation and maintenance activities include:
- Scheduling operations activities to deliver the defined level of service in the most efficient manner;
  - Maintaining and reviewing a current infrastructure risk register for assets on an annual basis. Present service risks associated with providing services from infrastructure assets and reporting Very High and High risks and residual risks after treatment to management and Council;
  - Review current and required skills base and implement workforce training and development to meet required operations and maintenance needs;
  - Review asset utilisation to identify under-utilised assets and appropriate remedies, and over-utilised assets and customer demand management options;
  - Maintain a current hierarchy of critical assets and required operations and maintenance activities; and
  - Review management of operations and maintenance activities to obtain best value for resources used.

### **5.3 Renewal/Replacement Plan**

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- 5.3.1 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.
- 5.3.2 Capital renewal activities involve restoring, refurbishing or replacing an asset to bring it back to its original capacity and performance capability.

- 5.3.3 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 costs.
- 5.3.4 The annual required renewal costs reflect the amount needed to be spent on assets that have deteriorated to a point at which renewal is required based on the community's level of service expectations.
- 5.3.5 Typically, stormwater drainage assets in condition 4 will provide a poor level of service and will need to be renewed in the short-to medium-term and assets in condition 5 may require urgent and immediate renewal or replacement.

#### Renewal plan

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- 5.3.6 Assets requiring renewal are identified from estimates of remaining life obtained from the condition survey. The estimated service life of stormwater drainage assets is between 60-100 years. Based on the age profile from the asset register the remaining life of the majority of Council's drainage network is estimated to be a greater than 40 years.
- 5.3.7 Council's next scheduled assessment will examine the condition of the pipe network and determine the performance of the drainage network and renewal requirements. A renewal plan will be prepared on completion of assessment and included in future Asset Management Plans.
- 5.3.8 The decision criteria for major stormwater renewal includes, in descending importance:
- In combination with other works integrated with the drainage location;
  - Property damage reduction;
  - Flood frequency reduction;
  - Minor flooding; and
  - Maintenance hot spots.

#### Renewal and replacement strategies

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- 5.3.9 Council will plan capital renewal and replacement projects to meet level of service objectives and minimise infrastructure service risks by:
- Planning and scheduling renewal projects to deliver the defined level of service in the most efficient manner;
  - Undertaking project scoping for all capital renewal and replacement projects to identify:
    - the service delivery 'deficiency', present risk, and optimum time for renewal/replacement;
    - the project objectives to rectify the deficiency; and
    - the range of options, estimated capital and life cycle costs for each options that could address the service deficiency;
  - Using 'low cost' renewal methods (cost of renewal is less than replacement) wherever possible;
  - Maintain a current infrastructure risk register for assets and service risks associated with providing services from infrastructure assets, and reporting Very High and High risks and residual risks after treatment to management and Council;
  - Review current and required skills base and implement workforce training and development to meet required construction and renewal needs;

- Maintain a current hierarchy of critical assets and capital renewal treatments and timings required; and
- Review management of capital renewal and replacement activities to obtain best value for resources used.

#### Renewal standards

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5.3.10 Renewal work is always carried out to current standards and capacity unless a reduced capacity can be justified.

#### Summary of projected renewal expenditure

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5.3.11 Projected future renewal expenditures are forecast to increase over time as the asset stock ages. The projected capital renewal program is shown in Appendix B.

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

5.3.13 Renewals are to be funded from capital works programs and grants where available.

#### Impact of Deferring Renewal Works

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5.3.14 Renewal works identified in terms of renewal strategies may be deferred if the cost (or aggregate cost) is beyond the current financial ability to fund it. This can occur when there are short term renewal profile peaks, or higher priority works are required on other infrastructure asset groups.

5.3.15 When renewal works are deferred, the impact of the deferral on the assets ability to still provide the required level of service will be assessed. Although the deferral of some renewal works may not impact significantly on the short-term operation of the assets, repeated deferral will create a liability (backlog) in the longer term.

## 5.4 Creation/Acquisition/Upgrade Plan

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5.4.1 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.

#### Selection criteria

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5.4.2 New assets and upgrade/expansion of existing assets are identified from various sources, including:

- Proposals identified by strategic plans or partnerships with other organisation;
- Urban growth – increased development density and potential flooding;
- Known property and street flooding locations;
- Known drainage pipe and pit hydraulic deficiencies where the capacity is below 1 in 5 year event Average Recurrence Interval (ARI);
- High level of pollutant locations (i.e. outlets into waterways);
- Potential locations for stormwater storage and reuse; and
- Poor condition, under capacity pipe/pit network locations.

- 5.4.3 In preparing future works programs to upgrade/expand the stormwater network consideration is given to the following:
- Extent of property and street flooding for existing and future developments including potential damage and hazards;
  - Capacity and condition of the existing stormwater system; and
  - Strategic locations to improve the quality and reuse of stormwater.
- 5.4.4 New assets and services are to be funded from capital works program and grants where available.

## **5.5 Disposal Plan**

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- 5.5.1 Disposal includes any activity associated with disposal of a decommissioned asset including sale, demolition or relocation.
- 5.5.2 No stormwater drainage assets are currently identified for possible decommissioning and disposal.

## 6. RISK MANAGEMENT

### 6.1 Risk Assessment

- 6.1.1 Risk management is defined in AS/NZS 4360:2004 as “the culture, processes and structures that are directed towards realising potential opportunities whilst managing adverse effects”.
- 6.1.2 Council is committed to the identification and elimination or reduction of risks associated with hazards that arise throughout Council’s operations as far as reasonably practicable. Our risk assessment process includes:
- Identifying credible risks;
  - Analysing the likelihood of the risk event occurring;
  - Assessing the consequences should the event occur;
  - Developing a risk rating (‘likelihood’ times ‘consequences’, as shown in Table 6.1.3 below);
  - Evaluating the risk; and
  - Detailing a risk treatment plan for non-acceptable risks.
- 6.1.3 An assessment of risks associated with service delivery from infrastructure assets has identified critical risks that will result in loss or reduction in service from infrastructure assets or a ‘financial shock’ to the organisation. The risk assessment process identifies credible risks, the likelihood of the risk event occurring, the consequences should the event occur, develops a risk rating, evaluates the risk and develops a risk treatment plan for non-acceptable risks.

**Table 6.1.3: Uralla Shire Council Risk Matrix**

|                | CONSEQUENCES |        |          |              |              |
|----------------|--------------|--------|----------|--------------|--------------|
| LIKELIHOOD     | Minimal      | Minor  | Moderate | Major        | Catastrophic |
| Almost certain | Medium       | Medium | High     | Catastrophic | Catastrophic |
| Likely         | Medium       | Medium | High     | Catastrophic | Catastrophic |
| Possible       | Low          | Medium | Medium   | High         | Catastrophic |
| Unlikely       | Low          | Low    | Medium   | High         | High         |
| Rare           | Low          | Low    | Medium   | Medium       | High         |

### 6.2 Strategic Infrastructure Risks

- 6.2.1 Some high-level infrastructure based risks have been identified that are associated with the management of stormwater assets. These strategic risks are identified in Table 6.2.1.

**Table 6.2.1: Strategic Infrastructure Risks**

| Risk Details / Event  | Likelihood | Consequence | Risk   | Existing Controls   | Controls Adequate | Actions Needed / Treatment Plan  |
|---|------------|-------------|--------|---|-------------------|--|
| Poor design/construction causes damage or injury  | Possible   | Major       | High   | Designs prepared and construction projects supervised by suitably qualified and experienced people  | Y                 | N/A  |
| Damage caused by vandalism including graffiti   | Possible   | Moderate    | Medium | Design and construct works to reduce susceptibility to damage   | Y                 |  |
| Overall condition of assets decrease due to inadequate renewal and maintenance programs | Likely     | Moderate    | High   | Programs controlled by budget availability  | N                 | Develop Asset Inspection strategy and long term renewals plan  |
| Changes in legislation affect responsibilities of the Council                           | Unlikely   | Moderate    | Medium | Monitor legislative changes   | Y                 |  |
| Resource constraints affect the management of the assets                                | Possible   | Major       | High   | None  | N                 | Allocate funds to an asset renewal reserve   |
| Failure of materials supplies   | Possible   | Major       | High   | None  | N                 | Obtain alternative supply arrangements are in place for critical materials                               |
| Flooding  | Possible   | Major       | High   | <ul style="list-style-type: none"> <li>• Monitor known flooding hot spots</li> <li>• Inspect and clear drain pipes quarterly TBC</li> <li>• Conduct routine maintenance</li> <li>• Conduct renewal works as required</li> <li>• Allocate funds to an asset renewal reserve</li> </ul> | Y                 |  |
| Impact on climate change on assets  | Possible   | Major       | High   | Monitor conditions of assets  | Y                 | Develop environmental plan to identify impacts on assets and develop strategies to manage climate change |

### **6.3 Critical Assets**

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- 6.3.1 Critical assets are specific assets which have a high consequence of failure but not necessarily a high likelihood of failure. For example, failure would cause a financial loss within the community or a marked reduction of service.
- 6.3.2 By identifying critical assets and critical failure modes, Council can target and refine inspection regimes, maintenance plans and capital expenditure plans at appropriate times.
- 6.3.3 Operations and maintenances activities may also be targeted to mitigate critical assets failure and maintain service levels. These activities may include increased inspection frequency and higher maintenance intervention levels.
- 6.3.4 Given the importance of minimising flooding impacts within the townships of Uralla and Bundarra during heavy storms, Council has determined that all stormwater drainage assets are critical assets.

## 7. FINANCIAL SUMMARY

### 7.1 Financial Statements and Projections

- 7.1.1 This asset management plan identifies the projected operations, maintenance and capital renewal expenditures required to provide the sufficient level of service to the community over a 10 year period. This plan provides input into the long term financial plan aimed at providing the required services in a sustainable manner.
- 7.1.2 The total amount of expenditure for stormwater drainage operations, maintenance and capital over the next ten years is forecast to be approximately \$390,860.89 with annual forecasted expenditure varying between \$33,891.00 to \$45,054.80 per annum. Forecasted operational expenditure for the ten year cycle will be approximately \$214,912.71 which equates to 54% of the total forecasted expenditure.
- 7.1.3 Projected operating (operations and maintenance) and capital expenditure (renewal and upgrade/expansion/new assets), net disposal expenditure and estimated budget funding are set out in Table 7.1.3. Note that the Income is projected from 2021/2022 values and applying Long-Term Financial Plan percentage changes for the respective years. Expenditure projection based an average of last four years expenditure and taken as 2021/22 base values.

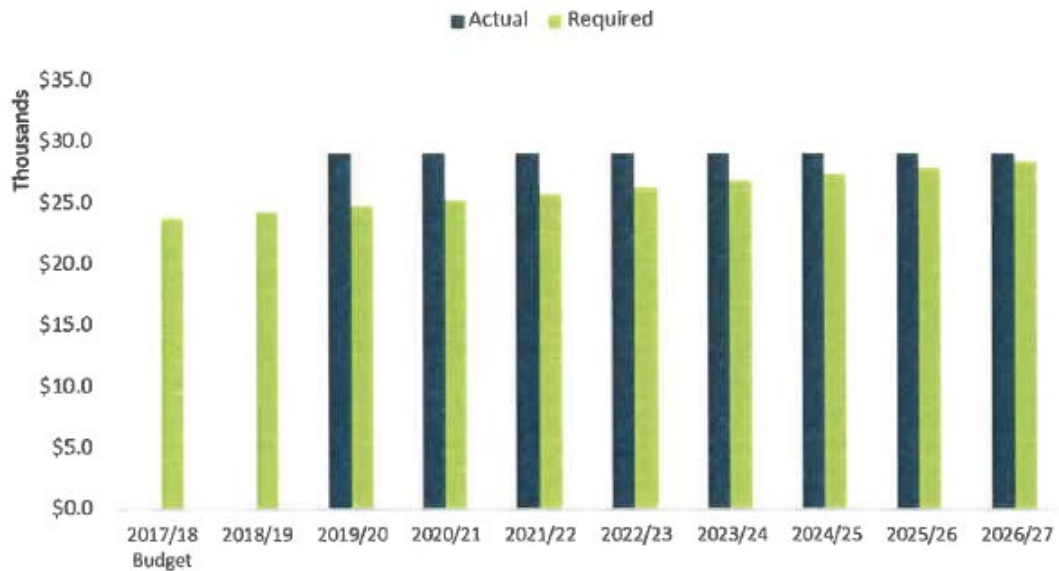
Table 7.1.3: Projected Operating and Capital Expenditure **[Data to be validated]**

| Description                        | 2022/23     | 2023/24     | 2024/25     | 2025/26     | 2026/27     | 2027/28     | 2028/29     | 2029/30     | 2030/31     | 2031/32     |
|------------------------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| <b>Income</b>                      | \$33,724.82 | \$34,466.77 | \$35,259.51 | \$36,105.70 | \$37,008.38 | \$37,933.59 | \$38,881.93 | \$39,853.90 | \$40,850.32 | \$41,871.58 |
| Grants                             | \$0.00      | \$0.00      | \$0.00      | \$0.00      | \$0.00      | \$0.00      | \$0.00      | \$0.00      | \$0.00      | \$0.00      |
| Known grants for capital expansion | \$0.00      | \$0.00      | \$0.00      | \$0.00      | \$0.00      | \$0.00      | \$0.00      | \$0.00      | \$0.00      | \$0.00      |
| Borrowings                         | \$0.00      | \$0.00      | \$0.00      | \$0.00      | \$0.00      | \$0.00      | \$0.00      | \$0.00      | \$0.00      | \$0.00      |
| <b>Total income</b>                | \$33,724.82 | \$34,466.77 | \$35,259.51 | \$36,105.70 | \$37,008.38 | \$37,933.59 | \$38,881.93 | \$39,853.90 | \$40,850.32 | \$41,871.58 |
| <b>Expenditure</b>                 |             |             |             |             |             |             |             |             |             |             |
| Operation and Maintenance          | \$19,182.80 | \$19,662.40 | \$20,153.90 | \$20,657.80 | \$21,174.20 | \$21,703.60 | \$22,246.20 | \$22,802.30 | \$23,372.43 | \$23,956.74 |
| Capital renewal                    | \$15,076.19 | \$15,453.09 | \$15,839.42 | \$16,235.4  | \$16,641.29 | \$17,057.32 | \$17,483.75 | \$17,920.85 | \$18,368.87 | \$25,872.00 |
| Capital expansion                  | \$0.00      | \$0.00      | \$0.00      | \$0.00      | \$0.00      | \$0.00      | \$0.00      | \$0.00      | \$0.00      | \$0.00      |
| <b>Total expenditure</b>           | \$34,738.60 | \$35,607.00 | \$36,497.20 | \$37,409.6  | \$38,344.90 | \$39,303.50 | \$40,286.10 | \$41,293.20 | \$42,325.61 | \$45,054.80 |
| <b>Surplus / (Shortfall)</b>       | -\$1,013.77 | -\$1,140.29 | -\$1,237.73 | -\$1,303.94 | -\$1,336.54 | -\$1,369.95 | -\$1,404.20 | -\$1,439.30 | -\$1,475.29 | -\$3,183.26 |



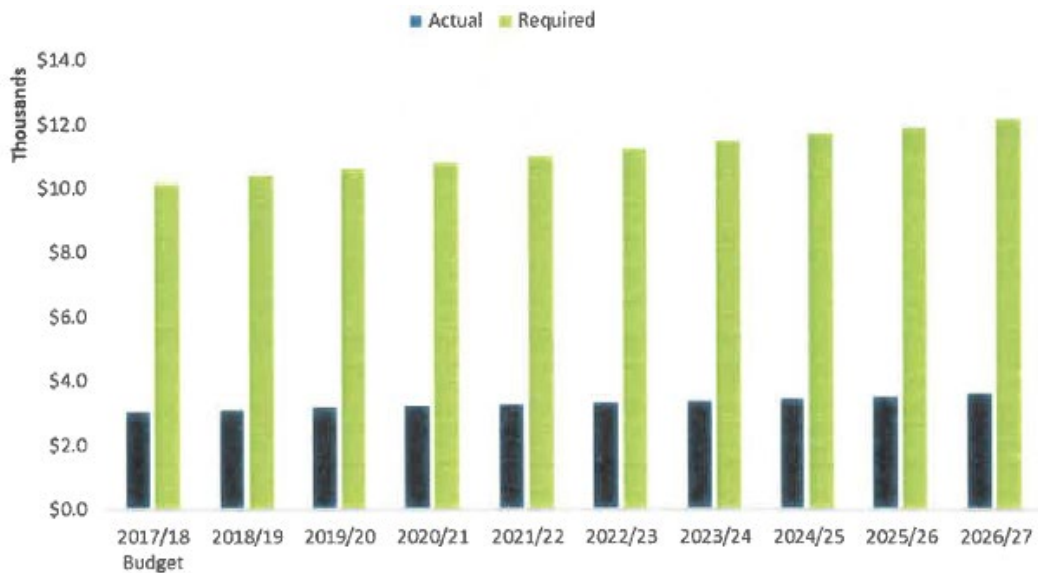
## Renewals

- 7.1.4 Asset age and condition based renewals plans have been developed which provide a more realistic renewals pattern and renewals expenditure requirements. Although the plan provides optimal year of renewals for each asset, to set the budget to match the pattern is not practical. Therefore, it is important to review the renewals plan against estimated depreciation and establish a reserve that can be used as required.



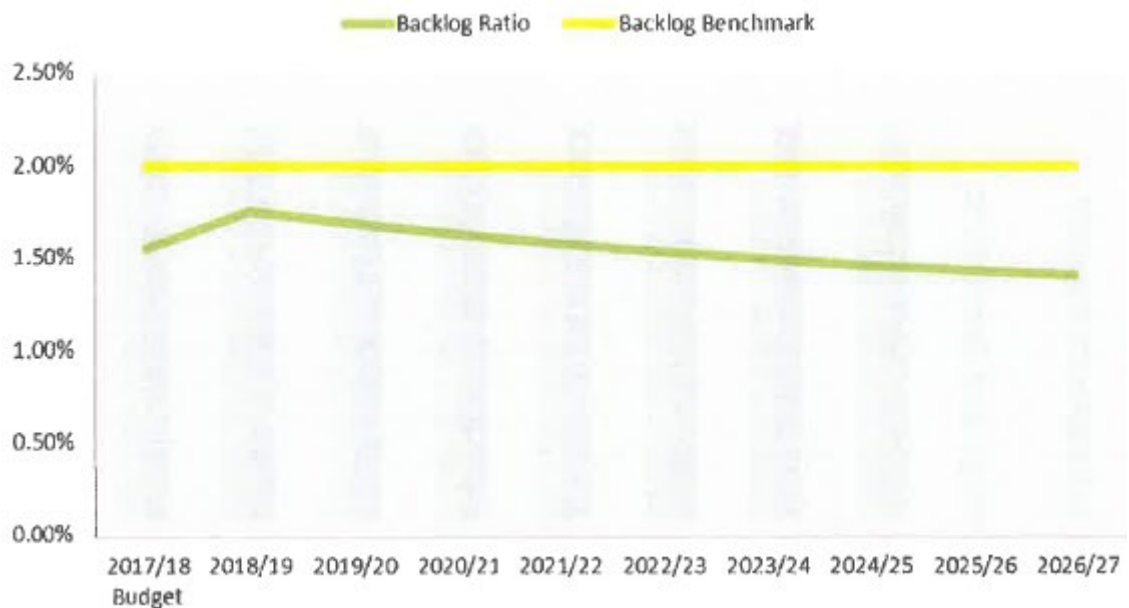
**Figure 7.1.4.1 Stormwater Renewals**

## Operations and Maintenance



**Figure 7.1.4.2 Stormwater Operations and Maintenance**

## Backlog



**Figure 7.1.4.3 Stormwater Financial Ratios**

### Financial sustainability in service delivery

- 7.1.5 There are three 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/expenditures and medium term projected/budgeted expenditures over 5 and 10 years of the planning period.
- 7.1.6 The capacity to meet the projected/budgeted expenditures is dependent upon the capacity of the organisation to provide sufficient funding from its own resources to sustain the ongoing costs.
- 7.1.7 **Life cycle costs** (or whole of life costs) are the total annual costs that are required to sustain the service levels over the assets life. Life cycle costs include the original purchase, operations, depreciation and maintenance expenditure to hold the asset over its period of use. The life cycle cost for the stormwater drainage services is **\$TBC per year** (operations and maintenance expenditure plus depreciation expense in year 1).
- 7.1.8 A comparison should be used between the predicted life cycle costs and actual life cycle expenditure to highlight any differences. If the life cycle expenditure is more than that life cycle cost, it is most likely that charges will need to be increased to meet requirements.
- 7.1.9 Life cycle costs can be compared to life cycle expenditure to give an indicator of sustainability in service provision. Life cycle expenditure includes operations, maintenance and capital renewal expenditure. Life cycle expenditure will vary depending on the timing of asset renewals.
- 7.1.10 A shortfall between life cycle cost and life cycle expenditure is the life cycle gap.

7.1.11 The expenditure projections in Table 7.1.11 below look at the annual expenditure gap by comparing planned budgets in the Long Term Financial Plan against the required expenditure, calculated based on best practices. The allocation of adequate budget in each budget category demonstrates Council's knowledge and understanding of asset's life cycle requirements.

**Table 7.1.11: Annual Expenditure Gap [Data to be validated]**

|                                    | 2022/23          | 2023/24          | 2024/25          | 2025/26          | 2026/27          | 2027/28          | 2028/29          | 2029/30          | 2030/31          | 2031/32          |
|------------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| <b>Actual</b>                      |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |
| Renewal                            | \$15,076         | \$15,453         | \$15,839         | \$16,235         | \$16,641         | \$17,057         | \$17,484         | \$17,921         | \$18,369         | \$25,872         |
| New and Expanded Assets            | \$0              | \$0              | \$0              | \$0              | \$0              | \$0              | \$0              | \$0              | \$0              | \$0              |
| Maintenance                        | \$19,183         | \$19,662         | \$20,154         | \$20,658         | \$21,174         | \$21,704         | \$22,246         | \$22,802         | \$23,372         | \$23,957         |
| Total Expenditure                  | \$34,259         | \$35,116         | \$35,993         | \$36,893         | \$37,816         | \$38,761         | \$39,730         | \$40,723         | \$41,741         | \$49,829         |
| <b>Required</b>                    |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |
| Required<br>Renewal (Depreciation) | \$30,401         | \$31,009         | \$31,629         | \$32,261         | \$32,907         | \$33,565         | \$34,236         | \$34,921         | \$35,619         | \$36,332         |
| New and Expanded Assets            | \$0              | \$0              | \$0              | \$0              | \$0              | \$0              | \$0              | \$0              | \$0              | \$0              |
| Required O&M                       | \$19,183         | \$19,662         | \$20,154         | \$20,658         | \$21,174         | \$21,704         | \$22,246         | \$22,802         | \$23,372         | \$23,957         |
| Total                              | \$49,583         | \$50,671         | \$51,783         | \$52,919         | \$54,081         | \$55,268         | \$56,482         | \$57,723         | \$58,992         | \$60,288         |
| <b>Overall (GAP)</b>               | <b>-\$15,324</b> | <b>-\$15,556</b> | <b>-\$15,789</b> | <b>-\$16,026</b> | <b>-\$16,265</b> | <b>-\$16,507</b> | <b>-\$16,752</b> | <b>-\$17,000</b> | <b>-\$17,250</b> | <b>-\$10,460</b> |

7.1.12 The life cycle costs and life cycle expenditure comparison highlights any difference between present outlays and the average cost of providing the service over the long term. If the life cycle expenditure is less than that life cycle cost, it is most likely that outlays will need to be increased or cuts in services made in the future.

7.1.13 Knowing the extent and timing of any required increase in outlays and the service consequences if funding is not available will assist organisations in providing services to their communities in a financially sustainable manner. This is the purpose of the asset management plans and long term financial plan.

## Financial Sustainability Indicators

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- 7.1.14 Providing services from infrastructure in a sustainable manner requires the matching and managing of service levels, risks, projected expenditures and funding to achieve a financial sustainability.
- 7.1.15 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.
- 7.1.16 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.
- 7.1.17 We manage the 'gap' by developing this asset management plan to provide guidance on future service levels and resources required to provide these services, and review future services, service levels and costs with the community.

## 7.2 Funding Strategy

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- 7.2.1 Council funds stormwater drainage assets through grants, general funds, and borrowings.
- 7.2.2 Grant funding is required when major projects need to be undertaken.
- 7.2.3 General funds are used in two ways for our stormwater drainage assets. Firstly, they are used to support the maintenance of our stormwater drainage assets. Secondly, they are used to build an asset renewal reserve each year. This will help in reducing Council's reliance on grant funding for renewal projects.
- 7.2.4 Council also has the option of borrowing to support investments in stormwater drainage assets. This option requires careful monitoring of Council's debt service ratio.

## 7.3 Valuations

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### Asset valuations

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- 7.3.1 The value of assets recorded in the asset register as at 30 June 2021 covered by this asset management plan is shown below. Stormwater drainage assets were last revalued at 30 June 2020.

|                              |                                    |
|------------------------------|------------------------------------|
| Current Replacement Cost     | \$4,252,095                        |
| Depreciable Amount           | \$1,125,543                        |
| Depreciated Replacement Cost | \$3,126,552 [Data to be validated] |
| Annual Depreciation Expense  | \$48,965 [Data to be validated]    |

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

|  |                             |
|--|-----------------------------|
| Asset Consumption<br>(Depreciation/Depreciable Amount)         | 4.3% [Data to be validated] |
| Asset renewal<br>(Capital renewal exp/Depreciable amount)      | 0% [Data to be validated]   |
| Annual Upgrade/New<br>(Capital upgrade exp/Depreciable amount) | 0%                          |
| Annual Upgrade/New<br>(including contributed assets)           | 0%                          |

- 7.3.3 Council is currently renewing assets at 2% of the rate they are being consumed and increasing its asset stock by 0% each year.
- 7.3.4 To provide services in a financially sustainable manner, Council will need to renew assets at the rate they are being consumed over the medium-long term, and fund the life cycle costs for all new assets and services in its long term financial plan.

Valuation Forecasts

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- 7.3.5 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.
- 7.3.6 Figure 7.3.6 shows the projected replacement cost asset values over the planning period in 2022 dollar values.

**Figure 7.3.6: Projected Asset Values**

[Data to be validated]

- 7.3.7 Depreciation expense values are forecast in line with asset values as shown in Figure 7.3.7.

**Figure 7.3.7: Projected Depreciation Expense**

[Data to be validated]

- 7.3.8 The depreciated replacement cost (current replacement cost less accumulated depreciation) will vary over the forecast period depending on the rates of addition of new assets, disposal of old assets and consumption and renewal of existing assets. Forecast of the assets' depreciated replacement cost is shown in Figure 7.3.8

**Figure 7.3.8: Projected Depreciated Replacement Cost**

[Data to be validated]

## **7.4 Factors affecting supply of stormwater drainage assets**

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Funding Uncertainties

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- 7.4.1 Uralla Shire Council is highly reliant on grant funding and its rates revenues are limited.
- 7.4.2 Based on the size of our communities, it is difficult to fund the provision of our stormwater drainage assets. We need to seek ongoing government funding, where available, to maintain and enhance our stormwater drainage assets.

Council's asset renewal backlog

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- 7.4.3 Assets that are below the minimum condition rating do not meet Council's minimum levels of service. Such assets will require renewal. These assets form part of Council's renewal backlog and Council should be ensuring that these assets are brought up to the agreed levels of service.
- 7.4.4 Council's asset renewal backlog will need to be funded.

Staff and resource shortages

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- 7.4.5 As with financial constraints on the provision of our stormwater drainage assets, difficulties in recruiting and retaining staff can be a challenge for Council. As a large rural Council, Council often faces challenges in filling technical and managerial positions. When technical or managerial positions are vacant it can affect Council's ability to provide some of the services expected by the community.

## 8. IMPROVEMENT PLAN AND MONITORING

### 8.1 Asset Management Practices

#### Accounting/Financial Systems

- 8.1.1 Council uses Authority and Magiq software for its financial/accounting systems. The system is managed by Council's Finance section and produces quarterly financial reports for Council, while also producing reports for annual financial statements for audit and production to the Uralla Shire community.
- 8.1.2 Council manages and is responsible for all of the accounting, budgeting and financial aspects of all of its assets. The primary issue for the financial systems section is to:
- Conduct regular asset valuations;
  - Ensure valuations match what is out in the field; and
  - Undertake regular updates to the system.

#### Accountabilities for Financial Systems

- 8.1.3 Under the *Local Government Act 1993*, Council must meet certain financial reporting requirements. These include budget reviews with all AMP sections within the Council. Council must also provide an annual report outlining the year's achievements, in terms of meeting its objectives and performance targets as it had set out. The annual report also outlines the amount of expenditure required to meet the standards set in the asset plans, the amount of annual maintenance required to keep the assets at the level of service specified, and Council's maintenance program for the year in relation to the work carried out.
- 8.1.4 The determination of expenditure as capital or maintenance is a combination of purpose, value and economic life of the asset received from the expenditure. The guidelines for the determination are set out in Note C1-7 of the Annual Financial Statements as adopted annually by Council.
- 8.1.5 **Initial Recognition:** All non-current assets purchased are capitalised as the expenditure is incurred and assets are depreciated from the first full year of use. For the initial recognition, an asset's cost is measured at its fair value, plus all expenditure that is directly attributable to the acquisition. Where settlement of any part of an asset's cash consideration is deferred, the amounts payable in the future are discounted to their present value as at the date of recognition or date of exchange of the asset to arrive at fair value. The discount rate used is the Council's incremental borrowing rate, being the rate at which a similar borrowing could be obtained from an independent financier under comparable terms and conditions.
- 8.1.6 **Materiality:** Assets with an economic life in excess of one year are only capitalised where the cost of acquisition exceeds materiality thresholds established by Council for each type of asset. In determining and in annually reviewing such thresholds, regard is had to the nature of the asset and its estimated service life.
- 8.1.7 **Subsequent Costs:** Subsequent costs are added to an asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to Council and the cost of the item can be measured reliably.
- 8.1.8 **Maintenance:** All other expenditure on stormwater asset, including the excess of fair value addition expense noted above, is recorded as repairs and maintenance and charged to the Income Statement during the financial period in which they are incurred.

## Asset Management Systems

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- 8.1.9 A number of systems and registers are used by the Council for the purpose of stormwater drainage asset management:
- Microsoft® Excel spreadsheets – manipulate, interrogate and report on asset data
  - Civica© “Authority” software – finance system
  - TRIM (© (HP Software Division) – records and document management
- 8.1.10 The responsibility for operating and maintaining the core Asset Management systems relating to stormwater drainage assets is with the Manager Civil Infrastructure and the Director Infrastructure and Development. The development of an annual budget allocation is between the Director, the Chief Financial Officer, and the General Manager, based upon the ten year financial plan forward estimates. Further details on organisational responsibilities are set out in Appendix C.
- 8.1.11 Currently, there is no core corporate system for asset management thus various duplications of assets records exist in different databases and have misaligned information. There are no direct links with operations and maintenance expenses and the individual asset.
- 8.1.12 The ongoing maintenance of this system should become a core function within Council’s operations. Linking Council’s asset management system and financial system (Authority) is identified as a key strategy to improve Council’s asset management practices.

## Information Flow Requirements and Processes

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- 8.1.13 The key information flows *into* this asset management plan are:
- Council strategic and operational plans,
  - Service requests from the community,
  - Network assets information,
  - The unit rates for categories of work/materials,
  - Current levels of service, expenditures, service deficiencies and service risks,
  - Projections of various factors affecting future demand for services and new assets acquired by Council,
  - Future capital works programs, and
  - Financial asset values.
- 8.1.14 The key information flows *from* this asset management plan are:
- The projected Works Program and trends,
  - The resulting budget and long term financial plan expenditure projections, and
  - Financial sustainability indicators.
- 8.1.15 The information flows listed above will impact the Long Term Financial Plan, annual budget, and departmental business plans and budgets.

## 8.2 Improvement Program

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8.2.1 The stormwater drainage asset management improvement program generated from this asset management plan is shown in Table 8.2.1.

**Table 8.2.1: Improvement Program**

| No | Action  | Priority | Responsibility                                | Timeline |
|----|---|----------|---|----------|
| 1  | Review and confirm expenditure for all Stormwater sub-categories into renewals, new, maintenance and operational  | High     | Asset Manager/Manager<br>Civil Infrastructure | 2023/24  |
| 2  | Review and adopt acceptable Level of Services in consultation with community, update any changes and measure progress annually  | High     | Asset Manager/Manager<br>Civil Infrastructure | 2023/24  |
| 3  | Review and establish clear assumptions and approach for calculating depreciation and backlog. Apply this consistent approach across all asset sub categories to obtain most accurate backlog.   | High     | Asset Manager/Manager<br>Civil Infrastructure | 2023/24  |
| 4  | Prioritise and plan Stormwater asset renewals to meet agreed service levels based on community's importance, asset category priority and site inspections. Standardise renewal expenditure where possible and reserve any extra funds separately for later use. | Medium   | Asset Manager/Manager<br>Civil Infrastructure | 2024/25  |
| 5  | Review and update future life cycle costs (unit rates) to improve accuracy of estimated lifecycle costs   | Medium   | Asset Manager/Manager<br>Civil Infrastructure | 2024/25  |

## 8.3 Monitoring and Review Procedures

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- 8.3.1 This asset management plan will be reviewed during annual budget preparation and amended to recognise any material changes in service levels and/or resources available to provide those services as a result of the budget decision process.
- 8.3.2 This plan will be updated annually accurately represent the current service level, asset values, projected operations, maintenance, capital renewal and replacement, capital upgrade/new and asset disposal expenditures and projected expenditure values incorporated into Council's long term financial plan.
- 8.3.3 This plan has a life of four years and is due for complete revision and updating within twelve months of each Council election.



## 8.4 Performance Measures

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

- The degree to which the required projected expenditures identified in this AMP are incorporated into the organisation's long term financial 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 AMP; and
- The degree to which the existing and projected service levels and service consequences (what we cannot do), risks and residual risks are incorporated into the organisation's Strategic Plan and associated plans.

### Key Performance Benchmarks

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8.4.2 Council monitors and assesses its performance with respect to maintaining and renewing its assets using key performance benchmarks. These benchmarks are used to measure how well Council is meeting the community's expectations in relation to the condition of its assets.

8.4.3 Council recognises the importance of working with the local community when managing the Uralla Shire's assets on behalf of the community. Council works with the community in two important ways. Firstly, it creates community service expectations. These summarise what the community wants. Secondly, it measures its progress in meeting these community service expectations against key performance benchmarks.

8.4.4 By using community-focussed performance benchmarks, Council maintenance and improvements to stormwater drainage assets are directly relevant to the community.

8.4.5 The key performance benchmarks that have been established for the stormwater drainage assets are outlined in Table 3.5.2.

## REFERENCES

- 1 NSW Office of Local Government, 2021, *Integrated Planning & Reporting Handbook for Local Councils in NSW*, ISBN 978-1-922001-90-0, [www.olg.nsw.gov.au](http://www.olg.nsw.gov.au).
- 2 DVC, 2006, *Asset Investment Guidelines*, Glossary, Department for Victorian Communities, Local Government Victoria, Melbourne, <http://www.dpcd.vic.gov.au/localgovernment/publications-and-research/asset-management-and-financial>.
- 3 IPWEA, 2006, *International Infrastructure Management Manual*, Institute of Public Works Engineering Australia, Sydney, [www.ipwea.org.au](http://www.ipwea.org.au).
- 4 IPWEA, 2008, *NAMS.PLUS Asset Management* Institute of Public Works Engineering Australia, Sydney, [www.ipwea.org.au/namsplus](http://www.ipwea.org.au/namsplus).
- 5 IPWEA, 2009, *Australian Infrastructure Financial Management Guidelines*, Institute of Public Works Engineering Australia, Sydney, [www.ipwea.org.au/AIFMG](http://www.ipwea.org.au/AIFMG).

## APPENDICES

- Appendix A     Schedule of Assets
- Appendix B     Projected Capital Renewal Program
- Appendix C     Organisational Structure Responsibilities
- Appendix D     Glossary of Terms

## Appendix A – Schedule of Assets

| Stormwater Drainage Asset category                   | Condition<br>(1-5) | Current value<br>\$   | At cost value<br>\$   |
|--|--------------------|-----------------------|-----------------------|
| Stormwater Drainage pit - Rowan Ave (20-22)          | 1                  | 12,562.51             | 12,758.25             |
| Stormwater Drainage pit - Rowan Ave (20-22)          | 1                  | 12,562.51             | 12,758.25             |
| Stormwater Drainage - 100mm Uralla                   | 2                  | 1,801.45              | 2,248.00              |
| Stormwater Drainage - 150mm Uralla                   | 2                  | 3,207.08              | 3,942.00              |
| Stormwater Drainage - 300mm Uralla                   | 2                  | 28,576.64             | 33,114.00             |
| Stormwater Drainage - 375mm Uralla                   | 2                  | 510,731.60            | 648,278.00            |
| Stormwater Drainage - 450mm Uralla                   | 2                  | 596,913.08            | 777,702.00            |
| Stormwater Drainage - 600mm Uralla                   | 2                  | 743,959.55            | 887,480.00            |
| Stormwater Drainage - 625mm Uralla                   | 2                  | 8,068.18              | 9,125.00              |
| Stormwater Drainage - 750mm Uralla                   | 2                  | 427,789.90            | 524,094.00            |
| Stormwater Drainage - 900mm Uralla                   | 2                  | 87,413.00             | 104,523.51            |
| Stormwater Drainage - Box Culverts - Type B - Uralla | 2                  | 44,390.49             | 56,302.00             |
| Stormwater Drainage - Box Culverts - Type C - Uralla | 2                  | 17,527.84             | 21,878.00             |
| Stormwater Drainage - Retention Basins Uralla        | 2                  | 52,492.20             | 59,125.00             |
| Stormwater Drainage - Drain Only Uralla              | 2                  | 10,306.47             | 12,730.00             |
| Stormwater Drainage Gross Pollutant Traps Uralla     | 2                  | 134,399.03            | 167,750.00            |
| Stormwater Drainage - 250mm Uralla                   | 3                  | 4,781.85              | 6,899.00              |
| Stormwater Drainage - 525mm Uralla                   | 3                  | 193,454.73            | 291,481.00            |
| Stormwater Drainage - 650mm Uralla                   | 3                  | 94,010.82             | 170,836.00            |
| Stormwater Drainage - 825mm Uralla                   | 3                  | 31,148.57             | 44,933.00             |
| Stormwater Drainage - Box Culverts - Type A Uralla   | 3                  | 13,925.39             | 20,338.00             |
| Stormwater Drainage - 500mm Uralla                   | 3                  | 3,175.51              | 5,771.00              |
| Stormwater Drainage - 315mm Uralla                   | 4                  | 9,956.08              | 34,039.00             |
| Stormwater Drainage - 430mm Uralla                   | 4                  | 3,432.99              | 11,737.00             |
| Stormwater Drainage - 300mm Bundarra                 | 4                  | 23,534.76             | 92,838.00             |
| Stormwater Drainage - 450mm Bundarra                 | 5                  | 56,429.85             | 239,415.00            |
| <b>TOTAL</b>   |                    | <b>\$3,126,552.08</b> | <b>\$4,252,095.02</b> |

## Appendix B – Projected Capital Renewal Program

| Year      | Stormwater Asset                              | Works Description              | Estimated cost (\$) |
|-----------|---|--------------------------------|---------------------|
| 2021/2022 | Pits. Retention Basins/ Gross Pollutant Traps | Renewals/Upgrades/Replacements | \$36,913            |
|           | Closed and open Pipes                         | Renewals/Upgrades/Replacements |                     |
| 2022/2023 | Pits. Retention Basins/ Gross Pollutant Traps | Renewals/Upgrades/Replacements | \$37,651            |
|           | Closed and open Pipes                         | Renewals/Upgrades/Replacements |                     |
| 2023/2024 | Pits. Retention Basins/ Gross Pollutant Traps | Renewals/Upgrades/Replacements | \$98,404            |
|           | Closed and open Pipes                         | Inspections <sup>3</sup>       |                     |
| 2024/2025 | Pits. Retention Basins/ Gross Pollutant Traps | Renewals/Upgrades/Replacements | \$39,172            |
|           | Closed and open Pipes                         | Renewals/Upgrades/Replacements |                     |
| 2025/2026 | Pits. Retention Basins/ Gross Pollutant Traps | Renewals/Upgrades/Replacements | \$39,956            |
|           | Closed and open Pipes                         | Renewals/Upgrades/Replacements |                     |
| 2026/2027 | Pits. Retention Basins/ Gross Pollutant Traps | Renewals/Upgrades/Replacements | \$100,755           |
|           | Closed and open Pipes                         | Renewals/Upgrades/Replacements |                     |
|           |   | Inspections                    |                     |
| 2027/2028 | Pits. Retention Basins/ Gross Pollutant Traps | Renewals/Upgrades/Replacements | \$41,570            |
|           | Closed and open Pipes                         | Renewals/Upgrades/Replacements |                     |
| 2028/2029 | Pits. Retention Basins/ Gross Pollutant Traps | Renewals/Upgrades/Replacements | \$42,308            |
|           | Closed and open Pipes                         | Renewals/Upgrades/Replacements |                     |
| 2029/2030 | Pits. Retention Basins/ Gross Pollutant Traps | Renewals/Upgrades/Replacements | \$103,084           |
|           | Closed and open Pipes                         | Renewals/Upgrades/Replacements |                     |
|           |   | Inspections                    |                     |
| 2030/2031 | Pits. Retention Basins/ Gross Pollutant Traps | Renewals/Upgrades/Replacements | \$43,860            |
|           | Closed and open Pipes                         | Renewals/Upgrades/Replacements |                     |

<sup>3</sup> \$60 000 will be need for inspections of closed pipes every two years within the 10-year Period.

## Appendix C – Organisational Structure Responsibilities

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| Key person                                  | Responsibilities  |
|---|---|
| Councillors                                 | <ul style="list-style-type: none"><li>• Represent needs of community.</li></ul>   |
| General Manager                             | <ul style="list-style-type: none"><li>• Allocate resources to meet the organisation’s objectives in providing services while managing risks.</li><li>• Authorise Delegations of Authority to undertake AMP works.</li><li>• Ensure organisation is financial sustainable.</li></ul> |
| Chief Financial Officer                     | <ul style="list-style-type: none"><li>• Ensure organisation is financial sustainable.</li></ul>   |
| Director Infrastructure & Development       | <ul style="list-style-type: none"><li>• Coordinate the budget and infrastructure development.</li><li>• Identify changes in work flows or Council requirements.</li></ul>   |
| Asset Manager/ Manager Civil Infrastructure | <ul style="list-style-type: none"><li>• Schedule the works and maintenance as per the Asset Management Plan.</li><li>• Oversee the works of the Asset Management Plan.</li></ul>  |
| Contractors / Employees                     | <ul style="list-style-type: none"><li>• Undertake the works as per the schedule.</li></ul>  |

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## Appendix D – Glossary of Terms

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### Annual service cost (ASC)

- 1) Reporting actual cost  
The annual (accrual) cost of providing a service including operations, maintenance, depreciation, finance/opportunity and disposal costs less revenue.
- 2) For investment analysis and budgeting  
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 operations, maintenance, depreciation, finance/ opportunity and disposal costs, less revenue.

### Asset

A resource controlled by an entity as a result of past events and from which future economic benefits are expected to flow to the entity. Infrastructure assets are a sub-class of property, plant and equipment which are non-current assets with a life greater than 12 months and enable services to be provided.

### Asset class

A group of assets having a similar nature or function in the operations of an entity, and which, for purposes of disclosure, is shown as a single item without supplementary disclosure.

### 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 (AM)

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.

### Average annual asset consumption (AAAC)\*

The amount of an organisation's asset base consumed during a reporting period (generally a year). This may be calculated by dividing the depreciable amount by the useful life (or total future economic benefits/service potential) and totalled for each and every asset OR by dividing the carrying amount (depreciated replacement cost) by the remaining useful life (or remaining future economic benefits/service potential) and totalled for each and every asset in an asset category or class.

### Borrowings

A borrowing or loan is a contractual obligation of the borrowing entity to deliver cash or another financial asset to the lending entity over a specified period of time or at a specified point in time, to cover both the initial capital provided and the cost of the interest incurred for providing this capital. A borrowing or loan provides the means for the borrowing entity to finance outlays (typically physical assets) when it has insufficient funds of its own to do so, and for the lending entity to make a financial return, normally in the form of interest revenue, on the funding provided.

### 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 expenditure - expansion

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

### Capital expenditure - new

Expenditure which creates a new asset providing a new service/output that did not exist beforehand. As it increases service potential it may impact revenue and will increase future operations and maintenance expenditure.

### Capital expenditure - renewal

Expenditure on an existing asset or on replacing an existing asset, which returns the service capability 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 generally has no impact on revenue, but may reduce future operations and maintenance expenditure if completed at the optimum time, e.g. resurfacing or re-sheeting a material part of a road network, replacing a material section of a drainage network with pipes of the same capacity, resurfacing an oval.

**Capital expenditure - upgrade**

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 operations and maintenance expenditure in the future because of the increase in the organisation's asset base, egg. widening the sealed area of an existing road, replacing drainage pipes with pipes of a greater capacity, enlarging a grandstand at a sporting facility.

**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

**Capitalisation threshold**

The value of expenditure on non-current assets above which the expenditure is recognised as capital expenditure and below which the expenditure is charged as an expense in the year of acquisition.

**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**

Specific parts of an asset having independent physical or functional identity and having specific attributes such as different life expectancy, maintenance regimes, risk or criticality.

**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, including 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.

**Depreciable amount**

The cost of an asset, or other amount substituted for its cost, less its residual value.

**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.

**Funding gap**

A funding gap exists whenever an entity has insufficient capacity to fund asset renewal and other expenditure necessary to be able to appropriately maintain the range and level of services its existing asset stock was originally designed and intended to deliver. The service capability of the existing asset stock should be determined assuming no additional operating revenue, productivity improvements, or net financial liabilities above levels currently planned or projected. A current funding gap means service levels have already or are currently falling. A projected funding gap if not addressed will result in a future diminution of existing service levels.

**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 that contribute to meeting the needs of organisations or the 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 separate 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.

**Key performance indicator**

A qualitative or quantitative measure of a service or activity used to compare actual performance against a standard or other target. Performance indicators commonly relate to statutory limits, safety, responsiveness, cost, comfort, asset performance, reliability, efficiency, environmental protection and customer satisfaction.

**Level of service**

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

**Life Cycle Cost**

1. **Total LCC** The total cost of an asset throughout its life including planning, design, construction, acquisition, operation, maintenance, and rehabilitation and disposal costs.
2. **Average LCC** The life cycle cost (LCC) is average cost to provide the service over the longest asset life cycle. It comprises annual operations, 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 operations, maintenance and capital renewal expenditure incurred in providing the service in a particular year. Life Cycle Expenditure may be compared to average Life Cycle Cost to give an initial indicator of life cycle sustainability.

**Loans / borrowings**

See borrowings.



## **Maintenance**

All actions necessary for retaining an asset as near as practicable to its original condition, including regular ongoing day-to-day work necessary to keep assets operating, egg road patching but excluding rehabilitation or renewal. It is operating expenditure required to ensure that the asset reaches its expected useful life.

- **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.
- **Reactive maintenance**  
Unplanned repair work that is carried out in response to service requests and management/supervisory directions.
- **Significant maintenance**  
Maintenance work to repair components or replace sub-components that needs to be identified as a specific maintenance item in the maintenance budget.
- **Unplanned maintenance**  
Corrective work required in the short-term to restore an asset to working condition so it can continue to deliver the required service or to maintain its level of security and integrity.

## **Maintenance and renewal gap**

Difference between estimated budgets and projected required expenditures for maintenance and renewal of assets to achieve/maintain specified service levels, totalled over a defined time (e.g. 5, 10 and 15 years).

## **Maintenance and renewal sustainability index**

Ratio of estimated budget to projected expenditure for maintenance and renewal of assets over a defined time (egg 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**

The notion of materiality guides the margin of error acceptable, the degree of precision required and the extent of the disclosure required when preparing general purpose financial reports. Information is material if its omission, misstatement or non-disclosure has the potential, individually or collectively, to influence the economic decisions of users taken on the basis of the financial report or affect the discharge of accountability by the management or governing body of the entity.

## **Modern equivalent asset**

Assets that replicate what is in existence with the most cost-effective asset performing the same level of service. It is the most cost efficient, currently available asset which will provide the same stream of services as the existing asset is capable of producing. It allows for technology changes and, improvements and efficiencies in production and installation techniques

## **Net present value (NPV)**

The value to the organisation of the cash flows associated with an asset, liability, activity or event calculated using a discount rate to reflect the time value of money. It is the net amount of discounted total cash inflows after deducting the value of the discounted total cash outflows arising from egg the continued use and subsequent disposal of the asset after deducting the value of the discounted total cash outflows.

## **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, egg. parks and playgrounds, footpaths, roads and bridges, libraries, etc.

## **Operations expenditure**

Recurrent expenditure, which is continuously required to provide a service. In common use the term typically includes, egg power, fuel, staff, plant equipment, on-costs and overheads but excludes maintenance and depreciation. Maintenance and depreciation is on the other hand included in operating expenses.

## **Operating expense**

The gross outflow of economic benefits, being cash and non-cash items, during the period arising in the course of ordinary activities of an entity when those outflows result in decreases in equity, other than decreases relating to distributions to equity participants.

**Pavement management system**

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

**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).

**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 operations and maintenance expenditure.

**Recurrent funding**

Funding to pay for recurrent expenditure.

**Rehabilitation**

See capital renewal expenditure definition above.

**Remaining useful life**

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

**Renewal**

See capital renewal expenditure definition above.

**Residual value**

The estimated amount that an entity would currently obtain from disposal of the asset, after deducting the estimated costs of disposal, if the asset were already of the age and in the condition expected at the end of its useful life.

**Revenue generating investments**

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

**Risk management**

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

**Section or segment**

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

**Service potential**

The total future service capacity of an asset. It is normally determined by reference to the operating capacity and economic life of an asset. A measure of service potential is used in the not-for-profit sector/public sector to value assets, particularly those not producing a cash flow.

**Service potential remaining**

A measure of the future economic benefits remaining in assets. It may be expressed in dollar values (Fair Value) or as a percentage of total anticipated future economic benefits. 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 (Depreciated Replacement Cost/Depreciable Amount).

**Strategic Longer-Term Plan**

A plan covering the term of office of councillors (4 years minimum) reflecting the needs of the community for the foreseeable future. It brings together the detailed requirements in the council's longer-term plans such as the asset management plan and the long-term financial plan. The plan is prepared in consultation with the community and details where the council is at that point in time, where it wants to go, how it is going to get there, mechanisms for monitoring the achievement of the outcomes and how the plan will be resourced.

**Specific 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.

**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.

**Value in Use**

The present value of future cash flows expected to be derived from an asset or cash generating unit. 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 net cash inflows, where the entity would, if deprived of the asset, replace its remaining future economic benefits.

Source: IPWEA, 2009, Glossary



Water  
Asset Management Plan  
March 2022 (Draft)

| <b>Document Control</b>   |                 | <b>Uralla Shire Council<br/>Water Asset Management Plan</b>  |               |                 |                 |
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|                           |                 |  |               |                 |                 |

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# 1. EXECUTIVE SUMMARY

## Uralla Shire

Uralla Shire Council is a medium sized NSW rural Council with an area of 3,215 sq km and a shire population of 6,048 people located in the New England Tablelands region of NSW. Uralla is located approximately 545km by road north west of Sydney on the New England Highway. There are two urban centres within the local government area which have potable water supplies; Uralla (population 2743) and Bundarra (population 676)<sup>1</sup>.

This Water Asset Management Plan is one of seven asset management plans covering all community assets for which Council is responsible. These fall under the Asset Management Policy and the Asset Management Strategy.

Council water assets assist in providing the community with safe, reliable water supply.

The critical issues facing Council's water assets include:

- Maintenance and upgrades
- Meeting safety and quality regulations
- Consistency of service

### Water Service:

The water Service network comprises:

- Dams, weirs
- Water treatment plants
- Reservoirs
- Water pumping stations
- Water gauging stations
- Reticulation mains
- Transfer/trunk mains

These infrastructure assets have a replacement value of **\$30,943,320** as per the Valuation Report prepared by Australis in May 2017. A new valuation report will be prepared in 2022.

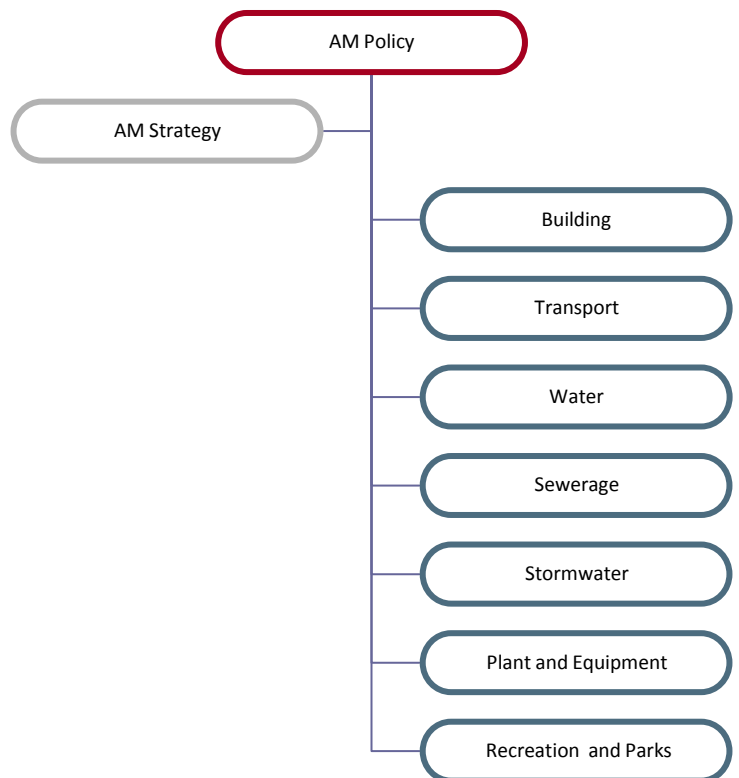


Figure 1-1: Proposed Uralla Council Asset Management Plans

## What does it Cost?

There are two key indicators of cost to provide the Water Supplies service:

- The life cycle cost being the average cost over the life cycle of the asset, and
- The total maintenance and capital renewal expenditure required to deliver existing service levels in the next 10 years covered by Council's long term financial plan.

The life cycle cost to provide the water supplies service is estimated at **\$2,084,850** per annum. Council's planned life cycle expenditure for year 1 of the asset management plan is **\$2,179,569** which gives a life cycle sustainability index of 0.96. **[THESE FIGURES ARE TO BE FURTHER ANALYSED AND FINALISED.]**

<sup>1</sup> Population data from 2016 Census published by the Australian Bureau of Statistics.



The total maintenance and capital renewal expenditure required to provide the water supplies service up to 2029/30 is estimated at \$18,936,636.

This is an average of \$2,104,071 per annum.

Council's maintenance and capital renewal expenditure for year 1 of the asset management plan of \$2,179,569 giving a 10 year sustainability index of 0.77. [THESE FIGURES ARE TO BE FURTHER ANALYSED AND FINALISED.]

Council's present funding levels are insufficient to continue to provide existing services at current levels in the medium term.

## What we will do

---

Council plans to operate and maintain the two water supply systems to achieve the following strategic outcomes:

- To provide sufficient safe drinking and general water use to areas connected to or capable of connecting to the Uralla or Bundarra water supply systems
- To complete the renewals and upgrading works necessary to maintain the assets covered under this management plan
- Meet the levels of service required by regulators.

## What we cannot do

---

Provide levels of service above the regulated levels given the constraints of the available resources.

## Managing the Risks

---

There are risks associated with providing the service and not being able to complete all identified activities and projects. The major risks have been identified as:

- Quality of water supplied
- Health and safety of public and staff
- Availability of supply.
- Dam Safety –Kentucky Creek Dam.
- Non- availability of current and up to date SCADA and Telemetry System for monitoring and producing reports

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

- Achieving systems compliance with the 12 elements in the Framework for Management of Drinking Water Quality in the ADWG (2011).
- Maintaining water supply infrastructure to a high standard and in accordance with adopted levels of service and making due provision for renewal and/or upgrading of assets.
- Responding promptly to service issues
- Inspect dam annually and following major flow events.
- Installing an industry compliant SCADA and Telemetry system for our water supply network.

## The Next Steps

---

The actions resulting from this asset management plan are to:

- Carry out a network modelling and analysis;
- Analyse available performance data obtained from new SCADA and Telemetry System;
- Determine updated asset condition ratings;

- Revise asset failure modes and risks;
- Integrate the above into a comprehensive asset management system linked to Council's finance system;
- Regularly revise and update the renewals plan based on the above information.

## Questions you may have

---

### What is this plan about?

This asset management plan covers the infrastructure assets that serve the Uralla and Bundarra communities' water services. These assets include dams, weirs, treatment plants, reservoirs, stations and mains throughout the Council area that enable people to have access to safe and high quality water supplies.

### What is an Asset Management Plan?

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

An asset management plan details information about infrastructure assets including actions required to provide an agreed level of service in the most cost effective manner. The plan defines the services to be provided, how the services are provided and what funds are required to provide the services.

### Why is there a funding shortfall?

Much of Council's two water supply schemes were constructed with funding from government grants which are often provided and accepted without consideration of ongoing operations, maintenance and replacement needs.

Many of these assets are now approaching the later years of their useful life and will require replacement. In addition, levels of service from the assets are decreasing and maintenance costs are increasing.

Council's present funding levels are insufficient to continue to provide existing services at current levels in the medium term and meet the capital renewals required for sustainable asset management and to cater for future growth.

### What options do we have?

Resolving the funding shortfall involves several steps:

1. Raising the charges.
2. Improving asset knowledge so that data accurately records the asset inventory, how assets are performing and when assets are not able to provide the required service levels;
3. Improving our efficiency in operating, maintaining, replacing existing and constructing new assets to optimise life cycle costs;
4. Identifying and managing risks associated with providing services from infrastructure;
5. Making trade-offs between service levels and costs to ensure that the community receives the best return from infrastructure;
6. Identifying assets surplus to needs for disposal to make saving in future operations and maintenance costs;
7. Consulting with the community to ensure that services and costs meet community needs and are affordable;
8. Developing partnership with other bodies, where available to provide services; and
9. Seeking additional funding from governments and other bodies to better reflect a 'whole of government' funding approach to infrastructure services.

### What happens if we don't manage the shortfall?

It is likely that council will have to reduce service levels in some areas, unless new sources of revenue are found. For water, the service level reduction may include a reduction in reliability of the water supply and quality of water delivered to customers and more frequent restrictions on supply.

### What can you do?

Council will be pleased to consider your thoughts on the issues raised in this asset management plan and suggestions on how Council may change or reduce its services mix to ensure that the appropriate level of service can be provided to the community within available funding.

## 2. INTRODUCTION

### 2.1 Background

---

This asset management plan is to demonstrate responsive management of assets (and services provided from assets), compliance with regulatory requirements, and to communicate funding needed to provide the required levels of service.

The asset management plan is to be read in conjunction with Council's Asset Management Policy, Asset Management Strategy and the following associated planning documents:

- Uralla Shire Council Community Strategic Plan
- Uralla Shire Council Delivery Plan
- Uralla Shire Council Operational Plan.
- Uralla Shire Council Ten Year Financial Plan

This infrastructure assets covered by this asset management plan are shown in Table 2.1.

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

| Asset category  | Replacement Value at<br>June 2017 |
|---|-----------------------------------|
| <b>Water Treatment Capital – Uralla:</b>                          |                                   |
| Raw Water – Pump Stations (at Kentucky Creek Dam)                 | \$646,525                         |
| Raw Water Storage (Kentucky Creek Dam)                            | \$4,655,750                       |
| Potable Water – Pump Stations (Barleyfields Road)                 | \$30,550                          |
| Potable Water Storage (reservoirs at Mt Mutton and Summerhill)    | \$2,892,201                       |
| Treatment - Chemical Dosing (Water Treatment Plant)               | \$634,634                         |
| Treatment – Clearwater Storage (Water Treatment Plant)            | \$237,572                         |
| Treatment - Clearwater Transfer (Water Treatment Plant)           | \$508,300                         |
| Treatment- Disinfection (Water Treatment Plant)                   | \$76,050                          |
| Treatment – Filtration (Water Treatment Plant)                    | \$1,492,640                       |
| Treatment – Primary Flocculation (Water Treatment Plant)          | \$128,700                         |
| Treatment- Sedimentation (Water Treatment Plant)                  | \$927,030                         |
| Treatment- Secondary Flocculation (Water Treatment Plant)         | \$131,300                         |
| Siteworks – Buildings (Water Treatment Plant)                     | \$1,170,572                       |
| Siteworks- Services (Water Treatment Plant)                       | \$307,450                         |
| Filtration- Backwash Lagoons (Water Treatment Plant)              | \$190,515                         |
| Reticulation (distribution pipework in Uralla)                    | \$8,933,096                       |
| <b>Sub-total</b>  | <b>\$24,368,186</b>               |
| <b>Water Treatment Capital – Bundarra:</b>                        |                                   |
| Raw Water – Pump Stations (at Taylors Pond on Gwydir River)       | \$91,250                          |
| Raw Water Storage (Taylors Pond)                                  | \$56,250                          |
| Treatment - Chemical Dosing (Water Treatment Plant)               | \$119,460                         |
| Treatment – Clearwater Storage (Water Treatment Plant)            | \$242,222                         |
| Clearwater Transfer- Clearwater PS (Water Treatment Plant)        | \$77,220                          |
| Disinfection- Cl Dosing (Water Treatment Plant)                   | \$34,320                          |
| Filtration –Backwash System (Water Treatment Plant)               | \$77,880                          |
| Filtration –Gravity Filters (Water Treatment Plant)               | <b>\$196,284</b>                  |
| Fluoridation System – Fluoride dosing (Water Treatment Plant)     | <b>\$33,660</b>                   |
| Preliminary Treatment – Settling Lagoons (Water Treatment Plant)  | <b>\$180,840</b>                  |
| Process (Water Treatment Plant)                                   | <b>\$415,800</b>                  |
| Settled Water Feed- Settled Water PS(Water Treatment Plant)       | \$84,480                          |
| Siteworks- Buildings (Water Treatment Plant)                      | <b>\$138,996</b>                  |
| Siteworks- Services (Water Treatment Plant)                       | <b>\$93,390</b>                   |
| Potable Water Storage (reservoirs Bakers Creek Rd and Burnett St) | <b>\$763,069</b>                  |
| Reticulation (distribution pipework in Bundarra)                  | <b>\$1,880,019</b>                |
| <b>Subtotal</b>   | <b>\$4,485,141</b>                |
| <b>Total</b>  | <b>\$28,853,327</b>               |

§ Water Supply assets are being revalued in 2022.

The key stakeholders in the preparation and implementation of this plan are:

- Residential water users (including those with special needs)
- Local businesses
- Sports and recreational clubs
- NSW Department of Planning, Industry and Environment
- NSW Health
- Environmental Protection Authority
- NSW Natural Resources Access Regulator (NRAR)
- NSW Local Land Services

## **2.2 Goals and Objectives of Asset Management**

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Part of the role of Council is to provide services to its community. Some of these services are provided by infrastructure assets. Council has acquired infrastructure assets by 'purchase', by contract, construction by council staff and by donation of assets constructed by developers and others to meet increased levels of service.

Council's goal in managing infrastructure assets is to meet the required level of service in the most cost effective manner for present and future consumers. The key elements of infrastructure asset management are:

- Taking a life cycle approach (i.e. considering both the cost of acquisition, operation, maintenance and disposal or renewal of assets over their entire lifetime)
- Developing cost-effective management strategies for the long term,
- Providing a defined level of service and monitoring performance,
- Understanding and meeting the demands of growth through demand management and infrastructure investment,
- Managing risks associated with asset failures,
- Sustainable use of physical resources,
- Continuous improvement in asset management practices.<sup>2</sup>

The goal of this asset management plan is to:

- Document the services/service levels to be provided and the costs of providing the service,
- Communicate the consequences for service levels and risk, where desired funding is not available, and
- Provide information to assist decision makers in trading off service levels, costs and risks to provide services in a financially sustainable manner.

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

Assets are inspected, maintained, upgraded and renewed as necessary or as specified in specific works programs to ensure they:

- provide quality output of water supply;
- reach their expected lifecycle;
- perform to their maximum capability;
- satisfy community expectations and needs;
- satisfy budget limitations; and
- meet safety and regulatory requirements.

<sup>2</sup> IPWEA, 2006, *IIMM* Sec 1.1.3, p 1.3.

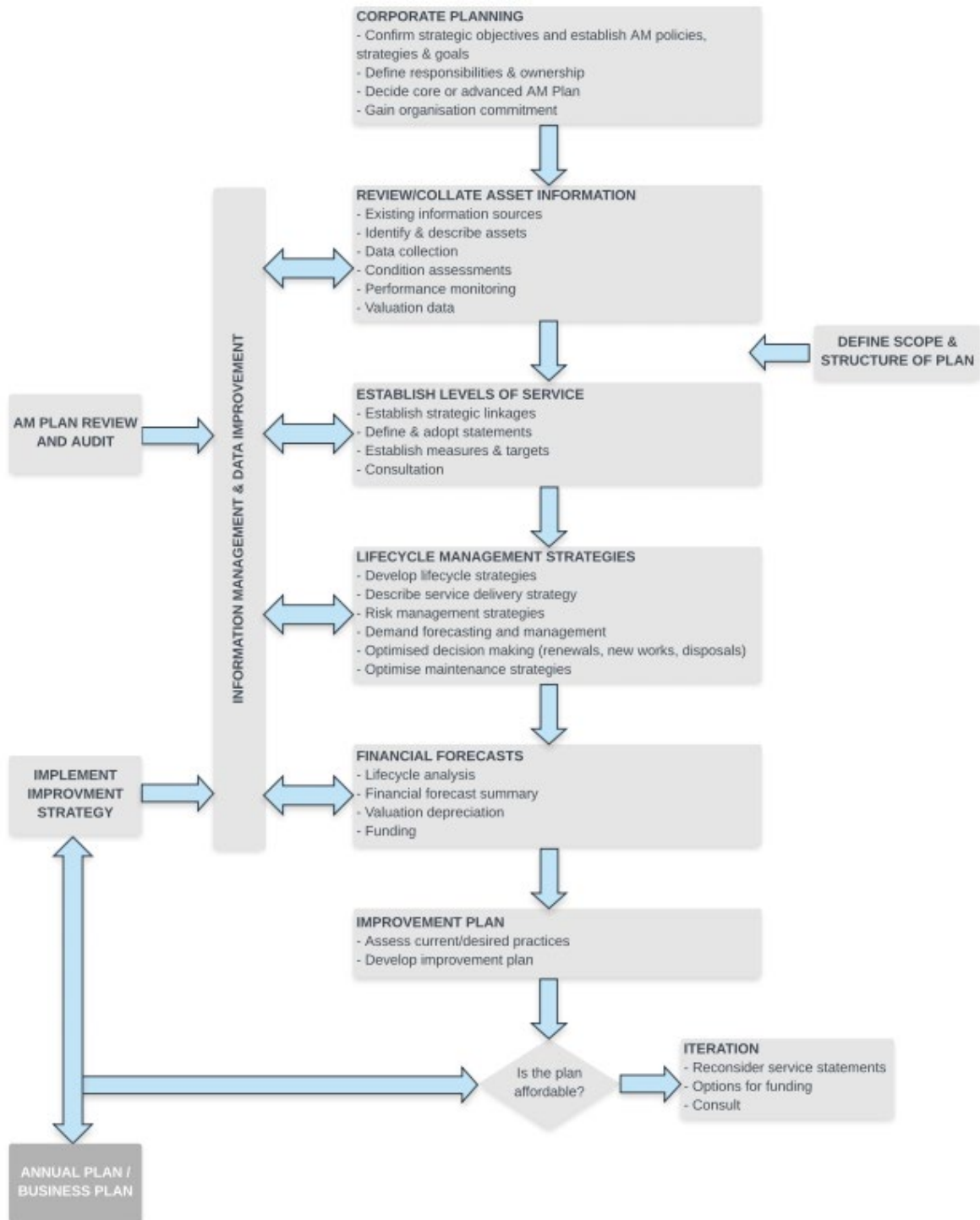
## 2.3 Plan Framework

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Key elements of the plan are:

- Levels of service – specifies the services and levels of service to be provided by council.
- Future demand – how this will impact on future service delivery and how this is to be met.
- Life cycle management – how the organisation will manage its existing and future assets to provide the required services
- Financial summary – what funds are necessary to provide the required services.
- Asset management practices
- Monitoring – how the plan will be monitored to ensure it is meeting the organisation’s objectives.
- Asset management improvement plan

A road map for an Asset Management Plan is shown in Figure 2.1 below:



**Figure 2-1- Road Map for Preparing an asset management plan**  
**Source: IIMM Fig 1.5.1, p1.11**



## 2.4 Core and Advanced Asset Management

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This asset management plan is prepared as a first cut 'core' asset management plan in accordance with the International Infrastructure Management Manual<sup>3</sup>. It has been prepared to meet minimum legislative and organisational requirements for sustainable service delivery and long term financial planning and reporting. Core asset management is a 'top down' approach where analysis is applied at the 'system' or 'network' level.

Importantly, future revisions of this asset management plan will move towards "advanced" asset management using a "bottom up" approach for gathering asset information for individual assets to support the optimisation and programs to meet agreed service levels. "Advanced" asset management is strongly driven by good quality and well-organised data about the assets to inform decision-making and target investments.

This asset management plan is to be read in conjunction with the following planning document, upon which current adopted levels of service, long term financial modelling and a capital works program to cater for predicted growth in service areas are based:

- USC Strategic Business Plan for Water Supply and Sewerage Services
- USC 10 year Operations Plan

## 2.5 Community Consultation

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This 'core' asset management plan is prepared to facilitate community consultation initially through feedback on public display of draft asset management plans prior to adoption by Council. Future revisions of the asset management plan will incorporate community consultation on service levels and costs of providing the service. This will assist Council and the community in matching the level of service needed by the community, service risks and consequences with the community's ability to pay for the service.

<sup>3</sup> IPWEA, 2006.

## 3. LEVELS OF SERVICE

### 3.1 Customer Research and Expectations

Council has not previously carried out any formal research on customer expectations. Existing levels of service have been determined through consultation with internal stakeholders i.e. Council staff and councillors. A system of recording complaints/requests is in place. Leaks and 'dirty' water are the most common issues. Further research to determine customer expectations will be carried out prior to future updates of the asset management plan.

Community group ZNET Uralla undertook survey of Uralla residents in 2020 regarding water security and found strong support for action to improve drought security.

### 3.2 Legislative Requirements

Councils have a responsibility to meet various legislative requirements including Australian and NSW legislation and regulation. Relevant legislation includes the items shown in Table 3.2 below:

**Table 3.2: Legislative Requirements**

| Legislation  | Requirement  |
|--|--|
| <i>Environmental Planning and Assessment Act 1979 (EP&amp;A Act)</i> | Sets out the guidelines used by Council to provide sustainable and environmentally responsible planning, development and land use.   |
| <i>Environmental Planning and Assessment Amendment Act 2008</i>      | Provides for Council control of local development and approval of infrastructure expansion.  |
| <i>Local Government Act 1993</i>                                     | Sets out role, purpose, responsibilities and powers of local governments including the preparation of a long term financial plan supported by asset management plans for sustainable service delivery.                                       |
| <i>Protection of the Environment Operations Act 1997</i>             | Sets environmental standards, goals, protocols and guidelines to reduce pollution and environmental harm.  |
| <i>Work Health and Safety Act 2011</i>                               | Guides employers and employees on their roles and responsibilities to provide and maintain a safe workplace which protects against harm to health, safety and welfare from hazards and risks arising from work as is reasonably practicable. |
| <i>Water Management Act 2000</i>                                     | Regulates the sustainable extraction of water from rivers (water sharing plans and environmental flows).   |
| <i>Water Management Amendment Bill 2004 Act</i>                      | Amends the Water Management Act 2000 (the Principal Act) to facilitate the commencement of the Act and published water sharing plans and to deal with aspects of the National Water Initiative.  |
| <i>Public Health Act 2010</i>  | Guides the promotion, protection and improvement of public health, the control of risks to public health, the control of infectious diseases, and the prevention of the spread of infectious diseases.                                       |
| <i>Native Vegetation Act 2003</i>                                    | Regulates the clearing of native vegetation on land in NSW.  |
| <i>Fluoridation of Public Water Supplies Act 1957</i>                | This Act controls and regulates the addition of fluoride to a public water supply by a water supply authority, including Councils.   |
| Australian Drinking Water Guidelines 2004                            | Provides guidance on the required quality of drinking water supplied by a local water utility.   |

### 3.3 Current Levels of Service

Council has defined service levels in two terms.

**Community Levels of Service** relate to the service outcomes that the community wants in terms of safety, quality, quantity, reliability, responsiveness, cost effectiveness and legislative compliance.

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

|          |                            |
|----------|----------------------------|
| Quality  | How good is the service?   |
| Function | Does it meet users' needs? |
| Safety   | Is the service safe?       |

**Technical Levels of Service** - Supporting the community service levels are operational or technical measures of performance. These technical measures relate to the allocation of resources to service activities that the council undertakes to best achieve the desired community outcomes.

Technical service measures are linked to annual budgets covering:

- Operations – the regular activities to provide services
- Maintenance – the activities necessary to retain an assets as near as practicable to its original condition (eg clean storage tanks, flush distribution system, clean chemical feed lines, repair leaking pipes etc.),
- Renewal – the activities that return the service capability of an asset up to that which it had originally (eg pipeline relining/replacement ),
- Upgrade – the activities to provide an higher level of service (eg , replacing a pipeline with a larger size),
- New - a new service that did not exist previously (eg a recycled water system).

Council's current service levels and desired levels of service are detailed below in Table 3.3.

**Table 3.3: Current Service Levels**

| Key Performance Measure            | Level of Service Objective                               | Performance Measure Process                       | Desired Level of Service  | Current Level of Service (2019-20)  |       |
|------------------------------------|--|---|---|---|-------|
|                                    |  |   |   | UPDATED   | TO BE |
| <b>COMMUNITY LEVELS OF SERVICE</b> |  |   |   |   |       |
| Quality                            | Provide an efficient and safe water supply to consumers. | Customer enquiries or complaints.                 | No more than 3 water quality complaints and 4 service complaints per 1,000 properties in each year. | Rate of quality complaints per 1000 properties is <b>none</b> and service complaints per 1000 properties is none. |       |
|                                    | Provide a minimum static pressure.                       | Customer enquiries or complaints.                 | Minimum 20m head to urban water supply customers.   | No guarantee of minimum pressure.   |       |
| Function                           | Provide an uninterrupted water supply.                   | Scheduled and non-scheduled water interruptions.  | Less than 10 unplanned interruptions to water supply per year.                                      | Total of <b>15</b> water main and service connection breaks.  |       |
|                                    | Respond to customer complaints promptly.                 | Response and repair times.                        | Response within 1 hour. Average duration of interruption less than 3 hours.                         | Response times vary. Average duration 100 minutes.  |       |
| Safety                             | Ensure the safety of the public and staff.               | Number of incidents that could compromise safety. | No incidents.   | Low level of staff lost time due to injury. No history of potential threats to public safety.                     |       |

| TECHNICAL LEVELS OF SERVICE  |                                  |  |  |  |
|--|----------------------------------|--|--|--|
| Operations   |                                  |  |  |  |
| Comply with health and quality regulations   | Results of regular testing.      | 100% of treated water samples comply with the Australian Drinking Water Guidelines.  | See results below (in Maintenance)   |  |
| Capacity to treat sufficient water to service future customer demand.  | Capacity of Uralla WTP.          | WTP has a design capacity of 5 ML/day.   | Peak day 2.9 ML.<br>Peak week 12.8 ML  |  |
|  | Capacity of Bundarra WTP.        | WTP has a design capacity of 0.8 ML/day.   | Peak day 0.34 ML   |  |
| Drought security   | No. of annual water restrictions | Restrictions per the 5/10/10 Duration/Frequency/Severity rule.<br>ie. Less than 5% of time spent in restrictions, a less than 10% chance of being applied and require (on average) a 10% reduction in unrestricted demand. | Yields are insufficient to supply the future estimated dry year demand for Uralla. Historically Uralla has had few water restrictions but restrictions are frequently applied in Bundarra for even short dry spells. |  |
| Economic efficiency  | Operating cost per property      | Operating cost to be below the median for NSW country LWUs.  | \$1147 compared to the statewide weighted mean of \$1413. <b>TO BE UPDATED</b>   |  |
| Skilled operators  | Level of qualification           | Water operator and back up operator have Level III training in plant operation.  | Most staff have Level III accreditation.   |  |
| Accessibility  |                                  |  |  |  |
| Provide access to water supply for residents in Uralla and Bundarra townships with rates applied fairly and consistently | User-pay system continued        | Residential revenue from usage charges is not less than 75%.   | Currently complies. Average Annual Residential water supplied (Potable) per connection: 154 kL.  |  |
|  | Average usage per year           | Report to Council on the annual water consumption per connection.  |  |  |
| To ensure that rural residential dwellings have adequate available water supplies.                                       | Amount of water sold.            | Rural residents are able to purchase water at reasonable price.  | Rural residents are able to purchase water at \$5.70 per kl.   |  |
| Maintenance-Uralla WTP   |                                  |  | Date range 01-01-2000 to 04-09-2000 <b>TO BE UPDATED</b>   |  |
| Provide regular water inspections.   | E.Coli                           | 883 samples  | 98% complying  |  |
|  | pH                               | 622 samples  | 99.84% complying   |  |
|  | Colour                           | 44 samples   | 97.73% complying   |  |
|  | Turbidity                        | 48 samples   | 99.82 % complying  |  |

|  |  |   |   |
|--|--|---|---|
|  | Total Coliforms (mpn/100 ml)   | 883 samples   | 97.92 % complying   |
| <b>Maintenance- Bundarra WTP</b>   |  |   |   |
| Provide regular water inspections. <b>TO BE UPDATED + note boil water alerts in Bundarra 2019 and 2020</b>   | E. Coli  | 474 samples   | 97.26%  |
|  | pH   | 222 samples   | 99.55%  |
|  | Colour   | 41 samples  | 100%  |
|  | Turbidity  | 45 samples  | 97.78%  |
|  | Total Coliforms (mpn/100mL)  | 474 samples   | 87.55%  |
| <b>Renewal</b>   |  |   |   |
| Replacement of pipe networks, storage reservoir roofs and electrical/mechanical components of water treatment plants (WTP) and pump stations as necessary. | Frequency of mains renewal <100 years.<br><br>Identified WTP and pump station renewal works are completed. | Main replacements are scheduled according to age. All programmed mains replacement and upgrade works are completed in the program year. | Main replacement depends on funding availability and is less than sustainable.  |
| <b>Upgrade/New</b>   |  |   |   |
| Capacity to store sufficient raw water to meet projected future demand.  | Raw water storage volumes.   | Available storage meets projected 30 year demand for a secure yield based on the 5/10/10 security of supply rule.                       | Yields are insufficient to supply the future estimated dry year demand for Uralla. Bundarra yield does not meet the 5/10/10 rule. |

### 3.4 Desired Levels of Service

At present, the above indications of desired levels of service have been obtained from various sources including residents' feedback to Councillors and staff, service requests and correspondence. Council has yet to quantify and formally adopt desired levels of service. This will be undertaken in future revisions of this asset management plan.

## 4. FUTURE DEMAND

### 4.1 Demand Forecast

Factors affecting demand include population change, changes in demographics, seasonal factors, vehicle ownership, consumer preferences and expectations, economic factors, agricultural practices, environmental awareness, etc.

Demand factor trends and impacts on service delivery are summarised in Table 4.1.

**Table 4.1: Demand Factors, Projections and Impact on Services**

| Demand factor            | Present position  | Projection   | Impact on services  |
|--------------------------|---|--|---|
| Population               | Uralla 2743 (2016 Census)   | The 2019 population projections by the Department of Planning show a predicted fall by 700 in the total LGA population from 6,150 to 5,450 by 2041. <b>TO BE UPDATED</b>   | Treatment plant, pump stations, reservoirs and trunk mains currently have adequate capacity.  |
|                          | Bundarra 676 (2016 Census)  | From 1996 to 2011 Bundarra population rose by 1.6% but is projected to remain relatively static going forward. <b>TO BE UPDATED</b>  | Treatment plant, pump stations, reservoirs and trunk mains currently have adequate capacity but raw water storage is inadequate.                  |
| Demographics             | Median age of population is 44 years compared to 38 in NSW. Proportion of population over 55 years is higher in Uralla than NSW average. Proportion 20 to 54 years is lower than NSW average. | There will be an increasing percentage of older residents in the next two decades.   | A high demand on aged care services and facilities over the next 20 years.  |
| Rising electricity costs | Electricity costs are increasing. In <b>2012-13</b> , Council paid \$54,272 for electricity used in water supply. <b>TO BE UPDATED</b>  | Electricity prices increased by 26% (3.3c/kWh) from 2011/12 to 2013/14, reaching 16.2c/kWh. By 2020, it is predicted that the rate will increase to 16.5c/kWh in a low carbon price environment, and up to 19.3c/kWh in a high carbon price environment.<br><i>(University of Technology Sydney, Institute for Sustainable Futures, NSW Business Energy Prices to 2020.)</i> | Council will be required to allocate increasing funds towards electricity costs, and also implement strategies to reduce reliance on electricity. |
| Environmental awareness  | The community and Council are more environmentally aware and responsible.   | Council will be required to implement further sustainability measures including reduced CO <sub>2</sub> e emissions.   | This will require a greater allocation of funds towards improving facilities and services to meet environmental standards.                        |

|                |   |   |   |
|----------------|---|---|---|
| Water levels   | Currently, the secure yield from the catchment is insufficient to supply the current estimated dry year demand for both Uralla and Bundarra schemes.                                | Annual water resources could become less predictable due to changes in climate.   | Water restrictions could become more frequent and more severe.  |
| Climate change | Water infrastructure currently designed for historical rainfall regime and environments including design of stormwater management system and pollutant interception infrastructure. | Projections from 2021 studies in the Gwydir catchment are for reduced annual rainfall, prolonged droughts coupled with frequent short, sharp droughts, higher evaporation particularly in winter/spring and less replenishment of groundwater aquifers. Higher temperatures and reduced rainfall will also increase demand for water. | Water restrictions could become more frequent and more severe. Need for greater emphasis on water conservation. Potential for disruptions due to power outages in severe weather as well as supply chain disruptions (eg. delays getting materials, parts, etc) |

## 4.2 Changes in Technology

Technology changes forecast to affect the delivery of services covered by this plan are detailed in Table 4.2.

**Table 4.2: Changes in Technology and Forecast effect on Service Delivery**

| Technology Change                                       | Effect on Service Delivery  |
|---|---|
| Use of reclaimed water becomes financially sustainable. | Will enable use of potable water for irrigation of recreation and sporting fields to be replaced by reclaimed water.  |
| Telemetry improvements                                  | Faster reaction time to address process incidents/problems, greater insight to water demands.   |
| Smart water meters                                      | Automated weekly or daily meter reads to replace manual six-monthly reads. Timely detection of hidden leaks in household plumbing, greater insight to domestic and commercial water use patterns, potential for customers to self-monitor their water usage |

## 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, detailed investigation of problems to refine the scope and timing of renewals/new infrastructure, insuring against risks and managing failures.

Non-asset solutions focus on providing the required service without the need for the council to own the assets. Examples of non-asset solutions include providing services from existing infrastructure such as aquatic centres and libraries that may be in another council area or public toilets provided in commercial premises.

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**

| <b>Service Activity</b>                      | <b>Demand management plan</b>   |
|--|---|
| Maintenance                                  | Conduct routine inspections and carry out timely repairs to water infrastructure assets according to work plans and community requests.   |
| Upgrades and renewals                        | Monitor the condition and lifespan of assets and plan renewals and upgrades accordingly.  |
| Customer Service requests                    | Record all customer service requests relating to water assets and analyse the data collected to identify shortcomings in asset performance affecting levels of service. Use the data collected to identify and implement solutions. |
| Leak detection survey/waterhammer management | Periodic acoustic survey to find undetected leaks and fix them. Reduction in mains breaks by arresting water hammer impacts (surge control)   |
| Pricing                                      | Inclined block tariff for water pricing to encourage water conservation   |
| Water saving education / subsidies           | Ongoing education to raise awareness of need for water conservation. Subsidies for water saving devices (appliances, storages) to reduce household water consumption.   |

#### **4.4 New Assets for Growth**

The new assets required to meet growth will be acquired free of cost from land developments and constructed by either the developer (e.g. reticulation) or Council (e.g. trunk mains) or a combination of the two.

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 taken into account in developing forecasts of future operations and maintenance costs, as well as future renewal and replacement 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

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#### 5.1.1 Physical parameters and condition of existing assets

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The assets covered by this asset management plan are shown in Table 2.1.

Water infrastructure asset profile information consisting of economic life, condition, capacity, age, function, purpose, and asset consumption rates is not currently available. This information is a guide to when the asset will need renewal or other intervention to keep it functioning satisfactorily. A water infrastructure asset profile will be developed in future revisions of this asset management plan.

#### Present Scheme Outline

Uralla Shire Council operates two water supply schemes which serve primarily the urban areas of Uralla and Bundarra. The surrounding rural areas mainly rely on rainwater tank supplies for domestic water. In drought times these rural areas can become dependent on urban water supplies for basic needs (eg. through water tankers).

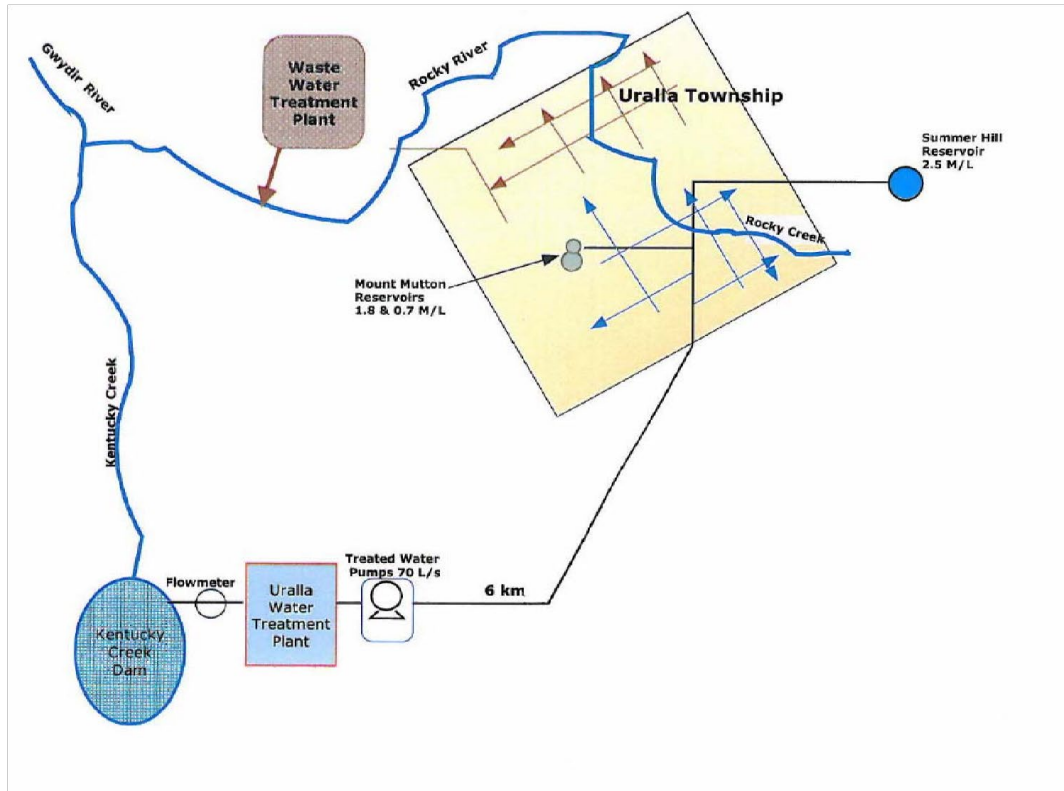
#### Uralla

The water supply for Uralla township is sourced from Kentucky Creek Dam located approximately 5 km south west of Uralla. The dam has a total storage of 500 ML, of which 75 ML is assumed to be dead storage, leaving an effective storage of 425 ML. Current extraction of raw water for Uralla varies between 230 and 350 ML per annum. Uralla Shire Council is licensed to extract up to 621 ML per annum to meet urban demand from the Kentucky Creek catchment.

Raw water is pumped from the storage dam on Kentucky Creek through 85m of pipeline to the inlet of the Uralla Water Treatment Plant which is a conventional water treatment works.

Sodium hypochlorite and ammonia are added to the raw water. Alum, sodium hypochlorite, PAC and polymer are added using four rapid mixing compartments. The dosed water is then mixed in the flocculation chambers before entering a sedimentation tank. After sedimentation, more PAC is added and the water is then filtered through two sand filters. The filtered water is dosed with sodium hypochlorite for disinfection and soda ash for pH correction.

The dosed filtered water is then gravity fed to a clear water tank. The clear water is then fluoridated before being pumped to service reservoirs at Summerhill and Mt Mutton and reticulated to the Uralla urban area customers via gravity mains. A schematic diagram showing the layout of the Uralla water supply scheme is shown below in Figure 5-1.



**Figure 5-1 - Uralla Water Supply schematic**

### **Bundarra**

Bundarra is serviced by Taylors Pond on the Gwydir River which has a total storage capacity of around 83 ML of which 8 ML is dead storage, leaving an effective storage of 75 ML. Uralla Shire Council is licensed to extract up to 93 ML per annum from the Gwydir River for the urban supply at Bundarra. Records indicate that demand varies between 38 and 56 ML per annum with the average demand being 47 ML per annum.

There are currently 229 water assessments in Bundarra supplied from a conventional sedimentation and sand filtration water treatment plant similar in operation to the Uralla plant.

The plant has a design capacity of 0.8 ML per day plus a 20% hydraulic loading. Water is sourced from a pump well adjacent to Taylors Pond and following treatment, is pumped to two service reservoirs located on the northern and western extremities of the village.

A system of urban water restrictions is in place and restrictions in some form are applied to Bundarra water users in most years.

#### **5.1.1.1 Storage dams and weirs**

In 2013, Council commissioned NSW Public Works/SMEC to carry out a secure yield study on the catchments for both water supplies. The study projected that the modelled unrestricted dry year demand for the two supplies will increase from a current 381 ML to 433 ML in 2044 for Uralla and from a current 62 ML to 71 ML in 2044 for Bundarra.

The outcomes of the secure yield modelling gave an estimated secure yield of between 196 and 228 ML per annum for the Uralla supply and between 41 and 61 ML per annum for Bundarra, depending on the security of supply rule that Council adopts.

The study concluded that:

*“The modelling indicates that the Uralla water supply system would need to be augmented to provide a secure yield which matches the dry year demand... and that the Bundarra system would need to be*

*augmented to provide a secure yield meeting the average current demand in climate change conditions applying the 5/10/10 rule.”*

Consequently, Council will need to upgrade the Uralla water supply system and, should growth in Bundarra or predicted climate change conditions occur, additional storage will be required to maintain security of that supply. As the first step to sizing and costing these upgrades, in 2014 a preliminary headworks sizing was undertaken which looked at the potential increase in capacity of Kentucky Creek Dam and the sizing of an off-river storage to be constructed at Bundarra in order to supply the needs of both towns for the next 30 years. Preliminary estimates in 2014 indicated that the order-of-cost to upgrade the Uralla raw water storage dam is \$4m and to provide off-stream storage at Bundarra is \$260,000. Subsequent to the severe 2019 drought, with the help of the NSW Government, Council is investigating other source augmentation options such as development of groundwater bores. Testing drilling to see if a viable groundwater source is available near Uralla will occur in 2022.

#### 5.1.1.2 Reservoirs

There are three storage reservoirs in Uralla and two in Bundarra. The Uralla structures were commissioned in the mid 1960s and are now about 60% through their expected 100 year life. The Bundarra reservoirs were built in 1985 so have more than 70% of useful life remaining albeit the southern reservoir had a serious leak repaired in 2020 using crack injection and will need to be further monitored. Whilst all structures are generally in good condition, all reservoirs have roofs which will need attention in the medium term (say within 10 years).

#### 5.1.1.3 Pumping stations

The water pumping equipment at both Uralla and Bundarra are in good condition. The pumps and switchboards have been upgraded in the last 20 years and incorporate recent technology.

#### 5.1.1.4 Water treatment facilities

Both water treatment plants (WTPs) use a similar basic operation as described in Section 5.1.1 above and are constantly maintained by trained operators. The Bundarra plant was changed from gas chlorine operation to sodium hypochlorite in 2003 and an activated carbon treatment was installed at Uralla in early 2000. The sand media in the Uralla WTP filters was replaced with granular activated carbon in 2020 to treat a drought-related spike in arsenic in the dam water. Further investigation of the arsenic source and type (organic/inorganic) is needed.

Whilst the current operations generally meet health testing requirements, the Uralla plant was not able to meet 100% compliance for total coliforms in 2010-11 and 2012-13 or Aluminium removal in 2013-14 and 2014-15. Bundarra was unable to meet 100% compliance for total coliforms and free chlorine in 2012-13. **TO BE UPDATED TO 2021 DATA.**

#### 5.1.1.5 Trunk water mains

Trunk water mains from the 1980s upgrade are in good condition with most less than 50% through their expected life. There is some capacity to accommodate future growth. However older trunk mains in Uralla have burst several times in recent years which may be age-related or due to impacts from waterhammer.

#### 5.1.1.6 Reticulation water mains

Many of the water reticulation mains are made from Asbestos Cement (AC) which was a common material for water pipes from the 1940s to 1980s. AC pipes typically have a life expectancy of 60-80 years. Direct measurement of water pipe condition is difficult and expensive so the number of bursts/leaks is used as a surrogate. Information from operational staff is that short lengths of reticulation pipes have been replaced, usually in response to bursts though there are exceptions in King St, Queen St and Uralla St North where whole blocks have been renewed due to repeat bursts.

The reticulation system has low numbers of recorded main breaks as listed below. Further checking of this data is required to be sure it is complete. Breaks in mains (100mm diameter pipes or bigger) need to be distinguished from

breaks in small components (small diameter pipes and meters) as typically it is the smaller components that leak the most. Burst mains interrupt water supply to customers and may temporarily result in 'dirty water' complaints which needs more flushing to clear dirty water from the pipes.

- 8 in 2015-16
- 10 in 2016-17
- 19 in 2017-18
- 5 in 2018-19
- 0 in 2019-20 ALL THESE FIGURES TO BE UPDATED/CONFIRMED BY CHECKING DATA

In 2011 Council engaged specialist consultants to carry out a study of the Uralla system to determine the level of leakage. The following is an extract from the Final Report - USC Leak Detection and Associated Services (2011):

*“The types and numbers found were surprisingly lower than had been anticipated. We have no explanation as to why this is but compared to other systems we have recently completed, this produced the lowest number and lowest leakage of any system we have surveyed in the LGSA programme”*



**Figure 5-2 - Burst trunk main in Hill Street, Uralla (2021)**

#### 5.1.1.7 Hydrants and valves

Hydrants and valves are replaced or renewed on a periodic basis as required. The value of these assets is included with the valuation of the reticulation mains.

#### 5.1.1.8 Customer meters

Common practice is to replace customer water meters after 10-15 years in service to ensure meters are accurately recording water usage for billing. Faulty or stopped meters are found during water meter reading and then scheduled for replacement. A program to routinely replace a set of old meters runs through each year.

#### 5.1.1.9 Telemetry

The water supply telemetry communications and Supervisory Control and Data Acquisition (SCADA) system has been in place since 2001. A new system at Uralla Water Treatment Plant was commissioned in 2013. The SCADA and telemetry system are basic in nature and do not meet the current industry standards. A new, industry-standard SCADA to monitor the new Bundarra sewer scheme was commissioned in 2021 but it does not monitor Bundarra's water system. An expansion of that system to an industry-standard SCADA that monitors water and sewer at both Uralla and Bundarra is proposed in Council's 10 year Capital Works/Upgrade program for 2022-23. This will enable remote monitoring of water and sewer to operations in Uralla and Bundarra which will improve response times and efficiency.

#### 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   |
|----------|--|
| Uralla   | Water quality – occasional taste and odour problems and 'dirty' water complaints                                   |
| Uralla   | Low water pressure for properties located close to supply reservoirs.  |
| Uralla   | High turbidity water in Kentucky Creek Dam from intense storms requires high level of chemical dosing to treat.    |
| Bundarra | Low raw water supply during extended periods of low rainfall.  |
| Bundarra | Hot weather impact on maintaining compliance for microbiological safety, boil water alerts in summer 2019 and 2020 |

The above service deficiencies were identified from the knowledge of Council management, community enquiries, and Council inspections.

#### 5.1.3 Asset condition

Asset Condition is measured using a 1 – 5 rating system<sup>4</sup> as detailed in Table 5.1.3.

**Table 5.1.3: IIMM Description of Condition**

| Condition Rating | Description   |
|------------------|---|
| 1                | Excellent condition: Only planned maintenance required.         |
| 2                | Very good: Minor maintenance required plus planned maintenance. |
| 3                | Good: Significant maintenance required.                         |
| 4                | Fair: Significant renewal/upgrade required.                     |
| 5                | Poor: Unserviceable.  |

<sup>4</sup> IIMM 2006, Appendix B, p B:1-3 ('cyclic' modified to 'planned', 'average' changed to 'fair')

Based on review of the asset condition data by Morrison Low (2018), most of Council’s water assets are in very good or good condition by value. However, the data also reveals that 26% of assets are approaching the end of their useful life and their condition is either category 4 or 5. As per Morrison Low report although the condition of the data in general is ‘reliable’ it often lacks key elements and collection procedures are uncertain which reduces confidence in the data. Details of Council’s asset condition reported in 2018 are tabulated below:

| Asset Class  | Asset Condition (% of CRC) |       |     |       |       |
|--------------|----------------------------|-------|-----|-------|-------|
|              | 1                          | 2     | 3   | 4     | 5     |
| Water Supply | 5.4%                       | 29.6% | 39% | 13.8% | 12.2% |

The condition is represented as a percentage of replacement cost value.

#### 5.1.4 Asset valuations

The value of assets recorded in the asset register as at May 2017 covered by this asset management plan is shown below. A revaluation of water supply assets will occur in 2022.

|                              |              |
|------------------------------|--------------|
| 2017 Replacement Cost        | \$28,853,327 |
| Depreciable Amount           | \$14,103,301 |
| Depreciated Replacement Cost | \$14,750,026 |
| Annual Depreciation Expense  | \$485,005    |

Council’s sustainability reporting reports the rate of annual asset consumption and compares this to asset renewal and asset upgrade and expansion. Asset Consumption is 3.43% (=  $\$485,005 \text{ depreciation} \div \$14,103,301 \text{ depreciable amount}$ ).

Data from the Annual Financial Statements below shows that between 2008/09 and 2020/21 Council spent \$0.587M on water asset renewals/additions while the accumulated depreciation in the same period was \$3.234M. This data from may underestimate the amount Council has spent on renewals as operational staff report having replaced some water mains and service pipes though it is unclear if the costs were capitalised. A significant portion of water assets are approaching end-of-life. As renewals spending is not keeping up with depreciation this will increase the backlog of renewals work in the future. The Morrison Low (2018) report noted “*there is a significant under expenditure on asset renewals...a greater focus on renewals is required.*” Council will need to ensure that it is renewing assets at the rate they are being consumed over the medium-long term and funding the life cycle costs for all new assets and services in its long term financial plan so as to provide services in a financially sustainable manner.

**Table 5.1.4 Water Supply asset movements from the USC Annual Financial Statements 2008/09 to 2020/21 (Note 9a Infrastructure Property Plan and Equipment) \$,000**

| FINANCIAL YEAR | Asset additions (Renewals) | Asset additions (New) | Carrying value asset disposals | Depreciation expense | Adjustments & transfers | Revaluation decrements to equity | Revaluation increments to equity | Gross carrying amount | Accumulated Depreciation | Net Carrying Amount |
|----------------|----------------------------|-----------------------|--------------------------------|----------------------|-------------------------|----------------------------------|----------------------------------|-----------------------|--------------------------|---------------------|
| 2009           | 30                         |                       | 0                              | -52                  | 0                       | 0                                | 476                              | 17087                 | -732                     | 16355               |
| 2010           | 54                         |                       | 0                              | -54                  | 0                       | 0                                | 480                              | 17644                 | -809                     | 16835               |
| 2011           | 92                         |                       | 0                              | -54                  | 0                       | 0                                | 538                              | 18301                 | -890                     | 17411               |
| 2012           | 7                          |                       | 0                              | -246                 | 0                       | 0                                | 429                              | 18738                 | -1138                    | 17600               |

|      |     |    |      |      |       |      |       |       |        |       |
|------|-----|----|------|------|-------|------|-------|-------|--------|-------|
| 2013 | 101 | 0  | -247 | 0    | -3497 | 0    | 15307 | -1351 | 13957  |       |
| 2014 | 47  | 0  | -181 | 0    | 0     | 387  | 15784 | -1575 | 14209  |       |
| 2015 | 30  | 0  | -184 | 0    | 0     | 405  | 16052 | -1592 | 14460  |       |
| 2016 | 30  | 0  | 0    | -242 | 0     | 0    | 213   | 16322 | -1861  | 14461 |
| 2017 | 0   | 3  | 0    | -246 | 0     | -305 | 0     | 27543 | -13629 | 13914 |
| 2018 | 15  | 0  | 0    | -453 | 0     | 0    | 284   | 28137 | -14377 | 13760 |
| 2019 | 0   | 0  | 0    | -439 | 0     | 0    | 213   | 28587 | -15053 | 13534 |
| 2020 | 0   | 13 | 0    | -424 | 0     | 0    | 125   | 28872 | -14624 | 13248 |
| 2021 | 157 | 8  | 0    | -412 | 0     | 0    | 120   | 29304 | -16184 | 13120 |

### 5.1.5 Asset hierarchy

An asset hierarchy provides a framework for structuring data in an information system to assist in collection of data, reporting information and making decisions. The hierarchy includes the asset class and component used for asset planning and financial reporting and service level hierarchy used for service planning and delivery.

Council is currently developing a service hierarchy which will be included in a later revision of this plan.

## 5.2 Risk Management Plan

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

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**

| Service or Asset at Risk | What can Happen  | Risk Rating (VH, H) | Risk Treatment Plan   | Associated Costs (over 10 years) |
|--------------------------|--|---------------------|---|----------------------------------|
| Bulk Supply of water     | Severe water shortage from drought due to insufficient water storage, including impacts on water quality | VH                  | Development of additional water supply source                   | \$2 million                      |
| Water Meters             | Loss of revenues for Council /inaccurate reading due to old and faulty water meters                      | H                   | Replace old water meters over a period of 10 years              | \$1 million                      |
| Treatment Plants         | Non-efficient sludge and scum removal  | H                   | Design, remove and replace Travelling Bridge for Clarifier Tank | \$350,000                        |
| Distribution System      | Pipe bursts and infrastructure failure   | H                   | Programmed mains replacement.                                   | \$1,642,608                      |

### 5.3 Routine Maintenance Plan

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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

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Maintenance includes reactive, planned and specific 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.

Specific maintenance is replacement of higher value components/sub-components of assets that is undertaken on a regular cycle including replacement of UV bulbs, replacing valves, etc. This work generally falls below the capital/maintenance threshold but may require a specific budget allocation.

Actual past maintenance expenditure is shown in Table 5.3.1. **TO BE UPDATED**

**Table 5.3.1: Maintenance Expenditure Trends**

| Year    | Maintenance Expenditure |
|---------|-------------------------|
| 2018-19 | \$1,438,000             |
| 2019-20 | \$1,965,462             |

Current maintenance expenditure levels are considered to be adequate 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 operational staff using experience and judgement.

#### 5.3.2 Standards and specifications

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Maintenance work is carried out in accordance with manufacturers Standards and Specifications and facilities operations and maintenance manuals.

#### 5.3.3 Summary of future operations and maintenance expenditures

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Future operations and maintenance expenditure is forecast to trend in line with the value of the asset stock as shown in Figure 4 **TO BE ADDED**. The Operations and maintenance expenditures were calculated by Morrison Low (Water & Sewerage Asset Management Plan, August 2018) based on best practices which is reflected on Council's Long Term Financial Plan.

**FIGURE 4 TO BE ADDED**

**Figure 4: Projected Operations and 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 the 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. As noted in Section 5.1.4 information in the Financial Statements indicates Council has not been renewing assets to match their consumption.

### 5.4.1 Renewal plan

Assets requiring renewal are identified from one of following three methods:

- Method 1 uses Asset Register data to project the renewal costs for renewal years using acquisition year and useful life, or
- Method 2 uses capital renewal expenditure projections from Water Network Modelling and Analysis, or
- Method 3 uses a combination of average *network renewals* plus *defect repairs* in the *Renewal Plan* and *Defect Repair Plan*

Method 1 was used for this asset management plan.

The ranking criteria used to determine priority of identified renewal proposals is detailed in Table 5.4.1.

**Table 5.4.1: Renewal Priority Ranking Criteria**

| Criteria                             | Weighting   |
|--------------------------------------|-------------|
| Condition of asset                   | 75%         |
| Age (as a percentage of useful life) | 25%         |
| <b>Total</b>                         | <b>100%</b> |

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. Examples of low cost renewal include relining of trunk mains.

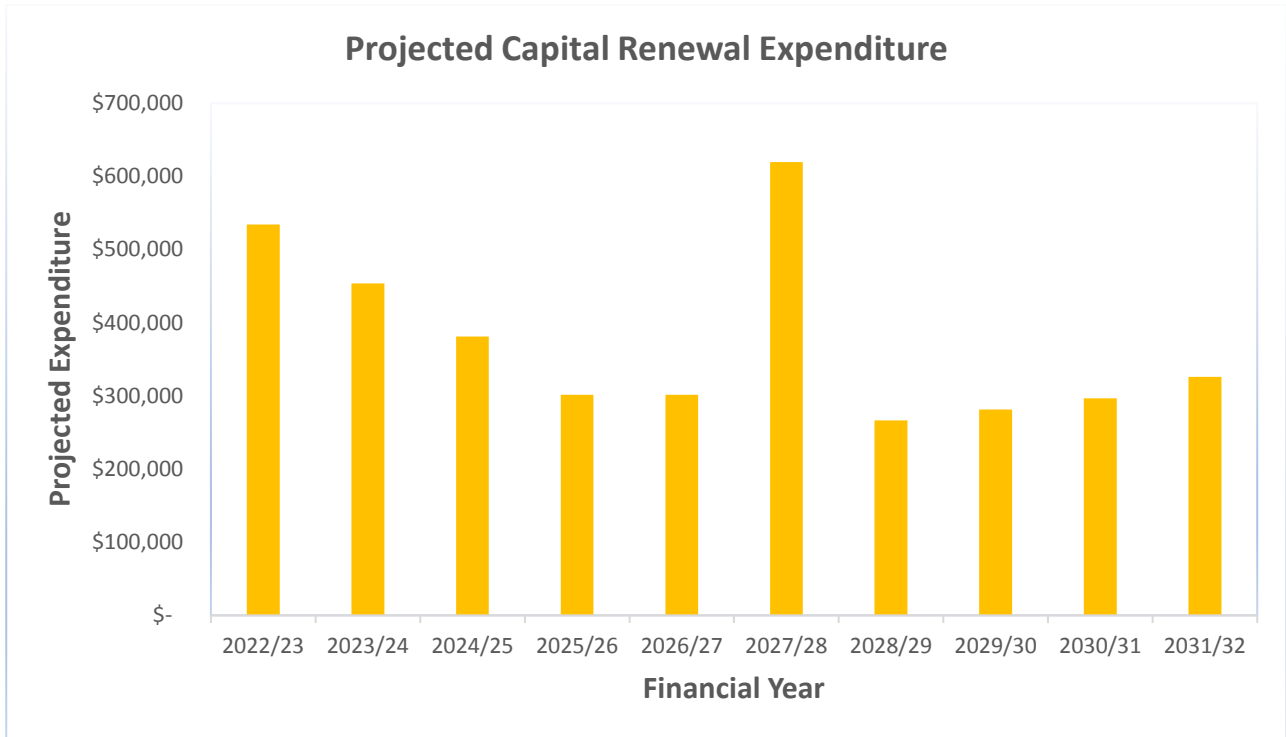
### 5.4.2 Renewal standards

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

- Water Services Association of Australia national codes for water supply
- Water Directorate guidelines
- Relevant international standards (eg. American Water and Wastewater Association)

### 5.4.3 Summary of projected renewal expenditure

Projected future renewal expenditures are forecast to increase over time as the asset stock ages. The costs are summarised in Figure 5. Note that all costs are shown in 2021 dollar values. The projected capital renewal program is shown in Appendix A. **TO BE UPDATED**



**Figure 5: Projected Capital Renewal Expenditure**

Deferred renewal, ie those assets identified for renewal and not scheduled 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 capital works programs 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 water network modelling and analysis, demand management, 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 estimate. Verified proposals are ranked by priority and available funds and scheduled in future works programmes. The priority ranking criteria is detailed in Table 5.5.1.

**Table 5.5.1: Upgrade/New Assets Priority Ranking Criteria**

| Criteria                 | Weighting   |
|--------------------------|-------------|
| Strategic Business Plans | 80%         |
| Future demand            | 20%         |
| <b>Total</b>             | <b>100%</b> |

### 5.5.2 Standards and specifications

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Standards and specifications for new assets and for upgrade/expansion of existing assets are the same as those for renewal shown in Section 5.4.2.

### 5.5.3 Summary of projected upgrade/new assets expenditure

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Currently, Council do not any have plans for acquiring new assets related to supply of water to the community or any plans for upgrade of existing system except for (i) the identified need for source augmentation of bulk water and (ii) some small extensions of reticulation to provide looped feeds (eg. Duke St to link to Rowan Ave). There will also be new water assets received by Council from the developers which will be maintained by the Council.

Council is proposing to do a water network modelling and analysis in FY 2023-24 to understand deficiencies in capacity of the distribution networks and this may result in addition of new assets to the network, upgrade of existing network or both.

These new assets are to be funded from a capital works loan program and grants where available. This is further discussed in Section 6.2.

## 5.6 Disposal Plan

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Disposal includes any activity associated with disposal of a decommissioned asset including sale, demolition or relocation. Currently there are no assets identified for possible decommissioning and disposal except for those assets programmed for renewal. It is assumed that the residual value of replaced assets will be nil or scrap value only.

Should assets be identified for disposal in the future, cashflow projections from asset disposals will be developed and included in future revisions of this asset management plan.

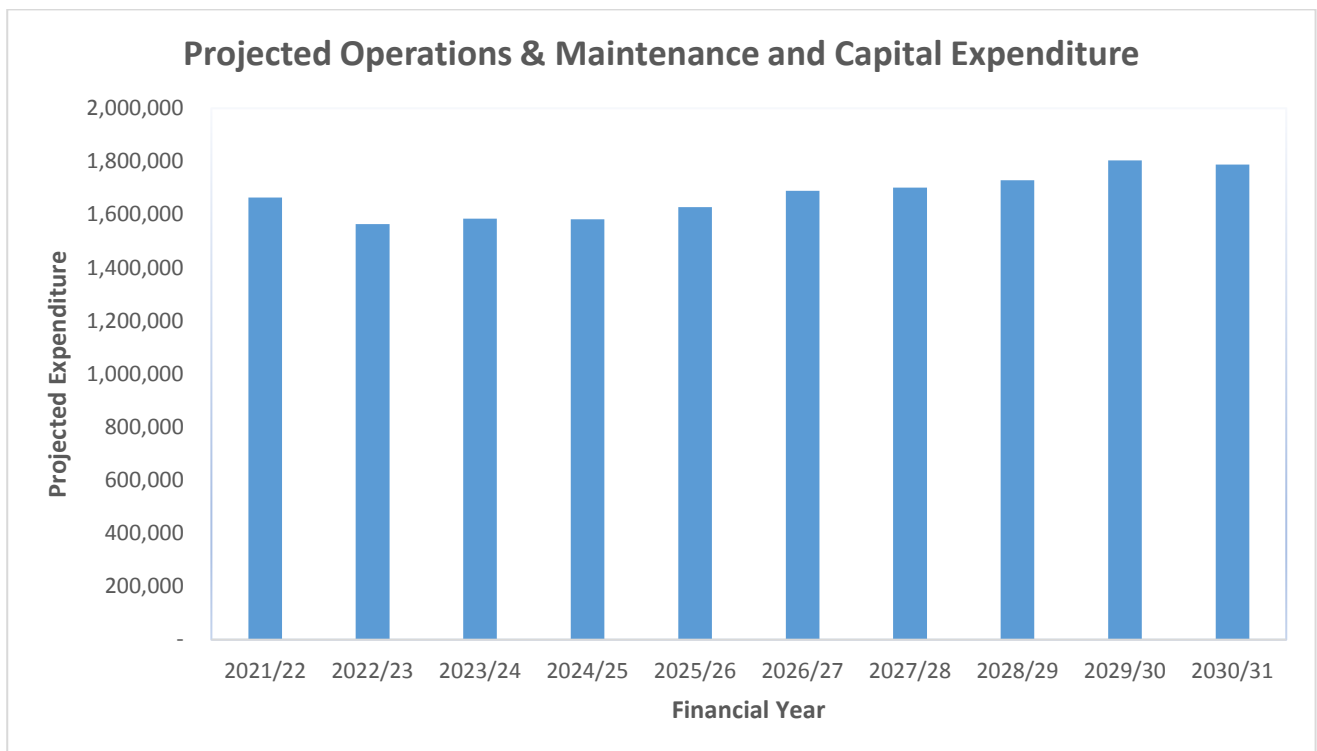
## 6. FINANCIAL SUMMARY

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 Figure 6 for projected operating (operations and maintenance) and capital expenditure (renewal and upgrade/expansion/new assets), net disposal expenditure and estimated budget funding.

Note that all costs are shown in 2021 dollar values. **TO BE FINALISED**



**Figure 6: Projected Operating and Capital Expenditure and Budget**

#### 6.1.1 Financial sustainability in service delivery

There are three 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/expenditures and medium term projected/budgeted expenditures over 5 and 10 years of the planning period.

##### 6.1.1.1 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 operations and maintenance expenditure and asset consumption (depreciation expense). The life cycle cost for the services covered in this asset management plan is **\$TO BE FINALISED** per year (operations and maintenance expenditure plus depreciation expense in year 1 (2021-22)).

Life cycle costs can be compared to life cycle expenditure to give an indicator of sustainability in service provision. Life cycle expenditure includes operations, maintenance and capital renewal expenditure in year 1. Life cycle expenditure will vary depending on the timing of asset renewals. The life cycle expenditure at the start of the plan

is \$**TO BE FINALISED** (operations and maintenance expenditure plus budgeted capital renewal expenditure in year 1). A shortfall between life cycle cost and life cycle expenditure is the life cycle gap.

The life cycle gap for services covered by this asset management plan is -\$**TO BE FINALISED** per year (-ve = gap, +ve = surplus).

Life cycle expenditure is **TO BE FINALISED** % of life cycle costs giving a life cycle sustainability index of 0.96.

The life cycle costs and life cycle expenditure comparison highlights any difference between present outlays and the average cost of providing the service over the long term. If the life cycle expenditure is less than that life cycle cost, it is most likely that outlays will need to be increased or cuts in services made in the future.

Knowing the extent and timing of any required increase in outlays and the service consequences if funding is not available will assist organisations in providing services to their communities in a financially sustainable manner. This is the purpose of the asset management plans and long term financial plan.

#### 6.1.1.2 Medium term – 10 year (9 year at the time of review) financial planning period

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

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

The projected total operations, maintenance and capital renewal expenditure required up to FY 2029/30 a is \$**18,936,636 or \$2,104,071** per year. **THESE FIGURES TO BE FURTHER ANALYSED & FINALISED**

Total estimated (budget) operations, maintenance and capital renewal funding is \$**16,410,689 or \$ 1,823,410 per year** giving a 9 year funding shortfall of -\$**280,661** per year and a 9 year sustainability indicator of 0.88. This indicates that Council has 88 % of the projected expenditures needed to provide the services documented in the asset management plan. **THESE FIGURES TO BE FURTHER ANALYSED & FINALISED**

#### 6.1.1.3 Medium Term – 5 year financial planning period

The projected operations, maintenance and capital renewal expenditure required over the first 5 years of the planning period is \$ **2,008,896 per year.**

Estimated (budget) operations, maintenance and capital renewal funding is \$ 1,749,087 per year giving a 5 year funding shortfall of \$ **1,299,045.** This is 87.1 % of projected expenditures giving a 5 year sustainability indicator of 0.87.

#### 6.1.1.4 Financial Sustainability Indicators

Figure 7 shows the financial sustainability indicators over the period 20121/22 to 2029/30 and for the long term life cycle.

**FIGURE 7 TO BE ADDED**

**Figure 7: Financial Sustainability Indicators**

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

Figure 5 shows the projected asset renewals in the 10 year planning period from Appendix B. The projected asset renewals are compared to budgeted renewal expenditure in the capital works program and capital renewal expenditure in year 1 of the planning period in Figure 6.

Table 6.1.1 shows the funding shortfall (or surplus) between projected and budgeted renewals.

**Table 6.1.1: Projected and Budgeted Renewals and Expenditure Shortfall** THESE FIGURES TO BE REVIEWED

| Year    | Projected Renewals (\$000) | Planned Renewal Budget (\$000) | Renewal Funding Shortfall (\$000) (-ve Gap, +ve Surplus) | Cumulative Shortfall (\$000) (-ve Gap, +ve Surplus) |
|---------|----------------------------|--------------------------------|--|---|
| 2022/23 | 535                        | 503                            | -53  | -53   |
| 2023/24 | 454                        | 515                            | +119   | +66   |
| 2024/25 | 381                        | 507                            | +176   | +242  |
| 2025/26 | 302                        | 520                            | +218   | +460  |
| 2026/27 | 302                        | 548                            | +246   | +706  |
| 2027/28 | 630                        | 546                            | -84  | +622  |
| 2028/29 | 267                        | 559                            | +292   | +914  |
| 2029/30 | 282                        | 573                            | +291   | +1205   |
| 2030/31 | 267                        | 587                            | +320   | +1525   |
| 2031/32 | 326                        | -                              | -  | -   |

Note: A negative shortfall indicates a funding gap, a positive shortfall indicates a surplus for that year.

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.

We will manage the 'gap' by developing this asset management plan to provide guidance on future service levels and resources required to provide these services, and review future services, service levels and costs with the community.

#### 6.1.2 Expenditure projections for long term financial plan

Table 6.1.2 shows the projected expenditures for the 10 year long term financial plan.

Expenditure projections are in current (non-inflated) values. Disposals are shown as net expenditures (revenues are negative).

**Table 6.1.2: Expenditure Projections for Long Term Financial Plan (\$000)** THESE FIGURES TO BE REVIEWED

| Year    | Operations and Maintenance (\$000) | Projected Capital Renewal (\$000) | Capital Upgrade/ New (\$000) | Disposals (\$000) |
|---------|------------------------------------|-----------------------------------|------------------------------|-------------------|
| 2021/22 | 1,674                              | 556                               | 0                            | 0                 |
| 2022/23 | 1,605                              | 396                               | 0                            | 0                 |
| 2023/24 | 1,627                              | 331                               | 0                            | 0                 |
| 2024/25 | 1,626                              | 302                               | 0                            | 0                 |
| 2025/26 | 1,674                              | 302                               | 0                            | 0                 |

|         |       |     |   |   |
|---------|-------|-----|---|---|
| 2026/27 | 1,737 | 630 | 0 | 0 |
| 2027/28 | 1,750 | 267 | 0 | 0 |
| 2028/29 | 1,778 | 282 | 0 | 0 |
| 2029/30 | 1,855 | 267 | 0 | 0 |
| 2030/31 | -     | 326 | 0 | 0 |

*Note: All projected expenditures are in 2021 values*

## 6.2 Funding Strategy

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Projected expenditure identified in Section 6.1 is to be funded from future operating and capital budgets. The funding strategy is detailed in the organisation's 10 year long term financial plan.

### 6.3 Key Assumptions made in Financial Forecasts

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

Key assumptions made in this asset management plan are:

- The existing asset data base is accurate in terms of length, age and type of pipes;
- The condition of most of the assets are in good to very good condition.

Accuracy of future financial forecasts may be improved in future revisions of this asset management plan by the following actions:

- Improving the information on asset data;
- Undertake condition rating; and
- Reviewing useful lives for assets in conjunction with better condition assessment and development of suitable hierarchy within the asset categories.

## 7. ASSET MANAGEMENT PRACTICES

### 7.1 Accounting/Financial Systems

#### 7.1.1 Accounting and financial systems

The financial system used by the Uralla Shire Council is Authority 6.6, through a managed service provider contract with Civica Australia. The system is managed by Council's Finance Section producing monthly financial reports, for management and the Council's Finance Committee and annual financial statements for audit and production to the Uralla Community and other interested parties.

#### 7.1.2 Accountabilities for financial systems

Council's significant accounting policies are set out in the annual financial statements Note 1.

#### 7.1.3 Accounting standards and regulations

Council currently complies with the following standards and regulations with respect to asset accounting:

- The Australian Accounting Standards and Australian Accounting Interpretations.
- The Local Government Code of Accounting Practice and Financial Reporting
- The Local Government Act 1993 and Local Government (General) Regulation 2005.

#### 7.1.4 Capital/maintenance threshold

- Equipment unreliable and spare parts difficult to source
- Maintenance costs >60% of new item
- Advances in technology make current equipment redundant

#### 7.1.5 Required changes to accounting financial systems arising from this Water Asset Management Plan

- None identified.

### 7.2 Asset Management Systems

#### 7.2.1 Asset management system and registers:

A number of systems and registers are used by the Uralla Shire Council for the purpose of this asset management:

- IPWEA NAMS PLUS 3
- MapInfo® (Intramaps® from January 2014) - For the Geographical Information System (GIS). These systems hold the spatial information on the majority of asset groups
- Microsoft® Excel spreadsheets are used to manipulate and interrogate asset data
- Civica® "Authority" software – customer billing, water meter register and customer water consumption information
- document management and customer requests system is TRIM © (HP Software Division)
- Council is working, with Statewide Mutual Risk Officers, towards implementing a robust modern system based upon Risk Assessment tools. Other maintenance is undertaken on a reactive basis under direction from the Director Infrastructure and Development.
- Financial system - Civica® Authority.

#### 7.2.2 Accountabilities for asset management system and data

The Asset Manager has responsibility for operating and maintaining the core asset management systems within Council. The development of an annual water supply budget allocation within the Council budget is completed



jointly by the Asset Manager and the Manager Water, Waste and Sewerage based upon the consultation with the Team Leader Water and Sewerage and the ten year financial plan forward estimates.

#### 7.2.3 Linkage from asset management to financial system

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Currently there is no core corporate system for asset management thus various duplications of assets records exist in different databases and have misaligned information. There are currently no direct links with operations and maintenance expenses and the individual assets.

#### 7.2.4 Required changes to asset management system arising from this Asset Management Plan

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There is an identified need to implement a core corporate system for asset management with direct links between operations and maintenance expenses and the individual assets.

Once operational, the ongoing maintenance of such a system should then become a core function within Council's operations. However, as stated in the previous paragraph, there is no link between the asset management system and Authority and this is a required future improvement.

Council is currently investigating procurement of an asset management system that can be integrated with the Financial System and MapInfo for better management of the water assets.

### 7.3 Information Flow Requirements and Processes

---

The key information flows *into* this asset management plan are:

- Council strategic and operational plans,
- Service requests from the community,
- Network assets information,
- The unit rates for categories of work/materials,
- Current levels of service, expenditures, service deficiencies and service risks,
- Projections of various factors affecting future demand for services and new assets acquired by Council,
- Future capital works programs,
- Financial asset values.

The key information flows *from* this asset management plan are:

- The projected Works Program and trends,
- The resulting budget and long term financial plan expenditure projections,
- Financial sustainability indicators.

These will impact the Long Term Financial Plan, Strategic Longer-Term Plan, annual budget and departmental business plans and budgets.

### 7.4 Standards and Guidelines

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Standards, guidelines and policy documents referenced in this asset management plan are:

- NSW Office of Water Best Practice
- Individual suppliers Operations & Maintenance Manuals
- Water Services Association of Australia standards & Auspec specifications
- NSW Water Directorate guidelines
- Council's Significant Accounting Policy (Note 1 to Annual Financial Statements)

## 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 the organisation's long term financial plan and Community/Strategic Planning processes and documents, and
- 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

An asset management improvement plan generated from this asset management plan in the form of Table 8.2.

*Table 8.2: Improvement Plan*

| Task No | Task  | Responsibility                     | Resources Required | Timeline |
|---------|---|------------------------------------|--------------------|----------|
| 1       | Procurement of an Asset Management software that meets Council's need                           | Asset Manager                      | Budget/Funding     | 2022     |
| 2       | Updating the MapInfo GIS System to capture all the water assets in the network after validation | Asset Manager                      | GIS consultant     | 2023     |
| 3       | Condition Assessment of all critical assets   | Asset Manager                      | Consultant         | 2023     |
| 4       | Improved works reporting and capture of 'as-constructed' data                                   | Manager Water<br>Waste<br>Sewerage | Budget/Funding     | 2022     |

5

### 8.3 Monitoring and Review Procedures

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

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

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## APPENDICES

Appendix A Projected 10 year Capital Renewal and Upgrades Works Program

Appendix B Abbreviations

Appendix C Glossary

## Appendix A Projected 10 year Capital Renewal Program

| Appendix A: WATER- Uralla Shire Council- Detailed list of 10 year Capital Renewal Projects |          |  |                     |                  |
|--|----------|--|---------------------|------------------|
| Year   | Item No. | Capital Renewal Projects   | Indicative Estimate | Cost             |
| 2022/23  | 1        | Installation of Telemetry for USC Water Supply Network   | \$250,000           |                  |
| 2022/23  | 2        | Water hammer investigation / design – Engage Consultant  | \$10,000            |                  |
| 2022/23  | 3        | Depot Road - Water Main upgrade, from 100mm AC to 150mm PVC ( 140m)                              | \$23,392            |                  |
| 2022/23  | 4        | Fitzroy St – Water Main renewal , 100mm AC to 100mm PVC (50m)                                    | \$5,670             |                  |
| 2022/23  | 5        | AC Water mains replacement (Condition 5) –other streets  | \$110,327           |                  |
| 2022/23  | 6        | Replace water meter (100 nos.)   | \$100,000           |                  |
| 2022/23  | 7        | Bathymetric survey of storage dams Bundarra and Uralla   | \$35,000            |                  |
|  |          |  | <b>2022/23</b>      | <b>\$534,389</b> |
| 2023/24  | 1        | Waterworks Road –Gravel Resheeting (2.4km , 100mm thick)   | \$100,000           |                  |
| 2022/23  | 2        | East St (Duke St to Prince Ave Railway track)- Water Main renewal , 100mm AC to 100mm PVC (240m) | \$27,211            |                  |
| 2023/24  | 3        | AC Water Mains replacement - other sites   | \$166,600           |                  |
| 2023/24  | 4        | Apply Epoxy coating for Filter room floor (x2)   | \$50,000            |                  |
| 2023/24  | 5        | Replace water meter (100 nos.)   | \$100,000           |                  |
| 2023/24  | 6        | Retile Clear Water Chemical dosing pit   | \$10,000            |                  |
|  |          |  | <b>2023/24</b>      | <b>\$453,811</b> |
| 2024/25  | 1        | <b>New</b> water main Duke St (south of East Ave) to loop to Rowan Ave w/- creek crossing        | \$60,000            |                  |
| 2024/25  | 2        | Water Network Modelling and Analysis- consultant - model capacity of system                      | \$40,000            |                  |
| 2024/25  | 3        | AC Water Mains replacement (Condition 5)   | \$166,600           |                  |
| 2024/25  | 4        | Replace water meter (100 nos.)   | \$100,000           |                  |
| 2024/25  | 5        | Replace Stop Valves – Bundarra Water Supply network ( 6 nos.)                                    | \$4,500             |                  |
| 2024/25  | 6        | Renewal of Pump electrical works -Bundarra   | \$10,000            |                  |
|  |          |  | <b>2024/25</b>      | <b>\$381,100</b> |
| 2025/26  | 1        | AC Water Mains replacement (Condition 5)   | \$166,600           |                  |
| 2025/26  | 2        | Replace water meter (100 nos.)   | \$100,000           |                  |

|         |   |   |                          |
|---------|---|---|--------------------------|
| 2025/26 | 3 | Cathodic Protection for the Water Inlet Works as per the recommendation of the consultant | \$10,000                 |
| 2025/26 | 4 | Soda Ash dosing plant/room Epoxy coating  | \$25,000                 |
|         |   |   | <b>2025/26 \$301,600</b> |
| 2026/27 | 1 | AC Water Mains replacement (Condition 5)  | \$166,600                |
| 2026/27 | 2 | Replace water meter (100 nos.)  | \$100,000                |
| 2026/27 | 3 | Replace Chemical dosing pumps ( 2 nos.)   | \$10,000                 |
| 2026/27 | 4 | Apply Epoxy coating for Pumps floor   | \$25,000                 |
|         |   |   | <b>2026/27 \$301,600</b> |
| 2027/28 | 1 | AC Water Mains replacement (Condition 5)  | \$166,600                |
| 2027/28 | 2 | Replace water meter (100 nos.)  | \$100,000                |
| 2027/28 | 3 | Design, remove and replace Travelling Bridge for Clarifier Tank                           | \$350,000                |
| 2027/28 | 4 | Replace Water Softner   | \$3,000                  |
|         |   |   | <b>2027/28 \$619,600</b> |
| 2028/29 | 1 | AC Water Mains replacement (Condition 5)  | \$166,600                |
| 2028/29 | 2 | Replace water meter (100 nos.)  | \$100,000                |
|         |   |   | <b>2028/29 \$266,600</b> |
| 2029/30 | 1 | AC Water Mains replacement (Condition 5)  | \$166,600                |
| 2029/30 | 2 | Replace water meter (100 nos.)  | \$100,000                |
| 2029/30 | 3 | Renewal of Lab equipment  | \$15,000                 |
|         |   |   | <b>2029/30 \$281,600</b> |
| 2030/31 | 1 | Replace GAC ( Granular Activated Carbon) for Gravity Sand Filter – Unit A and B           | \$40,000                 |
| 2030/31 | 2 | AC Water Mains replacement (Condition 5)  | \$166,600                |
| 2030/31 | 3 | Replace water meter (100 nos.)  | \$100,000                |
|         |   |   | <b>2030/31 \$296,600</b> |
| 2031/32 | 1 | AC Water Mains replacement (Condition 5)  | \$166,600                |
| 2031/32 | 2 | Replace water meter (100 nos.)  | \$100,000                |
| 2031/32 | 3 | Waterworks Road Grid Replacement ( 6nos)  | \$60,000                 |
|         |   |   | <b>2031/32 \$326,000</b> |

## Appendix B Abbreviations

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

## Appendix C Glossary

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### Annual service cost (ASC)

- 1) Reporting actual cost  
The annual (accrual) cost of providing a service including operations, maintenance, depreciation, finance/opportunity and disposal costs less revenue.
- 2) For investment analysis and budgeting  
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 operations, maintenance, depreciation, finance/ opportunity and disposal costs, less revenue.

### Asset

A resource controlled by an entity as a result of past events and from which future economic benefits are expected to flow to the entity. Infrastructure assets are a sub-class of property, plant and equipment which are non-current assets with a life greater than 12 months and enable services to be provided.

### Asset class

A group of assets having a similar nature or function in the operations of an entity, and which, for purposes of disclosure, is shown as a single item without supplementary disclosure.

### 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 (AM)

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.

### Average annual asset consumption (AAAC)\*

The amount of an organisation's asset base consumed during a reporting period (generally a year). This may be calculated by dividing the depreciable amount by the useful life (or total future economic benefits/service potential) and totalled for each and every asset OR by dividing the carrying amount (depreciated replacement cost) by the remaining useful life (or remaining future economic benefits/service potential) and totalled for each and every asset in an asset category or class.

### Borrowings

A borrowing or loan is a contractual obligation of the borrowing entity to deliver cash or another financial asset to the lending entity over a specified period of time or at a specified point in time, to cover both the initial capital provided and the cost of the interest incurred for providing this capital. A borrowing or loan provides the means for the borrowing entity to finance outlays (typically physical assets) when it has insufficient funds of its own to do so, and for the lending entity to make a financial return, normally in the form of interest revenue, on the funding provided.

### 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 expenditure - expansion

Expenditure that extends the capacity of an existing asset to provide benefits, at the same standard as is currently enjoyed by existing beneficiaries, to a new group of users. It is discretionary expenditure, which increases future operations and maintenance costs, because it increases the organisation'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 - new

Expenditure which creates a new asset providing a new service/output that did not exist beforehand. As it increases service potential it may impact revenue and will increase future operations and maintenance expenditure.



**Capital expenditure - renewal**

Expenditure on an existing asset or on replacing an existing asset, which returns the service capability 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 generally has no impact on revenue, but may reduce future operations 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.

**Capital expenditure - upgrade**

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 operations and maintenance expenditure in the future because of the increase in the organisation'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.

**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.

**Capitalisation threshold**

The value of expenditure on non-current assets above which the expenditure is recognised as capital expenditure and below which the expenditure is charged as an expense in the year of acquisition.

**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**

Specific parts of an asset having independent physical or functional identity and having specific attributes such as different life expectancy, maintenance regimes, risk or criticality.

**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, including 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.

**Depreciable amount**

The cost of an asset, or other amount substituted for its cost, less its residual value.

**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.

**Funding gap**

A funding gap exists whenever an entity has insufficient capacity to fund asset renewal and other expenditure necessary to be able to appropriately maintain the range and level of services its existing asset stock was originally designed and intended to deliver. The service capability of the existing asset stock should be determined assuming no additional operating revenue, productivity improvements, or net financial liabilities above levels currently planned or projected. A current funding gap means service levels have already or are currently falling. A projected funding gap if not addressed will result in a future diminution of existing service levels.

**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 that contribute to meeting the needs of organisations or the 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 separate 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.

**Key performance indicator**

A qualitative or quantitative measure of a service or activity used to compare actual performance against a standard or other target. Performance indicators commonly relate to statutory limits, safety, responsiveness, cost, comfort, asset performance, reliability, efficiency, environmental protection and customer satisfaction.

**Level of service**

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

**Life Cycle Cost**

1. **Total LCC** The total cost of an asset throughout its life including planning, design, construction, acquisition, operation, maintenance, rehabilitation and disposal costs.
2. **Average LCC** The life cycle cost (LCC) is average cost to provide the service over the longest asset life cycle. It comprises annual operations, 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 operations, maintenance and capital renewal expenditure incurred in providing the service in a particular year. Life Cycle Expenditure may be compared to average Life Cycle Cost to give an initial indicator of life cycle sustainability.

**Loans / borrowings**

See borrowings.

### **Maintenance**

All actions necessary for retaining an asset as near as practicable to its original condition, including regular ongoing day-to-day work necessary to keep assets operating, eg road patching but excluding rehabilitation or renewal. It is operating expenditure required to ensure that the asset reaches its expected useful life.

- **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.

- **Reactive maintenance**

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

- **Significant maintenance**

Maintenance work to repair components or replace sub-components that needs to be identified as a specific maintenance item in the maintenance budget.

- **Unplanned maintenance**

Corrective work required in the short-term to restore an asset to working condition so it can continue to deliver the required service or to maintain its level of security and integrity.

### **Maintenance and renewal gap**

Difference between estimated budgets and projected required expenditures for maintenance and renewal of assets to achieve/maintain specified service levels, totalled over a defined time (e.g. 5, 10 and 15 years).

### **Maintenance and renewal sustainability index**

Ratio of estimated budget to projected expenditure for maintenance and renewal of assets over a defined time (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**

The notion of materiality guides the margin of error acceptable, the degree of precision required and the extent of the disclosure required when preparing general purpose financial reports. Information is material if its omission, misstatement or nondisclosure has the potential, individually or collectively, to influence the economic decisions of users taken on the basis of the financial report or affect the discharge of accountability by the management or governing body of the entity.

### **Modern equivalent asset**

Assets that replicate what is in existence with the most cost-effective asset performing the same level of service. It is the most cost efficient, currently available asset which will provide the same stream of services as the existing asset is capable of producing. It allows for technology changes and, improvements and efficiencies in production and installation techniques

### **Net present value (NPV)**

The value to the organisation of the cash flows associated with an asset, liability, activity or event calculated using a discount rate to reflect the time value of money. It is the net amount of discounted total cash inflows after deducting the value of the discounted total cash outflows arising from eg the continued use and subsequent disposal of the asset after deducting the value of the discounted total cash outflows.

**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.

### **Operations expenditure**

Recurrent expenditure, which is continuously required to provide a service. In common use the term typically includes, eg power, fuel, staff, plant equipment, oncosts and overheads but excludes maintenance and depreciation. Maintenance and depreciation is on the other hand included in operating expenses.

### **Operating expense**

The gross outflow of economic benefits, being cash and non cash items, during the period arising in the course of ordinary activities of an entity when those outflows result in decreases in equity, other than decreases relating to distributions to equity participants.

**Pavement management system**

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

**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).

**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 operations and maintenance expenditure.

**Recurrent funding**

Funding to pay for recurrent expenditure.

**Rehabilitation**

See capital renewal expenditure definition above.

**Remaining useful life**

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

**Renewal**

See capital renewal expenditure definition above.

**Residual value**

The estimated amount that an entity would currently obtain from disposal of the asset, after deducting the estimated costs of disposal, if the asset were already of the age and in the condition expected at the end of its useful life.

**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 total future service capacity of an asset. It is normally determined by reference to the operating capacity and economic life of an asset. A measure of service potential is used in the not-for-profit sector/public sector to value assets, particularly those not producing a cash flow.

**Service potential remaining**

A measure of the future economic benefits remaining in assets. It may be expressed in dollar values (Fair Value) or as a percentage of total anticipated future economic benefits. 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 (Depreciated Replacement Cost/Depreciable Amount).

**Strategic Longer-Term Plan**

A plan covering the term of office of councillors (4 years minimum) reflecting the needs of the community for the foreseeable future. It brings together the detailed requirements in the council's longer-term plans such as the asset management plan and the long-term financial plan. The plan is prepared in consultation with the community and details where the council is at that point in time, where it wants to go, how it is going to get there, mechanisms for monitoring the achievement of the outcomes and how the plan will be resourced.

**Specific Maintenance**

Replacement of higher value components/subcomponents 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.

**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.

**Value in Use**

The present value of future cash flows expected to be derived from an asset or cash generating unit. 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 net cash inflows, where the entity would, if deprived of the asset, replace its remaining future economic benefits.

Source: IPWEA, 2009, Glossary



Sewerage

# Asset Management Plan

DRAFT - March 2022

| <b>Document Control</b> |             | Uralla Shire Council – Sewerage Asset Management Plan |               |                 |                 |
|-------------------------|-------------|---|---------------|-----------------|-----------------|
| Document ID:            |             |   |               |                 |                 |
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|                         |             |   |               |                 |                 |
|                         |             |   |               |                 |                 |
|                         |             |   |               |                 |                 |
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# 1. EXECUTIVE SUMMARY

## Uralla Shire

Uralla Shire Council is a medium sized NSW rural council with an area of 3,215 square km and a population of approximately 6,000 people located in the New England Tablelands region of NSW. Uralla is located approximately 545km by road North West of Sydney on the New England Highway. Council operates a sewerage system in Uralla, which currently has 1018 connections and serves a population of approximately 2,400 people and a new scheme in Bundarra servicing 175 premises commissioned in 2022.

This Sewer Asset Management Plan is one of seven asset management plans covering all community assets for which Council is responsible (Figure 1.1). These plans are supported by the council's Asset Management Policy and the Asset Management Strategy.

Council sewer assets assist in providing the community with safe, reliable collection and treatment of waste water.

The critical issues facing Council's sewer assets include:

- Maintenance and upgrades
- Meeting safety and quality regulations
- Consistency of service

### Sewerage System:

The sewer network comprises the following components:

- One sewage treatment plant
- Six sewage pumping stations
- Reticulation mains
- Transfer/trunk mains
- Rising mains
- Telemetry

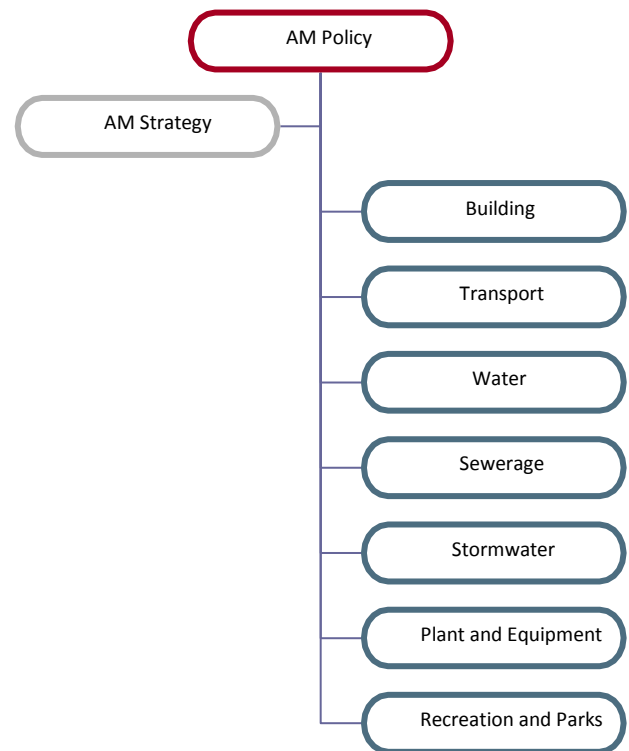


Figure 1-1: Uralla Shire Council Asset Management

These infrastructure assets have a replacement value of \$13,678,621 as at 30 June 2017.

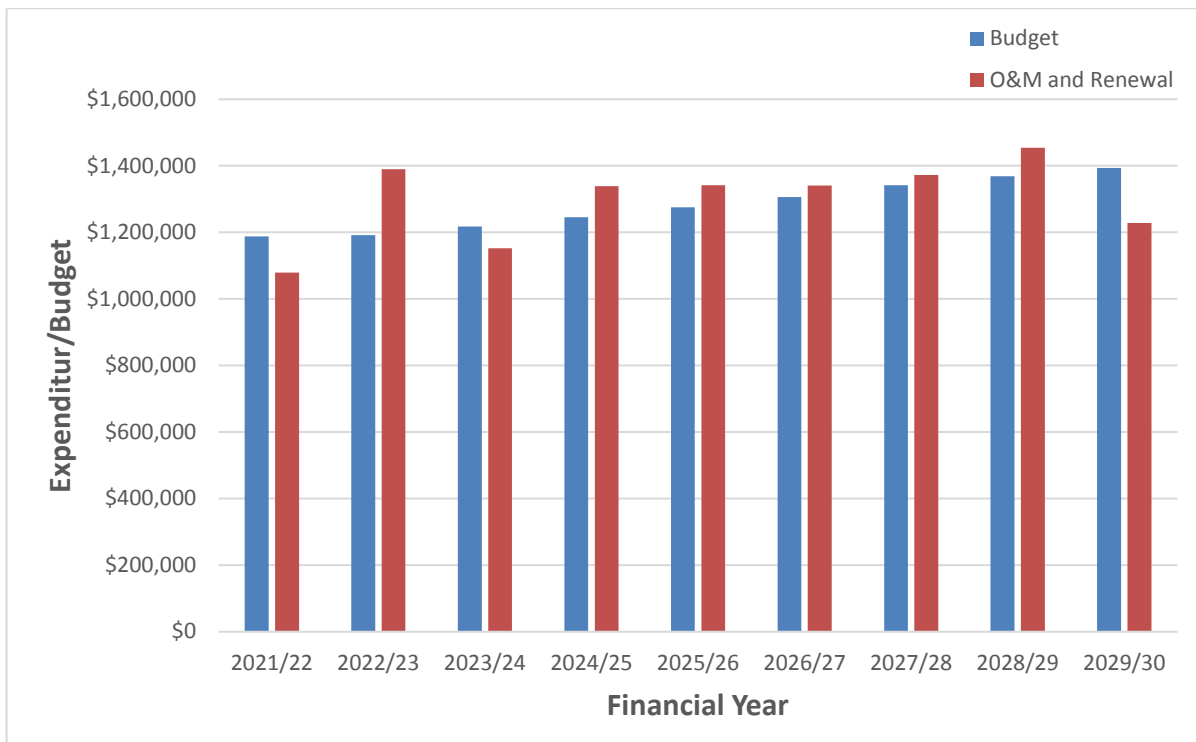
### What does it Cost?

The projected costs to provide the services covered by this asset management plan over the 9 year planning period 2030-31 are as follows:

- Operation, maintenance and depreciation costs - \$9,389,000. **ALL FIGURES IN YELLOW HIGHLIGHT ARE UNDER REVISION**
- Renewal and upgrade of existing assets - \$2,307,470.

Adding these components gives a total of \$11,696,470 over 9 years or an average of \$1,299,607 per year.

Using Council’s adopted 10 Year Financial Plan allocations, Council’s estimated available revenue income for this period is \$11,528,988 or an average of \$1,280,998 per year. This total assumes that the level of operation and maintenance funding will remain constant in real terms, however the allocation for expenditure on renewals will vary each year. Under this scenario, the projected revenue income meets 99% of the cost to provide the service over the next 9 years. This represents a funding shortfall of around \$18,609 per year.



**Figure 1-2 9 - Year Financial project O&M, Renewals Vs Budget TO BE REVISED**

Council’s present funding levels are insufficient to continue to provide existing services at current levels in the medium term.

**What we will do**

Council plans to operate and maintain the Uralla and Bundarra sewerage systems to achieve the following strategic outcomes:

- To provide a safe and reliable sewage collection and treatment system to areas where demand exists and where financially feasible.
- To complete the renewals and upgrading works identified in this plan within the 10 year planning period.
- To comply with the licence conditions required by the regulator.

**What we cannot do**

Council does not have enough funding to provide all sewerage services at the desired service levels or to provide services to new areas unless additional sources of funding to meet the capital cost of extensions are forthcoming.

## Managing the Risks

---

There are risks associated with providing the service and not being able to complete all identified activities and projects. The major risks have been identified as:

- Quality of treated effluent to be discharged into waterways;
- Health and safety of public and staff; and
- Overflows to the environment.

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

- Achieving systems compliance with the requirements of the EPA;
- Maintaining infrastructure to a high standard and in accordance with adopted levels of service and making due provision for renewal and/or upgrading of assets; and
- Responding promptly to service issues including chokes and blockages.
- Acquiring and analysing detailed condition data on assets, especially 'critical' assets.

## The Next Steps

---

The actions resulting from this asset management plan are to:

- Analyse available performance data;
- Determine updated asset condition ratings;
- Revise asset failure modes and risks;
- Integrate the above into a comprehensive asset management system linked to Council's finance system; and
- Regularly revise and update the renewals plan based on the above information.

## Questions you may have

---

### What is this plan about?

This asset management plan covers the infrastructure assets that serve the Uralla and Bundarra community's sewerage services. These assets include waste water treatment plants, pumping stations and mains throughout the Council area that enable people to have a high quality sewage collection and treatment system.

### What is an Asset Management Plan?

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

Asset management plans detail information about infrastructure assets including actions required to provide an agreed level of service in the most cost effective manner. The Plan defines the services to be provided, how the services are provided and what funds are required to provide the services.

### Why is there a funding shortfall?

Much of Council's sewerage scheme was constructed with funding from government grants which are often provided and accepted without consideration of ongoing operations, maintenance and replacement needs.

Some of these assets are now approaching the later years of their useful life and will require replacement. In addition, levels of service from the assets are decreasing and maintenance costs are increasing.

Council's present funding levels are insufficient to continue to provide existing services at current levels in the medium term and meet the capital renewals required for sustainable asset management and to cater for future growth.

### What options do we have?

Resolving the funding shortfall involves several steps:

1. Improving asset knowledge so that data accurately records the asset inventory, how assets are performing and when assets are not able to provide the required service levels,
2. Improving our efficiency in operating, maintaining, replacing existing and constructing new assets to optimise life cycle costs,
3. Identifying and managing risks associated with providing services from infrastructure,
4. Making trade-offs between service levels and costs to ensure that the community receives the best return from infrastructure,
5. Identifying assets surplus to needs for disposal to make saving in future operations and maintenance costs
6. Consulting with the community to ensure that services and costs meet community needs and are affordable,
7. Developing partnerships with other bodies, where available to provide services;
8. Seeking additional funding from governments and other bodies to better reflect a 'whole of government' funding approach to infrastructure services.

### What happens if we don't manage the shortfall?

It is likely that council will have a reduction in service levels in some areas and increasing backlog of renewals, unless new sources of revenue are found. For the sewerage system, the service level reduction may include an increase in blockages to the system and some inconsistent quality of the effluent discharged to the environment and intervention from government regulators.

### What can we do?

Council can develop options and priorities for future sewer services with costs of providing the services, consult with the community to plan future services to match the community services needs with ability to pay for services and maximise benefit to the community for costs to the community.

### What can you do?

Council will be pleased to consider your thoughts on the issues raised in this asset management plan and suggestions on how Council may change or reduce its services mix to ensure that the appropriate level of service can be provided to the community within available funding.

## 2. INTRODUCTION

### 2.1 Background

This asset management plan is to demonstrate responsive management of assets (and services provided from assets), compliance with regulatory requirements, and to communicate funding needed to provide the required levels of service.

Uralla Shire Council is responsible for management of the sewerage system in Uralla town and now in Bundarra following the commissioning of a sewer scheme for that village in 2022. The Bundarra scheme is valued at \$8.5 million and majority of the funding was provided by NSW Government's Safe and Secure Water program.

This asset management plan is to be read with Council's Asset Management Policy, Asset Management Strategy and the following associated planning documents:

- Uralla Shire Council Community Strategic Plan
- Uralla Shire Council Delivery Plan
- Uralla Shire Council Operational Plan
- Uralla Shire Council Ten Year Financial Plan

This infrastructure assets covered by this asset management plan are shown in Table 2.1.

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

| Asset category                       | Quantity | Replacement Value at June 2017 (based on Australis Valuation Report June 2017) § |
|--------------------------------------|----------|--|
| <b>Sewerage System – Uralla</b>      |          |  |
| Uralla Waste Water Treatment Plant   | 1        | \$4,739,998  |
| Sewage collection system (pipes)     | 67,811m  | \$8,394,248  |
| Sewage Pumping Stations              | 6        | \$544,375  |
| <b>Sewer System - Bundarra</b>       |          |  |
| Bundarra Waste Water Treatment Plant | 1        | TBC  |
| Sewage collection system (pipes)     | TBC      | TBC  |
| Sewage Pumping Station               | 1        | TBC  |
| Sewage ejection pump station (pods)  | 175      | TBC  |
| <b>TOTAL</b>                         |          | <b>\$13,678,621 Uralla + ~\$8.5M Bundarra</b>                                    |

§ Sewerage assets will be revalued in 2022.

The key stakeholders in the preparation and implementation of this plan are as follows:

- Residential users connected to the system (including those with special needs)
- Local businesses
- Sports and recreational clubs
- NSW Department of Planning , Infrastructure and Environment
- NSW Environmental Protection Authority
- NSW Health
- NSW Local Land Services

### 2.2 Goals and Objectives of Asset Management

Council exists to provide services to its community. Some of these services are provided by infrastructure assets. Council has acquired infrastructure assets by 'purchase', by contract, construction by Council staff

and by donation of assets constructed by developers and others to meet increased levels of service.

Council's goal in managing infrastructure assets is to meet the required level of service in the most cost effective manner for present and future consumers. The key elements of infrastructure asset management are:

- Taking a life cycle approach (i.e. considering both the cost of acquisition, operation, maintenance and disposal or renewal of assets over their entire lifetime);
- Developing cost-effective management strategies for the long term;
- Providing a defined level of service and monitoring performance;
- Understanding and meeting the demands of growth through demand management and infrastructure investment;
- Managing risks associated with asset failures;
- Sustainable use of physical resources; and
- Continuous improvement in asset management practices.<sup>1</sup>

The goal of this asset management plan is to:

- Document the services/service levels to be provided and the costs of providing the service;
- Communicate the consequences for service levels and risk, where desired funding is not available; and
- Provide information to assist decision makers in trading off service levels, costs and risks to provide services in a financially sustainable manner.

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

**Council's vision:**

Uralla Shire Council continue to be an active, prosperous, welcoming and environmentally aware community.

**Council's mission:**

The Uralla Shire Council is committed to creating a unique environment which offers an excellent quality of life and economic opportunities for its people.

**Council's values:**

Uralla Shire community strives to:

- Enjoy a high quality of life;
- Have thriving business centres;
- Have educational and job opportunities available for people with a wide range of skills and aptitudes;
- Have an innovative, adaptive and diverse economy;
- Have access to good public services and relevant infrastructure;
- Have a continuing improvement in its socio-economic status;
- Treasure its natural and built heritage and continue to be progressive;
- Ensure sustainability;
- Provide security and safety for its residents;
- Have a growing population and a sound demographic structure; and
- Retain its independent community-based local government authority.

<sup>1</sup> IPWEA, 2006, IIMM Sec 1.1.3, p 1.3.

Uralla Shire Council’s strategic objectives and organisational goals which relate to this plan are outlined in Table 2.2 and are addressed throughout this Sewer Asset Management Plan in the following way:

Assets are inspected, maintained, upgraded and renewed as necessary or as specified in specific works programs to ensure they:

- provide quality treatment so that discharged effluent meets appropriate standards;
- reach their expected lifecycle;
- perform to their maximum capability;
- satisfy community expectations and needs;
- satisfy budget limitations; and
- meet safety and regulatory requirements.

**Table 2.2: Organisation Goals**

| Strategic Objective   | Goals   |
|---|---|
| To provide safe, cost effective and affordable sewerage facilities complying with all statutory requirements, for the benefit of both present and future residents of Uralla Shire. | Achieve 100% compliance with EPA discharge standards through adoption of best practice methods. |
|   | To maintain the integrity and reliability of the sewerage systems in Uralla Shire.              |

## 2.3 Plan Framework

Key elements of the plan are:

- **Levels of service** – specifies the services and levels of service to be provided by Council.
- **Future demand** – how this will impact on future service delivery and how this is to be met.
- **Life cycle management** – how the organisation will manage its existing and future assets to provide the required services.
- **Financial summary** – what funds are required to provide the required services.
- **Asset management practices.**
- **Monitoring** – how the plan will be monitored to ensure it is meeting the organisation’s objectives.
- **Asset management improvement plan.**

## 2.4 Core and Advanced Asset Management

This asset management plan is prepared as a first cut ‘core’ asset management plan in accordance with the International Infrastructure Management Manual<sup>2</sup> and guided by ISO Asset Management Standards. These Standards, while framed on the management of physical assets, can be utilised for any asset type and by any sized organisation. They address the requirements for a management system (not software) for the management of assets and comprise:

- ISO 55000 Asset Management – Overview, principles and terminology
- ISO 55001 Asset Management – Management systems – Requirements
- ISO 55002 Asset Management – Management systems – Guidelines for the application of ISO 55001
- ISO 55010 – Asset Management – Aligning Financial and Non-Financial Functions in Asset Management

<sup>2</sup> IPWEA, 2006.



This plan has been prepared to meet minimum legislative and organisational requirements for sustainable service delivery and long term financial planning and reporting. Core asset management is a 'top down' approach where analysis is applied at the 'system' or 'network' level.

Importantly, future revisions of this asset management plan will move towards "advanced" asset management using a "bottom up" approach for gathering asset information for individual assets to support the optimisation and programs to meet agreed service levels.

This asset management plan is to be read in conjunction with the following planning document, upon which current adopted levels of service, long term financial modelling and a capital works program to cater for predicted growth in service areas are based:

- USC Strategic Business Plan for Water Supply and Sewerage Services
- USC 10 year Operations Plan

## **2.5 Community Consultation**

---

This 'core' asset management plan is prepared to facilitate community consultation initially through feedback on public display of draft asset management plans prior to adoption by Council. Future revisions of the asset management plan will incorporate community consultation on service levels and costs of providing the service. This will assist Council and the community in matching the level of service needed by the community, service risks and consequences with the community's ability to pay for the service.

## 3. LEVELS OF SERVICE

### 3.1 Customer Research and Expectations

Council has not previously carried out any formal research on customer expectations. Existing levels of service have been determined through consultation with internal stakeholders i.e. Council staff and councillors. A system of recording complaints/requests is in place but analysis of this data has not identified any recurring systemic shortcomings which would adversely affect the current levels of service. However, the operation of the treatment plant has a history of being unable to fully meet some criteria (principally removal of ammonia) because of limits on the hours of operation of the aerators due to noise restrictions. This issue has been addressed by Council in 2017 by replacing the noise generating components.

Further research to determine customer expectations will be carried out prior to future updates of the asset management plan.

### 3.2 Legislative Requirements

Councils have a responsibility to meet various legislative requirements including Australian and NSW legislation and regulation. Relevant legislation includes the items shown in Table 3.2 below:

**Table 3.2: Legislative Requirements**

| Legislation  | Requirement  |
|--|--|
| <i>Environmental Planning and Assessment Act 1979 (EP&amp;A Act) and Environmental Planning and Assessment Amendment Act 2008.</i> | Sets out the guidelines used by Council to provide sustainable and environmentally responsible planning, development and land use.<br>Provides for Council control of local development and approval of infrastructure expansion.  |
| <i>Local Government Act 1993</i>   | Sets out role, purpose, responsibilities and powers of local governments including the preparation of a long term financial plan supported by asset management plans for sustainable service delivery.   |
| <i>Protection of the Environment Operations Act 1997</i>   | Sets environmental standards, goals, protocols and guidelines to reduce pollution and environmental harm. Penalties apply for non-conformance. Operation of a sewage collection and treatment system in Uralla is licenced by the NSW Environment Protection Authority under this Act. |
| <i>Work Health and Safety Act 2011</i>   | Guides employers and employees on their roles and responsibilities to provide and maintain a safe workplace which protects against harm to health, safety and welfare from hazards and risks arising from work as is reasonably practicable.   |
| <i>Water Management Act 2000</i>   | Regulates the sustainable extraction of water from rivers (water sharing plans and environmental flows).   |
| <i>Water Management Act Amendment Bill 2004</i>  | Amends the Water Management Act 2000 (the Principal Act) to facilitate the commencement of the Act and published water sharing plans and to deal with aspects of the National Water Initiative.  |
| <i>Public Health Act 2010</i>  | Guides the promotion, protection and improvement of public health, the control of risks to public health, the control of infectious diseases, and the prevention of the spread of infectious diseases.   |
| <i>Native Vegetation Act 2003</i>  | Regulates the clearing of native vegetation on land in NSW.  |

### 3.3 Current Levels of Service

Council has defined service levels in two terms.

**Community Levels of Service** relate to the service outcomes that the community wants in terms of safety, quality, quantity, reliability, responsiveness, cost effectiveness and legislative compliance.

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

|          |                            |
|----------|----------------------------|
| Quality  | How good is the service?   |
| Function | Does it meet users' needs? |
| Safety   | Is the service safe?       |

**Technical Levels of Service** - Supporting the community service levels are operational or technical measures of performance. These technical measures relate to the allocation of resources to service activities that the council undertakes to best achieve the desired community outcomes.

Technical service measures are linked to annual budgets covering:

- **Operations** – the regular activities to provide services (e.g. energy costs, compliance testing, etc.)
- **Maintenance** – the activities necessary to retain an assets as near as practicable to its original condition (eg pump servicing and sewer main repairs, clearing blockages),
- **Renewal** – the activities that return the service capability of an asset up to that which it had originally (eg pipeline replacement of same size and/or reline existing sewer mains ),
- **Upgrade** – the activities to provide a higher level of service (eg, replacing a pipeline with a larger size) or a new service that did not exist previously (eg a new sewer main or sewerage scheme).

Council's current service levels and desired levels of service are detailed below in Table 3.3.

**Table 3.3: Current Service Levels**

| Key Performance Measure            | Level of Service Objective                                 | Performance Measure Process                       | Desired Level of Service   | Current Level of Service (2019-20)<br>TO BE UPDATED   |
|------------------------------------|--|---|--|---|
| <b>COMMUNITY LEVELS OF SERVICE</b> |  |   |  |   |
| Quality                            | Provide a reliable and safe sewerage system for consumers. | Customer enquiries or complaints.                 | No more than 4 service complaints per 1,000 properties in each year.                 | Number of complaints of chokes, service, billing or odour recorded.                           |
| Function                           | Provide an uninterrupted sewage collection service.        | Scheduled and non-scheduled sewer interruptions.  | Less than 6 unplanned interruptions (chokes, blockages) to sewerage system per year. | Number of sewer chokes/planned and unplanned interruptions recorded.                          |
|                                    | Respond to customer complaints promptly.                   | Response and repair times.                        | Response within 30 minutes. Average duration of repair less than 2 hours.            | Response times vary. Average duration 60 minutes.   |
| Safety                             | Ensure the safety of the public and staff.                 | Number of incidents that could compromise safety. | No incidents.  | Low level of staff lost time due to injury. No history of potential threats to public safety. |

## TECHNICAL LEVELS OF SERVICE

| Operations    |   |   |  |   |
|---------------|---|---|--|---|
|               | Comply with health and quality regulations  | Results of regular testing.   | 100% of effluent discharge samples comply with the EPA licence conditions.   | See results below (in Maintenance)  |
|               | Capacity to treat sufficient quantities to service future customer demand.  | Capacity of Uralla WWTP.  | WWTP has a design capacity of 4000 EP.   | Annual flow 131 ML<br>Peak day 827 kL.<br>Peak week 4.2 ML  |
|               | Economic efficiency   | Operating cost per property   | Operating cost to be below the median for similar size LWUs (i.e. 200 to 1500 properties).   | \$450 compared to statewide median of \$540. <b>TO BE UPDATED</b>   |
|               | Skilled operators   | Level of qualification  | Sewer operator and back up operator have Level III training in plant operation.  | Staff have Level II or Level III accreditation.   |
| Accessibility |   |   |  |   |
|               | Provide access to a sewerage system for residents in Uralla and Bundarra with rates applied fairly.   | User-pay system continued   | Report to Council on the annual discharge per connection.  | Currently complies.   |
| Maintenance   |   |   |  |   |
|               | Provide regular sampling of discharge.  |   | BOD5<br>TSS<br>TOG<br>pH<br>NH3-N<br>TN<br>TP<br>FC  | Ref document t UI/21/1912<br>100 % complying<br>100% complying<br>100% complying<br>100% complying<br>95% complying<br>100% complying<br>100% complying<br>100% complying |
| Renewal       |   |   |  |   |
|               | Replacement of pipe networks, and electrical/mechanical components of waste water treatment plant (WWTP) and pump stations as necessary.  | Frequency of mains renewal or relining <100 years.<br><br>Identified WWTP and pump station renewal works are completed. | Main relining is scheduled according to age and condition. All programmed mains replacement and upgrade works are completed in the program year. | Mains relining depends on funding availability and is less than sustainable.  |
| Upgrade/New   |   |   |  |   |
|               | Except for the scheduled replacement of critical mechanical and electrical components and the relining of sewer mains, there are no new capital works planned in the next 10 years. |   |  |   |

### **3.4 Desired Levels of Service**

---

At present, the above indications of desired levels of service have been obtained from various sources including residents' feedback to Councillors and staff, service requests and correspondence. Council has yet to quantify and formally adopt desired levels of service. This will be undertaken in future revisions of this asset management plan.

## 4. FUTURE DEMAND

### 4.1 Demand Forecast

Factors affecting demand include population change, changes in demographics, seasonal factors, vehicle ownership, consumer preferences and expectations, economic factors, agricultural practices, environmental awareness, etc.

Demand factor trends and impacts on service delivery are summarised in Table 4.1.

**Table 4.1: Demand Factors, Projections and Impact on Services**

| Demand factor            | Present position   | Projection   | Impact on services   |
|--------------------------|--|--|--|
| Population               | Uralla 2743 (2016 Census)  | The 2019 population projections by the Department of Planning show a predicted fall by 700 in the total LGA population from 6,150 to 5,450 by 2021.<br><b>TO BE UPDATED</b>  | Treatment plant, pump stations, trunk and rising mains currently have adequate capacity. Unless there is an unexpected surge in population there will only be marginally increased pressure on Council's system. |
|                          | Bundarra 394 (2016 Census)   | From 1996 to <b>2011</b> Bundarra population rose by 1.6% but is projected to remain relatively static going forward.<br><b>TO BE UPDATED</b>  | Bundarra Sewer Scheme currently has 175 connections with design capacity for over 300 connections.   |
| Demographics             | Median age of population is 45 years. A disproportionally high number of people aged 50-69 years currently live in Uralla. Proportion of population over 55 years is higher in Uralla than NSW average. Proportion 20 to 54 years is lower than NSW average.   | There will be an increasing percentage of older residents in the next two decades.   | A higher demand on aged care services and facilities over the next 20 years.   |
| Rising electricity costs | Electricity costs have been increasing. In <b>2013/14</b> , Council paid \$56,731 for electricity used in operating the sewerage system. In 2014/15 the total cost for electricity was \$77,915. <i>(Note that the annual flow increased marginally from 123ML to 131ML over the same period).</i><br><b>TO BE UPDATED + impacts of solar panels at Uralla STP</b> | Electricity prices increased by 26% (3.3c/kWh) from 2011/12 to 2013/14, reaching 16.2c/kWh. By 2020, it is predicted that the rate will increase to 16.5c/kWh in a low carbon price environment, and up to 19.3c/kWh in a high carbon price environment.<br><i>(University of Technology Sydney, Institute for Sustainable Futures, NSW Business Energy Prices to 2020.)</i> | Council will be required to allocate increasing funds towards electricity costs, and also implement strategies to reduce usage of non-renewable electricity.   |
| Environmental awareness  | The community and Council are more environmentally aware and responsible.  | Council will be required to implement further sustainability measures.   | This will require a greater allocation of funds towards improving facilities and services to meet environmental standards.   |

## 4.2 Changes in Technology

Technology changes forecast to affect the delivery of services covered by this plan are detailed in Table 4.2.

**Table 4.2: Changes in Technology and Forecast effect on Service Delivery**

| Technology Change                                      | Effect on Service Delivery  |
|--|---|
| Use of recycled water becomes financially sustainable. | Will enable existing use of potable water for irrigation of recreation and sporting fields to be replaced by recycled water.  |
| Telemetry improvements                                 | Faster reaction time to address process incidents/problems, greater insight to wastewater loadings, more automation, less manual water quality testing. Cheaper remote sensing to forewarn of capacity problems in critical sewers. |
| Trenchless renewals                                    | Adoption of sewer pipe and manhole relining technologies can renew assets at much less than cost of traditional excavate and reconstruct method and with less customer disruption.  |

## 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.

Non-asset solutions focus on providing the required service without the need for the council to own the assets.

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  |
|------------------------------------|---|
| Maintenance                        | Conduct routine inspections and carry out timely repairs or improvements to sewerage infrastructure assets according to prepared work plans and community requests.   |
| Upgrades and renewals              | Monitor the condition and lifespan of assets and plan renewals and upgrades accordingly.  |
| Customer Service requests          | Record all customer service requests relating to sewerage system and analyse the data collected to identify shortcomings in asset performance affecting levels of service. Use the data collected to identify and implement solutions.  |
| Customer education                 | Ongoing education campaign to only flush the 3 Ps into the sewer and not inappropriate materials such as wipes, nappies, dishcloths, etc which cause blockages.   |
| Reduce hydraulic loading on sewers | Inspections, repairs and enforcement to reduce excessive amount of rainwater / stormwater getting into the sewer network from defective infrastructure (eg. cracked pipes) and illegal plumbing (eg. roof downpipes plumbed into sewer) |
| Trade Waste inspections            | Check maintenance and clean out of pre-treatment devices (eg. grease arrestors) to reduce amount of fats, oils, grease discharged to sewer.   |

## 4.4 New Assets for Growth

The new assets required to meet growth will be acquired free of cost from land developments and constructed

by either the developer (e.g. collection mains) or Council (e.g. trunk or rising mains) or a combination of the two.

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 taken into account in developing forecasts of future operations and maintenance costs, as well as future renewal and replacement 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

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#### 5.1.1 Physical parameters and condition of existing assets

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The assets covered by this asset management plan are shown in Table 2.1.

The assets that are part of the Bundarra Sewer Scheme are not included in this plan. These assets will be included in the next review once the project is completed and handed over to Council.

Council, as the water and sewer authority, operates a sewerage collection and treatment system covering the urban area of Uralla. The scheme consists of:

- 66.3 km gravity collection mains
- 700 sewer manholes (access chambers)
- 1800m trunk mains
- 1236m of rising mains (CHECK)
- 6 pump stations
- One wastewater treatment plant

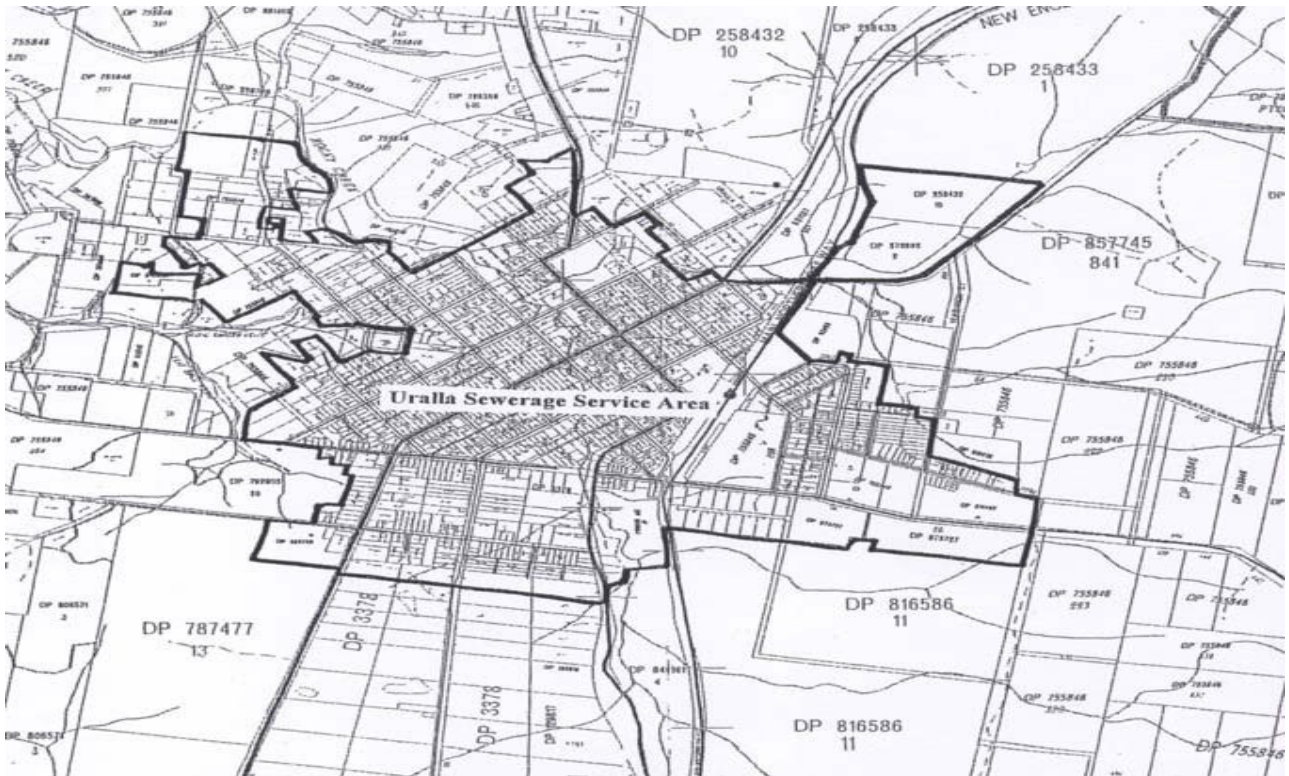
The treatment plant provides advanced secondary treatment and has a capacity to cater for approximately 3960 ET and has a current load of 350 kilolitres per day Average Dry Weather Flow (ADWF). The collection system comprises 25.6 km of reticulation mains initially constructed in 1968 and extended as necessary since then to meet the growth in development.

The area serviced by the Uralla Sewerage Scheme is outlined in Figure 5.1.1 below.

A new pressure sewer scheme for Bundarra was commissioned in 2022. The scheme consists of:

- 175 sewage ejection pump stations 'pods' situated on premises complete with boundary valve box and control panel (owned by Council)
- TBA km of small diameter pressure sewer
- 1 central sewage pumping station with barometric loop and odour control
- 2.6km pressure rising main
- 1 wastewater treatment plant and effluent irrigation system

The Bundarra scheme has been designed to copy with a further 170 premises. (check)



**Figure 5.1.1 Map of Uralla Sewerage Scheme**

#### 5.1.1.1 Sewage treatment facilities

The original Uralla wastewater treatment plant (WWTP) was augmented in 1995 with the construction of a 3960 EP continuous extended aeration (activated sludge) plant which replaced the original trickling filter unit. It is located 1.8 km downstream of Uralla on Rocky Creek, northwest of the town. The plant is relatively young but was designed without 'grit' capture which means coarse material (sand, gravels) accumulate in the primary aeration tank over time. Chemical dosing with alum is used to remove phosphorous. Effluent is disinfected with UV prior to discharge to Rocky Creek. A 35 kilowatt solar panel system was added to the plant in 2020 to reduce energy costs.

There are 6 sewage pumping stations with a combined capacity of 100 kL per day located strategically around the Uralla service area. The pumping stations are small capacity, not connected to a remote telemetry system to warn of faults and the switchboards are basic and not in good condition.

Sewage treatment at Bundarra consists of passive oxidation ponds & maturation ponds to reduce nutrient load in the sewage by microbiological degradation. No mechanical or electrical equipment is used to treat the sewage except a solar-powered irrigation system to apply treated effluent to land.

#### 5.1.1.2 Trunk sewer mains

Whilst some sections of the 1800 m of trunk sewer mains in Uralla have been affected by hydrogen sulphide gas (see 5.1.2 below), the majority are in good condition with most less than 50% through their expected life. Flow measurements and feedback from operational staff is that trunk mains are near to capacity in wet when excessive amounts of rainwater is entering the sewerage network.

As the Bundarra sewer assets are brand new they are in excellent condition.

### 5.1.1.3 Gravity collection mains

Council carries out internal inspections of mains using an in-line camera (CCTV) for operational purposes so that problematic lines can be identified and clearing of these mains can take place when blockages occur. Further systematic condition assessment using CCTV survey is needed to better understand the condition of the pipe network. This condition data can then be used to target renewal spending on those sewers in the worst condition or with the greatest risk from failure. Condition data on sewer manholes is presently not available.



**Figure 5.1.2. Example image of a badly broken sewer pipe inspected with CCTV**

To further reduce the incidence of sewer overflows in the reticulation network, Council has now acquired the necessary equipment to enable treatment of tree roots in selected gravity mains on an ongoing basis.

The collection system also has relatively low numbers of recorded main chokes and blockages as follows  
**TO BE CHECKED FOR COMPLETENESS OF RECORDS:**

- 4 in 2019-20
- 4 in 2018-19
- 12 in 2017-18

Overflows of sewage in 2016 and 2017 resulted in a caution from the Environment Protection Authority. Council has subsequently developed a pollution reduction program to reduce the risk of overflows, including better mapping, risk rating different sewer lines, upgrades to switchboards, annual CCTV inspections and development of a capacity model. More information (e.g. grades, pipe invert levels, flows) needs to be gathered order to develop a capacity model to understand what parts of the sewerage system are at or close to capacity and where new pipes are needed.

### 5.1.1.4 Telemetry

A sewerage telemetry system is installed to measure the inflow into the treatment plant. The system has been in place since 1996. The existing Telemetry System is outdated. A new, industry-standard SCADA to monitor the new Bundarra sewer scheme was commissioned in 2021 but it does not monitor

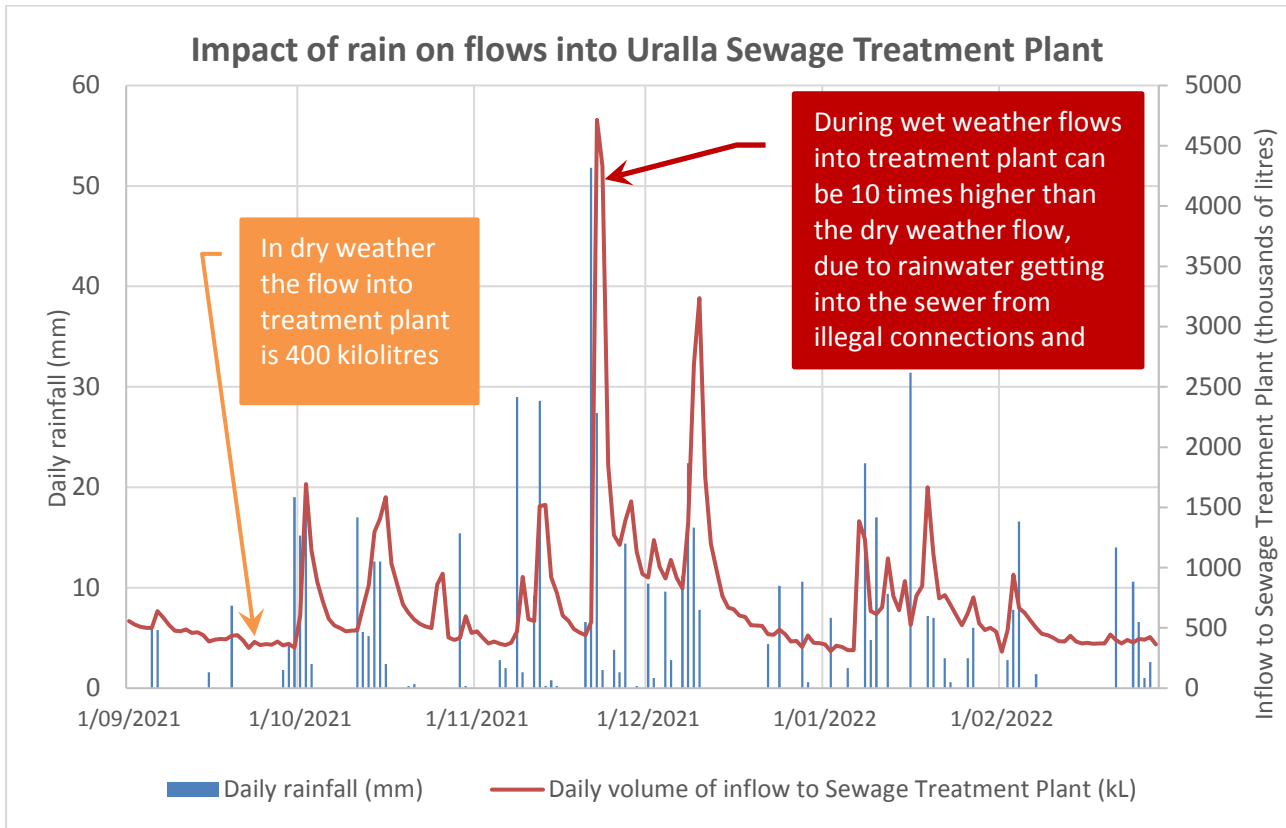
Bundarra’s water system. An expansion of that system to an industry-standard SCADA that monitors water supply and sewerage at both Uralla and Bundarra is proposed in Council’s 10 year Capital Works/Upgrade program for 2022-23. This will enable remote monitoring of water and sewer to operations in Uralla and Bundarra which will improve response times and efficiency.

### 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   |
|----------|--|
| Uralla   | <p>Concentration of ammonia nitrogen (NH<sub>3</sub>-N) above the licence limit of 1mg/L (5mg/L in winter) are recorded at the Uralla WWTP. This situation is ongoing and is likely to be a result of restrictions on the operating times of the surface aerators which are not able to be run at design capacity during the hours of 6pm to 6am.</p> <p>Despite many efforts to manage cycle times of surface aeration, levels of NH<sub>3</sub>-N are sometimes higher than licence requirements. <b>TO BE FURTHER INVESTIGATED.</b></p> |
| Uralla   | <p>The condition of some trunk mains has been affected by hydrogen sulphide (H<sub>2</sub>S) gas. Whilst there has been a program of mains replacement, particularly at watercourse crossings near the treatment plant, the replacement of further sections is required.</p>   |
| Uralla   | <p>Large volumes of rainwater flow into the sewerage network during wet weather. This rainwater/stormwater is from a combination of defective infrastructure (eg.cracked pipes, openings in manholes) and illegal connection of household stormwater pipes to the sewer system. Flows into the Uralla STP during wet weather can be 10 times higher than that in dry weather, see Figure 5.1.3</p>   |



**Figure 5.1.3: Impact of rain on flows into Uralla Sewage Treatment Plant**

The above service deficiencies were identified from the knowledge of Council management, community enquiries and Council inspections.

### 5.1.3 Asset Condition

Condition is measured using a 1 – 5 rating system<sup>3</sup> as detailed in Table 5.1.3.

**Table 5.1.3: IIMM Description of Condition**

| Condition Rating | Description   |
|------------------|---|
| 1                | Excellent condition: Only planned maintenance required.         |
| 2                | Very good: Minor maintenance required plus planned maintenance. |
| 3                | Good: Significant maintenance required.                         |
| 4                | Fair: Significant renewal/upgrade required.                     |
| 5                | Poor: Unserviceable.  |

Based on review of the asset condition data by Morrison Low (2018), most of Council’s sewerage assets are in very good or good condition by value. However, the data also reveals that 26% of assets are approaching the end of their useful life and their condition is either category 4 or 5. As per the Morrison Low report, although the condition of the data in general is ‘reliable’ it often lacks key elements and collection procedures are uncertain.

<sup>3</sup> IIMM 2006, Appendix B, p B:1-3 (‘cyclic’ modified to ‘planned’, ‘average’ changed to ‘fair’).

Details of Council's asset condition reported in 2018 are tabulated below:

| Asset Class      | Asset Condition (% of CRC) |       |       |       |      |
|------------------|----------------------------|-------|-------|-------|------|
|                  | 1                          | 2     | 3     | 4     | 5    |
| Sewerage Network | 28.8%                      | 16.2% | 29.2% | 17.2% | 8.6% |

The condition is represented as a percentage of replacement cost value.

#### 5.1.4 Asset valuations

The value of assets recorded in the asset register as at May 2017 covered by this asset management plan is shown below.

|                              |              |
|------------------------------|--------------|
| 2017 Replacement Cost        | \$13,678,621 |
| Depreciable Amount           | \$5,232,931  |
| Depreciated Replacement Cost | \$8,445,690  |
| Annual Depreciation Expense  | \$223,247    |

Council's sustainability reporting reports the rate of annual asset consumption and compares this to asset renewal and asset upgrade and expansion. Asset consumption is 1.63% ( $=\$223,247 \text{ depreciation} \div \$13,678,621 \text{ replacement cost}$ ).

Data from the Annual Financial Statements below shows that between 2008/09 and 2020/21 Council spent \$0.399M on sewer asset renewals/additions while the accumulated depreciation in the same period was \$2.058M. As renewals spending is not keeping up with depreciation this will increase the backlog of renewals work in the future. The Morrison Low (2018) report noted "there is a significant under expenditure on asset renewals...a greater focus on renewals is required." To provide services in a financially sustainable manner, Council will need to ensure that it is renewing assets at the rate they are being consumed over the medium-long term and funding the life cycle costs for all new assets and services in its long term financial plan.

**Table 5.1.4: Sewer asset movements from the USC Annual Financial Statements 2008/09 to 2020/21 (Note 9a Infrastructure Property Plan and Equipment) \$,000**

| FINANCIAL YEAR | Asset additions (Renewals) | Asset additions (New) | Carrying value asset disposals | Depreciation expense | Adjustments & transfers | Revaluation decrements to equity | Revaluation increments to equity | Gross carrying amt | Accum. Depreciation | Net Carrying amt |
|----------------|----------------------------|-----------------------|--------------------------------|----------------------|-------------------------|----------------------------------|----------------------------------|--------------------|---------------------|------------------|
| 2009           | 52                         |                       | 0                              | -13                  |                         |                                  | 201                              | 7731               | -772                | 6959             |
| 2010           | 39                         |                       | 0                              | -13                  | 0                       |                                  | 210                              | 8003               | -808                | 7195             |
| 2011           | 151                        |                       | 0                              | -13                  | 0                       |                                  | 237                              | 8418               | -848                | 7570             |
| 2012           | 24                         |                       | 0                              | -179                 | 0                       |                                  | 186                              | 8628               | -1026               | 7602             |
| 2013           | 7                          |                       | 0                              | -179                 | 0                       | -1056                            | 0                                | 7409               | -1036               | 6373             |
| 2014           | 4                          |                       | 0                              | -204                 | 0                       |                                  | 173                              | 7621               | 1275                | 6346             |
| 2015           | 43                         |                       | 0                              | -200                 |                         | 0                                | 105                              | 7780               | -1485               | 6295             |
| 2016           | 12                         | 0                     | 0                              | -198                 | 0                       | 0                                | 92                               | 7909               | -1708               | 6201             |
| 2017           | 38                         | 2                     | 0                              | -203                 | 0                       | 0                                | 2611                             | 13881              | -5232               | 8649             |
| 2018           | 6                          | 0                     | 0                              | -223                 | -400                    | 0                                | 169                              | 13682              | -5481               | 8201             |
| 2019           | 0                          | 0                     | 0                              | -216                 | 0                       |                                  | 126                              | 13901              | -5788               | 8113             |
| 2020           | 0                          | 14                    | 0                              | -212                 |                         | 0                                | 76                               | 14047              | -6056               | 7991             |
| 2021           | 7                          | 0                     | 0                              | -205                 | 0                       | 0                                | 72                               | 14184              | -6318               | 7856             |

### 5.1.5 Asset hierarchy

An asset hierarchy provides a framework for structuring data in an information system to assist in collection of data, reporting information and making decisions. The hierarchy includes the asset class and component used for asset planning and financial reporting and service level hierarchy used for service planning and delivery.

Council is currently developing a service hierarchy which will be included in a later revision of this plan.

## 5.2 Risk Management Plan

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

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**

| Service or Asset at Risk | What can Happen  | Risk Rating (VH, H) | Risk Treatment Plan   | Associated Costs (over 10 years) |
|--------------------------|--|---------------------|---|----------------------------------|
| Sewage Treatment Plant   | Discharged effluent does not meet some licence conditions (eg. ammonia)                  | H                   | Replace aging electrical/mechanical components  | \$110,000                        |
| Collection System        | Mains chokes, blockages and leaks leading to discharge of raw sewage to the environment. | H                   | CCTV Inspection and Jet Cleaning, Replacement and relining of aging AC and VC Sewer mains and Sewer Manholes  | \$1,890,950                      |
| Collection system        | Excess inflow from rainwater leading to discharge of sewage to environment.              | H                   | Program of CCTV and house drainage inspections to identify sources of rainwater, repairs to Council and private infrastructure to curtail inflow of rainwater | \$200,000                        |

## 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 specific 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.

Specific maintenance is replacement of higher value components/sub-components of assets that is undertaken on a regular cycle including servicing the pumps, sewer mains repair, replacement of UV lamps, etc. This work generally falls below the capital/maintenance threshold but may require a specific budget allocation.

Actual past maintenance expenditure is shown in Table 5.3.1.

**Table 5.3.1: Maintenance Expenditure Trends TO BE UPDATED**

| Year    | Maintenance Expenditure |
|---------|-------------------------|
| 2017-18 | TBA by Finance          |
| 2018-19 | TBA by Finance          |
| 2019-20 | TBA by Finance          |

Current maintenance expenditure levels are considered to be adequate 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 operational staff using experience and judgement.

### 5.3.2 Standards and specifications

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

- Uralla Sewage Treatment Works - Guidelines for Operations
- Bundarra Sewer Scheme – Operation & Maintenance Manuals
- Uralla Shire Council Safe Work Method Statements

### 5.3.3 Summary of future operations and maintenance expenditures

Future operations and maintenance expenditure is forecast to trend in line with the value of the asset stock as shown in Figure 4 FIGURE TO BE ADDED. The operations and maintenance expenditures were calculated by Morrison Low (Water & Sewerage Asset Management Plan, August 2018) based on best practices which is reflected on Council’s Long Term Financial Plan Note that all costs are shown in 2021 dollar values.

FIGURE TO BE ADDED

**Figure 5.3.3: Projected Operations and 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 the 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

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Assets requiring renewal are identified from one of following three methods:

- Method 1 uses Asset Register data to project the renewal costs for renewal years using acquisition year and useful life;
- Method 2 uses capital renewal expenditure projections from external Network modelling and Analysis; and
- Method 3 uses a combination of average *network renewals* plus *defect repairs* in the *Renewal Plan* and *Defect Repair Plan*.

Method 1 was used for this asset management plan.

The ranking criteria used to determine priority of identified renewal proposals is detailed in Table 5.4.1.

**Table 5.4.1: Renewal Priority Ranking Criteria**

| Criteria                             | Weighting   |
|--------------------------------------|-------------|
| Condition of asset                   | 75%         |
| Age (as a percentage of useful life) | 25%         |
| <b>Total</b>                         | <b>100%</b> |

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. Examples of low cost renewal include trenchless relining of sewer mains in lieu of excavation and spray linings of sewer manholes.

#### 5.4.2 Renewal standards

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Renewal work is carried out in accordance with the following standards and specifications:

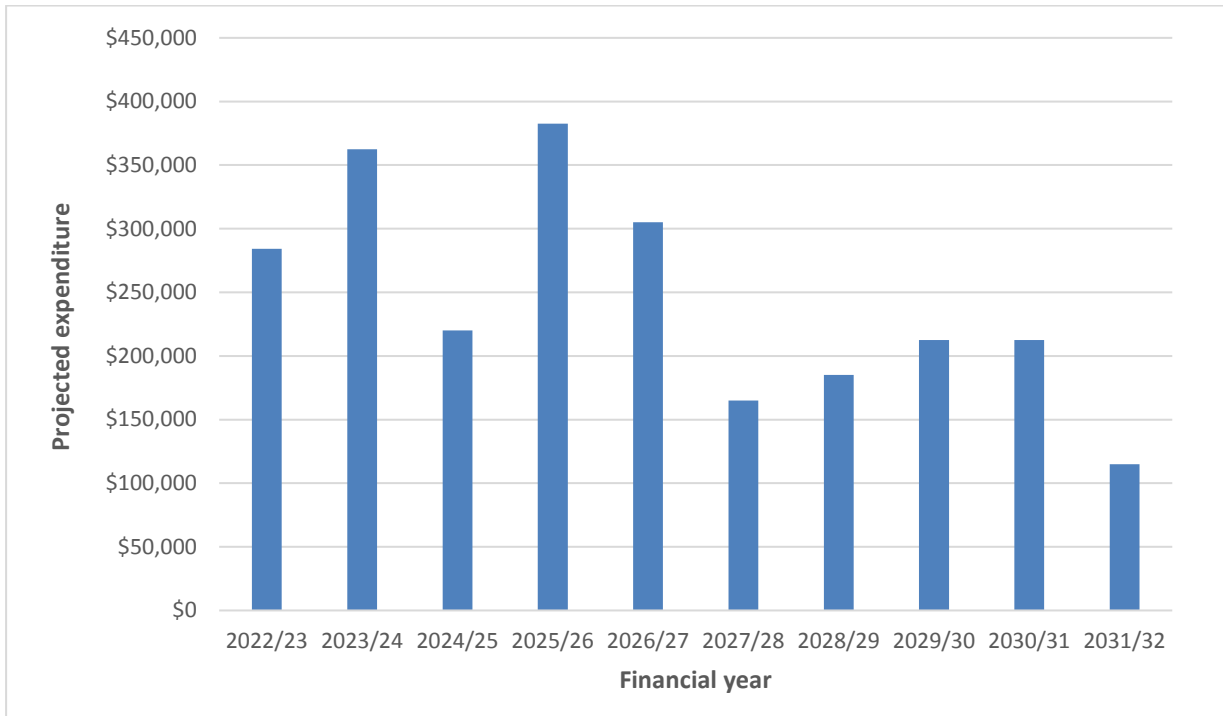
- Water Services Association of Australia national codes for water supply
- Water Directorate guidelines
- Relevant international standards (eg. American Water and Wastewater Association)
- Manufacturers specification as applicable for specialist equipment

#### 5.4.3 Summary of projected renewal expenditure

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Projected future renewal expenditures are forecast to increase over time as the asset stock ages. The costs are summarised in Figure 5.4.3. Note that all costs are shown in 2021 dollar values.

The projected capital renewal program is shown in Appendix A.



**Figure 5.4.3: Projected Capital Renewal Expenditure for 10 years from 2021-22**

Deferred renewal, ie those assets identified for renewal and not scheduled 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 capital works programs 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 Sewerage Network modelling and Analysis, 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 estimate. Verified proposals are ranked by priority and available funds and scheduled in future works programs. The priority ranking criteria is detailed in Table 5.5.1.

**Table 5.5.1: Upgrade/New Assets Priority Ranking Criteria**

| Criteria                 | Weighting   |
|--------------------------|-------------|
| Strategic Business Plans | 80%         |
| Future demand            | 20%         |
| <b>Total</b>             | <b>100%</b> |

### 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 5.4.2.

### 5.5.3 Summary of projected upgrade/new assets expenditure

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Currently the all new Bundarra Sewer Scheme Project is being constructed with an estimated cost of \$8.5 million to provide reticulated sewerage infrastructure and services to approximately 175 properties within the Bundarra area. There are no identified major upgrade works required over the next 10 years in addition to this project.

These new assets were funded from a capital works loan program and grants where available. Of the total cost, approximately 33% is being funded by Council with the remaining 67% through the NSW Government's Safe and Secure Water Program.

## 5.6 Disposal Plan

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Disposal includes any activity associated with disposal of a decommissioned asset including sale, demolition or relocation. Currently there are no assets identified for possible decommissioning and disposal except for those assets programmed for renewal. It is assumed that the residual value of replaced assets will be nil or scrap value only. One exception occurs with the residual value of sewer pipes that have been relined, where the existing pipe becomes a 'host' for the liner and thus retains some value.

Should assets be identified for disposal in the future, cashflow projections from asset disposals will be developed and included in future revisions of this asset management plan.

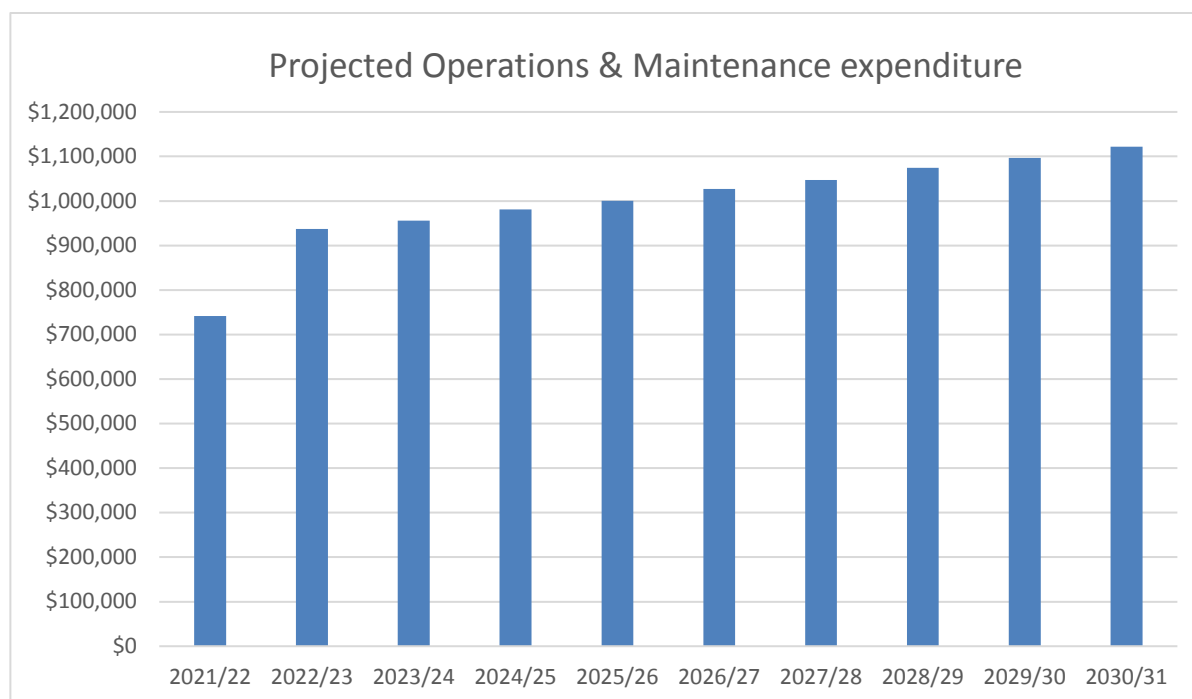
## 6. FINANCIAL SUMMARY

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 Figure 6.1 for projected operating (operations and maintenance) and capital expenditure (renewal and new assets), net disposal expenditure and estimated budget funding.

Note that all costs are shown in 2021 dollar values. **TO BE FINALISED, add CAPEX**



**Figure 6.1: Projected Operating and Capital Expenditure and Budget**

#### 6.1.1 Financial sustainability in service delivery

There are three 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/expenditures and medium term projected/budgeted expenditures over 5 and 10 years of the planning period.

##### 6.1.1.1 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 operations and maintenance expenditure and asset consumption (depreciation expense). The life cycle cost for the services covered in this asset management plan is **\$1,308,592** per year (operations and maintenance expenditure plus depreciation expense in 2021-22 i.e. year 1).

Life cycle costs can be compared to life cycle expenditure to give an indicator of sustainability in service provision. Life cycle expenditure includes operations, maintenance and capital renewal expenditure in

year 1. Life cycle expenditure will vary depending on the timing of asset renewals. The life cycle expenditure at the start of the plan is **\$TO BE FINALISED** (operations and maintenance expenditure plus budgeted capital renewal expenditure in year 1 (2021-22)).

A shortfall between life cycle cost and life cycle expenditure is the life cycle gap.

The life cycle gap for services covered by this asset management plan is +**\$TO BE FINALISED** per year (-ve = gap, +ve = surplus). Life cycle expenditure is **TO BE FINALISED%** of life cycle costs giving a life cycle sustainability index of 0.82.

The life cycle costs and life cycle expenditure comparison highlights any difference between present outlays and the average cost of providing the service over the long term. If the life cycle expenditure is less than that life cycle cost, it is most likely that outlays will need to be increased or cuts in services made in the future.

Knowing the extent and timing of any required increase in outlays and the service consequences if funding is not available will assist organisations in providing services to their communities in a financially sustainable manner. This is the purpose of the asset management plans and long term financial plan.

#### 6.1.1.2 Medium term – 10 year (9 year at the time of review) financial planning period

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

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

The projected total operations, maintenance and capital renewal expenditure required up to FY 2029/30 is **\$11,696,470** or **\$1,299,607** per year. **ALL THESE FIGURES IN YELLOW TO BE FURTHER ANALYSED & FINALISED**

Total estimated (budget) operations, maintenance and capital renewal funding is **\$11,528,988** over the 9 year period or **\$1,280,998** per year giving a 9 year funding shortfall of **\$18,609** per year and a 9 year sustainability indicator of 0.99. This indicates that Council has 99% of the projected expenditures needed to provide the services documented in the asset management plan over the next 9 years. **THESE FIGURES TO BE FURTHER ANALYSED & FINALISED**

#### 6.1.1.3 Medium Term – 5 year financial planning period

The projected operations, maintenance and capital renewal expenditure required over the first 5 years of the planning period is **\$1,260,166 per year**.

Estimated (budget) operations, maintenance and capital renewal funding is **\$1,223,755** per year giving a 5 year funding shortfall of **\$36,411**. This is **97.1%** of projected expenditures giving a 5 year sustainability indicator of **0.97**.

#### 6.1.1.4 Financial Sustainability Indicators

Figure 6.1.1.4 shows the financial sustainability indicators over the 10 year planning period and for the long term life cycle.

Figure 6.1.1.4 to be added

**Figure 6.1.1.4: Financial Sustainability Indicators**

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

Figure 5.3.3 shows the projected asset renewal expenditure in the 10 year planning period from Appendix A. The projected asset renewals are compared to budgeted renewal expenditure in the capital works program and capital renewal expenditure in year 1 of the planning period in Figure 6.1.

Table 6.1.1 shows the shortfall between projected and budgeted renewals.

**Table 6.1.1: Projected and Budgeted Renewals and Expenditure Shortfall** THESE FIGURES TO BE REVIEWED

| Year    | Projected Renewals (\$000) | Planned Renewal Budget (\$000) | Renewal Funding Shortfall (\$000) (-ve Gap, +ve Surplus) | Cumulative Shortfall (\$000) (-ve Gap, +ve Surplus) |
|---------|----------------------------|--------------------------------|--|---|
| 2021/22 | 129                        | 317                            | +188   | +188  |
| 2022/23 | 416                        | 320                            | -96  | +92   |
| 2023/24 | 158                        | 326                            | +168   | +260  |
| 2024/25 | 319                        | 332                            | +13  | +273  |
| 2025/26 | 301                        | 339                            | +38  | +311  |
| 2026/27 | 274                        | 346                            | +72  | +383  |
| 2027/28 | 284                        | 358                            | +74  | +457  |
| 2028/29 | 337                        | 360                            | +23  | +480  |
| 2029/30 | 88                         | 360                            | +272   | +752  |
| 2030/31 | 113                        | -                              | -  | -   |

Note: A negative shortfall indicates a funding gap, a positive shortfall indicates a surplus for that year.

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, and review future services, service levels and costs with the community.

6.1.2 Expenditure projections for long term financial plan

Table 6.1.2 shows the projected expenditures for the 10 year long term financial plan. Expenditure projections are in current (non-inflated) values. Disposals are shown as net expenditures (revenues are negative).

**Table 6.1.2: Expenditure Projections for Long Term Financial Plan (\$000)** THESE FIGURES TO BE REVIEWED

| Year    | Operations and Maintenance (\$000) | Projected Capital Renewal (\$000) | Capital Upgrade/ New (\$000) | Disposals (\$000) |
|---------|------------------------------------|-----------------------------------|------------------------------|-------------------|
| 2021/22 | 950                                | 129                               | 0                            | 0                 |
| 2022/23 | 974                                | 416                               | 0                            | 0                 |

|         |      |     |   |   |
|---------|------|-----|---|---|
| 2023/24 | 993  | 159 | 0 | 0 |
| 2024/25 | 1020 | 319 | 0 | 0 |
| 2025/26 | 1040 | 301 | 0 | 0 |
| 2026/27 | 1067 | 274 | 0 | 0 |
| 2027/28 | 1088 | 284 | 0 | 0 |
| 2028/29 | 1117 | 337 | 0 | 0 |
| 2029/30 | 1140 | 88  | 0 | 0 |
| 2030/31 | -    |     | 0 | 0 |

*Note: All projected expenditures are in 2021 values*

## 6.2 Funding Strategy

Projected expenditure identified in Section 6.1 is to be funded from future operating and capital budgets. The funding strategy is detailed in the organisation's 10 year long term financial plan.

## 6.3 Key Assumptions made in Financial Forecasts

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

Key assumptions made in this asset management plan are:

- The current level of Operation and Maintenance funding is sufficient to maintain the assets in a satisfactory condition;
- Sewer reticulation and trunk mains will be relined in lieu of replacement;
- Pumps and electrical equipment in Pumping Stations will be progressively replaced after the useful life is consumed;
- Mechanical and electrical components of the Sewerage Treatment Plant will be replaced after 20 years' service life; and
- The timing for the replacement of the mechanical components of the Treatment Plant can be accommodated in accordance with the proposed 15 year Capital Renewal Plan.
- As the Bundarra sewer scheme is brand new, limited need for asset renewals save that some of the grinder pumps will need to be serviced periodically (say at 10 year intervals).

## 7. ASSET MANAGEMENT PRACTICES

### 7.1 Accounting/Financial Systems

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#### 7.1.1 Accounting and financial systems

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- The financial system used by the Uralla Shire Council is Authority 6.6, through a Managed Service Provider contract with Civica Australia. The system is managed by Council's Finance Section producing monthly financial reports, for management and the Council's Finance Committee and annual financial statements for audit and production to the Uralla Community and other interested parties.

#### 7.1.2 Accountabilities for financial systems

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- Council's Significant Accounting Policies are set out in the annual financial statements Note 1. Those applicable specifically to Property, Plant and Equipment are Sections 4, 6 and 10.

#### 7.1.3 Accounting standards and regulations

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Council complies with the following standards and regulations with respect to asset accounting:

- AASB116 – Property, Plant and Equipment and AASB 13 - Fair value measurement.
- The Australian Equivalents to International Financial Reporting Standards, to the extent that the Australian Accounting Standards and the New South Wales Local Government Act, Local Government (General) Regulation and Local Government Code of Accounting Practice and Financial Reporting require.
- The Local Government Code of Accounting and financial reporting.
- The *Local Government Act 1993* requires Council to prepare an annual report as to its achievements with respect to the objectives and performance targets set out in its management plan for that year.
- Australian Accounting Standard (AAS) 27 is applicable to financial reporting by local governments, and provides guidelines for accounting methods and procedures.

#### 7.1.4 Capital/maintenance threshold

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- Equipment unreliable and spare parts difficult to source
- Maintenance costs >60% of new item
- Advances in technology make current equipment redundant

#### 7.1.5 Required changes to accounting financial systems arising from this AM Plan

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- None identified.



## 7.2 Asset Management Systems

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### 7.2.1 Asset management system and registers

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A number of systems and registers are used by the Uralla Shire Council for the purpose of this asset management:

- IPWEA NAMS PLUS 3
- MapInfo® (Intramaps® from January 2014) - For the Geographical Information System (GIS). These systems hold the spatial information on the majority of asset groups
- Microsoft® Excel spreadsheets are used to manipulate and interrogate asset data
- Civica® “Authority” software – customer billing, water meter register and customer water consumption information
- Document management and customer requests system is TRIM © (HP Software Division)
- Council is working, with Statewide Mutual Risk Officers, towards implementing a robust modern system based upon Risk Assessment tools. Other maintenance is undertaken on a reactive basis under direction from the Director Infrastructure and Development.
- Financial system - Civica® Authority via Magiq

### 7.2.2 Accountabilities for asset management system and data

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The Asset Manager has responsibility for operating and maintaining the core Asset Management systems within Council. The development of an annual water supply budget allocation within the Council budget is completed jointly by the Asset Manager and the Manager Water, Waste and Sewerage based upon the consultation with the Team Leader Water and Sewerage and the ten year financial plan forward estimates.

### 7.2.3 Linkage from asset management to financial system

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Currently there is no core corporate system for asset management thus various duplications of assets records exist in different databases and have misaligned information. There are currently no direct links with operations and maintenance expenses and the individual assets.

### 7.2.4 Required changes to asset management system arising from this Asset Management Plan

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There is an identified need to implement a core corporate system for asset management with direct links between operations and maintenance expenses and the individual assets.

Once operational, the ongoing maintenance of such a system should then become a core function within Council’s operations. However, as stated in the previous paragraph, there is no link between the Asset Management system and Authority and this is a required future improvement.

Council is currently investigating procurement of an Asset Management System that can be integrated with the Financial System and MapInfo for better management of the Water assets.

## 7.3 Information Flow Requirements and Processes

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The key information flows *into* this asset management plan are:

- Council strategic and operational plans;
- Service requests from the community;
- Network assets information;
- The unit rates for categories of work/materials;
- Current levels of service, expenditures, service deficiencies and service risk;

- Projections of various factors affecting future demand for services and new assets acquired by Council;
- Future capital works programs; and
- Financial asset values.

The key information flows *from* this asset management plan are:

- The projected Works Program and trends;
- The resulting budget and long term financial plan expenditure projections; and
- Financial sustainability indicators.

These will impact the Long Term Financial Plan, Strategic Longer-Term Plan, annual budget and departmental business plans and budgets.

## **7.4 Standards and Guidelines**

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Standards, guidelines and policy documents referenced in this asset management plan are:

- NSW Department of Planning Industry and Environment (DPIE) Best Practice guidelines
- Individual suppliers Operations & Maintenance Manuals
- Water Services Association of Australia codes
- NSW Water Directorate guidelines

## 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 the organisation's long term financial plan and Community/Strategic Planning processes and documents; and
- 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

The asset management improvement plan generated from this asset management plan when developed will be summarised in the format shown in Table 8.2.

**Table 8.2: Improvement Plan**

| Task No | Task  | Responsibility | Resources Required | Timeline |
|---------|---|----------------|--------------------|----------|
| 1       | Procure & commission new SCADA system to monitor water and sewer assets                                   | Manager Water  | Budget/Funding     | 2023     |
| 2       | Procurement of an Asset Management software that meets Council's need                                     | Asset Manager  | Budget/Funding     | 2023     |
| 3       | Updating the MapInfo GIS System to capture all the sewer assets in the network after validation           | Asset Manager  | GIS consultant     | 2024     |
| 4       | CCTV inspection of the Sewer mains to ascertain the condition and prepare a relining /replacement program | Asset Manager  | Consultant         | 2023     |

### 8.3 Monitoring and Review Procedures

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

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

## REFERENCES

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- IPWEA, 2011, *Asset Management for Small, Rural or Remote Communities* Practice Note, Institute of Public Works Engineering Australia, Sydney, [www.ipwea.org.au/AM4SRRC](http://www.ipwea.org.au/AM4SRRC).

## APPENDICES

Appendix A Projected 15 year Capital Renewal Works Program

Appendix B Abbreviations

Appendix C Glossary

## Appendix A Projected 10 year Capital Renewal Works Program

### SEWER- Uralla Shire Council- Detailed list of 10 Year Capital upgrade and New Projects

| Year    | Item No. | Capital Upgrade and New Projects  | Reference  | Indicative Estimated Cost |
|---------|----------|---|--|---------------------------|
| 2022/23 | 1        | CCTV Inspection and Jet Cleaning – AC Sewer ( Condition 4, 5 and installed in 1966), 4424m @\$10/m                              | Killard Quote  | \$44,240                  |
| 2022/23 | 2        | Upgrading old existing SCADA system to ClearSCADA   | UINT/19/4034   | \$100,000                 |
| 2022/23 | 3        | Inspection of sewer manholes and relining program (200 nos)   | FITT quote   | \$20,000                  |
| 2022/23 | 4        | Replace sewage pumping station switchboards to level control with telemetry (3 nos)   |  | \$80,000                  |
| 2022/23 | 5        | Infiltration survey (Operational project) - Part 1  |  | \$30,000                  |
| 2022/23 | 6        | Uralla STP - alum bund - acid proof lining to bund  |  | \$10,000                  |
| 2022/23 |          | <b>Sub-Total</b>  |  | <b>\$284,240</b>          |
| 2023/24 | 1        | Relining of AC Sewer mains (larger diameter critical sewers)  |  | \$120,000                 |
| 2023/24 | 2        | Replace sewage pumping station switchboards to level control with telemetry (3 nos)   | UINT/19/4034   | \$80,000                  |
| 2023/24 | 3        | Implementation of GIS system for accurate depiction of Bundarra and Uralla Sewerage Network (rapid field survey, dGPS, inverts) |  | \$45,000                  |
| 2023/24 | 4        | Relining of Sewer Manhole ( 25 nos)   | 530 Manholes (10% condition 5 assumed), \$2500 each, Killard quote | \$62,500                  |
| 2023/24 | 5        | Critical sewer flow monitoring  |  | \$25,000                  |
| 2023/24 | 6        | Infiltration survey (Operational project) - Part 2  |  | \$30,000                  |
| 2023/24 |          | <b>Sub-Total</b>  |  | <b>\$362,500</b>          |
| 2024/25 | 1        | Relining of AC Sewer mains (10% of 4424m, 150mm sewers)   | Condition based  | \$70,000                  |
| 2024/25 | 2        | Relining of Sewer Manhole ( 28 nos)   | Condition based  | \$70,000                  |
| 2024/25 | 3        | Sewer Network modelling and Analysis – Engage consultant  | Tonkin PRP estimate  | \$50,000                  |
| 2024/25 | 4        | Infiltration survey (Operational project) - Part 3  |  | \$30,000                  |
| 2024/25 |          | <b>Sub-Total</b>  |  | <b>\$220,000</b>          |
| 2025/26 | 1        | Extended Aeration Tank/ Contact Chamber – Protection of concrete block walls  | PW- 9301314-11A  | \$45,000                  |
| 2025/26 | 2        | Relining of AC Sewer mains (150mm sewers)   | Condition based  | \$250,000                 |

|              |   |  |  |                    |
|--------------|---|--|--|--------------------|
| 2025/26      | 3 | Replace Flocculator Baffle( Catch/Balance Pond) Polycarbonate sheeting                                     | PW Drawing. 9301314-16   | \$25,000           |
| 2025/26      | 4 | Relining of Sewer Manhole ( 25 nos)  | 530 Manholes (10% condition 5 assumed), \$2500 each, Killard quote | \$62,500           |
| 2025/26      |   | Sub-Total  |  | \$382,500          |
| 2026/27      | 1 | Park Street Sewer Pump Station –Renewal pumps  | Condition based  | \$15,000           |
| 2026/27      | 2 | Relining of Vitrified Clay (VC) Sewer mains  | Condition based  | \$250,000          |
| 2026/27      | 3 | CCTV Inspection and Jet Cleaning – AC Sewer ( Condition 4, 5 and installed in 1966), further 4000m @\$10/m | Killard Quote  | \$40,000           |
| 2026/27      |   | Sub-Total  |  | \$305,000          |
| 2027/28      | 1 | Queen St Road Sewer Pump Station – Renewal pumps   | Condition based  | \$15,000           |
| 2027/28      | 2 | Relining of AC Sewer mains (150mm sewers)  | Condition based  | \$150,000          |
| 2027/28      |   | Sub-Total  |  | \$165,000          |
| 2028/29      | 1 | Renewal of Uralla WWTP Chemical Dosing Alum Dosing Electrical  | Condition based  | \$35,000           |
| 2028/29      | 2 | Relining of AC Sewer mains (150mm sewers)  | Condition based  | \$150,000          |
| 2028/29      |   | Sub-Total  |  | \$185,000          |
| 2029/30      | 1 | Relining of AC Sewer mains   | Condition based  | \$150,000          |
| 2029/30      | 2 | Relining of Sewer Manhole ( 25 nos)  | 530 Manholes (10% condition 5 assumed), \$2500 each, Killard quote | \$62,500           |
| 2029/30      |   | Sub-Total  |  | \$212,500          |
| 2030/31      | 1 | Relining of AC Sewer mains (150mm sewers)  | Condition based  | \$150,000          |
| 2030/31      | 2 | Relining of Sewer Manhole ( 25 nos)  | 530 Manholes (10% condition 5 assumed), \$2500 each, Killard quote | \$62,500           |
| 2030/31      |   | Sub-Total  |  | \$212,500          |
| 2031/32      | 1 | Relining of AC Sewer mains (150mm)   | Condition based  | \$100,000          |
| 2031/32      | 2 | Leece Road Sewer Pump Station- Renewal pumps   | Condition based  | \$15,000           |
| 2031/32      |   | Sub-Total  |  | \$115,000          |
| <b>TOTAL</b> |   |  |  | <b>\$2,444,240</b> |

## Appendix B Abbreviations

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



## Appendix C Glossary

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### Annual service cost (ASC)

- 1) Reporting actual cost  
The annual (accrual) cost of providing a service including operations, maintenance, depreciation, finance/opportunity and disposal costs less revenue.
- 2) For investment analysis and budgeting  
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 operations, maintenance, depreciation, finance/ opportunity and disposal costs, less revenue.

### Asset

A resource controlled by an entity as a result of past events and from which future economic benefits are expected to flow to the entity. Infrastructure assets are a sub-class of property, plant and equipment which are non-current assets with a life greater than 12 months and enable services to be provided.

### Asset class

A group of assets having a similar nature or function in the operations of an entity, and which, for purposes of disclosure, is shown as a single item without supplementary disclosure.

### 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 (AM)

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.

### Average annual asset consumption (AAAC)\*

The amount of an organisation's asset base consumed during a reporting period (generally a year). This may be calculated by dividing the depreciable amount by the useful life (or total future economic benefits/service potential) and totalled for each and every asset OR by dividing the carrying amount (depreciated replacement cost) by the remaining useful life (or remaining future economic benefits/service potential) and totalled for each and every asset in an asset category or class.

### Borrowings

A borrowing or loan is a contractual obligation of the borrowing entity to deliver cash or another financial asset to the lending entity over a specified period of time or at a specified point in time, to cover both the initial capital provided and the cost of the interest incurred for providing this capital. A borrowing or loan provides the means for the borrowing entity to finance outlays (typically physical assets) when it has insufficient funds of its own to do so, and for the lending entity to make a financial return, normally in the form of interest revenue, on the funding provided.

### 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 expenditure - expansion

Expenditure that extends the capacity of an existing asset to provide benefits, at the same standard as is currently enjoyed by existing beneficiaries, to a new group of users. It is discretionary expenditure, which increases future operations and maintenance costs, because it increases the organisation'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 - new

Expenditure which creates a new asset providing a new service/output that did not exist beforehand. As it increases service potential it may impact revenue and will increase future operations and maintenance expenditure.

### Capital expenditure - renewal

Expenditure on an existing asset or on replacing an existing asset, which returns the service capability 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 generally has no impact on revenue, but may reduce future operations 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.

**Capital expenditure - upgrade**

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 operations and maintenance expenditure in the future because of the increase in the organisation'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.

**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

**Capitalisation threshold**

The value of expenditure on non-current assets above which the expenditure is recognised as capital expenditure and below which the expenditure is charged as an expense in the year of acquisition.

**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**

Specific parts of an asset having independent physical or functional identity and having specific attributes such as different life expectancy, maintenance regimes, risk or criticality.

**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, including 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.

**Depreciable amount**

The cost of an asset, or other amount substituted for its cost, less its residual value.

**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.

**Funding gap**

A funding gap exists whenever an entity has insufficient capacity to fund asset renewal and other expenditure necessary to be able to appropriately maintain the range and level of services its existing asset stock was originally designed and intended to deliver. The service capability of the existing asset stock should be determined assuming no additional operating revenue, productivity improvements, or net financial liabilities above levels currently planned or projected. A current funding gap means service levels have already or are currently falling. A projected funding gap if not addressed will result in a future diminution of existing service levels.

### **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 that contribute to meeting the needs of organisations or the 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 separate 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.

### **Key performance indicator**

A qualitative or quantitative measure of a service or activity used to compare actual performance against a standard or other target. Performance indicators commonly relate to statutory limits, safety, responsiveness, cost, comfort, asset performance, reliability, efficiency, environmental protection and customer satisfaction.

### **Level of service**

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

### **Life Cycle Cost**

1. **Total LCC** The total cost of an asset throughout its life including planning, design, construction, acquisition, operation, maintenance, rehabilitation and disposal costs.
2. **Average LCC** The life cycle cost (LCC) is average cost to provide the service over the longest asset life cycle. It comprises annual operations, 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 operations, maintenance and capital renewal expenditure incurred in providing the service in a particular year. Life Cycle Expenditure may be compared to average Life Cycle Cost to give an initial indicator of life cycle sustainability.

### **Loans / borrowings**

See borrowings.

### **Maintenance**

All actions necessary for retaining an asset as near as practicable to its original condition, including regular ongoing day-to-day work necessary to keep assets operating, eg road patching but excluding rehabilitation or renewal. It is operating expenditure required to ensure that the asset reaches its expected useful life.

### **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.

- **Reactive maintenance**

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

- **Significant maintenance**

Maintenance work to repair components or replace sub-components that needs to be identified as a specific maintenance item in the maintenance budget.

- **Unplanned maintenance**

Corrective work required in the short-term to restore an asset to working condition so it can continue to deliver the required service or to maintain its level of security and integrity.

**Maintenance and renewal gap**

Difference between estimated budgets and projected required expenditures for maintenance and renewal of assets to achieve/maintain specified service levels, totalled over a defined time (e.g. 5, 10 and 15 years).

**Maintenance and renewal sustainability index**

Ratio of estimated budget to projected expenditure for maintenance and renewal of assets over a defined time (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**

The notion of materiality guides the margin of error acceptable, the degree of precision required and the extent of the disclosure required when preparing general purpose financial reports. Information is material if its omission, misstatement or non-disclosure has the potential, individually or collectively, to influence the economic decisions of users taken on the basis of the financial report or affect the discharge of accountability by the management or governing body of the entity.

**Modern equivalent asset**

Assets that replicate what is in existence with the most cost-effective asset performing the same level of service. It is the most cost efficient, currently available asset which will provide the same stream of services as the existing asset is capable of producing. It allows for technology changes and, improvements and efficiencies in production and installation techniques

**Net present value (NPV)**

The value to the organisation of the cash flows associated with an asset, liability, activity or event calculated using a discount rate to reflect the time value of money. It is the net amount of discounted total cash inflows after deducting the value of the discounted total cash outflows arising from eg the continued use and subsequent disposal of the asset after deducting the value of the discounted total cash outflows.

**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.

**Operations expenditure**

Recurrent expenditure, which is continuously required to provide a service. In common use the term typically includes, eg power, fuel, staff, plant equipment, on-costs and overheads but excludes maintenance and depreciation. Maintenance and depreciation is on the other hand included in operating expenses.

**Operating expense**

The gross outflow of economic benefits, being cash and non cash items, during the period arising in the course of ordinary activities of an entity when those outflows result in decreases in equity, other than decreases relating to distributions to equity participants.

**Pavement management system**

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

**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).

**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 operations and maintenance expenditure.

**Recurrent funding**

Funding to pay for recurrent expenditure.

**Rehabilitation**

See capital renewal expenditure definition above.

**Remaining useful life**

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

**Renewal**

See capital renewal expenditure definition above.

**Residual value**

The estimated amount that an entity would currently obtain from disposal of the asset, after deducting the estimated costs of disposal, if the asset were already of the age and in the condition expected at the end of its useful life.

**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 total future service capacity of an asset. It is normally determined by reference to the operating capacity and economic life of an asset. A measure of service potential is used in the not-for-profit sector/public sector to value assets, particularly those not producing a cash flow.

**Service potential remaining**

A measure of the future economic benefits remaining in assets. It may be expressed in dollar values (Fair Value) or as a percentage of total anticipated future economic benefits. 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 (Depreciated Replacement Cost/Depreciable Amount).

**Strategic Longer-Term Plan**

A plan covering the term of office of councillors (4 years minimum) reflecting the needs of the community for the foreseeable future. It brings together the detailed requirements in the council's longer-term plans such as the asset management plan and the long-term financial plan. The plan is prepared in consultation with the community and details where the council is at that point in time, where it wants to go, how it is going to get there, mechanisms for monitoring the achievement of the outcomes and how the plan will be resourced.

**Specific 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.

**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.

**Value in Use**

The present value of future cash flows expected to be derived from an asset or cash generating unit. 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 net cash inflows, where the entity would, if deprived of the asset, replace its remaining future economic benefits.

Source: IPWEA, 2009, Glossary



Open Spaces and Recreation  
Asset Management Plan  
DRAFT March 2022 (Version 1)

## INFORMATION ABOUT THIS DOCUMENT

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### **Further Document Information and Relationships**

|   |  |
|---|--|
| <b>Related Legislation*</b>                                 | <i>Local Government Act 1993 (the Act) and the Local Government (General) Regulation 2021 (the Regulation)</i>   |
| <b>Related Policies</b>                                     | Uralla Shire Council Community Strategic Plan 2017-2027<br>Uralla Shire Council Long Term Financial Plan<br>Uralla Shire Council Asset Management Policy<br>Uralla Shire Council Asset Management Strategy                         |
| <b>Related Procedures/ Protocols, Statements, documents</b> | NSW Office of Local Government - Integrated Planning & Reporting Guidelines for Local Government in NSW<br>International Infrastructure Management Manual (IPWEA, 2006)<br>ISO 55000 Standards and Australian Accounting Standards |

*\*Note: Any reference to Legislation will be updated in the Strategy as required. See website <http://www.legislation.nsw.gov.au/> for current Acts, Regulations and Environmental Planning Instruments.*

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## 1. EXECUTIVE SUMMARY

### 1.1 Context

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- 1.1.1 This asset management plan has been prepared to meet Uralla Shire Council's legislative and organisational requirements for sustainable service delivery and long term financial planning and reporting.
- 1.1.2 Council and its employees will strive to uphold and follow the practices outlined in this Open Spaces and Recreation Asset Management Plan (OSRAMP).
- 1.1.3 This OSRAMP is one of eight asset management plans (AMPs) covering all community assets for which Council is responsible. These fall under Council's Asset Management Policy and Asset Management Strategy.
- 1.1.4 Asset management planning is a comprehensive process to facilitate service delivery from infrastructure assets in a financially sustainable manner.
- 1.1.5 Asset management plans detail information about infrastructure assets, including actions required to provide an agreed level of service in the most cost effective manner. This plan defines the services to be provided, how the services are provided, and what funds are required to provide the services.
- 1.1.6 Council open spaces and recreation assets provide a valuable service to the community through safe and reliable open spaces and recreation facilities. These assets must be properly maintained and developed to continue to provide equitable benefits and services for future generations.
- 1.1.7 Council will undertake a review of community service levels expected of these assets, and prioritise works needed to meet these, and fund the ongoing management of these assets to maintain these service levels.
- 1.1.8 The critical issues factored into Council's management of its open spaces and recreation assets include:
- Maintenance and repair costs
  - Replacement or Rehabilitation cost
  - Age of assets
  - Life cycle of asset
  - Usage and data capture, and
  - Budget.

### 1.2 Open Spaces and Recreation Assets

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- 1.2.1 Council's open spaces and recreation assets comprise of:
- Park and facility lighting
  - Park and facility signage
  - Playground and fitness equipment
  - Park infrastructure, e.g. shade structures, picnic shelters, park furniture, drinking fountains, BBQs
  - Recreation infrastructure (e.g. Tennis courts, Multipurpose courts, Skate park)
  - Fencing
  - Caravan parks infrastructure
  - Cemeteries infrastructure
- 1.2.2 As at 30 June 2021 these assets have a replacement value of \$2,854,439.

### 1.3 Managing the Risks

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- 1.3.1 There are risks associated with providing the service and not being able to complete all identified activities and projects. Major risks have been identified as:
- Deferred maintenance and renewal resulting in large future expenditure
  - Poor design/construction causes damage or injury
  - Overall condition of assets decrease due to inadequate renewal and maintenance programs
  - Resource constraints affect the management of the assets
  - Assets are damaged or destroyed by fire, severe storm, or flooding
  - Impact on climate change on assets.
- 1.3.2 Council will endeavour to manage these risks within available funding by:
- Prioritisation of maintenance and renewal works based on service levels and risks
  - Accessing additional funding through grants where possible
  - Preparation of designs and project supervision by suitably qualified and experienced people
  - Inspecting assets regularly
  - Conducting routine maintenance and renewal work as required
  - Allocating funds to an asset renewal reserve.

### 1.4 Confidence Levels

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- 1.4.1 This OSRAMP is based on an uncertain level of confidence. Asset data is based on sound records, procedures, investigations and analysis which is incomplete, unsupported, or an extrapolation from limited data. Council's open spaces and recreation assets data is contained in one register, but is comprised of different categories/descriptions. Additionally, a small number of assets are lacking asset condition and value data.

### 1.5 The Next Steps

---

- 1.5.1 The plan provides framework for good management of open spaces and recreation assets by detailing:
- New established levels of service that have be prepared in detail with specific key performance indicators (KPIs). Further consultation is required with the community for adaptation.
  - New simplified improvement plan which highlights on-going or next items for continuous improvement in asset management.
  - The average capital and maintenance expenditure on Council assets over the ten-year forecast period is approximately \$152,000 per year. This compares to the expenditure which is required to maintain, operate and renew the asset network as required being \$394,000 per year. This indicates that Council has funded 41% of its required asset expenditure over the period of the plan. *[Figures in yellow highlight to be validated]*
- 1.5.2 The analysis of the asset data and expenditure data suggest that there is an under expenditure on asset renewals and an over expenditure of asset maintenance.
- 1.5.3 This asset class is relatively small in size in value and as such one-off expenditure and minor maintenance expenditure can maintain the asset class in good condition. Council will need to have a good understanding of the functionality of its asset network, as this will likely drive replacement and upgrade expenditure into the future.

## 2. INTRODUCTION

### 2.1 Background

- 2.1.1 This OSRAMP defines and demonstrates responsive management of assets (and services provided from assets), compliance with regulatory requirements, and communicates the funding needed to provide the required levels of service.
- 2.1.2 The OSRAMP is to be read in conjunction with Council’s Asset Management Policy, Asset Management Strategy and the following associated Council planning documents:
- Community Strategic Plan
  - Delivery Plan
  - Operational Plan
  - Long Term Financial Plan
- 2.1.3 This plan has a direct relationship with the following associated planning process and documents, as set out in Figure 2.1.3.



**Figure 2.1.3: Asset Management Planning Process**

- 2.1.4 Council’s current open spaces and recreation assets covered by this plan are tabled in Appendix A.

### 2.2 Goals and Objectives of Asset Management

- 2.2.1 Council exists to provide services to its community. Most of these services (from a value perspective) are provided by infrastructure assets. Council acquires infrastructure assets by ‘purchase’, by contract, construction by Council staff, and by donation of assets constructed by developers and others to increase the levels of service over time.

2.2.2 Council's goal in managing infrastructure assets is to meet the required level of service in the most cost effective manner for present and future consumers. The key elements of infrastructure asset management are:

- Taking a life cycle cost management approach;
- Developing cost-effective management strategies for the long term;
- Providing a defined level of service and monitoring performance;
- Understanding and meeting the demands of growth through future demand analysis and infrastructure investment;
- Managing risks associated with asset failures;
- Sustainable use of physical resources; and
- Continuous improvement in asset management practices.

2.2.3 Assets are inspected, maintained, upgraded and renewed as necessary or as specified in specific works programs so that they:

- Reach their expected lifecycle;
- Perform to their maximum capability;
- Satisfy community expectations and needs;
- Satisfy budget limitations; and
- Meet safety and regulatory requirements.

2.2.4 The purpose of this asset management plan is to:

- Document the services/service levels to be provided and the costs of providing the service;
- Communicate the consequences for service levels and risk, where desired funding is not available; and
- Provide information to assist decision makers in trading off service levels, costs and risks to provide services in a financially sustainable manner.

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

---

2.3.1 This asset management plan is prepared as a 'core' asset management plan over a 10 year planning period in accordance with the International Infrastructure Management Manual (IPWEA, 2006). It is prepared to meet minimum legislative and organisational requirements for sustainable service delivery and long term financial planning and reporting. Core asset management is a 'top down' approach where analysis is applied at the 'system' or 'network' level.

2.3.2 Future revisions of this asset management plan will move towards 'advanced' asset management using a 'bottom up' approach for gathering asset information for individual assets to support the optimisation of activities and programs to meet agreed service levels in a financially sustainable manner.

## **2.4 Community Consultation**

---

2.4.1 This 'core' asset management plan is prepared to facilitate community consultation initially through feedback on public display of draft asset management plans prior to adoption by Council. Future revisions of the asset management plan will incorporate community consultation on service levels and costs of providing the service. This will assist Council and the community in matching the level of service needed by the community, service risks and consequences with the community's ability and desire to pay for the service.

## 3. LEVELS OF SERVICE

### 3.1 Customer Research and Expectations

---

- 3.1.1 In December 2017, Council undertook consultation with the community via an online survey to better understand how the local community use the Shire's public open spaces and recognise how Council can better serve the community through future developments.
- 3.1.2 Key outcomes of the survey are listed below:
- 39% of respondents said they accessed parks within the Shire on a weekly basis.
  - The elements that the community liked the most about the open space facilities they visit was the proximity to their house and the shade amenity they provide.
  - Features that the community valued most or wanted most in a park included play equipment, additional shade tree planting, and an increase to safety levels.
  - Barriers for accessing open space facilities included lack of variety and issues relating to maintenance of the spaces.
- 3.1.3 Further consultation would provide better insight and information on customer expectations in relation to Council open spaces and recreation assets. It is proposed that comments and submissions received during the public exhibition period be incorporated into this plan for Council's consideration.
- 3.1.4 Community consultation to determine customer expectations, needs and wishes for all Council services is conducted to inform the development of Council's overarching Community Strategic Plan, which will in turn influence future updates of this asset management plan.
- 3.1.5 Further investigation and consultation may be resourced should Council determine the need to do so.

### 3.2 Strategic and Corporate Goals

---

- 3.2.1 This plan is prepared under the direction of Council's vision, mission, goals and objectives as set out in the Community Strategic Plan 2017-2027.
- 3.2.2 **Council's Vision:** That Uralla Shire Council continue to be an active, prosperous, welcoming and environmentally aware community.
- 3.2.3 **Council's Mission:** The Uralla Shire Council is committed to creating a unique environment which offers an excellent quality of life and economic opportunities for its people.
- 3.2.4 **Council's Community Strategic goals:**
1. A proud, unique and inviting community
  2. A safe, active and healthy shire
  3. A diverse and creative culture
  4. Access to and equity of services
  5. An attractive environment for business, tourism and industry
  6. Growing and diversified employment, education and tourism opportunities
  7. A safe and efficient network of arterial roads and supporting infrastructure; and town streets, footpaths and cycle ways that are adequate, interconnected and maintained.
  8. Communities that are well serviced with essential infrastructure

9. To preserve, protect and renew our beautiful natural environment
10. Maintain a healthy balance between development and the environment
11. Reuse, recycle and reduce wastage
12. Secure, sustainable and environmentally sound water-cycle infrastructure and services
13. A strong, accountable and representative Council
14. An effective and efficient organisation
15. Deliver the goals and strategies of the Community Strategic Plan

3.2.5 Infrastructure assets play both a direct and an indirect role in achieving the strategic objectives of the Community Strategic Plan. The following table indicates how Council's open spaces and recreation assets play a role in the delivery of the key strategies linked to the Community Strategic Plan 2017-2027.

**Table 3.2.5: Community Strategic Plan 2017-2027 - Strategic Objectives**

| Theme           | Goal  | Strategy   |
|-----------------|---|--|
| Our Society     | A proud, unique and inviting community  | Provide vibrant and welcoming town centres, streets and meeting places<br>Embellish our community with parks, paths, cycle ways, facilities and meeting places<br>Respect the heritage of the region and highlight and enhance our unique characteristics                                |
|                 | A safe, active and healthy shire  | Provide accessible quality sport and recreation facilities that encourage participation<br>Provide, maintain and develop children's play and recreational facilities that encourage active participation   |
|                 | A diverse and creative culture  | Work with the community and other partners to develop major cultural and community events and festivals  |
|                 | Access to and equity of services  | Provide opportunities for residents to enjoy access to arts, festivals, sporting activities, recreation, community and cultural activities<br>Work towards achieving the status of a Disability Friendly community through the provision of inclusive accessible facilities and services |
| Our Economy     | An attractive environment for business, tourism and industry.   | Promote the Uralla Shire and the region as a wonderful place to live, work, visit and invest.  |
|                 | Growing diversified employment, education and tourism opportunities   | Facilitate major social and cultural events being staged in our Shire and our region.  |
|                 | A safe and efficient network of arterial roads and supporting infrastructure; and town streets, footpaths and cycle ways that are adequate, interconnected and maintained | Facilitate the enhancement and expansion of accessible walking and cycle networks where strategically identified and interconnect them with other transport and recreation facilities.   |
|                 | Communities that are well serviced with essential infrastructure  | Develop a strategically located network of quality, accessible and safe public amenities that are adequately maintained and renewed<br>Provide the infrastructure to embellish public spaces, recreation areas and parkland areas  |
| Our Environment | Maintain a healthy balance between development and the environment  | Retain open space and greenbelts that are accessible to everyone   |

|                |   |   |
|----------------|---|---|
|                | Reuse, recycle and reduce waste   | Identifying and implementing water conservation and sustainable water usage practises in council operations<br>Identifying technologies in Council's facilities, infrastructure and service delivery to reduce our ecological footprint   |
| Our Leadership | A strong, accountable and representative Council<br>An effective and efficient organisation | Engage with the community effectively and use community input to inform decision making<br>Develop and consistently apply an asset management framework that ensures existing and future infrastructure is affordable, funded and maintained to ensure inter-generational equity and sustainability |

3.2.6 The relevant organisational goals relating to this plan are listed in Table 3.2.6.

**Table 3.2.6: Organisational Goals**

| Organisation Goals   | How Goals are addressed   |
|--|---|
| To effectively and responsibly manage, maintain and develop Council's infrastructure, operational and financial assets.                                  | Maintenance and application of this plan. Implement recommended improvements, commit required expenditure to maintain and renew assets.   |
| To provide cultural and recreational facilities to serve the expectations of the community   | Development of service levels and community consultation plan. Application of these to prioritise asset works required to meet these community needs.   |
| To ensure that the community is appropriately consulted and well-informed concerning Council's activities and to be responsive to the community's needs. | Development of service levels and community consultation plan. Communication of the content of this AMP in terms of the asset portfolio, its condition and estimated expenditure required to bring it up to, and maintain, those levels of service. |

### 3.3 Legislative Requirements

3.3.1 Council has to meet many legislative requirements including Australian and state legislation and regulations. Key legislation which is relevant to this plan is listed in Table 3.3.1.

**Table 3.3.1: Legislative Requirements and Standards**

| Legislation   | Requirement  |
|---|--|
| <i>Local Government Act 1993</i> and <i>Local Government (General) Regulation 2021</i>                                    | Sets out role, purpose, responsibilities and powers of local governments including the preparation of a long term financial plan supported by asset management plans for sustainable service delivery. |
| <i>Environmental Planning and Assessment Act 1979</i> and <i>Environmental Planning and Assessment Amendment Act 2008</i> | Sets the legislative requirements of public places to comply with the National Construction Codes.   |
| Australian Accounting Standards   | Sets out the financial reporting standards relating to the (re)valuation and depreciation of assets  |
| <i>Disability Discrimination Act 1992</i>   | An Act that bans discrimination of people based on a disability.   |
| <i>Work Health and Safety Act 2011</i> and <i>Work Health and Safety Regulation 2017</i>                                  | Council must ensure a safe workplace for all its employees and the public.   |
| <i>Civil Liability Act 2002</i>   | Defines the liability of public authorities and the principles which establish the duty of care of a public authority.   |
| <i>Protection of the Environment Act 1997</i>   | To protect, restore and enhance the environment in NSW and to promote public access to information and involvement in environment protection.  |



|   |   |
|---|---|
| <i>National Parks and Wildlife Act 1974</i>   | Legislates conservation of nature and the conservation of cultural objects.   |
| <i>Biodiversity Conservation Act 2016</i>   | Sets the requirements to maintain a healthy, productive and resilient environment for the greatest well-being of the community. |
| <i>Cemeteries and Crematoria Act 2013 and Cemeteries and Crematoria Regulation 2014</i> | Sets the requirements for cemetery service providers.   |
| <i>Crown Land Management Act 2016</i>   | Provides for the consistent, efficient, fair and transparent management of Crown land reserves                                  |
| Australian Standards for Playgrounds  | Guides the development, installation, inspection, maintenance and operation of playgrounds.                                     |

### 3.4 Current Levels of Service

- 3.4.1 Council has defined service levels in two terms: community levels of service and technical levels of service.
- 3.4.2 **Community Levels of Service** relate to the service outcomes that the community wants in terms of safety, quality, quantity, reliability, responsiveness, cost effectiveness and legislative compliance.
- 3.4.3 Community levels of service measures used in the asset management plan are:
- Quality – How good is the service?
  - Function – Does it meet users’ needs?
  - Safety – Is the service safe?
- 3.4.4 **Technical Levels of Service** are operational or technical measures of performance which support the community service levels. These technical measures relate to the allocation of resources to service activities that the council undertakes to best achieve the desired community outcomes.
- 3.4.5 Technical service measures are linked to annual budgets, covering:
- Operations – the regular activities to provide services, such as cleaning of amenities, mowing, etc.
  - Maintenance – the activities necessary to retain an asset as near as practicable to its original condition (e.g. routine inspections and maintenance.)
  - Renewal/Rehabilitation – the activities that return the service capability of an asset up to that which it was as new. *Renewal* refers to a complete changeover (old to new.) *Rehabilitation* refers to refurbishing and upgrading components.
  - Upgrade – the activities to provide a higher level of service (eg refurbishment of recreational facilities to accommodate additional services) or a new service that did not exist previously (eg construction of a new recreational facility).

### 3.5 Desired Levels of Service

- 3.5.1 Indications of desired levels of service are obtained from various sources including service requests and correspondence, feedback and maintenance schedules. These asset based level of service have not been fully consulted with the community and may likely be modified in time to fully match community expectations.
- 3.5.2 Council’s current service levels are detailed in Table 3.5.2.

**Table 3.5.2: Current and Desired Service Levels**

| Key Performance Measure            | Level of Service   | Performance Measure Process  | Target Performance   | Current Performance  |
|------------------------------------|--|--|--|----------------------|
| <b>COMMUNITY LEVELS OF SERVICE</b> |  |  |  |                      |
| Quality                            | Parks and sporting facilities are well maintained, clean and safe to use | Inspections and maintenance activities are undertaken as scheduled | Frequency  | 90%                  |
|                                    | Reduction of number of defects   | Annual inspection  | Reduce the number of high priority defects identified  | 100<br>90            |
|                                    | Compliance with Council's documented response time                       | Council complaints register  | 90%  | 100%                 |
| Function                           | Park facilities provide easy access and are accessible to everyone       | Continuous monitoring as part of operational activities            | Parks open and accessible to community 365 days/year, pending weather closures   | 100%                 |
|                                    | Park facilities are provided that meet the needs of the community        | Community satisfaction survey                                      | < 10 complaints received per annum regarding overcrowding of facilities  | 90%                  |
| Safety                             | Safe park and sporting facilities are provided                           | Annual inspections, operational reports and safety audits          | < 5 reported safety incidents per year in parks and reserves   | 100%                 |
|                                    |  |  | Reduction of number of safety issues identified through audits   | 90%                  |
| Key Performance Measure            | Level of Service   | Performance Measure Process  | Target Performance   | Current Performance  |
| <b>TECHNICAL LEVELS OF SERVICE</b> |  |  |  |                      |
| Operations                         | Access to facilities and services is affordable and cost effective       | Review of benchmark with other councils                            | Total operating costs per hectare of park in line with benchmarking against comparable councils'                                     | 90%                  |
| Maintenance                        | Percent of physical assets in condition 3 or better                      | Condition assessment   | 80% for all assets   | 89%                  |
| Renewal / Rehabilitation           | Assets are managed with respect for future generations                   | Life cycle approach to managing assets                             | Prepare a 10 year asset condition and age based renewals plan. Ensure the plan is approved by authorities and updated every 4 years. | 100%                 |
|                                    |  | Assets meet financial sustainability ratios                        | Consumption ratio  | Between 50% and 75%  |
|                                    |  |  | Renewal funding ratio  | Between 90% and 110% |
|                                    |  | Long term funding ratio  | Between 95% and 105%   | 0%                   |

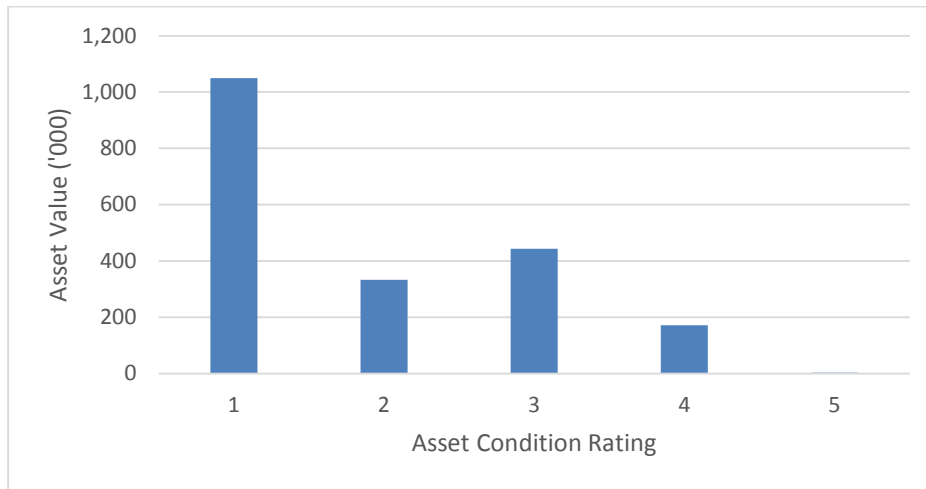
### 3.6 Condition and Quality of Assets

- 3.6.1 The condition of Council’s open spaces and recreation assets is currently assessed every five years. This asset condition information is then used to plan the timing of our maintenance and capital renewal activities.
- 3.6.2 Quality has more to do with manner and type of the asset rather than its condition. An asset may be poor in quality yet have a condition which is described as good.
- 3.6.3 Condition is a measure of an assets physical condition relative to its condition when first constructed. When rating asset condition, Council uses a scale of 1 - 5, where 1 = new and 5 = totally failed. Council’s condition rating matrix is set out in Table 3.6.3.

**Table 3.6.3: Description of Condition**

| Condition Rating | Condition    | Description  | Guide  | Residual life as a % of total life | Mean percentage residual life |
|------------------|--------------|--|--|------------------------------------|-------------------------------|
| 1                | Excellent    | An asset in excellent overall condition.   | Normal/planned maintenance required.                                     | >86%                               | 95%                           |
| 2                | Good         | An asset in good overall condition with some possible early stages of slight deterioration evident, minor in nature and causing no serviceability issues.  | Normal maintenance plus minor repairs required (to 5% or less of asset). | 65 to 85%                          | 80%                           |
| 3                | Satisfactory | An asset in fair overall condition with some deterioration evident, which may be slight or minor in nature and causing some serviceability issues.   | Significant maintenance and/or repairs required (to 10-20% of asset).    | 41 to 64%                          | 55%                           |
| 4                | Poor         | An asset in poor overall condition, moderate to high deterioration evident.  | Significant renewal required (to 10-40% of asset).                       | 10 to 40%                          | 35%                           |
| 5                | Worn         | An asset in extremely poor condition or obsolete. The asset no longer provides an adequate level of service and/or immediate remedial action required to keep the asset in service in the near future. | Over 50% of the asset requires renewal.                                  | <10%                               | 5%                            |

- 3.6.4 Open spaces and recreation assets in condition 4 will require renewal in the short- to medium-term. Assets in condition 5 may require urgent and immediate renewal or replacement. Funding may be needed to support the required level of renewals each year. Council will be allocating funds to an asset renewal reserve each year to help in managing these funding needs.
- 3.6.5 The condition of each open space and recreation asset has been assessed by estimating the proportion of each asset’s expected useful life that has been consumed.
- 3.6.6 A majority of Council’s open spaces and recreation assets (57%) have been commissioned in the last five years due to increased grant funding opportunities. Accordingly, a majority of assets are in excellent or good condition.
- 3.6.7 The current condition ratings of Council’s open spaces and recreation assets as at 30 June 2021 are summarised in Figure 3.6.7.



**Figure 3.6.7: Asset Condition Profile as at 30 June 2021**

### **3.7 Responsiveness**

- 3.7.1 Council places a high emphasis on customer service and its responsiveness to customer enquiries. Council will maintain assets in a workman-like manner and be responsive to the needs of the community now and into the future. Council implements strategies which maintain a high level of customer support.

### **3.8 Customer satisfaction**

- 3.8.1 Council will continue to provide services to the community in a manner that is efficient and effective. Council will continue to monitor community satisfaction with its current services and strive to improve community satisfaction where possible.

### **3.9 Affordability**

- 3.9.1 Council will maintain its infrastructure assets in a cost effective affordable manner in accordance with responsible economic and financial management. In order for Council's assets to assist in meeting the strategic goals and in attaining optimum asset expenditure, Council will need to continually review its current operational strategies and adopt new and proven techniques to maintain assets in their current condition.

### **3.10 Sustainability**

- 3.10.1 Council will maintain its assets in a manner to enable the long term financial sustainability for current and future generations. This will be achieved by ensuring efficient and effective service delivery and ensuring appropriate funds are allocated to maintain and renew infrastructure assets.

### **3.11 Health and Safety**

- 3.11.1 Council will endeavour to identify and mitigate all key health and safety risks created by provision of services.
- 3.11.2 Each of the service level outcomes is related directly to the Council's Community Strategic Plan by the way each asset class helps deliver the services required by the community. These service level outcomes are essential to maintain the asset portfolio to a satisfactory level, and also caters to the future demands of the community whilst balancing the potential risks to the community and the Council.

### 3.12 Financial Based Service Levels

- 3.12.1 The premise of asset management is that asset requirements and asset management strategies should be driven by defined and acceptable service levels and performance standards. This section defines the various factors that are considered relevant in determining the Levels of Service for Council's assets that have been used to provide the basis for the life cycle management strategies and works programme identified within this asset management plan.
- 3.12.2 Levels of Service is a generic term used to describe the quality of services provided by an asset. Specific financial based service levels are described in Table 3.12.2.

**Table 3.12.2: Financial Based Service Levels**

|   |   |
|---|---|
| <b>Asset Consumption Ratio</b>                  | The average proportion of 'as new' condition remaining for assets. This ratio shows the written down current value of the local government's depreciable assets relative to their 'as new' value. It highlights the aged condition of a local government's stock of physical assets and the potential magnitude of capital outlays required in the future to preserve their service potential.  |
| <b>Asset Sustainability Ratio</b>               | Are assets being replaced at the rate they are wearing out? This ratio indicates whether a local government is renewing or replacing existing non-financial assets at the same rate that its overall stock of assets is wearing out. It is calculated by measuring capital expenditure on renewal or replacement of assets relative to the rate of depreciation of assets for the same period. A local government would need to understand and be measuring its renewal expenditure to be able to determine this ratio. |
| <b>Asset Renewal and Renewals Funding Ratio</b> | Is there sufficient future funding for renewal and replacement of assets? This ratio indicates whether Council is allocating sufficient funds in its long term financial plan to adequately fund asset renewals.  |
| <b>Asset Backlog Ratio</b>                      | This ratio shows what proportion the infrastructure backlog is against the total value of a council's infrastructure. The benchmark is less than 2%. The ratio is determined by dividing the estimated cost to bring assets to a satisfactory condition by the carrying value of infrastructure, building, other structures and depreciable land improvement assets.  |
| <b>Asset Maintenance Ratio</b>                  | This ratio compares actual versus required annual asset maintenance for each asset class. A ratio of above 100% indicates that the council is investing enough funds that year to halt the infrastructure backlog from growing. The benchmark is greater than 100%.   |

## 4. FUTURE DEMAND

### 4.1 Demand forecast

4.1.1 The future infrastructure demand for community infrastructure and facilities is driven by changes and trends in population change, changes in demographics, lifestyle changes, residential occupancy levels, seasonal and climatic factors, consumer preferences and expectations, technological advancement, economic factors, agricultural practices, environmental awareness.

4.1.2 Demand factor trends and impacts on open spaces and recreation assets are summarised in Table 4.1.2.

**Table 4.1.2: Demand Factors, Projections and Impact on Services**

| Demand driver           | Present position   | Projection   | Impact on services   |
|-------------------------|--|--|--|
| Population              | 6,048 (2016 Census)  | The NSW Department of Planning, Industry and Environment predicts minor population decrease between 2016 and 2041, from 6,150 to 5,450. <sup>1</sup>   | A decrease in population is anticipated to lead to decreased use of open spaces and recreation assets.   |
| Demographics            | As of 2016, the median age of people in Uralla Shire was 46 years.<br><br>People aged 65 years and over made up 20.5% of the population. | The working age population (aged 15-64) is estimated to decrease by 3,750 in 2016 to 2,900 in 2041.<br><br>The number of people aged 65 and over is estimated to increase from 1,200 in 2016 to 1,700 by 2041. | A decrease in younger population is anticipated to lead to decreased use of open spaces and recreation assets.<br><br>Accessible facilities will be required to meet the demands of an ageing population.  |
| Lifestyle               | Sporting, recreational and cultural activities are organised and supported throughout the Shire.   | Residents will continue to demand and utilise the sporting, recreational and cultural activities that are currently on offer.  | Demand for open spaces and recreation infrastructure which supports sporting, recreational and cultural activities is anticipated to remain steady.  |
| Environmental awareness | The community and Council are more environmentally aware and responsible.  | Energy efficiency in Council facilities will be identified as a priority.  | Additional resources will be required for energy efficiency upgrades to recreation facilities.   |
| Climate                 | Extremes increasing  | An increase in average maximum temperatures, may result in increased public demand for certain open spaces and recreation assets including shade structures/shelters and tree plantings.                       | Additional costs may be incurred to fund additional facilities or structures with increased capacity.<br><br>Increased likelihood of drought conditions will result in higher maintenance cost of parks and gardens and necessitate native and/or drought resistant plantings. |

<sup>1</sup> <https://www.planning.nsw.gov.au/Research-and-Demography/Population-projections/Projections>

## 4.2 Changes in Technology

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- 4.2.1 Technology changes may affect the delivery of infrastructure services as a result of improvements to construction materials, methods, maintenance and operations. These may potentially increase the life of some assets and reduce susceptibility to damage.
- 4.2.2 Technology changes are forecast to affect the delivery of services covered by this plan. Construction techniques, available materials and improvements to plant and equipment will evolve and will be assessed on merit and applied where efficiencies can be achieved in construction and maintenance practices.

## 4.3 Demand Management Plan

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- 4.3.1 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.
- 4.3.2 Non-asset solutions focus on providing the required service without the need for the Council to own the assets. Examples of non-asset solutions include providing services from existing infrastructure such as State-managed parks or sporting facilities that may be in another council area.
- 4.3.3 Opportunities identified to date for demand management are shown in Table 4.3.3. Further opportunities will be developed in future revisions of this plan.

**Table 4.3.3: Demand Management Plan Summary**

| Demand driver  | Demand Management Plan   |
|----------------|--|
| Population     | Develop upgrade and renewal works after consultation with the community and other stakeholders that will address their needs and expectations. |
| Demographics   | Identify grant opportunities to ensure renewals and upgrades meet accessibility requirements.  |
| Climate Change | Identify grant and funding opportunities to implement energy efficient features, which can be maximised during renewals and upgrades.          |

## 4.4 New Assets for Growth

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- 4.4.1 New open spaces and recreation assets are those assets that Council did not previously possess, or infrastructure expenditure that upgrades or improves an existing asset beyond its existing capacity.
- 4.4.2 New assets may result from the need to support growth or to create additional service level capacity.
- 4.4.3 New assets and upgrade/expansion of existing assets are identified from various sources such as staff, councillor or community requests, proposals identified by strategic plans or reports, analysis of external plant hire charges incurred, testing or demonstrations of new technologies, or partnerships with other organisations. Candidate proposals are inspected to verify need and to develop a preliminary estimate. Verified proposals are ranked by priority and available funds are scheduled into replacement programs.
- 4.4.4 Acquiring 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 operations and maintenance costs.
- 4.4.5 Council does not currently anticipate demand for new open spaces and recreation assets over the lifetime of this plan.

## 5. LIFE CYCLE MANAGEMENT

The lifecycle management plan details how Council plans to manage and operate the assets at the agreed levels of service while optimising life cycle costs.

### 5.1 Background Data

#### Physical Parameters

- 5.1.1 This plan covers the open spaces and recreation assets that serve the Uralla Shire’s community needs.
- 5.1.2 The asset inventory, values and conditions as per the current asset register are summarised in Table 5.1.2. A detailed asset inventory is set out in Appendix A.

**Table 5.1.2: Asset inventory, values and conditions**

| Open Spaces and Recreation Assets |                    |                             |           |     |    |    |    |         |
|-----------------------------------|--------------------|-----------------------------|-----------|-----|----|----|----|---------|
| Gross Replacement Cost            | Written Down Value | Annual Depreciation Expense | Condition |     |    |    |    |         |
|                                   |                    |                             | 1         | 2   | 3  | 4  | 5  | Unknown |
| \$2,854,439                       | \$2,058,291        | \$136,708                   | 60%       | 21% | 8% | 2% | 1% | 8%      |

#### Asset capacity and performance

- 5.1.3 Council’s services are generally provided to meet design standards where these are available.
- 5.1.4 No Known Service Performance Deficiencies are available, however deficiencies will be identified from the knowledge of Council management, community enquiries, and Council inspections in be included in the next update of this plan.

### 5.2 Operations and Maintenance Plan

#### Maintenance Plan

- 5.2.1 Council’s maintenance activities for open spaces and recreation assets include routine, proactive, specific and reactive maintenance.
- 5.2.2 Routine maintenance is the regular ongoing work that is necessary to keep assets operational and to help assets reach their useful life. It includes work on an asset where a portion may fail and needs immediate repair to make it operational again.
- 5.2.3 Proactive maintenance (or 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.
- 5.2.4 Specific maintenance is replacement of higher value components/sub-components of assets that is undertaken on a regular cycle. This work generally falls below the capital/maintenance threshold but may require a specific budget allocation.



- 5.2.5 In addition to planned maintenance, which is defined and scheduled over the medium-term, Council must also repair unforeseen damage caused by storms or accidents. This type of maintenance is referred to as either reactive or unplanned maintenance.
- 5.2.6 Council's unplanned maintenance work is often carried out because of issues identified through customer requests for service.
- 5.2.7 Actual past maintenance expenditure is shown in Table 5.2.7.

**Table 5.2.7: Maintenance Expenditure Trends [Data to be validated]**

| Year    | Maintenance Expenditure |
|---------|-------------------------|
| 2018/19 | \$ TBC                  |
| 2019/20 | \$ TBC                  |
| 2020/21 | \$ TBC                  |

- 5.2.8 Assessment and prioritisation of reactive maintenance is undertaken by operational staff using experience and judgement.
- 5.2.9 Council's current maintenance expenditure level is less than the required maintenance, meaning that open spaces and recreation assets are not maintained at a standard that is considered adequate to meet the desired service levels.

Standards and specifications

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- 5.2.10 Maintenance work is carried out by Council staff in accordance with the relevant Standards and Specifications.

Summary of future operations and maintenance expenditures

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- 5.2.11 Future maintenance costs are forecast to trend in line with the value of the asset stock, plus an allowance for increase in levels of service over the planning period. Asset values are forecast to increase as assets age and require maintenance and renewal.
- 5.2.12 Deferred maintenance, i.e. 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.
- 5.2.13 Maintenance is funded from the operating budget and grants where available.

Operations and Maintenance Strategies

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- 5.2.14 Council will operate and maintain assets to provide the defined level of service to approved budgets in the most cost-efficient manner. Effective operation and maintenance activities include:
  - Scheduling operations activities to deliver the defined level of service in the most efficient manner;
  - Maintaining and reviewing a current infrastructure risk register for assets on an annual basis. Present service risks associated with providing services from infrastructure assets and reporting Very High and High risks and residual risks after treatment to management and Council;
  - Review current and required skills base and implement workforce training and development to meet required operations and maintenance needs;
  - Review asset utilisation to identify under-utilised assets and appropriate remedies, and over-utilised assets and customer demand management options; and

- Review management of operations and maintenance activities to obtain best value for resources used.

### 5.3 Renewal/Replacement Plan

- 5.3.1 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.
- 5.3.2 Capital renewal activities involve restoring, refurbishing or replacing an asset to bring it back to its original capacity and performance capability.
- 5.3.3 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 costs.
- 5.3.4 The annual required renewal costs reflect the amount needed to be spent on assets that have deteriorated to a point at which renewal is required based on the community’s level of service expectations.
- 5.3.5 Typically, open spaces and recreation assets in condition 4 will provide a poor level of service and will need to be renewed in the short-to medium-term and assets in condition 5 may require urgent and immediate renewal or replacement.

#### Renewal plan

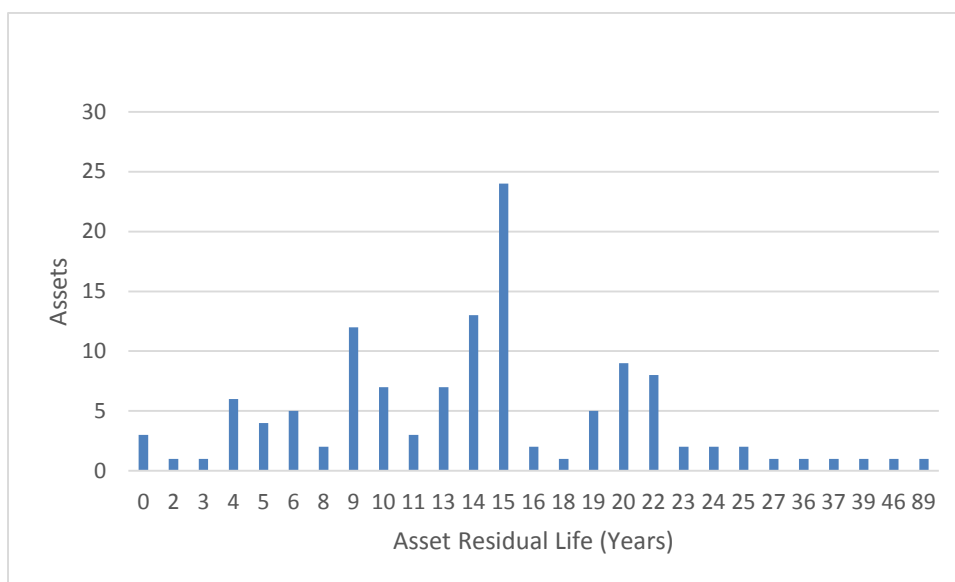
- 5.3.6 Assets requiring renewal are identified from estimates of remaining life obtained from the condition survey. The estimated service life of open spaces and recreation assets varies by asset type as set out in Table 5.3.6.

**Table 5.3.6: Open Spaces and Recreation Asset Service Life**

| Asset type                                  | Asset Service Life (Years) |
|---|----------------------------|
| Soft fall                                   | 5                          |
| Cricket pitch                               | 5                          |
| Shade sails                                 | 5-50                       |
| Liberty Swing                               | 10                         |
| Shelters – (Park, BBQ)                      | 10-30                      |
| Lighting – (Tennis Courts, Park)            | 10-30                      |
| BBQs  | 10-25                      |
| Caravan Park Camp Kitchen                   | 15                         |
| Cemetery infrastructure (eg pergola, beams) | 15-30                      |
| Playground, fitness equipment               | 15-25                      |
| Park tables/seating                         | 15-30                      |
| Park Signage                                | 15                         |
| Drinking fountain                           | 15                         |
| Park bins                                   | 15                         |
| Drainage                                    | 20                         |
| Fencing                                     | 20                         |
| Water tank                                  | 20                         |
| Skate park                                  | 30                         |
| Caravan park septic                         | 30                         |
| Caravan park electrical                     | 30                         |

|                     |     |
|---------------------|-----|
| Tennis courts       | 30  |
| Multipurpose courts | 50  |
| Cemetery niche wall | 100 |

5.3.7 Based on the asset conditions recorded in the asset register, approximately 49% of Council’s open spaces and recreation assets have a remaining life estimated to be greater than 15 years as shown in Figure 5.3.7.



**Figure 5.3.7: Open Spaces and Recreation Assets Residual Life as at 30 June 2021**

5.3.8 Council’s next scheduled assessment will examine the condition of the open spaces and recreation assets and determine renewal requirements. A renewal plan will be prepared on completion of assessment and included in future revisions of this plan.

Renewal and replacement strategies

5.3.9 Council will plan capital renewal and replacement projects to meet level of service objectives and minimise infrastructure service risks by:

- Planning and scheduling renewal projects to deliver the defined level of service in the most efficient manner;
- Undertaking project scoping for all capital renewal and replacement projects to identify:
  - the service delivery ‘deficiency’, present risk, and optimum time for renewal/replacement;
  - the project objectives to rectify the deficiency; and
  - the range of options, estimated capital and life cycle costs for each options that could address the service deficiency;
- Using ‘low cost’ renewal methods (cost of renewal is less than replacement) wherever possible;
- Maintain a current infrastructure risk register for assets and service risks associated with providing services from infrastructure assets, and reporting Very High and High risks and residual risks after treatment to management and Council;
- Review current and required skills base and implement workforce training and development to meet required construction and renewal needs;

- Maintain a current hierarchy of critical assets and capital renewal treatments and timings required; and
- Review management of capital renewal and replacement activities to obtain best value for resources used.

#### Renewal standards

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5.3.10 Renewal work is always carried out to current standards and capacity unless a reduced capacity can be justified.

#### Summary of projected renewal expenditure

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5.3.11 Projected future renewal expenditures are forecast to increase over time as the asset stock ages. The projected capital renewal program is shown in Appendix B [data to be finalised and validated].

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

5.3.13 Renewals are to be funded from capital works programs and grants where available.

#### Impact of Deferring Renewal Works

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5.3.14 Renewal works identified in terms of renewal strategies may be deferred if the cost (or aggregate cost) is beyond the current financial ability to fund it. This can occur when there are short term renewal profile peaks, or higher priority works are required on other infrastructure asset groups.

5.3.15 When renewal works are deferred, the impact of the deferral on the assets ability to still provide the required level of service will be assessed. Although the deferral of some renewal works may not impact significantly on the short-term operation of the assets, repeated deferral will create a liability (backlog) in the longer term.

## 5.4 Creation/Acquisition/Upgrade Plan

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5.4.1 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. These assets from growth are considered in Section 4.4.

5.4.2 Council does currently anticipate any new open spaces and recreation assets over the lifetime of this plan.

## 5.5 Disposal Plan

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

5.5.2 No open spaces and recreation assets are currently identified for possible decommissioning and disposal.

## 6. RISK MANAGEMENT

### 6.1 Risk Assessment

- 6.1.1 Risk management is defined in AS/NZS 4360:2004 as “the culture, processes and structures that are directed towards realising potential opportunities whilst managing adverse effects”.
- 6.1.2 Council is committed to the identification and elimination or reduction of risks associated with hazards that arise throughout Council’s operations as far as reasonably practicable. Our risk assessment process includes:
- Identifying credible risks;
  - Analysing the likelihood of the risk event occurring;
  - Assessing the consequences should the event occur;
  - Developing a risk rating (‘likelihood’ times ‘consequences’, as shown in Table 6.1.3 below);
  - Evaluating the risk; and
  - Detailing a risk treatment plan for non-acceptable risks.
- 6.1.3 An assessment of risks associated with service delivery from infrastructure assets has identified critical risks that will result in loss or reduction in service from infrastructure assets or a ‘financial shock’ to the organisation. The risk assessment process identifies credible risks, the likelihood of the risk event occurring, the consequences should the event occur, develops a risk rating, evaluates the risk and develops a risk treatment plan for non-acceptable risks.

**Table 6.1.3: Uralla Shire Council Risk Matrix**

|                | CONSEQUENCES |        |          |              |              |
|----------------|--------------|--------|----------|--------------|--------------|
| LIKELIHOOD     | Minimal      | Minor  | Moderate | Major        | Catastrophic |
| Almost certain | Medium       | Medium | High     | Catastrophic | Catastrophic |
| Likely         | Medium       | Medium | High     | Catastrophic | Catastrophic |
| Possible       | Low          | Medium | Medium   | High         | Catastrophic |
| Unlikely       | Low          | Low    | Medium   | High         | High         |
| Rare           | Low          | Low    | Medium   | Medium       | High         |

### 6.2 Strategic Infrastructure Risks

- 6.2.1 Some high-level infrastructure based risks have been identified that are associated with the management of open spaces and recreation assets. These strategic risks are identified in Table 6.2.1.

**Table 6.2.1: Strategic Infrastructure Risks**

| Risk Details / Event  | Likelihood | Consequence | Risk   | Existing Controls   | Controls Adequate | Actions Needed / Treatment Plan   |
|---|------------|-------------|--------|---|-------------------|---|
| Poor design/construction causes damage or injury  | Unlikely   | Major       | High   | <ul style="list-style-type: none"> <li>• Designs prepared and construction projects supervised by suitably qualified and experienced people</li> <li>• Repair structural faults or hazards that may injure an occupant</li> </ul> | Y                 | N/A   |
| Damage caused by vandalism including graffiti   | Possible   | Moderate    | Medium | <ul style="list-style-type: none"> <li>• Install security systems</li> <li>• Hold adequate insurance</li> </ul>   | Y                 |   |
| Overall condition of assets decrease due to inadequate renewal and maintenance programs       | Likely     | Moderate    | High   | <ul style="list-style-type: none"> <li>• Inspect assets regularly</li> <li>• Conduct routine maintenance</li> <li>• Conduct renewal work as required</li> <li>• Allocate funds to asset renewal reserve</li> </ul>                | N                 | Develop Asset Inspection strategy and long term renewals plan   |
| Changes in legislation affect responsibilities of the Council                                 | Unlikely   | Moderate    | Medium | Monitor legislative changes   | Y                 |   |
| Resource constraints affect the management of the assets                                      | Possible   | Major       | High   | None  | N                 | Allocate funds to an asset renewal reserve  |
| Failure of materials supplies   | Possible   | Moderate    | Medium | None  | N                 | Obtain alternative supply arrangements  |
| Open spaces and recreation assets are damaged or destroyed by fire, severe storm, or flooding | Unlikely   | Major       | High   | <ul style="list-style-type: none"> <li>• Monitor known flooding hot spots and maintain stormwater drainage network per Stormwater Drainage AMP</li> <li>• Hold adequate insurance</li> </ul>                                      | Y                 |   |
| Impact on climate change on assets  | Possible   | Major       | High   | Monitor conditions of assets  | Y                 | Develop environmental plan to identify impacts on assets. Develop strategies to manage climate change |
| Assets fail to meet the Disability Discrimination Act requirements or other codes             | Possible   | Minor       | Medium | <ul style="list-style-type: none"> <li>• Assess assets</li> <li>• Optimise funding</li> </ul>   | Y                 |   |

### **6.3 Critical Assets**

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- 6.3.1 Critical assets are specific assets which have a high consequence of failure but not necessarily a high likelihood of failure. For example, failure would cause a financial loss within the community or a marked reduction of service.
- 6.3.2 By identifying critical assets and critical failure modes, Council can target and refine inspection regimes, maintenance plans and capital expenditure plans at appropriate times.
- 6.3.3 Operations and maintenances activities may also be targeted to mitigate critical assets failure and maintain service levels. These activities may include increased inspection frequency and higher maintenance intervention levels.
- 6.3.4 Council has not identified any open spaces and recreation assets as critical assets.

## 7. FINANCIAL SUMMARY

### 7.1 Financial Statements and Projections

- 7.1.1 This asset management plan identifies the projected operations, maintenance and capital renewal expenditures required to provide the sufficient level of service to the community over a 10 year period. This plan provides input into the long term financial plan aimed at providing the required services in a sustainable manner.
- 7.1.2 The total amount of expenditure for open spaces and recreation operations, maintenance and capital over the next ten years is forecast to be approximately \$[TBC] with annual forecasted expenditure varying between \$[TBC] to \$[TBC] per annum. Forecasted operational expenditure for the ten year cycle will be approximately \$[TBC] which equates to [TBC]% of the total forecasted expenditure.
- 7.1.3 Projected operating (operations and maintenance) and capital expenditure (renewal and upgrade/expansion/new assets), net disposal expenditure and estimated budget funding are set out in Table 7.1.3.

**Table 7.1.3: Projected Operating and Capital Expenditure [DATA TO BE VALIDATED]**

| Description                        | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26 | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 | 2031/32 |
|------------------------------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| <b>Income</b>                      |         |         |         |         |         |         |         |         |         |         |         |
| Grants                             |         |         |         |         |         |         |         |         |         |         |         |
| Known grants for capital expansion |         |         |         |         |         |         |         |         |         |         |         |
| Borrowings                         |         |         |         |         |         |         |         |         |         |         |         |
| <b>Total income</b>                | 0       | 0       | 0       | 0       | 0       | 0       | 0       | 0       | 0       | 0       | 0       |
| <b>Expenditure</b>                 |         |         |         |         |         |         |         |         |         |         |         |
| Operations                         |         |         |         |         |         |         |         |         |         |         |         |
| Maintenance                        |         |         |         |         |         |         |         |         |         |         |         |
| Capital renewal                    |         |         |         |         |         |         |         |         |         |         |         |
| Capital expansion                  |         |         |         |         |         |         |         |         |         |         |         |
| <b>Total expenditure</b>           | 0       | 0       | 0       | 0       | 0       | 0       | 0       | 0       | 0       | 0       | 0       |
| <b>Surplus / (Shortfall)</b>       | 0       | 0       | 0       | 0       | 0       | 0       | 0       | 0       | 0       | 0       | 0       |



Renewals

7.1.4 Asset age and condition based renewals plans have been developed which provide a more realistic renewals pattern and renewals expenditure requirements. Although the plan provides optimal year of renewals for each asset, to set the budget to match the pattern is not practical. Therefore, it is important to review the renewals plan against estimated depreciation and establish a reserve that can be used as required.

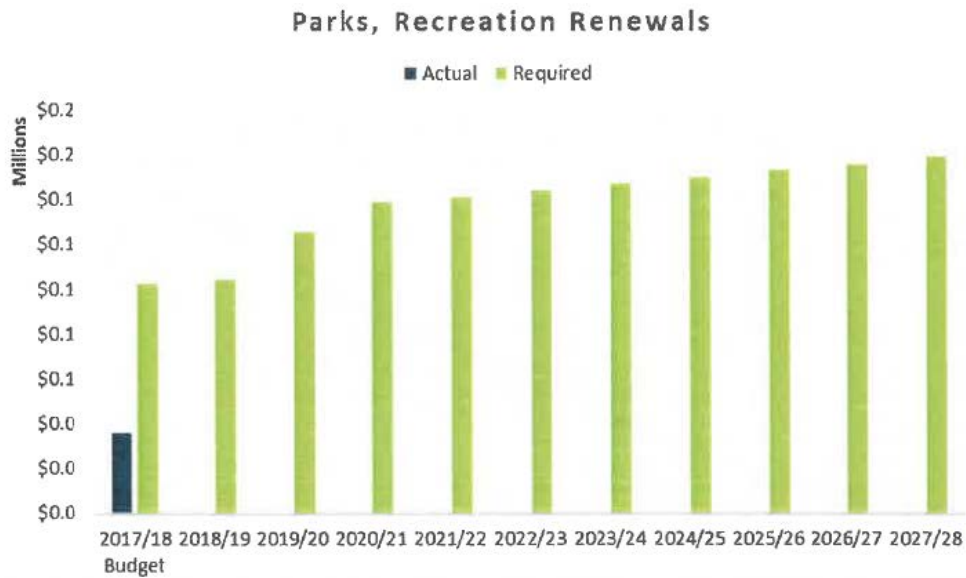
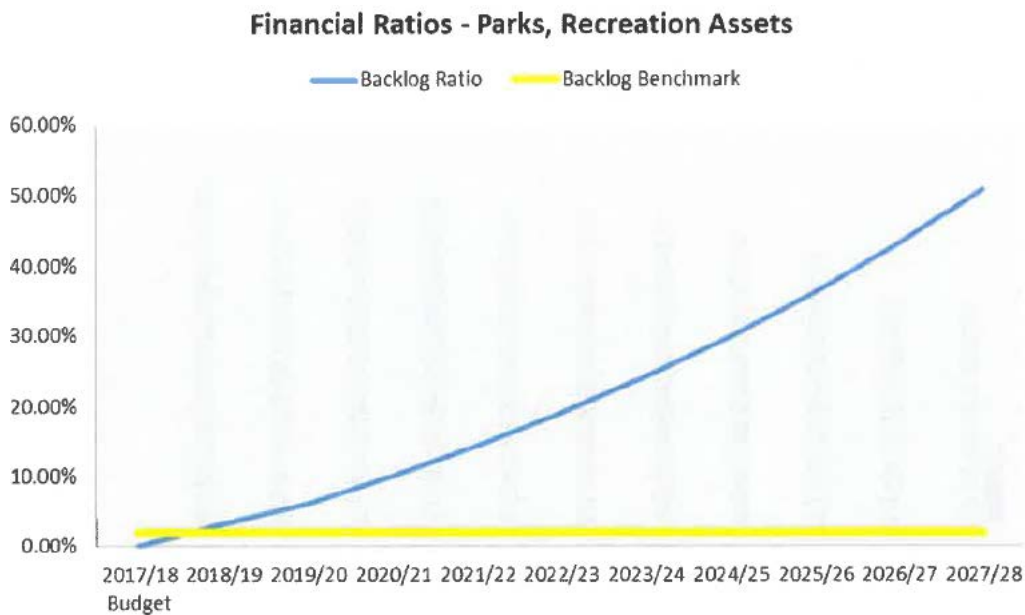


Figure 7.1.4.1 Open Spaces and Recreation Assets Renewal Costs

Operations and Maintenance



Figure 7.1.4.2 Open Spaces and Recreation Assets Operations and Maintenance Costs



**Figure 7.1.4.3 Open Spaces and Recreation Assets Financial Ratios**

Financial sustainability in service delivery

- 7.1.5 There are three 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/expenditures and medium term projected/budgeted expenditures over 5 and 10 years of the planning period.
- 7.1.6 The capacity to meet the projected/budgeted expenditures is dependent upon the capacity of the organisation to provide sufficient funding from its own resources to sustain the ongoing costs.
- 7.1.7 **Life cycle costs** (or whole of life costs) are the total annual costs that are required to sustain the service levels over the assets life. Life cycle costs include the original purchase, operations, depreciation and maintenance expenditure to hold the asset over its period of use. The life cycle cost for the open spaces and recreation assets is **\$(TBC) per year** (operations and maintenance expenditure plus depreciation expense in year 1).
- 7.1.8 A comparison should be used between the predicted life cycle costs and actual life cycle expenditure to highlight any differences. If the life cycle expenditure is more than that life cycle cost, it is most likely that charges will need to be increased to meet requirements.
- 7.1.9 Life cycle costs can be compared to life cycle expenditure to give an indicator of sustainability in service provision. Life cycle expenditure includes operations, maintenance and capital renewal expenditure. Life cycle expenditure will vary depending on the timing of asset renewals.
- 7.1.10 A shortfall between life cycle cost and life cycle expenditure is the life cycle gap.

7.1.11 The expenditure projections in Table 7.1.11 below look at the annual expenditure gap by comparing planned budgets in the Long Term Financial Plan against the required expenditure, calculated based on best practices. The allocation of adequate budget in each budget category demonstrates Council's knowledge and understanding of asset's life cycle requirements.

**Table 7.1.11: Annual Expenditure Gap [DATA TO BE VALIDATED]**

|                                 | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26 | 2026/27 | 2027/28 | 2028/29 | 2029/30 | 2030/31 |
|---------------------------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| <b>Actual ('000)</b>            |         |         |         |         |         |         |         |         |         |         |
| Renewal                         | \$0     | \$0     | \$0     | \$0     | \$0     | \$0     | \$0     | \$0     | \$0     | \$0     |
| New and Expanded Assets         | \$0     | \$0     | \$0     | \$0     | \$0     | \$0     | \$0     | \$0     | \$0     | \$0     |
| Maintenance                     | \$67    | \$69    | \$70    | \$71    | \$73    | \$74    | \$76    | \$77    | \$79    | \$80    |
| Total Expenditure               | \$67    | \$69    | \$70    | \$71    | \$73    | \$74    | \$76    | \$77    | \$79    | \$80    |
| <b>Required ('000)</b>          |         |         |         |         |         |         |         |         |         |         |
| Required Renewal (Depreciation) | \$141   | \$144   | \$147   | \$150   | \$153   | \$156   | \$159   | \$162   | \$165   | \$168   |
| New and Expanded Assets         | \$0     | \$0     | \$0     | \$0     | \$0     | \$0     | \$0     | \$0     | \$0     | \$0     |
| Required O&S                    | \$158   | \$161   | \$164   | \$168   | \$171   | \$174   | \$178   | \$181   | \$184   | \$188   |
| Total                           | \$299   | \$305   | \$311   | \$318   | \$324   | \$330   | \$337   | \$343   | \$349   | \$356   |
| Overall (GAP)                   | (\$232) | (\$236) | (\$241) | (\$247) | (\$251) | (\$256) | (\$261) | (\$266) | (\$270) | (\$276) |

7.1.12 The life cycle costs and life cycle expenditure comparison highlights any difference between present outlays and the average cost of providing the service over the long term. If the life cycle expenditure is less than that life cycle cost, it is most likely that outlays will need to be increased or cuts in services made in the future.

7.1.13 Knowing the extent and timing of any required increase in outlays and the service consequences if funding is not available will assist organisations in providing services to their communities in a financially sustainable manner. This is the purpose of the asset management plans and long term financial plan.

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

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- 7.1.14 This asset management plan identifies the projected operations, maintenance and capital renewal expenditures required to provide an agreed level of service to the community over a 10 year period. This provides input into 10 year financial and funding plans aimed at providing the required services in a sustainable manner.
- 7.1.15 These projected expenditures may be compared to budgeted expenditures in the 10 year period to identify any funding shortfall. In a core asset management plan, a gap is generally due to increasing asset renewals for ageing assets.
- 7.1.16 The projected operations, maintenance and capital renewal expenditure required over the 10 year planning period is \$[TBC] per year.
- 7.1.17 Estimated (budget) operations, maintenance and capital renewal funding is \$[TBC] per year giving a 10 year funding shortfall of \$[TBC] per year and a 10 year sustainability indicator of [TBC]. This indicates that Council has \$[TBC] of the projected expenditures needed to provide the services documented in the asset management plan.

#### Medium Term – 5 year financial planning period

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- 7.1.18 The projected operations, maintenance and capital renewal expenditure required over the first 5 years of the planning period is \$[TBC] per year.
- 7.1.19 Estimated (budget) operations, maintenance and capital renewal funding is \$[TBC] per year giving a 5 year funding shortfall of \$[TBC]. This is [TBC]% of projected expenditures giving a 5 year sustainability indicator of [TBC]. *[Figures in yellow highlight to be validated]*

#### Financial Sustainability Indicators

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- 7.1.20 Providing services from infrastructure in a sustainable manner requires the matching and managing of service levels, risks, projected expenditures and funding to achieve a financial sustainability. Projected asset renewals in the 10 year planning period are set out in Appendix B.
- 7.1.21 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.
- 7.1.22 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.
- 7.1.23 We manage the 'gap' by developing this asset management plan to provide guidance on future service levels and resources required to provide these services, and review future services, service levels and costs with the community.

## 7.2 Funding Strategy

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- 7.2.1 Council funds open spaces and recreation assets through grants, general funds, and borrowings.
- 7.2.2 Grant funding is required when major projects need to be undertaken.
- 7.2.3 General funds are used in two ways for our open spaces and recreation assets. Firstly, they are used to support the maintenance of our open spaces and recreation assets. Secondly, they are used to build an asset renewal reserve each year. This will help in reducing Council's reliance on grant funding for renewal projects.

7.2.4 Council also has the option of borrowing to support investments in open spaces and recreation assets. This option requires careful monitoring of Council's debt service ratio.

## 7.3 Valuations

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### Asset valuations

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7.3.1 The value of assets recorded in the asset register as at 30 June 2021 covered by this asset management plan is shown below. Open spaces and recreation assets were last revalued at 30 June 2021.

Current Replacement Cost                    \$2,854,438 [To be validated]

Depreciable Amount                         [Figures to be validated]

Depreciated Replacement Cost           [Figures to be validated]

Annual Depreciation Expense            [Figures to be validated]

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

Asset Consumption                            [To be validated]  
(Depreciation/Depreciable Amount)

Asset renewal                                 [To be validated]  
(Capital renewal exp/Depreciable amount)

Annual Upgrade/New                        [To be validated]  
(Capital upgrade exp/Depreciable amount)

Annual Upgrade/New                        [To be validated]  
(including contributed assets)

7.3.3 Council is currently renewing assets at [To be validated]% of the rate they are being consumed and increasing its asset stock by [To be validated]% each year.

7.3.4 To provide services in a financially sustainable manner, Council will need to renew assets at the rate they are being consumed over the medium-long term, and fund the life cycle costs for all new assets and services in its long term financial plan.

### Valuation Forecasts

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7.3.5 Asset values are forecast to increase/decrease over the planning period [To be confirmed].

7.3.6 Figure 7.3.6 shows the projected replacement cost asset values over the planning period.

**Figure 7.3.6: Projected Asset Values**

[Figure to be added]

7.3.7 Depreciation expense values are forecast in line with asset values as shown in Figure 7.3.7.

**Figure 7.3.7: Projected Depreciation Expense**

[Figure to be added]

- 7.3.8 The depreciated replacement cost (current replacement cost less accumulated depreciation) will vary over the forecast period depending on the rates of addition of new assets, disposal of old assets and consumption and renewal of existing assets. Forecast of the assets' depreciated replacement cost is shown in Figure 7.3.8.

**Figure 7.3.8: Projected Depreciated Replacement Cost**

[Figure to be added]

## **7.4 Factors affecting open spaces and recreation assets**

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### Funding Uncertainties

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- 7.4.1 Uralla Shire Council is highly reliant on grant funding and its rates revenues are limited.
- 7.4.2 Based on the size of our communities, it is difficult to fund the provision of our open spaces and recreation assets. Council will need to seek ongoing government funding, where available, to maintain and enhance our open spaces and recreation assets.

### Council's asset renewal backlog

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- 7.4.3 Assets that are below the minimum condition rating do not meet Council's minimum levels of service. Such assets will require renewal. These assets form part of Council's renewal backlog and Council should be ensuring that these assets are brought up to the agreed levels of service.
- 7.4.4 Council's asset renewal backlog will need to be funded.

### Staff and resource shortages

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- 7.4.5 As with financial constraints on the provision of our open spaces and recreation assets, difficulties in recruiting and retaining staff can be a challenge for Council. As a large rural Council, Council often faces challenges in filling technical and managerial positions. When technical or managerial positions are vacant it can affect Council's ability to provide some of the services expected by the community.

## 8. IMPROVEMENT PLAN AND MONITORING

### 8.1 Asset Management Practices

#### Accounting/Financial Systems

- 8.1.1 Council uses Authority and Magiq software for its financial/accounting systems. The system is managed by Council's Finance section and produces quarterly financial reports for Council, while also producing reports for annual financial statements for audit and production to the Uralla Shire community.
- 8.1.2 Council manages and is responsible for all of the accounting, budgeting and financial aspects of all of its assets. The primary issue for the financial systems section is to:
- Conduct regular asset valuations;
  - Ensure valuations match what is out in the field; and
  - Undertake regular updates to the system.

#### Accountabilities for Financial Systems

- 8.1.3 Under the *Local Government Act 1993*, Council must meet certain financial reporting requirements. These include budget reviews with all AMP sections within the Council. Council must also provide an annual report outlining the year's achievements, in terms of meeting its objectives and performance targets as it had set out. The annual report also outlines the amount of expenditure required to meet the standards set in the asset plans, the amount of annual maintenance required to keep the assets at the level of service specified, and Council's maintenance program for the year in relation to the work carried out.
- 8.1.4 The determination of expenditure as capital or maintenance is a combination of purpose, value and economic life of the asset received from the expenditure. The guidelines for the determination are set out in Note C1-7 of the Annual Financial Statements as adopted annually by Council.
- 8.1.5 **Initial Recognition:** All non-current assets purchased are capitalised as the expenditure is incurred and assets are depreciated from the first full year of use. For the initial recognition, an asset's cost is measured at its fair value, plus all expenditure that is directly attributable to the acquisition. Where settlement of any part of an asset's cash consideration is deferred, the amounts payable in the future are discounted to their present value as at the date of recognition or date of exchange of the asset to arrive at fair value. The discount rate used is the Council's incremental borrowing rate, being the rate at which a similar borrowing could be obtained from an independent financier under comparable terms and conditions.
- 8.1.6 **Materiality:** Assets with an economic life in excess of one year are only capitalised where the cost of acquisition exceeds materiality thresholds established by Council for each type of asset. In determining and in annually reviewing such thresholds, regard is had to the nature of the asset and its estimated service life.
- 8.1.7 **Subsequent Costs:** Subsequent costs are added to an asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to Council and the cost of the item can be measured reliably.
- 8.1.8 **Maintenance:** All other expenditure on open spaces and recreation assets, including the excess of fair value addition expense noted above, is recorded as repairs and maintenance and charged to the Income Statement during the financial period in which they are incurred.

## Asset Management Systems

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- 8.1.9 A number of systems and registers are used by the Council for the purpose of open spaces and recreation asset management:
- Microsoft® Excel spreadsheets – manipulate, interrogate and report on asset data
  - Civica® “Authority” software – finance system
  - TRIM (© (HP Software Division) – records and document management
- 8.1.10 The responsibility for operating and maintaining the core Asset Management systems relating to open spaces and recreation assets is with the Asset Manager and the Director Infrastructure and Development. The development of an annual budget allocation is between the Director, the Chief Financial Officer, and the General Manager, based upon the ten year financial plan forward estimates. Responsibilities of key stakeholders are set out in Appendix C.
- 8.1.11 Currently, there is no core corporate system for asset management thus various duplications of assets records exist in different databases and have misaligned information. There are no direct links with operations and maintenance expenses and the individual asset.
- 8.1.12 The ongoing maintenance of this system should become a core function within Council’s operations. Linking Council’s asset management system and financial system (Authority) is identified as a key strategy to improve Council’s asset management practices.

## Information Flow Requirements and Processes

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- 8.1.13 The key information flows *into* this asset management plan are:
- Council strategic and operational plans,
  - Service requests from the community,
  - Network assets information,
  - The unit rates for categories of work/materials,
  - Current levels of service, expenditures, service deficiencies and service risks,
  - Projections of various factors affecting future demand for services and new assets acquired by Council,
  - Future capital works programs, and
  - Financial asset values.
- 8.1.14 The key information flows *from* this asset management plan are:
- The projected Works Program and trends,
  - The resulting budget and long term financial plan expenditure projections, and
  - Financial sustainability indicators.
- 8.1.15 The information flows listed above will impact the Long Term Financial Plan, annual budget, and departmental business plans and budgets.



## 8.2 Improvement Program

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8.2.1 The open spaces and recreation asset management improvement program generated from this asset management plan is shown in Table 8.2.1.

**Table 8.2.1: Improvement Program**

| No | Action  | Priority | Responsibility | Timeline  |
|----|---|----------|----------------|-----------|
| 1  | Review and confirm expenditure for all categories into renewals, new, maintenance and operational   | High     | Asset Manager  | Two years |
| 2  | Review and adopt acceptable Level of Services in consultation with community, update any changes and measure progress annually  | High     | Asset Manager  | 2024/25   |
| 3  | Review and establish clear assumptions and approach for calculating depreciation and backlog. Apply this consistent approach across all asset sub categories to obtain most accurate backlog. Prioritise and create a plan to address the backlog by reaching an acceptable level, as consulted and agreed with the community | High     | Asset Manager  | 2023/24   |
| 4  | Prioritise and plan asset renewals to meet agreed service levels based on community's importance, asset category priority and site inspections. Standardise renewal expenditure where possible and reserve any extra funds separately for later use   | High     | Asset Manager  | 2023/2024 |
| 5  | Prioritise and plan asset renewals to meet agreed service levels based on community's importance, asset category priority and site inspections. Standardise renewal expenditure where possible and reserve any extra funds separately for later use   | Medium   | Asset Manager  | 2024      |
| 6  | Review and update future life cycle costs (unit rates) to improve accuracy of estimated lifecycle costs   | Medium   | Asset Manager  | 2024      |

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## 8.3 Monitoring and Review Procedures

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- 8.3.1 This asset management plan will be reviewed during annual budget preparation and amended to recognise any material changes in service levels and/or resources available to provide those services as a result of the budget decision process.
- 8.3.2 This plan will be updated annually accurately represent the current service level, asset values, projected operations, maintenance, capital renewal and replacement, capital upgrade/new and asset disposal expenditures and projected expenditure values incorporated into Council's long term financial plan.
- 8.3.3 This plan has a life of four years and is due for complete revision and updating within twelve months of each Council election.

## 8.4 Performance Measures

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

- The degree to which the required projected expenditures identified in this AMP are incorporated into the organisation's long term financial 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 AMP; and
- The degree to which the existing and projected service levels and service consequences (what we cannot do), risks and residual risks are incorporated into the organisation's Strategic Plan and associated plans.

### Key Performance Benchmarks

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8.4.2 Council monitors and assesses its performance with respect to maintaining and renewing its assets using key performance benchmarks. These benchmarks are used to measure how well Council is meeting the community's expectations in relation to the condition of its assets.

8.4.3 Council recognises the importance of working with the local community when managing the Uralla Shire's assets on behalf of the community. Council works with the community in two important ways. Firstly, it creates community service expectations. These summarise what the community wants. Secondly, it measures its progress in meeting these community service expectations against key performance benchmarks.

8.4.4 By using community-focussed performance benchmarks, Council maintenance and improvements to open spaces and recreation assets are directly relevant to the community.

8.4.5 The key performance benchmarks that have been established for the open spaces and recreation assets are outlined in Table 3.5.2.

## REFERENCES

- 1 NSW Office of Local Government, 2021, *Integrated Planning & Reporting Handbook for Local Councils in NSW*, ISBN 978-1-922001-90-0, [www.olg.nsw.gov.au](http://www.olg.nsw.gov.au).
- 2 DVC, 2006, *Asset Investment Guidelines, Glossary*, Department for Victorian Communities, Local Government Victoria, Melbourne, <http://www.dpcd.vic.gov.au/localgovernment/publications-and-research/asset-management-and-financial>.
- 3 IPWEA, 2006, *International Infrastructure Management Manual*, Institute of Public Works Engineering Australia, Sydney, [www.ipwea.org.au](http://www.ipwea.org.au).
- 4 IPWEA, 2008, *NAMS.PLUS Asset Management* Institute of Public Works Engineering Australia, Sydney, [www.ipwea.org.au/namsplus](http://www.ipwea.org.au/namsplus).
- 5 IPWEA, 2009, *Australian Infrastructure Financial Management Guidelines*, Institute of Public Works Engineering Australia, Sydney, [www.ipwea.org.au/AIFMG](http://www.ipwea.org.au/AIFMG).

## APPENDICES

- Appendix A     Schedule of Assets
- Appendix B     Projected Capital Renewal Program
- Appendix C     Key Stakeholder Responsibilities
- Appendix D     Glossary of Terms

## Appendix A – Schedule of Assets

| Asset Description   | Condition (1-5) | Current value 30 June 2021 | At cost value 30 June 2021 |
|---|-----------------|----------------------------|----------------------------|
| Playground Improvements Preschool                                   | Unknown         | \$0                        | \$34,763                   |
| Skillion Awning 4x7 in Lysaght Firmlock Supply & Install            | 3               | \$1,713                    | \$5,140                    |
| Earthsafe Septic System at Bundarra Caravan Park                    | 1               | \$14,110                   | \$17,600                   |
| Electrical improvements Bundarra Caravan Park                       | 2               | \$8,403                    | \$11,000                   |
| Uralla Caravan Park - Camp Kitchen                                  | 1               | \$30,509                   | \$31,816                   |
| Fencing - Rolltop   | Unknown         | \$0                        | \$24,000                   |
| Drainage  | Unknown         | \$0                        | \$3,603                    |
| Cemetery Beams Uralla   | 2               | \$6,496                    | \$9,126                    |
| Cemetery Beams Uralla 2002/2003                                     | 2               | \$860                      | \$1,893                    |
| Cemetery Beams Bundarra 2002/2003                                   | 2               | \$1,068                    | \$2,349                    |
| Niche Wall Bundarra Cemetery  | 2               | \$2,634                    | \$2,993                    |
| Heritage Pergola for Entrance to Cemetery Construction              | 2               | \$1,932                    | \$5,796                    |
| Fencing Decorative Steel Supply                                     | 2               | \$6,762                    | \$13,523                   |
| Beam at Cemetery  | 1               | \$6,880                    | \$8,487                    |
| Shade Sail Wood St Uralla   | 3               | \$10,928                   | \$14,570                   |
| Shade Sails - Playground Equipment 17A Queen St Uralla              | 3               | \$15,598                   | \$22,773                   |
| Statue & Platform   | 3               | \$58,143                   | \$110,000                  |
| Lighting  | 3               | \$367                      | \$11,000                   |
| Playground Equipment  | Unknown         | \$0                        | \$3,000                    |
| Equipment   | Unknown         | \$0                        | \$1,000                    |
| Fencing   | Unknown         | \$0                        | \$600                      |
| Equipment   | Unknown         | \$0                        | \$5,000                    |
| Equipment   | Unknown         | \$0                        | \$3,520                    |
| Kingstown Park - Playground Equipment                               | Unknown         | \$0                        | \$19,812                   |
| Playground Equipment  | 5               | \$0                        | \$1,489                    |
| Playground Equipment - Porter Park                                  | 2               | \$3,520                    | \$22,000                   |
| Skate Park Uralla   | 2               | \$26,020                   | \$84,055                   |
| Playground Equipment - Invergowrie                                  | 4               | \$0                        | \$11,000                   |
| Fencing - Pool  | 2               | \$349                      | \$857                      |
| Fencing - Gilmore Park  | 2               | \$563                      | \$1,409                    |
| BBQ Invergowrie Park  | Unknown         | \$0                        | \$1,485                    |
| Tables & Chairs Uralla Creek (Pioneer Park)                         | 3               | \$660                      | \$6,600                    |
| Playground Equipment Kentucky Reserve                               | 2               | \$2,648                    | \$7,356                    |
| Creative Village Project - Uralla Creek Table & Seat Set - The Glen | 3               | \$854                      | \$2,200                    |
| Uralla Tennis Courts  | 3               | \$224,806                  | \$380,586                  |
| Playground Equipment Kentucky Reserve                               | 1               | \$7,878                    | \$15,150                   |
| Creative Village Project - Uralla Creek Barbeque - The Glen         | 4               | \$1,540                    | \$5,500                    |
| Cricket Nets  | 3               | \$13,528                   | \$18,205                   |
| Tennis Club Lights  | 2               | \$29,893                   | \$35,221                   |
| Park Upgrade Bundarra   | 2               | \$20,167                   | \$27,500                   |
| Playground Shade Sail Structure                                     | 2               | \$1,231                    | \$13,680                   |
| Kentucky Reserve - Play Equipment (Formerly located at Alma Park)   | 2               | \$34,170                   | \$79,968                   |
| Cycling Track - Mt Mutton   | 2               | \$9,827                    | \$35,219                   |

| <b>Asset Description</b>                              | <b>Condition<br/>(1-5)</b> | <b>Current value<br/>30 June 2021</b> | <b>At cost value<br/>30 June 2021</b> |
|---|----------------------------|---------------------------------------|---------------------------------------|
| Fencing - Mt Mutton                                   | 2                          | \$2,514                               | \$6,285                               |
| Alloy Disables Stairs Access                          | 2                          | \$766                                 | \$1,330                               |
| Shelter Bundarra                                      | 3                          | \$11,550                              | \$16,500                              |
| Sports Ground Lights Uralla                           | 2                          | \$13,224                              | \$44,000                              |
| Playground Upgrade Brushgrove                         | 2                          | \$9,200                               | \$18,399                              |
| Kentucky Playground Shade Cloth                       | 4                          | \$26,719                              | \$34,202                              |
| BBQ Invergowrie                                       | 2                          | \$4,193                               | \$8,800                               |
| Fence at 158 Bridge Street Uralla                     | 2                          | \$174                                 | \$2,000                               |
| Brushgrove Playground Upgrade (Workorder 343)         | 2                          | \$0                                   | \$789                                 |
| Steel Seating at Kingstown Tennis Courts              | 2                          | \$372                                 | \$3,978                               |
| Electric BBQ, Bundarra Caravan Park                   | 1                          | \$3,960                               | \$5,500                               |
| Multipurpose Outdoor Courts - Uralla Sporting Complex | 1                          | \$101,855                             | \$110,716                             |
| Liberty Swing at Alma Park                            | 1                          | \$24,469                              | \$40,792                              |
| Slab at Skate Park                                    | 1                          | \$0                                   | \$0                                   |
| Play Equipment Penelope Park Invergowrie              | 1                          | \$72,659                              | \$81,064                              |
| Shade sails Penelope Park Invergowrie                 | 1                          | \$6,905                               | \$11,679                              |
| Roll Top Shelter setting - Penelope Park, Invergowrie | 1                          | \$15,321                              | \$17,750                              |
| Fencing - Uralla Tennis Courts                        | 1                          | \$32,750                              | \$36,415                              |
| Signage at Mount Mutton Walking Trail                 | 1                          | \$2,378                               | \$2,755                               |
| Shade Structure - Porter Park                         | 1                          | \$6,310                               | \$7,884                               |
| Play Area fencing - Porter Park                       | 1                          | \$5,518                               | \$6,130                               |
| BBQ - Porter Park                                     | 2                          | \$9,220                               | \$11,521                              |
| BBQ Shelter - Porter Park                             | 2                          | \$16,382                              | \$18,899                              |
| Play Equipment - Porter Park                          | 1                          | \$39,295                              | \$45,331                              |
| BBQ - Rotary Park                                     | 1                          | \$0                                   | \$0                                   |
| BBQ Shelter - Rotary Park                             | 1                          | \$0                                   | \$0                                   |
| Outdoor Fitness Equipment - Hampden Park              | 1                          | \$45,559                              | \$51,181                              |
| Drinking Fountain - Hampden Park                      | 1                          | \$4,055                               | \$4,759                               |
| Roll Top Shelter Combo - Hampden Park                 | 1                          | \$0                                   | \$0                                   |
| Picnic Shelters - Uralla Swimming Pool                | 1                          | \$17,231                              | \$19,317                              |
| BBQ - Uralla Swimming Pool                            | 1                          | \$7,339                               | \$8,758                               |
| Uralla Swimming Pool - Fencing                        | 1                          | \$3,004                               | \$3,269                               |
| Alma Park Playground Structures (2020)                | 1                          | \$357,826                             | \$386,007                             |
| Alma Park Flying Fox (2020)                           | 1                          | \$36,142                              | \$41,149                              |
| Alma Park Drinking Fountain                           | 1                          | \$4,156                               | \$4,731                               |
| Alma Park Roll Top Shelters                           | 1                          | \$37,189                              | \$42,341                              |
| Alma Park Light at Memorial Gates                     | 1                          | \$6,716                               | \$7,646                               |
| Rotary Memorial Park - Roll Top Shelter               | 1                          | \$6,011                               | \$6,903                               |
| Uralla Sporting Complex BBQ and Shelter               | 1                          | \$29,876                              | \$34,199                              |
| Uralla Sporting Complex Shade Structure               | 1                          | \$6,389                               | \$7,884                               |
| Uralla Sporting Complex - Playground Equipment        | 1                          | \$41,345                              | \$45,676                              |
| Gilmore Park Playground Equipment                     | 1                          | \$19,300                              | \$21,441                              |
| Hampden Park - Cricket Pitch                          | 1                          | \$10,286                              | \$15,341                              |
| Hampden Park - Fencing                                | 1                          | \$6,966                               | \$7,591                               |
| Pioneer Park - Drinking Fountain                      | 1                          | \$3,823                               | \$4,295                               |
| Wooldridge Fossicking Area - 2 x BBQ's                | 1                          | \$14,757                              | \$15,568                              |
| Wooldridge Fossicking Area - Shelter and seating      | 1                          | \$24,747                              | \$27,488                              |

| <b>Asset Description</b>   | <b>Condition<br/>(1-5)</b> | <b>Current value<br/>30 June 2021</b> | <b>At cost value<br/>30 June 2021</b> |
|--|----------------------------|---------------------------------------|---------------------------------------|
| Wooldridge Fossicking Area - Water tank                              | 1                          | \$2,418                               | \$2,513                               |
| Wooldridge Fossicking Area - Gravel carpark with log barriers        | 1                          | \$25,862                              | \$26,863                              |
| Bundarra Sporting Complex - Practice cricket pitch                   | 1                          | \$18,896                              | \$19,695                              |
| Bundarra Sporting Complex - Drinking fountain                        | 1                          | \$2,539                               | \$2,623                               |
| Bundarra Sporting Complex - Grandstand                               | 1                          | \$4,877                               | \$5,052                               |
| Kentucky Park - Lighting   | 1                          | \$2,760                               | \$2,957                               |
| Hampden Park - Basketball Court                                      | 1                          | \$14,000                              | \$14,997                              |
| BMX Park - Drinking Fountain   | 1                          | \$4,396                               | \$4,709                               |
| BMX Park - BBQ & Shelter   | 1                          | \$10,532                              | \$11,282                              |
| BMX Park - Picnic tables, seating and shelters                       | 1                          | \$20,822                              | \$22,305                              |
| BMX Park - Bins & dog waste dispenser                                | 1                          | \$3,456                               | \$3,702                               |
| BMX Park - Kids Bike Track (Synthetic grass, concrete and play       | 1                          | \$37,726                              | \$40,412                              |
| BMX Park - Shade Structure over Kids Bike Track                      | 1                          | \$22,315                              | \$23,905                              |
| BMX Park - Gravel Carpark with Log Barriers                          | 1                          | \$4,659                               | \$4,904                               |
| BMX Park - Bike Track  | 1                          | \$16,380                              | \$17,546                              |
| Bench seating - Penelope Park Invergowrie                            | 1                          | \$2,672                               | \$2,863                               |
| Kingstown Park - Shade Sail Structure                                | 1                          | \$15,400                              | \$15,400                              |
| Kingstown Park - Softfall  | 1                          | \$4,621                               | \$5,772                               |
| Bundarra Caravan Park - Shade sail structure                         | 1                          | \$18,160                              | \$19,453                              |
| Bundarra Caravan Park - Soft fall                                    | 1                          | \$3,151                               | \$3,936                               |
| Kentucky Reserve - BBQ   | 1                          | \$6,862                               | \$7,351                               |
| Uralla Sporting Complex - Solar System                               | 1                          | \$14,598                              | \$15,108                              |
| Uralla Sporting Complex - Drinking Fountain                          | 1                          | \$4,841                               | \$5,167                               |
| Uralla Sporting Complex - Grandstand x 2                             | 1                          | \$22,461                              | \$23,575                              |
| Uralla Sporting Complex - Outdoor Fitness Equipment                  | 1                          | \$6,672                               | \$7,003                               |
| Uralla Sporting Complex - Bench Seats                                | 1                          | \$3,611                               | \$3,853                               |
| Uralla Sporting Complex - Combination Rugby and Soccer<br>Goal Posts | 1                          | \$15,776                              | \$16,837                              |
| Uralla Sporting Complex - Table Settings with Shelters               | 1                          | \$21,458                              | \$22,901                              |
| Uralla Sporting Complex - Playground Equipment (silver<br>climber)   | 1                          | \$23,795                              | \$24,976                              |
| Bundarra Main Street - Bins  | 1                          | \$12,778                              | \$13,563                              |
| Bundarra Main Street - Table settings with shelters                  | 1                          | \$16,888                              | \$17,929                              |
| Uralla Sporting Complex - Sign                                       | 1                          | \$2,540                               | \$2,711                               |
| BBQ & Shelter Hampden Park   | 1                          | \$22,925                              | \$24,466                              |
| Uralla Sporting Complex - Cricket pitch on field                     | 1                          | \$6,636                               | \$8,183                               |
| Mt Mutton Walking Track - Goldfields Sign                            | 1                          | \$3,591                               | \$3,771                               |
| Mt Mutton Walking Track - Pedestrian Gate                            | 1                          | \$4,714                               | \$5,050                               |
| <b>Total</b>   |                            | <b>\$2,058,291</b>                    | <b>\$2,854,439</b>                    |

## Appendix B – Projected Capital Renewal Program

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\$1,995,462

The Glen        \$800,000

Rotary Park    \$600,000

Pioneer Park   \$495,462

## Appendix C – Key Stakeholder Responsibilities

| Stakeholder                           | Role in Open Spaces and Recreation Asset Management Plan  |
|---------------------------------------|---|
| Councillors                           | <ul style="list-style-type: none"><li>• Represent needs of community.</li></ul>   |
| General Manager                       | <ul style="list-style-type: none"><li>• Allocate resources to meet the organisation’s objectives in providing services while managing risks.</li><li>• Authorise Delegations of Authority to undertake AMP works.</li><li>• Ensure organisation is financial sustainable.</li></ul> |
| Chief Financial Officer               | <ul style="list-style-type: none"><li>• Ensure organisation is financial sustainable.</li></ul>   |
| Director Infrastructure & Development | <ul style="list-style-type: none"><li>• Coordinate the budget.</li><li>• Identify changes in work flows or Council requirements.</li></ul>  |
| Asset Manager                         | <ul style="list-style-type: none"><li>• Schedule the works and maintenance as per the Asset Management Plan.</li></ul>  |
| Manager Planning & Development        | <ul style="list-style-type: none"><li>• Oversee the works of the Asset Management Plan.</li></ul>   |
| Contractors / Employees               | <ul style="list-style-type: none"><li>• Undertake the works as per the schedule.</li></ul>  |



## Appendix D – Glossary of Terms

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### Annual service cost (ASC)

- 1) Reporting actual cost  
The annual (accrual) cost of providing a service including operations, maintenance, depreciation, finance/opportunity and disposal costs less revenue.
- 2) For investment analysis and budgeting  
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 operations, maintenance, depreciation, finance/ opportunity and disposal costs, less revenue.

### Asset

A resource controlled by an entity as a result of past events and from which future economic benefits are expected to flow to the entity. Infrastructure assets are a sub-class of property, plant and equipment which are non-current assets with a life greater than 12 months and enable services to be provided.

### Asset class

A group of assets having a similar nature or function in the operations of an entity, and which, for purposes of disclosure, is shown as a single item without supplementary disclosure.

### 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 (AM)

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.

### Average annual asset consumption (AAAC)\*

The amount of an organisation's asset base consumed during a reporting period (generally a year). This may be calculated by dividing the depreciable amount by the useful life (or total future economic benefits/service potential) and totalled for each and every asset OR by dividing the carrying amount (depreciated replacement cost) by the remaining useful life (or remaining future economic benefits/service potential) and totalled for each and every asset in an asset category or class.

### Borrowings

A borrowing or loan is a contractual obligation of the borrowing entity to deliver cash or another financial asset to the lending entity over a specified period of time or at a specified point in time, to cover both the initial capital provided and the cost of the interest incurred for providing this capital. A borrowing or loan provides the means for the borrowing entity to finance outlays (typically physical assets) when it has insufficient funds of its own to do so, and for the lending entity to make a financial return, normally in the form of interest revenue, on the funding provided.

### 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 expenditure - expansion

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

### Capital expenditure - new

Expenditure which creates a new asset providing a new service/output that did not exist beforehand. As it increases service potential it may impact revenue and will increase future operations and maintenance expenditure.

### Capital expenditure - renewal

Expenditure on an existing asset or on replacing an existing asset, which returns the service capability 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 generally has no impact on revenue, but may reduce future operations and maintenance expenditure if completed at the optimum time, e.g. resurfacing or re-sheeting a material part of a road network, replacing a material section of a drainage network with pipes of the same capacity, resurfacing an oval.

**Capital expenditure - upgrade**

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 operations and maintenance expenditure in the future because of the increase in the organisation's asset base, egg. widening the sealed area of an existing road, replacing drainage pipes with pipes of a greater capacity, enlarging a grandstand at a sporting facility.

**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

**Capitalisation threshold**

The value of expenditure on non-current assets above which the expenditure is recognised as capital expenditure and below which the expenditure is charged as an expense in the year of acquisition.

**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**

Specific parts of an asset having independent physical or functional identity and having specific attributes such as different life expectancy, maintenance regimes, risk or criticality.

**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, including 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.

**Depreciable amount**

The cost of an asset, or other amount substituted for its cost, less its residual value.

**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.

**Funding gap**

A funding gap exists whenever an entity has insufficient capacity to fund asset renewal and other expenditure necessary to be able to appropriately maintain the range and level of services its existing asset stock was originally designed and intended to deliver. The service capability of the existing asset stock should be determined assuming no additional operating revenue, productivity improvements, or net financial liabilities above levels currently planned or projected. A current funding gap means service levels have already or are currently falling. A projected funding gap if not addressed will result in a future diminution of existing service levels.

**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 that contribute to meeting the needs of organisations or the 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 separate 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.

**Key performance indicator**

A qualitative or quantitative measure of a service or activity used to compare actual performance against a standard or other target. Performance indicators commonly relate to statutory limits, safety, responsiveness, cost, comfort, asset performance, reliability, efficiency, environmental protection and customer satisfaction.

**Level of service**

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

**Life Cycle Cost**

1. **Total LCC** The total cost of an asset throughout its life including planning, design, construction, acquisition, operation, maintenance, rehabilitation and disposal costs.
2. **Average LCC** The life cycle cost (LCC) is average cost to provide the service over the longest asset life cycle. It comprises annual operations, 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 operations, maintenance and capital renewal expenditure incurred in providing the service in a particular year. Life Cycle Expenditure may be compared to average Life Cycle Cost to give an initial indicator of life cycle sustainability.

**Loans / borrowings**

See borrowings.

## **Maintenance**

All actions necessary for retaining an asset as near as practicable to its original condition, including regular ongoing day-to-day work necessary to keep assets operating, egg road patching but excluding rehabilitation or renewal. It is operating expenditure required to ensure that the asset reaches its expected useful life.

- **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.
- **Reactive maintenance**  
Unplanned repair work that is carried out in response to service requests and management/supervisory directions.
- **Significant maintenance**  
Maintenance work to repair components or replace sub-components that needs to be identified as a specific maintenance item in the maintenance budget.
- **Unplanned maintenance**  
Corrective work required in the short-term to restore an asset to working condition so it can continue to deliver the required service or to maintain its level of security and integrity.

## **Maintenance and renewal gap**

Difference between estimated budgets and projected required expenditures for maintenance and renewal of assets to achieve/maintain specified service levels, totalled over a defined time (e.g. 5, 10 and 15 years).

## **Maintenance and renewal sustainability index**

Ratio of estimated budget to projected expenditure for maintenance and renewal of assets over a defined time (egg 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**

The notion of materiality guides the margin of error acceptable, the degree of precision required and the extent of the disclosure required when preparing general purpose financial reports. Information is material if its omission, misstatement or non-disclosure has the potential, individually or collectively, to influence the economic decisions of users taken on the basis of the financial report or affect the discharge of accountability by the management or governing body of the entity.

## **Modern equivalent asset**

Assets that replicate what is in existence with the most cost-effective asset performing the same level of service. It is the most cost efficient, currently available asset which will provide the same stream of services as the existing asset is capable of producing. It allows for technology changes and, improvements and efficiencies in production and installation techniques

## **Net present value (NPV)**

The value to the organisation of the cash flows associated with an asset, liability, activity or event calculated using a discount rate to reflect the time value of money. It is the net amount of discounted total cash inflows after deducting the value of the discounted total cash outflows arising from egg the continued use and subsequent disposal of the asset after deducting the value of the discounted total cash outflows.

## **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, egg. parks and playgrounds, footpaths, roads and bridges, libraries, etc.

## **Operations expenditure**

Recurrent expenditure, which is continuously required to provide a service. In common use the term typically includes, egg power, fuel, staff, plant equipment, on-costs and overheads but excludes maintenance and depreciation. Maintenance and depreciation is on the other hand included in operating expenses.

## **Operating expense**

The gross outflow of economic benefits, being cash and non-cash items, during the period arising in the course of ordinary activities of an entity when those outflows result in decreases in equity, other than decreases relating to distributions to equity participants.

**Pavement management system**

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

**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).

**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 operations and maintenance expenditure.

**Recurrent funding**

Funding to pay for recurrent expenditure.

**Rehabilitation**

See capital renewal expenditure definition above.

**Remaining useful life**

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

**Renewal**

See capital renewal expenditure definition above.

**Residual value**

The estimated amount that an entity would currently obtain from disposal of the asset, after deducting the estimated costs of disposal, if the asset were already of the age and in the condition expected at the end of its useful life.

**Revenue generating investments**

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

**Risk management**

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

**Section or segment**

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

**Service potential**

The total future service capacity of an asset. It is normally determined by reference to the operating capacity and economic life of an asset. A measure of service potential is used in the not-for-profit sector/public sector to value assets, particularly those not producing a cash flow.

**Service potential remaining**

A measure of the future economic benefits remaining in assets. It may be expressed in dollar values (Fair Value) or as a percentage of total anticipated future economic benefits. 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 (Depreciated Replacement Cost/Depreciable Amount).

**Strategic Longer-Term Plan**

A plan covering the term of office of councillors (4 years minimum) reflecting the needs of the community for the foreseeable future. It brings together the detailed requirements in the council's longer-term plans such as the asset management plan and the long-term financial plan. The plan is prepared in consultation with the community and details where the council is at that point in time, where it wants to go, how it is going to get there, mechanisms for monitoring the achievement of the outcomes and how the plan will be resourced.

**Specific 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.

**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.

**Value in Use**

The present value of future cash flows expected to be derived from an asset or cash generating unit. 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 net cash inflows, where the entity would, if deprived of the asset, replace its remaining future economic benefits.

Source: IPWEA, 2009, Glossary

## **10 CONFIDENTIAL MATTERS**

There are NO Confidential Matters

## **11 CONCLUSION OF THE MEETING**

END OF  
Finance Advisory Committee  
BUSINESS AGENDA