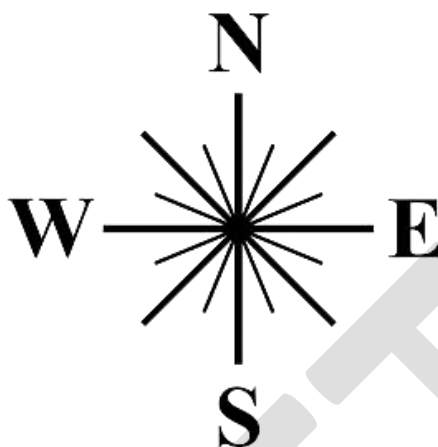


CENTRAL DARLING



SHIRE COUNCIL

ORDINARY COUNCIL MEETING BUSINESS PAPER

28 JULY 2021

The Meeting will be held at 9.00am in the
Council Chambers, 21 Reid Street, Wilcannia.

MISSION STATEMENT

To promote the Central Darling Shire area by encouraging development through effective leadership, community involvement and facilitation of services.

RECORDING AND WEBCAST OF COUNCIL MEETINGS

Council meetings are recorded and webcast on Council's website, your attendance and/or input may be recorded and publicly broadcast.

PUBLIC RECORDING PROHIBITED WITHOUT COUNCIL AUTHORITY

A person may only use a recording device, including audio and visual recording and any device capable of recording speech, to record a Council meeting by the resolution of the Council.

A person may be expelled from a Council meeting for having used a recording device without consent.

PHOTOGRAPHY PROHIBITED WITHOUT PERMISSION

Photography is not permitted at a Council meeting without the consent of the General Manager.

PUBLIC FORUM - EXTRACT FROM THE CODE OF MEETING PRACTICE POLICY

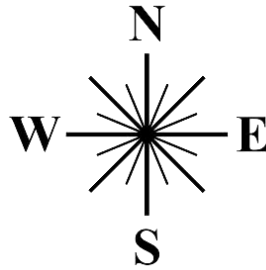
1. The Council may hold a public forum prior to each ordinary meeting of the Council for the purpose of hearing oral submissions from members of the public on items of business to be considered at the meeting. Public forums may also be held prior to extraordinary Council meetings and meetings of Committees of the Council.
2. Public forums are to be chaired by the Mayor or their nominee.
3. To speak at a public forum, a person must first make an application to the Council in the approved form. Applications to speak at the public forum must be received by same day 8.50am before the date on which the public forum is to be held, and must identify the item of business on the agenda of the Council meeting the person wishes to speak on, and whether they wish to speak 'for' or 'against' the item.
4. A person may apply to speak on no more than two (2) items of business on the agenda of the Council meeting.
5. Legal representatives acting on behalf of others are not to be permitted to speak at a public forum unless they identify their status as a legal representative when applying to speak at the public forum.
6. The General Manager or their delegate may refuse an application to speak at a public forum. The General Manager or their delegate must give reasons in writing for a decision to refuse an application.
7. No more than three (3) speakers are to be permitted to speak 'for' or 'against' each item of business on the agenda for the Council meeting.
8. If more than the permitted number of speakers apply to speak 'for' or 'against' any item of business, the General Manager or their delegate may request the speakers to

nominate from among themselves the persons who are to address the Council on the item of business. If the speakers are not able to agree on whom to nominate to address the Council, the General Manager or their delegate is to determine who will address the Council at the public forum.

9. If more than the permitted number of speakers apply to speak 'for' or 'against' any item of business, the General Manager or their delegate may, in consultation with the Mayor or the Mayor's nominated Chairperson, increase the number of speakers permitted to speak on an item of business, where they are satisfied that it is necessary to do so to allow the Council to hear a fuller range of views on the relevant item of business.
10. Approved speakers at the public forum are to register with the Council any written, visual or audio material to be presented in support of their address to the Council at the public forum, and to identify any equipment needs no more than three (3) days before the public forum. The General Manager or their delegate may refuse to allow such material to be presented.
11. The General Manager or their delegate is to determine the order of speakers at the public forum.
12. Each speaker will be allowed five (5) minutes to address the Council. This time is to be strictly enforced by the Chairperson.
13. Speakers at public forums must not digress from the item on the agenda of the Council meeting they have applied to address the Council on. If a speaker digresses to irrelevant matters, the Chairperson is to direct the speaker not to do so. If a speaker fails to observe a direction from the Chairperson, the speaker will not be further heard.
14. A Councillor (including the Chairperson) may, through the Chairperson, ask questions of a speaker following their address at a public forum. Questions put to a speaker must be direct, succinct and without argument.
15. Speakers are under no obligation to answer a question put under Clause 4.14. Answers by the speaker, to each question are to be limited to three (3) minutes.
16. Speakers at public forums cannot ask questions of the Council, Councillors or Council staff.
17. The General Manager or their nominee may, with the concurrence of the Chairperson, address the Council for up to three (3) minutes in response to an address to the Council at a public forum after the address and any subsequent questions and answers have been finalised.
18. Where an address made at a public forum raises matters that require further consideration by Council staff, the General Manager may recommend that the Council defer consideration of the matter pending the preparation of a further report on the matters.
19. When addressing the Council, speakers at public forums must comply with this code and all other relevant Council codes, policies and procedures. Speakers must refrain from engaging in disorderly conduct, publicly alleging breaches of the Council's Code of Conduct or making other potentially defamatory statements.

20. If the Chairperson considers that a speaker at a public forum has engaged in conduct of the type referred to in Clause 4.19, the Chairperson may request the person to refrain from the inappropriate behaviour and to withdraw and unreservedly apologise for any inappropriate comments. Where the speaker fails to comply with the Chairperson's request, the Chairperson may immediately require the person to stop speaking.
21. Clause 4.20 does not limit the ability of the Chairperson to deal with disorderly conduct by speakers at public forums in accordance with the provisions of Part 14 of this code.
22. Where a speaker engages in conduct of the type referred to in Clause 4.19, the General Manager or their delegate may refuse further applications from that person to speak at public forums for such a period as the General Manager or their delegate considers appropriate.
23. Councillors (including the Mayor) must declare and manage any conflicts of interest they may have in relation to any item of business that is the subject of an address at a public forum, in the same way that they are required to do so at a Council or Committee meeting. The Council is to maintain a written record of all conflict-of-interest declarations made at public forums and how the conflict of interest was managed by the Councillor who made the declaration.

CENTRAL DARLING



SHIRE COUNCIL

ORDINARY COUNCIL MEETING

Wednesday, 28 July 2021

9.00am

Council Chambers

21 Reid Street, Wilcannia

BUSINESS PAPER AGENDA

1.	OPENING OF MEETING	8
2.	ACKNOWLEDGEMENT OF COUNTRY	8
3.	APOLOGIES AND LEAVE OF ABSENCE	8
4.	DISCLOSURES OF INTEREST	8
5.	CONFIRMATION OF MINUTES	8
5.1	ORDINARY MEETING – 23 JUNE 2021	8
5.2	BUSINESS ARISING	8
6.	MAYORAL (ADMINISTRATOR) MINUTE(S)	9
6.1	ADMINISTRATORS REPORT	9
7.	FINANCIAL REPORTS	11
7.1	CASH AND INVESTMENTS – JUNE 2021	11
7.2	COUNCIL 2020-2021 CURRENT GRANTS REGISTER	13

8.	GOVERNANCE REPORTS	14
8.1	EMPLOYEE HOUSING FRAMEWORK – JUNE 2021	14
8.2	NRMA-LICENSE FOR CHARGING STATION FOR ELECTRIC VEHICLES AT WILCANNIA	18
8.3	CEMETERY POLICY AND PROCEDURE RECORDS	19
8.4	HUMAN RESOURCE MANAGEMENT ACTIVITIES	21
8.5	PUBLIC CONSULTATION FOR WORK, HEALTH AND SAFETY POLICY REVIEW	24
9.	CORPORATE SERVICES REPORTS	26
9.1	PARTNERSHIP AGREEMENT – SERVICENSW FOR BUSINESS	26
10.	SHIRE SERVICES REPORTS	29
10.1	MENINDEE RESIDENTIAL DWELLING PROJECT	29
10.2	PLAN OF MANAGEMENT AND LEASE FOR 44 REID STREET WILCANNIA – LOT 1, S13, DP759091 – BAAKA CULTURAL CENTRE	33
10.3	PLANNING PROPOSAL FOR THE RECLASSIFICATION OF LAND AT 44 REID STREET WILCANNIA – LOT 1, S13, DP759091 – BAAKA CULTURAL CENTRE	36
10.4	PLANNING PROPOSAL TO RECLASSIFY LAND	39
10.5	DRAFT ASSET MANAGEMENT PLANS AND STRATEGY	41
10.6	REGIONAL ROADS REPAIR PROGRAM 2021/22	43
10.7	ROADS TO RECOVERY 2021/2022 ALLOCATIONS	45
10.8	POONCARIE ROAD – PROGRESS REPORT	48
10.9	UNSUPERVISED SWIMMING POOLS	50
10.10	ROADS AND AERODROMES REPORT	54
10.11	WATER AND SEWER UPDATE	56
10.12	SERVICES UPDATE	58
11.	MINUTES OF COMMITTEE MEETINGS	59
12.	CONFIDENTIAL MATTERS	60
12.1	BITUMEN SPRAY SEAL CONTRACT	60

13.	RESOLUTION TRACKER	61
13.1	RESOLUTION TRACKER – OUTSTANDING RESOLUTIONS	61
14.	MEETING CLOSE	61

1. OPENING OF MEETING

The Council Meeting will be declared open by the Mayor/Administrator.

2. ACKNOWLEDGEMENT OF COUNTRY

We would like to acknowledge the traditional custodians of this land and pay respects to Elders past and present.

3. APOLOGIES AND LEAVE OF ABSENCE

4. DISCLOSURES OF INTEREST

Pursuant to the Model Code of Conduct for Local Councils in NSW Councillors and Council staff are required to declare any pecuniary or non-pecuniary conflicts of interest.

Recommendation:

That the Disclosures of Interest – Pecuniary and Non-Pecuniary be received and noted.

5. CONFIRMATION OF MINUTES

5.1 ORDINARY MEETING – 23 JUNE 2021

Recommendation:

That the Minutes of the Ordinary Council Meeting held on Wednesday 23 June 2021 be received and confirmed as an accurate record.

An Extraordinary Council meeting was also held on Friday 2 July 2021. Council is to receive and confirm them as an accurate record.

Attachments:

1. [Ordinary Council Meeting Minutes – 23 June 2021.](#)
2. [Extraordinary Council Meeting Minutes – 2 July 2021.](#)

5.2 BUSINESS ARISING

Nil

6. MAYORAL (ADMINISTRATOR) MINUTE(S)

6.1 ADMINISTRATORS REPORT

REPORT AUTHOR: ADMINISTRATOR
RESPONSIBLE DIRECTOR: ADMINISTRATOR

Again, we are all being impacted by the COVID Pandemic as Sydney is under restrictions and the regions face the possibility of transmission. It is up to all of us to take precautions and follow the health advice to protect our families and community. I would encourage everyone who is eligible to get vaccinated, as this appears are only way to return to a normal existence.

Council has put in place workplace requirements to meet the public health orders. The General Manager and I have participated in several digital conferences, arranged by the Office of Local Government to discuss planning arrangements.

The July Council Meeting will be held digitally, and Administrator town visits will be assessed in September and arrangements will be communicated. Please remember if you wish to contact me, this can be done through the Council Office.

At the Extraordinary Council Meeting held on Friday 2nd July, Council approved the Development Application for a new Councils Administration Centre and facilities for the RFS. This is an investment of \$650,000 and has been made possible by the Federal Governments, Building Better Region Fund grants and further contribution made by the RFS.

The Minister of Local Governments commitment, at the time of extending the period of administration to develop a robust governance model for the future of Central Darling Shire Council, consultants now have been engaged to develop these options.

I have previously committed; I will work to ensure that the Central Darling Shire community is engaged and consulted in the process. Council will implement a discussion with the community on what they see as the important outcomes for Local Governance and service delivery beyond 2024. These discussions can be the basis to inform the Office of Local Governments work.

The current Local Government Act sets all the requirements which a Council must operate under. These requirements are for all Councils in NSW, metropolitan and rural. However, the requirements do not fit a small Far Western rural and remote like Central Darling, given all the challenges we face.

What our community must consider is the broader issue of service delivery by the three levels of Government and how this can best be achieved. This is going to require imagination and courage on the part of the community, Government Agencies, and Politicians.

The current work to develop a robust and relevant Community Strategic Plan (CSP) is an important element in these discussions, as it sets the agreed vision for our area and can inform agencies of future funding priorities. Therefore, it is important that everyone participate in its development because it is the community's plan and vision. We need to set aside the past and focus on the future.

I believe there are several opportunities that can be developed, particularly in the tourism area that can benefit local communities. The land, river and its people have a great story to tell. If we can work with our local communities and adjoining Councils to develop a trail of

world class attractions, we will attract visitors which will further enhance our economy. This will also require an investment in our road network to ensure we have an all-weather access.

The challenge is with us all, not just Council. Supporting the CSP will be an Advocacy Plan that will define agreed projects, to enable advocacy for future funding.

Economic development must occur and driving this is one of the more significant challenges that we will face. I believe there is a real opportunity if we can have the discussion with State Government, on how they deliver services and the need to local provision. This may mean a change in how they deliver programs and a focus to develop local skills to undertake work. If we can transition to this model, we can build the capacity to ensure the future for our youth.

The challenges are and will be significant, but I am committed to ensuring that our community will have a voice.

7. FINANCIAL REPORTS

7.1 CASH AND INVESTMENTS – June 2021

REPORT AUTHOR: MANAGER FINANCE
RESPONSIBLE DIRECTOR: DIRECTOR BUSINESS SERVICES

EXECUTIVE SUMMARY:

This report is to provide a summary of Council's Cash and Investments as of 30th June 2021.

RECOMMENDATION:

That Council will:

1. Receive and note the report

REPORT:

In accordance with Clause 212 of the *Local Government (General) Regulations 2005*, a monthly report setting out details of all money that Council has invested under Section 625 of the *Local Government Act 1993* is required to be submitted to Council.

Cash and Investment Accounts

Cash & Investment Accounts	Current Month	Last Month	Movement	Interest Rate	Current Month Interest	YTD Interest
Westpac 11am Investment Account	\$3,950,000.00	\$3,950,000.00	Nil	0.10%	\$33.54	\$1,921.74
Operating Account	\$4,022,344.62	\$4,230,113.39	(\$207,776.37)	0.01%	NIL	\$115.84
Post Office Clearing Account	\$750,800.14	\$721,631.29	\$29,168.85			
Total Cash at Bank as at 30th June 2021					\$8,723,144.02	

Commentary:

The net movement of cash for the month of June 2021 was a decrease of \$178,607.52.

Payments for the month of June 2021 totalled \$4,114,958.09 being, payments for wages and to suppliers.

Receipts for the month of May 2021 totalled \$3,936,358.18 being predominately:

- Prepayment Federal Assistance Grant \$3,121,123

- Local Roads Community Infrastructure Grant \$400,727
- Transport NSW – Road Works at Tilpa \$150,000

Restrictions

Restriction Type	Restriction Amount
Internal	Nil
External	\$5,955,000
Total Restrictions as of 30 June 2021	
	\$5,955,000

Loan Accounts

Loan Account	Current Month	Last Month	Movement	Interest Rate	Current Month Interest	YTD Interest
Garbage Trucks	\$149,635.76	\$162,833.36	(\$13,197.60)	3.66%	\$349.41	\$5,332.45
Total Loan Liability as of 30th June 2021					\$149,635.76	

Commentary:

This loan was taken out during the 2013 financial year to fund the purchase of three garbage trucks and other operational expenditure. The loan balance as at the year ended 30 June 2013 was \$1,249,000.

The loan balance as 30th June 2021 is \$149,635.76 and it is estimated that this loan will be repaid in full by 30 June 2022.

Attachments

Nil

7.2 COUNCIL 2020-2021 CURRENT GRANTS REGISTER

REPORT AUTHOR:	SENIOR FINANCE OFFICER
RESPONSIBLE DIRECTOR:	DIRECTOR BUSINESS SERVICES

EXECUTIVE SUMMARY:

The purpose of this report is to provide a summary reconciliation of Council's current grant funding status as of 20 July 2021.

RECOMMENDATION:

That Council will:

- 1. Receive and adopt the report**

BACKGROUND:

Council's commitment to transparency and greater financial management (at the Administrator's request), has developed a Grants and Contributions Register for public access to be presented during ordinary Council Meetings.

REPORT:

Council is currently updating the respective incumbent Grants status details into the in-house Pulse program which will document all Council's Projects under each funding facility. It is intended to complete the initial update by the end of September 2021.

LINKS TO THE COMMUNITY STRATEGIC PLAN AND DELIVERY PROGRAM AND OPERATIONAL PLAN:

Community Strategic Plan Outcome

Council providing transparency of grant funding sources and how those funds are being applied to improve designated community services, works and facilities.

Delivery Outcome

Accurate and timely reporting of funding sources and expenditure.

Financial and Resource Implications:

Ensures that any funding sourced is being deployed within the approved scope of services, works and facilities for which they were intended.

Policy, Legal and Statutory Implications:

Regulation 208 of the Local Government (General) Regulation 2005 provides a requirement that:

A member of the staff of a council who has control of any of the council's accounting records must—

- produce those records for inspection and audit in proper order whenever directed or requested to do so by the council's mayor, responsible accounting officer, general manager (if not the council's responsible accounting officer) or auditor or by the Director-General or a person to whom the Director-General's functions under section 430 of the Act have been delegated or subdelegated under section 745 of the Act, and
- render all practicable assistance to the mayor, responsible accounting officer, general manager, auditor, the Director-General, or such a delegate or subdelegate with respect to those records.

Risk Management – Business Risk/Work Health and Safety/Public:

Periodic reporting enables Council to keep both funding providers and the community informed on the deployment of those funds as intended and as such significantly mitigate the risk of inappropriate usage of those funds

OPTIONS:

There are no alternative options.

COUNCIL SEAL REQUIRED:

No

COMMUNITY ENGAGEMENT AND COMMUNICATION:

Nil

Attachments

3. [Council Current Grants and Contribution Reconciliation.](#)

8. GOVERNANCE REPORTS

8.1 EMPLOYEE HOUSING FRAMEWORK – JUNE 2021

REPORT AUTHOR:	PROJECT CONSULTANT
RESPONSIBLE DIRECTOR:	GENERAL MANAGER

EXECUTIVE SUMMARY:

Over the past ten (10) years there have been several attempts to prepare an Employee Housing Framework (EHF) to provide a set of guidelines that are simple and consistent and avoid ad-hoc decisions regarding the allocation and management of staff accommodation in Council owned facilities. An Employee Housing Framework is now ready for adoption and implementation.

Council recognises the importance of providing staff accommodation when it becomes part of the staff recruitment and retention process. Council is also committed to ongoing consultation with staff occupying Council accommodation to ensure the facilities are safe, comfortable, and maintained within budgetary restraints.

In the process of developing the EHF it became apparent that staff had not been made aware of the Australian Taxation Office (ATO) allowance to Salary Sacrifice rental housing costs in remote communities. To rectify this situation a Policy, Procedure and Agreement Form have been developed to formalise this allowance so that staff may utilise the benefits of the allowances.

RECOMMENDATION:

That Council will:

- 1. Receive the report.**

- 2. Endorse and adopt the Employee Housing Framework.**
- 3. Endorse and adopt the following:**
 - a) Remote Area Rental Salary Package Policy.**
 - b) Remote Area Rental Salary Package Procedure.**
 - c) Remote Area House Rental Agreement.**
- 4. Prepare and manage procedures to ensure the Employee Housing Framework is adhered to and updated as required.**
- 5. Prepare an annual staff housing maintenance and improvement plan and commit resources and a budget to ensure it meets its annual targets.**

BACKGROUND:

Council currently has eight (8) houses and six (6) flats with 3 new transportable houses being built. Based on the number of facilities it is obvious that Council has a large investment in staff accommodation and a commitment to up to 16 or 17 staff at any one time to maintain the facilities in a safe and comfortable condition.

REPORT:

The first step in developing the EHF was to research existing records to find out what documentation existed. Draft EHF's were prepared in 2012, 2017 and 2018 however there are no records of the documents being adopted by Council and implemented.

There were no Tenancy Agreements between staff and Council on record which made it difficult to obtain a starting point for the project.

A spreadsheet containing information about the houses/flats, addresses, current tenants, and current rent was prepared and validated to act as a checklist for the process. During this stage, a number of abnormalities were discovered in the areas of current rent versus rent being deducted via the payroll system and these have been resolved with the relevant tenants.

A draft EHF was prepared and given to the General Manager and Director of Shire Services to ensure it reflected the intent of the document. Again, several changes were identified to make the guidelines more attractive to staff including no charges for utilities and assistance with garden maintenance etc.

A meeting was held with staff tenants on the 2nd of June 2021 and was attended by approximately 10 staff. A number of changes were requested by staff, and these were agreed to. Staff provided a list of problems with the properties and the content of the list will be used to plan improvements to the properties starting with the priority WH&S matters.

A further meeting was held on the 10th of June 2021 and was attended 9 staff, unfortunately 4 staff have been unable to attend either meeting due to circumstances beyond their control and the General Manager has undertaken to meet with them individually if requested.

Comprehensive notes from the meeting held on the 10th of June were emailed to all staff occupying house and flats with a request that if they had concerns with the developments

and changes made to the EHF to date, they could contact the General Manager for further consultation and to express concerns.

The EHF is now ready to be endorsed and implemented by Council.

In conjunction with the preparation of the EHF, a Policy and Procedure to allow staff to access the ATO Remote Rental allowances was prepared and is now ready to be endorsed and implemented by Council.

The process of accessing the ATO allowance requires each staff member to complete a Remote Area Housing Rental Agreement and that form is ready for staff to complete if they wish to avail themselves to the Salary Sacrifice benefits.

Throughout the process of developing the documents explained above, Council has made every effort to keep them simple, so they are easy to understand and attractive to staff in terms of keeping their costs to a minimum and solving problems identified with the properties.

Council understands the emotive aspects of staff accommodation and thank the relevant staff for their patience and understanding. Council also understands the considerable time, resources and budgets that will be required to improve and maintain the properties and commits to making those improvements occur over the coming years.

Council will work with staff to complete Tenancy Agreements and Property Condition reports to provide accurate records for the future.

LINKS TO THE COMMUNITY STRATEGIC PLAN AND DELIVERY PROGRAM AND OPERATIONAL PLAN:

Community Strategic Plan Outcome

Goal 1: A healthy and cohesive community receiving recognition and supported by coordinated, appropriate and affordable services.

Delivery Outcome

Action: Continuous improvement programs.

SUSTAINABILITY ASSESSMENT:

	Positive	Negative
Social	Comfortable accommodation for staff.	
Environmental	Minimise any environmental outcomes.	
Economic	Assist the recruitment and retention of staff.	
Governance	Simple guidelines to ensure transparent decision making.	

Financial and Resource Implications:

An annual budget will be allocated to maintain and improve staff housing.

Policy, Legal and Statutory Implications:

The Employee Housing Framework complies with all relevant conditions.

Risk Management – Business Risk/Work Health and Safety/Public:

The Employee Housing Framework will operate within all WH&S parameters.

OPTIONS:

Adopt and implement the relevant documents.

COUNCIL SEAL REQUIRED:

No

COMMUNITY ENGAGEMENT AND COMMUNICATION:**Internal Exhibition**

Continued consultation with staff to ensure any changes are supported by staff.

External Exhibition

NA

Attachments

4. [Employee Housing Framework June 2021](#)
5. [Remote Area Rental Salary Package Policy](#)
6. [Remote Area Rental Salary Package Procedure](#)

8.2 NRMA-LICENSE FOR CHARGING STATION FOR ELECTRIC VEHICLES AT WILCANNIA

REPORT AUTHOR: GENERAL MANAGER
RESPONSIBLE DIRECTOR: GENERAL MANAGER

EXECUTIVE SUMMARY:

The report details information about licencing agreement for the installation for two (2) charging stations for electric vehicles at Ross Street, Wilcannia.

RECOMMENDATION:

That Council will:

- 1. Receive and note the report for the NRMA Licencing Agreement for Charging Station for Electric Vehicles at Wilcannia.**

REPORT:

Last year, the Director for Shire Services reported to Council that a discussion had been held with Council staff and officers from the NRMA, about the installation of Charging Stations for Electric Vehicles. Several sites for the charging stations were discussed in Wilcannia, however the NRMA have now settled on their preferred location, at Ross Street near the hospital.

The charging stations will be located on the road reserve and will consist of two parking bays, located on the most southern bank of parking spaces on Ross Street in front of the amenities building. Adjacent to the bay area, there will be the charging stations, signage, and bollards. Located approximately 6 metres to the southeast of charging station parking bay, will be the electrical switchboard.

The agreement commencement date was 1 July 2021 for a term of 5 years, terminating on 1 July 2025. The Charging Station infrastructure is owned by the NRMA, the installation, maintenance and all operating cost is at the expense to the NRMA. If NRMA decided to decommission the site after 5 years, this will be done at their cost. Overall, there is no expense or disruption to Council services. The General Manager has signed the Licencing Agreement.

Electric Charging Station was to be installed in July/August of this year, however with the COVID pandemic, this is likely to be delayed. The NRMA are talking to neighbouring Councils along the Barrier Highway to install more charging stations for electric vehicles.

Attachments

- [7. NRMA Licensing for Charging Station for Electric Vehicles](#)

8.3 CEMETERY POLICY AND PROCEDURE RECORDS

REPORT AUTHOR: ADMINISTRATION OFFICER (Cemeteries)
RESPONSIBLE DIRECTOR: GENERAL MANAGER

EXECUTIVE SUMMARY:

To create a Policy and Procedure to reinforce how Central Darling Shire Council manages its Cemeteries to comply with Legislative Requirements and to provide a distinguished and responsive service to the community.

RECOMMENDATION:

That Council will:

- 1. Receive the report and endorse the following:**
- 2. To place the Draft Cemetery Policy on Public Exhibition following the July's Council Meeting for a period of 28 days.**

BACKGROUND:

Central Darling Shire Council is the operator of six cemetery sites across the Shire and is responsible for the administration, maintenance, and conservation of environmental and heritage elements within these cemeteries. The cemeteries under Council's authority include:

- Wilcannia Cemetery and Wall Memorial - Menindee Road
- White Cliffs Cemetery - Murphy's Road
- Menindee Cemetery - Cemetery Road
- Ivanhoe Cemetery and Memorial Garden - Behring Street
- Tilpa Historical Cemetery
- Mossgiel Cemetery - Cobb Highway

In the past, Council has not had a Policy and Procedure in the way how Council manages its Cemeteries, and the new Policy and Procedure will be the first edition to be adopted by the Council. Whilst every effort has been made to provide a comprehensive coverage of issues, Cemeteries and maintenance requirements, the very nature of Cemeteries management and memorialisation indicate it is very likely that there will need to be future revisions and updates.

REPORT:

The purpose of the cemetery Policy and Procedures is to provide Council with a structured framework of all Cemetery operations and records. Council understands that the community highly values all Cemeteries within Shire. Council will work to carry out this responsibility and meet all obligations required and follows the necessary Legislation, Australian Standards, and Code of Practice. Council must carry out this responsibility by:

- Treating all people fairly and consistently under this Policy.
- Treating all matters under this Policy and Procedure confidentially; and
- Treating people with respect and sensitivity in considering their circumstances.

Once Council have adopted the Cemetery Policy and Procedures, this will further the understanding of Cemetery information and records to all relevant staff within Council. The Policies and Procedures outline the processes of all record management, Fees and charges, Interment Rights of Burial and work permits, Cemetery Plots, and maintenance of all Council Cemeteries.

The Policy and Procedure are aimed at all members of the public; including Council employees, residents, visitors, and contractors, who have an interest in or are undertaking work within the Central Darling Shire Council cemeteries.

LINKS TO THE COMMUNITY STRATEGIC PLAN AND DELIVERY PROGRAM AND OPERATIONAL PLAN:

Community Strategic Plan Outcome

Goal 4. A consultative and professional Council providing relevant, attainable and efficient delivery of services as per the standards set by Council and providing community development and succession planning.

Delivery Outcome

Objective 4.2 Efficient and effective services

SUSTAINABILITY ASSESSMENT:

	Positive	Negative
Social	Better community understanding of how Council manages cemeteries	Nil
Environmental	Better management of cemeteries	Nil
Economic	Enhance visitation to Council cemeteries	
Governance	Better management of Cemeteries	Nil

Financial and Resource Implications:

No implications

Policy, Legal and Statutory Implications:

Nil- creation of new Policy and Procedure

Risk Management – Business Risk/Work Health and Safety/Public:

Nil

OPTIONS:

Nil

COUNCIL SEAL REQUIRED:

No

COMMUNITY ENGAGEMENT AND COMMUNICATION:

Internal Exhibition

Nil

External Exhibition

The Draft Cemetery Policy is to be placed on Public Exhibition following July's Council meeting for a period of 28 days.

Attachments

8. [Cemetery Draft Procedure](#)

9. [Cemetery Draft Policy](#)

8.4 HUMAN RESOURCE MANAGEMENT ACTIVITIES

REPORT AUTHOR:

HUMAN RESOURCE OFFICER

RESPONSIBLE DIRECTOR:

GENERAL MANAGER

EXECUTIVE SUMMARY:

The purpose of this report is to provide Council with information on the current human resource activities to ensure the organisation meets its statutory and legislative requirements.

RECOMMENDATION:

That Council will:

1. **Receive the report.**

BACKGROUND:

This report has been created with the view to provide regular updates to Council on key Human Resource matters as it relates to the continuity in the delivery of services to the community, and the associated financial impacts.

REPORT:

Vacancies:

Below are the vacancies currently being advertised externally:

Position	Open Date	Closing Date	Status
Finance Officer (Revenue) – Full-time – Permanent – Remote Opportunity	7 June 2021	22 June 2021	Selection process underway
Building and Plant Maintenance Officer – Full-time - Permanent	16 June 2021	2 July 2021	Selection process completed Applicant withdrew
Water Treatment Plant Operator – Full-time – Permanent	16 June 2021	2 July 2021	Selection process underway
Environmental Engineer - Full-time - Permanent	16 June 2021	6 July 2021	Selection process underway
Site Engineer – Full-time - Permanent	1 July 2021	16 July 2021	Selection process underway
Town Ganger, Ivanhoe – Full-time –	1 July 2021	16 July 2021	Selection process

Permanent			underway
Truck Driver, Ivanhoe – Full-time – Permanent	1 July 2021	16 July 2021	Selection process underway

Attracting quality candidates remains a challenge for Council, particularly in key specialised and administrative areas. It is proposed to address this challenge through the HR Framework.

HR Framework:

Work continues to be progressed on the HR Framework and the Strategic Workforce Plan. The aim of these documents is to ensure Council's legislative obligations are met, along with improving areas such as workplace culture, attraction and retention, succession planning, and streamlining practices and processes.

Organisational Development:

Work has commenced on the development of a program that aims to support the organisation in the areas of customer service, workplace culture and leadership development.

It had been anticipated that the program would commence in late July 2021, however with the current COVID19 restrictions in place, the program will be delayed until such time as these restrictions are lifted.

Leave Liability

Staff leave liability has been identified as a significant risk to Council, both from a financial and resource perspective. To address this risk, work has commenced on the development of internal procedures to address leave liability. It is important to note that a gradual reduction of the leave liability is desired to ensure that Council is able to maintain adequate levels of resourcing to deliver its services.

1,000 Jobs Package – Traineeships and/or Employment:

Council will recall from the May 2021 report, that an application has been submitted through the National Indigenous Australians Agency for funding of 13 positions (including 7 trainee positions).

No further update on the status of our application with the Agency is available at the time of this report.

LINKS TO THE COMMUNITY STRATEGIC PLAN AND DELIVERY PROGRAM AND OPERATIONAL PLAN:

Community Strategic Plan Outcome

Goal 4. A consultative and professional Council providing relevant, attainable and efficient delivery of services as per the standards set by Council and providing community development and succession planning.

Delivery Outcome

Objective 4.2 Efficient and effective services and informed Councillors and staff

SUSTAINABILITY ASSESSMENT:

	Positive	Negative
Social	Potential career opportunities from within the community.	Nil
Environmental	Improve reputational and Service Delivery to communities.	Nil
Economic	Receipt of Federal Government Assistance to support employment opportunities from within the community.	Potentially, some increase in operational and service delivery cost may be identified which will need to pass onto consumers.
Governance	Council meets its legislative and statutory requirements	The requirement for additional staff may come at a financial cost to Council

Financial and Resource Implications:

Attracting quality candidates is challenging for Council which has an impact on the service delivery.

Policy, Legal and Statutory Implications:

The HR Framework will assist Council in meeting its legislative obligations both with regards to industrial relations and the Integrated Planning and Reporting requirements.

Risk Management – Business Risk/Work Health and Safety/Public:

The HR Framework will assist Council in addressing risks associated with resourcing and meeting legislative obligations.

The development of internal procedures to address staff leave liability will assist Council in addressing financial and business risks. It will also assist with addressing staff wellbeing in ensuring that they are able to access their entitled leave allowances for rest and recreation.

OPTIONS:

Nil

COUNCIL SEAL REQUIRED:

No

COMMUNITY ENGAGEMENT AND COMMUNICATION:

Internal Exhibition

Nil

External Exhibition

Nil

Attachments

Nil

8.5 PUBLIC CONSULTATION FOR WORK, HEALTH AND SAFETY POLICY REVIEW

REPORT AUTHOR: WORK, HEALTH AND SAFETY OFFICER
RESPONSIBLE DIRECTOR: GENERAL MANAGER

EXECUTIVE SUMMARY:

The purpose of this report is to seek the endorsement for the public consultation of the Work, Health and Safety Policy Review

RECOMMENDATION:

That Council will:

- 1. Receive the report; and**
- 2. Resolve to publicly exhibit the Work, Health and Safety Policy Review.**

BACKGROUND:

The WHS Policy was written in 2019 and is reviewed biannually to remove, introduce, replace, and update essential information in line with Work Health and Safety Legislation.

REPORT:

The objectives of the Work, Health and Safety Policy is to secure the health and safety of workers and workplaces through the elimination or minimisation of risks, fair and effective representation, consultation, co-operation, and issue resolution.

While carrying out this responsibility, Council will:

- Conduct risk assessments.
- Consult with employees.
- Maintain plant and equipment.
- Safely handle and use substances.
- Provide information, instruction, and supervision.
- Act responsibly and delegate authority.
- Provide training to all workers

LINKS TO THE COMMUNITY STRATEGIC PLAN AND DELIVERY PROGRAM AND OPERATIONAL PLAN:

Community Strategic Plan Outcome

GOAL 1: Enhanced Public Order and Safety by promoting and in conjunction with other agencies, promote development of safer worksites and communities.

Delivery Outcome

OBJECTIVE 4.3: Skilled and Informed Councillors and Staff

SUSTAINABILITY ASSESSMENT:

	Positive	Negative
Social	Promote good safety culture throughout the Shire in supporting staff through training	
Environmental	Improved environmental impacts.	
Economic	Reduce absenteeism and improve production. Reduced WorkCover Claims	
Governance	Promote best practice which is seen to be transparent and fair when dealing with staff.	

Financial and Resource Implications:

The implementation of the Work Health and Safety Policy will be funded through the Work Health and Safety annual budget process.

Policy, Legal and Statutory Implications:

The Work Health and Safety will be placed on public exhibition for a period of 28 days in accordance to the *Local Government Act 1993*, Section 160. Council then considers any community comment before considering the adoption of the proposed Plans within 42 days of ceasing public consultation.

Risk Management – Business Risk/Work Health and Safety/Public:

The purpose for each WHS Policy Review is for Managers and workers to acquire and keep up-to-date knowledge or Work, Health and Safety matters. Managers will gain an understanding of the nature of operations of Central Darling Shire Council and generally of the hazards and risks associated with those operations. Managers will ensure that Central Darling Shire Council executes processes for complying with any duty or obligation under the *Work, Health and Safety Legislation (WHS Act 2011)*

OPTIONS:

There are no alternative options.

COUNCIL SEAL REQUIRED:

No

COMMUNITY ENGAGEMENT AND COMMUNICATION:**Internal Exhibition**

The WHS Policy review will be presented to The CDSC Consultative and WHS Committee and MANEX for discussion.

External Exhibition

Work Health and Safety Policy review is to be placed on public exhibition following the July Council meeting for a period of 28 days.

9. CORPORATE SERVICES REPORTS

9.1 PARTNERSHIP AGREEMENT – SERVICENSW FOR BUSINESS

REPORT AUTHOR:	DIRECTOR BUSINESS SERVICES
RESPONSIBLE DIRECTOR:	GENERAL MANAGER

EXECUTIVE SUMMARY:

The purpose of this report is to provide background information and seek support to enter into a Partnership Agreement with Service NSW and to consider future business improvement initiatives.

RECOMMENDATION:

Council resolves that:

- 1. Council delegates authority to the General Manager to enter into an agreement with Service NSW; and**
- 2. Any necessary documents be authorised for execution under the Common Seal of Council.**

BACKGROUND:

Council currently has an agreement in place with Service NSW to promote and provide access to NSW Government information and services to better assist business owners and to support the local economy.

The support provided by Council to individuals and businesses to access these services has been invaluable, particularly during these challenging times.

REPORT:

Service NSW for Business provides free, personalised support to small business owners, to help them understand industry regulations, to guide them through transactions, and to access support.

The services provided to business owners include:

- Business Concierges offering over-the-phone, email and face-to-face support and case management.
- An online Business Profile to make it faster and easier for business owners to transact with NSW Government.
- Guidance and support for small business owners impacted by natural disasters or emerging issues to access a range of Government stimulus, support and information.
- Online business information hubs including how-to guides to help business owners understand key tasks and the support available when starting and running a business in NSW.

A new Partnership Agreement has been developed to provide consistency across all councils, reflect the broader focus of Service NSW for Business and provide the opportunity for Central Darling Shire Council to engage with all services across Service NSW now and into the future.

The new Partnership Agreement includes further detail and clarity about the roles and responsibilities of all agencies in relation to the collection, storage and security of personal information.

The intention of the Partnership Agreement is to build awareness of specialist advice services available, ensure Council staff can direct enquiries to these services and provide applicants with the skills to be better informed and researched prior to lodging any applications.

For Central Darling Shire Council, the process is to endorse the proposed recommendations and to inform Service NSW when this endorsement has occurred.

LINKS TO THE COMMUNITY STRATEGIC PLAN AND DELIVERY PROGRAM AND OPERATIONAL PLAN:

Community Strategic Plan Outcome

A healthy and cohesive community receiving recognition and supported by coordinated, appropriate and affordable services.

Delivery Outcome

- Closer co-operation and cohesion between community groups
- Improved community services and facilities
- Improved opportunities for our communities

SUSTAINABILITY ASSESSMENT:

	Positive	Negative
Social	Enhanced community spirit, cultural and arts awareness and pride	None
Environmental	Well planned towns in accordance with LEP and sound planning principles	None
Economic	Expansion of industries and growth in businesses	None
Governance	Effective communication and consultation with Shire communities	None

Policy, Legal and Statutory Implications:

NIL

Financial and Resource Implications:

This program is at no cost to Central Darling Shire Council to participate. Support material, training and advice is provided by Service NSW for Business at no cost. Implementation of the program should lead to reduced processing times and costs relating to applications to Council.

Legislative Implications:

Council would still undertake all assessments as per appropriate legislation.

Risk Management – Business Risk/Work Health and Safety/Public:

NIL

Other Implications

By Central Darling Shire Council supporting this initiative, the local business community and potential business investors can have some confidence that Central Darling Shire Council is supportive of small business and is actively trying to reduce the costs associated with small business start-up.

OPTIONS:

- To provide delegated authority to enter into an agreement with Service NSW
- Not enter into an agreement and advise Service NSW

COUNCIL SEAL REQUIRED:

NO

COMMUNITY ENGAGEMENT AND COMMUNICATION:**Internal Exhibition**

Not applicable

External Exhibition

Not applicable

Attachments

[11. Partnership Agreement](#)

10. SHIRE SERVICES REPORTS

10.1 MENINDEE RESIDENTIAL DWELLING PROJECT

REPORT AUTHOR: SENIOR PLANNER / EHO
RESPONSIBLE DIRECTOR: DIRECTOR SHIRE SERVICES

To provide Council with information and options for the six (6) residential dwelling units that are all on one lot title that is classified as Council owned community in Menindee. The legal description of the lot is Lot 1 DP1064220 at 31-41 Darling Street Menindee.

To recommend to Council to commence the planning proposal process for reclassification of community land to operational land to enable the disposal of the Council owned land.

RECOMMENDATION:

That Council will:

- 1. Receive and note that the information and options for the Council owned community land at Lot 1 DP1064220 at 31-41 Darling Street Menindee.**
- 2. Recommend the planning proposal process commence for the reclassification of the community land to operational land with an amendment to the *Central Darling Local Environmental Plan 2012*.**
- 3. Recommend Council commence discussions with New South Wales Housing and New South Wales Aboriginal housing regarding the disposal of the six residential dwelling units.**

BACKGROUND:

The lot is Council owned community land by default under *Local Government Act 1993*. Prior to any decision to sell the land, the land would need to be reclassified from community land to operational land through an amendment to the *Central Darling Local Environmental Plan 2012* (CDLEP 2012) (planning proposal). The planning proposal would require public consultation and exhibition of the proposed amendment to the CDLEP 2012. The approximate time frame for this process is 9 – 12 months.

Under the *Local Government Act 1993* a Plan of Management and a lease for each of the six residential units is required to be prepared for this community land.

All the residential dwelling units are at least 50 years old, Council has high annual maintenance costs for these Council owned properties. The rental return to Council is significantly outweighed by the ongoing annual maintenance cost for the residential units and are non-compliant for aged persons use. It is unlikely that the tenants within the residential dwelling units could withstand a significant increase in rental to offset the maintenance expenditure costs, as the residents are on low incomes or, are pensioners.

The issue for Central Darling Shire Council is that the provision of rental accommodation to general members of the public is not Council's core business.

Note: In Menindee there is no other rental accommodation available to non-Aboriginal persons within the community.

Status of Residential dwellings: Lot 1 DP1064220 at 31-41 Darling Street Menindee

The six (6) residential units currently utilise a shared septic tank effluent waste disposal system. However, this septic tank effluent disposal system is failing and is required to be replaced, due to ongoing overflow of waste issues. The shared septic tank is located on land outside the lot, this land is owned by the Far West Area Health Service.

Prior to the disposal of the land of the six (6) residential dwellings units, an individual effluent waste disposal system within the curtilage of each dwelling is required to be installed.

The estimated cost for the installation of an individual effluent waste disposal system within the curtilage of each dwelling is approximately \$11,40.00 Plus GST with a total cost for all six dwelling units is approximately \$68,040.00 plus GST.

Planning Issues

The registered land survey plan of Lot 1, DP1064220 at 31-41 Darling Street Menindee indicates the lot area of 5015.8m². The approximate size of each of the six (6) Lots would be 835.9m². These lot areas are less than the minimum lot size prescribed within the *Central Darling Local Environmental Plan 2012 (CDLEP 2012)* for RU5 Village zone for land within Menindee (minimum lot size is 1,000 m²).

As a result of the minimum lot size of 1000 m² a Torrens title subdivision of this lot is not an option unless the minimum lot size is reduced in the CDLEP 2012. The reason for the minimum lot size of 1,000 m² is for effluent disposal on site, as Menindee does not have a deep sewer system.

Therefore, the only planning solution is to subdivide the lots into individual parcels is through a strata or community subdivision. In both of these types of subdivisions, of a single lot the minimum lot size is not mandated within the CDLEP 2012.

As discussed above, Lot 1, DP1064220 at 31-41 Darling Street Menindee is currently classified as community land, for the Lot to be disposed of by Council the land will need to be reclassified through a planning proposal amendment to the *Central Darling Local Environmental Plan 2012*, to become operational land.

As the land is currently classified as community land a plan of management under *the Local Government Act 1993* is required. If the land is to remain under Central Darling Shire Council ownership, along with the Plan of Management all the residential dwelling units require a lease that is advertised for a minimum of 28 days.

LINKS TO THE COMMUNITY STRATEGIC PLAN AND DELIVERY PROGRAM AND OPERATIONAL PLAN:

Community Strategic Plan Outcome

GOAL 1: A healthy and cohesive community, receiving recognition and supported by coordinated, appropriate and affordable services.

GOAL 3: A protected and supported natural environment and a sustainable and well-maintained built environment.

Delivery Outcome

OBJECTIVE: 1.1 Closer cooperation and cohesion between community groups

OBJECTIVE: 1.2 Improved community services and facilities

OBJECTIVE: 1.4 Improved opportunities for our communities.

SUSTAINABILITY ASSESSMENT:

	Positive	Negative
Social	Yes	N/A
Environmental	N/A	N/A
Economic	Yes	N/A
Governance	Yes	N/A

Financial and Resource Implications:

The ongoing ownership and management of the six residential dwelling units have long term negative financial impacts on Central Darling Shire Council finances as the rental return does not cover the maintenance cost, or the cost of the new effluent waste disposal system required for each of the six units.

Policy, Legal and Statutory Implications:

It is not a core business for Council to provide housing to the general community. The provision of low-cost housing is a responsibility of the New South Wales State Government. If the land remains in Central Darling Shire Council ownership a Plan of Management and new leases will be required for the six dwellings under the *Local Government Act 1993*.

Risk Management – Business Risk/Work Health and Safety/Public:

Not maintaining the six residential dwelling units may impact on the health and safety of the residents. The Council is currently required to maintain the residential dwellings to a satisfactory standard as the landowner.

OPTIONS:

1. Retain ownership of the six residential dwelling units with the recurrent spending on maintenance and cost of upgrading the effluent waste disposal system for the six unit. And prepare a Plan of Management and new leases for the six residential units.
2. Reclassify the community land to operational land and look at options to dispose of the unit as Central Darling Shire Council core function is not to provide low-cost housing.
3. Negotiate an agreement with to an appropriate New South Wales State agency to protect the provision of low-cost housing for Menindee.

COUNCIL SEAL REQUIRED:

No

COMMUNITY ENGAGEMENT AND COMMUNICATION:

Internal Exhibition

No

External Exhibition

No

Attachments

12. [Report on the six residential dwelling units.](#)
13. [Registered survey drawing.](#)

10.2 PLAN OF MANAGEMENT AND LEASE FOR 44 REID STREET WILCANNIA – LOT 1, S13, DP759091 – BAAKA CULTURAL CENTRE

REPORT AUTHOR: SENIOR PLANNER/ EHO
RESPONSIBLE DIRECTOR: DIRECTOR SHIRE SERVICES

EXECUTIVE SUMMARY:

To provide Council with information on the on the completed exhibition of the Plan of Management for Lot 1, S13 DP759091 – 44 Reid Street Wilcannia for use as the Baaka Cultural Centre, and the completed exhibition of the new lease for the use of the land for the Baaka Cultural Centre.

To recommend to Council to adopt the Plan of Management and lease for Lot 1, S13 DP759091 – 44 Reid Street Wilcannia for use as the Baaka Cultural Centre.

RECOMMENDATION:

That Council will:

- 1. Receive the report and note the information on the completion of the exhibition of the Plan of Management and draft lease for the new land use category – General Community use and the new use of the community cultural centre at Lot 1, S13 DP759091 – 44 Reid Street Wilcannia.**
- 2. Resolve to adopt the Plan of Management for the new land use category – General Community use, and the new use of land for a community cultural centre.**
- 3. Resolve to adopt the new lease between Central Darling Shire Council and the Baaka Cultural Centre Wilcannia Aboriginal Corporation for the use of the land for the Baaka Cultural Centre.**

BACKGROUND:

Central Darling Shire Council is required to prepare Plans of Management (*under the Local Government Act 1993*) for all “Community Land” within the Central Darling Shire Council area. The “community land” is both Council owned land and Council managed State-owned Crown Reserve lots.

This Plan of Management is to change the use of the Community land at Lot 1, S13 DP759091 – 44 Reid Street Wilcannia for use as the Baaka Cultural Centre. The Plan of Management will enable the site to be developed under a lease, for the Baaka Cultural Centre Wilcannia Aboriginal Corporation, and for a development application to be lodged to Central Darling Shire Council. The assessment of the development application for the Baaka Cultural Centre will be undertaken, by agreement, by another New South Wales Council.

The lease between Central Darling Shire Council will be initially for a period of 12 months. The lease has been prepared between Central Darling Shire Council (owners of the land) and the Baaka Cultural Centre Wilcannia Aboriginal Corporation.

The Plan of Management is for Lot 1, S13 DP759091 – 44 Reid Street Wilcannia for use as the Baaka Cultural Centre is a Plans of Management for council owned “community land”

(non-crown land), that is required to be prepared under the *Local Government Act 1993* for all “community land”.

PLAN OF MANAGEMENT PROCESS

The Plan of Management, and lease, once required to be on public exhibition for a minimum of 28 days for public comment and review. The exhibition was completed after the minimum 28 days of exhibition on the Central Darling Shire Council website and was advertised in the local newspapers.

A public hearing was held on 22 June 2021 at 5:30 to 6:30pm at the Council Chambers at 21 Reid Street Wilcannia. No members of the community attended the public hearing. There was one submission in writing that was emailed to the General Manager regarding the wording of the lease.

The exhibition of the documents has been completed and there was one submission received which related to the wording of the lease. The lease was modified in response to the written submission.

The exhibition process was carried out in accordance with advice from Department of Planning, Industry and Environment and as stated within the Central Darling Shire Council public participation plan for the exhibition of planning documents.

Following the exhibition process, any submissions on the Plan of Management and the lease have been reviewed and taken into consideration by Council before finalising the Plan of Management and the lease.

Following the adoption of the Plan of Management and the lease by Council, a development application may then be made to council for the Baaka Cultural Centre.

LINKS TO THE COMMUNITY STRATEGIC PLAN AND DELIVERY PROGRAM AND OPERATIONAL PLAN:

Community Strategic Plan Outcome

GOAL 1: A healthy and cohesive community, receiving recognition and supported by coordinated, appropriate and affordable services.

GOAL 2: A strong regional economy supported by developing industries, strong businesses, and increased employment.

GOAL 3: A protected and supported natural environment and a sustainable and well-maintained built environment.

Delivery Outcome

OBJECTIVE: 1.1 Closer cooperation and cohesion between community groups

OBJECTIVE: 1.2 Improved community services and facilities

OBJECTIVE: 1.3 Enhanced community spirit, cultural and arts awareness and pride.

OBJECTIVE: 1.4 Improved opportunities for our communities.

OBJECTIVE: 2.1 Expansion of industries and growth in businesses

OBJECTIVE: 2.2 Employment growth

OBJECTIVE: 3.2 Improved town entrances and streetscapes

SUSTAINABILITY ASSESSMENT:

	Positive	Negative
Social	Yes	N/A
Environmental	N/A	N/A
Economic	Yes	N/A
Governance	N/A	N/A

Financial and Resource Implications:

The Plan of Management and lease enables the land to be leased to the Baaka Cultural Centre Wilcannia Aboriginal Corporation. The community Baaka cultural centre will encourage cultural awareness within the Central Darling Shire Council area and promote cultural and art tourism particularly highlighting the local aboriginal culture.

Policy, Legal and Statutory Implications:

Advertisement of the plan of management and the lease for the use of the land is required under the *Local Government Act 1993*.

Risk Management – Business Risk/Work Health and Safety/Public:

No new Aboriginal cultural centre for Wilcannia and for the local community.

OPTIONS:

1. Council recommends the adoption of the Plan of Management and lease for the use of the land Lot 1, S13 DP759091 – 44 Reid Street Wilcannia, as the Baaka Cultural Centre

COUNCIL SEAL REQUIRED:

No

COMMUNITY ENGAGEMENT AND COMMUNICATION:

Internal Exhibition

No

External Exhibition

Online at Central Darling Shire Council website and advertised in the local newspapers and newsletters.

Attachments

14. [Plan of Management Report](#)

15. [Lease](#).

10.3 PLANNING PROPOSAL FOR THE RECLASSIFICATION OF LAND AT 44 REID STREET WILCANNIA – LOT 1, S13, DP759091 – BAAKA CULTURAL CENTRE

REPORT AUTHOR: SENIOR PLANNER/ EHO
RESPONSIBLE DIRECTOR: DIRECTOR SHIRE SERVICES

EXECUTIVE SUMMARY:

To provide Council with information and the recommendation for Council to commence the preparation of a planning proposal to reclassify the community land to operational land for Lot 1, S13 DP759091 – 44 Reid Street Wilcannia.

The land is proposed to be used for the Baaka Cultural Centre. Following the reclassification of the community land to operational land, the land can be sold to the Baaka Cultural Centre Wilcannia Aboriginal Corporation.

RECOMMENDATION:

That Council will:

- 1. Recommend that Council commence the preparation of a planning proposal to reclassify the community land at Lot 1, S13 DP759091 – 44 Reid Street Wilcannia, to be reclassified as operational land.**
- 2. Resolve to inform the Department of Planning, Industry and Environment of the intention to prepare the planning proposal to reclassify the land from community land to operational land at Lot 1, S13 DP759091 – 44 Reid Street Wilcannia,**

BACKGROUND:

Proposal

The planning proposal involves the reclassification of one (1) lot of land owned by Central Darling Shire Council, from “Community” to “Operational land”. The reason for the proposed discharging of Council interest in the land is to facilitate the disposal of the land for the development of the Baaka Cultural Centre.

The land will retain the existing B2 Local Centre land use zone and listing as a heritage item provisions which currently apply under the *Central Darling Local Environmental Plan 2012*.

The land is owned by Central Darling Shire Council and is classified as Community land under the *Local Government Act 1993*. It is Council’s intention to dispose of the land to the Baaka Cultural Centre Wilcannia Aboriginal Corporation, to facilitate the development of the Baaka Cultural Centre on the land. Council also intends to dispose of any interests in the land.

The lot currently has partial walls of the heritage listed Knox and Downs building – local heritage item under the Central Darling Local Environmental Plan 2012 I20 Knox and Downs Store 44 Reid Street Wilcannia.

The existing B2 Local Centre zone permits a Community Cultural Centre with consent; however, the land needs to be reclassified to Operational land to allow Council to sell the land.

PLANNING PROPOSAL PROCESS

The planning proposal has a five-step process starts as follows:

- **The Planning Proposal** – the planning proposal authority - Central Darling Shire Council recommends the preparation of a planning proposal.
- **Gateway** – the Minister decides whether the planning proposal can proceed (with or without variation) and subject to other matters including further studies being undertaken, public consultation, public hearings, agency consultation and time frames.

A planning proposal does usually not proceed without conditions of this nature.

The conditions are then complied with and if necessary, the proposal is changed.

A decision on whether the relevant council is able to finalise particular types of LEPs is also determined at this stage.

- **Community Consultation** – the proposal is publicly exhibited as required by the Minister. A person making a submission may also request a public hearing be held.
- **Assessment** – the planning proposal authority reviews public submissions. Parliamentary Counsel then prepares a draft local environmental plan.
- **The Making of the LEP** – with the Minister's approval the local environmental plan is published on the NSW legislation website and becomes law.

TIME FRAME FOR THE PLANNING PROPOSAL PROCESS

The estimated time frame for the planning proposal process to reclassify the land is not less than 9months from the commencement of the process.

LINKS TO THE COMMUNITY STRATEGIC PLAN AND DELIVERY PROGRAM AND OPERATIONAL PLAN:

Community Strategic Plan Outcome

GOAL 1: A healthy and cohesive community, receiving recognition and supported by coordinated, appropriate and affordable services.

GOAL 2: A strong regional economy supported by developing industries, strong businesses, and increased employment.

Delivery Outcome

OBJECTIVE: 1.1 Closer cooperation and cohesion between community groups

OBJECTIVE: 1.2 Improved community services and facilities

OBJECTIVE: 1.3 Enhanced community spirit, cultural and arts awareness and pride.

OBJECTIVE: 1.4 Improved opportunities for our communities.

OBJECTIVE: 2.1 Expansion of industries and growth in businesses

OBJECTIVE: 2.2 Employment growth

OBJECTIVE: 3.2 Improved town entrances and streetscapes

SUSTAINABILITY ASSESSMENT:

	Positive	Negative
Social	Yes	N/A
Environmental	N/A	N/A
Economic	Yes	N/A
Governance	N/A	N/A

Financial and Resource Implications:

The planning proposal to reclassify the land will enable Council to sell/ gift the land to the Baaka Cultural Centre Wilcannia Aboriginal Corporation. The community Baaka cultural centre will encourage cultural awareness within the Central Darling Shire Council area and promote cultural and art tourism particularly highlighting the local aboriginal culture.

Policy, Legal and Statutory Implications:

Council community land cannot be disposed of until the land is reclassified by an amendment to the *Central Darling Local Environmental Plan 2012*.

Risk Management – Business Risk/Work Health and Safety/Public:

No new Aboriginal cultural centre for Wilcannia and for the local community.

OPTIONS:

1. Council recommends the commencement of the planning proposal to reclassify the land from community land to operational land to enable the eventual ownership of the land by the Baaka Cultural Centre Wilcannia Aboriginal Corporation.
2. Council does not reclassify the land and remains the landowner and manager of the Baaka cultural Centre and is required to prepare an annual plan of management for the community land.

COUNCIL SEAL REQUIRED:

No

COMMUNITY ENGAGEMENT AND COMMUNICATION:**Internal Exhibition**

No

External Exhibition

Online at Central Darling Shire Council website and advertised in the local newspapers and newsletters.

Attachments

Nil

10.4 PLANNING PROPOSAL TO RECLASSIFY LAND

REPORT AUTHOR: SENIOR PLANNER/ EHO
RESPONSIBLE DIRECTOR: DIRECTOR SHIRE SERVICES

EXECUTIVE SUMMARY:

To provide Council with the information that the Planning Proposal to amend the *Central Darling Local Environmental Plan 2012* to reclassify the land Lots 2, 3 and 4 DP 1201089, and Lot 111, DP 1201028, Bonney Street Wilcannia has been made.

To recommend to Council commence the process for the sale of the land at Lots 2, 3 and 4 DP 1201089, and Lot 111, DP 1201028, Bonney Street Wilcannia with Council approval.

RECOMMENDATION:

That Council will:

- 1. Receive and note that the reclassification of the community land to operational land for Lots 2, 3 and 4 DP 1201089, and Lot 111 DP 1201028, Bonney Street Wilcannia, amendment has been made the Central Darling Local Environmental Plan 2012.**
- 2. Recommend the process for the sale of the land at Lots 2, 3 and 4 DP 1201089, and Lot 111 DP 1201028, Bonney Street Wilcannia proceed.**

BACKGROUND:

The amendment to the *Central Darling Local Environmental Plan 2012* to reclassify the land from community land to operational land has been made.

REPORT:

The land at Lots 2, 3 and 4 DP 1201089, and Lot 111, DP 1201028, Bonney Street Wilcannia that is now operational land and Council can commence the sale of land process.

Council is currently preparing documentation for the land to be sold.

LINKS TO THE COMMUNITY STRATEGIC PLAN AND DELIVERY PROGRAM AND OPERATIONAL PLAN:

Community Strategic Plan Outcome

GOAL 1: A healthy and cohesive community, receiving recognition and supported by coordinated, appropriate and affordable services.

GOAL 2: A strong regional economy supported by developing industries, strong businesses, and increased employment.

GOAL 3: A protected and supported natural environment and a sustainable and well-maintained built environment.

Delivery Outcome

OBJECTIVE: 1.1 Closer cooperation and cohesion between community groups

OBJECTIVE: 1.2 Improved community services and facilities

OBJECTIVE: 1.3 Enhanced community spirit, cultural and arts awareness and pride.

OBJECTIVE: 1.4 Improved opportunities for our communities.

OBJECTIVE: 2.1 Expansion of industries and growth in businesses

OBJECTIVE: 2.2 Employment growth

OBJECTIVE: 3.4 Improved infrastructure across the Shire

SUSTAINABILITY ASSESSMENT:

	Positive	Negative
Social	Yes	N/A
Environmental	N/A	N/A
Economic	Yes	N/A
Governance	N/A	N/A

Financial and Resource Implications:

N/A

Policy, Legal and Statutory Implications:

Under the *Local Government Act 1993* Council it is required to notify the sale of all operational land.

Risk Management – Business Risk/Work Health and Safety/Public:

N/A.

OPTIONS:

N/A

COUNCIL SEAL REQUIRED:

No

COMMUNITY ENGAGEMENT AND COMMUNICATION:

Internal Exhibition

No

External Exhibition

No

Attachments

[16. Opinion for reclassification of land](#)

10.5 DRAFT ASSET MANAGEMENT PLANS AND STRATEGY

REPORT AUTHOR: DIRECTOR SHIRE SERVICES
RESPONSIBLE DIRECTOR: GENERAL MANAGER

EXECUTIVE SUMMARY:

The purpose of this report is to present Council with a suite of Draft Asset Management Plans, Maturity Assessment Report and Asset Management Strategy and invite Community Feedback.

RECOMMENDATION:

That Council will:

- 1. Receive the report.**
- 2. Seek Community feedback via Public Exhibition period of 28 days**
- 3. Report back to Council following consultation period with findings.**

BACKGROUND:

Asset Management Plans (AMP's) are key components of our Long-Term Financial Plan and are used to guide the planning, construction, maintenance, and operation of our infrastructure assets. These plans include detailed information about each asset type and define which services will be provided, how they will be provided and what funding is required to cost-effectively deliver them over a 10-year period.

The Local Government Integrated Planning and Reporting (IPR) Framework is a legislative requirement for all NSW Councils. Councils are required to develop a series of long, medium- and short-term plans to ensure Councils are more commonly focused, responsive and sustainable in the long term. The Asset Management Plans, Strategy and Policy form part of this process in the Resourcing Strategy.

REPORT:

Councils Asset Management Plans were recently reviewed and updated for:

- Buildings and Land Improvements
- Plant and Fleet
- Sewerage
- Stormwater
- Transport
- Water

The Draft AMP's are attached to this report attached at the end of the report.

A Draft Asset Maturity assessment was completed to identify gaps in Council's Asset Management Practices. The report is attached at the end of the report.

An Asset Management Strategy (or Combined Strategic Asset Management Plan) was developed to try and balance projected expenditure in the AMP's with financial outlays in the Long-Term Financial Plan. The report is attached, at the end of the report.

LINKS TO THE COMMUNITY STRATEGIC PLAN AND DELIVERY PROGRAM AND OPERATIONAL PLAN:

Community Strategic Plan Outcome

GOAL 3: A protected and supported natural environment and a sustainable and well-maintained built environment.

Goal 4 A consultative and professional Council providing relevant, attainable, and efficient delivery of services as per the standards set by Council and providing community development and succession planning.

Delivery Outcome

3.4 Improved infrastructure across the Shire

4.1 Effective communication and consultation with Shire communities

4.2 Efficient and effective services

SUSTAINABILITY ASSESSMENT:

	Positive	Negative
Social	Provide the community opportunity to have input into Councils Asset Management Practices	Nil
Environmental	Nil	Nil.
Economic	Nil	Nil
Governance	Nil	Nil

Financial and Resource Implications:

As detailed in the Draft AM Strategy

Policy, Legal and Statutory Implications:

The Local Government Act 1999 Section 122 (1) (4b) requires Council to undertake a comprehensive review of its strategic management plans within 2 years after each election.

In Councils current Administration period the AMP's were developed in conjunction with the Strategic Plan and Long Term Financial Plan.

The Local Government Act 1999 Section 122 (6) requires Council to adopt a process to ensure members of the Public are given reasonable opportunity to be involved in the development and review of its strategic management plans.

Risk Management – Business Risk/Work Health and Safety/Public:

Nil, Draft only at this time.

OPTIONS:

COUNCIL SEAL REQUIRED:

No

COMMUNITY ENGAGEMENT AND COMMUNICATION:

Internal Exhibition

Nil

External Exhibition

As recommended.

Attachments:

- [17. Draft AM Maturity Assessment Report](#)
- [18. Draft AM Strategy](#)
- [19. Draft Buildings and Land Improvements AM Plan](#)
- [20. Draft Plant & Fleet AM Plan](#)
- [21. Draft Sewer AM Plan](#)
- [22. Draft Stormwater AM Plan](#)
- [23. Draft Transport AM Plan](#)
- [24. Draft Water AM Plan](#)

10.6 REGIONAL ROADS REPAIR PROGRAM 2021/22

REPORT AUTHOR:	DIRECTOR SHIRE SERVICES
RESPONSIBLE DIRECTOR:	GENERAL MANAGER

EXECUTIVE SUMMARY:

The purpose of this report is to provide Council with information concerning the allocation of Regional Roads Repair Program (RRRP) funding for 2021/22

RECOMMENDATION:**That Council will:**

1. Receive the report.
2. Write to Transport NSW requesting change of location of works on MR433, Ivanhoe – Menindee Road
3. Allocate \$575,000 of capital roads funding to reconstruct and seal 3km of road, 36.5km to 39.5km from Ivanhoe towards Menindee.
4. Update the budget accordingly in the first Quarterly Business Report (QBR)

BACKGROUND:

The RRRP provides funds to assist councils in carrying out larger rehabilitation and development works on Regional Roads. The aim of the RRRP is to minimise the long-term maintenance costs of these roads in line with their function and usage.

Under the RRRP, councils can apply for a 50 per cent contribution from the State Government for specific works. Selection criteria are determined by the Regional Consultative Committee (RCC), which also prioritises projects.

REPORT:

Council will soon complete the 2020/21 RRRP project. The project replaced 12 single grids with new double grids including approach works on the Tilpa West Road.

The application submitted earlier this year for the 2021/22 allocation identified 3km of reconstruction and seal on the Ivanhoe-Menindee Rd, extending the seal section from the Ivanhoe end at a total project cost of \$975,000. Recent rainfall events, emergency maintenance call outs and several accidents have identified a higher priority area to be addressed in the interest of road safety. Recommendation 2 above seeks permission to change the original location on the same road, no cost impact.

Historically, Council receives funding every 2 years from the subject program for works on Regional Roads. Correspondence from the Regional Local Government Programs Coordinator, Transport NSW, was received on 9 July 2021 to advise that Councils application has been recommended for funding.

\$1,150,000 was included in the 2021/22 budget for capital works on Regional Roads. The budgeted works included \$500,000 for gravel resheeting works and \$650,000 for resealing works. To enable the Regional Roads Repair Program works to proceed Council needs to contribute a proportion of project costs, being \$575,000. It is proposed to reduce the gravel resheeting component by \$300,000 and the Reseal component by \$275,000. Recommendation 3 and 4 above aims to reflect this change in the first quarter QBBR.

LINKS TO THE COMMUNITY STRATEGIC PLAN AND DELIVERY PROGRAM AND OPERATIONAL PLAN:

Community Strategic Plan Outcome

GOAL 3: A protected and supported natural environment and a sustainable and well-maintained built environment.

Delivery Outcome

3.4 Improved infrastructure across the Shire

Safe and reliable network of roads throughout the Shire.

SUSTAINABILITY ASSESSMENT:

	Positive	Negative
Social	Road Safety	Nil
Environmental	Works will be constructed in accordance with Environmental Policy, procedures, and standards	Nil. Minor Environmental impact involved with construction. Less maintenance in long term.
Economic	50% funded up to maximum \$400,000	Risk of project budget exceedance would result in Council sourcing project shortfall costs from Regional Roads Block Grant
Governance	Council is the Roads Authority for regional roads, pursuant to the Roads Act 1993	Nil

Financial and Resource Implications:

Nil budget allocation for RRRP. Amend capital works budget component in first quarter QBR.

Council has the contract plant resources and staff resources to deliver the project.

Policy, Legal and Statutory Implications:

Council is a Control Authority pursuant to the Roads Act 1993

Risk Management – Business Risk/Work Health and Safety/Public:

Business risk exists through budget exceedance and subsequent financial implications. Poor reflection on Council's reputation if works are delivered to a poor standard.

WHS/ Public Risks are identified and controlled through project planning and system documents.

OPTIONS:

Reject the funding offer and do not complete works this financial year.

COUNCIL SEAL REQUIRED:

No

COMMUNITY ENGAGEMENT AND COMMUNICATION:**Internal Exhibition**

Nil

External Exhibition

On site meeting with adjacent Landholders, Overseer and Director Shire Services.

Attachments:

NIL

10.7 ROADS TO RECOVERY 2021/2022 ALLOCATIONS

REPORT AUTHOR:	DIRECTOR SHIRE SERVICES
RESPONSIBLE DIRECTOR:	GENERAL MANAGER

EXECUTIVE SUMMARY:

The purpose of this report is to provide Council with information relating to the federally funded Roads to Recovery program to enable Council to make an informed decision on the allocation of the funding for this financial year.

Council is required to submit at least 12 months of rolling program works to the Roads to Recovery Infrastructure Management System. Projects may be entered from 1 July 2021 to 31 July and the first payment for the new program will be made in August 2021 pending program of works.

RECOMMENDATION:

That Council will:

- 1. Receive the report.**
- 2. Allocate the 2021/2022 Roads to Recovery funding to the following projects:**
 - **Woore St, Wilcannia – Reconstruction, kerb and drainage improvements**
 - **Trida Road – Formation reconstruction and new culverts**
 - **Moolah to Trida Rd – Formation reconstruction and new culverts**

BACKGROUND:

The objective of Roads to Recovery is to contribute to the Infrastructure Investment Programme through supporting maintenance of the nation's local road infrastructure asset, which facilitates greater access for Australians and improved safety, economic and social outcomes. The Roads to Recovery Programme does not contain a sunset clause under the new *National Land Transport Act 2014* meaning no new legislation will be required for the continuation of the Programme.

From 2019-20 to 2023-24 the Government will provide \$2 billion under the Roads to Recovery Programme, to be distributed to Australia's local Councils, State and Territory Governments responsible for local roads in the Unincorporated Areas (where there are no Councils) and the Indian Ocean Territories.

Roads to Recovery allocations for the Councils in each jurisdiction (except the ACT as it is a unitary jurisdiction) have been determined on the basis of the recommendations of the Local Government Grants Commissions in each state and the Northern Territory for the road's component of the Financial Assistance Grants. This is the same methodology as was used for this purpose in previous Roads to Recovery Programmes.

Council's allocation for the 2019-20 to 2023-24 period is \$6,010,909.

Additional Drought Funding was allocated to the 2019/20 and 2020/21 years with 50% allocation split over the 2 financial years. \$615,000 of the allocation was acquitted by December 31, 2020.

REPORT:

Allocations have now been received and expenditure reconciled from last year's projects.

\$695,670 is allocated for the 2021/22 Projects. The adopted budget will be amended accordingly as part of the first quarter QBR process.

The following projects have been identified following road condition assessments and are included in the draft Transport Asset Management Plan. The projects identified seek to reduce costs with establishment/ disestablishment by completing those sections within a close geographical area. Works will be programmed to run concurrently to be completed in a timely manner.

Location	Issue	Solution	Cost
Wilcannia Township Woore Street, between McIntyre and Field Streets	Pavement failure. No kerb and poor drainage creates access issues for residents	230m Reconstruction and seal including new kerb and gutter both sides.	\$201,670 (Fully funded)
Ivanhoe, Trida Road	13km of low-lying sections prone to inundation and extended road closure periods. Poor drainage and failed culverts	Reconstruct formation for 13km and install new culverts at 3 locations.	\$220,000 (Fully funded)
Ivanhoe, Moolah to Trida Rd	30km of low-lying sections prone to inundation and extended road closure periods. Poor drainage and failed culverts	Reconstruct formation for 30km and install new culverts at 3 locations.	\$274,000 (Fully funded)

LINKS TO THE COMMUNITY STRATEGIC PLAN AND DELIVERY PROGRAM AND OPERATIONAL PLAN:

Community Strategic Plan Outcome

GOAL 3: A protected and supported natural environment and a sustainable and well-maintained built environment.

Delivery Outcome

3.4 Improved infrastructure across the Shire

Safe and reliable network of roads throughout the Shire.

SUSTAINABILITY ASSESSMENT:

	Positive	Negative
Social	Equity of access for residents.	Nil
Environmental	Works will be constructed in accordance with Environmental Policy, procedures, and standards	Nil.

Economic	100% funded	Risk of project budget exceedance would result in Council sourcing project shortfall costs from local roads maintenance budget
Governance	Council is the Roads Authority for these local roads, pursuant to the Roads Act 1993	Nil

Financial and Resource Implications:

Roads to Recovery budget allocation for Local Roads included.

Council has the contract plant resources and staff resources to deliver the projects.

Policy, Legal and Statutory Implications:

Council is a Control Authority pursuant to the Roads Act 1993

Risk Management – Business Risk/Work Health and Safety/Public:

Business risk exists through budget exceedance and subsequent financial implications. Poor reflection on Council's reputation if works are delivered to a poor standard.

WHS/ Public Risks are identified and controlled through project planning and system documents

OPTIONS:

Do nothing and leave the roads in current condition.

Allocate the funding to alternate projects.

COUNCIL SEAL REQUIRED:

No

COMMUNITY ENGAGEMENT AND COMMUNICATION:

Internal Exhibition

Nil at this time

External Exhibition

Nil at this time

Attachments:

NIL

10.8 POONCARIE ROAD – PROGRESS REPORT

REPORT AUTHOR:

PROJECT ENGINEER

RESPONSIBLE DIRECTOR:

DIRECTOR SHIRE SERVICES

EXECUTIVE SUMMARY:

- The main scope of the Pooncarie Road project is to seal 61km of road section south of Menindee, NSW. Construction work commenced on 18th January.
- Work stopped on 12th March due to a report that scarred trees has been knocked out. The council has carried out archaeological and project management audits to identify root-cause, preventive, and corrective actions. Following audit report findings and community consultations work, project re-started on 12th June 2021 (sections 0-5km and 20-24km).
- Council held a meeting with the community to restart the southern section (40-45km) on 16th June 2021. Further inspections are planned by an archaeologist from the department of planning, industry and environment during the third week of July-2021. Council hoping to find a resolution to this issue in the coming weeks to re-start this section.

RECOMMENDATION:

That Council will:

1. Receive and note the report for Pooncarie Road Initial Seal Construction

REPORT:

PROJECT STATUS

Project re-started on 12th May 2021. Currently, two crews are working along the sections 0-5km and 20-24km. The council had a meeting with the local community to restart section 40-45km on 16th June 2021. Although the community is very positive and would like to restart construction work in the southern section, few members are reluctant to accept the previous contractor. To resolve this issue General Manager is looking for other possible alternatives. Furthermore, an archaeologist from the NSW government (department of planning, industry and environmental) will visit the site on the third week of July (19-23 July) for inspection and advice.

Section/Location	Current activities and progress
0-5 km	Cut and fill work of this section is almost complete (90%), including drains.
20-24 km	Earthwork (cut and fill) ongoing.
40-45	Works on hold
9.6km,14.53km,20.91km, 31.6 km	Placing steel pipes (to encase farmers irrigation/water pipes)
Menindee gravel pit	Winning gravel and stockpiling.

The following table summarises project constraints,

Schedule	<ul style="list-style-type: none"> • The first two sections (0-5km, 20-24km) of the project delayed 66 days due to environmental concerns. Further delays are expected due to delays in section southern section (40-45km). • A large portion of the project goes through high potential zones. This requires different construction methodologies and additional resources, which directly impact project cost and schedule. • During the month of June, the project delayed 7 days due to adverse weather (02-June to 9-June and 23-June to 25-June).
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	<ul style="list-style-type: none"> • Further delays occurred due to a shortage of culverts as culverts supplier was not able to deliver culverts on time.
Cost	<p>The project currently experiencing cost overruns on,</p> <p>Culverts: Estimated (\$1.8m), Current prediction (\$3.2m). Aboriginal site monitor: previously not budgeted, predict \$800k to \$1m. Stabilisation works: Previous estimation is \$2.97m and the current prediction is \$3.6m.</p> <p>Further, due to high potential zones and additional scope such as realignment at Karoola station, the project cost will increase.</p>
Safety	No issue to report
Risk	As stated in the above project is experiencing cost overruns.
Resourcing	Council has advertised for a full-time site engineer for the project.
Quality	No issue to report
Other issues	

PLANNED ACTIVITIES FOR THE COMING MONTH.

- Continue working on chainages 0-5km and 20-25 km. The planned works on this section include placing gravel, stabilisation work and installation of culverts.
- Restart section 40-45km.

Attachments:

Nil

10.9 UNSUPERVISED SWIMMING POOLS

REPORT AUTHOR: DIRECTOR SHIRE SERVICES
RESPONSIBLE DIRECTOR: GENERAL MANAGER

EXECUTIVE SUMMARY:

The purpose of this report is to provide Council with information so an informed decision can be made with respect to unsupervised swimming pools.

RECOMMENDATION:

That Council will:

1. Receive the report
2. Seek community feedback via public exhibition period for 14 days
3. Report back with findings at the next Ordinary Meeting of Council

BACKGROUND:

Council operates 4 swimming pools at Wilcannia, Menindee, Ivanhoe and White Cliffs.

Council has, to date, struggled to employ adequate numbers of casual lifeguard staff to supervise swimming pools. Despite repeated advertising, liaising with local employment agencies, schools and community groups limited applicants apply each year for the positions. This results in frequent swimming pool closures and complaints from the community about Council's inability to provide the service in hot summer months.

REPORT:

One option to address the matter is to trial unsupervised swimming pools.

It is proposed to trial unsupervised swimming pools at White Cliffs and Ivanhoe in the first instance. Menindee and Wilcannia have suffered further issues with problematic behavioral issues with community members. Staff abuse and vandalism have resulted in the NSW Police being called to attend in isolated incidents. It is considered appropriate at this time to continue to employ lifeguards and possible community liaison officers to supervise patrons at these 2 pools.

The proposal to conduct these operations has been utilised at Regional and Remote Council facilities including multiple Council Sea baths operated by coastal Councils.

State-wide Mutual members have utilised unsupervised operations, underwriters accept liability risk on considerate to approved operation systems including documentation and inspection regime.

State-wide Mutual Account Manager (Brett Cunningham) and Regional Risk Manager (Damien Connell) can assist in establishment and review of systems and signage requirements. Associated Mutual Councils are also available to assist in development of documentation and access systems.

Unsupervised pools require:

- Approved signage to be determined and installed in accordance with the State-wide Best Practice Manual '*Signs as Remote Supervision*'.
- Swimming Pool Management Plans to be updated to provide pool facilities which promote a healthy lifestyle and social interaction for the residents and visitors of the White Cliffs and Ivanhoe areas
- Swimming Pool Operations Manuals to be updated to provide site specific information and evidence of compliance to regulations and WHS Policy
- Reference to and compliance with the NSW Government Practice Note 15, Water Safety, revised July 2012. This is the principal reference document in relation to the specific day to day management of swimming pools.
- Personal Access (PA) gates fitted with Mag locks and accessed via a card reader or similar.
- Possible CCTV monitoring
- Patrons to attend Council offices to undertake a pool induction process including paying for and receipt of a card to access the swimming pool. It is proposed to include all immediate family members on one card signatory list.

Pool Season and Opening Hours

It is proposed to open all Pools on Monday 1 November 2021 and close all pools on Sunday 3 April 2022. Discretion is given to the General Manager to make minor changes to season start and finish dates as well as operating hours.

White Cliffs and Ivanhoe unsupervised pools opening hours will be 7:00am to 7:00pm every day during the swimming season.

Menindee and Wilcannia opening times will be:

3:30pm to 6:00pm weekdays

3:00pm to 7:00pm weekends and public holidays

Fees and charges

It is proposed to keep Wilcannia and Menindee as a gold coin per person per entry or \$100 family season pass.

White Cliffs and Ivanhoe, \$100 family pass only which will be the card required to enter the PA gate. Further options for part payments or time limited cards have not been investigated at time of report.

LINKS TO THE COMMUNITY STRATEGIC PLAN AND DELIVERY PROGRAM AND OPERATIONAL PLAN:

Community Strategic Plan Outcome

GOAL 1: A healthy and cohesive community, receiving recognition and supported by coordinated, appropriate and affordable services.

Goal 4: A consultative and professional Council providing relevant, attainable and efficient delivery of services as per the standards set by Council and providing community development and succession planning.

Goal Objectives

1.1 Closer cooperation and cohesion between community groups

1.2 Improved community services and facilities

1.3 Enhanced community spirit, cultural and arts awareness and pride

1.4 Improved opportunities for our communities

4.1 Effective communication and consultation with Shire communities

4.2 Efficient and effective services

SUSTAINABILITY ASSESSMENT:

	Positive	Negative
Social	Provide the community with longer opening hours at Ivanhoe and White Cliffs Swimming Pools	Public perception to lifeguards and Councils requirements to the community
Environmental	Nil	Nil.

Economic	Minimal supervisory costs. Financial costs yet to be determined	Initial capital costs for remote supervision signs and PA gates
Governance	In accordance with NSW Government Practice Note 15, Water Safety, revised July 2012 In accordance with "Signs as Remote Supervision"	Nil.

Financial and Resource Implications:

To be completed

Policy, Legal and Statutory Implications:

To be completed

Risk Management – Business Risk/Work Health and Safety/Public:

Council's Risk Management Policy and Framework is consistent with *AS/NZS ISO31000: 2018* and provides the foundation for the effective management of Council's strategic and operational risks.

A Risk Assessment has to be undertaken to inform the strategies and actions to address risks associated with the management and operation of all Swimming Pools.

OPTIONS:

Do nothing. Leave all pools as is and advertise for casual lifeguard staff.

COUNCIL SEAL REQUIRED:

No

COMMUNITY ENGAGEMENT AND COMMUNICATION:

Internal Exhibition

Nil

External Exhibition

As recommended.

Attachments

Nil

10.10 ROADS AND AERODROMES REPORT

REPORT AUTHOR: ROADS AND ASSETS ENGINEER
RESPONSIBLE DIRECTOR: DIRECTOR SHIRE SERVICES

EXECUTIVE SUMMARY:

The purpose of this report is to provide an update on road and aerodrome maintenance, capital works and expenditure on all-road asset classes within the Central Darling Local Government Area.

RECOMMENDATION:

That Council will:

1. Receive and note the report

REPORT:

State Roads

Council is engaged by Roads and Maritime Services (RMS) to maintain the State Highway network within the Shire boundaries. The two State Highways are the Barrier Highway and the Cobb Highway.

Council is engaged under contract conditions specified under the Routine Maintenance Council Contract (RMCC). The contract details routine works required to be completed throughout the year and capital works which are supplied to Council via a Works Order (WO).

2021/22 RMCC Routine Maintenance preliminary allocation is: \$1,049,000

2020/21 RMCC Works Orders which have been issued, in progress and carry over to this financial year include

1. HW21 111.21.06 Rosewood IS Project \$2,321,922.50
2. HW21 111-21-09 Mt Manara- Drill & Blast \$675,068

Total: \$2,996,990

2021/22 RMCC Works Orders Nil

Works Description	Original Budget	% Expended	Remaining budget
RMCC Routine	\$1,048,240	3%	\$1,019,460
WO 2020/21	\$2,996,990	47%	\$1,613,688
WO 2021/22	\$0	0%	\$0

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Regional Roads

Council maintains 790km of Regional Roads throughout the Shire.

2021/22 Regional Roadblock Grant amount (including traffic and supplementary components) has not been confirmed. The figures below reflect the 2020/21 allocation. Payments to Council's will be made in July and January with any reconciliations required being done in January following State (RMS) budget adoption.

2021/22 Regional Roads Repair Program was successful with \$400,000 being 50% of the project costs. The remaining funds is proposed to be sourced from the Regional Roads Block Grant which is reflected in the table below. Refer to determination report included in this agenda.

Works Description	Original Budget	% Expended	Remaining Budget
Regional Roadblock Grant	\$2,233,000	2%	\$2,201,704
Regional Roads Repair Program	\$975,000	0%	\$975,000

Local Roads

Council maintains 1600km of Local Roads throughout the Shire.

2021/22 The Financial Assistance Grant – Local Roads Component, has not been confirmed. Estimated on last year's allocation as \$1,655,000

2021/22 Roads to Recovery (R2R) allocation is \$695,670. Three capital improvement projects are proposed to be delivered this year. Refer to determination report included in this agenda.

Works Description	Original Budget	% Expended	Remaining Budget
Local Roads Component (FAG)	\$1,655,000	1%	\$1,645,534
Woore Street (R2R)	\$201,670	0%	\$201,670
Trida Road (R2R)	\$220,000	0%	\$220,000

Moolah-Trida Road (R2R)	\$274,000	0%	\$274,000
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Aerodromes

Council maintains 6 aerodromes throughout the Shire: Wilcannia, Menindee, Ivanhoe, White Cliffs, Tilpa and Emmdale.

The Remote Aerodrome Upgrade Prograde (RAUP) funding was granted for the Wilcannia aerodrome resealing and line marking project. The works are funded up to \$150,000 with in kind contribution from Council for \$107,000

Works Description	Original Budget	% Expended	Remaining Budget
Aerodromes R&M	\$124,000	0%	\$124,000
RAUP 2021/22	\$257,000	0%	\$257,000

Attachments

[25. Works Program July 2021](#)

10.11 WATER AND SEWER UPATE

REPORT AUTHOR: PROJECTS ENGINEER
RESPONSIBLE DIRECTOR: DIRECTOR SHIRE SERVICES

EXECUTIVE SUMMARY:

The purpose of this report is to provide an update on Water and Sewer maintenance, Capital Works and expenditure on all assets within the Central Darling Local Government Area.

RECOMMENDATION:

That Council will:

- 1. Receive and note the report.**

REPORT:

Water & Sewerage Operations:

- Wilcannia's potable water supply is sourced from the Darling River Weir Pool
- White Cliffs town water supply is sourced from Wakefield Tank. Wakefield Tank storage supply is 8.0m, 12 months' supply remaining.

- Ivanhoe town water supply is currently being sourced from Morrison's Tank. Morrison's Tank is at capacity, 450 megalitres, following recent Willandra Creek flows. Council staff stopped pumping on Sunday 11 July 2021. 24 months' supply remaining
- The Aboriginal Communities Water and Sewer Program contributes to Councils operational costs for services supplied to the Wilcannia Mallee and Waralli precincts.

Works Description	Original Budget	% Expended	Remaining Budget
Wilcannia Water	\$311,500	7%	\$291,006
Wilcannia Sewer	\$131,500	12%	\$115,812
White Cliffs Water	\$167,000	2%	\$163,284
Ivanhoe Water	\$273,000	8%	\$252,300
Aboriginal Communities Water and Sewer program	\$144,770	0%	\$144,770

Water and Sewer Capital Works

- Council awarded the contract for new Water Treatment Plants at Wilcannia, Ivanhoe and White Cliffs on 1 July 2021 to Membrane Systems Australia. Council and consultants, City Water Technology, are in the detailed design phase of the contract.

Works are expected to commence at White Cliffs end of October 2021 pending Section 60 approval from DPIE Water.

- The White Cliffs Reticulation design is 90% completed, further survey and design changes were required. Expected date for calling tenders for civil works here is October 2021. Public Works Advisory have been engaged to manage the design and tender process.
- The Wilcannia Gravity Sewer Scoping Study has been completed. Further discussions are in progress for possible funding opportunities to deliver the project. Council will be updated with any developments here.
- Smart meters and valve replacements are scheduled for 2021/22 in Ivanhoe and Wilcannia.

The table below reflects expenditure to date for Capital Projects.

Works Description	Original Budget	% Expended	Remaining Budget
White Cliffs WTP and Retic	\$5,500,000	8%	\$5,042,610
Wilcannia WTP	\$3,500,000	7%	\$3,251,566
Ivanhoe WTP	\$2,500,000	7%	\$2,328,027
Smart Meters	\$50,000	0%	\$50,000

Valve Replacements	\$150,000	0%	\$150,000
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Attachments

Nil

10.12 SERVICES UPDATE

REPORT AUTHOR: DEPUTY DIRECTOR SHIRE SERVICES
RESPONSIBLE DIRECTOR: DIRECTOR SHIRE SERVICES

EXECUTIVE SUMMARY:

The purpose of this report is to provide an update on the services expenditure on all associated assets within the Central Darling Local Government Area.

RECOMMENDATION:

That Council will:

1. Receive and note the report.

REPORT:

Services:

Works Description	Original Budget	% Expended	Remaining Budget
Parks & Gardens/ Sporting Facilities	\$126,500	11%	\$113,206
Ancillary Works	\$236,500	0%	\$235,399
Street Cleaning/Bins	\$175,000	3%	\$169,030
Buildings	\$882,850	8%	\$809,850
Swimming Pools	\$345,000	1%	\$342,297
Domestic Waste	\$190,000	11%	\$169,211

Services Capital Works

Council has received funding to improve facilities throughout the Shire through the Building Stronger Country Communities Projects for Round 1, 2 and 3. The table below reflects expenditure and progress to date.

Works Description	Original Budget	% Expended	Remaining Budget
Building Stronger Country Communities Round 1	\$893,640.00	100%	\$0

Building Stronger Country Communities Round 2	\$1,395,084	98%	\$24,941
Building Stronger Country Communities Round 3	\$760,340	22%	\$746,818

Attachments

Nil

11. MINUTES OF COMMITTEE MEETINGS

NIL

12. CONFIDENTIAL MATTERS

The *Local Government Act 1993* provides that Council may close to the public that part of the meeting that deals with matters of a confidential nature.

The grounds on which a meeting is closed to the public must be specified in the decision to close the meeting and recorded in the minutes of the meeting.

Recommendation:

That Council move into Confidential to consider the matters listed in the confidential section of the agenda in accordance with Section 10A 2 of the *Local Government Act 1993* for the reasons specified.

12.1 BITUMEN SPRAY SEAL CONTRACT

Item 12.1 is confidential under the *Local Government Act 1993* Section 10A 2 (d) as it relates to commercial information of a confidential nature that would, if disclosed:

- (i) prejudice the commercial position of the person who supplied it, or
- (ii) confer a commercial advantage on a competitor of the Council, or
- (iii) reveal a trade secret.

13. RESOLUTION TRACKER

13.1 RESOLUTION TRACKER – OUTSTANDING RESOLUTIONS

REPORT AUTHOR:	EXECUTIVE ASSISTANT
RESPONSIBLE DIRECTOR:	GENERAL MANAGER

Recommendation:

That the Resolution Tracker from the Council Meeting on 23 June 2021 be received and noted and any amendments be noted.

Attachments

26. [Resolution Tracker](#)

14. MEETING CLOSE

The Council Meeting will be declared closed by the Mayor/Administrator.

The next meeting of Council will be held on Wednesday, 25 August 2021 in Wilcannia at 9.00am.

**MINUTES OF THE ORDINARY COUNCIL MEETING HELD IN THE
COUNCIL CHAMBERS, 21 REID STREET, WILCANNIA
ON WEDNESDAY, 23 JUNE 2021.**

PRESENT: Administrator, Bob Stewart

IN ATTENDANCE: General Manager, Greg Hill
Acting Director Business Services, Kevin Smith
Human Resource Officer, Evelyn Pollard
Acting Rates Officer, Darryl Telfer
Senior Finance Officer, Gemma Dillon
Senior Planner, Glenda Dunn
Community Engagement Officer, Jennie Geerdink
Executive Assistant, Jamie Parsons

1. OPENING OF MEETING

The meeting was declared open at 9.02am.

2. ACKNOWLEDGEMENT OF COUNTRY

An acknowledgement of the traditional custodians of the land was delivered by the Administrator, Bob Stewart.

3. APOLOGIES AND LEAVE OF ABSENCE

NIL

4. DISCLOSURES OF INTEREST

Pursuant to the Model Code of Conduct for Local Councils in NSW Councillors and Councilstaff are required to declare any pecuniary or non-pecuniary conflicts of interest.

Recommendation:

That the Disclosures of Interest – Pecuniary and Non-Pecuniary be received and noted.

The General Manager disclosed an item of interest in relation to confidential item 12.1 – Tender for the WTPs. It was noted that the General Manager had a personal friendship with one of the Contractors over 20 years ago and has not had contact with that person since that time. The General Manager wasn't involved in the Tender process, or the evaluation and it was only brought to his attention when the report was sent to him. The General Manager has stated that he will stay present in the room for the meeting and will not take part in the debate. It has been noted that this is a Non-Pecuniary conflict of interest under Section 451 of the *Local Government Act 1993*.

5. CONFIRMATION OF MINUTES

5.1 ORDINARY MEETING – 24 JUNE 2020

Resolved

That the Minutes of the Ordinary Council Meeting held on 20 May 2021 be received and confirmed as an accurate record.

Minute Number: 01-06-2021

5.2 BUSINESS ARISING

NIL

6. MAYORAL (ADMINISTRATOR) MINUTE(S)

6.1 ADMINISTRATORS REPORT

Resolved

1. Receive and note the report.

Minute Number: 02-06-2021

7. FINANCIAL REPORTS

7.1 ADOPTION OF DRAFT OPERATIONAL PLAN AND BUDGET 2021/22

Resolved

1. Receive and note the report.
2. Note and acknowledge that there were no submissions received during the public exhibition period.
3. Adopt the 2021/22 Operation Plan and Budget.
4. Make and levy the following Rates and Charges under the *Local Government Act 1993* for the 2021/22 year.
 - a) in accordance with Sections 492-494, 497-499, 533-535 and 543 of the *Local Government Act 1993*, Council make and levy the following ordinary rates for the 2021/22 year as follows:
 - Farmland Rate ad valorem amount 0.001003 cents in the dollar.
 - Farmland Base Amount: \$130.00
 - Residential Rate ad valorem amount 0.064774 cents in the dollar
 - Residential Base Amount \$130.00
 - Business Rate ad valorem amount 0.058061 cents in the dollar
 - Business Base Amount: \$130.00
 - b) In accordance with Sections 496, 501 and 502 of the *Local Government Act 1993*, Council make and impose charges for Waste Management Services in 2021/22 as follows:

Domestic Waste Service Charges Levied under Section 496 of the <i>Local Government Act 1993</i>	Charge Unit	2021-22 Charge
Domestic Waste Management Availability Charge (Previously known as an "Unoccupied" property charge)	Per Property	\$306.00

<p><u>Purpose:</u> Fund waste management facilities to meet potential future demands from vacant land.</p> <p><u>Applies to:</u> All vacant parcels of rateable land within any of Council's waste collection areas.</p>		
<p>Domestic Waste Management Service</p> <p><u>Purpose:</u> Entitlement to a weekly collection of a 240-litre waste bin & free access to dispose of domestic waste at Council's Waste Management Facility in the town the property is located in.</p> <p><u>Applies to:</u> All properties within the Ivanhoe, Menindee or Wilcannia Council's waste collection areas, with an approval for a residential building.</p>	Per Property	\$646.00
<p>Domestic Waste Management Service – Sunset Strip</p> <p><u>Purpose:</u> Provide Sunset Strip residents with free access to the dispose of domestic waste at the Sunset Strip Waste Management Facility.</p> <p><u>Applies to:</u> All rateable properties in Sunset Strip.</p>	Per Property	\$78.00
<p>Domestic Waste Management Service – White Cliffs</p> <p><u>Purpose:</u> Provide residents of the White Cliffs township with free access to the dispose of domestic waste at the White Cliffs Waste Management Facility.</p> <p><u>Applies to:</u> All rateable properties in the White Cliffs township.</p>	Per Property	\$64.00
<p>Domestic Waste Management – Additional Bin Collection Services</p> <p><u>Purpose:</u> Weekly collection of additional 240 litre waste bin (additional charge per bin).</p> <p><u>Applies to:</u> All properties within the Wilcannia, Ivanhoe, or Menindee Waste Collection areas where an additional Domestic Waste Collection service(s) has/have been requested and provided.</p>	Per Bin	\$646.00

<p>Waste Management Service Charges - Non-Domestic Levied under Section 501 of the <i>Local Government Act 1993</i></p>	Charge Unit	2021-22 Charge
<p>Waste Management Service</p> <p><u>Purpose:</u> Entitlement to a weekly collection of a 240-litre waste bin.</p> <p><u>Applies to:</u> All properties within any of Council's waste collection areas where a Waste Collection service has been requested and provided.</p>	Per Property	\$646.00
<p>Waste Management Additional Bin</p>	Per Bin	\$646.00

<p><u>Purpose:</u> Entitlement to a weekly collection of additional 240 litre waste bins.</p> <p><u>Applies to:</u> All properties within any of Council's waste collection areas where an additional Non-Domestic Waste Collection service(s) has/have been requested and provided.</p>		
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- c) In accordance with Sections 501 and 502 of the *Local Government Act 1993*, Council makes and levy charges for Water Supply Services in 2021/22 as follows:

Water Service Charges - Wilcannia		
Service Charge Description	Charge Unit	2021-22 Charge
Filtered Water Connected	Per Connection	\$251.00
Non- Potable/Raw Water Connected	Per Connection	\$986.00
Filtered Water Availability	Per Property	\$165.00
Non-Potable/Raw Water Availability	Per Property	\$165.00
Filtered Water Usage	Per Kilolitre (kL)	\$3.57
Non-Potable/Raw Water Usage – Rateable Properties	Per Kilolitre (kL)	Not Applicable
Filtered Water Usage – Metered Non-Rateable Properties	Per Kilolitre (kL)	\$3.57
Non-Potable/Raw Water Usage – Metered Non-Rateable Properties	Per Kilolitre (kL)	\$3.57
Water Service Charges - Ivanhoe		
Service Charge Description	Charge Unit	2021-22 Charge
Filtered Water Connected	Per Connection	\$293.00
Non- Potable/Raw Water Connected	Per Connection	\$491.00
Filtered Water Availability	Per Property	\$219.00
Non-Potable/Raw Water Availability	Per Property	\$219.00
Filtered Water Usage	Per Kilolitre (kL)	\$3.98
Non-Potable/Raw Water Usage – Rateable Properties	Per Kilolitre (kL)	\$1.73
Filtered Water Usage – Metered Non-Rateable Properties	Per Kilolitre (kL)	\$4.79
Non-Potable/Raw Water Usage – Metered Non-Rateable Properties	Per Kilolitre (kL)	\$3.98

Water Service Charges – White Cliffs		
Service Charge Description	Charge Unit	2021-22 Charge
Filtered Water Connected	Per Connection	\$950.00
Non- Potable/Raw Water Connected	Per Connection	\$950.00
Filtered Water Availability	Per Property	\$831.00
Non-Potable/Raw Water Availability	Per Property	\$831.00
Filtered Water Usage	Per Kilolitre (kL)	\$3.88
Non-Potable/Raw Water Usage – Rateable Properties	Per Kilolitre (kL)	\$3.88
Filtered Water Usage – Metered Non-Rateable Properties	Per Kilolitre (kL)	\$3.88
Non-Potable/Raw Water Usage – Metered Non-Rateable Properties	Per Kilolitre (kL)	\$3.88

- d) In accordance with Sections 501 of the *Local Government Act 1993*, Council makes and levy charges for Sewerage Services in 2021/22 as follows:

Service Charge Description	Unit Type	2021-22 Charge
Sewerage Service Charge	Per property – up to 2 connections	\$893.00
Sewerage Service Additional Charge	Per connection – more than 2 connections	\$307.00

- e) Council make and impose the maximum charge for interest on overdue Rates and Charges as determined by the Minister of Local Government, in accordance with Section 566(3) of the *Local Government Act 1993*. Maximum Allowance Interest being 6.00 per cent per annum for the period 1 July 2021 to 30 June 2022.
- f) Fees and Charges for the use of services provided by Council as detailed in the Operational Plan and Budget 2021/22 be adopted in accordance with Section 608 of the *Local Government Act 1993*.

Minute Number: 03-06-2021

7.2 SALE OF LAND FOR UNPAID RATES

Resolved

1. Unresolved – Noted 20 May 2021 Council Meeting – bring forward action plan for outstanding debt – Will be presented in July Meeting. Requested Projected Ratio for Unpaid Rates to also be presented at Julys Meeting.
2. Receive and note the report as being a final report on this round of sales for Unpaid Rates.

Minute Number: 04-06-2021

7.3 CASH AND INVESTMENTS – MAY 2021

Resolved

1. Receive and note the report.

Minute Number: 05-06-2021

7.4 COUNCIL 2020-2021 CURRENT GRANTS REGISTER

Resolved

1. Receive and note the report.

Minute Number: 06-06-2021

8. GOVERNANCE REPORTS

8.1 POONCARE ROAD CONSTRUCTION-INVESTIGATIONS OF IMPACTS AND HARM TO ABORIGINAL CULTURAL HERITAGE SITES

Resolved

1. Receive and note the report and endorse the following:
2. A further progress report to be presented to Council at next meeting in July.

Minute Number: 07-06-2021

8.2 CEMETERY RECORD MANAGEMENT SYSTEM

Resolved

1. Receive and note the report.

Minute Number: 08-06-2021

8.3 CORRESPONDENCE RECEIVED FROM MELINDA PAVEY MP

Resolved

1. Receive and note the report.

Minute Number: 09-06-2021

8.4 THE CENTRAL DARLING HERITAGE APP

Resolved

1. Receive and note the report and endorse the following:
2. Council engages Newcastle University for the development and implementation to the Central Darling Heritage Trail App, at the cost of \$145,647.10 to be delivered in March 2022.
3. Council records the “Exemption from Requirement to Tender or Quote” for the development and implementation of the Central Darling Heritage Trail App as being specialised work and in accordance with Section 55 of the *Local Government Act 1993* as less than the specified amount needed to Tender of \$250K.

Minute Number: 10-06-2021

8.5 HUMAN RESOURCE MANAGEMENT ACTIVITIES

Resolved

1. Receive and note the report.

Minute Number: 11-06-2021

9. CORPORATE SERVICES REPORTS

The General Manager announced the commencement of the new Director of Business Services Gordon Seeto. The General Manager stated that the Director of Business Services is currently on leave at the moment prior to commencing, however will be in office within the next 2 weeks.

10. SHIRE SERVICES REPORTS

The Administrator requested that in future – reports are to be approved under delegated authority.

10.1 DEVELOPMENT APPLICATIONS APPROVED MAY JUNE 2021

Resolved

1. Receive and note the report.
2. Note the information on the number of development applications approved for the month of May and June 2021.

Minute Number: 12-06-2021

10.2 AMENDMENTS TO THE CENTRAL DARLING LOCAL ENVIRONMENTAL PLAN 2012

Resolved

1. Receive and note the report.

2. Note the information on the notified amendments to the *Central Darling Local Environmental Plan 2012 – 4 June 2021*. The amendments are to the land use table, the implantation of the Wilcannia Heritage Conservation Area, additional heritage items and the rezoning of land to the infrastructure zone for the Wilcannia Water Treatment Plant.

Minute Number: 13-06-2021

10.3 ELECTRONIC ROAD SIGNS

Resolved

1. Receive and note the report.
2. Council pursues additional funds to finance the upgrade of inferior existing sign communication software, hardware, and provider protocols.
3. Council pursues further supplementary funding to complete electronic signage on all roads within the Shire prone to adverse weather closures.
4. Council pursues funding for the purpose of installing cameras at sign locations.
5. Council reinforces its Policies and Legal Obligations for the purpose of applying penalties for vehicles driving on closed roads.
6. Council to write to the Minister of Roads, the Honourable Paul Toole MP seeking a driver education campaign for driving on gravel and closed roads in the Far West of NSW.

Minute Number: 14-06-2021

10.4 SERVICES REPORT

Resolved

1. Receive and note the report.

Minute Number: 15-06-2021

10.5 ROADS AND AERODROMES REPORT

Resolved

1. Receive and note the report.
2. Request a report of the costings on Budgets for RMS works.

Minute Number: 16-06-2021

10.6 WATER AND SEWER UPDATE

Resolved

1. Receive and note the report.

Minute Number: 17-06-2021

11. MINUTES OF COMMITTEE MEETINGS

11.1 MINUTES – WHITE CLIFFS ASSOCIATION COMMITTEE MEETING – 26 FEB 2021, 3 JUNE 2021, AND 9 JUNE 2021

Resolved

1. Receive and note the report.

Minute Number: 18-06-2021

12. CONFIDENTIAL MATTERS

It was resolved that Council moved into Confidential to consider the matters listed in the confidential section of the agenda in accordance with Section 10A 2 of the *Local Government Act 1993* for the reasons specified. Confidential section was closed to the public and began at 9.35am.

The General Manager reviewed the resolutions of the confidential matters and reported the following for the listed reports:

12.1 WATER TREATMENT PLANT TENDER RECOMMENDATION FOR WHITE CLIFFS, WILCANNIA, AND IVANHOE

Resolved

1. Receive and note the report.
2. Matters were discussed in relation to the WTP tender for White Cliffs, Wilcannia and Ivanhoe – the nature of this discussion will remain confidential.
3. A Media Release is to be issued 2 weeks following the Council Meeting, releasing the name of the contractors hired and details of the delivery for the WTPs.

Minute Number: 19-06-2021

13. MEETING CLOSE

There being no further business to discuss, the meeting was closed at 9:41am.

The minutes of this meeting were confirmed at the Ordinary Meeting of the Central Darling Shire Council held on Wednesday, 28th July 2021.

.....
ADMINISTRATOR

**MINUTES OF THE EXTRAORDINARY COUNCIL MEETING HELD IN
THE COUNCIL CHAMBERS, 21 REID STREET, WILCANNIA
ON FRIDAY, 2 JULY 2021**

PRESENT: Administrator, Bob Stewart – via Video

IN ATTENDANCE: General Manager, Greg Hill
Director Shire Services, Reece Wilson
Senior Inspections Officer, Geoff Laan – via Video
Senior Finance Officer, Gemma Dillon
Senior Planner, Glenda Dunn – via Video
Community Engagement Officer, Jennie Geerdink – via Video
Executive Assistant, Jamie Parsons – via Video

1. OPENING OF MEETING

The meeting was declared open at 10.00am.

2. ACKNOWLEDGEMENT OF COUNTRY

An acknowledgement of the traditional custodians of the land was delivered by the Administrator, Bob Stewart.

3. APOLOGIES AND LEAVE OF ABSENCE

NIL

4. DISCLOSURES OF INTEREST

NIL

5. CONFIRMATION OF MINUTES

NIL

6. MAYORAL (ADMINISTRATOR) MINUTE(S)

NIL

7. FINANCIAL REPORTS

NIL

8. GOVERNANCE REPORTS

NIL

9. CORPORATE SERVICES REPORTS

NIL

10. SHIRE SERVICES REPORTS

8.1 DEVELOPMENT APPLICATION D08/21 PAN 844233 – 32 COLUMBUS STREET IVANHOE

Resolved

1. Receive and note Information on the delegated assessment report by an independent consultant, and the determination letter for development application D08/21 PAN 84423 at 32 Columbus Street, Ivanhoe.
2. Approve the Development Application D08/21 PAN 84423 at 32 Columbus Street, Ivanhoe for the erection of a Multi-purpose Administration building for Council subject to the tabled conditions of consent and the reasons of imposition if the conditions.

Items that were tabled:

1. Barson Independent Delegated Assessment (incl. into the Business Paper)
2. Conditions of Consent
 - a. Prior to construction certificate/commencement of work/health and building
 - i. The subject lots are to be consolidated prior to the issue of an occupation certificate.
 - ii. Details of the upgraded access from Behring Street to the site boundary are to be provided with a construction certificate application in accordance with Council requirements.
 - iii. That accessible car parking and pathways to be designed in accordance with AS.2890.6 and AS 1428.1 respectively.
3. Protection of adjoining areas
4. Adjoining wall Dilapidation report
5. Asbestos Removal Works
6. Installation of dual-flush toilets
7. Installation of water efficient taps
8. Waste and Recycling Management – Minor
9. Run-off and Erosion Controls

During Construction/prior to occupation/completion

10. Occupation Certificate to be submitted.
11. Hours of Work and Noise
12. Noise – During Construction
13. Encroachments – Neighbouring Properties
14. Demolition
15. Maintenance of Site.
16. Earthworks, Retaining Walls and Structural Support
17. Drainage Connections
18. Archaeology discovered during works.
19. Aboriginal Objects discovered during works.
20. Covering loads
21. Loading and unloading during construction
22. No obstruction of public way
23. Use of Mobile Cranes
24. Contaminated Soils
 - (a) Requirement to Notify about New Contamination Evidence
 - (b) Compliance with the Remediation Action Plan
25. Vehicular Access

- 26. Utility Services
- 27. Landscaping – Trees and Planting

Attachment included at end of minutes for additional information in relation to Conditions of Consent.

11. MINUTES OF COMMITTEE MEETINGS

NIL

12. CONFIDENTIAL MATTERS

It was resolved that Council moved into Confidential to consider the matters listed in the confidential section of the agenda in accordance with Section 10A 2(d) of the *Local Government Act 1993* for the reasons specified. Confidential section was closed to the public and began at 10.07am.

The General Manager reviewed the resolutions of the confidential matters and reported the following for the listed reports:

1. Council resolved to establish a regional panel of conduct reviewers and appoint reviewers as selected by the FWJO through an Expression of Interest (EOI) Process.

Council was moved back to the public at 10.08am.

13. MEETING CLOSE

There being no further business to discuss, the meeting was closed at 10.09am

The minutes of this meeting were confirmed at the Ordinary Meeting of the Central Darling Shire Council held on Wednesday, 28th July 2021.

.....
ADMINISTRATOR



CONDITIONS OF CONSENT

PRIOR TO CONSTRUCTION CERTIFICATE/COMMENCEMENT OF WORK/HEALTH AND BUILDING

1. The subject lots are to be consolidated prior to the issue of an occupation certificate.
2. Details of the upgraded access from Behring Street to the site boundary are to be provided with a construction certificate application in accordance with Council requirements;
3. That accessible car parking and pathways to be designed in accordance with AS.2890.6 and AS 1428.1 respectively.

4. PROTECTION OF ADJOINING AREAS

A temporary hoarding or temporary construction site fence must be erected between the work site and adjoining lands before the works begin and must be kept in place until after the completion of the works if the works.

- (a) could cause a danger, obstruction or inconvenience to pedestrian or vehicular traffic, or
- (b) could cause damage to adjoining lands by falling objects, or
- (c) involve the enclosure of a public place or part of a public place.

5. ADJOINING WALL DILAPITATION REPORT

- (1) If a wall on a lot is to be built to a boundary and there is a wall (the **adjoining wall**) on the lot adjoining that boundary that is less than 0.9m from that boundary, the person having the benefit of the complying development certificate must obtain a dilapidation report on the adjoining wall.
- (2) If the person preparing the report is denied access to the adjoining lot for the purpose of inspecting the adjoining wall, the report may be prepared from an external inspection of the adjoining wall.

6. ASBESTOS REMOVAL WORKS

- i. All works removing asbestos containing materials must be carried out by a suitably licensed asbestos removalist duly licensed with Safework NSW, holding either a Friable (Class A) or a Non-Friable (Class B) Asbestos Removal Licence which ever applies.

A copy of the relevant licence shall be made available to any authorised Council officer on request within 24 hours.

- ii. Five days prior to the commencement of licensed asbestos removal,

Safework NSW must be formally notified of the works. All adjoining properties and those opposite the development must be notified in writing of the dates and times when asbestos removal is to be conducted. The notification must identify the licensed asbestos removal contractor and include a contact person for the site together with telephone number and email address.

- iii. All work must be carried out in accordance with the *Work Health and Safety Regulation 2017* and the NSW Government and SafeWork NSW document entitled *How to manage and control asbestos in the workplace: Code of Practice (Safework NSW) December 2011 and associated guidelines*.
- iv. The asbestos removalist must use signs and barricades to clearly indicate the area where the asbestos removal work is being performed. Signs must be placed in positions so that people are aware of where the asbestos removal work area is and should remain in place until removal is completed and clearance to reoccupy has been granted. Responsibilities for the security and safety of the asbestos removal site and removal must be specified in the asbestos removal control plan (where required). This includes inaccessible areas that are likely to contain asbestos.
- v. Warning signs must be placed so they inform all people nearby that asbestos removal work is taking place in the area. Signs must be placed at all the main entry points to the asbestos removal work area where asbestos is present. These signs must be weatherproof, constructed of light-weight material and adequately secured so they remain in prominent locations. The signs must be in accordance with AS 1319 -1994 *Safety Signs for the Occupational Environment* for size, illumination, location, and maintenance.
- vi. Asbestos waste must only be transported and disposed of at an EPA licensed waste facility.
- vii. No asbestos products are to be reused on the site (i.e., packing pieces, spacers, formwork or fill etc).
- viii. No asbestos laden skips or bins are to be left in any public place without the written approval of Council.
- ix. A site notice board must be located at the main entrance to the site in a prominent position and must have minimum dimensions of 841mm x 594mm (A1) with any text on the notice to be a minimum of 30 point type size.

The site notice board must include the following:

- 1. contact person for the site;
- 2. telephone and facsimile numbers and email address; and
- 3. site activities and time frames.

7. INSTALLATION OF DUAL-FLUSH TOILETS

All toilets installed within the development must be of water efficient dual-flush or other water-saving capacity with at least a 4-star rating under the Water Efficiency and Labelling Scheme (WELS). The details must be submitted for the approval of the Accredited Certifier, prior to a Construction Certificate being issued.

8. INSTALLATION OF WATER EFFICIENT TAPS

All taps and shower heads installed must be water efficient with at least a 4-star rating under the Water Efficiency and Labelling Scheme (WELS). The details are to be submitted for the approval of the Principal Certifier, prior to any Occupation Certificate being issued.

9. WASTE AND RECYCLING MANAGEMENT - MINOR

Council requires the proposal facilities to minimise and manage waste and recycling generated by the proposal.

- (1) A waste management plan for the work must be submitted to the principal certifying authority at least 2 days before work commences on the site
- (2) The waste management plan must—
 - (a) identify all waste (including excavation, demolition and construction waste materials) that will be generated by the work on the site, and
 - (b) identify the quantity of waste material in tonnes and cubic metres to be—
 - (i) reused on-site, and
 - (ii) recycled on-site and off-site, and
 - (iii) disposed of off-site, and
 - (c) if waste materials are to be reused or recycled on-site—specify how the waste material will be reused or recycled on-site, and
 - (d) if waste materials are to be disposed of or recycled off-site—specify the contractor who will be transporting the materials and the waste facility or recycling outlet to which the materials will be taken.
- (3) A garbage receptacle must be provided at the work site before works begin and must be maintained until the works are completed.
- (4) The garbage receptacle must have a tight fitting lid and be suitable for the reception of food scraps and papers.

10. RUN – OFF AND EROSION CONTROLS

Run-off and erosion controls must be implemented to prevent soil erosion, water pollution or the discharge of loose sediment on the surrounding land by—

- diverting uncontaminated run-off around cleared or disturbed areas, and
- erecting a silt fence and providing any other necessary sediment control measures that will prevent debris escaping into drainage systems, waterways or adjoining properties, and
- preventing the tracking of sediment by vehicles onto roads, and
- stockpiling top soil, excavated materials, construction and landscaping supplies and debris within the lot.

SCHEDULE 1C

DURING CONSTRUCTION/PRIOR TO OCCUPATION/COMPLETION

11. OCCUPATION CERTIFICATE TO BE SUBMITTED

An Occupation Certificate must be obtained from the Principal Certifier and a copy submitted to Council prior to commencement of occupation or use of the whole or any part of a new building, an altered portion of, or an extension to an existing building.

12. HOURS OF WORK AND NOISE

The hours of construction and work on the development must be as follows:

- i. All work, including demolition, excavation and building work, and activities in the vicinity of the site generating noise associated with preparation for the commencement of work (eg loading and unloading of goods, transferring of tools etc) in connection with the proposed development must only be carried out between the hours of 7.00am and 7.00pm on Mondays to Fridays, inclusive, and 7.00am and 5.00pm on Saturdays, and no work must be carried out on Sundays or public holidays.
- ii. All work, including demolition, excavation and building work must comply with the Australian Standard 2436-2010 *Guide to Noise Control on Construction, Maintenance and Demolition Sites*.
- iii. Notwithstanding the above, the use of a crane for special operations, including the delivery of materials, hoisting of plant and equipment and erection, and dismantling of on site tower cranes which warrant the on-street use of mobile cranes outside of above hours can occur, subject to a permit being issued by Council under Section 68 of the Local Government Act 1993 and/or Section 138 of the Roads Act 1993.

Note: Works may be undertaken outside of hours, where it is required to avoid the loss of life, damage to property, to prevent environmental harm and/or to avoid structural damage to the building. Written approval must be given by the Construction Regulation Unit, prior to works proceeding.

The Council allows extended working hours subject to the approval of an application in accordance with the Code and under Section 4.55 of the *Environmental Planning and Assessment Act 1979*.

13. NOISE – DURING CONSTRUCTION

Construction noise

Noise caused by construction must not exceed an LAeq (15 min) of 5dB(A) above background noise when measured at any lot boundary of the property where the construction is being carried out.

14. ENCROACHMENTS – NEIGHBOURING PROPERTIES

No portion of the proposed structure shall encroach onto the adjoining properties.

15. DEMOLITION

Any demolition must be carried out in accordance with AS 2601—2001, *The demolition of structures*.

16. MAINTENANCE OF SITE

All materials and equipment must be stored wholly within the work site unless an approval to store them elsewhere is held.

- Waste materials (including excavation, demolition and construction waste materials) must be managed on the site and then disposed of at a waste management facility.
- Copies of receipts stating the following must be given to the principal certifying authority—
 - the place to which waste materials were transported,
 - the name of the contractor transporting the materials,
 - the quantity of materials transported off-site and recycled or disposed of.
- Any run-off and erosion control measures required must be maintained within their operating capacity until the completion of the works to prevent debris escaping from the site into drainage systems, waterways, adjoining properties and roads.
- During construction—
 - all vehicles entering or leaving the site must have their loads covered, and
 - all vehicles, before leaving the site, must be cleaned of dirt, sand and other materials, to avoid tracking these materials onto public roads.
- At the completion of the works, the work site must be left clear of waste and debris.

17. EARTHWORKS, RETAINING WALLS AND STRUCTURAL SUPPORT

Any earthworks (including any structural support or other related structure for the purposes of the development)—

- must not cause a danger to life or property or damage to any adjoining building or structure on the lot or to any building or structure on any adjoining lot, and
- must not redirect the flow of any surface or ground water or cause sediment to be transported onto an adjoining property, and
- that is fill brought to the site—must contain only virgin excavated natural material (VENM) as defined in Part 3 of Schedule 1 to the [Protection of the Environment Operations Act 1997](#), and
- that is excavated soil to be removed from the site—must be disposed of in accordance with any requirements under the [Protection of the Environment Operations \(Waste\) Regulation 2005](#).
- Any excavation must be carried out in accordance with *Excavation Work: Code of Practice* (ISBN 978-0-642-785442 [PDF] and ISBN 978-0-642-785459 [DOCX]), published in July 2012 by Safe Work Australia.

18. DRAINAGE CONNECTIONS

- If the work is the erection of, or an alteration or addition to, a building, the roof stormwater drainage system must be installed and connected to the drainage system before the roof is installed.
- Any approval that is required for connection to the drainage system under the [Local Government Act 1993](#) must be held before the connection is carried out.

19. ARCHAEOLOGY DISCOVERED DURING WORKS

If any object having interest due to its age or association with the past is uncovered during the course of the work—

- all work must stop immediately in that area, and
- the Office of Environment and Heritage must be advised of the discovery.

• Note

Depending on the significance of the object uncovered, an archaeological assessment and excavation permit under the *Heritage Act 1997* may be required before further the work can continue.

20. ABORIGINAL OBJECTS DISCOVERED DURING WORKS

If any Aboriginal object (including evidence of habitation or remains) is discovered during the course of the work—

- all excavation or disturbance of the area must stop immediately in that area, and
- the Office of Environment and Heritage must be advised of the discovery in accordance with section 89A of the [National Parks and Wildlife Act 1974](#).

• Note—

If an Aboriginal object is discovered, an Aboriginal heritage impact permit may be required under the [National Parks and Wildlife Act 1974](#).

21. COVERING OF LOADS

All vehicles involved in the excavation and/or demolition process and departing the property with demolition materials, spoil or loose matter must have their loads fully covered before entering the public roadway.

22. LOADING AND UNLOADING DURING CONSTRUCTION

The following requirements apply:

- i. All loading and unloading associated with construction activity must be accommodated on site, where possible.
- ii. If, it is not feasible for loading and unloading to take place on site, a Works Zone on the street may be considered by Council.

- iii. A Works Zone may be required if loading and unloading is not possible on site. If a Works Zone is warranted an application must be made to Council at least 8 weeks prior to commencement of work on the site. An approval for a Works Zone may be given for a specific period and certain hours of the days to meet the need for the site for such facilities at various stages of construction. The approval will be reviewed periodically for any adjustment necessitated by the progress of the construction activities.
- iv. Where hoisting activity over the public place is proposed to be undertaken including hoisting from a Works Zone, a separate approval under Section 68 of the Local Government Act 1993 and Section 138 of the Roads Act 1993 must be obtained.

23. NO OBSTRUCTION OF PUBLIC WAY

The public way must not be obstructed by any materials, vehicles, refuse, skips or the like, under any circumstances. Non-compliance with this requirement will result in the issue of a notice by Council to stop all work on site.

24. USE OF MOBILE CRANES

The following requirements apply:

- Mobile cranes operating from the road must not be used as a method of demolishing or constructing a building.
- For special operations including the delivery of materials, hoisting of plant and equipment and erection, and dismantling of on site tower cranes which warrant the on-street use of mobile cranes, permits must be obtained from Council for the use of a mobile crane. The permits must be obtained 48 hours beforehand for partial road closures which, in the opinion of Council will create minimal traffic disruptions and 4 weeks beforehand in the case of full road closures and partial road closures which, in the opinion of Council, will create significant traffic disruptions.
- The use of a crane for special operations, including the delivery of materials, hoisting of plant and equipment and erection and dismantling of on site tower cranes which warrant the on-street use of mobile cranes outside of approved hours of construction can occur, subject to a permit being issued by Council under Section 68 of the Local Government Act 1993 and/or Section 138 of the Roads Act 1993.

25. CONTAMINATED SOILS

Requirement to Notify about New Contamination Evidence

Any new information revealed during demolition works that has the potential to alter previous conclusions about site contamination or hazardous materials shall be immediately notified to the Council and the Principal Certifying Authority.

Reason: To protect human health and the environment.

Compliance with the Remediation Action Plan

The requirements of the Remediation Action Plan required by this consent are to be fully implemented from commencement of any excavation, demolition or development works until the issue of any interim / final occupation certificate.

Reason: Protection of the environment, SEPP 55 compliance.

A validation report, is to be prepared in accordance with relevant guidelines issued under the Contaminated Land Management Act 1997 must be submitted to the Council within one month from completion of the remediation work.

Details demonstrating compliance are to be submitted to the Certifying Authority prior to the issue of any interim / final Occupation Certificate.

If the site requires ongoing activities to control contamination, the validation report is to provide a list of ongoing measures to be undertaken to protect adjacent properties, the environment and the water table from further contamination.

Reason: To ensure environmental amenity is maintained.

26. VEHICULAR ACCESS

If the work involves the construction of a vehicular access point, the access point must be completed before the occupation certificate for the work on the site is obtained.

27. UTILITY SERVICES

If the work requires alteration to, or the relocation of, utility services on, or adjacent to, the lot on which the work is carried out, the work is not complete until all such works are carried out.

28. LANDSCAPING – TREES AND PLANTING

All landscape works including nominated tree species and other shrubs and vegetation species are to be approved by council prior to Occupation Certificate issue.

SCHEDULE 2 PRESCRIBED CONDITIONS

The prescribed conditions in accordance with Division 8A of the *Environmental Planning and Assessment Regulation 2000* may apply:

Clause 98 Compliance with *Building Code of Australia* and insurance requirements under the *Home Building Act 1989*

Clause 98A Erection of signs

Clause 98B Notification of *Home Building Act 1989* requirements

Clause 98C Conditions relating to entertainment venues.

Clause 98D Conditions relating to maximum capacity signage.

Clause 98E Conditions relating to shoring and adequacy of adjoining property Refer

to the NSW State legislation for full text of the clauses under Division 8A of the *Environmental Planning and Assessment Regulation 2000*. This can be accessed at:

<http://www.legislation.nsw.gov.au>

IMPORTANT ADDITIONAL INFORMATION

Advisory notes:

The *Environmental Planning and Assessment Act 1979* requires you to:

1. Obtain a **Construction Certificate** prior to the commencement of any works. An application may be lodged through the NSW Planning Portal to nominate either Central Darling Shire Council as the Principal Certifying authority, or you may apply to a private accredited certifier for a Construction Certificate. An accredited certifier **must obtain Development application approval** to review the conditions of this development consent, where indicated before issuing the Construction Certificate.
2. **Note: it is compulsory to lodge digital copies of applications, including plans and documentation if lodging an application through the NSW Planning Portal to Central Darling Shire Council. Please refer to the link below for any further information about digital requirements and electronic files.**
3. Nominate a **Principal Certifier** which may be either Council or an accredited certifier and notify Council of that appointment. You **cannot lawfully** commence works without complying with this requirement.
4. Give Council at least two days' notice of your intention to commence the erection of a building **before** commencing construction works. You cannot lawfully commence works without complying with this requirement.
5. Obtain an **Occupation Certificate** before commencing occupation or commencing to use the building or on the completion of other works including the erection of a sign. You cannot lawfully commence occupation or the use of a building without complying with this requirement.

You may also need to:

6. Obtain approval through the lodgement of an application under Section 68 of the *Local Government Act 1993* and Section 138 of the *Roads Act 1993* for an activity which is proposed to be undertaken in, on or above a road reservation (including footways). Such activities include:
 - (a) installation of hoardings/scaffolding.
 - (b) installation and/or alterations to advertising/business signs and street awnings.
 - (c) crane operation and other hoisting activities.
 - (d) temporary works (e.g.: barricading, road openings, mobile hoisting devices).
 - (e) works zone (for loading and unloading from the roadway); and
 - (f) temporary ground anchoring and shoring to support a roadway when excavating.
7. Lodge an **Application for Subdivision** to obtain a **Subdivision Certificate** if a land (including stratum) subdivision is proposed and an Application for Subdivision to obtain **Strata Title Subdivision** under the relevant Strata Titles Act if strata title of the development is proposed.
8. Comply with the Food Act 2003, the Australia New Zealand Food Standards Code, Australian Standard 4674 – 2004, and register the business with Council if the premises are used for the manufacture, preparation, packing, storing, conveying, or delivering of food or beverage for sale.
9. Contact NSW Water and Central Darling Shire Council regarding the water and sewerage services to this development.
10. Carry out critical stage inspections in accordance with Section 6.5 of the EP&A Act 1979 and clauses 162A, 162B and 163 of the EP&A Regulation 2000.

Applications and submissions referred to in this consent may be lodged at:

Central Darling Shire Council

21 Reid Street
Wilcannia NSW 2836

Grant Title	Total Grant Funds	Expended 20-21	Expended 20-22	Amount Unexpended
White Cliffs New Water Treatment Plant & Reticulation Network	\$ 5,500,000.00	\$ 184,297.56	\$ 9,107.72	\$ 5,125,778.95
Stronger Country Communities Fund Rounding 2	\$ 1,395,084.00	\$ 758,902.44	\$ 6,856.29	\$ 288,224.98
Wilcannia Waste Facility	\$ 200,000.00			\$ 184,336.19
Menindee Waste Facility	\$ 134,457.00			\$ 128,712.00
Ivanhoe Waste Facility	\$ 95,083.00			\$ 95,078.35
Aboriginal Communities Water And Sewerage Program	\$ 709,130.00	\$ 27,679.65		\$ 662,278.68
Menindee Fish Hatchery Scoping Study	\$ 127,402.00	\$ 93,480.00		\$ 33,922.00
Drought Communities Programme - Extension	\$ 1,000,000.00	\$ 854,471.24	\$ 621.48	-\$ 105,781.06
Wilcannia Township Gravity Sewer Scheme Scoping Study	\$ 60,000.00	\$ -		-\$ 9,448.38
Management Plan for Crown Land	\$ 100,000.00	\$ 5,301.00		\$ 16,258.23
Baaka Cultural Centre	\$ 3,500,000.00			\$ 3,500,000.00
Replacement of Wilcannia Water Treatment Plant	\$ 3,500,000.00			\$ 3,500,000.00
Replacement of Ivanhoe Water Treatment Plant	\$ 2,500,000.00			\$ 2,500,000.00
Upgrade of Pooncarrie Road	\$ 25,000,000.00	\$ 2,641,004.61	\$ 2,921,193.42	\$ 18,563,285.19
Remote Airstrip Upgrade Program Round 7	\$ 80,000.00	\$ 145,112.31		-\$ 81,497.31
Stronger Country Communities Fund Round 3	\$ 760,340.00	\$ 154,605.47	\$ 13,522.00	\$ 592,212.53
Regional Road Block Grant Assistance	\$ 2,808,000.00	\$ 47,752.18	\$ 624.72	\$ 2,612,253.07
Local Roads and Community Infrastructure Program	\$ 3,721,674.00	\$ 425,664.17	\$ 9,791.29	\$ 3,286,218.54
Maari Ma Night Patrol and Wings Drop in Centre	\$ 200,000.00			\$ 140,000.00
Baaka Curatorial Co-ordination Project	\$ 15,000.00			\$ 15,000.00
DSP Council Strategic Planning	\$ 220,000.00	\$ 171,437.08	\$ 173,400.77	-\$ 124,837.85
DSP Council Capacity and Capability Building	\$ 150,000.00	\$ 167,385.43	\$ 8,372.13	-\$ 25,757.56
DSP Infrastructure / Employment Generation / Community Projects	\$ 1,430,000.00	\$ 753,915.02	\$ 37,942.45	\$ 638,142.53
Menindee Rural Drought Emergency Funding Water Carting	\$ 80,000.00	\$ 16,000.00		\$ 27,645.00
Wilcannia Showgrounds Stimulus Program	\$ 130,000.00	\$ 108,936.39		\$ 21,063.61
Ivanhoe Multi Service Outlet Project	\$ 450,000.00	\$ 87,770.08	\$ 2,400.00	\$ 359,829.92
Repair 2020/21 Project Funding	\$ 400,000.00	\$ 444,919.50		-\$ 305,041.09
Financial Assistant Grant Entitlement 2021/2022 - Local Roads	\$ 853,288.00		\$ 5,006.21	\$ 848,281.79
Financial Assistant Grant Entitlement 2021/2022 - Non Roads	\$ 2,267,835.00			\$ 2,267,835.00
BAAKA Curation/CoOrdination Project	\$ 90,000.00			\$ 90,000.00
Roads to Recovery 2020/21	\$ 1,500,000.00	\$ 1,819,301.76		-\$ 319,301.76
Baaka Corporation Establishment - Legal Cost	\$ 25,000.00	\$ 10,043.65		\$ 14,956.35
Regional Road Block Grant 2020-2021	\$ 1,402,000.00	\$ 53,240.60		\$ 1,348,759.40
FWJO Toilet Facility Upgrades	\$ 230,000.00	\$ 73,511.42	\$ 83,703.42	\$ 65,158.80
FWJO Tourism Infrastructure Enhancement	\$ 550,000.00	\$ 12,345.59	\$ 13,373.35	\$ 524,281.06
FWJO Tourism Technology	\$ 220,000.00	\$ -		\$ 220,000.00
Regional NSW Planning Portal Grant	\$ 50,000.00	\$ 9,454.25	\$ 4,330.00	\$ 36,215.75
Local Investments Grant Agreement Menindee Rehabilitation- Exercise Project	\$ 15,000.00			\$ 15,000.00
Local Investments Grant Agreement: Ivanhoe Rehabilitation/Exercise Park	\$ 15,000.00			\$ 15,000.00
Wilcannia Rehabilitation-Exercise Park	\$ 15,000.00			\$ 15,000.00
	\$ 61,499,293.00	\$ 9,066,531.40	\$ 3,290,245.25	\$ 46,779,062.91



Central Darling Shire Council

DRAFT EMPLOYEE HOUSING FRAMEWORK

May 2021

CONTENTS	Page No.
Introduction	3
Objective	3
Council Policy	3
Allocation of Housing	3
Internal Allocations	3
Relationship to staff tenure	3
External Allocations	4
Housing for Contractor Staff	4
Quality and Grade of Housing	4
Grade 1 Housing	4
Grade 2 Housing	4
Grade 3 Housing	5
Grade 4 Housing	6
Grade 5 Housing	6
Grade 6 Housing	6
Financial Information	7
Rental Value	7
Rental Appraisals	7
Rental Value and CPI	7
Rental Income	7
Utility Costs	7
Yard Maintenance Responsibility	8
Tenancy	8
Tenants	8
Commencing a Tenancy Agreement with Council	8
Bond	8
Ending a Tenancy with Council	9
Inclusions and Furnishings	9
General Inclusions	9
Furnishings	9
Carpet Cleaning	10
Environmental Sustainability	10
Remote Area Rental Salary Sacrifice	10

DRAFT EMPLOYEE HOUSING FRAMEWORK

INTRODUCTION

The purpose of this framework is to provide guidelines for the allocation and rental of Council housing.

OBJECTIVE

This aim of this framework is to support Council's Workforce Management Plan (WFP) objectives in attracting and retaining highly skilled employees through provision of suitable housing.

The framework also provides guidelines for the allocation of housing to employees and specifies the rentals applicable to Council houses.

The framework will also provide information to protect Council's Housing assets in conjunction with tenants.

COUNCIL POLICY

All employees with Council supplied housing pay rent, however senior staff are provided housing as part of their remuneration package.

Council maintains a wide range of flexible housing stock that it uses to accommodate different family types and living circumstances.

ALLOCATION OF COUNCIL HOUSING

Internal Allocations

In order to recruit and retain staff, the senior officer positions of General Manager, Director of Shire Services and Director of Business Services will be offered housing. This is negotiated as part of their employment package.

Houses will not be allocated to existing employees who currently own or reside in a residence in Wilcannia.

The Director of Shire Services is the primary person responsible for ensuring that all Council premises are maintained to a standard which a reasonable person would consider appropriate.

Relationship to staff tenure

When couples reside in a Council house the rental agreement will be in the name of the employee only. The rental agreement is linked to the employee's tenure with Council. In the event of a relationship breakdown between couples, where the employee intends to remain employed with Council, they will retain the right to rent

a Council property. When both persons in the couple relationship are employed by Council, additional accommodation may need to be sought by the couple if the situation requires.

Where the employee intends to leave Council's employment, the tenancy of the premises will end upon the cessation of employment and all parties will be required to vacate the property in accordance with the tenancy agreement, this framework and the conditions of the employee's contract of employment (if relevant).

External Allocations

When a property is not in use by Council employees and circumstances allow, Council can facilitate a rental agreement to external organisation, non-employees or contractors. The amount of rent is to be paid weekly and set by the General Manager and be based on market rental values, as appraised by real estate agents from adjacent regional centres, i.e. Broken Hill and/or Cobar.

Housing for contractor

Where contractors are engaged for a short-term engagement, for example between say three to six months, Council may provide a fully functional residence, as part of the contract arrangement.

Where contractors are engaged to provide trade related services that are managed by Council, housing may generally be supplied if available.

QUALITY AND GRADING OF HOUSING

Council housing has been graded into six separate categories, based on the type, condition and configuration of each structure.

Grade 1 Housing

Grade 1 housing is the highest quality of housing provided by Council. It generally pertains to housing with expensive construction costs and a higher standard of fixtures and fittings. Housing in this grade is of brick veneer construction with en-suite, a large number of rooms, lockable garages and established landscapes.

Grade 1 housing will be allocated to the General Manager employed by Council on a weekly rental basis with the usual tenancy agreement.

Council has one Grade 1 house being at:

- 16 Ross Street, Wilcannia – This residence is a brick veneer house with 3 bedrooms, study, en-suite, lounge, dining and two car garage.

Grade 2 Housing

Grade 2 housing is of high-quality cladded construction. It generally pertains to housing that is in very good condition. Housing in this grade is of timber construction

with cladding and has a number of rooms, lockable garages and established landscapes.

Grade 2 housing is in very good condition with a presentable interior. These houses will be allocated to Directors and third level staff.

Tenancy is supplied on a weekly rental basis with the usual tenancy agreement.

Council has two Grade 2 houses being at:

- 6-8 Reid Street, Wilcannia – This house is timber framed with cladding, with lounge, dining and three bedrooms and a two-car garage.
- 63 Woore Street, Wilcannia – This is a transportable house, with lounge, dining, three bedrooms and one car garage. This house is currently allocated for use by short-term contractors and is provided fully furnished.

Grade 3 Housing \$160/FN

Grade 3 housing is an acceptable quality of housing. Housing in this grade is of timber construction and cladding with a number of rooms, lockable garages and established landscapes. The quality of housing under this grade is of a lessor standard, but of an acceptable condition.

Some of these houses maybe allocated to staff, depending on availability of Grade 2 housing and the demands for managerial position housing. These houses will generally be allocated to Council employees on a weekly rental basis with the usual tenancy agreement.

Council has five Grade 3 houses being at:

- 47 Hood Street, Wilcannia – This is a timber framed house with cladding with lounge, three bedrooms, shed and one car carport.
- 44 Woore Street, Wilcannia – This is a timber framed house with cladding with lounge, dining room, three bedrooms, and one car garage.
- 28-30 Field Street, Wilcannia – This is a timber framed house with cladding, with lounge, dining, three bedrooms and one car garage.
- 57 Woore Street, Wilcannia – This house is a transportable house, with lounge, three bedrooms and one car garage.
- Victory Park Caravan Park Caretaker's House – This is an elevated timber frame house with cladding, with lounge, study and three bedrooms. Located in a flood prone area, the house is protected by an established levee bank.

Grade 4 Housing \$140/FN

Grade 4 housing consists of new transportable buildings. These houses will consist of a number of detached dwellings linked with a common driveway and landscaped areas. Each building will consist of one bedrooms, study, open plan living area, bathroom and laundry. The style of building is suitable for single accommodation. Each building will be of the same configuration and located in a communal living environment. The new flats will have basic white goods and furniture packs.

These houses will be utilised for administration and technical staff and available of short-term contract staff.

Grade 5 Housing \$130/FN

Grade 5 housing consists of smaller one bedroom style housing configured as a residential flat. Housing in this grade is of timber construction and clad, with one bedroom, carport, shared driveways and open space areas. The quality of housing under this grade is of an older style with visible wear and tear to the interior and exterior.

These buildings will generally be allocated to administration and technical staff on a weekly rental basis with the usual tenancy agreement.

Council has six Grade 3 houses being:

Flats 1 to 6, Ross Street, Wilcannia – These flats are one bedroom, with lounge, small kitchen and one carport.

Council have built 3 new flats at 35-37 Hood Street. They are modern 2 bedroom transportable units with carports and a shared yard area.

Grade 6 Housing

Grade 6 housing is short term accommodation of one bedroom with communal bathroom, toilet, laundry and kitchen facilities. This grade of housing relates to ATCO style accommodation for short term use.

Council has one Grade 6 ATCO compound as follows:

- ATCOs, Bourke Street, Wilcannia – The ATCOs consist of Donga style accommodation with up to 8 bedrooms, with a communal kitchen, bathrooms, and showers.

This accommodation is designed and suited to visiting tradespeople undertaking works on behalf of Council on a short term basis.

FINANCIAL INFORMATION

Rental value and CPI

Rentals should increase by CPI annually or an agreed figure by Council, from the first full pay period after 1 July each financial year.

As at 1/7/2021 the rentals will be as follows.

Grade 1: N/A Part of the TRP for the tenant

Grade 2: N/A Part of the TRP for the tenant

Grade 3: \$160/FN

Grade 4: \$140/FN

Grade 5: \$130/FN

Grade 6: N/A

Rental Income

Rental income derived from employee housing will be paid to Council and used directly for the maintenance of Council housing.

Utility Costs

The cost of utility services including electricity charges, gas supply costs and water usage are included in the rental cost for each tenant.

The following utility costs are exempt from this clause and include;

Contractors – Council pays for all utilities utilised by Council contractors.

General Manager and Directors – Council pays for the following utilities; rental, electricity charges, gas supply costs, telephone charges, and excess water accounts as part of their remuneration package.

Additional internet connections and charges, Paid TV connections and charges are not included and must be paid for by the tenant.

Internet Access

Council will provide internet access to all tenants.

Contents Insurance

Tenants are responsible for their own contents' insurance.

General building maintenance.

Council is responsible for maintenance matters that occur due to wear and tear and general failures etc. Each matter should be reported to the Director of Business Services who will arrange repairs in a reasonable timeframe. WH&S issues will be addressed immediately.

Garden Maintenance Responsibility

Tenants in Grade 1,2 and 3 houses are responsible for garden maintenance and can access council equipment where necessary and available.

Garden maintenance will be provided by council for Grade 4, 5 and 6 houses and flats. It is expected the tenant will keep the yard in a tidy and presentable state. For the purpose of this policy -

garden maintenance means *lawns will be kept watered (except in times of total water bans), lawns will be mown and whipper-snipped, garden beds weeded and free of dead vegetation and wind borne and general rubbish within the garden is picked up and removed.*

Pets

Pet ownership will be at the discretion of the General Manager. It is accepted that dogs can provide some measure of security however they must be well managed and controlled.

TENANCY

Tenants

Tenants will be allocated housing in accordance with demand. The grade of house will be allocated in accordance with the staffing hierarchy under Council's Organisational structure. Housing will be allocated by the General Manager in consultation with the Directors of Shire Services and Business Services, and in accordance with this policy.

Commencing a Tenancy Agreement with Council

Every tenant who rents a property from Council must enter into a tenancy agreement with Council and before being provided with keys to the property. Council must ensure a Residential Premises Condition Report is completed and recorded prior to the tenant taking up residence in the property.

Bond

Council will not require a bond, however an inspection of premise will be arranged as part of the exit interview process and reimbursement of damages may result.

Ending a Tenancy Agreement with Council

As part of the initial tenancy agreement setup a condition report will be completed to ensure that a record of the condition of the property is agreed upon.

Before vacating the premises the tenant must restore the building to the condition it was in at the start of the tenancy, after allowing for fair wear and tear at the discretion of Director of Shire Services. All areas of the property must be left clean, with rubbish removed free of any abandoned goods, including furniture and vehicles.

Before the keys are handed back, Council must carry out a final inspection of the property in the presence of the tenant and complete a final Residential Premises Condition Report.

Once the tenant has returned the keys to Council and provided vacant possession, the tenant is no longer responsible for any further damage to the property. It is the tenant's responsibility to return the keys to Council.

The tenant must give Council fourteen days' notice before vacating. This allows Council time to complete the Residential Premises Condition Report. This will establish whether there is any unrepaired damage and will enable the tenant and Council to agree on who is responsible for the damage.

It will also be the tenant's responsibility to ensure the carpets are professionally cleaned at their expense. Council will endeavour to include the option to clean carpets in staff accommodation whenever it has other carpet cleaning activity in the town to reduce the cost of carpet cleaning. The only exception to this would be if the carpet is to be removed and/or replaced.

Once employment with Council ceases, the tenant will be required to vacate the premises, unless otherwise negotiated, within the notice period as per the tenancy agreement. If suitable arrangements cannot be made to vacate the premises within the required timeframe under the tenancy agreement, Council may consider a further extension of no more than one month, which must be approved in writing by the General Manager.

In the case where a house is furnished and other items included as per the section below, those items will be laundered and cleaned as necessary at the end of a tenancy. Damage to furnishings other than normal wear and tear will be reimbursed to Council by the employee.

INCLUSIONS AND FURNISHINGS

General Inclusions

Each property listed under this framework will have the following inclusions – a gas or electric stove, a hot water system, an operating wastewater drainage system, floor coverings (either lino, carpet or tiles), reverse cycle air conditioning and clothesline.

Furnishings

As at May 2021 there are a number of different arrangements in place which will remain. Flats 1,2 &5 have furniture belonging to staff. Flats 3,4 & 6 have CDS supplied furnishings. In future consideration will be given to providing furniture packs for staff on probation etc and they can then use their own furnishings once permanent.

Furnishings will only be provided in Council housing utilised by contractors and visiting tradespersons in Grade 6 Housing.

The following furnishings can be expected as follows.

Contractors - One double bed, bed linen, refrigerator, washing machine, two seater lounge, dining room table and chairs (four-seater), digital television, ironing board and iron, bath towels and mats, crockery, cutlery, cooking utensils, tea towels, cleaning equipment including vacuum cleaner.

Tradespersons using Grade 6 Housing – single bed/s in each room, refrigerator, washing machine, dining room table and chairs, crockery, cutlery and cooking utensils, cleaning equipment.

In the event a tenant has their own furnishings and does not require the Council provided furnishings as noted above, Council will place these items into storage.

Carpet cleaning

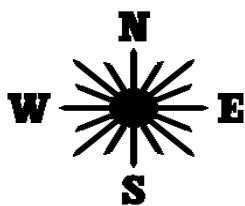
Tenants are responsible for their own carpet cleaning costs.

ENVIRONMENTAL SUSTAINABILITY

Where possible through general maintenance and upgrades, Council housing will be fitted with environmentally friendly features. These may include solar water heating, solar electricity panels and low use water fittings.

REMOTE AREA RENTAL SALARY SACRIFICE

Council can offer employees who are tenants in council owned accommodation access to the Australian Taxation Office (ATO) Remote Community Housing arrangement. Employees must complete a Remote Area House Rental Agreement to utilise this arrangement.



Central Darling Shire Council

Title of Policy	DRAFT Remote Area Rental Salary Package Policy		
This applies to	Council Staff-Tenant of Council Housing		
Author	Allan Tonkin	Date approved:	
Position of Author	Consultant	Authorised by:	General Manager
Legislation, Australian Standards, Code of Practice			
Related Policies/Procedures	Remote Area Rental Salary Package Procedure Remote Area House Rental Agreement		

1 STRATEGIC PURPOSE

Council is able to offer salary sacrificing of rental housing costs in accordance with Central Darling's classification as a remote community under the Australian Taxation Office (ATO).

Remote community housing is an exempt benefit designed by the Federal Government to assist rural and remote organisations to attract and retain staff.

2 POLICY STATEMENT

The individual employee must live in a remote area according to ATO guidelines. The Rent you wish to claim as Remote Area Housing must be your main and principal residence.

Employees of Council who do not live in the area which is classified as remote do not qualify.

Benefits you receive because of your employment are included as fringe benefits your employer provides to you.

3 DEFINITIONS

ATO	Australian Taxation Office
HR	Human Resources Officer

FBT	Fringe Benefits Tax
EFT	Electronic Funds Transfer
BSB	Bank/State/Branch

4 CONTENT

It is an ATO requirement that the remote area housing benefit is renewed and re submitted annually by the employee. The declaration is necessary to confirm that the employee acknowledges the requirements of compliance with regard to remote area housing and is liable for any FBT that may be incurred due to incorrect information provided.

4.1 Rental Payments

The employee is to submit the rental/lease agreement, statutory declaration or letter from the landlord stating payment amount due and frequency due.

The Remote Area House Rental Agreement must be completed and signed with each submission of annual evidence or claim. Refer to Council's *Remote Area Housing Rent Salary Sacrificing Procedure*.

4.2 Methods of Payment

Benefits that have a fixed instalment amount and occur on a regular basis will be paid as a regular payment. The following details should be provided for payroll to make these payments:

- Name and address of where payments should be made
- Frequency of the payments
- Payment amount
- Commencement date for regular payments; and BSB and account number for regular direct EFT and payments.

4.3 Ceasing Packaging

An employee may elect at any time to cease salary packaging by giving at least 28 days' notice in writing or whatever time is noted on the lease/rental agreement.

In all circumstances where an employee's salary packaging arrangement ceases, it is necessary that the employee notify payroll and HR of their cessation date.

Any outstanding fees owing at the time of termination of an employee's salary package arrangement are the responsibility of the employee who may elect to have the funds paid via payroll. Notification of this must be provided to payroll in writing by the employee.

Any salary packaging arrangements will cease in the event than an employee is suspended without pay or when employment is terminated.

5. RESPONSIBILITIES

General Manager

- Ensure that the policy is implemented and monitored within their departments

Directors

- Ensure that the Policy is implemented and monitored within their department/team
- Carry out reviews in line with the policy conditions and timeframes

Human Resources

- Support Directors and staff in the implementation of the policy and its review
- Provide the appropriate advice and documentation to staff

Payroll

- Deduct salary packaging amounts from employee's salary on a fortnightly basis

Employees

- Meet the requirements of remote area rental housing and ATO guidelines

6. REVIEW PLAN

This policy should be reviewed after 12 months and then every 4 years thereafter, in consultation with: MANEX, Consultative Committee and relevant Unions.

7. APPEALS

Any appeals in relation to the implementation of this policy are to be handled in accordance with Councils Grievance Policy.

8. VARIATION

Council reserves the right to review, vary or revoke this policy.

9. MANAGER AUTHORISATION TO IMPLEMENT POLICY

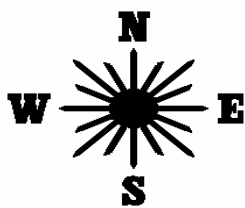
General Manager: _____

Signature: _____

Date: _____

10 HISTORY

Date	Version Number	Activity log	Resolution Number	Resolution date
	1	DRAFT Remote Area Rental Salary Package Policy		



Central Darling Shire Council

Title of Procedure	DRAFT Remote Area Rental Salary Package		
This applies to	Council Staff – tenants of Council Housing		
Author	Allan Tonkin	Date approved:	
Position of Author	Consultant	Authorised by:	General Manager
Legislation, Australian Standards, Code of Practice			
Related Policies/Procedures	Remote Area Rental Salary Package Policy Remote Area House Rental Agreement		

1. DESCRIPTION

A remote area housing rental assistance fringe benefit will arise where the employee lives and works in a prescribed remote area and enters into a tenancy agreement with the owner of the property, or a real estate agent in respect of a unit of accommodation.

2. PROCEDURE

For current and new employees:

- 2.1. The employee must live in a remote area
- 2.2. The employee must work in a remote area
- 2.3. The employer must include the entitlement in the letter of offer detailing that **Central Darling** is classified as a remote community under the Australian Taxation Office, Council is able to offer salary sacrificing of rental housing costs
- 2.4. Employee is to organise the Rental Agreement/Lease with agent or landlord (whichever is applicable)
- 2.5. Employee to provide the Rental Agreement/Lease to Director of Business Services for CDSC Staff to sign on behalf of Council
- 2.6. Employee signs the Remote Area House Agreement supplied by HR which outlines the terms and conditions of the agreement between Council and the employee

- 2.7. Employee needs to notify the Director of Business Services for CDSC Staff of any changes in circumstances impacting on the lease and to ensure that the lease remains current at all times
- 2.8. If all the above conditions are satisfied, the remote area housing rental assistance benefit will be treated concessional for FBT purposes
- 2.9. The Goods and Services Tax does not apply and Input Tax Credits are not available.
- 2.10. Payroll officer shall deduct on a fortnightly basis the rent on behalf of the employee and transfer the funds to the nominated real estate agent or landlord

3. REVIEW PLAN

The General Manager and staff need to be consulted through the Consultative Committee with regard to any changes to this procedure.

4. HISTORY

Date	Version Number	Activity log	Resolution Number	Resolution date



| 6 May 2021

Licence for Charging Stations for Electric Vehicles

Licensed Area: Parking area, 1 – 7 Ross St, Wilcannia, NSW 2836

Central Darling Shire Council
ABN 65 061 502 439

and

National Roads and Motorists' Association Limited
ACN 000 010 506

Contents

Licence Particulars	1
1. Definitions	3
2. Installation Works	6
3. Grant of Licence.....	6
4. Payments by the Licensee.....	7
5. Use of Licensed Area	8
6. Licensee's right to install Signage	9
7. Maintenance, alterations and safety.....	10
8. Insurance.....	10
9. Indemnity and release.....	11
10. Licensor's Obligations.....	12
11. Dealings.....	13
12. Licensee's obligations at the end of this licence.....	14
13. Termination of Licence	14
14. Holdover and Option for Further Term.....	15
15. Dispute Resolution.....	15
16. GST	16
17. Notices.....	17
18. Governing law	18
19. Interpretation.....	18
20. General	19
Schedule 1 Installation Works Schedule	21
Schedule 2 Agreed Amendments	25
Schedule 3 Special Conditions	26
Signing Page.....	29
Attachment 1 Plan of Licensed Area	30
Attachment 2 Signage Plans.....	31

Licence Particulars

Item 1.	Licensors:	Central Darling Shire Council 65 061 502 439 Address: 21 Reid Street, Wilcannia, NSW 2836 Contact: Greg Hill Email: greg.hill@centraldarling.nsw.gov.au Licensor's Disputes Representative: Greg Hill
Item 2.	Licensee:	National Roads and Motorists' Association Limited ACN 000 010 506 Address: Level 13, 151 Clarence Street, Sydney NSW 2000 Contact: Company Secretary Email: notices.cosec@mynrma.com.au Licensee's Disputes Representative: General Manager, Property
Item 3.	Land:	The land contained in the road reserve on the southern side of Ross St, Wilcannia, NSW 2836
Item 4.	Licensed Area:	Those areas forming part of the Land indicatively shown on the Plan at Attachment 1, being: <ul style="list-style-type: none"> the red highlighted area, comprised of: <ul style="list-style-type: none"> Two parking bays located on most southern bank of spaces on Ross Street in front of amenities building, having a length of 6 metres and a width of 3.1 metres per bay (Bay Area); and an area of approximately 3.5 square metres per bay adjacent to the Bay Areas, being the area on which the Charging Stations, Signage and bollards will be located and a buffer of 1 square metre around the Charging Station and the blue highlighted area, being: <ul style="list-style-type: none"> an area of 3.0 square metres, located approximately 6 metres to the south east of charging station parking bay on Ross Street, on which the Licensee will install the electrical switchboard.
Item 5.	Commencing Date:	1 July 2021
Item 6.	Terminating Date:	1 July 2025
Item 7.	Term:	5 years
Item 8.	Further Term(s):	5 years commencing on the day after the Terminating Date.
Item 9.	Licence Fee during Term:	\$1 per annum plus GST, if demanded
Item 10.	Licence Fee during Further Term(s):	\$1 per annum plus GST, if demanded
Item 11.	Permitted use:	Installation, operation, repair and replacement of Charging Stations and ancillary purposes including generating

photovoltaic electricity, operating an energy storage system, operating a payment system and installing and operating security monitoring devices.

- Item 12. Agreed Amendments:** Agreed amendments to the Standard Terms (clauses 1 – 20 inclusive): Not Applicable
- Item 13. Special Conditions:** Special Conditions apply to this Licence: Not Applicable
- Item 14. Licensor's Works** (a) Not Applicable
(b) **Target Date for Completion of the Licensor's Work:** Not applicable

- Item 15. Licensee's Works** (a) **Number of Charging Stations:** Two
- (b) **Description of Licensee's Works**
The installation of the number of Charging Stations set out in Item 15(a) on and in the Licensed Area, including all works ancillary to that installation and necessary or desirable (in the opinion of the Licensee) for the on-going operation of the Charging Stations, including:
- the installation of concrete footings and conduits
 - the installation of the electrical cabling required for the operation of the Charging Stations including the cabling to the nearest local transformer;
 - the installation of signage providing network information and user instructions;
 - the installation of electric vehicle parking signage; and
 - marking or painting of Charging Spaces with electric vehicle parking or charging symbols.

- Item 16. Interdependent Works** Not applicable

Licence

Dated 06 May 2021

Parties

| The Licensor defined in Item 1

| The Licensee defined in Item 2

This Deed Witnesses

- A. The Licensor owns the Licensed Area.
- B. The Licensor has agreed to carry out the Licensor's Works on the Licensed Area and to allow the Licensee to carry out the Licensee's Works on the Licensed Area.
- C. The Licensor has agreed to grant and the Licensee has agreed to accept a licence of the Licensed Area for the Permitted Use for the Term.

Part A. Standard Terms

Each of the Standard Terms apply to this Licence.

1. Definitions

In this Licence:

Agreed Amendments means the amendments to the Standard Terms, if any, set out in Schedule 2.

Business Day means a day that is not a Saturday, Sunday or public holiday in Sydney.

Charging Spaces means those parts of the Licensed Area designated as car parking bays or car parking spaces serviced by Charging Stations.

Charging Station means any electric vehicle fast charging station installed or to be installed on or in the Licensed Area, including any and all hardware, software, communications devices and all other associated equipment or parts provided by the Licensee.

Claim means any action, claim, demand or proceeding (including based in contract, tort or statute or under any indemnity, and including any action based on personal injury or death) made against the person concerned however it arises and whether it is present or future, fixed or unascertained, actual or contingent.

Commencing Date means the date specified in Item 5.



Dispute means any dispute, difference of opinion or disagreement between the Licensor and the Licensee, arising out of or in connection with the Licence, the Licensor's Works or the Licensee's Works including any question regarding its formation, existence, validity, interpretation, performance, breach or termination.

Dispute Representatives means the representative of the Licensor identified as the Licensor's Disputes Representative in Item 1 and the representative of the Licensee identified as the Licensee's Disputes Representative in Item 2.

Further Term means each further term specified in Item 8.

Government Authority means any government, government department, government agency or government authority; governmental, semi-governmental, municipal, judicial, quasi-judicial, administrative or fiscal entity or person carrying out any statutory authority or function; or other entity or person (whether autonomous or not) having powers or jurisdiction under any statute, regulation, ordinance, by-law, order or proclamation, or the common law.

Insolvency Event means, in relation to a person, any of the following events:

- (a) the person, being an individual, becomes bankrupt;
- (b) the person becomes insolvent;
- (c) the person assigns any of its property for the benefit of creditors or any class of them;
- (d) a receiver, receiver and manager, administrator, controller, provisional liquidator or liquidator is appointed to the person or the person enters into a scheme of arrangement with its creditors or is wound up;
- (e) the holder of a Security Interest takes possession of any assets of the person or exercises any power of sale;
- (f) a judgment or order is made against the person in an amount exceeding \$50,000 (or the equivalent in any other currency) and that judgment or order is not satisfied, quashed or stayed within 20 Business Days after being made; and
- (g) any event that is analogous or has a substantially similar effect to any of the events specified in this definition.

Installation Works means the Licensee's Works, the Licensor's Works and the Interdependent Works, as applicable.

Interdependent Works means the works described in Item 16(a), if applicable.

Item means an item in the Licence Particulars.

Land means the land specified in Item 3.

Law includes any law, statute, regulation, ordinance, by-law, order or proclamation, and the common law; and any authorisation, ruling, judgment, order, decree or other requirement of any Government Authority.

Liability means any and all damages, punitive damages, liabilities, actions (including actions based on personal injury or death), obligations, duties, losses, charges, costs or expenses (including legal expenses and consulting fees), interest, penalties, fines and taxes, and excludes any consequential loss or damage which does not naturally or directly result in the ordinary course of events from the breach, action or inaction in question, whether or not a

party has been advised of or is aware of that loss or damage, including any loss of revenue, profit, data, opportunity, business, goodwill or future reputation, any failure to realise anticipated savings, any downtime costs, any damage to credit rating, and any penalties payable under contracts other than this Licence.

Licence means this licence between the Licensor and the Licensee, which includes the Licence Particulars, the Standard Terms, the Agreed Amendments and the Special Conditions.

Licence Fee means the amount specified in Item 9.

Licence Particulars means the schedule of items at the front of this Licence.

Licensed Area means the Licensed Area specified in Item 4.

Licensee means the Licensee specified in Item 2 and includes the Licensee's successors and assigns and where it is consistent with the context includes the Licensor's employees and agents.

Licensee's Employees and Agents means each of the Licensee's employees, officers, agents, contractors, consultants, sublessees, licensees and any other person on or about the Licensed Area who are under the control or direction of the Licensee.

Licensee's Property means all plant, equipment, fixtures, fittings, and other property installed or situated in or relevant to the Licensed Area and owned or controlled by the Licensee, including the Charging Stations and the Signage and any other item installed as part of the Licensee's Works and expressly excludes the Licensor's Property.

Licensee's Works means the works specified in Item 15(b).

Licensor means the Licensor specified in Item 1 and includes the Licensor's successors and assigns and where it is consistent with the context includes the Licensor's Employees and Agents.

Licensor's Adjoining Land means any part of the Land and any other land adjoining or near the Licensed Area that is not part of the Licensed Area but is owned by the Licensor.

Licensor's Employees and Agents means each of the Licensor's employees, officers, agents, contractors, consultants, invitees, sublessees, licensees and any other person on or about the Licensed Area (with or without invitation) or under the control or direction of the Licensor other than the Licensee.

Licensor's Property includes all plant, equipment, fixtures, fittings, and other property installed or situated in or relevant to the Licensed Area and owned or controlled by the Licensor, including anything installed as part of the Licensor's Works, if any, and expressly excludes the Licensee's Property.

Licensor's Works means the works specified in Item 14(a), if applicable.

New Licensee means the proposed assignee, novate or sublicensee in connection with a proposed dealing by the Licensee in accordance with clause 11.3.

Parking Spaces means those parts of the Licensor's Adjoining Land designated as car parking bays or car parking spaces.

Permitted Use means the use specified in Item 11.

Plan means the plan that describes the Licensed Area at Attachment 1.

Related Body Corporate has the meaning given to that term in the *Corporations Act 2001* (Cth).

Services means all services in connection with the Licensed Area, including electricity, gas, water, waste collection and telecommunication services.

Signage means all and any signage and information material in connection with the installation, operation and use of a Charging Station including any information placard, operating instructions, Charging Station livery, signs to identify Charging Stations and their use and signs delineating Charging Spaces.

Signage Plans means the plans at Attachment 2 showing the indicative design and location of the Signage approved by the Licensor as at the date of this Deed and updated from time to time during the Term in accordance with clause 6.3.

Special Conditions means the clauses, if any, in Schedule 3.

Standard Terms means clauses 1 to 20 inclusive of this Licence.

Term means the term specified in Item 7 and also includes any holding over period, in each case, subject to any earlier termination in accordance with the terms of this Licence.

Terminating Date means the date specified in Item 6.

WHS Laws means the relevant workplace health and safety legislation applicable to the state in which the Land is located.

2. Installation Works

Each Party must carry out and complete its respective parts of the Installation Works in accordance with the Installation Works Schedule at Schedule 1.

3. Grant of Licence

3.1 Licence

The Licensor grants to the Licensee a non-exclusive licence during the Term for the Licensee to use the Licensed Area in common with the Licensor and persons authorised by the Licensor in accordance with this Licence.

3.2 Nature of Licence

3.2.1 This Licence is personal to the Licensee.

3.2.2 The Licensee expressly acknowledges and agrees that:

- (a) this Licence does not give the Licensee any right to exclusive possession or occupancy of the Licensed Area;
- (b) the Licensor may use, or permit other parties to use, the Licensed Area;
- (c) this Licence will not create, or be construed as creating, any form of tenancy or other right or interest in or to the Licensed Area, other than a contractual right; and

- (d) this Licence does not constitute a lease at Law and the Licensee will not claim before a court or tribunal that this Licence constitutes a lease at Law.

3.3 Licensor's rights

The Licensor may enter the Licensed Area with all necessary materials and equipment to comply with its obligations under this Deed and any laws or notice of any Government Agency affecting the Licensed Area, subject to it complying with clauses 10.1.2(c) and clause 10.1.2(d).

4. Payments by the Licensee

4.1 Payment of Licence Fee

- 4.1.1 The Licensee must pay the Licence Fee for the whole of the Term to the Licensor in advance.
- 4.1.2 If the Licence is terminated prior to the date in Item 6, the Licensor may retain the whole of the amount paid by the Licensee in accordance with clause 4.1.1.

4.2 Payment of charges for Services

- 4.2.1 If and for so long as the Charging Stations are directly connected to the National Electricity Grid and the Licensed Area is separately metered, the Licensee must pay to the relevant Government Authority or utility provider, as applicable, all charges in connection with Services provided to the Licensed Area.
- 4.2.2 If and for so long as the Charging Stations are not directly connected to the National Electricity Grid and the Licensed Area is not separately metered, the Licensee must within 10 Business Days of the Licensor's demand pay to the Licensor as payment for the all charges in connection with Services provided to the Licensed Area the amount determined in accordance with the following:
 - (a) the Licensee will reimburse the Licensor at cost for incremental electricity charges incurred and directly attributable to the use of the Licensee's Property;
 - (b) reimbursement will include direct energy usage charges (cents per kilowatt hour, "c/kWh") as well as a calculated contribution towards any increased maximum demand charge (cost per kilo Volts Amperes per month, "\$/kVA/mth") directly attributable to the use of the Licensee's Property during the billing cycle; and
 - (c) the operational requirements for the reimbursement process will include:
 - 1. the Licensee will install private electricity metering into the electrical switchboard dedicated to the Licensee's Property;
 - 2. the Licensee will arrange for this private meter data to be read and made available for the purpose of calculating electricity reimbursement;
 - 3. the Licensor will provide the parent National Meter Identification (NMI) metering data and/or authorise the Licensee access to this data;

4. the Licensee will reconcile parent NMI data with data from the private meter to determine any incremental impact on maximum demand charges;
5. the Licensee will reimburse agreed electricity charges at cost to the Licensor; and
6. review and optimisation of the process will be carried out as necessary to ensure efficient operation.

4.2.3 The Licensor's demand referred to in clause **Error! Reference source not found.** must include details of the Licensor's calculation of the amount due and payable under clause **Error! Reference source not found.**.

5. Use of Licensed Area

5.1 Permitted use

The Licensee may:

- 5.1.1 use the Licensed Area for the Permitted Use and for any purpose ancillary to the Permitted Use;
- 5.1.2 permit members of the public to use the Charging Stations to charge electric vehicles; and
- 5.1.3 use either or both any Licensor's Adjoining Land and any Parking Spaces within or proximate to the Licensed Area on a temporary basis, in connection with the Permitted Use or to perform its obligations under clause 12.1.1.

5.2 Access

The Licensee may:

- 5.2.1 access the Licensed Area 24 hours a day, seven days a week to exercise its rights under this Deed; and
- 5.2.2 access any Licensor's Adjoining Land to use any lavatories situated on any Licensor's Adjoining Land during times these are open to the public.

5.3 Compliance with Laws

The Licensee must comply with all Laws and any requirements of any utility provider in connection with the Licensed Area and the Licensee's use and occupation of the Licensed Area, except the Licensee will not be required to carry out any structural works unless the need for those works arises from:

- 5.3.1 the negligent act or omission of the Licensee or the Licensee's Employees and Agents;
- 5.3.2 the failure by the Licensee or the Licensee's Employees and Agents to comply with the Licensee's obligations under this Licence; or
- 5.3.3 the use of the Licensed Area by the Licensee or the Licensee's Employees and Agents.

5.4 Licences and permits

The Licensee must maintain all licences and permits required for the Licensee's use of the Licensed Area and obtain the Licensor's written consent before varying any licence or permit or applying for any new licence or permit.

5.5 Fee for use

Provided that it is not a breach of clause 5.1 or clause 5.3 to do so, the Licensee may, but is not required to, impose a fee or charge on users of the Charging Stations.

5.6 Licensor's use of the Licensed Area

The Licensee must permit the Licensor to enter the Licensed Area at all reasonable times on reasonable notice to undertake its lawful rights and obligations.

5.7 Licensee's Employees and Agents

The Licensee must use all reasonable endeavours to ensure that the Licensee's Employees and Agents observe and comply with the Licensee's obligations under this Licence, where appropriate.

6. Licensee's right to install Signage

6.1 Installation of Signage

6.1.1 The Licensee may install Signage in the Licensed Area at any time at its own cost, without the Licensor's consent if that Signage complies with the Signage Plans.

6.1.2 The Licensee must not install any Signage on or in the Licensed Area without the Licensor's prior consent if that Signage does not comply with the Signage Plans.

6.1.3 The Licensee must ensure that any Signage that it installs is professionally prepared, installed and maintained.

6.2 Wayfinding and directional signage

The Licensee may install way-finding and directional signage on any Licensor's Adjoining Land with the Licensor's prior consent.

6.3 Update of Signage Plans

6.3.1 The Licensee may update the Signage Plans throughout the Term with the Licensor's prior consent.

6.3.2 If the Licensor consents to any update to the Signage Plans, the updated Signage Plans will apply on and from the date of the Licensor's consent.

7. Maintenance, alterations and safety

7.1 Routine repairs and maintenance

The Licensee must keep the Licensee's Property clean and maintained in reasonable order and condition. The Licensor acknowledges that in order to comply with this obligation the Licensee may:

- 7.1.1 replace or remove all or part of one or more Charging Stations upon giving reasonable notice to the Licensor, other than in the case of an emergency, when no prior notice is required; and
- 7.1.2 temporarily close a small area around a Charging Station while the Charging Station is being serviced.

7.2 Repairing damage

The Licensee must:

- 7.2.1 promptly make good any damage to the Licensed Area caused by the Licensee in exercising its rights under this Deed; and
- 7.2.2 promptly after becoming aware of it, repair any damage to the Licensee's Property whether caused by vandalism, attempted or actual theft or other unlawful activity, or by accident or negligence of a third party other than the Licensor.

7.3 Upgrading Charging Stations

- 7.3.1 The Licensee may replace or upgrade existing Charging Stations and upgrade the electricity infrastructure for either or both future and increased power capacity.
- 7.3.2 Before commencing any works referred to in clause 7.3.1, the Licensee must seek and obtain the Licensor's consent. When requesting consent the Licensee must provide the Licensor with plans and specifications of the relevant works.
- 7.3.3 The Licensee must ensure any works referred to in clause 7.3.1 are carried out in accordance with plans and specifications approved by the Licensor, by qualified tradespersons, and otherwise in compliance with all applicable Laws.

8. Insurance

8.1 Insurances to be effected by the Licensee

The Licensee must maintain insurance for:

- 8.1.1 public liability:
 - (a) for the amount of \$20 million concerning one single event (or any greater sum as reasonably required by the Licensor);
 - (b) which, without limiting the rest of this clause 8, covers death and injury to any person, and damage to property of any person, sustained when that person is using, entering or near any entrance, passage or stairway to or in the Licensed Area; and

- (c) which expressly refers to and covers all of the Licensee's obligations under this Licence, including the obligation to indemnify the Licensors;

8.1.2 the Licensee's Property for their full replacement value; and

8.1.3 other insurances which are required by Law or which, in the reasonable opinion of the Licensors, a prudent licensee would take out, including in connection with any Licensee's Works.

8.2 Policies

In respect of each insurance policy that the Licensee is required to maintain under this Licence, the Licensee must:

8.2.1 pay all insurance premiums on or before the due date for payment; and

8.2.2 give the Licensors a copy of the certificate of currency on or before each anniversary of the Commencing Date.

8.3 Group Policies

For so long as the Licensee is National Roads and Motorists' Association Limited ACN 000 010 506 or a Related Body Corporate or a member of the consolidated group, for tax purposes, of which National Roads and Motorists' Association Limited ACN 000 010 506 is the head company (as notified by National Roads and Motorists' Association Limited ACN 000 010 506 to the Australian Taxation Office from time to time) the Licensee will have complied with its insurance obligations under clause 8.1 and clause 8.2 if the Licensee provides to the Licensors on request, a copy of a certificate of currency of insurance from the Licensee's insurer or insurance broker confirming that its obligations under clause 8.1 and clause 8.2 are covered by the terms of any group policy held by the Licensee or any other company in the NRMA group of companies.

9. Indemnity and release

9.1 Indemnity

Except to the extent that the Licensors is negligent or in breach of its obligations under this Deed, the Licensee indemnifies the Licensors against any Claim or Liability that the Licensors incurs or is liable for in connection with:

9.1.1 any damage, loss, death or injury to property or person in connection with the use of the Licensee's Property; and

9.1.2 the use or occupation by the Licensee or the Licensee's Employees and Agents of, or the existence of, the Licensee's Property.

9.2 Release

Except to the extent that the Licensors is negligent or in breach of its obligations under this Deed, the Licensee:

9.2.1 uses the Licensed Area at its own risk; and

9.2.2 releases the Licensors from, and agrees the Licensors is not liable for, any Claim or Liability in connection with any damage, loss, injury to or of any person or property in connection with the use or existence of the Licensed Area.

10. Licensors' Obligations

10.1 Use of Licensed Area

10.1.1 The Licensor must, at no cost to the Licensee:

- (a) keep the Land (including all Parking Spaces) clean and tidy and in a good and safe state of repair and condition;
- (b) keep the Land well-lit at all times;
- (c) promptly make good any damage to the Land or the Licensed Area that it is not the Licensee's obligation to repair under this Licence;
- (d) if any Signage includes a requirement that a Charging Space only be used for charging an electric vehicle, use its best endeavours to monitor and enforce the use of that Charging Space for that purpose only and for no other purpose.

10.1.2 The Licensor must not:

- (a) alter the Licensor's Property or any other part of the Licensed Area or the Land in a way that would interfere with the conduct of the Permitted Use or that would result in the Licensed Area or the Licensee's Property being inaccessible;
- (b) repair, service, tamper with, change, alter or otherwise interfere with the Licensee's Property (and if it does so, the Licensor must reimburse to the Licensee the cost of repairing the Licensee's Property if the Licensor causes any damage to the Licensee's Property);
- (c) do anything that derogates from the Licensee's rights under the Licence;
- (d) impede access to the Licensed Area without first giving the Licensee reasonable notice and details of its intention to temporarily do so, other than in the case of an emergency, when no prior notice is required;
- (e) install and must ensure that no third party installs any electric vehicle fast charging station in or on the Licensed Area or the Land during the Term;
- (f) remove, alter or obstruct any Signage without the Licensee's prior consent (except in the case of an emergency); and
- (g) not affix and must not grant any third party the right to affix any advertising or promotional material to any Signage, Charging Station or any Charging Space.

10.2 Electricity

The Licensor must, if requested by the Licensee:

- 10.2.1 provide to the Licensee at the Licensee's cost the ability to connect the Licensee's Property to an electricity supply on the Land or the Licensor's Adjoining Land during the Term; and
- 10.2.2 maintain and where required, promptly repair or replace the earthing apparatus and any other plant, equipment or infrastructure which enables the supply of

electricity to the Charging Stations, including where this is required as a result of power surges or electrical faults; and

- 10.2.3 do all other things reasonably necessary to ensure the supply of electricity for the safe and continuous supply of electricity to the Licensee's Property.

10.3 Security

The Licensor must:

- 10.3.1 use its best endeavours to advise the Licensee of any damage, attempted or actual theft, vandalism or unlawful activity to the Licensed Area or the Licensee's Property as soon as the Licensor is aware of it; and
- 10.3.2 in the case of any damage, attempted or actual theft, vandalism or unlawful activity to the Licensed Area or the Licensee's Property, allow the Licensee to have access to all relevant closed circuit television (CCTV) camera recordings (if available).

11. Dealings

11.1 Dealings by Licensor

The Licensor may grant easements or other rights over the Land provided that they do not interfere with the Permitted Use and the Licensee's rights under this Licence.

11.2 Dealings by Licensee

The Licensee must not assign, novate or sublicense its rights and obligations under this Licence without the Licensor's consent, which must not be unreasonably delayed or withheld provided that the Licensee complies with clause 11.3, except where clause 11.4 applies, in which case the Licensor's consent cannot be withheld.

11.3 Novation and sublicensing

The Licensor must not unreasonably withhold or delay its consent, if:

- 11.3.1 the Licensee gives the Licensor at least 1 month's notice of the proposed dealing; and
- 11.3.2 before any dealing is completed:
- (a) the Licensee has provided reasonable evidence to demonstrate that the New Licensee is respectable, solvent and capable of adequately carrying out the Permitted Use;
 - (b) the New Licensee has agreed to perform the obligations of the Licensee under this Licence (in the case of a sublicense, to the extent of the area sub-licensed);
 - (c) the Licensee and the New Licensee have agreed to enter into such documentation reasonably required by the Licensor to give effect to clause 11.3.2(b); and
 - (d) the Licensee has paid the Licensor's reasonable costs of considering the proposed dealing and entering into the documentation referred to in clause 11.3.2(c).



11.4 NRMA group of companies

For so long as the Licensee is National Roads and Motorists' Association Limited ACN 000 010 506 or a Related Body Corporate or a member of the consolidated group, for tax purposes, of which National Roads and Motorists' Association Limited ACN 000 010 506 is the head company (as notified by National Roads and Motorists' Association Limited ACN 000 010 506 to the Australian Taxation Office from time to time), the Licensee:

- 11.4.1 may assign, novate or sublicense to or share possession of the whole or any part of the Licensed Area with any other company, including any Related Body Corporate or a member of the consolidated group, for tax purposes, of which National Roads and Motorists' Association Limited ACN 000 010 506 is the head company (as notified by National Roads and Motorists' Association Limited ACN 000 010 506 to the Australian Taxation Office from time to time) without complying with clause 11.3; and
- 11.4.2 must notify the Licensor within a reasonable time after it assigns, novates, sublicences or shares possession of the whole or any part of the Licensed Area.

12. Licensee's obligations at the end of this licence

12.1 Licensee's obligations

- 12.1.1 At the expiry or other termination of this Licence, the Licensee must:
 - (a) vacate the Licensed Area;
 - (b) remove the Licensee's Property from the Licensed Area; and
 - (c) subject to clause 12.1.2, make good any damage caused by the removal of the Licensee's Property from the Licensed Area.
- 12.1.2 The Licensee is not required to remove any part of the Licensor's Property or make good any part of any concrete footing that comprises Licensor's Property that is damaged by the removal of the Licensee's Property.

13. Termination of Licence

13.1 For convenience

- 13.1.1 The Licensee may terminate this Licence at any time by giving the Licensor at least 120 days' notice.
- 13.1.2 If the Licensee terminates this Licence in exercise of its rights under clause 13.1.1, neither party will have any Claim against the other (including any claim for compensation), except for any rights that accrued before that termination.

13.2 Default

The Licensor may terminate this Licence by written notice, require the Licensee to vacate the Licensed Area, and exercise any other legal right, if:

- 13.2.1 any amount payable by the Licensee under this Licence, is in arrears for 20 Business Days, and the Licensee fails to make the relevant payment within 20 Business Days after the Licensor has demanded payment;
- 13.2.2 if the Licensee does not comply with any other express or implied obligation under this Licence within a reasonable time after the Licensor has issued a notice requesting that the Licensee so comply; or
- 13.2.3 an Insolvency Event occurs in respect of the Licensee.

13.3 Damages following termination

If the Licensor terminates this Licence under clause 13.2, the Licensee must compensate the Licensor for any loss or damage the Licensor suffers in connection with the event that gave rise to the termination, but is not liable for the Licensor's loss of the benefit of the Licensee performing its obligations under this Licence up to the expiry of the Term.

14. Holdover and Option for Further Term

14.1 Holding over

- 14.1.1 If the Licensee continues to occupy the Licensed Area after the Terminating Date with the Licensor's consent (except under a licence arising from a valid exercise by the Licensee of an option for a Further Term in accordance with clause 14), the Licensee will do so as a 6-monthly licensee.
- 14.1.2 Subject to this clause 14.1, the monthly licence is on the same terms as this Licence, but including any changes necessary to make the terms appropriate for a 6-monthly licence.

14.2 Exercise of option for a Further Term

If a Further Term is specified in Item 8 the Licensor must grant to the Licensee, at the Licensee's cost, a new licence for the Further Term if the Licensee gives the Licensor written notice asking for a new licence, not earlier than 12 months or later than 3 months before the Terminating Date.

14.3 New licence for Further Term

The new licence for the Further Term contains the same terms and conditions as this Licence except for all changes necessary to reflect the new term of the licence and any variations made to this Licence during the Term.

15. Dispute Resolution

15.1 Dispute

Any Dispute is to be dealt with in accordance with this clause 15.

15.2 Notice of Dispute

- 15.2.1 If a Dispute between the parties arises then either party may give the other a written notice of Dispute adequately identifying and providing details of the Dispute.

15.2.2 Notwithstanding the existence of a Dispute, the parties must continue to perform their obligations under this Licence.

15.3 Dispute Representatives Determination

15.3.1 The Disputes Representatives must meet to discuss the Dispute in good faith within 10 Business Days after service of a notice of dispute under clause 15.2.1.

15.3.2 The Disputes Representatives must use reasonable endeavours to:

- (a) settle or resolve the Dispute; or
- (b) agree a process for settling or resolving the Dispute, such as referral to a technical expert or mediation or such other forms of alternative dispute resolution,

within 15 Business Days after the Disputes Representatives have met.

15.3.3 If the Dispute is not resolved within 30 Business Days after issue of a notice of Dispute under clause 15.2.1, clause 15.4 applies.

15.4 Litigation

15.4.1 If the Dispute is not resolved in accordance with clause 15.3 or a disputes process agreed under clause 15.3, then either party may commence proceedings in relation to the Dispute.

15.4.2 Subject to clause 15.5, the parties must follow the Dispute resolution procedures set out in this clause 15 before either commences litigation or takes similar action.

15.5 Summary relief

Nothing in this clause 15 will prejudice the right of a party to seek injunctive or urgent declaratory relief.

15.6 Survive termination

This clause 15 will survive the termination of the Licence.

16. GST

16.1 Definitions

In this clause:

- 16.1.1 words and expressions that are not defined in this Licence but which have a defined meaning in the GST Law have the same meaning as in the GST Law;
- 16.1.2 **GST** means GST within the meaning of the GST Law and includes penalties and interest. If under or in relation to the *Intergovernmental Agreement Implementation (GST) Act 2000* (NSW) the supplier makes voluntary or notional payments, then:
 - (a) the definition of GST includes those voluntary or notional payments; and
 - (b) expressions containing the term 'GST' have a corresponding expanded meaning; and

16.1.3 **GST Law** has the meaning given to that term in the *A New Tax System (Goods and Services Tax) Act 1999* (Cth).

16.2 GST exclusive

Except where specified to the contrary in this Licence, all consideration payable under this Licence in relation to any supply is exclusive of GST. If GST is payable in respect of any supply made by a supplier under this Licence (**GST Amount**), the recipient must pay to the supplier an amount equal to the GST payable on the supply. Provided that the supplier has provided a tax invoice, the recipient must pay the GST Amount at the same time and in the same manner as the consideration for the supply is to be provided under this Licence in full and without deduction, set off, withholding or counterclaim (unless otherwise provided in this Licence).

16.3 Reimbursements

If this Licence requires a party to pay, reimburse or contribute to any expense, loss or outgoing suffered or incurred by another party, the amount which the first party must pay, reimburse or contribute is the sum of:

- 16.3.1 the amount of the payment, reimbursement or contribution, less any input tax credit in respect of the payment, reimbursement or contribution to which the other party is entitled; and
- 16.3.2 if the payment, reimbursement or contribution is subject to GST, an amount equal to that GST.

17. Notices

17.1 Delivery of notice

- 17.1.1 A notice or other communication required or permitted to be given to a party under this Licence must be in writing and may be delivered personally to the party, by leaving it at the party's address, by posting it by registered post, priority registered post or express post addressed to the party at the party's address or by electronic mail to the party's email address, in each case, as specified in the notice details of that party or as notified by one party to the other from time to time during the Term.
- 17.1.2 If the Licensee is a company, the notice or other communication may be served on it at its registered office.

17.2 Time of service

A notice or other communication is deemed delivered:

- 17.2.1 if delivered personally or left at the person's address, upon delivery;
- 17.2.2 if posted within Australia to an Australian address using registered post or priority registered post, 4 Business Days after posting and using express post, 2 Business Days after posting;
- 17.2.3 if delivered by electronic mail, subject to clause 17.2.4, at the time the email containing the notice left the sender's email system, unless the sender receives notification that the email containing the notice was not received by the recipient; and

- 17.2.4 if received after 5.00pm in the place it is received or on a day which is not a business day in the place it is received, at 9.00am on the next business day.

18. Governing law

This Licence is governed by the law applying in New South Wales and the parties submit to the non-exclusive jurisdiction of the courts of New South Wales.

19. Interpretation

19.1 Words and headings

In this Licence, unless expressed to the contrary:

- 19.1.1 words denoting the singular include the plural and vice versa;
- 19.1.2 the word 'includes' in any form is not a word of limitation;
- 19.1.3 where a word or phrase is defined, another part of speech or grammatical form of that word or phrase has a corresponding meaning;
- 19.1.4 headings and subheadings are for ease of reference only and do not affect the interpretation of this Licence; and
- 19.1.5 no rule of construction applies to the disadvantage of the party preparing this Licence on the basis that it prepared or put forward this Licence or any part of it.

19.2 Specific references

In this Licence, unless expressed to the contrary, a reference to:

- 19.2.1 a gender includes all other genders;
- 19.2.2 any legislation (including subordinate legislation) is to that legislation as amended, re-enacted or replaced and includes any subordinate legislation issued under it;
- 19.2.3 any document (such as a deed, agreement or other document) is to that document (or, if required by the context, to a part of it) as amended, novated, substituted or supplemented at any time;
- 19.2.4 writing includes writing in digital form;
- 19.2.5 'this Licence' is to this Licence as amended from time to time;
- 19.2.6 'A\$', '\$', 'AUD' or 'dollars' is a reference to Australian dollars;
- 19.2.7 a clause, schedule or attachment is a reference to a clause or attachment in or to this Licence;
- 19.2.8 any property or assets of a person includes the legal and beneficial interest of that person of those assets or property, whether as owner, lessee or lessor, licensee or licensor, trustee or beneficiary or otherwise;

- 19.2.9 a person includes a firm, partnership, joint venture, association, corporation or other body corporate;
- 19.2.10 a person includes the legal personal representatives, successors and permitted assigns of that person, and in the case of a trustee, includes any substituted or additional trustee;
- 19.2.11 any body (**Original Body**) which no longer exists or has been reconstituted, renamed, replaced or whose powers or functions have been removed or transferred to another body or agency, is a reference to the body which most closely serves the purposes or objects of the Original Body; and
- 19.2.12 a month is a calendar month.

20. General

20.1 Costs and expenses

Each party must pay its own costs and expenses in connection with:

- 20.1.1 the preparation, execution, stamping and any necessary registration of this Licence and any related document (including penalties and fines);
- 20.1.2 any request for the consent of the Licensor; and
- 20.1.3 any amendment to, waiver under, surrender of, or dealing contemplated by, this Licence or any related document.

20.2 Variation

This Licence may only be varied or replaced by a document duly executed by the parties.

20.3 Counterparts

This Licence may be executed in counterparts, all of which taken together constitute one instrument.

20.4 Entire agreement

This Licence constitutes the entire agreement between the parties; and supersedes and cancels any contract, deed, arrangement, related condition, collateral arrangement, condition, warranty, indemnity or representation imposed, given or made by a party (or an agent of a party) prior to entering into this Licence.

20.5 Liability

If a party consists of 2 or more people or entities, an obligation of that party binds each of them jointly and severally.

20.6 Severability

- 20.6.1 Any provision of this Licence that is held to be illegal, invalid, void, voidable or unenforceable must be read down to the extent necessary to ensure that it is not illegal, invalid, void, voidable or unenforceable.

20.6.2 If it is not possible to read down a provision as required by this clause, part or all of the clause of this Licence that is unlawful or unenforceable will be severed from this Licence and the remaining provisions continue in force.

20.7 Further assurance

Each of the Licensor and the Licensee must promptly execute and deliver all documents and take all other action necessary or desirable to effect, perfect or complete the transactions contemplated by this Licence.

20.8 Survival and enforcement of indemnities

20.8.1 Each indemnity of the Licensor or the Licensee is a continuing obligation, separate and independent from the other obligations of the parties and survives termination of this Licence.

20.8.2 The party with the benefit of an indemnity must before enforcing a right of indemnity under this Licence:

- (a) use reasonable endeavours to mitigate its loss; and
- (b) actually incur an expense or make payment.

20.9 Business Day

If a payment or other act is required by this Licence to be made or done on a day which is not a Business Day, the payment or act must be made or done on the next following Business Day.

20.10 Exclusion of statutory provisions

To the full extent permitted by law, any legislation that adversely affects an obligation of the Licensor or the Licensee under this Licence, or the exercise of a right or remedy by the Licensor or the Licensee under this Licence, is excluded from this Licence.

20.11 Licensor's consent

Where the Licensor is required to give its consent under this Licence, the Licensor must not unreasonably delay or withhold its consent, but may give its consent subject to such reasonable conditions as the Licensor may reasonably determine.

B. Agreed Amendments

Each of the Agreed Amendments in Schedule 2 apply to this Licence.

C. Special Conditions

Each of the Special Conditions in Schedule 3 apply to this Licence.

Schedule 1 Installation Works Schedule

1. Licensor's Works

- 1.1 The Licensor must use its best endeavours to:
 - 1.1.1 commence the Licensor's Works promptly after the date that the last of the parties signs this Deed; and
 - 1.1.2 complete the Licensor's Works by the Target Date for Completion of the Licensor's Works as shown in Item 14(b).
- 1.2 The Licensor must have the Licensor's Works carried out and completed at its own cost and:
 - 1.2.1 diligently, efficiently and in a proper and workmanlike manner;
 - 1.2.2 with high quality and proper materials;
 - 1.2.3 in accordance with the description in Item 14(a) and the Licensor's Works Plans;
 - 1.2.4 in accordance with the requirements of all relevant Government Agencies; and
 - 1.2.5 by qualified tradespeople that have been approved by the Licensee.
- 1.3 The Licensor must not make any changes to the Licensor's Works (including to the Licensor's Works Plans) without the approval of the Licensee, which may be withheld if the proposed change will affect:
 - 1.3.1 the position, size or layout of or access to the Licensed Area or any Charging Station;
 - 1.3.2 the Services or facilities available in connection with the Licensed Area;
 - 1.3.3 the carrying out of Interdependent Works;
 - 1.3.4 the Licensee's Works; or
 - 1.3.5 the on-going use and operation of any Charging Station.
- 1.4 If the Licensor has not obtained a Completion Acknowledgement by the Target Date for Completion of the Licensor's Work, the Licensee can elect to either:
 - 1.4.1 terminate this Deed; or
 - 1.4.2 complete the Licensor's Works at the Licensee's own cost.
- 1.5 If the Licensee exercises its rights under clause 1.4.2 then the Licensor must reimburse the Licensee's costs incurred in exercising its rights under clause **Error! Reference source not found.** within 20 Business Days after demand by the Licensee.
- 1.6 The Licensor must:
 - 1.6.1 rectify any Defects existing at the Date of Practical Completion of the Licensor's Works as soon as possible after the Date of Practical Completion of the Licensor's Works; and

- 1.6.2 ensure that the rectification of Defects is carried out at times and in a manner which causes as little inconvenience to the Licensee and the users of the Licensed Area as is reasonably possible.
- 1.7 If at any time prior to the expiration of any Defects Liability Period (including, prior to the Date of Practical Completion of the Licensor's Works), the Licensee discovers or believes there is a Defect, the Licensee may inform the Licensor of the Defect and the Licensor must promptly rectify the Defect:
 - 1.7.1 diligently, efficiently and in a proper and workmanlike manner;
 - 1.7.2 with high quality and proper materials;
 - 1.7.3 in accordance with the requirements of all relevant Government Agencies;
 - 1.7.4 by qualified tradespeople that have been approved by the Licensee;
 - 1.7.5 so as to minimise the impact on the use of the Licensed Area and the Licensee's Property; and
 - 1.7.6 in a manner which causes as little inconvenience as possible to the Licensee, the users of the Charging Stations, any Service or any access to the Licensed Area.
- 1.8 If the Licensor fails to comply with clause **Error! Reference source not found.**, the Licensee may carry out the works necessary to rectify the Defects.
- 1.9 If the Licensee exercises its rights under clause **Error! Reference source not found.** then the Licensor must reimburse the Licensee's costs incurred in exercising its rights under clause **Error! Reference source not found.** within 20 Business Days after demand by the Licensee.
- 1.10 The Licensor indemnifies the Licensee from and against any Claim or Liability brought against, suffered or incurred by the Licensee in respect of:
 - 1.10.1 damage to, or loss or destruction of, any real or personal property (including the Licensee's Property); or
 - 1.10.2 injury to, or illness or death of, any person,
 arising out of or in connection with the performance of, or any act or omission of the Licensor in connection with, the Licensor's Works.
- 1.11 The Licensor's liability to indemnify the Licensee under clause **Error! Reference source not found.** will be proportionately reduced to the extent that a negligent act or omission of the Licensee caused or contributed to the Claim or Liability.

2. Licensee's Works

- 2.1 The Licensor grants and the Licensee accepts a licence of the Licensed Area and any Licensor's Adjoining Land that the Licensee needs to use in connection with the Licensee's Works, and where required to complete the Licensor's Works under clause 2.4.2 of the Standard Terms or carry out works to rectify any Defects under clause 2.8 of the Standard Terms.
- 2.2 Before it commences the Licensee's Works, the Licensee must:

- 2.2.1 at its own cost, obtain any necessary consent or approval from any Government Agency to carry out the Licensee's Works;
- 2.2.2 provide to the Licensor plans, drawings and specifications of the Licensee's Works; and
- 2.2.3 provide to the Licensor details of those of the Licensor's Works and the Licensee's Works that the Licensee has identified as Interdependent Works.
- 2.2.4 The Licensor:
 - (a) will not charge the Licensee for any permit, consent or approval required by the Licensee for the construction and maintenance of the Licensee's or the Charging Stations; and
 - (b) agrees that by signing this Deed, it grants to the Licensee land owner consent to the Licensee lodging with any Government Agency any application for any permit, consent or approval required by the Licensee for the construction and maintenance of the Licensee's Works or the Charging Stations.
- 2.3 The Licensee must have the Licensee's Works carried out and completed at its own cost and:
 - 2.3.1 diligently, efficiently and in a proper and workmanlike manner;
 - 2.3.2 in accordance with the requirements of all relevant Government Agencies; and
 - 2.3.3 in performing its obligations under clauses 2.3.1 and 2.3.2:
 - (a) use reasonable endeavours to ensure it does not cause undue noise or nuisance to the occupiers of the Land;
 - (b) comply with reasonable directions by the Licensor's responsible officers; and
 - (c) comply with all applicable WHS Laws as principal contractor with respect to the Licensee's Works.
- 2.4 Once the Licensee's Works have been completed the Licensee must promptly:
 - 2.4.1 notify the Licensor that the Licensee's Works have been completed; and
 - 2.4.2 provide to the Licensor copies of all certificates in its possession that evidence that the Licensee's Works have been completed in accordance with clause Error! Reference source not found..

3. Interdependent Works

- 3.1 Each of the Licensor and the Licensee agree to work together in a consultative and co-operative manner to ensure that the Interdependent Works are completed diligently, efficiently and in a proper and workmanlike manner, including to ensure that:
 - 3.1.1 the performance and sequencing of the Interdependent Works is optimised;
 - 3.1.2 the timeframe for the completion of the Interdependent Works is minimised;

- 3.1.3 the Interdependent Works are completed by the Target Date for Completion of the Licensor's Work; and
- 3.1.4 the safety of all individuals working on or near the Interdependent Works is maintained.

4. Definitions

4.1 In this Schedule:

A reference to a clause is a reference to a clause in this Schedule and:

Completion Acknowledgement means a notice issued by the Licensee to the Licensor which acknowledges that Practical Completion of the Licensor's Works has been achieved to the reasonable satisfaction of the Licensee.

Date of Practical Completion of the Licensor's Works means the date on which the Licensee gives to the Licensor a Completion Acknowledgement.

Defects means any defect, deficiency, fault, error or omission in or from the Licensor's Works, or any other aspect of the Licensor's Works that:

- (a) does not comply with the requirements of this Schedule; or
- (b) prevents the Licensee's Property or the Licensed Area from being reasonably capable of being used for the Permitted Use.

Defects Liability Period means the period commencing on the Date of Practical Completion of the Licensor's Works and expiring on the date that is 12 months after the Date of Practical Completion of the Licensor's Works.

Interdependent Works means the works described in Item 16(a).

Licensee's Works means the works described in Item 15(b).

Licensor's Works means the works described in Item 14(a) and in the Licensor's Works Plans.

Licensor's Works Plans means the plans, drawings and specifications of the Licensor's Works agreed by the Licensor and the Licensee on or before the date of this Deed.

Practical Completion of the Licensor's Works means the point at which the Licensor's Works have been completed in accordance with clause 1 (except for minor omissions and defects that in the Licensee's reasonable opinion would not prevent the Licensee from either commencing or completing the Licensee's Works and would not prevent the Licensee from using the Licensed Area for the Permitted Use.

Target Date for Completion of the Licensor's Work means the date in Item 14(b).

Schedule 2 Agreed Amendments

The parties agree that the Standard Terms are amended as follows:

Not Applicable

Schedule 3 Special Conditions

1. Sale or transfer by Licensor

If the Licensor proposes to sell, transfer or otherwise dispose of its interest in this Licence or in the Land during the Term, the Licensor must give notice to the Licensee of the proposed disposal and procure that the proposed purchaser or transferee enters into a deed under which the proposed purchaser or transferee agrees to be bound by the terms of the Licence as Licensor, and otherwise on terms acceptable to the Licensee acting reasonably.

2. Relocation

2.1 The Licensor may require the Licensee to relocate the Charging Stations to other car parking bays or car parking spaces on the Land or the Licensor's Adjoining Land in accordance with this clause.

2.2 If the Licensor want to relocate the Charging Stations, the Licensor must:

2.2.1 first provide the Licensee with details of a proposed redevelopment of the Land sufficient to indicate a genuine proposal that:

- (a) is to be carried out within a reasonably practicable time after relocation of the Charging Stations; and
- (b) cannot be carried out practicably without vacant possession of the Licensed Area; and

2.2.2 give the Licensee a notice from the Licensor that:

- (a) specifies a relocation date that is at least 6 months after the date of service of the notice;
- (b) gives details of alternative car parking bays or car parking spaces on the Land or the Licensor's Adjoining Land to be made available to the Licensee (**Alternative Licensed Area**); and
- (c) offers the Licensee a licence of the Alternative Licensed Area on the same terms and conditions as this Licence, but commencing on the date which is one day after the date that is 6 months after the date of service of the Relocation Notice and ending on the same day as this Licence (**Alternative Licence**).

(Relocation Notice).

2.3 Once the Licensor has issued a Relocation Notice, the Licensee may either terminate this Licence or accept the relocation.

2.4 If the Licensee wants to terminate this Licence after the Licensor has issued a Relocation Notice, the Licensee must give the Licensor a written termination notice within 2 months after receiving the Relocation Notice. In that case:

2.4.1 this Licence will terminate on the date that is 6 months after the date of service of the Relocation Notice, unless the Licensor and the Licensee agree on another date;

2.4.2 subject to clause 2.4.3, each of the Licensor and the Licensee must continue to comply with the terms of this Licence, until that date of termination; and

- 2.4.3 the Licensee must vacate the Licensed Area by that date of termination, as if it were the Terminating Date.
- 2.5 If the Licensee does not give the Licensor a written termination notice within 2 month after receiving the Relocation Notice, the Licensee is taken to have accepted the offer to relocate on the terms of the Alternative Licence, unless the Licensor and the Licensee have agreed to a licence on some other terms.
- 2.6 If the Licensee has accepted the offer to relocate then:
- 2.6.1 before the date that is 6 months after the date of service of the Relocation Notice (unless the Licensor and the Licensee agree another date):
- (a) the Licensor must carry out the installation of a concrete footing, bollards, signage and markings for each Charging Station and installation of conduits for the electrical cabling from the concrete footing to point of connection with the electricity grid or power supply in accordance with the plans, drawings and specifications provided by the Licensee (**Relocation Works**), at its own cost and **Error! Reference source not found.** of this Licence applies as if the Relocation Works were the Licensor's Works;
 - (b) the Licensee must arrange for its lawyers to prepare an Alternative Licence;
 - (c) the Licensee must give the Licensor an executed Alternative Licence; and
- 2.6.2 until the date that is 6 months after the date of service of the Relocation Notice (unless the Licensor and the Licensee agree another date):
- (a) subject to clause 2.6.2(b), each of the Licensor and the Licensee must continue to comply with the terms of this Licence, until the date that the Alternative Licence commences; and
 - (b) the Licensee must vacate the Licensed Area by the date that is one day before the date that the Alternative Licence commences, as if it were the Terminating Date; and
- 2.6.3 the Licensee will carry out any works, other than the Relocation Works, necessary to allow the Licensee to use the Alternative Licensed Area for the Permitted Use and **Error! Reference source not found.** of this Licence applies as if those works were the Licensee's Works.

3. First right of refusal

- 3.1 If during the Term or any Further Term:
- 3.1.1 an additional area or areas on the Land adjacent to the Licensed Area become vacant (**Additional Space**) and available for lease or licence, the Licensor must, at least 28 days prior to the Additional Space becoming available, give written notice to the Licensee providing details of the Additional Space (including but not limited to the size and location) and subject to clause 3.3 any other relevant terms; and
- 3.1.2 the Licensee requires additional space on the Land to carry out any works, repairs or replacements of any part of the Charging Stations or the Licensee's Property (**Works Area**) and the Licensee provides to the Licensor details of the Works Area that it requires, the Licensor must on each occasion, within 28 days of receiving the Licensee's notice, notify the Licensee which part or parts of the Works Area or any other parts of the Land is at the time vacant or is to become vacant within the following six

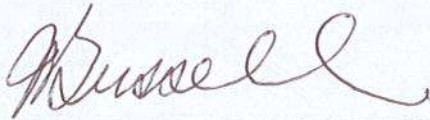
months and subject to clause 3.3, any other relevant terms on which the Licensor proposes to licence that part of the Land.

- 3.2 If the Licensee wishes to enter into a lease or licence of the Additional Space or Works Area the Licensee must notify the Licensor within 14 days of receipt of the Licensor's notice under clause 3.1.
- 3.3 If the Licensee gives the Licensor a notice in accordance with clause 3.20 the Licensor must grant to the Licensee a lease or licence of the relevant part of the Land (**New Licence**) on the same terms and conditions contained in this Licence (with such changes as the context requires).
- 3.4 The Licensee must execute and return to the Licensor the New Licence within 28 days of receiving it from the Licensor. The Licensee and the Licensor agree to be bound by the provisions of the New Licence even if a party has not executed the New Licence.
- 3.5 If the Licensee does not give notice in accordance with clause 3.2, the Licensor may grant a lease or licence of the whole or any part of the Additional Space or the Works Area specified in the Licensor's notice under clause 3.1 to a party other than the Licensee.

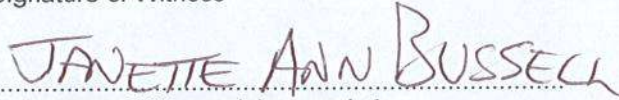
SIGNING PAGE

Executed by the parties as a Deed

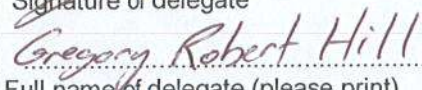
Executed on behalf of the Licensor pursuant to the power delegated to them by an authorised delegate pursuant to the Local Government Act 1993 in the presence of:



Signature of Witness



Full name of Witness (please print)

)
)
)
) Signature of delegate
) 
) Full name of delegate (please print)

Executed by the Licensee by National Roads and Motorists' Association Limited (ACN 000 010 506) by its attorneys pursuant to power of attorney dated 2 April 2019 who state that no notice of revocation of the power of attorney has been received and that he/she has not ceased to hold office with or to be an employee of National Roads and Motorists' Association Limited or a subsidiary of National Roads and Motorists' Association Limited, in the presence of:

)
)
) Signature of Attorney
)
)
) Full name of Attorney (please print)
)
)
) Signature of Attorney
)
)
) Full name of Attorney (please print)

Signature of Witness

Full name of Witness (please print)

Attachment 1 Plan of Licensed Area

The Licensed Area is shown as the red [and blue] highlighted area on the Land in the plans below.



Additional plan showing details of the location of the Charging Station, parking bays, bollards and main switchboard panel.

Attachment 2 Signage Plans

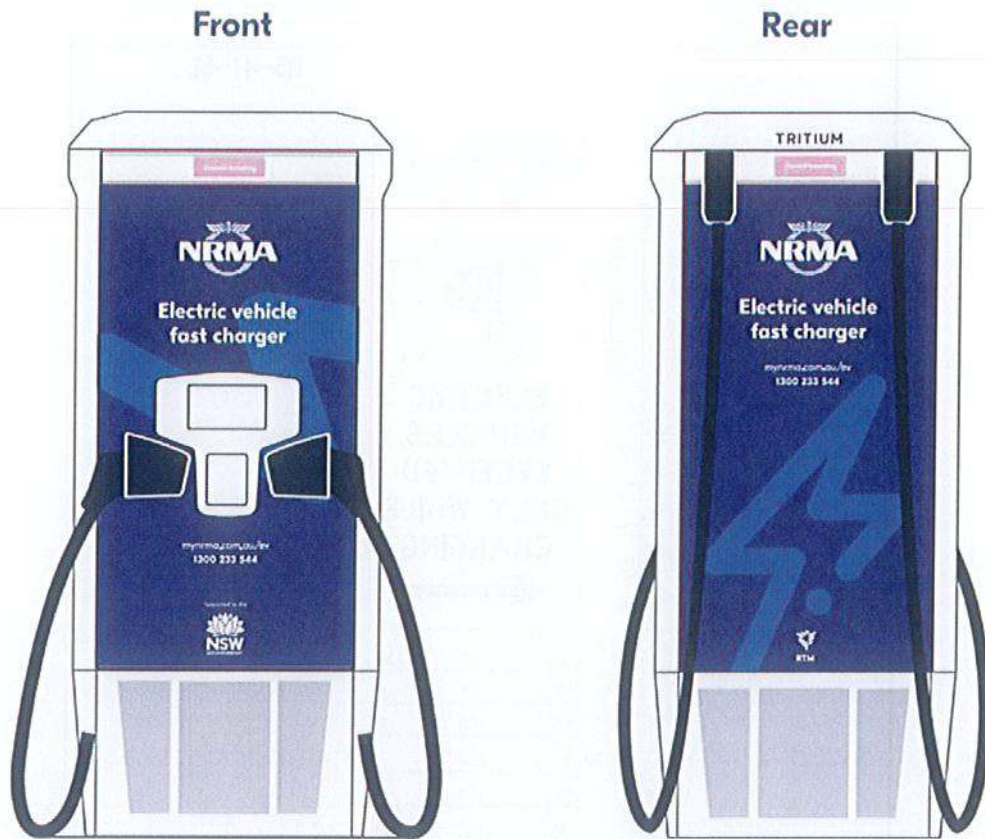
Indicative design is shown below. As-built design may vary.

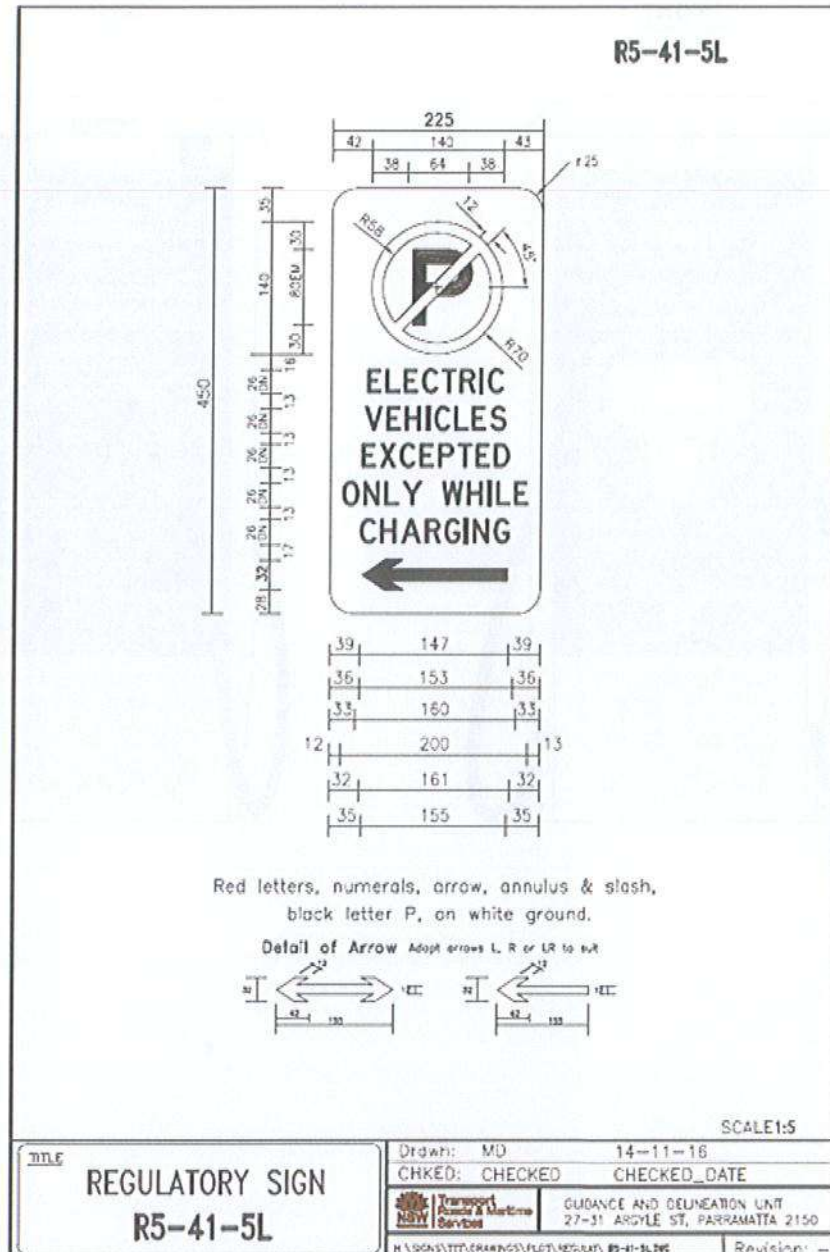




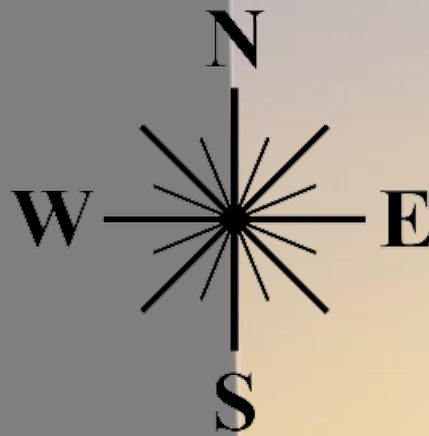
**Electric
vehicle
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Charging Station livery showing charger livery:

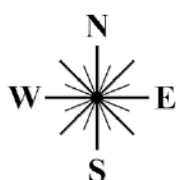




CENTRAL DARLING SHIRE COUNCIL



CEMETERY DRAFT PROCEDURE



Title of Policy	Central Darling Shire Council Cemeteries Procedure		
This applies to	Public		
Author	Tammie McMaster	Date approved:	2021
Position of Author	Cemeteries Administrative Officer	Authorised by:	
Legislation, Australian Standards, Code of Practice	<i>Local Government Act NSW, 1993 Public Health Act NSW, 1991 Public Health Regulations (Disposal of Bodies) 2002. Occupational Health Act NSW, 2000 Human Tissues Act NSW, 1983 Coroner's Act NSW, 1980 Births, Deaths & Marriages Act NSW 1995.</i>		

1. PURPOSE

This document is the first edition of the Public Cemeteries Procedure to be adopted by the Central Darling Shire Council. Whilst every effort has been made to provide a comprehensive coverage of issues, cemeteries and maintenance requirements, the very nature of cemeteries management and memorialisation indicate it is very likely that there will need to be future revisions and updates.

2 CEMETERY RECORD KEEPING

A register of burial is kept by Council in Opus Xenta Records Management as required by the Regulations of the Public Health Act is kept of all burial places. A register of all pre-need burial rights (reservations) is also kept by Council. Each burial must be recorded in its respective register immediately after the service. The Council must, on application by any person, make available to that person, a copy of any entry made in the burial or columbarium registers.

2.1 Central Darling Shire Council Public Cemeteries List:

- Wilcannia General and Wall Memorial, Menindee Road
- White Cliffs General, Murphy's Road
- Menindee General, Cemetery Road
- Ivanhoe General, Memorial Garden, Behring Street Road
- Tilpa Historical Cemetery
- Mossgiel Cemetery, Cobb Highway

3. COMMENCEMENT OF THE PROCEDURE

This Procedure replaces all Public Cemetery Procedures of the Central Darling Shire

Council which deals with the burial requirements and the needs of the general community.

4. APPLICATION OF THE PROCEDURE

- 4.1** Central Darling Shire Council has developed a Public Cemetery Procedure to ensure the burial requirements and needs of the general community are met. This Procedure document covers all listed public cemeteries in the Shire. The regulations regarding burial requirements are outlined in this document.

General information regarding reservation of graves, interment of cremated remains, memorials and exhumations is also provided. The pricing structure is also covered.

5. OBJECTIVES

- 5.1** Council staff will ensure that the aesthetic appeal of the facilities is enhanced through the standardisation of monuments and memorials. The pricing structure is proclaimed in Councils Annual Schedule of Fees and Charges.

Council staff will ensure that ensure that each grave is suitably sited and identified. Council staff will ensure that high-quality facility through regular scheduled maintenance and adherence to guidelines for the use of the facilities and the services provided by Council.

All activities which take place within any cemetery grounds shall comply with relevant Workcover and Occupational Health & Safety requirements and Council Policy.

6. PUBLIC CEMETERIES

6.1 Opening Hours

All cemeteries in the Shire are open to the public for their convenience 7 days a week. The gates to the cemeteries are not locked but may be closed to keep out native or feral animals. All interments must take place within 9.30am and 4.00pm Monday to Friday unless prior appointment.

6.2 Cemetery Grounds

Private individuals are not permitted to undertake plantings within the cemetery grounds without prior Council approval.

All plantings within the cemetery require written Council approval and must take place only in accordance with the design layout and with the authority of the Director of Works.

6.3 Floral Tributes

Containers, vases, and the like for floral tributes, are restricted to three articles per grave. No use is to be made of glass jars or containers that can be broken and create public safety issues or detract from the general appearance of the park.

Aged flowers, wreaths and tributes are to be removed regularly from the grave. Should Council be required to remove these items, and they are considered of value, they will be available at the nearest Council office front counter. Alternatively, they will be disposed after a period of 3 months. This is at Council's discretion.

Note: In the case of recent burials, or a period of three months immediately following an interment the above restrictions will not be enforced.

6.4 Maintenance

All maintenance of the Central Darling Shire Council cemeteries is to be undertaken by Council staff, or official contractors, or inducted volunteers.

Additional maintenance is usually scheduled prior to important days of visitation such as Father's Day, Mother's Day, Easter and Christmas time and any other important community events such as ANZAC Day and Armistice Day.

Council shall maintain the lawn areas, roadways, and paths adjacent and within monument sections to an appropriate standard and in accordance with Council's budget allocation for this purpose.

Council staff, at Council's expense, will reset plaques or memorials that are disturbed as part of cemetery activities and/or maintenance, fix any damage caused by council staff during these normal operations.

6.5 Application for interment

Applications MUST be received a minimum of 7 working days prior to the scheduled funeral date.

Applications should be accompanied by a copy of the death certificate or coroners order and payment of applicable fees.

6.6 Multiple Interments in the Same Grave

The re-opening of graves is only permitted within the requirements of the Public Health Act. A maximum of two interments are allowed per plot and only after all separation and cover requirements can be achieved.

6.7 Opening of Graves.

To be conducted by authorised and trained personnel only.

6.8 Specification for Graves

All standard graves are to be 0.9 wide x 2.4m longx1.8m deep.

All double width 1.8m widex2.4m longx1.8m deep.

All double depth 0.9m widex2.4m longx2.2m deep.

If a non-standard size is to be required, this is to be specified on application, subject to approval. Depth is to be in accordance with current NSW Public Health Guidelines.

6.9 Closure of Graves

Graves are to be closed within one hour of the conclusion of the funeral service, or as soon as all attendees have vacated.

6.10 Marking of Graves.

Graves will be marked with a plaque stating the name, age, and date of death of the deceased by the family. The grave is recorded into the Opus Xenta.

6.11 Marking of Niches in the Columbarium Wall Memorial

When ashes are interred into the columbarium Wall the niche is to be completely sealed by a plaque of approved size and material.

Inscription shall include the name, age, and date of death of the individual whose ashes are interred.

Only ashes are to be interred in the niche.

6.12 Erection of Memorials/Headstones

The Council accepts no responsibility for the normal and ongoing maintenance or repair of memorials.

Permission must be sought from Council prior to the erection of any monuments/headstones or plaques. An application form is to be completed and forwarded to Council with payment of any applicable fees. The headstone or memorial is to be contained within the boundaries of the lot.

No additional fixtures or fittings are permissible.

6.13 Memorial Plaques

The Memorial plaques must be in line with the existing layout of the plot purchased from Central Darling Shire Council.

6.14 Coffins

All bodies for interment must be fully encased in a coffin in compliance with AS ISO/IEC 17025:2018

6.15 Conduct of Interments

Interments of whole bodies must be conducted by an approved undertaker instructed by the next of kin or executor of the estate of the deceased. The transportation, storage of bodies, and burials are to be in accordance with the relevant acts and regulations in force at the time. Where private contractors are hired, any damage to other plots and headstones within the cemetery as a result of their works, are the responsibility of the contractor and must be repaired immediately.

6.16 Reservations and Purchases of Burial Lots and Niches

Plots are to be purchased and paid for in full at the fee prescribed in Council's Operational Plan at the time the purchase is made. Council is under no obligation to buy back unwanted pre-purchased plots; however, Council's adopted fees and charges may make provision for this to occur.

Niches may be purchased at the fee prescribed by Council's Operational Plan at the time of purchase. The purchase of a niche is limited to only those available at the time. Council is under no obligation to buy back unwanted pre-purchased niches; however, Council's adopted fees and charges may make provision for this to occur.

Reservation applications must be made in writing to Council stating the reason for the reservation. Council is authorised to approve or deny applications based upon insufficient reasons or lack of prepared burial land or any other relevant Council policy.

6.17 Exhumations - Coronial Order

The coroner or their agent has the right to order exhumation at any time and with minimal notice. However, they must advise Council that they propose to exhume the remains. The relevant fee will apply.

6.18 Elective Exhumation

All other exhumations will be considered elective and will be considered only when permitted and conducted in accordance with relevant State and Federal legislation operating at the time.

All applications for elective exhumation must be in writing to the Council and accompanied by all necessary documentation as required by the legislation operating at the time. The relevant fees will also apply.

Applications must be lodged a minimum of one month prior to the proposed date of exhumation. Where elective exhumation has been completed, the Right of Burial of the deceased or their heirs and successors is deemed to have been forfeited. All elective exhumations must include full restoration of the site including any monumental works erected. For approval for reinterment in a new burial plot to be considered, the application must comprise of:

- Written confirmation from a recognised undertaker that they are prepared to carry out the exhumation.
- Written consent for the proposed exhumation from the deceased's next of kin, executor, or another personal legal representative.
- Details of the new burial site where interment is to take place.
- Where the reinterment plot is located outside the same local government area, written approval of the Director General of the Department of Health NSW is required.

6.19 Fees

Proclaimed in Councils Annual Schedule of Councils Fees and charges. A list of these will be available at the front desk in the Wilcannia council Office or Council website. These are reviewed annually or as required.

6.20 Return of Lots

Families may relinquish plots to other family members by writing a notification to Council.

6.21 Heritage Significance

Refer to Council's Local Environmental Plan.

7. BURYING A BODY ON PRIVATE LAND – PUBLIC HEALTH REGULATION 2012

Under the *Public Health Act 2010* a Council Officer with knowledge of the Policy, Procedure and practice will assess the site being considered by the owners for offsite graves.

Council's Environmental Health Officer requires an application for planning approval by owners of the land under *Section 4.5, Environmental Planning and Assessment Act 1979*.

The concurrence of adjoining property owners may be necessary in some instances.

Consideration as to whether public access to the area should be maintained, by direct access or alternatively, by a right of way/easement, to consider future access needs, such as if the property is sold or if the remains are to be exhumed or other interments made.

The area should be suitably fenced to delineate the boundaries of the location and secure the location.

A restriction on the immediate use of the area adjacent to the private burial ground should be considered, if warranted to prevent building or disturbances to the grave sites.

Records of the burial site will be described and drawn by a registered land surveyor together with details of the location of the deceased buried in respective sites and a copy provided to Council for placement on the property register.

Council will maintain a register of private burial locations.

Each grave will be permanently marked with details of the deceased and the boundaries of the grave excavation will also be permanently marked.

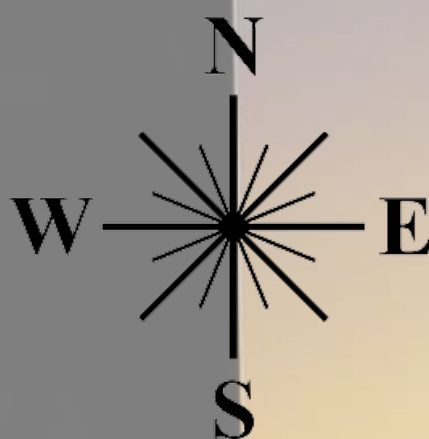
Above ground burial chambers are not encouraged by council unless additional security precautions are taken.

8. DEFINITIONS

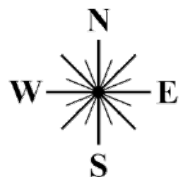
Adult	A person aged 18 years and over
Applicant	The person making an application for an Interment Rights of Burial, Work Permit, enquiry, burial, relocation or exhumation.
Burial/Interment	The placement of the remains of a deceased person in a grave, plot, or niche.
Burial Site/Grave Site	Shall mean a gravesite, vault site, memorial site or other place for the disposition or commemoration of the remains of the dead, whether cremated or not.
Child	A person aged 0 up to 13 years of age
Council	Central Darling Shire Council
Interment Rights of Burial	a certificate that provides a person with the authorisation of who can be interred or exhumed from a burial site. The Interment Rights does not give the holder any equity or property holding in the cemetery.
Interment Rights Holder	the owner / purchaser of the Interment Rights of Burial and recorded as such in Council's register. In some circumstances, the Interment Rights Holder refers to a surviving member of the original holder's family, their executor or administrator, Power of Attorney, their heir, or successor. Ownership may be formally transferred or bequeathed by a Will. There is no entitlement to any 'real estate' or property as such.
Exhumation	the removal of the remains of a deceased person from a grave site
Fee	a fee fixed by Council in its annual Schedule of Fees and Charges. Fees are updated each year and typically come into effect as of the 1st of July each year.
Funeral Director/Undertaker	person(s) whose business is the management of funerals and conducts a funeral and burial
Grave	an occupied burial site
Monument	any structure, plaque, headstone, masonry, sloper, metal work, casting or item placed over, in or around a burial right
Monument Mason	a tradesman mason or person possessing the skills to carry out monument masonry work.

Plot	An unoccupied burial site
Pre-Selection	the selection of a spare plot at a specific location
Register	the Council's formal repository of data containing all the required details of burial, cremation, memorial site or right of burial. (Note: limited records may only be available).
Slab	the slab of concrete or other stone covering the gravesite
Sloper	Sloping monument
Spare Plot	An unoccupied burial site that has been selected, purchased and marked as a spare plot for a future burial.
Top Stone	A slab of stone/concrete laid flat over a grave.

CENTRAL DARLING SHIRE COUNCIL



CEMETERY DRAFT POLICY



CENTRAL DARLING SHIRE COUNCIL

Title of Policy	Central Darling Shire Council Cemeteries Policy		
This applies to	Public		
Author	Tammie McMaster	Date approved:	2021
Position of Author	Cemeteries Administrative Officer	Authorised by:	
Legislation, Australian Standards, Code of Practice	<i>Anti-Discrimination Act 1977</i> <i>Birth Deaths and Marriages Registration Act 1995</i> <i>Cemeteries and Crematoria Act 2013</i> <i>Cemeteries and Crematoria Regulation 2014</i> <i>Coroners Act 2009</i> <i>Crown Lands Act 1989</i> <i>Crown Lands (General Reserves) By-law 2006</i> <i>Environmental Planning & Assessment Act 1979</i> <i>Environmental Planning & Assessment Regulation 2000</i> <i>Government information (public Access) Act 2009</i> <i>Health Records information Privacy Act 2002</i> <i>Heritage Act 1977</i> <i>Local Government Act 1993</i> <i>Privacy and Personal information Protection Act 1998</i> <i>Public Health Act 2010</i> <i>Public Health Regulation 2012</i> <i>State Records Act 1998</i> <i>Work Health and Safety Act 2011</i> <i>Workers Compensation Act 1987</i> <i>Workplace Injury Management & Workers Compensation Act 1998</i>		
Related Policies/Procedures	Central Darling Shire Council Cemeteries Procedure		

1. PURPOSE

The Central Darling Shire Council Cemetery Policy outlines the overall principles that underpin how Central Darling Shire Council manages its cemetery to comply with Legislative Requirements and to provide a dignified and responsive service to the Community.

2. APPLICATION OF THE POLICY

This Policy applies to the Central Darling cemeteries, which is under the care, control, and management of the Central Darling Shire Council. This Policy is aimed at all members of the public; including Council employees, residents, visitors, and contractors, who have an interest in or are undertaking work within the Central Darling Shire Council cemeteries.

3. POLICY STATEMENT

Central Darling Shire Council is the operator of six cemetery sites across the Shire and is responsible for the administration, maintenance, and conservation of environmental and heritage elements within these cemeteries. The cemeteries under Council's authority include:

- Wilcannia General and Wall Memorial, Menindee Road
- White Cliffs General, Murphy's Road
- Menindee General, Cemetery Road
- Ivanhoe General, Memorial Garden, Behring Street Road
- Tilpa Historical Cemetery
- Mossgiel – Cobb Highway

4. CEMETERY MAINTENANCE

Council shall maintain lawn areas, trees and vegetation, roadways, and paths adjacent to and within the monument sections. The public are not permitted to modify or add or construct anything on cemetery ground without Council's prior written consent. Plant flowers, shrubs, or trees should not be placed or planted within the Cemetery boundary without Council's prior written consent. Council may remove any decorations, shrubs, trees, or other vegetation that have been planted on a burial site or within the cemetery if written consent was not provided.

5. CEMETERY RECORDS

- 5.1 The Cemetery Authority must maintain a register of all burials carried out at the Cemetery.
- 5.2 The Cemetery Authority must make in the register an entry relating to each burial immediately after the burial has been carried out.
- 5.3 Each entry must include the following:
- 5.4 The Cemetery Authority must keep a copy of the register and make it available for inspection on request by an authorised officer.
- 5.5 All burial application permits, documentation of deceased, plot reservations and Central Darling Shire Council invoices and memorandums are all recorded into Cemetery archives and relevant data recorded into the Cemetery Opus Xenta software programme.
- 5.6 Council is not responsible for the upkeep, maintenance, repair, restoration, or cleaning of any monument or structure at a burial site. Council will endeavor to contact the Interment Rights Holder if damage is caused to a grave or monument. It is important that all Interment Rights Holders provide up to date contact details to Council.
- 5.7 Council may act to remove any structure in a Cemetery that has become dilapidated, unsightly, is crumbling, or deemed to be unsafe in a Risk Assessment carried out by Council. Council's actions will be limited to making unsafe structures safe to ensure public and employee safety.
- 5.8 Where subsidence is evident, Council may fill and compact the ground after discussing the proposed works with the Interment Rights Holder, or after making reasonable attempts to contact

the Interment Rights Holder to discuss the proposed works.

Prior to Council taking on the management of the Cemeteries, the cemeteries management and records were administered by various church and community trustees, and consequently some records are incomplete, missing, or incorrect.

The Public Health Regulation 2012, Part 8 - Disposal of Bodies, Division 3 - Handling of bodies, Section 68 Register of Burials, states:

- a) The name, age, and last address of the person whose body or remains have been buried.
- b) The date of the person's death.
- c) The date of the burial.
- d) The section and allotment where the burial has been made.
- e) The name of the person (if any) who continues to hold any right of burial in that allotment.
- f) The name of the funeral director who transported the body to the cemetery.
- g) The fees paid to the cemetery authority for the burial.

Council will ensure that:

- a) A register of burials is maintained, as required by Legislation.
- b) Each burial is recorded in the burial register immediately after the service. Council will mark burial locations on a map. Printed copies of records and maps are available at Council.
- c) Registers are amended to remove or correct inaccuracies.
- d) As time permits, Council staff will investigate and locate burial records not currently held at Council and continue with the ongoing collation of burial records, where possible.
- e) Council will locate and record reservations and unmarked graves within the cemeteries, where possible.

6. FEES AND CHARGES

- 6.1 Cemetery fees are detailed in Council's Schedule of Fees and Charges. The Schedule is reviewed annually and implemented on 1 July each year.

7. INTERMENT RIGHTS OF BURIAL AND WORK PERMITS

- 7.1 An Interment Rights of Burial grants the holder the authority to make decisions about the grave/plot/niche and/or the monument, which may include:
 - a) Erection or alteration of a monument.
 - b) Initial and subsequent burials, exhumations, and relocations.
 - c) Maintenance of the grave or monument.
- 7.2 The Interment Rights is perpetual.
- 7.3 A maximum of one people may own an Interment Right.
- 7.4 A Work Permit grants the holder the authority to make decisions about the monument, which may include:
 - a) Erection or alteration of a monument.
 - b) Maintenance of the grave or monument.
- 7.5 The Work Permit is perpetual.
- 7.6 The purchase of an Interment Rights includes both the Interment Rights and Work Permit. Any Interment Rights that were purchased prior to this date will require a Work Permit to be purchased separately prior to any monumental works being undertaken.

- 7.7 The Interment Rights does not give the holder any equity or property holding in the cemetery.
- 7.8 There is no ownership of 'the plot' or cemetery land. It is a permit that provides conditional access and right to the specified burial site.
- 7.9 An Interment Rights do not need to be produced when the owner is the deceased and will be interred in the plot/grave indicated on the Interment Rights as it is assumed that the person purchased the Interment Rights with the intention of their own interment.

Transfer of Interment Rights to another person:

Upon application Council will transfer the ownership of an Interment Rights from the existing holder to a person or persons. The original certificate must be presented to Council with the transfer section completed and signed by the Interment Right Owner.

SURRENDER OR TRANSFER OF INTERMENT RIGHTS AND/OR WORK PERMIT TO COUNCIL

The holder or joint holders of an Interment Rights and Work Permit granted by the Council may transfer the Interment Rights and/or Work Permit to Council.

Council will only accept the transfer of an Interment Rights and/or Work Permit if:

- a) Evidence of ownership of the Interment Rights and/or Work Permit is supplied to Council.
- b) The gravesite described in the Interment Rights and/or Work Permit to be transferred has not been used for burial of human remains including the remains from a cremation or if it has previously been used, an exhumation has occurred, and the gravesite is no longer required.
- c) The gravesite is free of structural improvements, such as headstone, marker, and plantings. If a monument has been placed on a spare grave, the Interment Rights and Work Permit holder will be responsible, at their own cost, for the removal of the monument prior to the transfer of the Interment Rights and/or Work Permit to Council.
- d) Council will reimburse the applicant for the amount paid for the Interment Rights and/or Work Permit at the time of the original purchase, or if paid prior to the introduction of decimal currency an amount determined by Council.

8. INTERMENT RIGHTS FOR SPARE PLOTS/NICHES AND PRE-SELECTION OF SPARE PLOTS/NICHES

8.1 All spare plots/niches purchased incur a fee for as per the Schedule of Fees and Charges, in effect at the time of the spare plot/niche being purchased. Only upon payment shall an Interment Rights and Work Permit be issued.

8.2 Spare Plot and Niche Pre-Selection Fees

If a person requests a specific plot or niche location, Council's Pre-Selection Fee will apply. Plots are the same fee amount in councils annual Schule of Fees and Charges.

8.3 Available Locations for Spare Plots and Niches

- General Section
- Denomination Sections
- Wall Memorial

All spare plots and niches will be documented into the plot reservation system and documented on the cemeteries map by cemetery staff to identify this as a reservation.

9. GRAVE AND PLOT ALLOCATION SIZING

In Ground Plots:

- 2100mm depth.
- 700mm width.

- First Interment is dug at 1800mm in ground depth.
- Reopen interments are dug at 1200mm in ground depth.
- Interment of ashes at the head end or foot end of a grave is determined on a merit-by-merit basis, at the time of application. Fees apply.

10. MONUMENTS

For the purpose of this Policy, the definition of a permanent and a temporary monument is considered as the following:

- Permanent - A monument that is not easily removable. Any concrete or granite grave, headstone, slab or sloper, a sloper with a plaque, any masonry structures, and sculptures.
- Temporary - A monument that is easily removable. A brick (without mortar), wire, metal or wooden fence, a wooden cross, pebbles or stones, a wire cage cover (without a slab).

The holder of an Interment Rights and Work Permit is responsible for all costs relating to a monument, including maintenance and repair.

All permanent monuments and monumental work must comply with *AS 4204-1994 Headstones and Cemetery Monuments* and *AS 4425-1996 Above-Ground Burial Structures*.

A grave site can be marked with a wooden cross without the requirement to purchase a Work Permit. Name plates on crosses must be engraved to survive weather and age deterioration.

Monuments erected on graves shall adhere to Australian Standards *AS 4204-1994 Headstones and Cemetery Monuments* and *AS 4425-1996 Above-Ground Burial Structures*. Council appreciates the personalisation of gravesites and requests that any memorials and monuments are of a tasteful manner which cannot be deemed as offensive.

Monuments and plaques must not exceed the plot allocation size of 450mm x 400mm.

If Council is required to undertake any work relating to a monument to ensure public or employee safety, it may recover these costs from the holder.

Council's first priority remains public safety and Council must ensure that respect is shown at time to all mourners. Therefore, Council advise that items placed at gravesites are limited to floral arrangements and a limited number of ornaments.

11. CONTRACTOR REQUIREMENTS FOR WORK UNDERTAKEN WITHIN THE CEMETERIES

Council reserves the right to remove any tributes on a gravesite, niche or plot that cause safety concerns to visitors, Council staff and Council equipment, interferes with any maintenance work or burials, or encroaches upon other graves and plots. This includes alcohol, other drink, and food products. Any person or business providing or carrying out monument masonry services in the cemetery, including the construction, erection, repair, cleaning and restoration of structures over burial sites and spare plots, must comply with Council's requirements of the Policies, and Procedures.

Council requires specific valid insurance documents to be retained on file at Council prior to any works being undertaken. The required information will be noted on the Application for Licence to Work in the Central Darling Shire Council Cemetery and Council will require both the signed application form and required documents to be submitted prior to a licence being approved and issued, and any work being undertaken on Council property. At such time that insurance Policies expire, Council will request updated documents to be submitted to Council and work will not be permitted to be undertaken until all updated documents have been received by Council.

Council reserves the right to decline an approval for an interment booking request, cancel or revoke an approval for proposed work or stop work in progress for failure to comply with Council requirements. The above-mentioned information is applicable to all Funeral Directors, Monument Masons and Contractors that conduct funeral services, interments, or any type of work in the cemetery.

A person shall not, in the Cemetery:

- a) construct, install, alter, restore, renovate, or improve any monument, memorial, foundation, vault, table, headstone, gravestone, kerbing, railing or other structure, unless it is of:
 - A material and design approved in writing by Council.
 - Carried out to the standard of workmanship required by Council.
 - Constructed or maintained in accordance with *AS 4204-1994 Headstones and Cemetery Monuments* and *AS 4425-1996 Above-Ground Burial Structures*.
 - Make any inscription or carry out any adornment, unless it is approved by Council and made or carried out to the standard required by Council or erase, correct, or require the erasure or correction of, wording of any inscription that has been constructed, installed, made, or carried out without Council's written consent or otherwise, then in accordance with an approval given by Council.
 - Remove a monument, memorial, foundation, vault, table, headstone, gravestone, kerbing, rail, or other structure from the Cemetery without Council's written permission.
 - Do any of the above without first having an Application for Licence to Work in the Central Darling Shire Council Cemetery approved.

12. INTERMENTS

All requests for interments must be made to Council, with the provision of 48 hours notification.

13. SHARED GRAVE

For the purpose of this Policy and Council's Schedule of Fees and Charges, Council considers a child to be aged between 0 and 13 years.

Interment Rights, Work Permits, Burial Times and Fees and Charges will apply in relation to all interments in the Children's Section of the Cemetery.

No fee is applicable when placing a memorial plaque on the garden wall or where no remains are being interred. Council request that the details of the memorialised child and the person placing the memorial plaque submit their contact details to Council so that Council may record appropriate details.

The Memorial Wall in the Cemetery has plaques that are regularly placed onto the wall. Families complete a document stating the details of information requested to go onto the plaque and Council order through the organisation that Council purchase from. Once the plaque is completed, staff at Council place the plaque onto the Memorial Wall.

While Council has some records of the interred in shared graves, there are many deaths that were not registered or recorded and as such records were not maintained at the time and are not available at Council.

Many records Council obtained from community and religious trustees were incomplete and while sometimes, details such as the name and date were recorded, the location was not.

Council is empathetic towards relatives and understand that this is a very sensitive topic. Council respects the rights of relatives who do wish to acknowledge an interred person at the cemetery and as such the following applies:

Due to multiple relatives potentially having an interest in purchasing the Interment Rights and Work Permit for a shared grave, Council is unable to determine an appropriate person to grant these permits to:

- a) Due to the sensitive nature of a shared grave and the fact that some deaths of infants were not discussed within the family, it is impossible for Council to locate and contact each interred persons relative to confirm if they object to a sale of any permits.
- b) Council respects the rights of families and will not allow for relatives to name any interred person in the shared grave on any monument, plaque or cross who is not related to that person.

- c) Due to points a), b) and c), Council is unable to permit the purchase of an Interment Rights and Work Permit for a grave that was used as a shared grave. As such, Council will not grant or apply fees for an Interment Rights or Work Permit for a shared grave site.
- d) Council will allow for a relative to purchase and have placed on the gravesite a plaque or a wooden cross on the grave site with the details of their interred relative only.
- e) Council advise that the plaque must reflect that the grave is a shared grave through the mandatory wording 'Resting with Others in this Shared Grave'. While this will recognise it is a shared grave with other people interred, it will not reveal any personal information of others interred.

14. EXHUMATION

An exhumation may only take place when an order by a Coroner or a Court permitting this is issued, or an applicant has obtained, prior to commencing the exhumation both:

- Approval for exhumation by NSW Department of Health in accordance with the provision of *Public Health (Disposal of Bodies) Regulation, 2002*; and
- Approval for the exhumation will be given by the General Manager or delegate and will be in Accordance with the *Cemeteries and Crematoria Act 2013*, Section 66

For approval for reinterment in a new burial plot to be considered the following must be lodged with the application:

- Written confirmation from a recognised Undertaker that they are prepared to carry out the exhumation.
- Written consent for the proposed exhumation from the deceased's next of kin, executor, or another personal legal representative.
- A certified copy of the Death Certificate
- Details of the new burial site where reinterment is to take place.
- The approval in writing of the Director General of the Department of Health (NSW) where the reinterment plot is located other than within the same local government area. Further, that the following condition be incorporated in any approval - "That the remains of the said.... be placed in a sealed plastic bag, encased in a hermetically sealed coffin."
- This clause does not apply if an exhumation has been ordered by a Court.

Requirements for Cremation - For approval for exhumation for cremation purposes to be considered the following must be lodged with the application:

- a) Written confirmation from a recognised Undertaker that they are prepared to carry out the exhumation.
- b) Written consent for the proposed exhumation from the deceased's next of kin, executor, or another personal legal representative.
- c) A certified copy of the Death Certificate
- d) The approval in writing of the Director General of the Department of Health (NSW) where the reinterment plot is located other than within the same local government area.
- e) This clause does not apply if an exhumation has been ordered by a Court.

An exhumation of Cremated remains does not require NSW Health approval and can be conducted with Council approval only.

Interment Rights of Burial in the Mohammedan Section of the Cemetery are treated differently to other sections of the Cemetery due to historical reasons.

All further burials in this section for those not specified in Council's report and resolution, will have the Interment Rights of Burial fee applied at the time of burial.

- a) Take part in any gathering, meeting, or assembly, except for the purpose of religious, research, historical, educational, or other ceremony of burial or commemoration.
- b) Engage in trade or commerce without Council's written consent.

15. BURYING A BODY ON PRIVATE LAND – PUBLIC HEALTH REGULATION 2012

Council considers Legislation outside of the Public Health Regulations, including *Environmental Planning and Assessment Act 1979* when considering approving a request to bury a body on private land.

Under the *Public Health Act 2010* a Council Officer with knowledge of the Policy, Procedure and practice will assess the site being considered by the family for offsite graves.

Council's Environmental Health Officer requires an application for planning approval by owners of the land under *Section 149, Environmental Planning and Assessment Act 1979*.

The concurrence of adjoining property owners may be necessary in some instances.

Consideration as to whether public access to the area should be maintained, by direct access or alternatively, by a right of way/easement, to consider future access needs, such as if the property is sold or if the remains are to be exhumed or other interments made.

The area should be suitably fenced to delineate the boundaries of the location and secure the location.

A restriction on the immediate use of the area adjacent to the private burial ground should be considered, if warranted to prevent building or disturbances to the grave sites.

Records of the burial site will be described and drawn by a registered land surveyor together with details of the location of the deceased buried in respective sites and a copy provided to Council for placement on the property register.

Council will maintain a register of private burial locations.

Each grave will be permanently marked with details of the deceased and the boundaries of the grave excavation will also be permanently marked.

Above ground burial chambers are not encouraged by council unless additional security precautions are taken.

16. MISCELLANEOUS

A person must not do any of the following within a cemetery:

- a) Damage, deface, interfere with, or alter burial sites.
- b) Damage, deface, interfere with, or alter monuments.
- c) Bury, inter, or exhumate any human remains, whether cremated or not.
- d) No animals are permitted in the Cemetery unless riding a horse or leading a dog on a leash.
- e) Take part in any gathering, meeting, or assembly, except for the purpose of religious research, historical, educational, or other ceremony of burial or commemoration.
- f) Engage in trade or commerce without Council's written consent.
- g) Distribute any circulars, advertisements, paper drawn or photographic material without prior Council consent.
- h) Drive a vehicle or a vehicle and trailer having an unladen weight of more than three (3) tonnes.
- i) Drive a vehicle through a cemetery for the purpose of travelling between places outside of the cemeteries.
- j) Park a vehicle on any known burial place, verge, or plantation, or in a manner that is likely to impede traffic.
- k) Teach, learn or practice driving a vehicle.
- l) Camp or reside on any cemetery land.
- m) Possess or consume an alcoholic or intoxicating beverage or substance.
- n) Urinate or defecate.
- o) Bring or leave any rubbish, refuse, scrap metal (including remains of vehicles), rock, soil, sand or any other such substances.
- p) Remove any dead timber, logs, trees, flora, whether standing or fallen.
- q) Kill, capture or in any way interfere with any animal, bird, fish, or other fauna, whether native or introduced.
- r) Plant any tree, shrub, herbage, or other plant without prior consent.

17. IMPLEMENTATION

Roles and Responsibilities

The following Council officers are responsible for the implementation and the adherence to this Policy:

- General Manager
- Inspection Officer EHO
- Environmental Project Engineer
- Council staff

Communication

This Policy will be communicated to the community and staff in accordance with Council's Policy and Procedure Process Framework and Council's Business Paper Process.

Following adoption by Council the Policy will be made available on Council's website.

Associated Documents

The following documentation is to be read in conjunction with this policy.

- *Australian Standard AS 4204-1994 Headstones and Cemetery Monuments.*
- *Australian Standard AS 4425-1996 Above-Ground Burial Structures.*

18. REVIEW

Review of this Policy will incorporate relevant legislation, documentation released from relevant state agencies and best practice guidelines.

The standard review period will be within each term of Council following the Local Government Elections, or as required to ensure that it meets Legislation Requirements and the needs of the community and Council.

The responsible Council officer will be notified of the review requirements three (3) months prior to the expiry of this Policy.

The Inspection Officer EHO and or the Environmental Project Engineer is responsible for the review of this Policy.

Legislative and legal framework

This Policy is to be read in conjunction with the following:

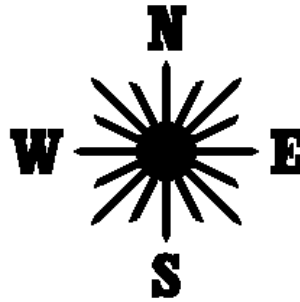
- *Anti-Discrimination Act 1977.*
- *Births, Deaths and Marriages Registration Act 1995.*
- *Cemeteries and Crematoria Act 2013 - Sect 66.*
- *Conservation of Cemeteries Act 1974.*
- *Coroners Act 1980.*
- *Crown Lands Act 1989. Crown Lands (General Reserves) By-Law 2006. Crown Lands (General Reserves) Amendment (Sustainable Burials) By-law 2011.*
- *Heritage Act 1977.*
- *Human Tissues Act 1983.*
- *Local Government Act 1993.*
- *Local Government (Control of Cemeteries) Amendment Act 1966.*
- *Privacy and Personal Information Protection Act 1998.*
- *Public Health (Disposal of Bodies) Regulation 2002.*
- *Public Health Act 1991.*
- *Public Health Regulation 1991.*
- *State Records Act 1998.*
- *Work Health and Safety Act 2011.*

Council employees shall refrain from personal activities that would conflict with proper execution and management of Council's Cemetery Policy. Council's Code of Conduct provides guidance for recognising and disclosing any conflicts of interest.

19. DEFINITIONS

Adult	A person aged 18 years and 1 day over
Applicant	The person making an application for an Interment Rights of Burial, Work Permit, enquiry, burial, relocation, or exhumation.
Burial/Interment	The placement of the remains of a deceased person in a grave, plot, or niche.
Burial Site/Grave Site	Shall mean a gravesite, vault site, memorial site or other place for the disposition or commemoration of the remains of the dead, whether cremated or not.
Child	A person aged 0 up to 18 years of age
Council	Central Darling Shire Council
Interment Rights of Burial	a certificate that provides a person with the authorisation of who can be interred or exhumed from a burial site. The Interment Rights does not give the holder any equity or property holding in the cemetery.
Interment Rights Holder	the owner / purchaser of the Interment Rights of Burial and recorded as such in Council's register. In some circumstances, the Interment Rights Holder refers to a surviving member of the original holder's family, their executor or administrator, Power of Attorney, their heir, or successor. Ownership may be formally transferred or bequeathed by a Will. There is no entitlement to any 'real estate' or property as such.
Exhumation	the removal of the remains of a deceased person from a grave site
Fee	a fee fixed by Council in its annual Schedule of Fees and Charges. Fees are updated each year and typically come into effect as of the 1st of July each year.
Funeral Director/Undertaker	person(s) whose business is the management of funerals and conducts a funeral and burial
Grave	an occupied burial site
Monument	any structure, plaque, headstone, masonry, sloper, metal work, casting or item placed over, in or around a burial right.
Monumental Mason	a tradesman mason or person possessing the skills to carry out monumental masonry work.
Plot	An unoccupied burial site
Pre-Selection	the selection of a spare plot at a specific location
Register	the Council's formal repository of data containing all the required details of burial, cremation, memorial site or right of burial. (Note: limited records may only be available).
Slab	the slab of concrete or other stone covering the gravesite
Sloper	Sloping monument
Spare Plot	An unoccupied burial site that has been selected, purchased and marked as a spare plot for a future burial.

Central Darling Shire Council Work Health and Safety Policy



Responsible Officers *General Manager and Directors*

Date Reviewed *July 2021*

Resolution Date

Table of Contents

POLICY TITLE – WORK HEALTH AND SAFETY POLICY	2
1. GENERAL POLICY	3
2. LEADERSHIP AND COMMITMENT	3
3. OBJECTIVES ARE TO:.....	3
4. THE SUCCESS OF THE OBJECTIVES IS MEASURED BY:	3
5. CONSULTATION (SECTION 46-49 WHS ACT)	3
6. WORK HEALTH AND SAFETY PROGRAM	4
7. SPECIFIC DUTIES	4
8. CENTRAL DARLING SHIRE COUNCIL WORK, HEALTH AND SAFETY POLICY (EXTRACT).....	6
9. CONSULTATION FLOW CHART	7
10. CONSULTATION RECORD SHEET	8

POLICY TITLE – WORK HEALTH AND SAFETY POLICY

Reference Number:	TBA
Policy Name:	Work Health and Safety
Strategic Plan:	N/A
Classification:	Management Policy
First Adopted:	July 2015
Review:	Every 24 months or as required
Last Reviewed:	July 2021
Next Review Date:	June 2023
Responsible Officer(s):	General Manager and Directors, Engineers, Environmental Health and Building Officer
Applicable Legislation:	<ul style="list-style-type: none"> WHS Act 2011 WHS Regulation 2011
Related Documents:	<ul style="list-style-type: none"> Safety Policies and Procedures
Delegations:	N/A
Version Control:	4.0

1. GENERAL POLICY

The work, health and safety of all workers within the Central Darling Shire Council and those visiting the organisation are considered to be of the utmost importance. Resources in line with the importance attached to work health and safety will be made available to comply with all relevant Acts, Regulations and Codes of Practice to ensure that the workplace is safe and without risk to health.

2. LEADERSHIP AND COMMITMENT

Commitment, awareness, responsiveness, active support and feedback from Council's senior management are critical for the success of the safety management system and therefore they have specific responsibilities for which they need to be personally involved and which they need to direct. To achieve improved acceptance and implementation of the safety management system processes, leadership includes communicating the requirements of "what" needs to be done and "why" it should be done.

Senior management shall develop, lead and promote a culture in Council that supports the safety management system and encourages workers, to actively participate in safety management.

3. OBJECTIVES ARE TO:

- Provide a safe environment for all workers, contractors, visitors and general public;
- Provide safe and healthy working conditions for the prevention of work-related injury and ill health;
- Satisfy applicable legal requirements;
- Control safety risks using the hierarchy of controls;
- Continually improve the safety management system to enhance the Council's safety performance;
- Promote consultation and participation of workers with regards to work health and safety;
- Ensure Council's Officers are provided with sufficient information to fulfil their legislative due diligence requirements.

4. THE SUCCESS OF THE OBJECTIVES IS MEASURED BY:

- All work activities are analysed, planned and risk assessed with considerations given to implementing proactive control measures;
- Continued consultation and feedback between workers and management resulting in positive safety initiatives;
- Conducting regular consultation meetings, induction programs and training courses for workers and senior management;
- Incorporating safety duties in all management and worker's position descriptions;
- Workers reporting all incidents in the workplace and assisting with investigations, with senior management signing off on implemented actions;
- Cost effective claims and management in the reduction of lost time injuries.

5. CONSULTATION (SECTION 46-49 WHS ACT)

The Work, Health and Safety Consultation Flow Chart and Consultation Record Sheet has been developed to support this policy and details the requirements for consultation between management and workers. The flow chart is made to facilitate participation from all people in the workplace to ensure that the objectives of the flow chart are met, and the requirement to provide workers with feedback is encouraged.

6. WORK HEALTH AND SAFETY PROGRAM

In order to implement the general provisions of this policy, a program of activities and procedures will be set up, continually updated and effectively carried out. The program will relate to all aspects of health and safety, including:

- Leadership and Commitment
- Emergency Procedures
- Incident and Hazard Reporting
- First Aid
- Consultation and Communication
- Safety Training and Induction
- Risk Management and the Risk Register
- Specific Safety Requirements: Asbestos and Fatigue
- Psychological Wellbeing
- Inappropriate Behaviour
- Contractors
- Dangerous Goods
- Electrical Safety
- Confined Spaces
- Falls from Heights
- Manual Handling
- Plant and Equipment
- Personal Protective Equipment
- Slips Trips and Falls
- Alcohol and Other Drugs
- Vehicles
- UV Radiation
- Working Alone
- Workplace Inspections

7. SPECIFIC DUTIES

General Manager/Directors (Officers)

An officer must exercise due diligence to ensure Council has an understanding of operations, hazards and risks in compliance with their duties. They must:

- Acquire and keep up-to-date knowledge of work health and safety matters.
- Gain an understanding of the operations, hazards, and risks of the organisation.
- Ensure regular Staff Consultative Committee meetings convene and are documented
- Ensure Council uses appropriate resources and processes to eliminate or minimise risks.
- Ensure Council receives, considers and responds to information regarding incidents, hazards and risks.

- Ensure Council implements processes for complying with their duties – e.g. reporting notifiable incidents, consulting with workers, providing training and instruction to workers, ensuring health and safety representatives receive training.
- Review frequently the Work Health and Safety Management Plan and Management Safety Action Plan
- Verify the provision and use of resources and procedures.

7.1 Managers and On-Site Supervisors

Managers and on-site supervisors are responsible for taking so far as reasonably practicable measures to ensure:

- The workplace under their control is safe and without risks to health; and
- The behaviour of all persons in the workplace is safe and without risks to the health and safety of themselves, workers and others.
- Workers comply with the Central Darling Shire Council Work Health and Safety Policy

7.2 Workers (including contractors)

A worker includes an employee, labour hire staff, volunteer, apprentice, work experience students, sub-contractor, contractor or trainee.

While at work a worker must:

- Take reasonable care for their own and others' health and safety;
- Comply with any reasonable instruction from Council management so far as you are reasonably able;
- Co-operate with any reasonable lawful policies and procedures of the Council.

A worker shall remove any hazard if able to do so safely, otherwise, all workers are to report to their immediate Supervisor any hazardous or unsafe conditions that they may be aware of and complete required documentation.

Approved by the General Manager:

Signed: _____

Date: _____

8. CENTRAL DARLING SHIRE COUNCIL WORK, HEALTH AND SAFETY AND CONSULTATION POLICY (EXTRACT)

General Policy

The work health and safety of all workers within the Central Darling Shire Council and those visiting the organisation are considered to be of the utmost importance. Resources in line with the importance attached to work health and safety will be made available to comply with relevant Acts, Regulations and Codes of Practice to ensure that the workplace is safe and without risk to health so far as reasonably practicable.

Objectives are to:

- Provide a safe environment for all workers, contractors, visitors and general public;
- Provide safe and healthy working conditions for the prevention of work-related injury and ill health;
- Satisfy applicable legal requirements;
- Control safety risks using the hierarchy of controls;
- Continually improve the safety management system to enhance the Council's safety performance;
- Promote consultation and participation of workers with regards to work health and safety;
- Ensure Council's Officers are provided with sufficient information to fulfil their legislative due diligence requirements.

The Success of the Objectives are Measured by:

- All work activities are analysed, planned and risk assessed with considerations given to implementing proactive control measures;
- Continued consultation and feedback between workers and management resulting in positive safety initiatives;
- Conducting regular consultation meetings and induction programs and training courses for workers and senior management;
- Incorporating safety duties in all management and workers job descriptions;
- Workers reporting all incidents in the workplace and assisting with investigations, with management signing off on implemented actions;
- Cost effective claims and management in the reduction of lost time injuries.

Consultation

Consult with workers as per Work Health and Safety Act 2011 (NSW) Section 46-49 and Code of Practice for Consultation, Cooperation and Coordination and provide feedback as required to workers.

Specific Duties

1. General Manager/Directors (Officers)
An officer must exercise due diligence to ensure that council complies with their duties. They must take reasonable steps to acquire and keep up to date knowledge of the Work Health and Safety matters including gaining new understanding of the operations, hazards and risks of the business or undertaking with appropriate resources and that accurate records are kept.
2. Managers/ On Site Supervisors
Managers/ on site supervisors are responsible for taking so far as reasonably practicable measures to ensure:
 - The workplace under their control is safe and without risks to health; and
 - The behavior of all persons in the workplace is safe and without risks to the health and safety of themselves and others.
 - Ensure incidents are reported
 - Ensure all contractors are inducted and records secured
3. Workers
While at work a worker must:
 - Take reasonable care for their own and others' health and safety.
 - Comply with any reasonable instruction from council management, so far as you are reasonably able.
 - Co-operate with all reasonable lawful policies and procedures of council.

A worker shall remove any safety hazard if able to do safely; otherwise, all workers are to report to their immediate Supervisor any hazardous or unsafe condition that they may be aware of.

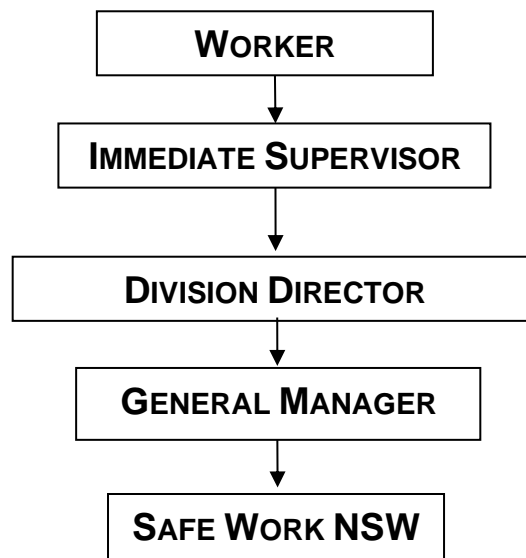
General Manager:

Signature:

Date:

9. CONSULTATION FLOW CHART

CONSULTATION FLOW CHART



Explanatory Notes:

1. If any worker has had an incident or has a safety complaint or concern the worker must document the matter using Council's required documentation and forward to their Immediate Supervisor by the completion of the working shift. Incidents and near misses must be reported to a member of the safety team. If you wish to keep a copy for your own information, please request a copy.
2. If the worker is unhappy with the action or lack of action by their immediate supervisor follow the flow chart accordingly.
3. This Consultation Flow Chart supports Council's Safety Policy.
4. The immediate Supervisor **must** give the worker feedback, within 48 hours of receiving any Safety issue/complaint from a worker.
5. Feedback can be verbal but, documented creates a paper trail of evidence. (Documentation is recommended).

10. CONSULTATION RECORD SHEET**CONSULTATION****Version: 4.0****RECORD SHEET****June 2020**

DATE LOCATION

TIME

Name

CONSULTATION DETAILS

Signature

RECORDED BY:

Position

TOPICS RAISED	CONSULTATION OUTCOMES	ACTIONED BY AND DATE FOR COMPLETION
1		
2		
3		
4		
5		
6		
7		

Is feedback required?

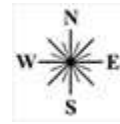
Yes

No

RECORD OF THOSE INVOLVED IN THE CONSULTATION PROCESS			
Name	Signature	Name	Signature

All Completed Sheets MUST be Registered in Council's Record Management System

**Report to Ordinary Council Meeting
21 July 2021**



**CENTRAL DARLING
SHIRE COUNCIL**

Title *Service NSW for Business*

RESPONSIBLE OFFICER: *General Manager*

AUTHOR: *Director – Business Services*

PURPOSE

The purpose of this report is to provide background information and seek support to enter into an agreement with Service NSW and to consider future business improvement initiatives.

RECOMMENDATION

Council resolves that:

1. Council delegates authority to the General Manager to enter into an agreement with Service NSW; and
2. Any necessary documents be authorised for execution under the Common Seal of Council.

BACKGROUND

Council currently has an agreement in place with Service NSW to promote and provide access to NSW Government information and services to better assist business owners and to support the local economy.

The support provided by Council to individuals and businesses to access these services has been invaluable, particularly during these challenging times.

REPORT/PROPOSAL

Service NSW for Business provides free, personalised support to small business owners, to help them understand industry regulations, to guide them through transactions, and to access support.

The services provided to business owners include:

- Business Concierges offering over-the-phone, email and face-to-face support and case management.
- An online Business Profile to make it faster and easier for business owners to transact with NSW Government.
- Guidance and support for small business owners impacted by natural disasters or emerging issues to access a range of Government stimulus, support and information.
- Online business information hubs including how-to guides to help business owners understand key tasks and the support available when starting and running a business in NSW.

A new Partnership Agreement has been developed to provide consistency across all councils, reflect the broader focus of Service NSW for Business and provide the opportunity for Central Darling Shire Council to engage with all services across Service NSW now and into the future.

The new Partnership Agreement includes further detail and clarity about the roles and responsibilities of all agencies in relation to the collection, storage and security of personal information.

The intention of the Partnership Agreement is to build awareness of specialist advice services available, ensure Council staff can direct enquiries to these services and provide applicants with the skills to be better informed and researched prior to lodging any applications.

For Central Darling Shire Council, the process is to endorse the proposed recommendations and to inform Service NSW when this endorsement has occurred.

OPTIONS

- To provide delegated authority to enter into an agreement with Service NSW
- Not enter into an agreement and advise Service NSW

CONSULTATION

- General Manager
- Director Planning
- Director Customer and Community
- Manager Economic Development

STRATEGIC LINKS

Community Strategic Plan

A healthy and cohesive community receiving recognition and supported by coordinated, appropriate and affordable services resulting in -

- Closer co-operation and cohesion between community groups
- Improved community services and facilities
- Enhanced community spirit, cultural and arts awareness and pride
- Improved opportunities for our communities



ECONOMY & INFRASTRUCTURE

Goal 5 A sustainable and prosperous economy.

CS18 Encourage a diverse economy whilst promoting and preserving our agriculture and equine industries.

CS19 Encourage retail and commercial business to locate and prosper within our Shire.

CS20 Encourage and support innovative industry and a diversity of businesses that provide a range of services and employment opportunities for current and future generations.

We are working to achieve the following Community Priorities:



A stronger economic base to attract and retain residents, particularly our young people.



Increase focus on local business, shop occupation and revitalisation of the Town Centres.

b. Delivery Program

Encouragement for the sustainable economic development in the Central Darling Shire.
Relationships with key stakeholders to enhance economic development activities within the shire

Promotion of the Central Darling Shire as a tourist destination

a. Policy and Procedural Implications

Nil

b. Financial Implications

This program is at no cost to Central Darling Shire Council to participate. Support material, training and advice is provided by Service NSW for Business at no cost. Implementation of the program should lead to reduced processing times and costs relating to applications to Council.

c. Legislative Implications

Council would still undertake all assessments as per appropriate legislation.

d. Risk Implications

Nil

e. Other Implications

By Central Darling Shire Council supporting this initiative, the local business community and potential business investors can have some confidence that Central Darling Shire Council is supportive of small business and is actively trying to reduce the costs associated with small business startup.

CONCLUSION

A partnership with Service NSW is important and will support the creation of new businesses within the shire.



REPORT COUNCIL RESIDENTIAL DWELLINGS AT MENINDEE

DATE: June 2021

Version	Date	Description
1.0	24/06/2021	Draft
2.0	19/07/2021	Approved

This document has been authorised by:

DRAFT

1. Introduction

Central Darling Shire Council owns six - 6 residential dwelling units of accommodation, all on one lot title in Menindee. The legal description of the lot is Lot 1 DP1064220 at 31-41 Darling Street Menindee.



Figure 1: Excerpt from CDSC Intramaps of subject lot (source: CDSC Intramaps 2021)



Figure 2: Aerial map of nominated lot 1 DP1064220 at 31-41 Darling Street Menindee (source: 6 maps June 2021)

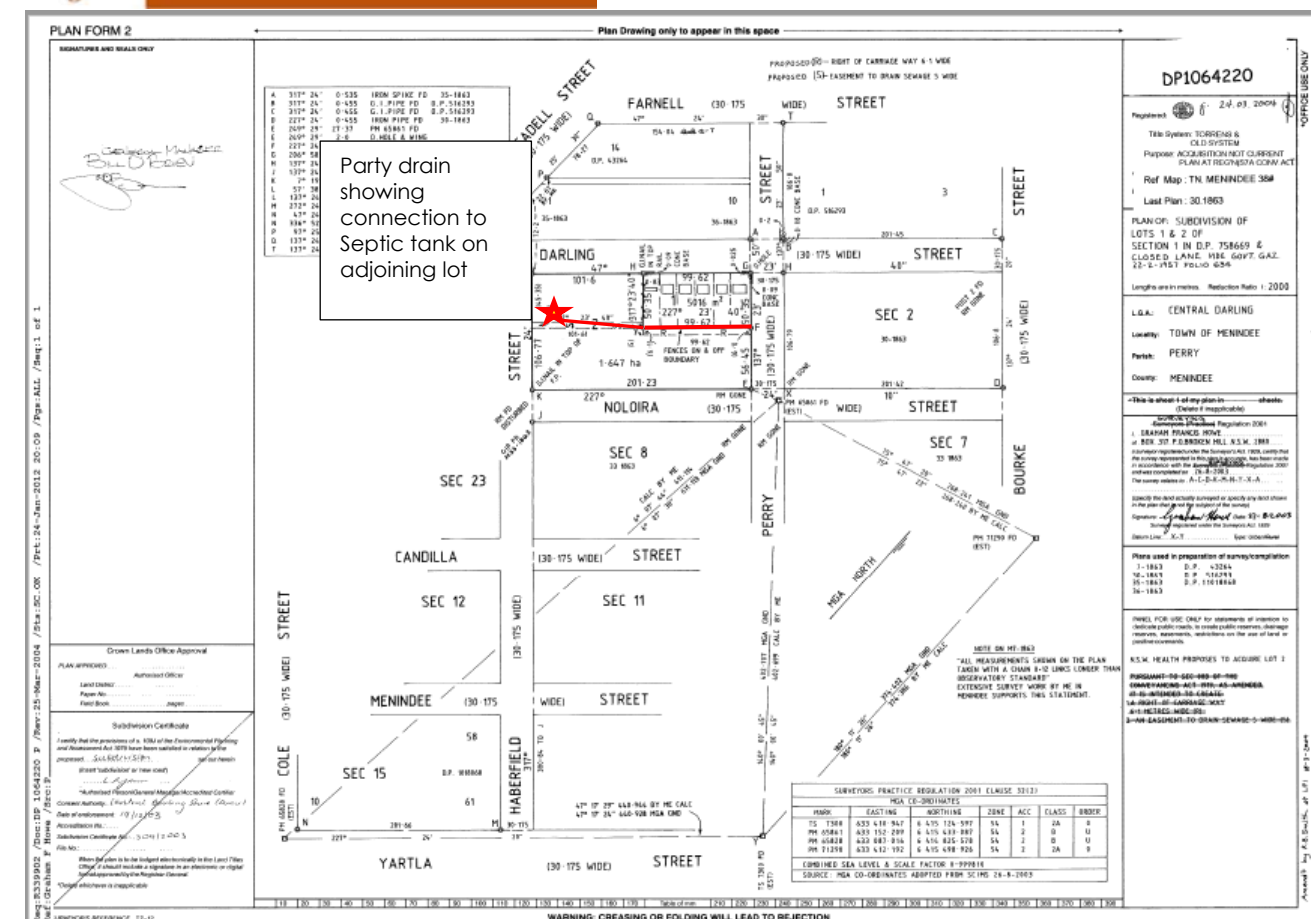


Figure 3: Registered survey plan (source 2003.Graham Howe Registered Land Surveyor).

This report is to investigate the measures that would be required to dispose of these residential dwelling units, or the entire development of 6 dwellings as a whole, by sale.

BACKGROUND

- The lot is council owned community land by default under *Local Government Act 1993*. Prior to any decision to sell the land, the land would need to be reclassified from community land to operation land through an amendment to the *Central Darling Local Environmental Plan 2012* (CDLEP 2012) (planning proposal). The planning proposal would require public consultation and exhibition of the proposed amendment to the CDLEP 2012. The approximate time frame for this process is 9 – 12 months.
- Under the *Local Government Act 1993* a Plan of Management is required to be prepared for this land.
- All of the residential dwelling units are many years old and have proven to be high on maintenance. The rental return to Council is significantly outweighed by the ongoing annual maintenance cost. It is unlikely that the tenants within the residential dwelling units could withstand a significant increase in rental to offset the maintenance expenditure costs.

Table of annual income for residential dwellings versus expenditure (2 year snapshot) source CDSC records 2021.

- Rental accommodation to general members of the public is not Council's core business.
- In Menindee there is no other rental accommodation available to non aboriginal persons within the community.
- If it is intended that the residential dwelling units be disposed, each unit would need to have a separate effluent waste disposal system within the curtilage of each residential dwelling unit. The estimated cost of effecting the installation of a effluent system is approximately twelve thousand dollars.

Currently, effluent from each of the six residential units is interconnected by a party drain which discharges into a septic tank off site on land owned by the Far West Area Health Service (Lot 2 DP1064220).

Quote to supply sewage treatment systems for locations in the Central Darling Shire

1. Quote to supply sewage systems suitable for 6 retirement units in Menindee

Per unit – Supply 1 x RP10A+ Ozzi Kleen nutrient reduction plant, with sock filtration and upgraded RHV220 pump. Supply 1 x Advanced irrigation tank

Price per unit - \$11,340

For 6 = \$68,040

Source of quotation – Bertalli Waste Water Systems Mildura (2021)

- Each residential dwelling unit has a dedicated front and rear yard area for exclusive tenant use, although it should be noted that at present there is no legal right of rear access for these 6 residential dwelling units. On the survey diagram it there is a proposed right of carriageway which would need to be formalised with the owner of lot 2 the Far West Area Health Service.
- It would appear upon examining the registered land survey plan above, that each of the lots would be in the order of 835m². This is less than the minimum lot size prescribed within the CDLEP 2012 for RU5 Village zone for land within Menindee (minimum lot size is 1,000 m²). For this purpose Torrens title subdivision of this lot is not an option unless the minimum lot size is reduced in the CDLEP 2012. The reason for the minimum lot size of 1,000 m² is for effluent disposal on site, as Menindee does not have a deep sewer system. A minimum of 1,000 m² is required for any current effective septic system with evaporation drain. New technologies such as aerated water treatment systems can vastly minimise the land area requirement as the effluent discharge is via a reticulation system which can be placed on gardens. The discharge is deemed innocuous .

OPTIONS

1. Leave the current situation unchanged. Note that, at some time in the future, Council will need to prepare a Plan of Management and leases for this community land as required by the *Local Government Act 1993*.
OR
2. Commence a planning proposal to amend the CDLEP 2012 to reclassify the land from community land to operational land, to enable the sale of the land.
AND
3. Commence a planning proposal to amend the CDLEP 2012, changing the minimum lot size for RU5 Village zone to be 800m². This would enable the sale of the six lots, each with its own Torrens title. Prior to the sale of the land, Council must undertake the installation of a AWTS aerated water treatment system to each lot.
OR
4. Council consider strata titling the lot to individual strata lots or community title. The tenants/ owners would form the Strata body/ Body corporate. This requires a Registered Survey Drawing for the subdivision of the lot.
5. Council approach Housing NSW – Department of Communities and Justice- (Housing for communities and housing for Aboriginal and Torres Strait Islanders), to see if they were interested in taking the six residential units in the current state. (Note: the Aerated Water Treatment System for each unit would need to be completed prior to the discussion with the Department, due to the current system operating outside the current lot). The reason for the approach to Housing NSW is that the current use of the six residential units provides affordable housing for residents of Menindee.

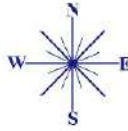
CENTRAL DARLING SHIRE COUNCIL

CONSTITUTED 1 MAY 1959

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PLAN OF MANAGEMENT – Lots 1, S13 and 4 DP759091, 44 Reid Street Wilcannia CENTRAL DARLING SHIRE COUNCIL

LOCAL GOVERNMENT AREA: THE CENTRAL DARLING SHIRE COUNCIL



Myers and Reid Street Wilcannia

CONTENTS

1.	Plan Overview	5
	1.1 Plan of Management for land used for General Community use land across the Central Darling Shire Council Local Government Area	5
	1.1.1 What is the Plan of Management	5
	1.1.2 Need for the Plan of Management	5
	1.1.3 Process for preparing the Plan of Management	6
	1.1.4 Community Consultation	6
	1.1.5 Contents of the Plan of Management	7
	1.1.6 Local Government Act requirements	7
	1.2 Visions and Objectives – Central Darling Shire Council	8
	1.3 Date of adoption of Plan of Management for General Community use land	8
2	Introduction	
	2.1 Corporate objectives – overview of core objectives and purpose of areas categorised for general community use land for the Central Darling Shire Council Local Government area.	9
	2.2 Land to which this plan applies – permitted land uses	10
	2.3 Owner of land	12
	2.4 The development of lots	12
	2.5 Equity of access	14
	2.6 Type and distribution of facilities	14
	2.7 Impact of local residents	16
3	Relevant legislation, policies and procedures – overview of statutory guidelines that apply to community land categorised as land used for General Community uses	16
	3.1 Local Government Act 1993	16
	3.2 Other relevant legislation and statutory controls	17
	3.3 Land comprising habitat of threatened or endangered species	21
	3.4 Land comprising significant natural features	22
	3.5 Aboriginal cultural significance	22
	3.6 Non-indigenous cultural significance	22
	3.7 Reclassification	23
	3.8 Review of this Plan	24
	3.9 Community consultation	24
4	Basis of Management – Development, Use and Maintenance of the Community land used for General Community uses	27
	4.1 Categorisation of Community land	27
	4.2 Overview of Councils management of community land – development and maintenance strategy	29
	4.3 Guiding principles for land managed under this plan	30
	4.4 Key strategic directions	30

5	Land uses	32
	5.1 Permissible uses and developments	32
	5.2 Scale and intensity of land use	33
	5.3 Consent for Development and leasing or licensing of Community land subject of this PoM	34
	5.4 Uses and agreements	34
	5.5 Bookings and events	34
	5.6 Permitted and prohibited activities	34
	5.7 Specific use areas	35
	5.8 Signage	36
	5.9 Parking	36
	5.10 Principles for the development on adjoining land	36
	5.11 Extent and frequency of the maintenance of the land	36
	5.12 Role and level of engagement with volunteers and community groups with interest in the land	36
6	Leases, licences and other estates	
	6.1 What are leases, licences and other estates	36
	6.2 Authorisation of leases, licences or other estates over community land	37
	6.3 Short term uses	38
7	Strategy and action plan	39
	7.1 Plan of Management – objectives and performance targets and assessment of performance	39
	7.2 Objectives and performance targets of the plan	44
	7.3 Means by which council proposes to achieve the plans objectives and performance targets	49
8	Changes and review of Plan of Management	49
9	Appendices	51
	9.1 Appendix A –Land Managed by Council	52
	9.2 Appendix B – Property Information Sheets	53
	9.3 Appendix C – Land identification maps –	55

FIGURES and PHOTOGRAPHS

Cover photo: Photo of site

Figure 1 Map of Central Darling Shire Council area in NSW

Figure 2: Map of Central Darling Shire Council area showing major towns

No	Author	Version
1	Central Darling Shire Council	Draft POM – April 2021
2	Central Darling Shire Council	Final Draft PoM 1 6 2021 Version B
3	Central Darling Shire Council	Final PoM 19 7 2021 Version C – Note legislation updated to current Central Darling LEP 2012 and minor miscellaneous updates July 2021.

1. PLAN OVERVIEW

1.1 PLAN OF MANAGEMENT FOR COMMUNITY LAND – General Community use – Community Culture Centre- Baaka Culture Centre – 44 Reid Street Wilcannia – Central Darling Shire Council.

1.1.1 What is the Plan of Management!

The *Local Government Act 1993* (the Act) requires a Plan of Management to be prepared for all public land that is classified as 'community' land under that Act.

This is a Plan of Management (PoM) prepared by Central Darling Shire Council defines the value, use, management practices and intent for the broad public purpose for which this land has been reserved or dedicated.

A Plan of Management is a management tool, developed by council in consultation with the community, outlining the land's features, and clarifies how Council will manage, use or develop the land in the future. The Plan of Management guides a clear process for public land management.

Community land may include a wide variety of properties, ranging from general community use land (ie health clinic, community buildings, small recreation reserves to parks, and sportsgrounds.

The *Local Government Act 1993* requires that community land be categorised as; natural area, park, sportsground, area of cultural significance, or general community use. A Plan of Management (PoM) can be prepared for more than one parcel of land (Generic or Geographic) or for a single property significant or specific.

1.1.2 Need for the Plan of Management

The Management Plan is required in accordance with Section 36 of the *Local Government Act 1993*. The Plan of Management is to be consistent with the intended public purpose and management of the land.

The Plan of Management must comply with other guidelines, policies, and legal requirements which may apply to the land and provisions of environmental planning instruments for example a Local Environmental Plan (LEP) and development control plans (DCPs) made under the *Environmental Planning and Assessment Act 1979* and threatened species or native vegetation controls.

Plans of management provide information about the land and its users, and state what, why, how and by whom the values of a reserve are being managed. Plans of Management are statements about how a land is to be managed in line with its purpose.

The *Local Government Act 1993* (the 'Act') requires all Council-owned land to be classified as either 'Community' land or 'Operational' land. Land classified as 'Community' land is to be managed and used in accordance with an adopted Plan of Management.

The purpose of this Plan of Management is to ensure Central Darling Shire Councils strategic goals and vision as set out in the draft Central Darling Shire Community Strategic Plan 2020 and compliance with the *Local Government Act 1993*. The Plan of Management is to provide clear future development goals for the use and management of the community land.

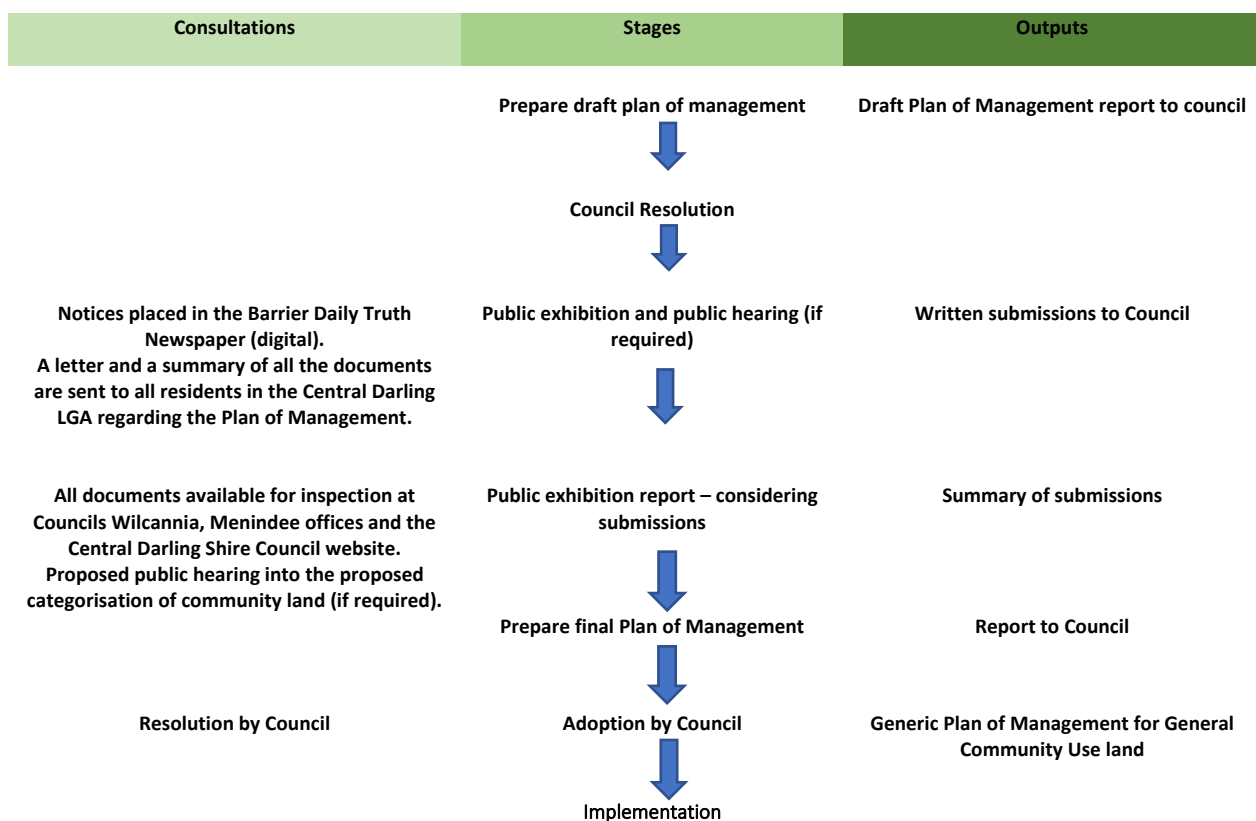
The land covered in this Plan of Management is located within the Central Darling Shire Local Government area within the townships of Wilcannia.

1.1.3 Process for preparing the Plan of Management

Public consultation required under the *Local Government Act 1993* to formally notify the community on the proposed Plan of Management.

“if the draft first plan of management results in the land being categorised by reference to categories assigned as provided by this section, the council manager will not be required to hold public hearings under section 40A of the Local Government Act 1993, but must give public notice of it as required by section 38 of that Act.”

If after public consultation there is no change to categorisation and no additional purpose needs to be added to the reserve, no additional ministerial consent is required and Council can proceed to adopt the Plan of Management as per the process outlined under Approach 1 of the Flowchart for Consultation and Approval of an Initial Plan of Management.



1.1.4 Community Consultation

Community consultation and input is important to ensure a Plan of Management meets the needs of the local community. It also encourages an appreciation of the Council’s aims for management of public land.

Before Council can adopt a Plan of Management, it must be placed on public exhibition for at least 28 days. The period in which written submissions can be received is not less than 42 days from the first day of public exhibition. In addition, a public hearing must be held, in accordance with the requirements of Sections 40(A) and 47(G) of the Act if community land is intended to be either categorised or re - categorised.

1.1.5 Contents of the Plan of Management

Introduction –	Background of the Plan of Management, what is the document, why is there a need for the Plan of Management, the process of preparing the Plan of Management, community consultation.
Land description and planning –	Lists the lots covered by the Plan of Management
Legislative framework -	State Government Planning legislation and Local environmental plans
Basis of Management –	Categories of community land
Land uses –	Permissible uses and developments
Leases, licences –	Authorisation of leases, licences and other estates – casual hire etc.
Strategy and Action Plan –	Objectives, performance targets, assessment of performance.
Change and review of PoM–	Process of Review and updates to Plans of Management.
Appendices –	<p>Appendix A – Schedule of lots covered by the Plan of Management.</p> <p>Appendix B – Detailed property sheets for each lot listed in Appendix A. The sheets contain information required under the Act and additional information to facilitate the relationship between the council’s strategies and operational management.</p> <p>Appendix C – Maps of the land.</p>

1.1.6 Local Government Act requirements.

The following is a list of the requirements for the Plan of Management under the *Local Government Act 1993*.

- The categorisation of community land is listed Appendix B, Section 4.
- Core Objectives for management of the land - Section 2
- Description of the condition of the land and any buildings or other improvements Appendix B
- Purposes for which the land and any such buildings or improvements will be permitted to be used Section 4.
- Purpose for which any further development of the land will be permitted Section 4.
- Description of the permitted uses or development on the lots. And authorisation of leases and licences over community land Section 5.
- Performance targets Section 5.
- Process for assessing achievement of objectives and performance targets Section 5.

1.2 VISIONS AND OBJECTIVES – CENTRAL DARLING SHIRE COUNCIL

In a broader context, Council community land lots are managed by the Central Darling Shire Council. The geographic location the subject property is within the towns of Wilcannia, provides an opportunity to consider a management structure with the capacity for resources to be shared with a view to achieving operational and financial efficiencies.

The management actions in this Plan of Management are formulated to address and achieve the following:

- Social equity – decision making that leads to greater physical, cultural and financial access in the delivery of services and facilities;
- Environmental quality – using only the resources that are required to deliver facilities and services and improving overall physical amenity while reducing detrimental impacts on natural assets;
- Economic prosperity - promoting the development of jobs, business improvement, tourism industry development and market growth in a sustainable manner; and
- Corporate governance – managing assets and resources in a way that is accountable, transparent, responsive, efficient and equitable and complies with all applicable legislation.

1.3 DATE OF ADOPTION OF PLAN OF MANAGEMENT FOR LAND USED FOR COMMUNITY USES

The Central Darling Shire Council Plan of Management for community land – general community use – community cultural centre, at Lot 1 Section 13 DP759091 44 Reid Street Wilcannia, has been prepared with the provisions of the *Local Government Act 1993*.

The Plan of Management is consistent with the public purpose for the land and the principles of *Local Government Act 1993* as well as other guidelines, policies, and legal requirements which may apply to the reserve such as the provisions of environmental planning instruments for example a Local Environmental Plan (LEP) and development control plans (DCPs) made under the *Environmental Planning and Assessment Act 1979* and threatened species or native vegetation controls.

Plans of Management are to be prepared in accordance with the *Local Government Act 1993* and adopted by the Council.

2. INTRODUCTION

2.1 CORPORATE OBJECTIVES – Overview of core objectives and purpose of community land categorised as general community use land for the Central Darling Shire Council local government area.

The location of the Central Darling Local Government Area (Central Darling LGA) is shown in Figure 1, it is situated in far-western NSW.

The Central Darling LGA is the largest local government area in NSW by spatial extent, comprising around 53,000 square kilometres, but with the smallest population, being 1,833 people according to the 2016 Australian Bureau of Statistics Census. Its low population density reflects its semi-arid nature. The main town within the Central Darling LGA is Wilcannia (Figure 2), centrally located within the local government area and having a population of around 745 people.

The Central Darling Shire Council (Wilcannia, Menindee, Ivanhoe, White Cliffs, Tilpa area) is located in the country of the Paakantji, Barkindji and the Ngiyampaa people, the Council wish to acknowledge the traditional owners of the land.

The Aboriginal people have a unique place in our Australian society. The Central Darling area around Wilcannia was held by the Barkindji tribe (from barka meaning a river). Many of the Aboriginal people living in Wilcannia today belong to the Barkindji tribe.

Central Darling Shire Councils objectives for management of Community land lots are:

- Effective leadership in the Sportsgrounds land management
- Community development through involvement, participation, partnership, ownership and collaborative approach to assist in effecting management of the land
- Facilitation of maintenance services for the land
- Community ownership of community land uses land to encourage use and maintenance of the land
- Delivery of consistent, affordable and achievable maintenance services and maintained community facilities.

The Central Darling Shire Council recognises the importance of services to its communities in relation to its social and cultural development and general well-being.



Figure 1: Location of the Central Darling LGA (highlighted in yellow) within NSW (Source: Six Maps)

2.2 LAND TO WHICH THIS PLAN APPLIES – PERMITTED LAND USES

The objective and intended outcomes of this Plan of Management for community land with the new category of General Community use land and nominate the use of the land for a community cultural centre for the allotment Lot 1 Section 13 DP759091 44 Reid Street Wilcannia.

Therefore, the Plan of Management for the council owned community land nominates a new category for the land being General Community use land and a new use for the land being community cultural centre.

The lots identified by this Plan of Management is in Appendix A.

The Property Information sheets for Lot 1 Section 13 DP759091 44 Reid Street Wilcannia is in Appendix B.

The land identification maps are in Appendix C.

Land that is not covered by this Plan of Management includes:

- Public open spaces and recreation facility assets within the local government area (LGA) which are owned or managed by other entities;
- Privately owned land, which is made available for public use;
- Roads that has been physically closed.

Below is a map of the towns of the Central Darling Shire Council local government area, the main towns are Tilpa, White Cliffs, Ivanhoe and Mossgiel, Wilcannia, Menindee and Sunset Strip.

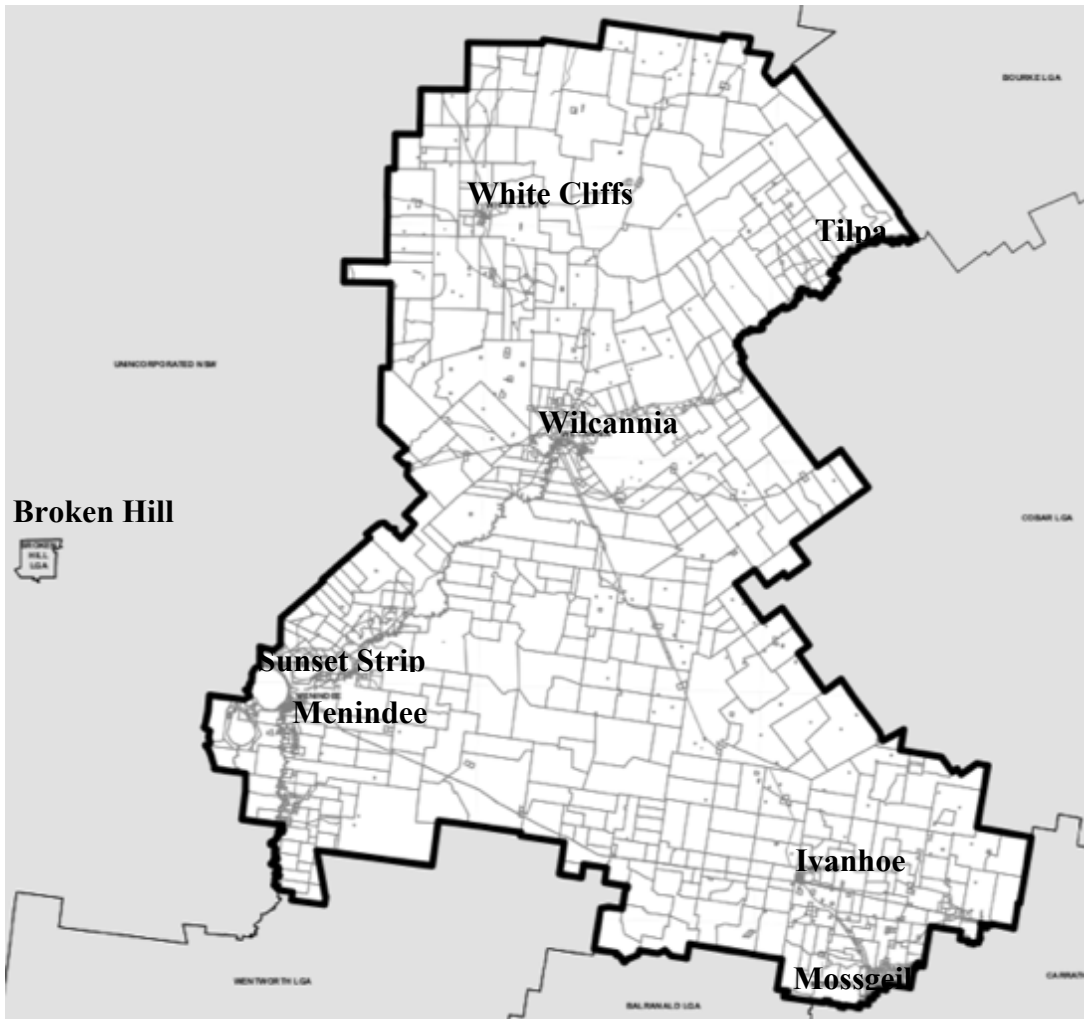


Figure 2: Location of Wilcannia, Broken Hill White Cliffs, Ivanhoe, Tilpa Mossgiel, Menindee and Sunset Strip within the Central Darling LGA (source: Central Darling Local Environmental Plan 2012 application map)

Categorisation –Community Land –General Community Use - Community Health Facility.

This Plan of Management is for the implementation of a new Land Category for the General Community use land - and for the new land use - Community Cultural Centre – Baaka Cultural Centre for Lot 1 Section 13 DP759091 44 Reid Street Wilcannia.

2.3 OWNER OF LAND OF THE LAND

The owner of the land Lot 1 Section 13 DP759091 44 Reid Street Wilcannia in this Plan of Management is the Central Darling Shire Council.

The manager of the land is the Central Darling Shire Council.

2.4 THE DEVELOPMENT OF COMMUNITY LAND LOTS

The land Lot 1 Section 13 DP759091 44 Reid Street Wilcannia which is owned and managed by the Central Darling Shire Council.

The new category for the council owned community land is – general community use.

¹The original use of the building known as the “Knox and Downs building” was as a large corner store in Wilcannia, it served the West Darling district as a major retail supplier of ‘everything’ from 1899.

The building was significantly damaged by a fire in 2002, with a few of the exterior walls retained (see photos below – Source Elizabeth Vines – Conservation and Adaptive reuse of heritage elements into aboriginal cultural centre.

The proposed use of a new building on the site (retention of the historic facades) is as a community cultural centre. The use of the new building for the Baaka Culture Centre is an acceptable land use within the category of general community use.



Photo 1: Current condition of building in 2019 (Source: Elizabeth Vines 2019)

¹ Source Elizabeth Vines – Knox and Downs Baaka Project – 44 Reid Street Wilcannia - Conservation and Adaptive reuse of heritage elements into aboriginal cultural centre.



Photo 2: Rear stone building (Source: Elizabeth Vines 2019)



Photo 3: Early photo from Reid Street – Source Elizabeth Vines 2019



Photo 4: Photo from 1950s of Knox and Downs building (Source: Elizabeth Vines 2019)



Photo 4: Photo prior to fire in 2002 of Knox and Downs building (Source: Elizabeth Vines 2019)

2.5 EQUITY OF ACCESS

The community land lots covered by this Plan of Management do not have restricted access to the proposed building. The lot is on flat land, therefore access is not restricted to people in Wheelchairs.

2.6 TYPE AND DISTRIBUTION OF FACILITIES

The subject lot has no facilities located on the land the lot is occupied by remaining exterior heritage listed walls of a previous commercial premises (store).

The proposed facility on the land is a community cultural centre (Community Baaka Cultural Centre). The proposed site plan is below. The Baaka Cultural Centre will be run by the Baaka Cultural Centre Wilcannia Aboriginal Corporation.

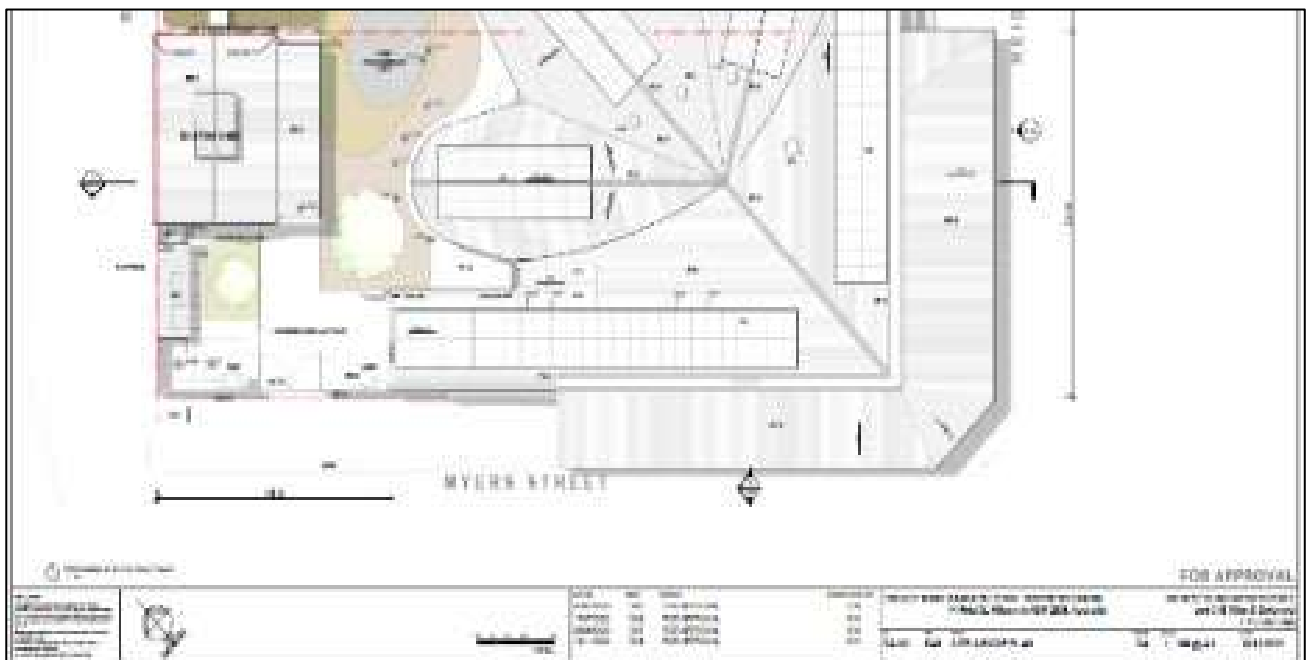


Figure 3: Site plan of new Baaka Cultural Centre at 44 Reid Street Wilcannia (Source Kaunitz Yeung Architecture 2021)



Figure 4: Ground floor plan of new Baaka Cultural Centre at 44 Reid Street Wilcannia (Source Kaunitz Yeung Architecture 2021)

2.7 IMPACT OF LOCAL RESIDENTS

The subject lot has currently no facilities for the local community. The proposed use of the new building is for the Baaka Culture Centre that will benefit the local Community and provide information and the history of area and promote the Aboriginal owners of the land promoting the Barkandji culture and people.

3. RELEVANT LEGISLATION, POLICIES AND PROCEDURES – OVERVIEW OF STATUTORY GUIDELINES THAT APPLY TO THE LAND.

Introduction

The management, operation and improvement of community land lots must take account of a range of statutory controls and policies. It is a fundamental requirement of this Plan of Management that the Land Manager will comply with the requirements of applicable legislation, regulations, approvals and policies.

This Plan of Management has been prepared in accordance with the *Local Government Act 1993*. This Plan of Management provides a framework for the future management and improvement of the lots. Other legislation including environmental planning policies, regulations, guidelines and strategies also require consideration especially where any new development proposals are contemplated.

The land will therefore be used and managed in accordance with the following:

- The Plan of Management applying to the land;
- *Environmental Planning and Assessment Act 1979* and any planning instrument permitting the use of the land for a specified purpose or otherwise regulating the use of the land;

- *Local Government Act 1993*; and
- *Local Government (General) Regulation 2005*.

3.1 LOCAL GOVERNMENT ACT 1993

Local Government Act 1993

Local Government (General) Regulation 2005

While the *Local Government Act 1993* (LG Act) contains many provisions that have an impact on the management of the subject community land lots. Under section 36(1) of the *Local Government Act 1993*, Plans of Management must be prepared for all community land. Community land is land which is kept for use of the general public. Clause 101(2) of the *Local Government General Regulation 2005* requires Council to have regard to the guidelines for categorisation of community land set out in Clauses 102 to 111 of that regulation.

The *Local Government Act 1993* requires all Council owned land to be classified as either “Operational” or “Community land”. Community land is defined as land that must be kept for the use of the general community, and must not be sold. Community land is required to be managed in accordance with a Plan of Management, and any other laws regulating the use of the land.

This Plan of Management has been prepared in accordance with the *Local Government Act 1993*. The minimum requirements for a Plan of Management are set out under section 36(3) of the *Local Government Act 1993*.

A Plan of Management must identify the category of the land the objective and performance targets of the plan with respect to the land, the means by which Council proposes to assess its performance with respect to the plans objectives and performance targets, and may require the approval of the Council for the carrying out of any specified activity on the land.

The specific requirements for the Plan of Management from the *Local Government Act 1993 No 30* are as follows:

“Local Government Act 1993 No 30

Chapter 6 Part 2 Division 2 Section 36

36 Preparation of draft plans of management for community land

(1) A council must prepare a draft plan of management for community land.

(2) A draft plan of management may apply to one or more areas of community land, except as provided by this Division.

(3) A plan of management for community land must identify the following—

(a) the category of the land,

(b) the objectives and performance targets of the plan with respect to the land,

(c) the means by which the council proposes to achieve the plan’s objectives and performance targets,

(d) the manner in which the council proposes to assess its performance with respect to the plan’s objectives and performance targets,

and may require the prior approval of the council to the carrying out of any specified activity on the land.

(3A) A plan of management that applies to just one area of community land—

(a) must include a description of—

(i) the condition of the land, and of any buildings or other improvements on the land, as at the date of adoption of the plan of management, and

(ii) the use of the land and any such buildings or improvements as at that date, and

(b) must—

- (i) specify the purposes for which the land, and any such buildings or improvements, will be permitted to be used, and*
- (ii) specify the purposes for which any further development of the land will be permitted, whether under lease or licence or otherwise, and*
- (iii) describe the scale and intensity of any such permitted use or development.”²*

Sections 36E – 36N of the *Local Government Act 1993* specifies the core objectives for the management of each category of community land.

The proposed category for the land is general community use.

A local council cannot grant an approval for an activity on dedicated or reserved lot under Part 1 of Chapter 7 (including Section 68) of the [Local Government Act 1993](#) that contravenes a plan of management for the land.

3.2 OTHER RELEVANT LEGISLATION AND STATUTORY CONTROLS – Environmental Planning and Assessment Act 1979 and other legislation

Environmental Planning & Assessment Act 1979

The *Environmental Planning and Assessment Act 1979* (EP&A Act) establishes the statutory planning framework or basis for environmental and land use planning and the development consent process for the use and development of land within New South Wales.

Section 4.15 of Part 4 of the EP&A Act outlines the factors that must be considered when a Development Application is assessed. These include:

- Any environmental planning instrument;
- Any draft environmental planning instrument that has been placed on public exhibition and details of which have been notified to the consent authority;
- Any development control plan;
- The Regulations;
- The likely impacts of the development, including environmental impacts on both the natural and built environment, and social and economic impacts on the locality;
- The suitability of the site for the development;
- Any submissions made in accordance with the Act or the Regulations; and
- The public interest.

The EP&A Act has a range of other provisions that may take effect depending upon the nature of a development proposal and the issues that may be encountered.

Notwithstanding the provisions of Part 4 of the Act, a public authority may take the role of determining authority where a Plan of Management has been adopted.

Under Part 5 of the Act, a public authority is a "determining authority" for development that is permissible without consent and is being carried out by it or someone else on its behalf, this development is called an "activity".

Within Part 5, section 5.5 requires a determining authority to "examine and consider, to the fullest extent possible, all matters affecting or likely to affect the environment by reason of the activity".

Typically, the section 5.5 duty is discharged by way of an assessment report known as a review of the environmental factors (REF). If the Part 5 planning pathway applies, Councils land managers would need to consider

² *Local Government Act 1993* No 30 – 1 July 2020 – Clause 36 Preparation of draft plans of management for community land – source – www.legislation.nsw.gov.au.

all relevant environmental impacts, and set out ways in which it proposes to avoid and minimise adverse impacts on the environment. A REF may include matters such as impacts on the community, ecosystems, the environmental quality of a locality, pollution, safety and the cumulative environmental effect.

Native Title Act 1993 (Commonwealth)

Council is required to undertake steps to identify what affect any activity that they undertake on land will have on Native Title, what provisions of the *Native Title Act 1993* will validate the activity and what procedures should be taken in relation to a particular activity prior to its commencement. Council must receive written advice from its Native Title Manager in relation to certain activities and acts carried out on community and operational land.

Native title is the legal recognition of the individual or communal rights and interests which Aboriginal people have in land and water, where Aboriginal people have continued to exercise their rights and interests in accordance with traditional law and custom since before the British asserted sovereignty over Australia. Native title rights and interests are formally recognised under the *Native Title Act (1993)* (Commonwealth).

All activities on the land must address the issue of native title. Whilst a successful claim for native title will lead to official recognition of native title rights, native title rights are considered to pre-date such recognition. Native title can therefore be relevant to activities carried out on the land even if no native title claim has been made or registered.

The native title process must be considered for each activity on the land and a native title assessment must be undertaken. Almost all activities and public works carried out on the land will affect native title and require validation of the future act procedures in Division 3 of the *Native Title Act 1993* by Council's Native Title Manager.

Prior to any works commencing in relation to this Plan of Management, the Native Title Manager will comply with the requirements of the Native Title Act. This includes determining if Native Title has been extinguished, working through the Future Acts regime and liaising with the relevant authority in relation to any existing agreements or Indigenous Land Use Agreements.

Aboriginal Land Rights Act 1983

In New South Wales, Aboriginal Land Rights sits alongside native title and allows Aboriginal Land Council's to claim 'claimable' Crown land. Generally, the Aboriginal Land Rights Act is directed at allowing Land Council's to claim upon community land that is unlawfully used or occupied. If a claim is successful, the freehold estate of the land is transferred to the Land Council.

Council should be mindful that any activity on community land is lawful in relation to the reserve purpose of the land, Council should ensure that the community land under its control is at all times lawfully used and occupied. When planning an activity of the land such as the issue of a lease or licence or any public works, Council should request a search to determine whether an Aboriginal Land Rights claim has been made in relation to the land. If a claim is registered the activity must be postponed until the claim is resolved. Strategies which allow Council to validly carry out a project or activity under the Native Title Act may not deal with project risks arising in relation to the *Aboriginal Land Rights Act 1983*.

Threatened Species Conservation Act 1995

Council has legislative responsibility under this Act to appropriately manage the threatened species populations and Vulnerable or Endangered Ecological Communities and their habitats wherever they occur despite the categorisation of the land.

Where identified Council is bound by the Act to take any appropriate action necessary to implement measures and must not make decisions that are inconsistent with the provisions of any Threat Abatement or Recovery Plan.

Relevant Environmental Planning Policies & Instruments

This Plan of Management does not over-rule existing legislation that also applies to the management of community land. Other legislation and policies to be considered in the management process include but are not limited to the:

*Public Works Act 1912, (as amended) Biodiversity Conservation Act 2016,
Local Land Services Act 2016,
Water Management Act 2000,
Clean Waters Act 1970,
Companion Animals Act 1998,
Rural Fires Act 1997,
Rural Fires Regulation 2002,
Noxious Weeds Act 1993,
Pesticides Act 1999,
The Protection of the Environment Operations Act 1997,
The Protection of the Environment Operations (Noise Control) Regulation 2008
Companion Animals Act 1998
Disability Discrimination Act 1992
Heritage Act 1977
Waste Minimisation Act 1995
Pesticides Act 1999 Retail Leases Act 1994
Biodiversity and Conservation Act 2016
Water Management Act 2000
Council plans, strategies, policies, procedures and guidelines, generally, as amended.*

State Environmental Planning Policy (Infrastructure) 2007

State Environmental Planning Policy (Infrastructure) 2007 provides that certain types of works do not require development consent under Part 4 of the EP&A Act.

Clause 20 of the SEPP provides general requirements for exempt development. Clause 20A of SEPP (Infrastructure) provides that a range of minor works are “exempt development” when carried out on behalf of a public authority. These works are itemised in Schedule 1 of the SEPP and include items such as pergolas, internal building alterations, car parking, fencing, firefighting equipment and landscaping.

Division 12 of the SEPP including provisions for exempt development and for development without consent on community land used for general community uses. Clause 65 (2) (d) of the Policy provides that development can be carried out without consent by the manager of the land if the development is for purposes of implementing a Plan of Management adopted. It should be noted that where this occurs, a review of environmental factors (REF) under Part 5 of the Act is usually undertaken.

Pursuant to the provisions of Clause 66 a number of additional works within community land used for general community uses may be undertaken as exempt development.

The provisions of this SEPP are relevant to the future implementation of this Plan of Management as well as to the Land Manager’s ongoing management of the reserved land.

Central Darling Local Environmental Plan 2012

The *Central Darling Local Environmental Plan 2012* (CDLEP2012) is the local environmental planning legislation that applies to the Central Darling Shire Council area.

The land use zone permits certain uses of the land, where the land use zone permits the current land use or activity on the land under the *Central Darling Local Environmental Plan 2012*.

The lots subject to this Plan of Management has the following land use zone:

Central Darling Local Environmental Plan 2012

Zone B2 Local Centre

1 Objectives of zone

- To provide a range of retail, business, entertainment and community uses that serve the needs of people who live in, work in and visit the local area.
- To encourage employment opportunities in accessible locations.
- To maximise public transport patronage and encourage walking and cycling.
- To encourage infrastructure that supports the viability of business centre precincts.
- To enable business development to occur while retaining the existing character of the local centre.

2 Permitted without consent

Environmental protection works; Home-based child care; Roads; Water reticulation systems

3 Permitted with consent

Boarding houses; Centre-based child care facilities; Commercial premises; Community facilities; Educational establishments; Entertainment facilities; Function centres; Information and education facilities; Light industries; Medical centres; Oyster aquaculture; Passenger transport facilities; Recreation facilities (indoor); Registered clubs; Respite day care centres; Restricted premises; Service stations; Shop top housing; Tank-based aquaculture; Tourist and visitor accommodation; Any other development not specified in item 2 or 4

4 Prohibited

Agriculture; Air transport facilities; Airstrips; Animal boarding or training establishments; Biosolids treatment facilities; Boat building and repair facilities; Camping grounds; Cemeteries; Correctional centres; Crematoria; Eco-tourist facilities; Electricity generating works; Exhibition homes; Exhibition villages; Extractive industries; Farm buildings; Forestry; Freight transport facilities; Heavy industrial storage establishments; Highway service centres; Industries; Marinas; Mooring pens; Moorings; Open cut mining; Pond-based aquaculture; Recreation facilities (major); Resource recovery facilities; Rural industries; Rural workers' dwellings; Sewage treatment plants; Vehicle body repair workshops; Waste disposal facilities; Water treatment facilities; Wharf or boating facilities

Note: Land use provision has been updated in accordance with the amendment to the Central Darling Local Environmental Plan 2012 (June 2021).

Heritage

The Central Darling Shire Council has carried out a number of heritage studies, and has amended the *Central Darling Local Environmental Plan 2012* to recognise the Heritage Conservation area of the Wilcannia town centre and additional heritage items within the Central Darling Shire Council area.

The inclusion of heritage significant items within the *Central Darling Local Environmental Plan 2012* provides a strong framework to protect these assets. This Plan of Management is intended to be consistent with the LEP framework, but to focus primarily on the nature and balance of use, management and care of the land as a whole.

The site at 44 Reid Street Wilcannia for the Baaka Cultural Centre is within the new Wilcannia Conservation Area and is a heritage item, will be operated by the Baaka Cultural Centre Wilcannia Aboriginal Corporation. A

Conservation and Adaptive Reuse of heritage elements into an Aboriginal Cultural Centre for the Knox and Downs heritage listed building for the Baaka Cultural Centre.

The following is an excerpt from a heritage report by Elizabeth Vines, OAM, Conservation Architect and Heritage Advisor for the Central Darling Shire,

³*“The site of the Knox and Downs Store is at the key intersection of Reid Street and Myer Street in the centre of Wilcannia in western NSW. The shop/store building on this site was originally a well detailed Victorian stone building with elaborate parapet, and encircling verandah supported on cast iron columns. The building dated from the 1890s, but in 2002 a fire severely damaged the building. The building had a large cellar, and this has cleaned out and then temporarily filled in for future excavation in the development.*

Prior to the 2002 fire, the store made an important streetscape contribution to the character of Wilcannia and was one of a group of buildings (including the Court House, Gaol, Post Office and Queens Head Hotel) that have survived relatively unchanged since their original construction in the 1890s. The fire left the verandah, front parapet and west side walls standing, but this was unstable and gradually the structure collapsed. The parapet was subsequently demolished due to its unstable condition, with a resultant loss of structural integrity and architectural detailing of the building. The building site has been a visual eyesore now for many years in Wilcannia and there has been a long time ambition to find a new use and clean up the negative impact that this has had on the main intersection of Wilcannia. The proposal for a cultural centre in this significant and highly visible location is a very welcome proposal for the town of Wilcannia.”

3.3 LAND COMPRISING OF HABITAT OF THREATENED OR ENDANGERED SPECIES – NATURAL ENVIRONMENT

For the purposes of this Plan of Management for this lots, no assessment for comprehensive ecological studies to assess the impact on threatened species or important ecological value, has been undertaken by Central Darling Shire Council.

Therefore, this Plan of Management does not cover any information on the following:

- a known natural, geological, geomorphological, scenic or other feature that is considered by the council to warrant protection or special management considerations, or
- a wildlife corridor, is land to which this section applies, or
- habitat or threatened or endangered species.

in any of the community land used for general community use land, covered by this Plan of Management.

3.4 LAND COMPRISING SIGNIFICANT NATURAL FEATURES

For this Plan of Management there is no information additional information on the impact on land with significant natural features.

³ Elizabeth Vines, OAM, Conservation Architect and Heritage Advisor for the Central Darling Shire – Knox and Downs, Baaka Project Reid Street Wilcannia – Conservation and Adaptive Reuse of Heritage Elements into the Aboriginal Cultural Centre – Heritage Impact Statement on Design Proposal. August 2020.

3.5 ABORIGINAL CULTURAL SIGNIFICANCE

The Central Darling Shire Council (Wilcannia, Menindee, Ivanhoe, White Cliffs, Tilpa area) is located in the country of the Paakantji, Barkindji and the Ngiyampaa people, the Council wish to acknowledge the traditional owners of the land.

The Aboriginal people have a unique place in our Australian society. The Central Darling area around Wilcannia was held by the Barkindji tribe (from barka meaning a river). Many of the Aboriginal people living in Wilcannia today belong to the Barkindji tribe.

The *Central Darling Local Environmental Plan 2012* describes places of Aboriginal Heritage significance as:

An area of land, the general location of which is identified in an Aboriginal heritage study adopted by the Council after public exhibition and that may be shown on the Heritage Map, that is:

- (a) *the site of one or more Aboriginal objects or a place that has the physical remains of pre-European occupation by, or is of contemporary significance to, the Aboriginal people. It may (but need not) include items and remnants of the occupation of the land by Aboriginal people, such as burial places, engraving sites, rock art, midden deposits, scarred and sacred trees and sharpening grooves, or*
- (b) *a natural Aboriginal sacred site or other sacred feature. It includes natural features such as creeks or mountains of long-standing cultural significance, as well as initiation, ceremonial or story places or areas of more contemporary cultural significance.*

The community land covered within this Plan of Management is not yet identified as having Aboriginal significance and have not been declared under section 84 of the *National Park and Wildlife Act 1974*, however, any areas of Aboriginal significance that may be discovered are covered by this Plan of Management. This Baaka cultural Centre will be operated by the Baaka Cultural Centre Wilcannia Aboriginal Corporation to promote the local indigenous culture.

3.6 NON-INDIGENOUS CULTURAL SIGNIFICANCE

Captain Charles Sturt was the first European to map the Murrumbidgee River and the Murray River to its mouth in 1830. In 1835 Major Thomas Mitchell followed the Bogan and Darling Rivers down to Menindee. He named Mt Murchison on the Darling. Settlement commenced prior to 1850 along the Darling, but it was 1855 before the Central Darling runs were consolidated. Captain Francis Cadell's Steamer Albury entered the Darling on 27 January 1859 and reached Mt Murchison in 8 days. Later the name was changed to Wilcannia meaning 'a gap in the bank where flood waters escape'.

The township of Wilcannia was notified on 26 June 1866. In 1880 it had a population of 3000 with 13 hotels and was known as 'The Queen City of the West'. Wilcannia became one of the major ports of the Murray Darling system and the paddle steamer trade flourished for 70 years. In 1887 218 steamers and their barges unloaded stores weighing 36,170 tons, and 222 loaded wool and other produce weighing 26,552 tons at the port of Wilcannia. At one time there were 30 steamers loading or unloading. There were 90 steamers plying the Darling in 1890. The total distance from Wilcannia to Goolwa at the mouth of the Murray is 1110 river miles. Eventually rail and road transport killed the river boats and Wilcannia lost its former glory. Many fine buildings from the era remain in good condition making Wilcannia one of the best preserved historic towns in Australia.

The name 'White Cliffs' seems to have come from the smudgy white cliffs easily seen by passengers travelling the road from the river port of Wilcannia and the Mt Brown gold fields. From the first there were problems with lack of

water and extreme heat in summer. These conditions made for considerable hardship in the opal fields and led to the town's characteristic underground dwellings, not the first in Australia but the first on any opal field. Over 100 businesses catered to their needs. There were five places of worship, a public school whose first schoolmaster was the father of famous cricketer Bill (Tiger) O'Reilly, a convent, a hospital, two doctors, a pharmacy, seven stores, five pubs, five eating houses (one underground), five guest houses, four billiard rooms, four well stocked libraries, a local newspaper, four bands and four halls where dozens of clubs and societies met and where local and overseas companies entertained regularly.

At the turn of the century, a population of some 4,000 people lived in an incredible assortment of over 500 dwellings in the town as well as other homes up behind the mullock heaps.

Ivanhoe was originally situated on a well-used route across flat, western New South Wales between Wilcannia and both Balranald and Booligal. The town was a change station (where coach horses were changed) for Cobb & Co. by 1884. The arrival of the railway in 1925, and the completion of the line from Sydney to Broken Hill in 1927, was a definite boost to the town.

Menindee's history is full of colour and characters. It was 'discovered' by the aborigines of the Barkindji Tribe. Their fossilised skeletons remain in the dry sand dunes around the Menindee lakes and have provided some of the most prolific and consistently early remnants of human existence anywhere in the world. Thus far archaeologists have positive evidence of occupation dating back 26,000 years - not much younger than the now famous neighbouring site, Lake Mungo.

Various sites across the Central Darling Shire Council Local Government Area are listed as additional heritage items and being within the Wilcannia heritage conservation area.

The lot listed in this Plan of Management is included within the Wilcannia heritage conservation zone. The lot is heritage listed within the Central Darling Local Environmental Plan 2012 as a local heritage item.

Wilcannia Knox and Downs Store 44 Reid Street Lot 1, Section 13, DP 759091 Local 120

Figure 5: Schedule 5 Environmental heritage- Central Darling Local Environmental Plan 2012 (Source NSW Legislation website 2021)

Existing Heritage Listings and Conservation Management Plan 2001

The Knox and Downs site is listed in the Central Darling Shire Local Environment Plan and scheduled as an item of Local Significance.

In 2007 a Conservation Management Plan was prepared for the site. The elements on the site identified as having heritage significance were as follows:

“3.2.1 External Elements

The surviving elements of original building fabric from the store are as follows:

- *The verandah columns, these are all Stewart & Harley cast iron elements from Adelaide.*
- *The surviving sandstone and brick of the building itself – on the west elevation.*

3.2.2 Internal Elements

There are no internal elements of significance which survive after the fire.

3.2.3 Site Elements

At the rear of the site, there is a stone outbuilding, which survives substantially intact.

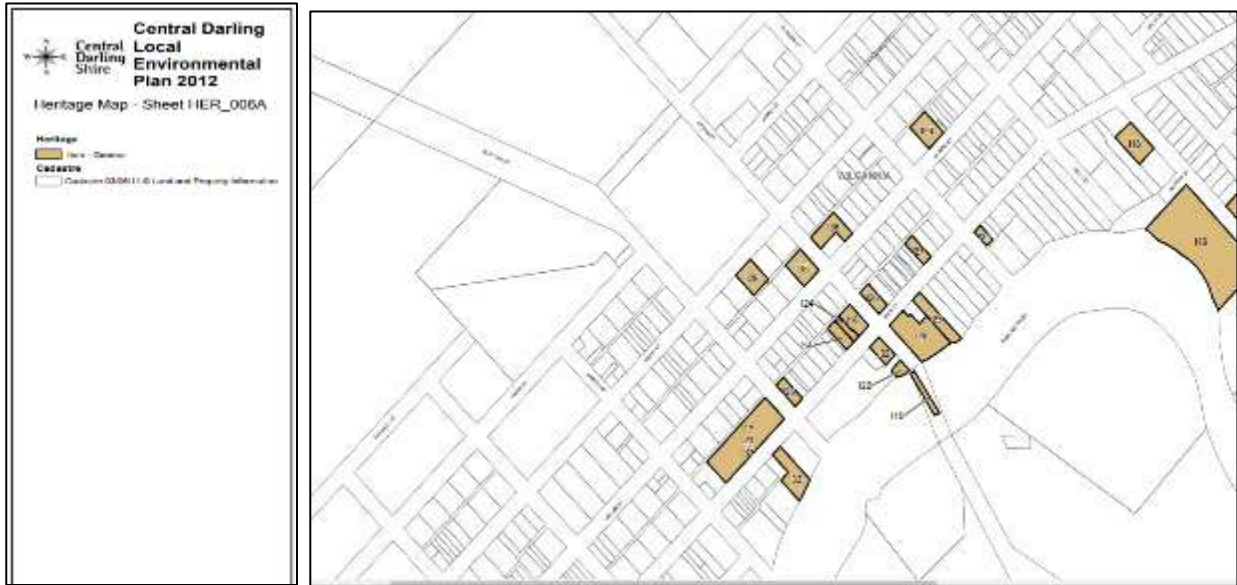


Figure 5: Heritage map 006A (March 2021) showing subject site as I20 (Source NSW Legislation website 2021)



Figure 5: Proposed Heritage map 006A (March 2021) showing subject site as I20 and within the proposed Wilcannia Heritage Conservation area (Source Central Darling Shire Council 2021)

3.7 RECLASSIFICATION AND USE OF THE LAND

The subject community land may be sold to the Baaka Cultural Centre Wilcannia Aboriginal Corporation. For this action to occur a change in the classification from community land to operational land is required through a planning proposal to amend the *Central Darling Local Environmental Plan 2012*.

3.8 REVIEW OF THIS PLAN

The use and management of the community land is regulated by this Plan of Management. The guidelines and principles outlined in the plan are applicable at present, the Plan should be reviewed from time to time, to confirm its relevance. The review should take place within five (5) years of adoption of this plan.

However, this Plan of Management will only be in place until the land is reclassified from community land to operational land and then sold to the Baaka organisation.

3.9 COMMUNITY CONSULTATION

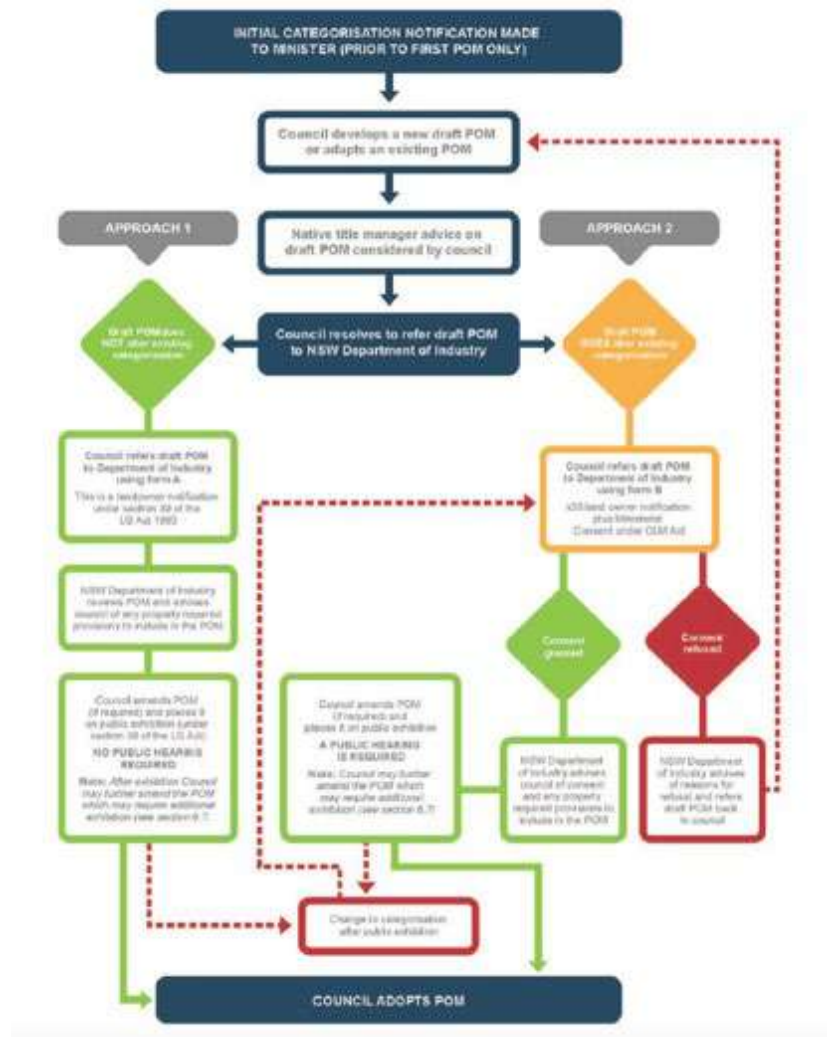
Consultation with the community is an important part of the preparation of this Plan of Management. Consultation gives Council a better understanding of the range of local issues affecting the use and enjoyment of the land to which this Plan of Management applies and gives all sectors of the community the chance to have an input into the direction of policy development being undertaken by Council. All stakeholders are given the opportunity to express their opinions and provide relevant information in relation to the planned management of the land.

As shown on the Flowchart for Consultation and Approval of an Initial Plan of Management, this process occurs prior to public exhibition and community consultation of the Plan of Management.

The community engagement process requires assessment of the current use of the land and the proposed new category “General Community Use” and the proposed use being a “community cultural centre” and enjoyment of the land and how any proposed dealing or activity could impact this use or enjoyment.

The engagement process may occur at different levels and include provision of information, consultation or participation. Where engagement is undertaken it is a mandatory requirement that the outcomes of community engagement be considered in the decision- making process. The engagement process is detailed below.

As this Plan of Management is proposing a new category for the land – General Community Use as well as a new use of the land as a “community cultural centre” a public hearing is required before the Plan of Management and lease are recommended by Council to be made.



FLOWCHART FOR CONSULTATION AND APPROVAL OF AN INITIAL PLAN OF MANAGEMENT

If after public consultation and public hearing, there is no change to the proposed new categorisation of the land and there is no disagreement regarding the new purpose/ use of the land (from water supply to community health facility), then Council can proceed to adopt the Plan of Management as per the process outlined under Approach 1 of the Flowchart for Consultation and Approval of an Initial Plan of Management.

The change in classification of the land from community land to operational land is part of the Planning proposal. This Plan of Management is for the new category – General Community use and for the use of the land to be changed from the gazetted use - water supply to community health facility.

Community consultation is an essential and integral part of the preparation process for the Plan of Management. Continuous review and incorporation of community attitudes, expectations and requirements into the ongoing management are important.

The following government agencies, groups and individuals were referenced as part of the Plan of Management consultation process:

- Adjoining landholders;
- Department of Planning, Industry and Environment;
- Office of Heritage;
- Central Darling Shire Council;
- Traditional Aboriginal land owners;
- Central Darling Shire residents;
- Barrier Daily Truth Newspaper.

EXHIBITION OF DRAFT PLAN OF MANAGEMENT

The draft Plan of Management must be placed on public exhibition with all submissions received and assessed. All necessary amendments to the draft Plan of Management must be made before submitting the final Plan of Management to the Council for approval.

The *Local Government Act 1993* requires that the draft Plan be placed on public display for not less than 28 days and must consider comments before adopting the Plan. The Plan of Management is also required to be put before a Public Hearing under the *Local Government Act 1993* as the land is being categorised as General Community use.

The draft Plan of Management was placed on public exhibition for 28 days, within the Barrier Daily Truth Newspaper detailing where and when the draft Plan of Management was on display and inviting submissions from interested parties.

During the exhibition period, the draft Plan of Management will be available for review at the Menindee Post Office, Ivanhoe Council office, Tilpa Community Centre, Central Darling Shire Council's Administration Office in Wilcannia, Department of Planning, Industry and Environment Office in Dubbo and on Central Darling Shire Council's website.

PLAN IMPLEMENTATION

Following adoption of the Plan by Council, Council is required to implement the Plan and not allow any operation or development which is not in accordance with or not permitted by the Plan. Alteration may occur after a period of five years if such alteration is required to keep abreast of the changing expectations and requirements of the community and to ensure the Plan of Management remains useful and relevant. A set of performance measures is provided in the Plan of Management to assist the assessment of progress and review of the Plan.

Furthermore, any ongoing works and maintenance program for the land will be outlined in the Plan of Management, must be based on a sound financial plan.

Individualised letters are to be sent to each adjoining land owner and the community outlining the content and purpose of the Plan of Management to the land.

There will also be advertisements in the Barrier Daily Truth, in the Wilcannia News, and in the relevant Council branches in Menindee and Ivanhoe.

Public notices will be placed on regularly used noticeboards across the Central Darling Local Government Area, including in White Cliffs. The Plan of Management will also be explained prominently on Council's website and Facebook page. It is intended that the notification provided a minimum of 28-day period for submissions to be received. A public hearing will be held at the end of the exhibition period in Wilcannia.

The material available for inspection in person or on Council's website will include this Plan of Management and lease, intended for public viewing.

During the notification period, the relevant Council representative will be available to take enquiries and their telephone number, and a dedicated email address will be provided.

Submissions received will be collated and assessed at the completion of the notification period and will be taken into consideration.

4. BASIS OF MANAGEMENT - DEVELOPMENT, USE AND MAINTENANCE OF THE COMMUNITY LAND USED FOR GENERAL COMMUNITY USES

4.1 CATEGORISATION OF COMMUNITY LAND

Council who is the land manager must assign to all community land under their management one or more initial categories of community land referred to in section 36 of the Local Government Act 1993.

Section 36(4) of the Act requires Community land to be categorised (or broken down) into one of five categories as set out in the Act, which are:

- Natural Area (to be further sub-categorised as Bushland, Wetland, Escarpment, Watercourse or Foreshore);
- Sportsground;
- Park;
- Area of Cultural Significance;
- General Community Use.

Council managers must assign a category that they consider to be most closely related to the purpose(s) that the land is dedicated or reserved. Multiple categories are assigned to land where the land is subject to multiple reservations and or dedications.

This Plan of Management is for the category of the land to be General Community use land with a proposed new use as a community health facility.

The degree to which the land purpose or use relates to the assigned category of the land is important for ongoing management of the land as Council must obtain Native Title Manager advice as to the validity of the activities that they wish to undertake on the land prior to dealing with the land.

The Native Title Act recognises the intent of the original reserve purpose of the land so that complying activity can be validated particularly under Section J of the *Native Title Act 1993*.

Council had requested that the initial categories of General Community Use, be applied to the land identified in appendix A of this plan, these are the closest categories to the reserve purpose(s) of the land identified in appendix A.

information data sheet on the Lots classified as Community use land is located in Appendix B.

Council is proposing a new category of General Community Use listed in the data sheets.

Activities on the land will need to reflect the intent of the public purpose and will be assessed for compliance with relevant Local Government legislation including assessment of the activity under the *Native Title Act 1996*.

Use of the land for any activity is subject to application and approval. Assessment will consider compliance with the objectives and relationship to and impact upon the public purpose for the land.

The guidelines for categorisation of community land are set out in the *Local Government (General) Regulation 2005*. The core objectives for each category are set out in the *Local Government Act 1993*. The guidelines and core objectives for the general community uses and other categories are set out in Table 4.1.

Table 4.1 – Guidelines for and core objectives of community land categorised as General community use, Parks, Sportsgrounds and Natural Areas.

Category	Guidelines Local Government (General Regulation) 2005	Core objectives Local Government Act 1993
General Community Use	Land that may be made available for use for any purpose for which community land may be used, whether by the public at large or by specific sections of the public.	<ul style="list-style-type: none"> to promote, encourage and provide for the use of the land, and to provide facilities on the land, to meet the current and future needs of the local community and of the wider public: in relation to public recreation and the physical, cultural, social and intellectual welfare or development of individual members of the public. in relation to purposes for which a lease, licence or other estate may be granted in respect of the land (other than the provision of public utilities and works associated with or ancillary to public utilities).
Parks	Land which is, or proposed to be, improved by landscaping, gardens or the provision of non- sporting equipment and facilities, and for uses which are mainly passive or active recreational, social, educational and cultural pursuits that not unduly intrude on the peaceful enjoyment of the land by others.	<ul style="list-style-type: none"> encourage, promote and facilitate recreational, cultural, social and educational pastimes and activities. provide for passive recreational activities or pastimes and for the casual playing of games. improve the land in such a way as to promote and facilitate its use to achieve the other core objectives for its management.
Sportsgrounds	Land should be categorised as 'Sportsground' if the land is used or proposed to be used primarily for active recreation involving organised sports or the playing of outdoor games.	<ul style="list-style-type: none"> encourage, promote and facilitate recreational pursuits in the community involving active recreation involving organised sports and informal sporting activities and games. ensure that such activities are managed having regard to any adverse impact on nearby residences.
Natural Areas	Land should be categorised as a natural area, if the land, whether or not in an undisturbed state, possesses a significant geological feature, geomorphological feature, landform, representative system or other natural feature or attribute that would be sufficient to further categorise the land as bushland,	<ul style="list-style-type: none"> to conserve biodiversity and maintain ecosystem function in respect of the land, or the feature or habitat in respect of which the land is categorised as a natural area. to maintain the land, or that feature or habitat, in its natural state and setting. to provide for the restoration and regeneration of the land.

	wetland, escarpment, watercourse or foreshore.	<ul style="list-style-type: none"> • to provide for community use of and access to the land in such a manner as will minimise and mitigate any disturbance caused by human intrusion. • to assist in and facilitate the implementation of any provisions restricting the use and management of the land that are set out in a recovery plan or threat abatement plan prepared under the Threatened Species Conservation Act 1995 or the Fisheries Management Act 1994 .
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Council must manage Community land in according to these core objectives. Any activities or uses of the land should be consistent with the core objectives for that category of land. Additional objectives, which support the above core objectives, are included in Section 7 Strategy and Action Plan.

4.2 OVERVIEW OF COUNCILS MANAGEMENT OF COMMUNITY LAND - DEVELOPMENT AND MAINTENANCE STRATEGY

The Central Darling Shire Council intends to manage its community land to meet the objectives set out in Table 4.1 and Section 7 of this Plan of Management report. The types of uses, and development which may take place is identified in Sections 5 and 6.

The Central Darling Shire Council has an annual budget for maintenance of community land used for general community uses and infrastructure and community facilities. The Council responds to maintenance on a regular basis, the work to council assets upon the community land and is financed under the Capital Works Program that is reviewed annually.

Infrastructure and facilities

The Central Darling Shire Council has an annual budget for maintenance of infrastructure and facilities. The Council maintains the community land used for general community uses, infrastructure and facilities. Ongoing maintenance of community land is on a regular basis or when the need arises.

4.3 GUIDING PRINCIPLES FOR LAND MANAGED UNDER THIS PLAN

Guiding principles derived from the Central Darling Shire Council Community Strategic Plan; '2017-27', which apply to park, sportsground, natural area and general community use land in the Shire, are:

Equity

Involving fairness in decision-making, prioritising and allocation of resources, particularly for those in need.

Access

Having fair access to services, resources and opportunities to improve quality of life.

Participation

The maximum opportunity to genuinely participate in decisions, which affect their lives.

Rights

Equal rights established and promoted, with opportunities provided for people from diverse linguistic, cultural and religious backgrounds to participate in community life.

4.4 KEY STRATEGIC DIRECTIONS

The key strategic directions and objectives of the Council's Community Strategic Plan which apply to general community use land are to:

- GOAL 1 A healthy and cohesive community, receiving recognition and supported by coordinated, appropriate and affordable services.

Goal Objectives

- Closer cooperation and cohesion between community groups
- Improved community services and facilities

- Goal 3 A protected and supported natural environment and a sustainable and well maintained built environment

Goal Objectives

- Collaborative approach to environmental management and protection
- Safe and reliable water supplies and road networks for Shire communities
- Improved infrastructure across the council area

- Goal 4 A consultative and professional Council providing relevant, attainable and efficient delivery of services as per the standards set by Council and providing community development and succession planning.

Goal Objectives

- Effective communication and consultation with the communities within the Central Darling Shire council area
- Efficient and effective services

Role of General Community use land

General Community use land perform many functions relating to the enhancement of the health and wellbeing of the community.

Some of the functions in the Central Darling Shire area are:

- provision of drainage reserves and access ways,
- provides formal and informal leisure and recreational activities,
- Recreational park/ sportsground/ showground and preschool/ childcare centre/ community and medical centres,
- Children's play area, BBQ area.

Consequently, these areas play a pivotal role in promoting and developing dynamic communities with a strong sense of belonging.

Table 4.2

Management principles and objectives for land categorised as general community use land

Principle	Management Objective
General Community use land will be sustainable	<ul style="list-style-type: none"> • Sustainable general community use land enhance positive environmental, social, cultural and economic factors in terms of the built form, design, and uses. • They limit negative environmental, social and economic impacts. Sustainable general community use land planning and provision considers long term factors and has regard for future generations.
General Community use land will be multipurpose and flexible	<ul style="list-style-type: none"> • Multi-purpose general community use land enhance the wellbeing and life opportunities for diverse groups within the community. • They provide opportunities to interact and share mutually beneficial activities and experiences for everyone.
General Community use land will be accessible	<ul style="list-style-type: none"> • general community use land must be fully accessible to the entire community by being centrally located close to other essential services and transport links, physically accessible to people of all abilities, affordable as well as open and welcoming to people of all backgrounds.
General Community use land will be equitably located across the Shire	<ul style="list-style-type: none"> • general community use land must be within walking and cycling distance of resident's homes or close to accessible and frequent public transport. This ensures that the whole community can enjoy the benefits of community spaces and programs. • general community use land will be safe and of high quality. • general community use land can enhance the safety and amenity of the local neighbourhood by providing increased activity and surveillance in the area. • They activate neighbourhoods and provide spaces for safe use at night and on weekends. Quality community facilities are of a standard and finish that is robust, durable and 'built-to-last'.
General Community use land will promote a positive local identity	<ul style="list-style-type: none"> • The design of general community use land can provide opportunities for local community expression and for the distinctive characteristic of villages to be displayed. They can contribute to the vitality and viability of village centres, relating to and integrating with surrounding retail and other services.

Management principles and objectives

Community Land categorised as general community use land may consist of areas with an operational function that have not been classified as operational land. Properties included within this category fall into two types:

Type 1: includes access corridors, rights of way, and infrastructure and drainage reserves.

Type 2: includes buildings that fully cover the land or have a substantial presence upon the balance of the land. The buildings may function as multi-purpose community facilities or specialised single purpose facilities providing a range of services from libraries to cultural centres to childcare or a community health clinic.

The Council may grant easements for the provision of services over, or on the land provided that a Native Title assessment has been carried out by Council's Native Title Manager and the provisions of the Local Government Act 1993 have been complied with.

Management principles and objectives which apply to Community Land – General Community uses land and Built Facilities on that land are set out in Table 4.2.

5. LAND USES

5.1 PERMISSIBLE USES AND DEVELOPMENTS

The use and development of community land should be generally compatible with both the intended function of the land, and the wider community context and council encourages a range of uses of community land, and intends to facilitate uses, which increase the use of the land under Council management.

Council promotes the use of Community land by the wider community. Council is currently undertaking an ongoing upgrade to general community use land facilities throughout the Central Darling Shire. (for example, playground equipment, amenity blocks,). The facilities on Community land may change over time, reflecting the needs of the community.

The Plan of Management is aimed at encouraging the use of land however, Council remains the primary manager the land and the associated facilities, buildings and other community buildings. Council has an ongoing maintenance program and operates its facilities through staff, or community groups.

Table 5.1 Permissible uses of community land used for General Community use

Purpose Use	Development
General Community use land	
<ul style="list-style-type: none"> Provides a location for, and supports, the gathering of groups for a range of general social, cultural or recreational purposes <p>Uses may include:</p> <ul style="list-style-type: none"> Community medical centre casual or informal recreational use 	<ul style="list-style-type: none"> Development for the purpose of a community medical centre, to assist with the ongoing health of the community; Development for the purposes of social, community, cultural, recreational activities, Landscaping and finishes, improving access, amenity and the visual character of the general community area

<ul style="list-style-type: none"> ▪ meetings, (including for social, recreational, educational or cultural purposes) ▪ functions – community or cultural ▪ concerts, including all musical genres ▪ performances ▪ exhibitions – cultural - art ▪ workshops ▪ leisure or training classes ▪ designated group use entertainment facilities 	<ul style="list-style-type: none"> ▪ Development (particularly within buildings) for the purposes of addressing the needs of a particular group – cultural community centre.
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Future development and use of the community land will need to:

1. Meet legislative requirements.

The Land use zoning tables in the *Central Darling Local Environmental Plan 2012* specifies the range of uses and activities that may be permitted on the land. A number of uses are also set out in the Regulations to the Local Government Act 1993.

Buildings and amenities may be provided where consistent with the need to facilitate the purpose of the land, provided that a Native Title assessment has been carried out by Council's Native Title Manager and the provisions of the *Local Government Act 1993* have been complied with.

2. Be consistent with the guidelines and core objectives of the community land category.

Under the *Local Government Act 1993* uses and development of community land must be consistent with the guidelines for categorisation and the core objectives of each category, and any other additional objectives the Council proposes to place on the community land categories (refer to Section 4).

3. Be consistent with relevant Council policies.

Relevant Council policies as at the date of adoption of this plan are set out in Section 3 (Legislative Framework). The goals and strategies outlined in these documents have been used to guide the outcomes of this Plan of Management.

The council's policies will continue to develop after the preparation of this Plan of Management. Management of the Council's assets, and their development, will take into account the policy framework at the relevant time.

Substantial upgrades and proposed new development will take into account a range of factors, including:

- This Plan of Management and the core objectives for the land;
- The planning controls for the land;
- The Councils adopted policies;
- The characteristics of the land affected, including existing and future use patterns.

Minor changes to Community land are regularly made on a routine basis, such as maintenance and upgrade of amenities and other council facilities, and damaged equipment is replaced.

5.2 Scale and intensity of land use

The scale and intensity of development and activities on Community land is to be generally compatible with the scale and anticipated use of the land. The scale and intensity of use will be consistent with the capacity of the land, and any development application relating to the land. Future development on the land will also take into consideration ongoing costs for maintenance and any impacts on the community and the natural environment.

The proposed use of the land at Lot 1 Section 13 DP759091 44 Reid Street Wilcannia, under this Plan of Management is for the a Community Cultural Centre – Baaka Cultural Centre and will be operated by the Baaka

Cultural Centre Wilcannia Aboriginal Corporation. The historical use of the land was for commercial retail. The proposed development will cover at least 60% of the lot. This use is not a more intensive use than the historical use of the land (commercial retail shops).

5.3 Consent for Development and Leasing or Licencing of Community land Subject of this POM

Community land is generally reserved for a public purpose, and uses on the land must be compatible with or ancillary to that public purpose. Council consent is required for the making of a development application or the entering into a lease or licence agreement over community land.

5.4 Uses and agreements

The Central Darling Shire Council may enter into or create a range of leases, licences, other estates, management agreements, or booking arrangements, for the use the land or buildings on community land.

Each proposal will be reviewed to ensure it is compatible with the relevant land. The types of uses and agreements, which the Council considers appropriate.

Attached is the proposed lease for the land to be used for the Baaka Cultural Centre. The lease is between Central Darling Shire Council and the Baaka Cultural Centre Wilcannia Aboriginal Corporation.

5.5 Bookings and Events

Council is responsible for bookings of the community land in the local government area. However, is the lease ensures that the Baaka Cultural Centre Wilcannia Aboriginal Corporation.is responsible for the use and maintenance of the cultural centre, then the Baaka organisation would be responsible for bookings and events held at the building.

5.6 Permitted and prohibited activities on community land

The community land within this Plan of Management is under the category of land – General Community uses – and used for a Community Health Facility.

Authorised Activities

A range of works or activities may be undertaken either as exempt development or development without consent either under the provisions of SEPP (Infrastructure) 2007 or where a Plan of Management has been adopted. The following table lists a range of activities or works which may be undertaken within the various Central Darling Shire Council community land used for general community uses as allowed by this Plan of Management. The need for any approvals or environmental assessment should be determined prior to any works commencing.

Community uses – Community land	Works / Activity	Permitted works
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All Central Darling Shire council community land used general community use.	Roads	Requires approval from Central Darling Shire Council and land owner – Central Darling Shire Council.
All Central Darling Shire council community land used general community use.	Parking Facilities	Requires approval from Central Darling Shire Council and land owner – Central Darling Shire Council.
All Central Darling Shire council community land used general community use.	Utility Services	Requires approval from Central Darling Shire Council and land owner – Central Darling Shire Council.
All Central Darling Shire council community land used general community use.	Stormwater Facilities	Requires approval from Central Darling Shire Council and land owner – Central Darling Shire Council.
All Central Darling Shire council community land used general community use.	Garbage facilities / receptacles	Requires approval from Central Darling Shire Council
All Central Darling Shire council community land used general community use.	Pathways	Requires approval from Central Darling Shire Council
All Central Darling Shire council community land used general community use.	Fencing	Requires approval from Central Darling Shire Council
All Central Darling Shire council community land used general community use.	Landscaping including hard and soft landscaping. BBQ's, seating, shade shelters, tree planting	Requires approval from Central Darling Shire Council
All Central Darling Shire council community land used general community use.	Signage	Requires approval from Central Darling Shire Council
All Central Darling Shire council community land used general community use.	Routine Maintenance	Requires approval from Central Darling Shire Council
All Central Darling Shire council community land used general community use.	Environmental management works	Requires approval from Central Darling Shire Council
All Central Darling Shire council community land used general community use.	Emergency Maintenance	Requires approval from Central Darling Shire Council

5.7 SPECIFIC USE AREAS

The community land used for general community uses outlined within this Plan of Management is for the specific use as a community cultural centre. This use as a community facility – community cultural centre is permissible within the B2 Local Centre zone.

Zone B2 Local Centre

1 Objectives of zone

- To provide a range of retail, business, entertainment and community uses that serve the needs of people who live in, work in and visit the local area.
- To encourage employment opportunities in accessible locations.
- To maximise public transport patronage and encourage walking and cycling.
- To encourage infrastructure that supports the viability of business centre precincts.

- *To enable business development to occur while retaining the existing character of the local centre.*

2 Permitted without consent

Environmental protection works; Home-based child care; Roads; Water reticulation systems

3 Permitted with consent

Boarding houses; Centre-based child care facilities; Commercial premises; Community facilities; Educational establishments; Entertainment facilities; Function centres; Information and education facilities; Light industries; Medical centres; Oyster aquaculture; Passenger transport facilities; Recreation facilities (indoor); Registered clubs; Respite day care centres; Restricted premises; Service stations; Shop top housing; Tank-based aquaculture; Tourist and visitor accommodation; Any other development not specified in item 2 or 4

4 Prohibited

Agriculture; Air transport facilities; Airstrips; Animal boarding or training establishments; Biosolids treatment facilities; Boat building and repair facilities; Camping grounds; Cemeteries; Correctional centres; Crematoria; Eco-tourist facilities; Electricity generating works; Exhibition homes; Exhibition villages; Extractive industries; Farm buildings; Forestry; Freight transport facilities; Heavy industrial storage establishments; Highway service centres; Industries; Marinas; Mooring pens; Moorings; Open cut mining; Pond-based aquaculture; Recreation facilities (major); Resource recovery facilities; Rural industries; Rural workers' dwellings; Sewage treatment plants; Vehicle body repair workshops; Waste disposal facilities; Water treatment facilities; Wharf or boating facilities

Note: This land use provision has been updated in line with the amendment to the *Central Darling Local Environmental Plan 2012*- June 2021.

5.8 SIGNAGE

The community land used for general community use within the Central Darling Shire Council area will permit with development approval (due to the building being a local heritage item, within a heritage conservation area) signage for the entry and directions to the general community building - community cultural centre.

5.9 PARKING

Parking for the new Community cultural Centre will be in compliance with the NSW RMS guidelines for car parking - Guide to Traffic Generating Developments. Version 2.2 October 2002.

5.10 PRINCIPLES FOR THE DEVELOPMENT ON ADJOINING LAND

The land surrounding the subject land is within the Wilcannia Local Centre zone. The existing building uses adjacent to the subject land and opposite the adjacent land are for commercial retail uses. The planning principles for development of the adjoining land are controlled by the planning controls set out in the *Central Darling Local Environmental Plan 2012*.

5.11 EXTENT AND FREQUENCY OF THE MAINTENANCE OF THE LAND

The Baaka Cultural Centre would be maintained by the Baaka Cultural Centre Wilcannia Aboriginal Corporation.

5.12 ROLE AND LEVEL OF ENGAGEMENT WITH VOLUNTEERS AND COMMUNITY GROUPS WITH INTEREST IN THE LAND

The proposed community cultural centre is for the use of the entire community living within the Central Darling Shire Council, and to attract and inform tourists of the cultural significance of the Baaka peoples land and culture. Communication and engagement with the local community people generally will be regularly pursued as the use of this centre is as a community cultural centre.

6. Leases, Licences and Other Estates

6.1 What are Leases, licences and other estates?

A lease is a contract between a land owner, and another entity, granting that entity a right to occupy an area for a specified period of time.

Central Darling Shire Council leases community land for the following:

- Justifiable reason for granting a lease, and the lease is consistent with the reserve purpose and the intended use of the land e.g. using a building or facilities within the park area.
- The lease/ occupant has made (or intends to make) a significant financial contribution to the asset as part of a lease agreement.
- There is a very strong link between the nature of the asset and the proposed tenant.

In addition, the *Local Government Act 1993* and *Local Government (General) Regulation 2005* specify some additional uses (e.g. public infrastructure) which are permitted, and which may be authorised by a lease or licence arrangement.

A licence allows occupation and a clear and transparent way of identifying the permitted activity. The main difference between a lease and licence is that a licence does not permit the sole, or exclusive, use of the area. Licences may be granted to formally recognise and endorse shared uses.

Short-term licences and bookings may be used to allow Council to program different uses of the land at different times.

The terms of the authorisation for a lease, licence or other estate should include Native Title assessment and validation under the *Native Title Act 1993* and should ensure the proper management and maintenance of the land and that the interests of Council and the public are protected.

The proposed lease is between the Central Darling Shire Council and the Baaka Cultural Centre Wilcannia Aboriginal Corporation for the use of the land for the Baaka cultural Centre. The initial lease will be for a period of 12 months.

6.2 Authorisation of Leases, Licences or Other Estates over Community Land

The *Local Government Act 1993* requires that any lease or licence of Community Land must be authorised by a Plan of Management. The lease or licence must be for purposes consistent with the categorisation and zoning of the land.

The maximum period for leases or licences on Community land permitted under the Act is 21 years.

If a lease or licence is anticipated, then public notice should be given in accordance with the requirements of the Act. Where a lease arrangement has been entered into with Council for community land, subleasing the land must be in accordance with the requirements of Section 47C of the *Local Government Act 1993* and Clause 119 of the *Local Government (General) Regulation 2005*.

Supporting occupations in the form of leases and licence agreements are indicated in the detailed information sheets in Appendix B.

This Plan of Management authorises existing leases and licence agreements until the end of their current term. The leased or licensed areas may be renewed or changed in future.

The leased or licensed areas may be reconfigured in the future to reflect changes in community needs. This Plan of Management authorises the Central Darling Shire Council to grant leases, licences or any other estates for community.

The proposed lease is between the Central Darling Shire Council and the Baaka Cultural Centre Wilcannia Aboriginal Corporation for the use of the land for the Baaka cultural Centre. The lease will be for a period of 12 months.

Table 6.1 **Leases, Licences and other Estates**

Type of Arrangement Authorised	Land and Facilities covered	Purposes for which long term leasing/licensing will be granted
Lease	Community land and buildings	<p>Any lease or licence proposal will be individually assessed and considered, including the community benefit, compatibility with this Plan of Management and the capacity of the area to support the activity.</p> <ul style="list-style-type: none"> • Sympathetic, compatible uses may include: • Youth services such as child care or vacation care • aboriginal or local community health or medical practitioners associated with the relevant facility (e.g. nutrition, physiotherapy) • educational purposes, including libraries, education classes, workshops – use of facilities by local schools or youth organisations • <u>cultural purposes, including concerts, dramatic productions, and galleries</u> • recreational purposes, including fitness classes; dance classes, and games • sporting uses developed/operated by a private operator or rugby club. • kiosk, café and refreshment purposes during sporting events or horse gymkhana's or horse trials and other sporting activities. • commercial retail uses associated with the facility (e.g. sale or hire of sports goods)
Licence		<p>Sympathetic, compatible uses including:</p> <ul style="list-style-type: none"> • social purposes (including child care, vacation care)

		<ul style="list-style-type: none"> educational purposes, including libraries, education classes, workshops recreational purposes, including rugby league games and training, fitness classes etc
Other Estates	Community land and buildings	<p>This Plan of Management allows Council to grant ‘an estate’ over community land for the provision of public utilities and works associated with or ancillary to public utilities in accordance with the <i>Local Government Act 1993</i>.</p> <p>Estates may also be granted across community land for the provision of pipes, conduits, or other connections under the surface of the ground for the connection of premises adjoining the community land to a facility of the Council or other public utility provider that is situated on community land.</p>

The grant of a lease or licence is an important step in using community land, but there may be other requirements relevant to any proposed use. For example, development consent under the Environmental Planning and Assessment Act 1979.

The issue of any proposed lease, licence or other estate and any subsequent provisions of the lease, licence or other estate must be validated by the relevant provisions of the *Native Title Act 1993*.

6.3 Short Term Uses

Table 6.2 - Short Term Uses

Community land category	Purposes for which short term casual licences may be granted
General Community Use	<ul style="list-style-type: none"> Public speeches, meetings, seminars and presentations, including educational programs Functions (including commemorative functions, book launches, film releases, balls, and similar activities) Displays, exhibitions, fairs, and shows Events (including corporate functions, and community gatherings) Broadcasts associated with any event, concert, or public speech

Short term use agreement is not required as the Baaka Cultural Centre Wilcannia Aboriginal Corporation is signing a 12 month lease for the use of the land for the Baaka Cultural Centre.

7. Strategy and Action Plan

7.1 PLAN OF MANAGEMENT – OBJECTIVES AND PERFORMANCE TARGETS AND ASSESSMENT OF PERFORMANCE.

Section 36 of the Act requires that a Plan of Management for community land details:

- the means by which the council proposes to achieve the plan's objectives and performance targets;
- the manner in which the council proposes to assess its performance with respect to the plan's objectives and performance targets.

Table 7.1 Performance Targets

Objectives and performance targets of the plan with respect to the land s.36 (b)	Means by which Council proposes to achieve the plan's objectives and performance targets s.36 (c)	Manner in which Council proposes to assess its performance with respect to the plan's objectives and performance targets s.36 (d)
<i>Urban Context</i>		
To maintain the land Managed for general community use as vibrant and integral components in the visual and social fabric of the community.	<p>For general community use land, provide facilities and routes through these properties that maintain their role as attractive destinations and thoroughfares.</p> <p>Maintain and enhance general community use land as secure places in the locality through provision of upgraded lighting schemes.</p>	<p>Increased appreciation of the general community use property as measured by positive comments received by Council.</p> <p>Community consultation, including surveys of community facility users, to determine level of use and any community concerns. Surveys to be undertaken as required.</p> <p>Maintain records of public comments in relation to Sportsgrounds use by the community.</p> <p>Regularly review records to guide future directions.</p>
<i>Uses and Recreation</i>		
<p>To enhance opportunities for a balanced organised and unstructured recreational use of general community use land.</p> <p>To optimise public access to all areas of general community use land.</p>	<p>Provide improved facilities for event usage so that these functions may be accommodated without adversely affecting the values and character of individual land.</p> <p>Provide amenities to increase use and enjoyment of general community use land including toilets, change rooms and kiosk/café facilities.</p> <p>Undertake audit of facilities to identify compliance with the Council's Inclusion (Disability) Access Plan.</p>	<p>Increased local use of general community use land land measured by survey and observation.</p>

<i>Community facilities</i>		
Provide sustainable general community use land areas for a range of community, social, and other compatible activities.	<p>Provide general community use land which are multipurpose and flexible to a range of appropriate uses.</p> <p>Ensure general community use land is universally accessible.</p> <p>Ensure general community use land is equitably and appropriately located across the Local government area.</p> <p>Ensure that general community use land is safe and of high quality.</p> <p>Facilities provided and managed in consultation and partnership with user groups and the community.</p> <p>Ensure general community use land meet sustainable building requirements.</p>	<p>Increased usage and visitation of general community use land as measured by bookings.</p> <p>Undertake general community use land user satisfaction surveys.</p> <p>Facility inspections and audits.</p>
<i>Landscape Character</i>		
To improve landscape character and visual quality of general community use land.	<p>Establish replacement planting strategies for general community use land to ensure improvement to the current character and improved biodiversity outcomes.</p> <p>Develop a co-ordinated signage strategy for the property and its boundaries.</p>	<p>Increased appreciation of the property as measured by positive comments received by Council.</p> <p>Community consultation, including surveys of general community use land users, to determine level of use and any community concerns. Surveys to be undertaken as required.</p> <p>Maintain records of public comments in relation to properties.</p> <p>Regularly review records to guide future directions.</p>
<i>Built Form</i>		
Buildings and structures to contribute to the general community use land amenity, facilitate a range of uses and have regard to environmental sustainable design, resource use and maintenance.	Building and structure design specifications to consider the general community use land character, expected use and environmental sustainability features.	<p>Buildings provide positive contribution to the general community use land amenity and use.</p> <p>Positive comments by the general community use land user groups.</p>
<i>Cultural and Historical Significance</i>		
Appreciation and interpretation of the heritage significance of the site in	Undertake, when required, heritage and cultural assessment studies to	Retention and interpretation of heritage and cultural values provides

<p>terms of both natural and cultural components.</p> <p>Dedicate a name for each general community use land property.</p>	<p>identify cultural and heritage values for retention and interpretation.</p> <p>Incorporate historical information on property signage to instil understanding and appreciation of the site and the history it represents.</p> <p>Installation of public art and interpretation.</p>	<p>increased appreciation of the property and its history as measured by property user surveys.</p>
<i>Total Asset Management – Land and Building Management, Maintenance and CAPEX</i>		
<p>To provide professional, efficient management of general community use land.</p>	<p>Regular visitation and condition assessments.</p>	<p>Measured against contract KPIs.</p> <p>Internal business unit users, public and tenant surveys.</p> <p>Audits.</p>
<p>Provide professional management of all buildings and structures within the general community use land.</p>	<p>Regular visitation and condition assessments.</p>	<p>Measured against council's contract KPIs.</p> <p>Internal business unit users, public and tenant surveys.</p>
<p>To provide clean, well- maintained general community use properties.</p> <p>Reduce the occurrence of vandalism and graffiti, and repair promptly.</p> <p>Reduce the amount of littering and encourage recycling.</p>	<p>Maintenance programs carried out in accordance with maintenance specifications.</p> <p>Repair vandalism or graffiti within 24 hours where possible.</p> <p>Provide waste and recycling bins to cater for public use.</p> <p>Regular waste and recycling collection to minimise litter overflow.</p> <p>Remove litter overflow regularly.</p>	<p>Positive comments received by Council.</p> <p>Maintain records of public comments in relation the general community use land. Regularly review of register to guide future directions.</p>
<p>Asset Management Plans for each Council Managed general community use land.</p>	<p>Life cycle approach to management.</p> <p>Sustainable funding models. Service delivery.</p>	<p>Business systems measuring integrated asset management actions.</p>
<i>Access and Circulation</i>		
<p>To provide safe and improved access to all general community use land for pedestrians and cyclists.</p>	<p>General community use land property upgrades, refurbishments and/or improvement works to consider and include improvements to public access</p>	<p>Increased local use of general community use land measured by survey and observation.</p>

To ensure access to and within parks for people with disabilities.	and ensure appropriate connections with surrounding developments. Proposed ramps, stairs and pathways to comply with relevant Council and BCA requirements consistent with Australian Standard AS 1428 and Council's Access DCP.	
<i>Traffic and Parking</i>		
To ensure traffic and parking requirements provide a safe environment for general community use land users and do not impact on the amenity of the properties.	Ensure that the use of vehicles, when permitted in general community use land are regulated and do not affect the normal functioning of these properties. Installation of signage preventing vehicles from entering unauthorised areas. Where vehicles are permitted, provide clearly demarked vehicle movement areas and encourage safe driver behaviour. Provide access for emergency or service.	Reduced pedestrian, cyclist and vehicle conflicts. Improved public safety
<i>Natural Environment</i>		
To maintain and enhance the health of general community use land and natural areas ecology, including flora, fauna, wetland and watercourses. Maintain, protect and improve health of identified significant trees and surrounding street trees, and improve soil health. To ensure access is appropriately controlled to any environmentally sensitive areas	Develop and implement a native vegetation planting programme to provide additional habitat for local fauna. Environmentally sensitive areas identified and appropriate access control measures implemented.	Improved health of existing trees and successful establishment of new trees as measured by survey on a regular basis. Measurement and monitoring of created native vegetation and habitat. Water quality monitoring of wetland and watercourses. Compile and review list of environmentally sensitive areas and control measures regularly inspected.
<i>Environmentally Sustainable Principles</i>		
Management of general community use land and buildings to ensure best environmental management practises and principles having regard to environmental sustainable design, resource use and maintenance.	<ul style="list-style-type: none"> • Energy efficiency • Water savings • Waste reduction • Natural heating and cooling • Sense of place and local identity 	<ul style="list-style-type: none"> • Measurement and verification savings plan. • Real time measurement. • Quarterly and Annual performance.
<i>Safety and Risk Management</i>		

Provide safe general community use land.	<p>Improvements to general community use land are to be designed and maintained in accordance with CPTED principles (Crime Prevention through Environmental Design) principles including:</p> <p>Passive surveillance</p> <p>Good sight lines</p> <p>Territorial reinforcement and space management</p> <p>Lighting.</p> <p>Seek specialist assistance to review lighting and security for both day and night time use.</p> <p>Coordination with local police to identify and act on safety issues.</p>	<p>Works to be in accordance with relevant Australian Standards.</p> <p>Safe general community use land with no reported incidents.</p>
<i>Ownership and Tenure</i>		
To ensure that ownership, tenure and permitted use arrangements allow the widest possible community access to general community use land, and are orientated to mutually compatible recreational, sporting, community and other activities.	All future leases and licences to meet the requirements of the Local Government Act 1993, and Native Title Act 1993.	Type and extent of licencing and leasing as measured by record keeping, survey and observation.

7.2 OBJECTIVES AND PERFORMANCE TARGETS OF THE PLAN.

The Objectives and performance targets of the Plan of Management with respect to the community land used for general community uses are as stated in the following tables:

1. Regulatory compliance

To ensure the community use land used for general community use land comply with all applicable statutory requirements

Community Use	Strategy	Action
All community land used for general community use	<p>Health, Safety and Risk Management Objective:</p> <p>Continue to provide health, safety and risk management for the public and for staff involved in maintenance and management activities.</p>	<p>To provide and maintain facilities, in a manner, which minimises risk to community land used for general community use land users and staff and promotes a healthy lifestyle.</p> <p>Undertake ongoing comprehensive risk assessment of the community land</p>

		used for general community use land on the basis of a structured WH&S Management Plan; Minimise public risk through the ongoing implementation of a risk management strategy; and Ensure all staff and management are appropriately trained.
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2. Business Management

To maintain a management and operational structure which ensures commercial viability, promotes timely and responsible decision-making and is responsive to the local economic framework and environmental, legal, social and technological imperatives.

Community Use	Strategy	Action
All community land used for general community use (not including vacant land).	Continue to maintain a process for an annual business planning and performance review.	Prepare an annual budget for the operation and improvement of the All community use land where required (not for vacant land); Establish financial performance targets and undertake regular review of the operation of the community land
All community land used for general community use -not including vacant land.	Preserve the financial contribution the community land used makes to the management of the local reserve system, the Crown estate and to the local community.	Establish and maintain market based fees and charges. Review and set fees and charges for all community use land in line with a marketing plan on at least an annual basis (Part of Council Annual Report and Financial Statements).
All community land used for general community use -not including vacant land.	Market and promote the community land in a way that complements the Central Darling Shire Councils aim to promote more tourism for the area.	Prepare and implement marketing and promotional strategy.
All community land used for general community use -not including vacant land.	Provide competent day to day management.	Seek and engage competent and qualified contractors; Create, implement and maintain policies and procedures to ensure best practice for all aspects of the operation of the business and maintenance of the community use land
All community land used for general community use -not including vacant land.	Provide high levels of customer service and asset and business management.	Maintain a human resource management strategy which ensures appropriate qualifications and skills are available; and Identify, prepare and implement training programs.

3. Environmental Management

To ensure vegetation and the natural environmental features of the Central Darling Shire Council community land used for general community uses are managed in accordance with sound ecological principles and for the enjoyment of the local community and visitors.

Community Use Lot	Strategy	Action
All land used for general community uses land	Maintain environmental integrity.	Formulate and implement an Environmental Management Strategy to identify, minimise and manage the environmental impacts of the Land Manager's activities on the environment by systematically integrating environmental management into daily operations, long- term planning and other quality management systems; Undertake an independent Review of Environmental Factors before proceeding with implementation of proposed improvements and development.
All land used for general community uses land	Promote and maintain the health of existing and proposed native vegetation at the lots used for general community uses land.	Preserve and protect existing native vegetation in the land use for sportsgrounds when undertaking improvements; Remove weeds and re-vegetate areas appropriate to land- use, design and management of facilities.
All land used for general community uses land	Improve and maintain environmental and visual amenity.	Provide additional landscaping and Implement a replacement planting program for any trees required to be removed.
All land used for general community uses land	Minimise disturbance to native vegetation.	Use appropriate siting for facilities and walkways; Carefully manage pedestrian and vehicle access and parking.
All land used for general community uses land	Implement effective catchment management to minimise impacts on water quality.	Implement erosion control measures, litter and silt traps and drainage line filters where required to control stormwater; Use chemicals in accordance with approved Land Manager and AS guidelines.
All land used for general community uses land	Manage coastal processes and climate change while allowing for natural occurrences.	Have due regard for the siting of infrastructure potentially impacted by climate change.

4. Sustainability

To ensure that principles of ecological and environmental sustainability are incorporated into the design and management of the facilities and infrastructure within the Community land used for general community use land with the ultimate goal that resources are used efficiently throughout their lifecycle and to meet the needs of the community.

Community Use Lot	Strategy	Action
Land used for general community uses land	Sustainable Development	Implement best practice approaches to achieving sustainable resource management.
Land used for general community uses land	source Sustainability	Promote sustainability in the design, construction and management of assets including use of low embodied energy materials, replaceable resources, plantation timbers, etc.
Land used for general community uses land	Reduce carbon footprint.	Progressively reduce dependence on high CO2 energy sources by acquiring electricity from renewable energy sources.
Land used for general community uses land	Minimise use of water and energy.	Manage resources with an emphasis on energy minimisation, water use minimisation, water harvesting and re-use, and responsible waste management

5. Facilities for Management

To optimise the recreational and tourism potential of the Central Darling Shire Council community land used for land used for general community uses that are consistent with the principles of ecological sustainability while improving lots used for community land used for general community use presentation and providing a range of recreation and communal facilities for the community and visitors.

Community Use	Strategy	Action
Land used for general community uses land	Provide facilities that reflect the quality of the location, land management priorities and current industry and market benchmarks.	Improve the community use land and develop facilities to improve the community and visitor experiences.
Land used for general community uses land	Implement a staged development process that is achievable in terms of planning and financial constraints.	Undertake improvements to the lots used for sportsgrounds based on the Central Darling Shire Councils capacity to support the funding of the works.
Land used for general community uses land	Signage and lighting.	Ensure signage and lighting throughout the land used for sportsgrounds meets the safety needs of visitors and staff.

6. Accessibility

To design and develop facilities and accommodation that enable people with disabilities and others with restricted mobility to access and enjoy the full range of recreation opportunities provided in the Central Darling Shire Council community land used for general community use.

Community Use	Strategy	Action
All lots used for Community use land	Provide facilities that support equity of access.	Design and construct communal amenities, barbecue shelters and other communal facilities to address the relevant requirements of AS 1428 – Design for Access and Mobility; Where possible and practical construct pathways at grades and widths complying with the relevant requirements of AS 1428 – Design for Access and Mobility; Progressively improve accessibility to existing facilities.

7. Integrated Land Management

To promote and facilitate integrated management of the range of planning and regulatory issues associated with the use of the Central Darling Shire Council community use land.

Community Use	Strategy	Action
All lots used for Community use land on the river.	Implement the Plan of Management and relevant statutory requirements in an ongoing, cooperative and timely manner within the available resources.	Liaise with other local, regional and state authorities particularly where co-ordination of activities on adjoining lands is involved. Obtain all necessary approvals and consents as required by relevant legislation before undertaking works.
All lots used for Community use land	Maintain a continuing dialogue with the local community in relation to the management of the parts of the Reserve that are used by the public.	Liaise and co-operate with adjoining land management authorities including residents.
All lots used for Community use land	Protect and enhance Aboriginal cultural values in the lot	Comply with the requirements of the “Due Diligence Code of Practice for the Protection of Aboriginal Objects in NSW” before proceeding with improvement works; Identify and protect significant sites and consult with relevant groups and authorities prior to commencement of works on site;

		Ensure access to significant sites for Aboriginal use; Provide interpretation of significant sites where appropriate; and Maintain on-going consultation with local elders and NSW Heritage.
All lots used for Community use land	Protect and enhance European cultural and historic values in the Reserve	Identify and protect significant sites; and Provide appropriate interpretation of significant sites where desirable.

7.3 MEANS BY WHICH COUNCIL PROPOSES TO ACHIEVE THE PLANS OBJECTIVES AND PERFORMANCE TARGETS.

The Central Darling Shire Council will achieve the objectives and performance targets by undertaking an annual review of the objectives within the Plan of Management and undertaking reviews of the status and condition of the Central Darling Shire Council community land.

The annual management and maintenance of the Central Darling Shire Council community land used for General Community use land is covered in the Central Darling Shire Council annual budget and Operational Plan covering Maintenance for council infrastructure.

8. Changes and Review of Plan of Management

This Plan of Management for Council Managed community land will require regular review in order to align with community values and changing community needs, and to reflect changes in Council priorities.

The main aim and goal for the management of the community Land used for general community uses is to maintain the community land used for general community uses in their current condition and reinforce the heritage nature of the Wilcannia land used for general community uses, that will form part of the heritage tourism trail within the Central Darling Shire area.

The performance of this Plan of Management will be reviewed on a regular basis to ensure the general community uses and buildings are well maintained and provide a safe environment for public enjoyment. Strategic reviews of this Plan of Management will occur at 5 and 10 year intervals.

This Plan provides a medium-term strategy for the management and improvement of community land used for general community uses within the Central Darling Shire Council area. Priorities for maintenance and infrastructure works and funding are to be addressed on an annual basis to meet development priorities and community needs.

Progress in relation to the implementation of the Plan of Management will be monitored by the Land Manager – Central Darling Shire Council.

The Plan of Management is consistent with the public purpose for the community land and the principles of community land management, as well as other guidelines, policies, and legal requirements which may apply to the land such as the provisions of environmental planning instruments.

The aim of this Plan of Management – community land used for general community uses is to outline that Central Darling Shire Council is the manager of the community land used for general community uses, the funding for maintenance and improvements is from the annual budget of the Central Darling Shire Council.

9 APPENDICES

9.1 Appendix A – Community land managed by Council.

9.2 Appendix B – Property Information sheets

9.3 Appendix C – Land Identification Maps – single and multiple category land.



Appendices

Appendix A – Community Land owned and managed by Council

Map Id.	Lot name	Management Type	Manager	Purpose Additional purposes	Legal Description Suburb	Proposed new Categorisation	Proposed use of land
1	-	Council Land Manager	Central Darling Shire Council		Lot 1 Section 13 DP759091 44 Reid Street Wilcannia Wilcannia. Parish Wilcannia County Young	General Community use	Community Cultural Centre

Appendix B - Property information sheets

Individual Property Detailed Information Sheets

Lot Information required	Land lot details and assessment
Name of Community land lot	Lot 1 Section 13 DP759091 44 Reid Street Wilcannia Wilcannia. Parish Wilcannia County Young
Legal Description (Lot, Section, DP):	Lot 1 Section 13 DP759091 44 Reid Street Wilcannia Wilcannia. Parish Wilcannia County Young
Map Ref:	1
Site Area:	1012m ²
Land Owner:	Central Darling Shire Council
LGA 1993 Classification:	Community Land
Central Darling Shire Council or Other Interests:	<ul style="list-style-type: none"> Limited title. Limitation pursuant to section 28T(4) of the <i>Real Property Act, 1900</i>. The boundaries of the land comprised herein have not been investigated by the Registrar General. The plan defining the land in this folio which was prepared for identification purposes. It is not a current plan in terms of section 7a of the <i>Conveyancing Act 1919</i>.
Property Type:	Business
Condition of the land and quality of buildings:	Partially demolished commercial retail premises with stone storage building at rear of site.
Heritage:	Local heritage significance item and within the proposed Wilcannia heritage conservation area.
Available facilities	<ul style="list-style-type: none"> Partially demolished commercial retail premises with stone storage building at rear of site..  <p>(Source Central Darling Shire Council September 2020)</p>  <p>(Source Central Darling Shire Council September 2020)</p>

New Categorisation	Community land – general community use – community cultural centre
Categorisation	Use – General Community use New use – Community cultural centre
Supporting Occupations	New lease
Native Title Land Claim	Native title extinguished on the land as it is free hold land.

Appendix C - Land Identification Maps: Single Category Land



Source: 6 maps view of lot at 44 Reid Street Wilcannia.



Source: Plan viewer excerpt of lot at 44 Reid Street Wilcannia.

ANNEXURE "A"

This and the following [insert] pages comprise Annexure "A" referred to in the Lease between the Central Darling Shire Council as Lessor and Baaka Cultural Centre Wilcannia Aboriginal Corporation ICN 8560 as Lessee.

The Lessor and the Lessee hereby covenant and agree with each other as follows:

1 INTERPRETATION DEFINITIONS AND ADMINISTRATION

1.1 The Lessor warrants:

- (a) that the Premises is owned by the Lessor;
- (b) that the Lessor has power and authority under the LG Act to grant a lease of the Premises.

2 DEFINITIONS

In this Lease unless the contrary intention appears:

Business Day means any day which is not a Saturday, Sunday or Public Holiday in New South Wales;

Commencing Date means the date specified in Column 2 of Item 1 of Schedule 1;

Environment has the same meaning given to that term in the *Protection of the Environment Operations Act 1997*;

Environmental Law means any Law relating to the protection of the Environment;

EPA Act mean the Environmental Planning and Assessment Act 1979.

Terminating Date means the date on which the Term expires, as specified in Column 2 of Item 3 of Schedule 1;

Hazardous Substance means a substance that because of its quantity, concentration, acute or chronic toxic effects, carcinogenicity, teratogenicity, mutagenicity, corrosiveness, flammability, or physical, chemical or infectious characteristics, may pose a hazard to property, human health or the environment when improperly treated, stored, disposed of or otherwise managed;

Improvements mean any structure or work of a permanent nature attached to the land;

Law includes the provisions of any statute, rule, regulation, proclamation, ordinance or by-law, present or future, whether state, federal or otherwise;

this Lease means this Lease Agreement including the Schedules, and all Annexures hereto;

LG Act means the Local Government Act 1993;

Local Council means the council established under the *Local Government Act 1993* for the Local Government Area in which the Premises are situated;

Minister means the Minister for the time being administering the *Local Government Act 1993*;

Option means the option to purchase the Land referred to at Clause 72;

Party means a party to this Lease;

Planning Law means any applicable consent or approval or the like required to carry out development (including the erection of a building) pursuant to the EPA Act.

Premises means the land and/or buildings described in Part 1 of Schedule 2;

Rent means the rent reserved under Clause 9 of this Lease;

Tenant Fixtures means any plant equipment fittings or improvements in the nature of fixtures brought onto the Premises by, on behalf of, or at the request of the Lessee;

Term means the period specified in Column 2 of Item 2 of Schedule 1;

Termination means a termination of this lease as a consequence of the expiration of the Term (or any extension thereof) or a termination under Clause 23;

Tripartite Deed means the Deed executed on 24 September 2020 between the Lessee, the Lessor and the Commonwealth and referred to at Clause 71.

3 CONSTRUCTION

3.1 Construction in accordance with this Clause

This Lease shall be construed in accordance with this clause unless the context requires otherwise.

3.1.1 Plurals

Words importing the singular include the plural and vice versa.

3.1.2 Genders

Words importing any gender include the other genders.

3.1.3 Persons

A reference to a person includes:

- (a) an individual, a firm, unincorporated association, corporation and a government or statutory body or authority; and
- (b) the legal personal representatives, successors and assigns of that person.

3.1.4 Headings

Headings (including any headings described as parts and sub-headings within clauses) wherever appearing shall be ignored in construing this Lease.

3.1.5 Clauses and Sub-clauses

- (a) A reference to a clause includes all sub-clauses, paragraphs, subparagraphs and other components which form part of the clause referred to.

- (b) A reference to a sub-clause includes any sub-paragraphs and other components of the sub-clause referred to.

3.1.6 **Time**

A reference to time is a reference to local time in Sydney.

3.1.7 **Money**

A reference to \$ or "dollars" is a reference to the lawful currency of Australia.

3.1.8 **Defined Terms**

If a word or phrase is defined cognate words and phrases have corresponding definitions. A defined term, unless inconsistent with the context of its use, is denoted by the appearance of that word using a capital letter at the beginning of that word.

3.1.9 **Writing**

A reference to writing includes any mode of representing or reproducing words in tangible and permanently visible form.

3.1.10 **Contra Preferentum**

No rules of construction shall apply to the disadvantage of any party responsible for preparation of this Lease or any part of it.

3.1.11 **Statutes**

A reference to a statute, legislation, ordinance, code or other law includes regulations and other statutory instruments under it and consolidations, amendments, re-enactments or replacements of any of them made by any legislative authority.

3.1.12 **Lease**

A reference to this Lease shall include any extension or variation of this Lease.

3.1.13 **Priority**

If an inconsistency occurs between the provisions of this Lease and the provisions of a lease granted in accordance with this Lease, the provisions of this Lease shall prevail.

3.2 **Warranties and Undertakings**

(a) The Lessee warrants that it:

- (i) has relied only on its own inquiries about this Lease; and
- (ii) has not relied on any representation or warranty by the Lessor or any person acting or seeming to act on the Lessor's behalf.

(b) The Lessee must comply on time with undertakings given by or on behalf of the Lessee.

3.3 **Further assurances**

Each Party must do everything necessary to give full effect to this Lease.

3.4 **Relationship of Lessor and Lessee**

Nothing contained or implied in this Lease will be deemed or construed to create the relationship of partnership or of principal and agent or of joint venture between the Lessor and the Lessee. Specifically, the Parties understand and agree that neither the method of computation of Rent, nor any other provision, nor any acts of the Lessee and the Lessor or either of them will be deemed to create any relationship between them other than the relationship of Lessor and Lessee upon the terms and conditions only as provided in this Lease.

3.5 Time to be of the essence

Where in any provision of this Lease a party is given or allowed a specified time within which to undertake or do any act or thing or any power is conferred or any event occurs after the lapsing of a specified time, time shall be the essence of the contract in that regard.

4 SEVERABILITY

Any provision of this Lease, which is prohibited or unenforceable in any jurisdiction, shall as to such jurisdiction be ineffective to the extent of such prohibition or inability to enforce without invalidating the remaining provisions of such provisions in any other jurisdiction.

5 ESSENTIAL TERMS OF LEASE

The Lessor and the Lessee agree that the clauses specified in Column 2 of Item 15 of Schedule 1 are essential conditions of this Lease.

6 SECTIONS OF LEGISLATION NOT TO APPLY

6.1 The covenants and powers implied in every lease by virtue of Sections 84, 84A, 132, 133, 133A and 133B of the *Conveyancing Act 1919* do not apply or are not implied in this Lease and are expressly negated except in so far as the same or some part or parts of it are included in the covenants hereinafter contained. The employment in this Lease of any words in any of the forms of words contained in the first column of Part II of the Fourth Schedule to the *Conveyancing Act 1919* shall not imply any covenant under Section 86 of that Act.

6.2 Part 4 of the *Civil Liability Act 2002* does not apply to this Lease.

7 TERM OF LEASE

The Lessor grants to the Lessee a lease of the Premises for the Term specified in Column 2 of Item 2 of Schedule 1. The Term shall commence on the Commencing Date specified in Column 2 of Item 1 of Schedule 1.

8 PERMITTED USE

8.1 The Lessee will not use the Premises or allow the Premises to be used for any purpose other than the Permitted Use specified in Column 2 of Item 4 of Schedule 1.

8.2 Unless expressly permitted under a provision of this Lease, the Lessee will not reside on the Premises or permit any other person to reside on the Premises.

9 DELETED

10 DELETED

11 DELETED

12 DELETED

13 DELETED

14 LESSEE TO PAY FOR SERVICES

The Lessee will as and when the same become due for payment pay to the Lessor or to any other person or body authorised to supply the same all proper charges for gas, electricity, water or other services supplied to the Lessee or consumed in or on the Premises, by the Lessee.

15 LESSEE TO PAY COST OF WORK

Whenever the Lessee is required under this Lease to do or effect any act, matter, work or thing then the doing of such act matter or thing will unless this Lease otherwise provides be at the sole risk, cost and expense of the Lessee.

16 COSTS PAYABLE

16.1 Costs Payable to Lessor

Except where a law limits costs being incurred by a Lessee being recovered from the Lessor, the Lessee will pay in full the Lessor's reasonable legal costs, the fees of all consultants and all duties fees, charges and expenses incurred reasonably, properly and in good faith by the Lessor in consequence of or in connection with or incidental to:

- (a) the preparation, completion, stamping (if any) and registration of this Lease;
- (b) any variation of this Lease made otherwise than at the request of the Lessor;
- (c) any application for the consent of the Lessor and the Minister if applicable under this Lease;
- (d) any and every failure to comply, breach or default by the Lessee under this Lease;
- (e) the exercise or attempted exercise of any right power privilege authority or remedy of the Lessor under or by virtue of this Lease;
- (f) the examination of plans, drawings and specifications of any improvement erected or constructed or to be erected or constructed on the Premises by the Lessee and the inspection of it, in this case the costs to be mutually agreed;
- (g) any entry, inspection, examination, consultation or the like which discloses a breach by the Lessee of any provision of this Lease;
- (h) the Lessee requiring the Lessor to do any act, matter or thing under this Lease, unless otherwise provided for in this Lease, the Lessee will reimburse the Lessor for all reasonable costs and expenses incurred in complying with that requirement.

16.2 Costs payable by Lessor

The Lessor will pay its own direct and external consultants costs in relation to any rental redetermination matter without reimbursement from the Lessee.

17 INTEREST ON OVERDUE MONEYS

The Lessee will pay interest to the Lessor on any moneys due and payable under the Lease or on any judgment in favour of the Lessor in an action arising from the Lease until all outstanding moneys including interest are paid in full. The rate of interest applicable is the rate set by the Lessor's Bank for the time being as its benchmark rates

for overdrafts of one hundred thousand dollars (\$100,000.00) or more. Interest will accrue and be calculated daily.

18 MANNER OF PAYMENT OF RENT AND OTHER MONEYS

The Rent and other moneys payable in accordance with this Lease must be paid to the address or bank account specified in Column 2 of Item 9 of Schedule 1 or to such other person or at such other address as the Lessor may from time to time direct by notice in writing served on the Lessee.

19 GOODS AND SERVICES TAX

- (a) For the purposes of this Lease, "GST", "taxable supply", "consideration" and "tax invoice" have the meanings given to those terms in the *A New Tax System (Goods and Services Tax) Act 1999* (Cth).
- (b) All payments to be made or other consideration to be provided under this Lease are GST exclusive unless otherwise expressly stated. If any payment or consideration to be made or provided by the Lessee to the Lessor is for a taxable supply under the Lease on which the Lessor must pay GST and the Lessor gives the Lessee a tax invoice, the Lessee must pay to the Lessor an amount equal to the GST payable (the "GST Amount") by the Lessor for that taxable supply upon receipt of that tax invoice.
- (c) The Parties agree that they are respectively liable to meet their own obligations under the GST Law. The GST Amount must not include any amount incurred in respect of penalty or interest or any other amounts payable by the Lessor as a result of default by the Lessor in complying with the GST Law.

19A LESSOR AS LAND OWNER AND CONSENT AUTHORITY

- (a) The Lessee acknowledges that the Lessor may also be the consent authority under the EPA Act for any development to be carried out on the Premises.
- (b) The Lessee expressly acknowledges that the Premises is currently classified as community land pursuant to the LG Act.
- (c) The Lessor will comply with all relevant provisions of the EPA Act and the LG Act in respect to any application for development consent made by or on behalf of the Lessee for development to be carried out on the Premises.
- (d) Any development application made by or on behalf of the Lessee is to strictly comply with any applicable Plan of Management made under the LG Act applying to the Premises.

20 SUBLEASING, ASSIGNMENT AND PARTING WITH POSSESSION

- 20.1 The Lessee may not sublet, assign this Lease or part with possession of the Premises or any part of them without the consent of the Lessor except in accordance with section 47C of the LG Act.
- 20.2 If the Lessee is a corporation, it will be treated as assigning this Lease, for the purposes of sub-clause 20.1, if the person or persons who beneficially own or control a majority of its voting shares at the commencement of this Lease cease to do so, except as a result of transmission on the death of a shareholder. This clause will not apply if the

Lessee is a corporation, the voting shares of which are listed on a Stock Exchange in Australia.

20.3 The Lessee is to pay the Lessor's reasonable legal and other costs relating to considering and giving consent, including any costs which the landlord incurs in making inquiries as to the respectability, solvency, responsibility, stature, experience and capability of any proposed subtenant or assignee or the person to whom possession is to be transferred.

20.4 The Lessee may not mortgage or charge this Lease or any estate or interest in the leased Premises.

21 TERMINATION OF LEASE

21.1 Subject to Clauses 22 and 23 this Lease terminates on the date specified in Column 2 of Item 3 of Schedule 1.

22 DELETED

23 TERMINATION OF LEASE ON DEFAULT

23.1 The Lessor may end the Lease in the manner set out below in the following circumstances:

- (a) if the Rent or any part of it or any other moneys owing to the Lessor under the Lease is or are in arrears for one month, whether formally demanded or not;
- (b) if the Lessee breaches an essential condition of this Lease or any rule or regulation made under this Lease;
- (c) if defects notified under a provision of this Lease are not remedied within the time specified in the notice;
- (d) if the Lessee is a corporation and an order is made or a resolution is passed for its winding up except for reconstruction or amalgamation;
- (e) if the Lessee is a company and ceases or threatens to cease to carry on business or goes into liquidation, whether voluntary or otherwise, or is wound up or if a liquidator or receiver (in both cases whether provisional or otherwise) is appointed;
- (f) if the Lessee is a company and is placed under official management under the corporations law or enters a composition or scheme of arrangement;
- (g) if the interest of the Lessee under this Lease is taken in execution;
- (h) if the Lessee or any person claiming through the Lessee conducts any business from the leased Premises after the Lessee has committed an act of bankruptcy.

23.2 In the circumstances set out in sub clause 23.1, the Lessor may end the Lease by:

- (a) notifying the Lessee that it is ending the Lease; or
- (b) re-entering the Premises, with force if necessary, and ejecting the Lessee and all other persons from the Premises and repossessing them; or

(c) doing both.

23.3 If the Lessor ends this Lease under this clause, the Lessee will not be released from liability for any prior breach of this Lease and other remedies available to the Lessor to recover arrears of Rent or for breach of this Lease will not be prejudiced.

23.4 If the Lessor ends this Lease under this clause or under clause 22, it may remove the Lessee's property and store it at the Lessee's expense without being liable to the Lessee for trespass, detinue, conversion or negligence. After storing it for at least one month, the Lessor may sell or dispose of the property by auction or private sale. It may apply any proceeds of the auction or sale towards any arrears of Rent or other moneys or towards any loss or damage or towards the payment of storage and other expenses.

23.5 If the Lessor ends this Lease under this clause, it may, besides any other rights and remedies that it might have, recover from the Lessee damages for the loss of the benefit of the rest of this Lease.

24 ACCEPTANCE OF RENT NOT WAIVER

Demand for, or acceptance of Rent or any other moneys due under this Lease by the Lessor after forfeiture does not operate as a waiver of forfeiture.

25 HOLDING OVER BY LESSEE

(a) On and from the Terminating Date of this Lease, the Lessee shall be entitled with the consent of the Lessor to remain in possession of the Premises on the following terms and conditions:

(i) the Lessee shall become a monthly tenant of the Lessor at a monthly rental equivalent to one twelfth of the annual Rent payable at the time of expiration of this Lease;

(ii) the Lessee shall comply with and be bound by the terms and conditions of this Lease insofar as the terms and conditions are applicable, provided that the Lessor may from time to time by notice in writing served on the Lessee direct that any particular condition not apply or be amended in the manner set out in the notice.

(b) The Lessor and the Lessee expressly agree that where any provision of this Lease confers any right, duty, power or obligation on a Party upon the expiration of this Lease and the Lessee is authorised to remain in possession of the Premises pursuant to a consent granted under this clause the emergence of the right, duty, power or obligation shall be postponed until such time as the Lessee ceases to be entitled to possession pursuant to this clause.

(c) The tenancy created by operation of this clause may be determined by the Lessor serving on the Lessee a notice to quit. The notice shall take effect at the expiration of the period of one month from the date of service of the notice or such further period as may be specified in the notice.

(d) The tenancy created by operation of this clause may be determined by the Lessee serving on the Lessor a notice stating that as from a date specified in the notice the tenancy is surrendered.

26 LESSEE TO YIELD UP

- 26.1 The Lessee will forthwith upon the expiry or determination of this Lease or any extension of it peaceably vacate the Premises at the Lessee's expense.
- 26.2 The Lessee must:
- (a) unless otherwise provided for in this Lease, remove the Tenant Fixtures and must remove any signs, names, advertisements, notices or hoardings erected, painted, displayed, affixed or exhibited upon, to or within the Premises by or on behalf of the Lessee (other than a notice displayed by the Lessor); and
 - (b) unless otherwise provided for in this Lease, rehabilitate the Premises, (to the extent to which it has been altered or affected by the Lessee's occupation and use of the Premises) as nearly as practicable to the original condition before the installation of the Tenant Fixtures to the reasonable satisfaction of the Lessor; and
 - (c) ensure that when it vacates the Premises, the Premises comply with any Environmental Law to the extent that it did so at the time of granting of this Lease; and
 - (d) leave the Premises in a clean and tidy condition.
- 26.3 Sub-clause 26.2 does not apply unless the Lessor permits the Lessee to carry out any works on the Premises reasonably required in order to comply with the clause.

27 NEW BUILDINGS AND ALTERATIONS AND ADDITIONS

- (a) The Lessee or any duly authorised public authority acting for an on behalf of the Lessee shall comply with the applicable requirements of Part 2 Division 2 of the LG Act for any new building and/or alterations and additions to any such building to be erected on the Premises.
- (b) The Lessee or any duly authorised public authority acting for an on behalf of the Lessee shall comply with the Planning Law for any new building and/or alterations and additions to any such building to be erected on the Premises.

28 MAINTENANCE OF PREMISES AND ENCLOSED AREAS

The Lessee will keep the Premises clean and tidy and in good order and condition.

29 LESSEE TO ERECT BARRICADES ETC.

Where the Premises or any part of the Premises become to the knowledge of the Lessee (or which ought reasonably to be in the knowledge of the Lessee) unsafe, hazardous or dangerous the Lessee will forthwith erect such warning signs, fences and barricades as may be necessary until the Premises are rendered safe.

30 LESSEE NOT TO REMOVE MATERIALS

- (a) The Lessee will not mine, remove, extract, dig up or excavate any sand, stone, gravel, clay, loam, shell or similar substance from, on or in the Premises or permit any other person to undertake such action without the prior consent in writing of the Lessor and the and subject to such conditions as the Lessor or the Minister may determine.

- (b) Sub clause 30(a) does not apply to any removal, digging up or excavation as may be necessary to construct or undertake any improvement authorised by or under this Lease provided that any such removal, digging up or excavation is undertaken in accordance with the requirements of that authorisation.
- (c) A failure by the Lessee to comply with any condition imposed pursuant to sub clause 30(a) constitutes a failure by the Lessee to comply with a provision or covenant of this Lease.

31 ADVERTISING

- (a) The Lessee must not permit to be displayed or placed on the Premises or any part of them any sign, advertisement or other notice without first obtaining the Lessor's written consent and, if required, obtaining development consent under the EPA Act, other than safety signs, in respect of which the Lessor's consent will not be required; and
- (b) The Lessor may at any time by notice in writing require the Lessee to discontinue to use any piece or mode of advertising to which the Lessor has granted consent under sub-clause 31(a) which in the opinion of the Lessor has ceased to be suitable or has become unsightly or objectionable and the Lessee on receipt of the notice must comply accordingly.

32 NOTIFICATION OF ACCIDENT

The Lessee will give to the Lessor prompt notice in writing of any serious accident to any person or accident to the Premises or serious defect at or to the Premises unless that defect or accident is capable of being and is promptly remedied by the Lessee.

33 RODENTS AND VERMIN

The Lessee will take all reasonable precautions to keep the Premises free of rodents, vermin, insects and pests and will in the event of failing to do so if required by the Lessor but at the cost of the Lessee employ from time to time a duly certified pest exterminator approved by the Lessor whose approval will not be unreasonably withheld. In performing its obligations pursuant to this clause the Lessee and any person acting on the Lessee's behalf will not use any substance or undertake any activity prohibited by any law.

34 LESSEE NOT TO BURN OFF

If applicable, the Lessee will not carry out any burning off on the Premises except with the prior consent of the Lessor in writing, which consent shall not be unreasonably withheld, and after compliance with the requirements of the *Rural Fires Act 1997*. Any consent granted in accordance with this condition shall be subject to such reasonable conditions as the Lessor may impose.

35 LESSEE NOT TO COMMIT NUISANCE ETC

The Lessee will not:

- (a) carry on or permit to be carried on at the Premises any noxious, nuisance or offensive trade or business; or
- (b) do or permit to be carried on at the Premises any act, matter or thing which results in nuisance damage or disturbance to the Lessor or owners or occupiers of adjoining or neighbouring lands or buildings; or

- (c) use the Premises for any illegal activity.

36 HAZARDOUS SUBSTANCES

The Lessee must not bring on to the Premises or keep any Hazardous Substance on the Premises without the prior consent of the Lessor, which consent shall not be unreasonably withheld.

37 RELICS

- (a) Unless authorised to do so by a permit under section 87 or a consent under section 90 of the *National Parks and Wildlife Act 1974* and subject to observance and compliance with any conditions imposed on the grant of such permit or consent the Lessee will not knowingly disturb, destroy, deface or damage any aboriginal relic or place or other item of archaeological significance within the Premises and will take reasonable precautions in drilling excavating or carrying out other operations or works on the Premises against any such disturbance, destruction, defacement or damage.
- (b) If the Lessee becomes aware of any aboriginal relic or place or other item of archaeological significance within the Premises the Lessee will within 24 hours notify the Lessor and the Chief Executive of the Office of Environment and Heritage of the existence of such relic, place or item.
- (c) The Lessee will not continue any operations or works on the Premises likely to interfere with or disturb any relic, place or item referred to in sub clause 37(b) without the approval of the Chief Executive of the Office of Environment and Heritage and the Lessee will observe and comply with all reasonable requirements of the said Director-General in relation to carrying out the operations or works.

38 ARTEFACTS

All fossils, artefacts, coins, articles of value, articles of antiquity, structure and other remains or things of geological historical or archaeological interest discovered on or under the surface of the Premises shall be deemed to be the absolute property of the Lessor and the Lessee will as authorised by the Lessor watch or examine any excavations and the Lessee will take all reasonable precautions to prevent such articles or things being removed or damaged and will as soon as practicable after discovery thereof notify the Lessor of such discovery and carry out the Lessor's orders as to the delivery up to or disposal of such articles or things at the Lessor's expense.

39 OWNERSHIP AND REMOVAL OF IMPROVEMENTS AND TENANT FIXTURES

During the Term and any extension of it, ownership of Tenant Fixtures vests in the Lessee. Notwithstanding anything contained in this Lease, so long as any Rent or other moneys are due by the Lessee to the Lessor or if the Lessee has committed any breach of this Lease which has not been made good or remedied and whether the Lessee is still in possession or not, the Lessee shall not be entitled to remove any of the Tenant Fixtures, fittings or equipment from the leased property.

40 GENERAL REQUIREMENT TO REPAIR

Without prejudice to any specific obligations contained in this Lease the Lessee will to the satisfaction of the Lessor at all times keep the Premises in good repair and properly maintained in all respects.

41 BREAKAGES

The Lessee will immediately at the Lessee's expense make good any breakage defect or damage to the Premises (including but not limited to broken glass) or to any adjoining premises or to any facility or appurtenance of the Lessor occasioned by want of care, misuse or abuse on the part of the Lessee, the Lessee's agents, servants, invitees or licensees.

42 LESSOR'S RIGHT TO ENTER INSPECT AND REPAIR

The Lessor, the Lessor's agents, the Minister and the Minister's delegates may at all reasonable times upon giving to the Lessee reasonable notice (except in the case of emergency when no notice shall be required) and accompanied by the Lessee or an employee or agent of the Lessee enter upon the Premises and view the state of repair of the Premises and may serve upon the Lessee a notice in writing of any defect (the repair of which is the Lessee's obligation under this Lease to undertake) requiring the Lessee within two months to repair the same.

43 INDEMNITIES AND INSURANCE

Definition

For the purposes of clauses 44, 45, 46, 47, 48, 49, 57 and 58 –

Lessor means the Lessor, its agents, servants, employees and contractors.

Claim/s means actions, suits, claims, demands, proceedings, losses, damages, compensation, costs, legal costs, charges and expenses.

44 INDEMNITIES

44.1 Indemnity for use of Premises

- (a) The Lessee indemnifies and keeps indemnified the Lessor from and against all Claims whatsoever to which the Lessor shall or may be or become liable for or in respect of the Lessee's occupation operation and use of the Premises or for or in respect of all Claims of whatsoever nature or kind and howsoever arising (and whether to any property or to any person resulting in the destruction or damage of any property or the death or injury of any person) at or upon the Premises or originating on the Premises, although occurring or sustained outside the Premises, except to the extent that any such Claims:
- (i) arise from or are contributed to by the negligence or wilful act or omission on the part of the Lessor; or
 - (ii) arise from the occupation, operation or use of the Premises by any other occupier, or the acts of any person who has access to the Premises with the consent of another occupier, and the Lessor is adequately indemnified by that other occupier in respect of the relevant Claim or demand, and the Lessor will use its reasonable endeavours to ensure that an indemnity in or to the effect of this form is contained in any agreement with any other occupier of the Premises.

44.2 Indemnity Continues After Expiration of Lease

The obligations of the Lessee under this clause continue after the expiration or other determination of this Lease in respect of any act, deed, matter or thing happening

before such expiration or determination for the period limited by the Statute of Limitations.

44.3 Exclusion of Consequential Loss

Despite any other provision of this Lease, both Parties exclude, (and agree that they will have no rights against the other for) liability for consequential or indirect loss arising out of this Lease including (without limitation) in respect of loss of profits or loss of business. This clause does not apply in respect of wilful acts by either Party.

45 RELEASE OF LESSOR FROM LIABILITY

- (a) The Lessee shall occupy, use and keep the Premises at the risk of the Lessee and hereby releases to the full extent permitted by law the Lessor from all Claims resulting from any accident, damage or injury occurring therein (but excluding such Claims to the extent that such Claims arise out of the negligent or wilful acts omissions or default of the Lessor) and the Lessor shall have no responsibility or liability for any loss of or damage to fixtures and/or personal property of the Lessee or any agent or servant of the Lessee or of any member of the public whilst in or upon the Premises (but excluding such Claims to the extent that such Claims arise out of the negligent acts or wilful omissions or default of the Lessor).
- (b) The obligations of the Lessee under this clause shall continue after the expiration or other determination of this Lease in respect of any act, deed, matter or thing happening before such expiration or determination for which the Lessee is responsible. Such obligation is to be governed by the Statute of Limitations.

46 NO LIABILITY FOR FAILURE OF SERVICES

The Lessor will not be under any liability for any loss, injury or damage sustained by the Lessee or any other person at any time as a result of or arising in any way out of the failure of the electricity, telephones, gas, water supply, sewerage, drainage or any other services or facilities provided by the Lessor or enjoyed by the Lessee in conjunction with the Premises or this Lease provided that such failure is not due to the negligent or wilful act or omission of the Lessor its servants or agents.

47 LESSEE NOT TO IMPOSE LIABILITY ON LESSOR

Subject to any other provision of this Lease, the Lessee will not without the written consent of the Lessor or Minister by any act, matter or deed or by failure or omission cause or permit to be imposed on the Lessor or Minister any liability of the Lessee under or by virtue of this Lease even though the Lessee is entitled to do so under any law present or future or otherwise.

48 INSURANCE - PUBLIC RISK

The Lessee will effect and maintain with a reputable and solvent insurer with respect to the Premises and the activities carried on in the Premises public risk insurance for an amount not less than the amount set out in Column 2 of Item 12 of Schedule 1 (or such other amount as the Lessor may from time to time reasonably require) as the amount payable in respect of liability arising out of any one single accident or event. The Lessor acknowledges that the Lessee may effect the public risk insurance pursuant to an insurance policy which is not specific as to the location of risk.

49 PROVISIONS FOR POLICIES

- (a) All insurance policies required to be effected by the Lessee pursuant to this Lease are specified in Schedule 3 - Special Conditions and shall be in place prior to occupying the Premises.
- (b) The Lessee will produce to the Lessor, once per calendar year or once per period of insurance (whichever first occurs), a certificate of insurance and/or a certificate of currency in respect of the insurance policies required to be effected by the Lessee pursuant to this Lease.
- (c) The Lessee will not at any time during the Term do any act or omit to do any act which it ought reasonably believe may render void or voidable any policy of insurance. If the Lessee does any act or fails to do any act whereby the rate of premium on such insurance shall be liable to be increased, the Lessee will obtain insurance cover for such increased risk and pay all additional premiums required on account of the additional risk caused by the use to which the Premises are put by the Lessee.
- (d) The Lessee will use all reasonable endeavours to ensure that full, true and particular information is given to the office or company with which the said insurances are effected of all matters and things the non-disclosure of which might in any way prejudice or affect any such policy or policies of insurance or the payment of all or any moneys there under.

50 HAZARDOUS MATERIALS

The Lessor warrants that it has not received any notices pursuant to the *Contaminated Land Management Act 1997* (NSW).

51 QUIET ENJOYMENT

The Lessor warrants that subject to:

- (a) the Lessor's rights under this Lease;
- (b) the Lessee complying with its obligations under this Lease;

the Lessee may hold and occupy the Premises without undue interference by the Lessor.

52 APPROVAL BY THE LESSOR

- (a) This clause does not apply to a consent or approval under clause 20.
- (b) In any case where pursuant to this Lease the doing or executing of any act, matter or thing by the Lessee is dependent upon the approval or consent of the Lessor such approval or consent will not be effective unless given in writing and may be given or withheld (unless the context otherwise requires) by the Lessor and may be given subject to such conditions as the Lessor may determine unless otherwise provided in this Lease provided such consent or approval is not unreasonably withheld or such terms and conditions are not unreasonable.
- (c) Any failure by the Lessee to comply with a condition imposed by the Lessor pursuant to sub-clause 52(b) constitutes a failure by the Lessee to comply with a condition of this Lease.

53 OPINION OF THE LESSOR

Any opinion to be formed by the Lessor for the purposes of this Lease may be formed by the Lessor on such grounds and material as the Lessor determines to be sufficient. If the Lessor deems it necessary, such opinion will be formed after consultation with any New South Wales Government Department or other public authority or the Standards Association of Australia or any other body whose objects and functions are relevant. In forming any such opinion the Lessor is deemed to be exercising merely administrative functions.

54 LESSEE TO COMPLY WITH ALL COMMONWEALTH AND NSW STATE LAWS

- (a) The Lessee will comply with the requirements of all statutes, regulations or by-laws and requirements of all relevant public and local authorities in so far as they apply in relation to the use and occupation of the Premises to the extent to which the Lessee is bound at law to comply with the same and nothing in this Lease affects this obligation.
- (b) The Lessee will forthwith on being served with a notice by the Lessor comply with any notice or direction served on the Lessor by a competent authority relating to the destruction of noxious animals or plants or pests or the carrying out of repairs alterations or works on or to the Premises.

55 LESSEE TO COMPLY WITH ENVIRONMENTAL LAWS

In relation to its use of the Premises, the Lessee must, during the Term, and in relation to the Premises:

- (a) comply with relevant Environmental Laws;
- (b) use its best endeavours to prevent a breach of any Environmental Law;
- (c) report any breach even if accidental; and
- (d) provide to the Lessor as soon as reasonably practicable details of notices received by or proceedings commenced against the Lessee pursuant to an Environmental Law:
 - (i) relating to a breach or alleged breach by the Lessee of an Environmental Law; or
 - (ii) requiring the Lessee to carry out works to decrease the affectation of the Premises by any Hazardous Substance.

56 LESSEE'S FAILURE TO COMPLY WITH STATUTORY REQUIREMENTS

Where the Lessee breaches any law in relation to its use of the Premises it is taken to breach a condition of this Lease, provided that:

- (a) the Lessee has been found guilty of the breach, and
- (b) the Lessor determines that the breach warrants the Termination of this Lease.

57 INDEMNITY FOR NON-COMPLIANCE WITH LEGISLATION

The Lessee indemnifies and keeps indemnified the Lessor from and against any Claims arising from the non-compliance by the Lessee with any New South Wales or Commonwealth legislation that may apply to the Lessee's use and occupation of the site and access thereto and the Lessee's operation of their business from the site and access thereto.

This clause shall not merge on the expiration or other determination of this Lease in respect of any act, deed, matter or thing happening before such expiration or determination.

58 INDEMNITY FOR BREACH OF ENVIRONMENTAL LAW OR PLANNING LAW

Without prejudice to any other indemnity granted by this Lease, the Lessee indemnifies and keeps the Lessor indemnified against all Claims arising from a breach by the Lessee of any Environmental Law or Planning Law which breach is in relation to the Premises. This clause shall not merge on expiration or other determination of this Lease in respect of any act, deed, matter or thing happening before such expiration or determination.

59 PROCEDURE - DISPUTE RESOLUTION

- (a) In the event that the Lessor and the Lessee are in dispute regarding any matter relating to or arising under this Lease or in respect of any approvals or consents to be granted by the Lessor (except those approvals or consents where the Lessor has an obligation to act reasonably) to the Lessee hereunder, then either the Lessor or the Lessee may give notice and particulars of such dispute to the other Party.
- (b) Where a notice of dispute is served pursuant to this clause the Parties agree to enter into informal negotiations to try and resolve the dispute in good faith and in an amicable manner.
- (c) If the dispute is not resolved informally within 21 days of service of written notice, the Parties may confer with a mutually agreed third party whose role will be to assist in the resolution of the dispute by mediation or expert appraisal of the dispute. The Parties agree to provide all information and assistance reasonably requested by such third party, including access to any accounting or other business records relating to or arising out of the Lease.
- (d) A third party appointed in accordance with this clause may decide in which proportions any fees will be borne by the respective Parties. In the absence of any such decision by the third party fees shall be borne equally by the Parties.
- (e) Neither Party shall be entitled to commence or maintain any proceedings in any court or tribunal until negotiations or mediations have taken place pursuant to this clause except where either Party seeks urgent interlocutory relief.
- (f) Either Party may at any time bring negotiations or mediation to an end by serving upon the other Party written notice stating that the dispute has failed to be resolved. Upon service of such notice both Parties shall be entitled to pursue any legal remedies available to them in relation to the dispute. This sub-clause does not in any way limit a mediator's power to apportion fees under clause 59(d).
- (g) Notwithstanding the existence of a dispute being dealt with under this clause the Parties must, unless acting in accordance with an express provision of this Lease, continue to perform their obligations under this Lease.

60 NOTICES

60.1 Service of Notice on Lessee

Any notice served by the Lessor on the Lessee must be in writing and will be sufficiently served if:

- (a) served personally or left addressed to the Lessee at the address stated in Column 2 of Item 10 of Schedule 1 or such other address as the Lessee notifies in writing to the Lessor; or
- (b) sent by email to the Lessee's email address stated in Column 2 of Item 10 of Schedule 1 or such other address as the Lessee notifies in writing to the Lessor;
- (c) forwarded by prepaid security mail addressed to the Lessee at the address stated in Column 2 of Item 10 of Schedule 1;

and every such notice must also be served on the Lessee's solicitors, as they may be nominated from time to time, or such other address as the Lessee's solicitors notify in writing to the Lessor, by any methods identified in clauses 60.1(a) and (b).

60.2 Service of Notice on Lessor

Any notice served by the Lessee on the Lessor must be in writing and will be sufficiently served if:

- (a) served personally or left addressed to the Lessor at the address stated in Column 2 of Item 11 of Schedule 1 or such other address as the Lessor notifies in writing to the Lessee; or
- (b) sent by email to the Lessor's email address stated in Column 2 of Item 11 of Schedule 1 or such other address as the Lessor notifies in writing to the Lessee;
- (c) forwarded by prepaid security mail addressed to the Lessor at the address stated in Column 2 of Item 11 of Schedule 1;

and every such notice must also be served on the Lessor's solicitors, as they may be nominated from time to time, or such other address as the Lessor's solicitors notify in writing to the Lessee, by any methods identified in clauses 60.1(a) and (b).

60.3 Notices

- (a) Any notice served by the Lessor or the Lessee under this Lease will be effective if signed by a director or secretary or the solicitors for the Party giving the notice or any other person or persons nominated in writing from time to time respectively by the Lessor or by the Lessee to the other.
- (b) Any notice sent by prepaid security mail will be deemed to be served at the expiration of 2 Business Days after the date of posting.

61 NO MORATORIUM

Any present or future legislation which operates to vary obligations between the Lessee and the Lessor, except to the extent that such legislation is expressly accepted to apply to this Lease or that its exclusion is prohibited, is excluded from this Lease.

62 NO WAIVER

No waiver by a Party of any breach of any covenant obligation or provision in this Lease either express or implied shall operate as a waiver of another breach of the same or of any other covenant obligation or provision in this Lease contained or implied. None of the provisions of this Lease shall be taken either at law or in equity to have been varied waived discharged or released by a Party unless by express consent in writing.

63 NO MERGER

Nothing in this lease merges, postpones, extinguishes, lessens or otherwise prejudicially affects the rights and remedies of the Parties under this Lease or under any other agreement.

64 COUNTERPARTS

- (a) A Party may execute this lease by signing any counterpart.
- (b) All counterparts constitute one document when taken together.

65 CONTACT PERSON

The Lessor and the Lessee each must nominate a person to contact about matters arising under this Lease. The person so nominated is the person referred to in Column 2 of Items 13 and 14 of Schedule 1 or such other person as the Lessor nominates in writing to the Lessee and the Lessee nominates in writing to the Lessor from time to time.

66 APPLICABLE LAW

This Lease shall be construed and interpreted in accordance with the law of New South Wales.

67 NO HOLDING OUT

The Lessee will not in connection with the Premises or otherwise directly or indirectly hold out or not permit to be held out to any member of the public any statement, act, deed, matter or thing indicating that the Premises or the business conducted or operated thereon or any parts or parts thereof are or is being carried on or managed or supervised by the Lessor nor shall the Lessee act as or represent itself to be the servant or agent of the Lessor.

68 WHOLE AGREEMENT

- (a) The provisions contained in this Lease expressly or by statutory implication cover and comprise the whole of the agreement between the Parties.
- (b) No further or other provisions whether in respect of the Premises or otherwise will be deemed to be implied in this Lease or to arise between the Parties hereto by way of collateral or other agreement by reason or any promise representation warranty or undertaking given or made by any Party hereto to another on or prior to the execution of this Lease.
- (c) The existence of any such implication or collateral or other agreement is hereby negated.

69 DELETED

70 TERMINATION OF PRIOR LEASE

In order to give effect to the classification of the Premises as community land pursuant to the LG Act, this Lease terminates and brings to an end the lease relating to the Premises entered into between the Parties which commenced on 1 July 2017.

71 TRIPARTITE DEED

If there is any inconsistency between this Lease and the Tripartite Deed, the Tripartite Deed has precedence. Any reference in the Tripartite Deed to "the Lease" is a reference to this Lease.

72 OPTION TO PURCHASE

- (a) The Lessor upon the signing of this Lease grants to the Lessee an option to purchase the Land on the standard terms contained in the Contract for Sale of Land (NSW version).
- (b) The purchase price shall be the value of the freehold interest in the Land as if the Land were vacant land with vacant possession immediately available as last determined by the Valuer General for rating purposes.
- (c) The option shall be exercised by the Lessee sending to the Lessor or its Solicitor to be received on or before a day more than two years after the commencement and less than six (6) weeks before the expiration of the Term:
 - (i) written notice stating that it exercises the option;
 - (ii) written evidence of the Lessee having demonstrated their bona fides having completed significant construction of the Building on the Premises within twenty four (24) months;
 - (iii) a copy of the Contract duly executed and dated with the date of dispatch; and
 - (iv) a cheque for ten percent (10%) of the amount of the purchase price in favour of the stakeholder referred to in the Contract for Sale.
- (d) The Lessor shall be entitled to disregard and treat as null and void any purported exercise of the option other than in strict accordance with the provisions hereof.
- (e) This Lease shall be at an end absolutely upon completion of the Contract for Sale, but without prejudice to the rights of either party in respect of any antecedent, breach, matter or thing.

SCHEDULE 1

Item	Clause	Column 1	Column 2
1	2	Commencing Date	[INSERT start date]
2	7	Term	Ten (10) years
3	21	Terminating Date	[INSERT end date]
4	8	Permitted Use	Cultural Centre
5	9	Initial Rent (to be paid by Lessee)	\$ 1.00 per annum excluding GST
6	9	Market Rent Rent Rebate (if any)	N/A N/A
7	9	Due Date	At Commencing Date
8	9	Market Rent Review Date	N/A
9	18	Address for Payment of Rent	Central Darling Shire Council 21 Reid Street Wilcannia NSW 2836
10	60	Lessee's address for Service of Notices	Baaka Cultural Centre Wilcannia Aboriginal Corporation ICN: 8560 Attention: Kate Hosking Phone: Email: Address: 44 Reid Street, Wilcannia NSW 2836 PO Box 124, Wilcannia NSW 2836
11	60	Lessor's address for Service of Notices	Central Darling Shire Council Attention: contact name Phone: Email: Address: PO Box 165 Wilcannia NSW 2836
12	48	Public Risk Insurance amount	\$10 Million

13	65	Lessor's Contact Person	<div>[insert Contact name]:</div> <div>Phone:</div> <div>Email:</div> <div>Address: PO Box 165 Wilcannia NSW 2836</div>
14	65	Lessee's Contact Person	<div>[insert Contact name]</div> <div>Phone</div> <div>Email:</div> <div>Address: 44 Reid Street, Wilcannia NSW 2836</div>
15	5	Essential Conditions	1.1, 7, 8, 20, 21, 27, 28, 40,44, 45, 47, 48, 49, 54, 56
16	69	Special Conditions	Nil.

SCHEDULE 2

Description of the Premises (leased area)

Whole Lot in Deposited Plan	1/13/759091
Area	1011 m2 (approx.)
Commencement Date	insert
Expiry Date	insert
Initial Rent	\$ 1.00 per annum
Plan	Deposited Plan 759091
Description of any structures	Any building lawfully erected by the Lessee or by any public authority on behalf of the Lessee
Third Party Exclusive Area	N/A
Enclosed Area (where land is, or is intended to be fenced)	N/A

Dated this [INSERT DAY] day of [INSERT MONTH], [INSERT YEAR]

**EXECUTED BY Baaka Cultural Centre
Wilcannia Aboriginal Corporation ICN
8560**

Signature

Print Name

Office Held

Signature of witness

Print name of witness

**EXECUTED BY Central Darling Shire
Council ABN 65 061 502 439**

Signature

Print Name

Office Held

Signature of witness

Print Name of witness



New South Wales

Central Darling Local Environmental Plan 2012 (Amendment No 4)

under the

Environmental Planning and Assessment Act 1979

The following local environmental plan is made by the local plan-making authority under the *Environmental Planning and Assessment Act 1979*.

.....

Central Darling Local Environmental Plan 2012 (Amendment No 4)

under the

Environmental Planning and Assessment Act 1979

1 Name of Plan

This Plan is *Central Darling Local Environmental Plan 2012 (Amendment No 4)*.

2 Commencement

This Plan commences on the day on which it is published on the NSW legislation website.

3 Land to which Plan applies

This Plan applies to Lots 2–4, DP 1201089 and Lot 111, DP 1201028, Bonney Street, Wilcannia.

4 Amendment of Central Darling Local Environmental Plan 2012

Schedule 4 Classification and reclassification of public land

Omit the table from Schedule 4, Part 1. Insert instead—

Column 1	Column 2
Locality	Description
Bonney Street, Wilcannia	Lots 2–4, DP 1201089 and Lot 111, DP 1201028

CENTRAL DARLING SHIRE COUNCIL



ASSET MANAGEMENT MATURITY ASSESSMENT REPORT

Central Darling 2021

National Asset Management Assessment Framework
(NAMAF) or National Assessment Framework (NAF)

Document Control	Maturity Assessment Plan
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Document ID :

Rev No	Date	Revision Details	Author	Reviewer	Approver
0.1	March 2021	Assessment performed by Jacqui Hansen and Mike Brearley, February 2021	Jacqui Hansen	Mike Brearley	Reece Wilson

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The Institute of Public Works Engineering Australasia

Contents

1.0	EXECUTIVE SUMMARY	4
2.0	MATURITY ASSESSMENT	5
3.0	GRAPHS	22

1.0 EXECUTIVE SUMMARY

This report documents the outcomes of an Asset Management Maturity Assessment of Central Darling Shire Council undertaken February 2021. Maturity Assessment was prepared using the NAF (National Assessment Framework), which is also referred to as the NAMAF (National Asset Management Assessment Framework).

Following completion of a suite of 6 new asset management plans, covering all material asset classes, a desktop maturity assessment of Central Darling Shire Council was undertaken by consultants, Jacqui Hansen and Mike Brearley. The maturity assessment took into consideration the reality of a small, rural, remote Council in Far Western NSW, with limited resources and specific asset management needs.

During the assessment, and also during the development of the Asset Management Plans, it was identified that there were three elements of asset management practice in which “core” level maturity was yet to be achieved. These elements were:

- Asset Management Strategy
- Data and Systems
- Skills and Processes

After the asset management maturity assessment, an Asset Management Strategy was developed for Central Darling Shire, using the latest NAMS+ template. This new strategy document will significantly improve Council’s performance with regard to Asset Management Strategy, hence Asset Management Strategy is not an element of concern.

Gaps remain regarding the other two elements; and the items of most concern are:

- Council does not have a consolidated integrated, accurate, up to date asset register with appropriate components and the required functionality to ensure security and data integrity, which includes all information about each asset sorted by asset group. To achieve a robust and well-maintained asset register, it is suggested that Council consider engaging an asset management technician, as “asset champion” to manage and maintain up to date asset register for all asset classes.
- Council does not have defined and documented procedures for determining asset replacement and treatment unit rates, which are then stored in the Asset Management System. Unit rates are currently provided by the external valuer, when the revaluation takes place every 4-5 years. This is not ideal. Unit rates should be determined by Council, to suit local conditions, and reviewed annually.
- Council does not have documented repeatable methodologies to carry out consistent asset condition surveys and defect condition assessments, as documented in a Condition Rating Assessment Manual for applicable asset classes. Council relies on external valuers to condition assess assets, when the revaluation takes place, every 4-5 years, when often only a very small sample of assets are inspected. The methodology and subsequent asset data outputs from the financial valuation reports do not provide adequate information for asset management planning purposes.

These items are identified with the highest priority in the Asset Management Strategy Improvement Plan.

Following in Section 2 are the detailed outcomes of the recent maturity assessment and Section 3 shows the graphs depicting the summarised outcomes of the asset management maturity assessment.

2.0 MATURITY ASSESSMENT

Framework	Financial Planning & Reporting		
Element	Strategic Longer Term Plan		
Current Score		Core Maturity	40
Core Target		Risk of Current Maturity	Medium
Advanced Target		Risk of Target Maturity	Low
Observations	Council has a robust Community Strategic Plan but it is missing performance measure processes. There are however no linkages between the Longer Term Financial Plan and the Asset Management Plans (that outline forecast costs for asset maintenance, operation, renewal and upgrade). Project to improve linkages is well advanced.		
Implications	Concerns that the current longer term financial plan may show an unreliable prediction of future costs from providing services from assets.		
Recommendations	Use AM Plans to inform the Longer Term Financial Plan		
Maturity Score	Characteristic	Result	
1	Plan covers 1 year period	Complete	
2	Plan details what the asset custodian intends to do in period of plan	Complete	
2	Plan includes vision and strategic objectives	Complete	
2	Plan reflects needs of community for foreseeable period	Complete	
2	Draft Strategic Plan is advertised for public comment	Complete	
2	Plan covers 4 year term of the asset custodian's forward work program.	Partially Complete	
2	The Long Term Financial Plan has been prepared based on the resource requirements and strategic objectives detailed in The asset custodian's Long Term Plan and Asset Management Plans.	Partially Complete	
3	The asset custodian has a sustainable Long Term Financial Plan covering the period of the Strategic Longer Term Plan (at least 5 year) supporting the implementation of its Longer Term Plan.	Partially Complete	
3	The Strategic Longer Term Plan incorporates priorities and performance measures and indicates how they will be monitored and measured.	Partially Complete	
3	The development of the Strategic Longer Term Plan included community consultation and reflects community needs.	Complete	
3	The asset custodian has a Strategic Longer Term Plan (planning horizon of at least 5 years) that incorporates a vision, strategic outcomes, mission, values and service outcomes that The asset custodian wants to achieve.	Complete	
4	The Strategic Longer Term Plan includes strategies for achieving objectives	Complete	
4	The Strategic Longer Term Plan includes a current position statement and discussion	Complete	

4	The Long Term Financial Plan clearly identifies the ongoing maintenance, operational and renewal impacts arising from capital works and contributed assets.	Partially Complete
4	The Long Term Financial Plan clearly separates 'recurrent expenditure' under the categories of operations and maintenance and clearly separates 'capital works expenditure' under the categories of renewal, upgrade and new.	Well Progressed
4	The asset custodian's Long Term Financial Plan is directly aligned with its Service Plans.	Partially Complete
4	The asset custodian has a sustainable Long Term Financial Plan (ideally 20 years - at least 10years) which establishes its prudential limits on debt, revenue raising, reserve funding, asset management funding and capital works to support its Long Term Plan.	Partially Complete
4	The development of the Strategic Longer Term Plan included community engagement and reflects community/customer needs.	Complete
4	The asset custodian has a Strategic Longer Term Plan (ideally 20 years - at least 10 years) that incorporates a vision, mission, values and long term service outcomes that reflects how the asset custodian plans to provide for community needs.	Well Progressed
5	Optimum life cycle costs are known and supported by high levels of data, information and knowledge in all key areas. Political decisions are informed by multiple service level / cost / funding model data, information and knowledge on tradeoffs for economic, social, cultural and environmental consequences.	Partially Complete

Framework	Financial Planning & Reporting		
Element	Budget		
Current Score		Core Maturity	60
Core Target		Risk of Current Maturity	High
Advanced Target		Risk of Target Maturity	Low
Observations	Room for improvement with integration of the Annual Budget with the Community Strategic Plan, Long Term Financial Plan and Audited Financial Statements.		
Implications	Need to look to a range of sources to find information. Much improved since last maturity assessment.		
Recommendations	Current project will provide information to improve linkages.		
Maturity Score	Characteristic	Result	
1	Annual budget is available to those who ask	Complete	
2	Budget is adopted after public advertising and consideration of comments received	Complete	
2	Budget includes an explanation of the asset custodian's financial position and performance	Not Started	
2	Budget contains estimates of revenue and expenditure for year	Complete	
2	Budget is publically available and readily accessible to all interested readers	Complete	
3	The asset custodian's Annual Budget includes resources to implement Strategic Longer Term Plan strategies.	Partially Complete	
3	The Annual Budget aligns with Year 1 of the Long Term Financial Plan, and was adopted following community consultation.	Complete	
3	The Annual Budget reflects the asset custodian's strategic objectives and contains a statement of how the asset custodian will meet the goals and objectives of its Strategic Longer Term Plan.	Complete	
3	The Annual Budget contains estimates of revenue and expenditure with an explanation of the assumptions and methodologies underpinning the estimates, an explanation of the financial performance and position of the asset custodian and has been prepared based on the resource requirements and strategic objectives detailed in the asset custodian's Strategic Longer Term Plan, Asset Management Plans and Long Term Financial Plan.	Partially Complete	
4	The Annual Budget clearly indicates the ongoing maintenance, operational and renewal impacts arising from capital works and contributed assets.	Partially Complete	
4	The Annual Budget clearly separates 'recurrent expenditure' under the categories of operations and maintenance and clearly separates 'capital works expenditure' under the categories of renewal, upgrade and new.	Well Progressed	
4	The Annual Budget is prepared based on 'service levels' as reflected in the Strategic Longer Term Plan and contains indicators and measures to assess performance against achieving the asset custodian's strategic objectives.	Not Started	
4	The Annual Budget financial ratios (liquidity, debt, underlying operating position) align with the asset custodian's Long Term Financial Plan.	Not Started	
5	Budget contains indicators of achieving the asset custodian's strategic objectives	Not Started	

Framework	Financial Planning & Reporting		
Element	Annual Report		
Current Score		Core Maturity	0
Core Target		Risk of Current Maturity	Medium
Advanced Target		Risk of Target Maturity	Low
Observations	Annual Report is a comprehensive document describing how the Council is meeting it's strategic objectives. It is publicly available and contains the audited financial statements.		
Implications	Not well integrated with asset reporting. Does not show a reliable picture of the costs and implications of providing services from assets.		
Recommendations	Current AM Plan project will provide information to inform the next annual report.		
Maturity Score	Characteristic	Result	
1	Annual report is published each year	Complete	
2	Annual report contains explanation on variations between budget and actual results	Not Started	
2	Annual report reports on the asset custodian's operations for the year in terms of goals and objectives for preceding year	Complete	
2	Annual report is widely available to the general public	Complete	
2	Annual report contains audited financial statements	Complete	
3	"In relation to the financial reporting framework in the Annual Report, the Annual Report addresses the following issues in accordance with relevant statutory policies, Accounting Standards and other best practice guidelines:	Complete	
3	The Annual Report includes details of any major changes in functions of the asset custodian, organisation structure and/or policy initiatives and how these changes might impact on The asset custodian's Strategic Longer Term Plan.	Partially Complete	
3	The Annual Report reviews the performance of the asset custodian against its strategic objectives and explains variations between the budget and actual results and how these variations impact on the Strategic Longer Term Plan.	Partially Complete	
3	The Annual Report includes independently audited financial statements that are prepared on an accrual basis in accordance with applicable statutory financial reporting requirements.	Complete	
3	The Annual Report complies with all statutory requirements including publication by the due date and is made widely available to the public.	Complete	
4	"The asset financial reporting within the Annual Report, is such based on the following:	Partially Complete	
4	The Annual Report includes a statement on "State of the Assets" and the financial sustainability of services provided by its infrastructure assets including any proposed adjustment to services/assets to address issues as they arise.	Not Started	
4	The Annual Report distinguishes between 'recurrent expenditure' under the categories of operations and maintenance and 'capital	Not Started	

	works expenditure' under the categories of renewal, upgrade and new.	
4	The Annual Report includes a statement of actual performance for the year as measured against the Long Term Financial Plan, including reporting on measures of actual financial performance against short and long term financial sustainability indicators.	Well Progressed
4	The Annual Report includes a performance assessment of progress towards achieving the goals and strategic objectives of the Strategic Longer Term Plan.	Well Progressed
5	Annual report includes results of Value for Money audit	Not Started

Framework	Asset Management & Planning		
Element	Asset Management Policy		
Current Score		Core Maturity	100
Core Target		Risk of Current Maturity	Low
Advanced Target		Risk of Target Maturity	Low
Observations	Excellent AM Policy. Missing only minor features, such as a specified review date, sunset clause, and reference to climate change.		
Implications	None		
Recommendations	When next due for review, make minor improvements.		
Maturity Score	Characteristic	Result	
1	Draft AM Strategy Prepared but not adopted.	Well Progressed	
2	Strategy implements the service level and risk goals set out the asset custodian's strategic plans aligned with ISO 55000.	Well Progressed	
2	Strategy shows what assets the asset custodian has under its control.	Well Progressed	
3	The asset custodian's Asset Management Strategy documents the current status of asset management practices (processes, asset data and information systems) and what actions must be taken to implement the Asset Management Policy, including resource requirements, timeframes and accountabilities.	Not Started	
3	The asset custodian's Asset Management Strategy is linked to the Asset Management Policy and integrated into the Strategic Longer Term planning and annual budgeting processes.	Not Started	
3	The asset custodian has an Asset Management Strategy which shows how the asset portfolio can meet the service delivery needs of customers and defines the future vision of asset management practices.	Not Started	
4	Strategy details service level and risk management goals.	Not Started	
4	Strategy details out how the asset custodian achieves set service level and risk management goals including comparison with current situation and proposed future to highlight where strategies will need to be developed to cater for any changes	Not Started	
4	Planning for new assets and the upgrade of assets is driven by the asset custodian's Strategic Longer Term Plan, Service Plans and Asset Management Plans.	Not Started	
5	Strategy drives asset management planning and service delivery aligned with ISO 55000	Not Started	
5	Strategy includes analysis of cost/benefit options for service delivery	Not Started	

Framework	Asset Management & Planning		
Element	Asset Management Strategy		
Current Score		Core Maturity	40
Core Target		Risk of Current Maturity	High
Advanced Target		Risk of Target Maturity	Low
Observations	Draft AM Strategy commenced in 2018. Very asset based. Not integrated with other Council documents or AM processes across the organisation.		
Implications	Review required		
Recommendations	New Strategy commenced		
Maturity Score	Characteristic	Result	
1	Reactive and fragmented	Complete	
2	AMPs Include an improvement plan	Well Progressed	
2	AMPs include all assets on asset register	Well Progressed	
2	AMP's in place but not regularly reviewed or adopted	Well Progressed	
2	Separate AMP's for each asset group - high level overall framework but not consistent	Complete	
3	AMPs have all been prepared in association with customer/community consultation.	Well Progressed	
3	AMPs link to the asset custodian's AM Policy, AM Strategy, Strategic Longer Term Plan, Long Term Financial Plan and other relevant policy objectives.	Well Progressed	
3	o. Identify changes in service potential of assets through projections of asset replacement costs, depreciated replacement cost and depreciation expense.	Well Progressed	
3	n. Include consideration of non-asset service delivery solutions (leasing private/public partnerships)	Well Progressed	
3	m. Include an asset management improvement plan.	Well Progressed	
3	l. Include an asset consolidation and disposal program; and	Well Progressed	
3	k. Address asset performance and use measures and associated targets as linked to levels of service;	Well Progressed	
3	iv. Operational expenditure (including depreciation expense);	Well Progressed	
3	iii. Maintenance expenditure;	Well Progressed	
3	ii. New Assets and Upgrades of existing assets;	Well Progressed	
3	i. Asset Renewals;	Well Progressed	
3	j. Include forward programs identifying cash flow forecasts projected for:	Well Progressed	
3	i. Address life cycle costs of assets;	Well Progressed	
3	h. Include demand management forecasts;	Well Progressed	

3	g. Provide information about assets, including particular actions and costs to provide a defined (current and/or target) level of service in the most cost effective manner	Well Progressed
3	f. Include risk assessment and criticality profiles;	Well Progressed
3	e. Document the adopted useful lives of assets;	Well Progressed
3	d. Document the current condition function capacity and use of assets;	Well Progressed
3	c. Document the asset hierarchy within each asset group;	Well Progressed
3	b. Include all assets and document asset inventory information for the asset group/category as recorded in the asset register;	Well Progressed
3	a. Refer to the asset custodian's Asset Management Policy and Asset Management Strategy;	Complete
3	AMPS cover at least 10 years and	Complete
3	AMPs define which asset groups are covered by each Plan in accordance with a clearly documented Infrastructure asset hierarchy.	Complete
3	AMPS adopted by the asset custodian for all significant asset groups in a consistent format in accordance with industry best practice (E.g. International Infrastructure Management Manual (IIMM)) and are available to all relevant staff across the organisation.	Well Progressed
4	AMPs include Infrastructure Risk Management Plan	Well Progressed
4	Asset Management Plans include a process for ensuring decisions to obtain the best value outcome for defined levels of service and risk by use of scenario modelling and tradeoffs.	Well Progressed
4	Asset Management Plans include the financial requirements to meet target levels of service levels for at least the next 10 years for each asset class and are correlated with the data in the Long Term Financial Plan.	Partially Complete
4	Asset Management Plans are influenced by the level of community enquiry – feedback on customer levels of service.	Partially Complete
4	Asset Management Plans include future demand projections and forecasts based on population and demographic projections.	Complete
4	Planning for new and upgraded assets driven by Asset Management Strategy and AMP. Highly responsive to policy direction with scenarios showing cumulative consequences of decision scenarios.	Well Progressed
5	AM Strategy & AMP provide optimum value for defined service using scenarios to inform service performance. Multiple scenarios to show best value options.	Partially Complete

Framework	Asset Management & Planning		
Element	Asset Management Plans		
Current Score		Core Maturity	60
Core Target		Risk of Current Maturity	Low
Advanced Target		Risk of Target Maturity	Low
Observations	New suite of 6 AM Plans covering all material asset classes well progressed. New AM plans developed using NAMS+ and once complete will meet the requirements that apply to this organisation.		
Implications	Suite of new AM Plans will put Council in a strong position		
Recommendations	Complete and adopt AM Plans and integrate with other Council documents.		
Maturity Score	Characteristic	Result	
1	AM Policy in place but not adopted by the asset custodian OR some awareness by the asset custodian of asset management policy elements and asset management principles.	Complete	
2	AM Policy adopted by the asset custodian's executive.	Complete	
3	AM Policy identifies a process for meeting training needs in financial and asset management practices for the asset custodian's executive and operational staff.	Complete	
3	AM Policy defines asset management roles, responsibilities and reporting framework.	Complete	
3	AM Policy requires the adoption of Asset Management Plans informed by community consultation and applicable financial reporting frameworks.	Complete	
3	AM Policy has a direct linkage with the asset custodian's Strategic Longer Term Plan and Long Term Financial Plan.	Complete	
3	The asset custodian has an adopted Asset Management Policy which defines the asset custodian's vision and service delivery objectives for asset management.	Complete	
4	AM Policy includes audit and review procedures, specifies review dates and has a sunset clause.	Partially Complete	
4	AM Policy identifies the need for the asset custodian reporting to be in terms of operational, maintenance, renewal, upgrade and new expenditure classifications.	Complete	
4	AM Policy has appropriate context and acknowledges the importance of asset management in supporting services provided by the asset custodian .	Complete	
4	"AM Policy clearly articulates the principles and financial implications upon which decisions relating to assets and their performance will be based.	Complete	
4	AM Policy provides a reasonable basis for long-term integrated decision making by the asset custodian and for participative decision making by the community and subsequent accountability to the community about the activities of the asset custodian	Complete	
5	Policy guides informed political decisions informed by data, information and knowledge on tradeoffs for economic, social, cultural and environmental consequences	Complete	
3	Include consideration of possible effects of climate change on asset useful lives and maintenance costs	Not Started	

Framework	Asset Management & Planning		
Element	Governance and Management		
Current Score		Core Maturity	40
Core Target		Risk of Current Maturity	Medium
Advanced Target		Risk of Target Maturity	Low
Observations	Small organisation means that not all of these criteria apply. Good awareness of the importance of asset management and its link to financial planning across management.		
Implications	Complete AM Strategy and AM Plans will lead to an improved score for Council.		
Recommendations	Finalise current AM Improvement Project		
Maturity Score	Characteristic	Result	
1	Informal AM Steering activities	Well Progressed	
2	AM improvement plan in operation	Well Progressed	
2	Multi-disciplinary AM Steering Committee in operation with regular meetings	Well Progressed	
3	There are internal processes to promote Asset Management across the asset custodian	Well Progressed	
3	The asset custodian has an Asset Management Steering Committee, with cross functional representation and clearly defined and documented terms of reference, focussed on coordinating the linkages between service delivery and asset management implementation.	Well Progressed	
3	The asset custodian involves all its departments in Asset Management.	Complete	
3	The asset custodian has a documented process for making capital investment decisions, which is driven by the Strategic Longer Term Plan, Long Term Financial Plan and the Service Plan and explicitly details the impacts on the future operations and maintenance budgets, "Whole of Life" costs and risk management assessments.	Complete	
3	The staff structure and position descriptions clearly define asset management functions, responsibilities and skill requirements for managing all asset classes.	Well Progressed	
3	Roles and responsibilities are clearly defined in a matrix or policy, identifying positions responsible for determining levels of service and positions responsible for managing the assets to meet service delivery needs.	Partially Complete	
3	The asset custodian has mechanisms in place to provide high level oversight by the CEO/GM and Executive Management Team, for development and implementation of the Asset Management Strategy and Asset Management Plans.	Well Progressed	
4	The asset custodian has an Internal Audit Committee or equivalent with competency to understand the risk aspects of advanced asset management and the Internal Audit Committee provides an independent review and annual report on asset risk management performance.	Not Started	

4	Key decision makers are provided with an annual 'State of the Assets' report covering asset condition, risk, performance, intervention levels, level of service monitoring and future financial sustainability options and consequences.	Not Started
4	When considering the annual Capital Works Program, project priority is based on cost/benefit assessments (including risk) with resource implications reflected into the Long Term Financial Plan.	Partially Complete
4	Strategic levels of service and technical levels of service are monitored and reported to the Executive Management Team and key stakeholders .	Partially Complete
4	The asset custodian uses their Infrastructure Asset Hierarchy as a basis for consistent reporting.	Partially Complete
4	Accountability mechanisms are maintained to ensure that the asset custodian's resources are used optimally to implement strategic asset management objectives, as detailed in the Asset Management Strategy and Asset Management Plans aligned with ISO 55000	Not Started
5	Bottom up and top down feedback on performance with defined measures for service delivery and governance aligned with ISO 55000/01.	Not Started
5	Common purpose and focus on service delivery with agreed nexus between funding and service level and risk outcomes.	Well Progressed

Framework	Asset Management & Planning		
Element	Defining Levels of Service		
Current Score		Core Maturity	60
Core Target		Risk of Current Maturity	Medium
Advanced Target		Risk of Target Maturity	Low
Observations	Good understanding of affordable service levels within financial constraints.		
Implications	Once completed, new AM Plans need to be made available for community feedback.		
Recommendations	Finalise current AM Improvement Project		
Maturity Score	Characteristic	Result	
1	Service levels are consequences of annual budget allocation and not defined.	Complete	
2	Service levels in some areas - fragmented	Complete	
3	Technical levels of service are incorporated into service agreements and/or maintenance, operational and capital renewal procedures.	Complete	
3	Current and target levels of service (for both community levels of service and associated technical levels of service) are clearly defined in each Asset Management Plan.	Complete	
3	The asset custodian has undertaken the process of defining, quantifying and documenting current community levels of service and technical levels of service, and costs of providing the current levels of service.	Complete	
3	The asset custodian has Service Objectives for each of its services which have been developed in consultation with the community.	Partially Complete	
4	The asset custodian, in conjunction with the community, regularly reviews its community levels of service and technical levels of service, to determine the financial impact of a change in service levels. If a change occurs this is then reflected into the Asset Management Plan and Long Term Financial Plan.	Partially Complete	
4	The cost of maintenance and operational activities are reported against adopted levels of service.	Well Progressed	
4	The asset custodian has a communication plan to communicate information on infrastructure service levels and the management of service levels against set targets to internal and external stakeholders.	Partially Complete	
4	Target community levels of service are defined through community consultation, considering population and demographic change projections, trend analysis and customer feedback and requests.	Partially Complete	
4	The asset custodian has undertaken the process of identifying the costs associated with each level of service, including the increased cost or decreased cost associated with increasing or decreasing each level of service respectively to assist in scenario modelling.	Well Progressed	
5	Documented feedback on long term cumulative impacts of decisions on service levels.	Partially Complete	
5	Optimum life cycle costs known and supported by high levels of data, information and knowledge in all key areas. Political decisions informed by data, information and knowledge on tradeoffs for economic, social, cultural and environmental consequences.	Well Progressed	

Framework	Asset Management & Planning		
Element	Data and Systems		
Current Score		Core Maturity	40
Core Target		Risk of Current Maturity	Very High
Advanced Target		Risk of Target Maturity	Low
Observations	Asset data stored in various spreadsheets with no integration. Currency and accuracy varies. No system for managing asset data.		
Implications	Inconsistent quality of asset data compromises the reliability of asset related decision making.		
Recommendations	Improve systems for managing asset data		
Maturity Score	Characteristic	Result	
1	Ad hoc and fragmented approach to data management driven by current projects	Complete	
2	Audit completed to determine current skill & knowledge levels	Partially Complete	
2	Skill & knowledge requirements determined	Partially Complete	
3	The asset custodian has a defined process for operations, maintenance, renewal and upgrade planning for its existing assets.	Complete	
3	The asset custodian has defined and documented procedures for determining asset replacement and treatment unit rates, which are then stored in the Asset Management System.	Partially Complete	
3	Asset Management systems have the functionality to generate maintenance and renewal programs and produce associated cash flow forecasts.	Well Progressed	
3	The asset custodian's systems, procedures and processes allow it to benchmark its asset management performance against similar organizations.	Well Progressed	
3	The asset custodian's asset financial reporting functionality is comprehensive and includes audit trails, depreciation calculations, reporting thresholds and records of acquisition and disposal of assets	Well Progressed	
3	The asset custodian has documented repeatable methodologies to carry out consistent asset condition surveys and defect identification assessments, as documented in a Condition Rating Assessment Manual for applicable asset classes.	Partially Complete	
3	There is a common corporate data framework used across all asset groups, which is defined by the asset custodian's Infrastructure Asset Hierarchy.	Partially Complete	
3	The asset custodian has a consolidated, integrated, accurate, up to date asset register with appropriate components and the required functionality to ensure security and data integrity, which includes all information about each asset sorted by asset group.	Partially Complete	
4	Data and systems allow projections which inform a range of service provision scenarios and costs. Adopted scenarios are incorporated into Asset Management Plans and the Long Term	Partially Complete	

	Financial Plan with an annual review in line with applicable statutory requirements.	
4	Data is available and accessible to enable performance measurement and reporting against Key Performance Indicators used to measure levels of service. Processes and information are driven by an asset knowledge management strategy linked to the Asset Management Plans and the Long Term Financial Plan.	Not Started
4	The asset custodian's Asset Management System used to manage operations and maintenance functionality is driven by an asset knowledge management strategy, with specific functionality for each service area to monitor operations and maintenance costs and trends.	Not Started
4	The asset custodian benchmarks its infrastructure funding gap against relevant industry indicators.	Well Progressed
4	The asset custodian has a documented data standards for inclusion in Asset Management systems upon the commissioning of new (and/or modified) assets.	Not Started
4	The asset custodian's Asset Management Systems is used to monitor asset performance over time.	Not Started
4	Functionality of the asset custodian's Asset Management systems includes the ability to generate maintenance and renewal programs based on available budget and future condition profiles, to generate scenario specific cash flow forecasts and to generate optimized programs.	Partially Complete
4	The asset custodian's Asset Management system is integrated with other corporate knowledge systems such as the finance, GIS and property information systems.	Not Started
4	The asset custodian's Asset Management System can generate works orders based on intervention levels and customer requests which are also linked to the asset register. It has the capacity to monitor completion targets and perform facilities management functions.	Not Started
4	Asset Management systems are able to predict asset life based on various assessment factors and compare actual against predicted deterioration behaviour.	Not Started
4	The asset custodian records the results of asset condition surveys and defect assessments against individual assets, linked to the component inventory in the asset register. Time series condition data is maintained to allow monitoring of asset performance.	Partially Complete
4	Asset Management systems have risk management functionality available to predict criticality of assets, record risk assessments, risk treatment, treatment costs and residual risk.	Partially Complete
4	Asset renewal funding requirements and funding gaps are determined to achieve the lowest life cycle costs with consideration of the service level and risk tradeoffs.	Partially Complete
4	Asset data is available to operations, design and planning staff across services areas when planning and undertaking works.	Partially Complete
5	Asset data is integrated and responds to required decision support information needed for optimum service delivery	Not Started
5	Annual skills and knowledge audit on capacity and capacity needed to deliver corporate plan with linked service provision plan.	Not Started

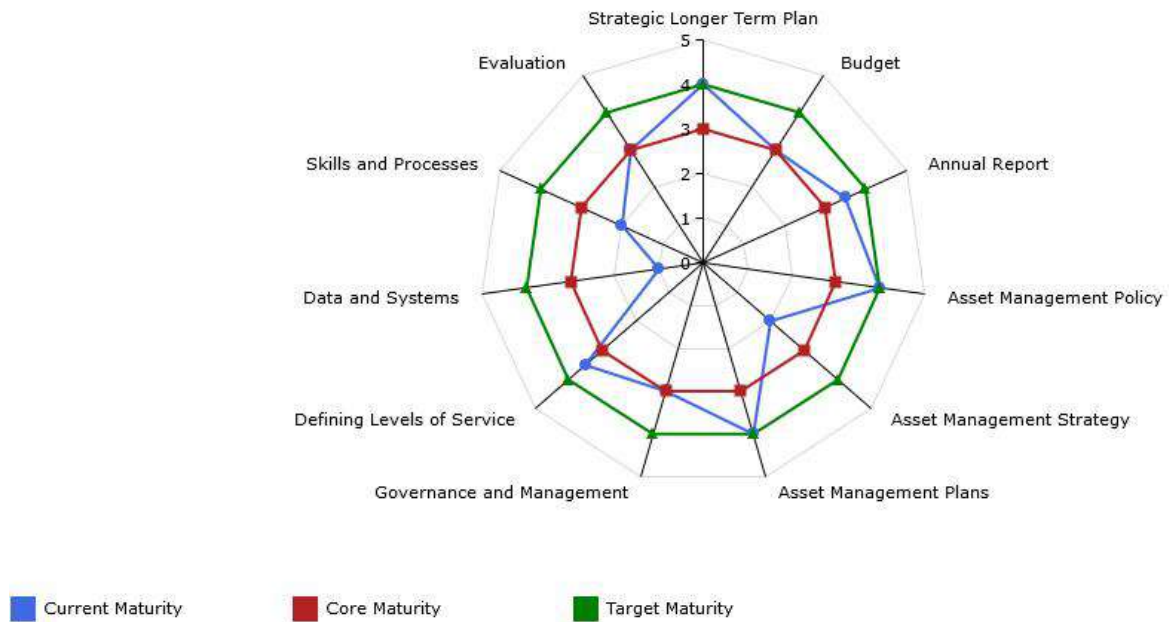
Framework	Asset Management & Planning		
Element	Skills and Processes		
Current Score		Core Maturity	40
Core Target		Risk of Current Maturity	High
Advanced Target		Risk of Target Maturity	Low
Observations	Council has no documented data management processes.		
Implications	Huge risk associated with staff succession planning		
Recommendations	Develop an Asset Knowledge Management Strategy to document the knowledge held by staff on the management of asset data.		
Maturity Score	Characteristic	Result	
1	Ad hoc and fragmented approach to data management driven by current projects	Complete	
2	Documented asset data management procedures	Not Started	
2	Audit completed to determine current skill & knowledge levels	Partially Complete	
2	Skill & knowledge requirements determined	Partially Complete	
3	The asset custodian provides ongoing training programs for executive leaders and elected members on key asset management topics.	Well Progressed	
3	The asset custodian has a process to communicate the financial implications of the Asset Management Plans to internal and external stakeholders.	Well Progressed	
3	The asset custodian has formal processes for the handover of assets to asset custodians/owners.	Well Progressed	
3	The asset custodian has a process to collect and record asset data into an Asset Management system upon the commissioning of new (and/or modified) assets, including built and contributed assets.	Not Started	
3	The asset custodian has a defined methodology for assessing the Remaining and Useful Life, Residual Value and Depreciation Method of assets.	Well Progressed	
3	The asset custodian has assessed the skills and knowledge required to perform asset data management activities, conduct financial reporting valuations and develop Asset Management Plans. The asset custodian has a current asset management skills matrix. Staff training needs have been identified and training scheduled.	Partially Complete	
3	The asset custodian has a process to annually review and update the financial forecasts for all asset classes and update the Long Term Financial Plan.	Partially Complete	
3	The asset custodian has a process to identify operational risks, assign responsibilities and monitor risk treatment actions all recorded within a risk register.	Partially Complete	
3	The asset custodian has a process to review and update Asset Management Plans for all asset groups on a maximum of a 3 to 4 year cycle consistent with the asset custodian	Well Progressed	

	election cycle. Asset Management Plans are formally adopted by The asset custodian .	
3	The asset custodian has a process to review and update the Asset Management Strategy on a maximum of a 5 year cycle. The Asset Management Strategy is to be formally adopted by the executive.	Well Progressed
4	Asset Knowledge Management Strategy identifies data framework requirements	Not Started
4	Contingency plans in place to ensure continuity of activities when staff turnover occurs	Partially Complete
4	Staff are trained in best practice operating and maintenance procedures and activities.	Partially Complete
4	Capital Works priority is based on the application of business cases incorporating whole of life costing, risk and benefit quantification and all data used in decision making is documented and recorded.	Well Progressed
4	The asset custodian has an Optimum Decision Making framework to ensure consistent decision making. The Optimum Decision Making framework considers multivariable criteria linked to service and performance standards. There is a shift in emphasis from asset condition to service performance and value.	Not Started
4	The asset custodian has a process whereby community enquiry and operational response issues are linked to individual assets.	Not Started
4	Asset failures and causes of failures are recorded and analysed to identify failure trends and asset group rectification strategies.	Not Started
4	There is a process to analyse risks and incorporate risk mitigation strategies into contingency plans within the planning cycle.	Not Started
4	When undertaking operations and maintenance activities there is a process to allow staff to communicate asset related issues to other service areas.	Well Progressed
4	The asset custodian has a documented process that identifies the outcomes of service delivery reviews for input into Asset Management Plans and the Long Term Financial Plan.	Well Progressed
4	The asset custodian has a process linked to a Disposal Policy that identifies any services (and associated assets) that are surplus to future service level needs.	Well Progressed
4	The asset custodian has a process which incorporates research into the determination of asset lives based on condition and consumption rates.	Partially Complete
4	Following each Annual Budget cycle, Asset Management Plans and the Long Term Financial Plan are updated to reflect the current financial position and to maintain alignment between all documents.	Partially Complete
5	Annual skills and knowledge audit on capacity and capacity needed to deliver corporate plan with linked service provision plan.	Partially Complete

Framework	Asset Management & Planning		
Element	Evaluation		
Current Score		Core Maturity	60
Core Target		Risk of Current Maturity	Low
Advanced Target		Risk of Target Maturity	Low
Observations	Not all of the criteria apply to a small organisation. Most of Council's evaluation processes are fit for purpose.		
Implications	New AM Strategy will deliver an AM Improvement Plan which can be reported to senior management		
Recommendations	Complete the new AM Strategy.		
Maturity Score	Characteristic	Result	
1	No formal evaluation process	Complete	
2	Improvement tasks are included in staff performance plans and reviews	Partially Complete	
3	Community levels of service are monitored and performance reported.	Well Progressed	
3	Technical levels of service are monitored and performance reported.	Well Progressed	
3	The asset custodian has a documented evaluation process by which asset management improvements are identified, timeframes established, resources allocated, actioned, monitored and reported to the Executive Management Team and/or CEO/GM.	Partially Complete	
4	The asset custodian benchmarks its asset management performance improvement against relevant industry indicators and reports annually on its asset management improvement performance against set targets.	Partially Complete	
4	Quantitative Key Performance Indicators (KPI's) are set for technical levels of service. KPI's are monitored, measured and reported to The asset custodian against time based 'targets'.	Not Started	
4	The asset custodian has a documented evaluation process by which asset management improvements are identified, timeframes established, resources allocated, actioned, monitored and reported to the Internal Audit Committee (or equivalent) and the executive.	Not Started	
5	Qualitative Key Result Areas (KRA's) are set for Community levels of service. KRA's are monitored, measured and reported to The asset custodian, against time based 'targets'.	Partially Complete	
5	The asset custodian undertakes an annual audit within the entity to report on trends on ISO 55000 / Triple Bottom Line / Quadruple Bottom Line service delivery and accompanying financial sustainability compared to the Strategic Longer Term Plan.	Not Started	

3.0 GRAPHS

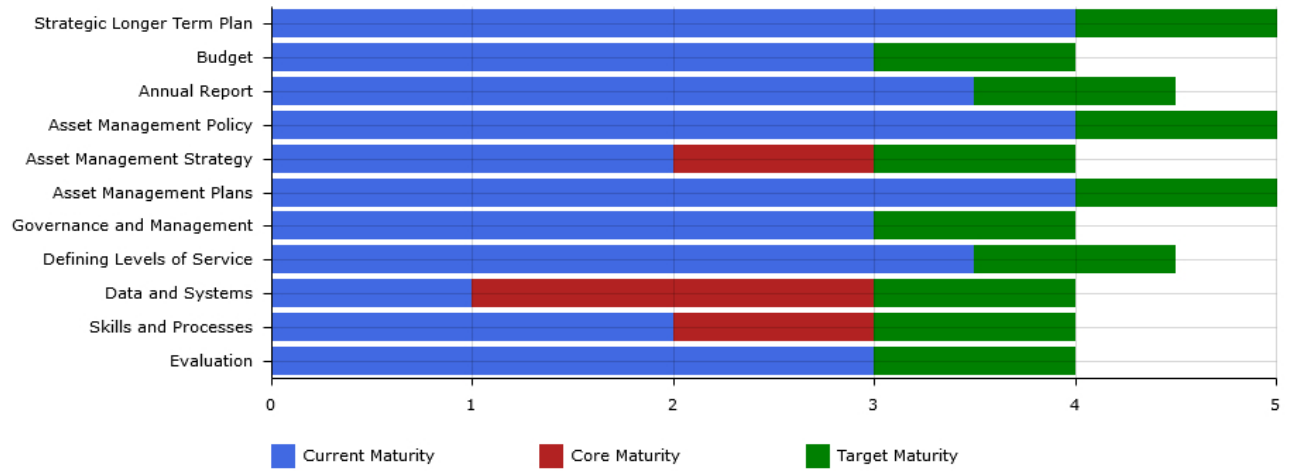
Core and Advanced Maturity Assessment Spider



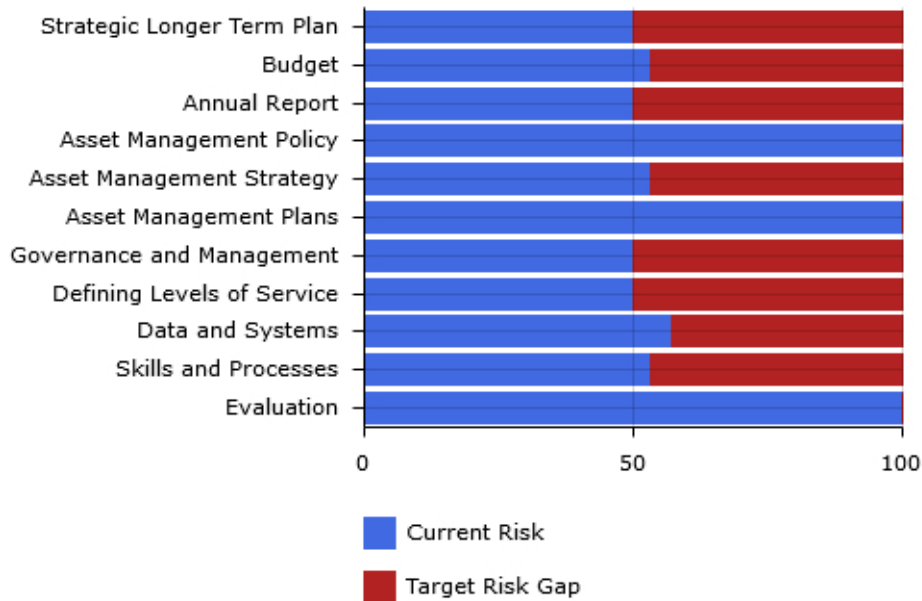
Current and Target Risk Spider



Core Maturity Assessment Histogram



Core Maturity Risk Assessment Histogram



CENTRAL DARLING SHIRE COUNCIL



COMBINED STRATEGIC ASSET MANAGEMENT PLAN

Central Darling Shire Council
Draft AM Strategy

Document Control	Strategic Asset Management Plan (combined)
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Document ID :

Rev No	Date	Revision Details	Author	Reviewer	Approver
0.1	March 2021	Draft	Jacqui Hansen	Mike Brearley	Reece Wilson

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The Institute of Public Works Engineering Australasia

Contents

EXECUTIVE SUMMARY	1
Context	1
Current situation	1
What does it Cost?	1
What we will do	1
What we have deferred	1
Managing the Risks	1
Confidence Levels	3
The Next Steps	3
 2. ASSET MANAGEMENT STRATEGY	 4
2.1 Asset Management System	4
2.2 What Assets do we have?	6
2.3 Our Assets and their management	9
2.4 Where do we want to be?	15
2.5 Asset Management Vision	16
2.6. How will we get there?	17
2.7 Asset Management Improvement Plan	18
 3. LEVELS OF SERVICE	 19
3.1 Consumer Research and Expectations.....	19
3.2 Organisational Objectives.....	19
3.3 Legislative Requirements.....	19
3.4 Levels of Service.....	19
 4. FUTURE DEMAND	 20
4.1 Demand Drivers	20
4.2 Demand Forecast.....	20
4.3 Demand Impact on Assets	20
4.4 Demand Management Plan	21
 5. LIFECYCLE MANAGEMENT PLAN	 22
5.1 Background Data	22
5.2 Routine Operation and Maintenance Plan	22
5.3 Renewal/Replacement Plan.....	23
5.4 Creation/Acquisition/Upgrade Plan.....	24

5.5	Disposal Plan	24
5.6	Service Consequences and Risks.....	25
6.	RISK MANAGEMENT PLANNING	26
6.1	Critical Assets.....	26
6.2	Risk Assessment.....	28
6.3	Infrastructure Resilience Approach	33
6.4	Service and Risk Trade-Offs	33
7.	FINANCIAL SUMMARY	36
7.1	Financial Indicators and Projections	36
7.2	Funding Strategy.....	36
7.3	Valuation Forecasts	36
7.4	Key Assumptions made in Financial Forecasts	36
7.5	Forecast Reliability and Confidence.....	37
8.	PLAN IMPROVEMENT AND MONITORING	39
8.1	Status of Asset Management Practices	39
8.2	Improvement Plan	39
8.3	Monitoring and Review Procedures	40
8.4	Performance Measures	40
9.	REFERENCES	41
SAMP OUTPUTS		Error! Bookmark not defined.

EXECUTIVE SUMMARY

Context

Central Darling Shire Council is responsible for the acquisition, operation, maintenance, renewal and disposal of an extensive range of physical assets with a replacement value of approximately \$268M.

Asset Class	Total Replacement Cost
Buildings and Land Improvements	\$40,040,100
Plant and Fleet	\$3,770,999
Sewerage Service	\$6,575,341
Stormwater Drainage	\$1,379,427
Transport	\$172,660,021
Water Supply	\$43,556,883
	\$267,982,771

These assets include buildings and other structures, parks, recreation areas, roads, footpaths, drainage systems, water supply and sewerage services, and associated operating assets. They provide service essential to our community's quality of life.

This Strategic Asset Management Plan (SAMP) takes the organisational objectives in our Strategic Plan, develops the asset management objectives, principles, framework and strategies required to achieve our organisational objectives.

The plan summarises activities and expenditure projections from individual asset management plans to achieve the asset management objectives.

Current situation

Our aim is to achieve a 'core' maturity for asset management activities and continue maturity improvement where the benefits exceed the costs. Improvement tasks have been identified and documented in Table 8.2.

What does it Cost?

Operating Outlays (excluding depreciation)

The projected operating outlays necessary to provide the services covered by this SAMP includes operation and maintenance of existing assets over the 10 year planning period, which is \$7,637,850 on average per year.

Capital Outlays

The projected required capital outlays including renewal/replacement and upgrade of existing assets and acquisition of new assets over the 10 year planning period is \$8,777,940 on average per year.

This AM Strategy has been developed to facilitate a balance between the projected expenditures in the SAMP with financial outlays in the Long-Term Financial Plan (LTFP) involving:

- community consultation on desirable and affordable levels of service
- balancing service performance, risk and cost in a trade-off of projects and initiatives
- considering the impact of trade-offs and accepting the service and risk consequences
- no borrowings to finance capital renewal and upgrade/new projects in

What we will do

Our aim is to provide the services needed by the community in a financial sustainable manner. Achieving financial sustainability requires balancing service levels and performance with cost and risk.

It may not be possible to meet all expectations for services within current financial resources. We will continue to engage with our community to ensure that needed services are provided at appropriate levels of service at an affordable cost while managing risks.

What we have deferred

We do **not** have enough funding to provide all services at the desired service levels or provide new services.

For all asset classes, with the current exception of Plant and Fleet, Council does have the budget that is needed to renew assets before they reach end of life.

Managing the Risks

There are risks associated with providing the service and not being able to complete all identified initiatives and projects. **We have identified major risks as:**

Buildings and Land Improvements

- As the condition of assets deteriorates, they may become unsafe. Failed assets building and land improvement assets can pose a danger to the community
- If buildings and land improvement assets do not meet current standards, Council could be at risk of litigation should an incident occur.
- With no new buildings or land improvements, to demonstrate prosperity, new residents may not be attracted to the Shire

Plant and Fleet

Whilst it appears that there is currently an adequate budget allocation, the operation of plant and fleet will be reviewed once a dedicated plant fund with plant hire rates is implemented.

Sewerage Services

- Failure of pumping stations and associated environmental impacts
- Treatment Ponds reach capacity and overflow
- Ongoing failure of house pumps in Wilcannia, which have a useful life of 4 years
- Rising Main and/or Reticulation failure

Stormwater Drainage

- Failure of stormwater infrastructure resulting in localised flooding.

Transport

- Sealed roads- increased risk of traffic accidents and vehicle damage
- Unsealed roads- increased risk of traffic accidents, vehicle damage and delays for locals, tourists and the heavy vehicle transport industry
- Un-sheeted roads- increased risk of traffic accidents, vehicle damage and delays for locals, tourists and the heavy vehicle transport industry
- Airport Runways- unsealed runways incapable of emergency landings to fly injured people out or scheduled clinical visits
- Footpaths that are unformed may force users onto the road and are not fit for purpose
- Carparks that don't meet user requirements may cause reputational damage to council and may be safety liability

- Kerb & channel drainage assets may leave council liable if inundation or flooding occurs due to their incapacity to control and channel stormwater

Water Supply

- Interruption to water supply system from asset failures.

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

Buildings and Land Improvements

- Monitoring the condition of assets and intervening with repairs, maintenance and asset renewal when budget permits
- Seek and respond to all grant (and other opportunities) to obtain external funding for asset renewal and acquisition.

Sewerage Services

- Replacing Pump Stations and upgrading with new within available budget.
- Replacing old ponds pipework, desludging lagoons to create more capacity for wet weather and high usage times
- Ongoing replacement of house pumps as failure occurs
- Applying for grant funding to replace the existing Wilcannia low pressure system with a gravity system

Stormwater Drainage

- Inspect and monitor all stormwater assets regularly, prioritise and repair defects in accordance with our inspection schedule to ensure functionality and safety.
- Review and update the Stormwater Management Plan

Transport

- Distributing available funding to maintain critical assets to meet customer service level requirements
- Manage asset maintenance & operations budgets to meet the road hierarchy programme
- Review and adjust functional service standards

- Implement an improvement program for remedial work
- Conduct regular condition assessment, routine maintenance and renew deteriorating components as required.
- Regular defect assessment / monitoring
- Monitor customer service requests against Levels of Service and adjust if required.

Water Supply

- Review and implementation of our Drinking Water Quality Management Plan
- Inspect and monitor all water assets regularly, prioritise and repair defects in accordance with our inspection schedule to ensure functionality and safety.
- Lobby government entities for grant funding

Confidence Levels

This SAMP is based on medium level of confidence information.

The Next Steps

The actions resulting from this asset management plan are:

- Implement the improvement plan in Section 8.2
- Improve consultation methods to increase awareness of service performance, risk and cost pressures we are facing
- Investigate actions to extend the life of assets without affecting performance and risk
- Review asset renewal and replacement options to reduce service delivery lifecycle costs
- Improve alignment between the Long Term Financial Plan and the forecast outlays calculated in the AM Plans.

2. ASSET MANAGEMENT STRATEGY

2.1 Asset Management System

Asset management enables an organisation to realise value from assets in the achievement of organisational objectives, while balancing financial, environmental and social costs, risk, quality of service and performance related to assets.

An asset management system is a set of interrelated and interacting elements of an organisation to establish the asset management policy and asset management objectives, and the processes, needed to achieve those objectives.

The asset management system fits within the organisation's strategic planning and delivery process as shown in Figure 1.

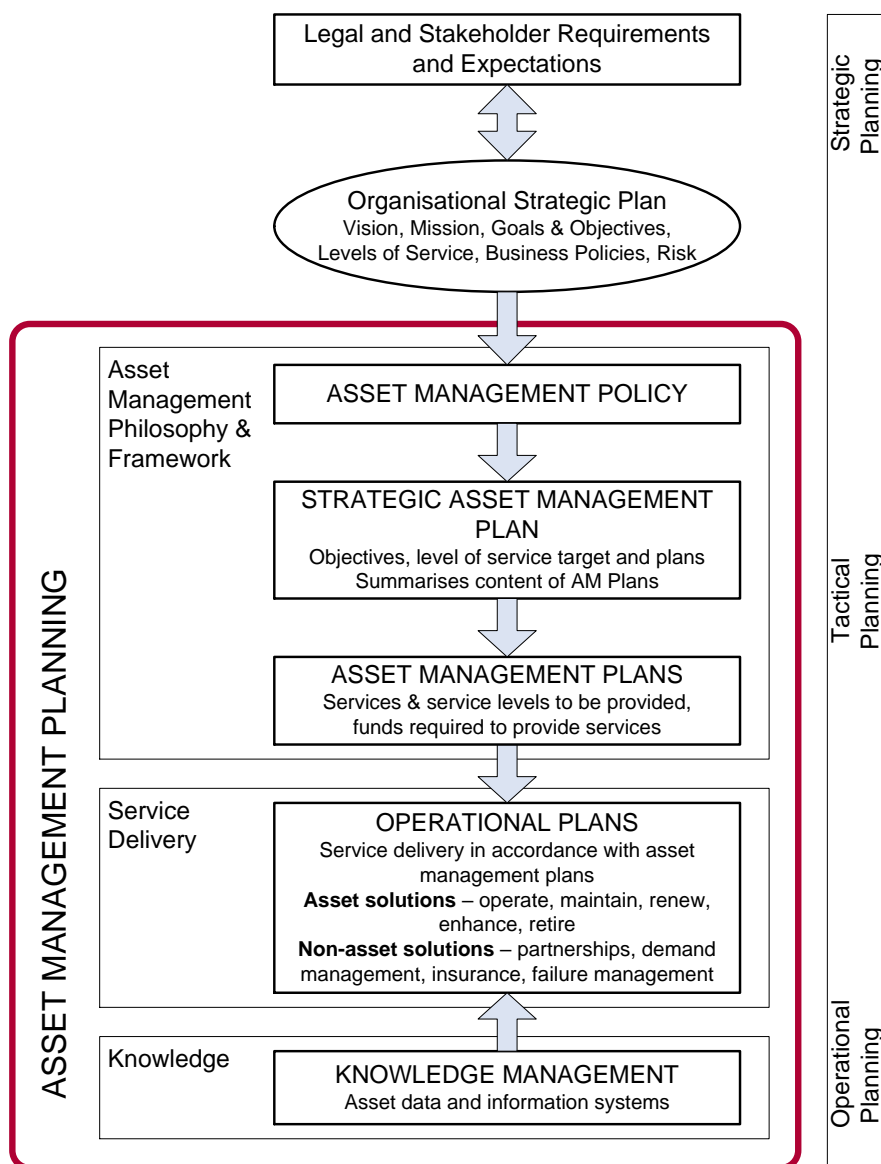


Figure 1: Strategic Asset Management Plan fit in Planning Process

2.1.1 Asset Management Policy

The asset management policy sets out the principles by which the organisation intends applying asset management to achieve its organisational objectives. Our adopted asset management policy is available from our web site:

<https://www.centraldarling.nsw.gov.au/f.ashx/Documents/Policies/Asset-Management-Policy.pdf>

2.1.2 Asset Management Objectives

The asset management objectives provide the link between the organisational objectives and the asset management plan(s) that describe how those objectives are going to be achieved. CDSC is yet to formulate and adopt asset management objectives. These will be included in future versions of this document.

2.1.3 Strategic Asset Management Plan

This strategic asset management plan encompasses the following services:

- Buildings and Land Improvements, which includes the services provided by the following assets:
 - Aerodrome assets
 - Buildings
 - Depots
 - Domestic waste and street sweeping
 - Public safety and bushfire assets
 - Public order and safety assets
 - Cemeteries
 - Parks and recreation
 - Swimming pools
- Plant and Fleet (not including the provision of light vehicles).
- Sewerage services to the town of Wilcannia
- Stormwater Drainage to the towns of Menindee and Wilcannia
- Transport assets across the whole Shire, including roads, airport runways, bridges, culverts and car parks.
- Water supply to the towns of Wilcannia, White Cliffs and Ivanhoe.

2.1.4 Asset Management Plans

This strategic asset management plan summarises the key issues from following asset management plans:

- CDSC Buildings and Land Improvement Asset Management Plan 2021
- CDSC Plant and Fleet Asset Management Plan 2021
- CDSC Sewerage Asset Management Plan 2020
- CDSC Stormwater Asset Management Plan 2020
- CDSC Transport Asset Management Plan 2020
- CDSC Water Asset Management Plan 2020

The Strategic Asset Management Plan is part of the organisation's strategic and annual planning and reporting cycle as shown in Table 2.1.

Table 2.1: Strategic Asset Management Plan within the Planning and Reporting Cycle

	Plan	Planning Cycle	Performance Reporting	Reporting Method
Community Planning	20 year Community Plan	4 – 10 years	Community Objectives Indicators	Annual Report
Strategic Planning	10 year Strategic Plan	4 years	Organisational Objectives	Annual Report
	10 year Long-Term Financial Plan		Financial Indicators	
	Strategic Asset Management Plan Asset Management Plans		Asset Management Objectives	
Operational Planning	4 year Operational Plan	4 years	Operational Objectives incorporated into Annual Plan	Annual Report
Annual Planning & Budget	Annual Plan & Budget	Annual	Annual Objectives Budget Objectives	Annual Report Monthly Reports to Council/Board
	Departmental/Directorate Work Plans		Work Plan Objectives	Monthly Reports to Council/Board
	Individual Work Plans		Work Plan Objectives	Performance Reviews

2.2 What Assets do we have?

We manage a wide range of assets to provide services to our community. The assets provide the foundation for the community to carry out its everyday activities, while contributing to overall quality of life.

Table 2.2: Assets covered by this Plan

Asset Class/Category	Dimension (or number of)
Buildings & Land Improvements	
Buildings	37
Other Structures	23
Plant & Fleet	
Backhoe Loader - Dig Depth >=2.5m - 3.5m	1
Backhoe Loader - Dig Depth >=3.5 - 5m	1
Excavator - O/Wt >=10t - 15t	1
Forklift > 2,000kg	1
Generator, Large >25 KVA	2
Generator, Medium 10 to <25 KVA	2
Heavy Truck - GVM >16,000	1
Heavy Truck - GVM 11,000 to <16,000kg	10
Light Truck - GVM 4,500 to <8,000kg	2
Loader, Skidsteer - O/ Load >=800kg - 900kg	1
Loader, Wheel - O/ Cap >=2.5t - 3t	1
Loader, Wheel - O/ Cap >=3.5t - 4t	3
Portable Traffic Lights	4
Pressure Cleaner - 4,000 - 5,000 PSI	1
Shed - Crib	4
Tractor - 40 to <80 Eng hp	1
Tractor > 100 Eng hp	2
Trailer - <=750kg	3
Trailer - >2000-4000kg	7
Trailer - >750-2000kg	4
Utility	1
Sewerage	
Reticulation Pipework	14,252m
Manholes	40
House Pumps	260
Pump Stations	5
Treatment Plants	2
Stormwater	
Menindee	
300mm dia PVC Pipe	203m
450mm dia concrete pipe	379m
Gross pollutant trap	2
Headwall (concrete) 300 mm	3
Headwall (concrete) 450 mm	15
Junction pit (concrete)	13
Outlet Headwall and integral energy dissipator	3

Asset Class/Category	Dimension (or number of)
Wilcannia	
225mm dia PVC pipe	288m
450mm dia concrete pipe	492m
750mm dia concrete pipe	562m
900x600 concrete box culvert	33m
Grated inlet pits (Concrete)	27
Gross pollutant trap	5
Junction pit (concrete)	7
Junction pit (concrete) 1.05M	1
Kerb inlet pits (concrete) 900mm	8
Outlet headwall and integral energy dissipator	5
Transport	
Roads	2400km
Aerodromes	6
Bridges and Major Culverts	23
Culverts	444
Footpath	12km
Kerb and Channel	17km
Water Supply	
Bore	6
Dam	6
Potable Water Main	34,485 m
Pump Station	7
Raw Water Main	71,923 m
Reservoir	2
Water Treatment Plant	3

2.3 Our Assets and their management

2.3.1 Asset Values

The infrastructure assets covered by this strategic asset management plan are shown in Table 2.3.1. These assets are used to provide services to the community.

Table 2.3.1: Assets covered by this Plan

Asset Class/Category	Gross Replacement Cost *	Carrying Value	Annual Depreciation
Buildings and Land Improvements	\$40,040,100	\$12,936,904	\$1,033,346
Plant and Fleet	\$3,770,999	\$1,857,334	\$388,412
Sewerage Service	\$6,575,341	\$4,688,313	\$152,378
Stormwater Drainage	\$1,379,427	\$575,332	\$25,388
Transport Assets	\$172,660,021	\$76,867,648	\$3,304,813
Water Supply	\$43,556,883	\$10,522,931	\$903,698
TOTAL	\$267,982,771	\$107,448,462	\$5,808,035

Figure 2 shows the gross replacement value of our assets.

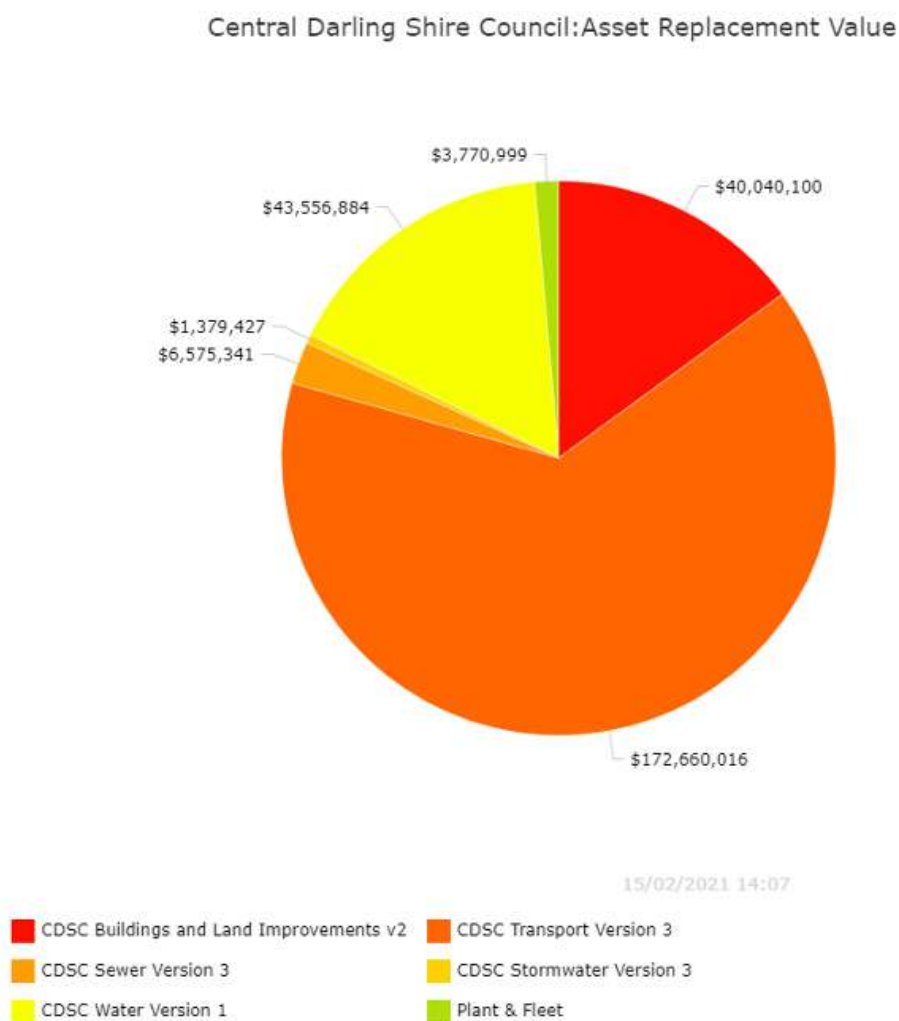


Figure 2: Asset Replacement Values

2.3.2 Asset Condition, Function and Capacity

Our State of the Assets Report monitors the performance of the assets under three community service indicators:

- condition/quality – how good is the service?
- function - does it meet users' needs?
- capacity/utilisation – is the service usage appropriate to capacity?

Figure 3 shows the state of the assets as a percentage of their replacement value.

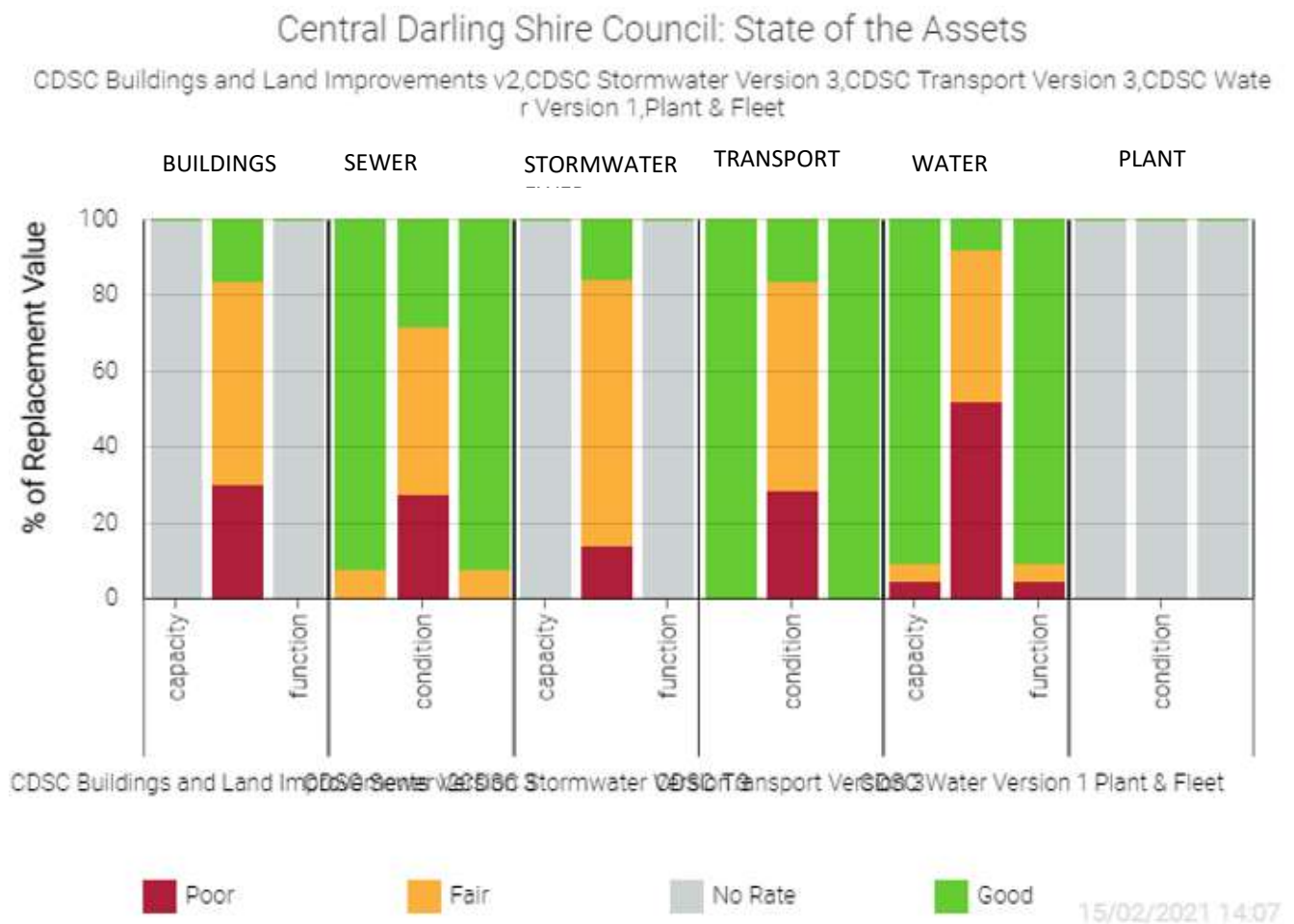


Figure 3: State of the Assets

2.3.3 Lifecycle Costs

Lifecycle costs (or whole of life costs) are the average annual costs that are required to sustain the service levels over the longest asset life. Lifecycle costs include operation and maintenance expenditures plus asset consumption (depreciation). Life cycle costs can be compared to lifecycle expenditure to give a comparison of current expenditures to lifecycle costs of services.

Lifecycle expenditures include operation and maintenance expenditures (excluding depreciation) plus capital renewal expenditure. The capital renewal component of lifecycle expenditure can vary depending on the timing of asset renewals.

The lifecycle costs and expenditures averaged over the 10 year planning period are shown in Table 2.3.3.

Table 2.3.3: Asset Lifecycle Costs

Asset Class/Category	Lifecycle Cost (\$M/yr)	Lifecycle Expenditure (\$M/yr)	Lifecycle Expenditure Indicator
Buildings and Land Improvements	\$3,331,198	\$2,576,450	77.34
Plant and Fleet	\$1,398,412	\$1,475,000	105.48
Sewerage Service	\$237,378	\$145,000	61.08
Stormwater Drainage	\$40,388	\$29,200	72.30
Transport Assets	\$6,504,813	\$4,300,000	66.10
Water Supply	\$1,933,698	\$2,282,500	118.04
TOTAL	\$13,445,887	\$10,808,150	

- Lifecycle Forecast = average 10 year forecast operations, maintenance and depreciation.
- Lifecycle Expenditure = average 10 years planned budget for operations, maintenance and depreciation.
- Lifecycle Expenditure Indicator = lifecycle planned budget/ lifecycle forecast.
- Lifecycle Expenditure Indicator should ideally sit between 90-110.

2.3.4 Asset Management Indicators

Figure 4 (following) shows the projected operation, maintenance, acquisition, renewal expenditure balanced with financial outlays in the 10 year long-term financial plan.

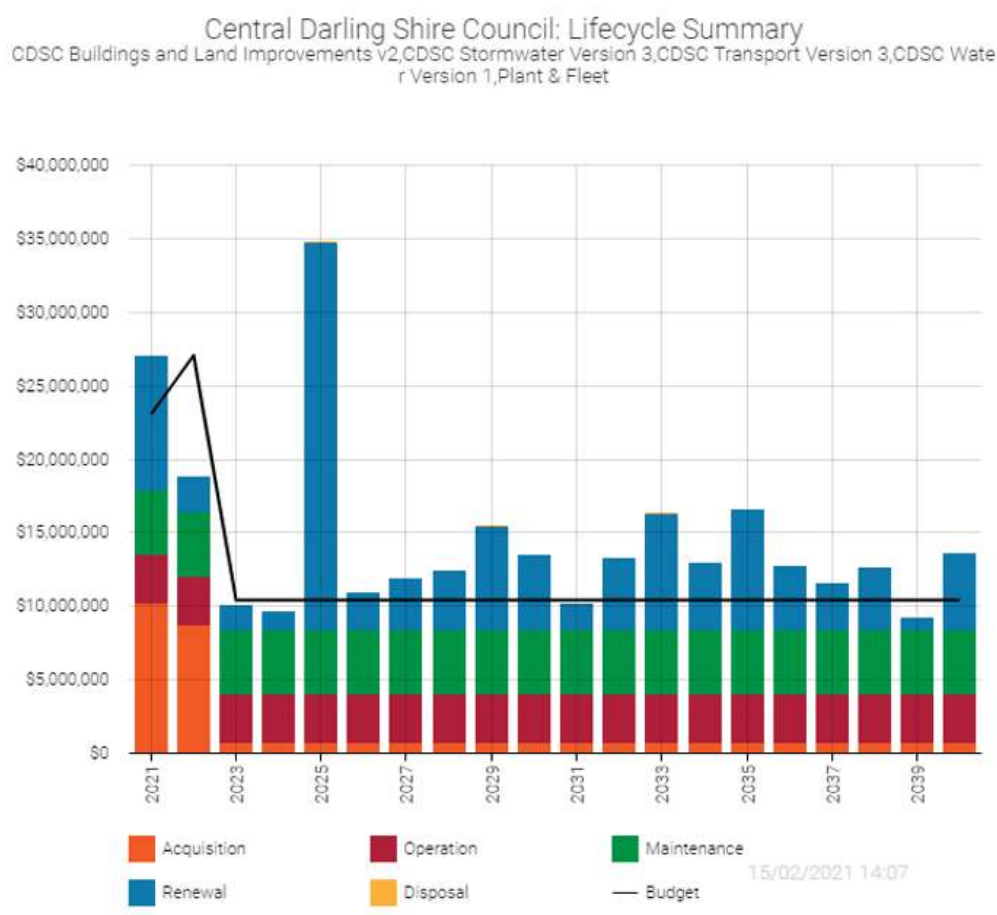


Figure 4: Projected Operating and Capital Expenditure

2.3.5 Opportunities and Risks

Infrastructure risk management plans are incorporated in the relevant asset management plans.

2.3.6 Asset and Financial Management Maturity

Figure 5 shows the current and target 'core' and 'advanced' maturity scores for the eleven elements of the National Frameworks for asset and financial management.

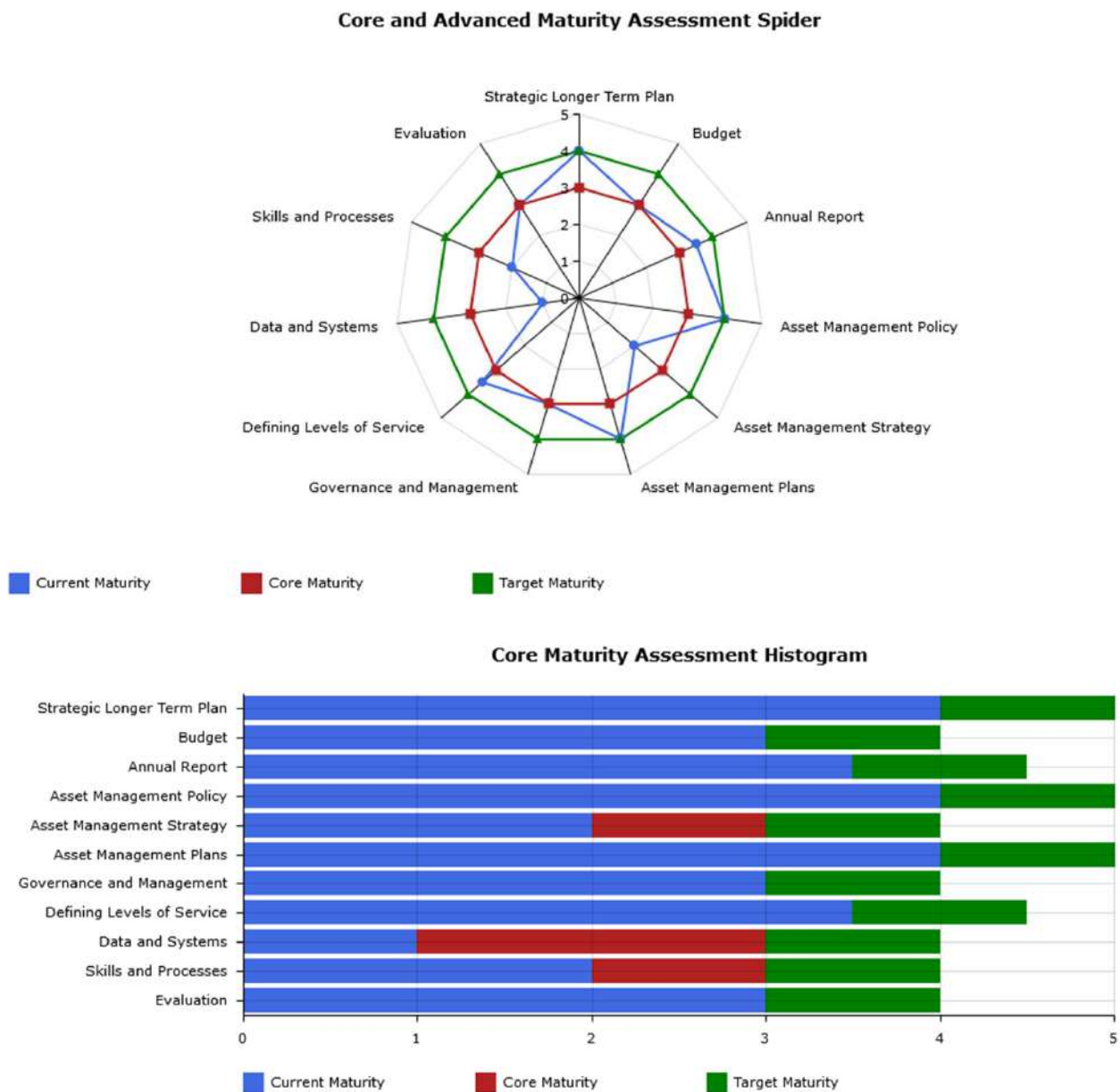


Figure 5: Maturity Assessment

Improvement in 'core' maturity is indicated by movement of the blue ♦ (current maturity) line to the red ■ ('core' maturity) and green line ▲ (desired or aspirational target maturity).

Improvement in maturity is indicated by movement of the blue (current maturity) line to the red (target maturity) and green line (full alignment with ISO 55001 requirements).

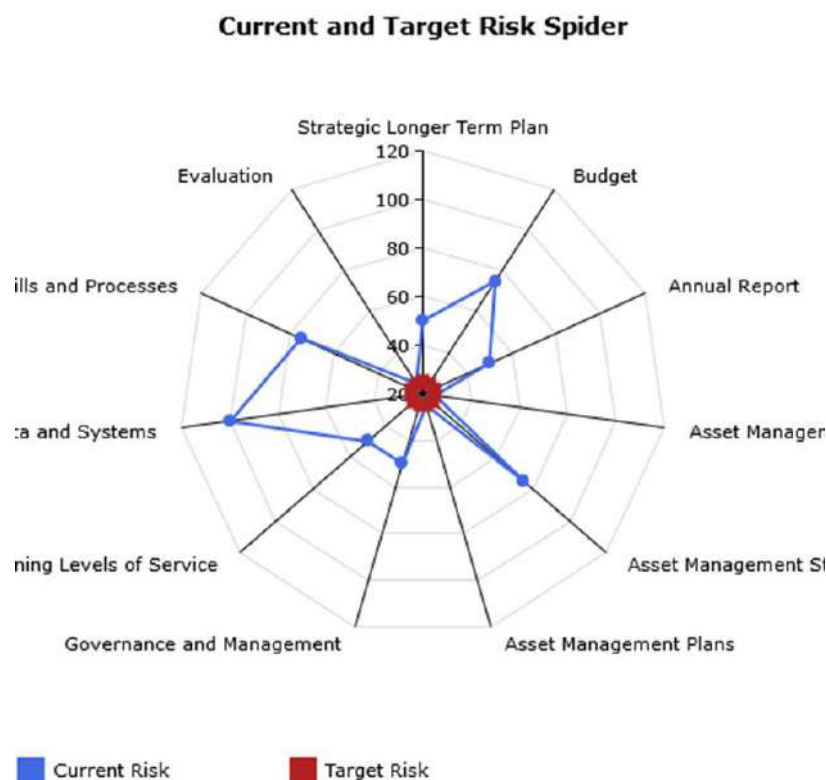
Elements with low maturity scores are:

- Data and Systems
- Skills and Processes
- Asset Management Strategy

The element of most concern at this time is Data and Systems

- Council does not have defined and documented procedures for determining asset replacement and treatment unit rates, which are then stored in the Asset Management System. Unit rates are currently provided by the external valuer, when the revaluation takes place every 4-5 years. This is not ideal. Unit rates should be determined by Council, to suit local conditions, and reviewed annually.
- Council does not have documented repeatable methodologies to carry out consistent asset condition surveys and defect condition assessments, as documented in a Condition Rating Assessment Manual for applicable asset classes. Council relies on external valuers to condition assess assets, when the revaluation takes place, every 4-5 years, when often only a small sample of assets are inspected.
- Council does not have a consolidated integrated, accurate, up to date asset register with appropriate components and the required functionality to ensure security and data integrity, which includes all information about each asset sorted by asset group/

Whilst the Asset Management Strategy also received a low score in the maturity assessment, with the completion of the document, this score will increase. It is the Data and Systems element, which feeds in to the Skills and Processes element, that requires the most urgent attention. The risk to the organisation from the current maturity is shown in Figure 6 following.



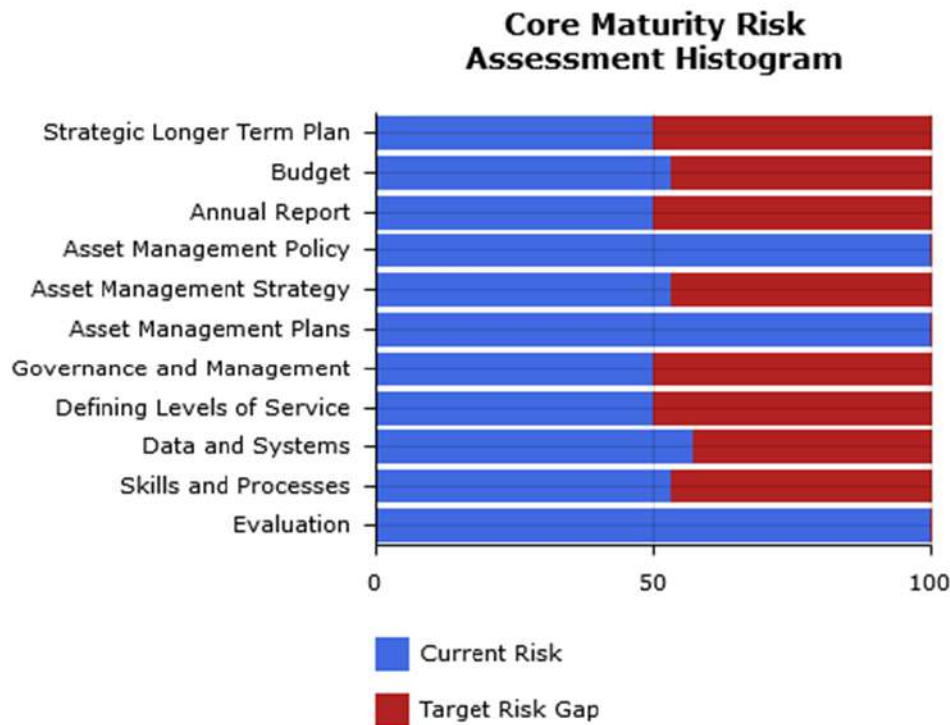


Figure 6: Maturity Risk Assessment

Elements with highest priority for improvement are:

- Data and Systems
- Asset Management Strategy- (maturity assessment was performed ahead of the preparation of this document.)
- Budget

2.3.7 Strategy Outlook

1. It may not be possible to maintain current levels of service for the next ten years based on current knowledge and projections in AM Plans and Long-Term Financial Plan. Assets will require renewal and there may not be sufficient budget available for this to take place at the optimum time.
2. Funding of current infrastructure lifecycle costs is considered inadequate for long term needs. Review of services, service levels and costs will need to be carried out to identify and monitor changes in demand for services and affordability over the longer-term.
3. Our current asset and financial management maturity are below 'core' level and improvement are recommended.

2.4 Where do we want to be?

2.4.1 Community Expectations

We have identified community expectations for service levels to be generally consistent with current levels of service.

During the development of the Community Strategic Plan in 2017, a Community Engagement Strategy was prepared and implemented by Council. The outcomes of this community engagement process were used to inform the current suite of asset management plans.

Community engagement is necessary to ensure that informed decisions are made on future levels of service and costs and that service and risk consequences are known and accepted by stakeholders.

2.4.2 Organisational Objectives

The organisation objectives are developed in the Central Darling Shire Community Strategic Plan 2017-27 under Vision, Mission, Values and Priority Areas as shown below.

Our vision is:

Central Darling will be a great place to live and visit.

Our mission is:

Realising quality opportunities for all in the Central Darling Shire through:

- *Effective leadership*
- *Community development through involvement, participation, partnership, ownership and collaborative approach*
- *Facilitation of services*
- *Community ownership*
- *Delivery of consistent, affordable and achievable services and facilities.*

Our Core Values are:

- *Ethical and responsible behaviour*
- *Harmony*
- *Working together*
- *Caring for individuals*
- *Diversity of opinion and respect for others*
- *Commitment to improved performance*
- *Achieving tangible results*
- *Commitment to do what we said we will do*
- *Energising leadership*
- *Customer service and contribution to community*

- *Innovation and continuous improvement*

The organisation objectives developed for priority areas are shown in Table 2.4.2.

Table 2.4.2: Strategic Priority Areas and Organisational Objectives

Strategic Priority Area	Organisational Objective
Social	<ul style="list-style-type: none"> • Closer cooperation and cohesion between community groups • Improved community services and facilities • Enhanced community spirit, cultural and arts awareness and pride • Improved opportunities for our communities • Enhanced public order and safety
Economic	<ul style="list-style-type: none"> • Expansion of industries and growth in businesses • Employment growth • Improved infrastructure across the Shire
Environment	<ul style="list-style-type: none"> • Collaborative approach to environmental management and protection • Improved town entrances and streetscapes • Safe and reliable water supplies and road networks for Shire communities • Improved infrastructure across the Shire • Well planned towns in accordance with LEP and sound planning principles
Civic Leadership	<ul style="list-style-type: none"> • Effective communication and consultation with Shire communities • Efficient and effective services • Skilled and informed Councillors and staff • Engaged leaders and volunteers in each community.

Strategic Priority Areas and Organisational Objectives sourced from the Central Darling Shire Community Strategic Plan 2017-2027.

2.4.3 Asset Management Objectives

The asset management objectives (or strategies) translate the organisational objectives into the required service outcomes to be provided by infrastructure assets and activities described in the asset management plans.

Central Darling Shire Council is yet to develop asset management objectives, and actions to achieve the objectives, for each service area, with performance targets and timelines.

It is intended that these will be included in the future versions of this document.

2.5 Asset Management Vision

To ensure the long-term financial sustainability of the organisation, it is essential to balance the community's expectations for services with their ability to pay for the infrastructure assets used to provide the services. Maintenance of service levels for infrastructure services requires appropriate investment over the whole of the asset life cycle. To assist in achieving this balance, we aspire to:

Develop and maintain asset management governance, skills, process, systems and data in order to provide the level of service the community need at present and in the future, in the most cost-effective and fit for purpose manner.

Strategies to achieve this position are outlined in Section 2.6.

2.6. How will we get there?

This strategic asset management plan proposes strategies to enable the organisational objectives and asset management policies to be achieved.

Table 2.6: Asset Management Strategies

No	Strategy	Desired Outcome
1	Incorporate Year 1 of long term financial plan revenue and expenditure projections into annual budgets.	Long term financial planning drives budget deliberations and the long term implications of all services are considered in annual budget deliberations.
2	Report our financial position at Fair Value in accordance with Australian Accounting Standards, financial sustainability and performance against organisational objectives in Annual Reports.	Financial sustainability information is available for Council/Board and the community.
3	Develop and maintain a long term financial plan covering 10 years incorporating asset management plan expenditure projections with a sustainable funding position outcome.	Sustainable funding model to provide our services.
4	Develop and annually review asset management plans and strategic asset management plan covering at least 10 years for all major asset classes (80% of asset value).	Identification of services needed by the community and required funding to optimise 'whole of life' costs.
5	Review and update asset management plans, strategic asset management plan and long term financial plans after adoption of annual budgets. Communicate any consequence of funding decisions on service levels and service risks.	We and the community are aware of changes to service levels and costs arising from budget decisions.
6	Develop and maintain a risk register of operational and service delivery risks showing current risk levels, risk management treatments and report regularly to Council on current high level risks.	Risk management of operational and service delivery risks is an integral part of governance.
7	Ensure Council decisions are made from accurate and current information in asset registers, on service level performance and costs and 'whole of life' costs.	Improved decision making and greater value for money.
8	Report on our resources and operational capability to deliver the services needed by the community in the annual report.	Services delivery is matched to available resources and operational capabilities.
9	Ensure responsibilities for asset management are identified and incorporated into staff position descriptions.	Responsibility for asset management is defined.
10	Implement an improvement plan to realise 'core' maturity for the financial and asset management competencies within 2 years.	Improved financial and asset management capacity within the organisation.
11	Report six monthly to the CEO on development and implementation of strategic asset management plan, AM Plans and long term financial plans.	Oversight of resource allocation and performance.

2.7 Asset Management Improvement Plan

The tasks required achieving a 'core' financial and asset management maturity are shown in priority order in the asset management improvement plan in Section 8.2.

3. LEVELS OF SERVICE

3.1 Consumer Research and Expectations

The expectations and requirements of various stakeholders were considered prior to the preparation of Council's current Community Strategic Plan.

3.2 Organisational Objectives

Section 2.4.2 of this strategic asset management plan reported the organisational objectives from Central Darling Shire Community Strategic Plan 2017-2027.

3.3 Legislative Requirements

We have to meet many legislative requirements including Australian and State legislation and State regulations. These are detailed in the various asset management plans that are summarised in this strategic asset management plan.

3.4 Levels of Service

Service levels are defined in three ways, customer values, customer levels of service and technical levels of service.

Customer Values indicate:

- what aspects of the service is important to the customer,
- whether they see value in what is currently provided and
- the likely trend over time based on the current budget provision

Customer Levels of Service measure how the customer receives the service and whether the organisation is providing value.

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

Quality/condition	How good is the service?
Function	Does it meet users' needs?
Capacity/Utilisation	Is the service usage appropriate to capacity?

Technical Levels of Service - Supporting the community service levels are operational or technical measures of performance. Technical service measures are linked to annual budgets covering:

- Operation – the regular activities to provide services such as availability, cleansing, mowing, etc.
- Maintenance – the activities necessary to retain an asset as near as practicable to an appropriate service condition (e.g. road patching, unsealed road grading, building and structure repairs),
- Renewal – the activities that return the service capability of an asset similar to that which it had originally (e.g. road resurfacing and pavement reconstruction, pipeline replacement and building component replacement) or to a lower service level,
- Acquisition – the activities to provide a higher level of service (e.g. widening a road, sealing an unsealed road, replacing a pipeline with a larger size) or a new service that did not exist previously (e.g. a new library).

Service managers plan, implement and control technical service levels to influence the customer service levels.

Together the community and technical levels of service provide detail on service performance, cost and whether service levels are likely to stay the same, get better or worse.

Our current and projected technical levels of service for the services covered by this strategic asset management plan are shown in the AM Plans.

4. FUTURE DEMAND

4.1 Demand Drivers

Drivers affecting demand can include population change, changes in demographics, climate change, consumer expectations, government decisions, regulatory changes, economic factors and agricultural practices.

4.2 Demand Forecast

Demand drivers that may impact future service delivery and utilisation of assets are documented in Table 4.3.

4.3 Demand Impact on Assets

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

Table 4.3: Demand Drivers, Projections and Impact on Services

Projection	Impact on services
Population	
Population decline	Slow population decline is expected to impact on the demand for services from these asset classes
Climate Change	
Increased rainfall intensity less annual rainfall.	Outcomes from storm events could be worse. More frequent flooding with increased adverse impacts. Council assets may be adversely affected.
Expectations	
Higher expectations and levels of awareness	Community demands for improved services
Regulation	
Higher standards may be imposed on Council by regulators	Council may need to upgrade assets to meet new standards.
Increased grant funding for capital works	
Increased demand for Plant usage if workload increases	Reduced reliability and availability for existing plant
Existing pressure sewer system in Wilcannia is unreliable. Community discontent.	
Increasing rate of failure of pressure pumps	Health and environmental impacts associated with sewer overflows - Unreliable sewer system in Wilcannia
Community demand for sewerage services in Ivanhoe, White Cliffs and Menindee, as provided in Wilcannia.	
Discontent Community, Inability to service these towns	No sewerage systems are maintained by Council in these towns. Council to provide sewerage assets in Ivanhoe, White Cliffs and Menindee. Additional services not previously provided.
Industry	
Diversification: of agriculture	Diversification of agricultural activities may lead to increased demand for the transport infrastructure. In order for new crops to reliably reach the market, roads must be made accessible in all weather.
Water Treatment Plant and Reticulation at White Cliffs	
Assets in poor condition, and not built to modern standards.	Unreliable water supply to the community. Existing supply is non-potable and reticulation has high rate of leakage.
Capability of bores to supply water into the future is unknown.	Bores may not cope in an emergency or prolonged drought

4.4 Demand Management Plan

Demand for new services will be managed through a combination of managing existing assets, upgrading of existing assets and providing new assets to meet demand and demand management. Demand management practices can include non-asset solutions, insuring against risks and managing failures. Opportunities identified for demand management are shown in Table 4.4.

Table 4.4: Demand Management Plan Summary

Service Impact	Demand Management Plan
Slow population decline is expected to impact on the demand for services from these asset classes.	Monitor customer service requests and other feedback from the community to determine any new trends in community priorities.
Outcomes from storm events could be worse. More frequent flooding with increased adverse impacts. Council assets may be adversely affected.	Monitor trends and plan asset lifecycle activities accordingly
Community demands for improved services	Community education explaining what Council can and cannot afford to do within the confines of available budget. Council to seek external funding from grants and other opportunities, whenever possible fund service enhancements.
Council may need to upgrade assets to meet new standards.	Monitor situation and external funding when an external factor, such as regulatory change necessitates an upgrade.
Increased demand on services	Monitor weather events and ensure Plant remains fit for purpose and ready to respond when needed
Reduced reliability and availability for existing plant	Prepare business case to acquire more plant or to renew plant earlier if usage increases beyond the capability of existing plant.
Council is liaising with State Government to obtain funding to replace the pressure sewerage system with a gravity sewerage system, which will lead to increased reliability and will enhance the existing level of service provided.	If funding is obtained, the new gravity sewerage system will be robust and is not vulnerable to a sudden unexpected breakdown. This will enable Council to meet the community demand for a reliable sewer system. This project requires external funding to proceed. Council will pursue all opportunities for grant funding.
Diversification of agricultural activities may lead to increased demand for the transport infrastructure. In order for new crops to reliably reach the market, roads must be made accessible in all weather.	Monitor customer service requests and other feedback from the community to determine any new trends in community priorities. Liaison with industry.
Unreliable water supply to the community. Existing supply is non-potable and reticulation has high rate of leakage.	New Water Treatment Plant and reticulation system at White Cliffs to enable reliable, quality potable water to be provided to the community. Ensures that the water treatment plant provides high quality water and is not vulnerable to a sudden unexpected breakdown. Enables Council to meet the community demand for a reliable potable water supply
Bores may not cope in an emergency or prolonged drought	Run and test all bores to ascertain long term suitability of underground water supply to ensure that Council can meet the demand for water in an emergency or prolonged drought

5. LIFECYCLE MANAGEMENT PLAN

The lifecycle management plan details how the organisation plans to manage and operate the assets at the agreed levels of service while optimising life cycle costs and managing risks.

5.1 Background Data

5.1.1 Physical parameters

The assets covered by this strategic asset management plan are shown in Tables 2.2 and 2.3.1.

5.2 Routine Operation and Maintenance Plan

Operation include regular activities to provide services such as public health, safety and amenity, e.g. cleansing, utility services, street sweeping, grass mowing and street lighting.

Routine maintenance is the regular on-going work that is necessary to keep assets operating, including instances where portions of the asset fail and need immediate repair to make the asset operational again.

Future operation and maintenance expenditure is forecast to trend in line with the value of the asset stock as shown in Figure 7

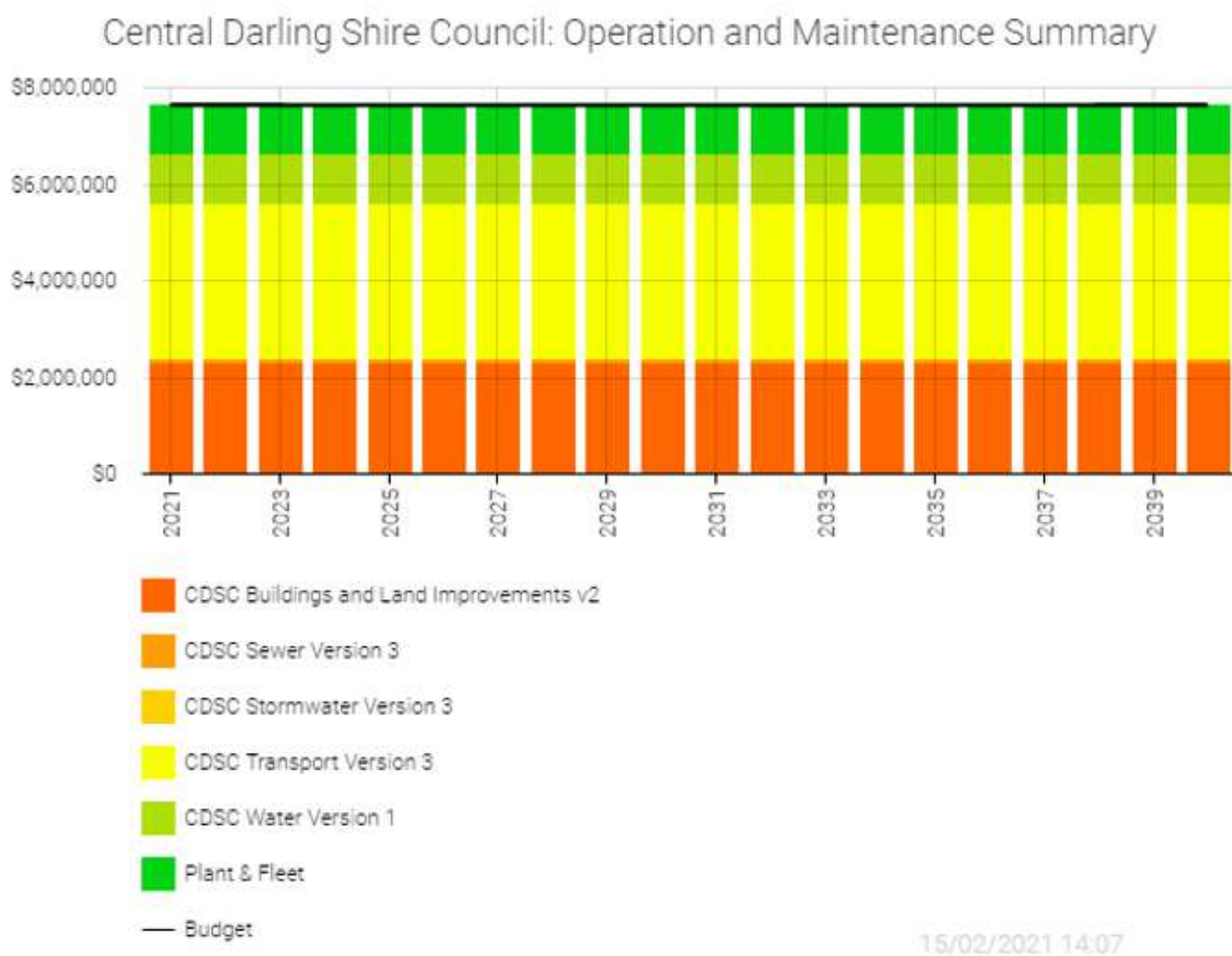


Figure 7: Projected Operation and Maintenance Expenditure and LTFP Outlays

5.3 Renewal/Replacement Plan

Renewal and replacement expenditure is major work which does not increase the asset's design capacity but restores, rehabilitates, replaces or renews an existing asset to its original or lesser required service potential. Work over and above restoring an asset to original service potential is upgrade/expansion or new works expenditure.

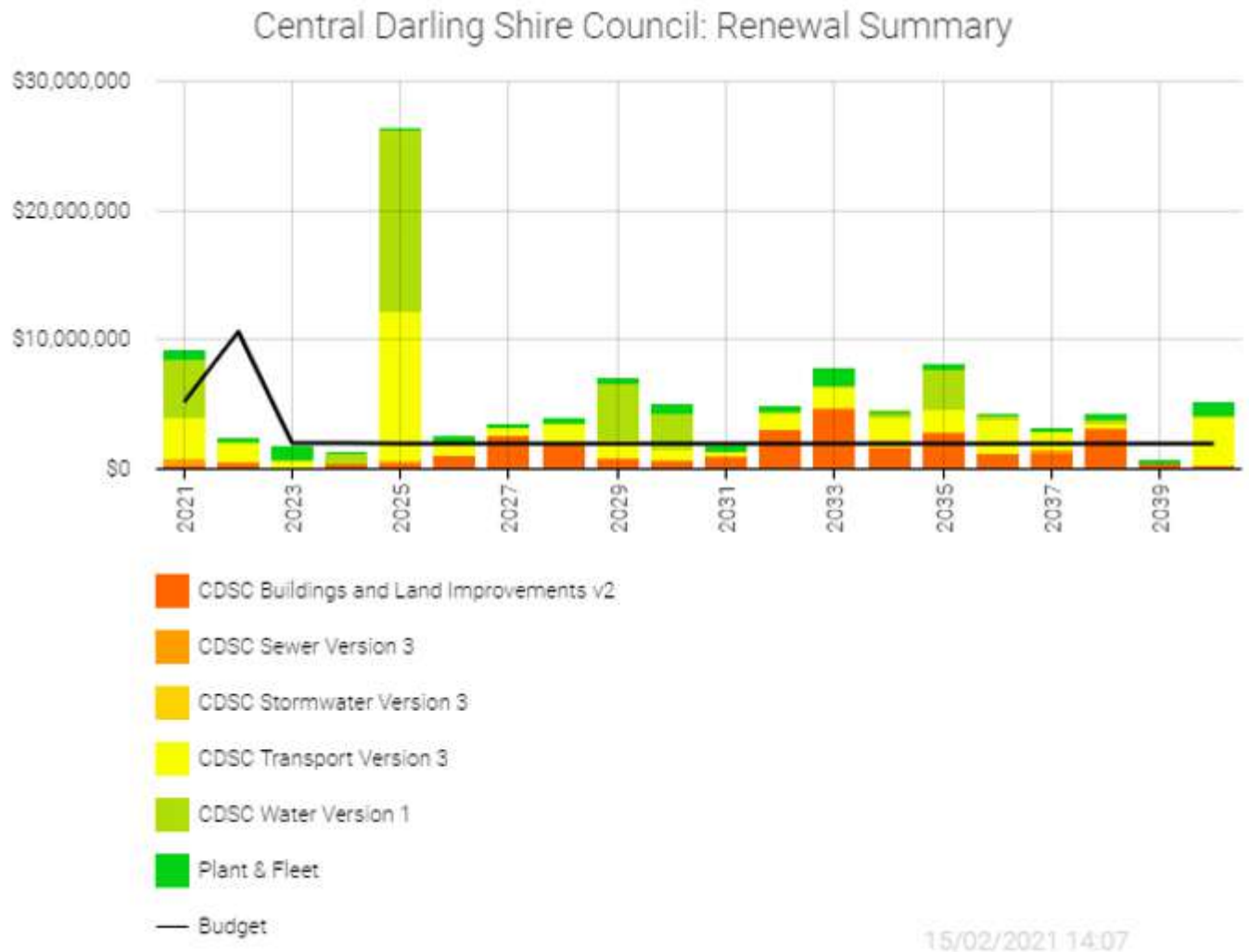


Fig 8: Projected Capital Renewal and Replacement Expenditure and LTFP Outlays

The spike in budget in 2022 represents the planned replacement of the three water treatment plants and the White Cliffs water reticulation.

Note that the value of the planned replacement works does not match the value of the assets reaching end of life in 2025. This is because there are assets, due for replacement in the next decade, not located at the three water treatment plants or at White Cliffs.

When the replacement assets are constructed, the asset register will be amended and the spike in 2025 will decrease, as the green spike water supply assets will be reduced.

However, there will remain a number of transport assets due for renewal in 2025, without funding in the budget.

5.4 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.

5.4.1 Selection criteria

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

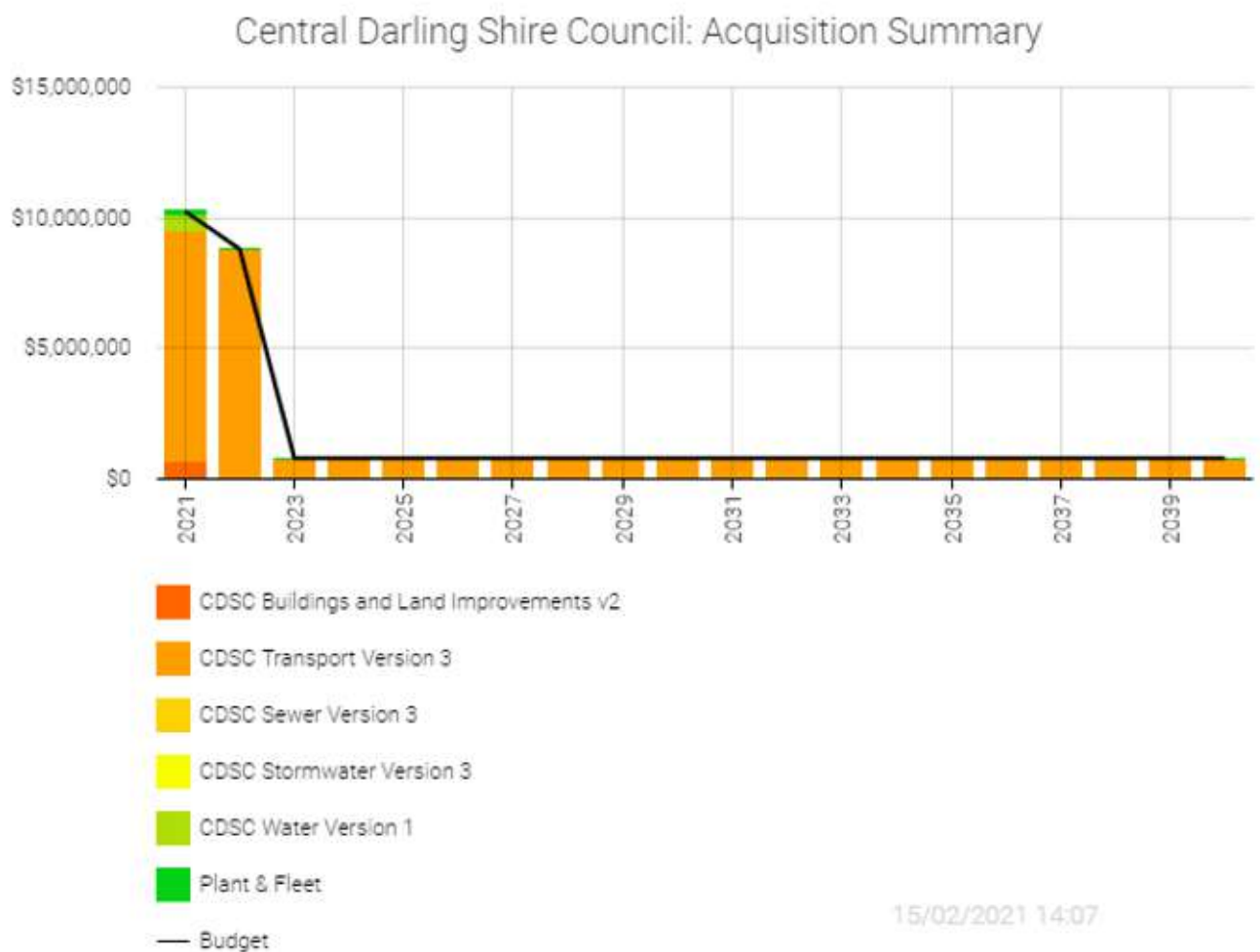


Fig 9: Renewal Asset Expenditure and Budget

The spike in acquisition in 2021 and 2020 represents significant grant funding to seal the Pooncarie Road. Transport assets are the only asset class with budgeted funding for annual upgrades in future years.

5.5 Disposal Plan

Disposal includes any activity associated with disposal of a decommissioned asset including sale, demolition or relocation. Assets identified for possible decommissioning and disposal are shown in the respective asset management plans summarised in this strategic asset management plan.

5.6 Service Consequences and Risks

The organisation has prioritised decisions made in adopting the asset management plans summarised in this strategic asset management plan to obtain the optimum benefits from its available resources.

The asset management plans are based on balancing service performance, cost and risk to provide an agreed level of service from available resources in our long-term financial plan.

5.6.1 Deferred initiatives and projects

There may be some operation and maintenance initiatives and capital projects that have been deferred for the next 10 years. Whilst they are well known to staff, Council is yet to formally document these initiatives.

5.6.2 Service and Risk Trade-Offs

Operation and maintenance initiatives and capital projects that have been deferred will maintain or create service consequences for users. The major service consequences and potential risks include:

Buildings and Land Improvements

- As the condition of assets deteriorates, they may become unsafe. Failed assets building and land improvement assets can pose a danger to the community
- If buildings and land improvement assets do not meet current standards, Council could be at risk of litigation should an incident occur.
- With no new buildings or land improvements, to demonstrate prosperity, new residents may not be attracted to the Shire

Plant and Fleet

Whilst it appears that there is currently an adequate budget allocation to maintain existing plant and to replace plant at the optimal time, this will be reviewed once a dedicated plant fund with plant hire rates is implemented.

Sewerage Services

- Failure of pumping stations and associated environmental impacts
- Treatment Ponds reach capacity and overflow
- Ongoing failure of house pumps in Wilcannia, which have a useful life of 4 years
- Rising Main and/or Reticulation failure

Stormwater Drainage

- Failure of stormwater infrastructure
- Interruption to stormwater system from asset failures. Localised flooding.

Transport

- Sealed roads- increased risk of traffic accidents and vehicle damage
- Unsealed roads- increased risk of traffic accidents, vehicle damage and delays for locals, tourists and the heavy vehicle transport industry
- Un-sheeted roads- increased risk of traffic accidents, vehicle damage and delays for locals, tourists and the heavy vehicle transport industry
- Airport Runways- unsealed runways incapable of emergency landings to fly injured people out or scheduled clinical visits
- Footpaths that are unformed may force users onto the road and are not fit for purpose
- Carparks that don't meet user requirements may cause reputational damage to council and may be a safety liability
- Kerb & channel drainage assets may leave council liable if inundation or flooding occurs due to their incapacity to control and channel stormwater

Water Supply

- Interruption to water supply system from sudden asset failures.

6. RISK MANAGEMENT PLANNING

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

6.1 Critical Assets

Critical assets are defined as those which have a high consequence of failure causing significant loss or reduction of service. Similarly, critical failure modes are those which have the highest consequences. Critical assets have been identified and their typical failure mode and the impact on service delivery are summarized in Table 6.1:

Table 6.1 Critical Assets

Critical Asset(s)	Failure Mode	Impact
Buildings & Land Improvements		
Shire Office	Power failure, fire, flood or vandalism	Services cannot be delivered to the community.
Depots	Power failure, fire, flood or vandalism	Services cannot be delivered to the community
Residences	Structural degradation or failure	Increased costs, accidents and injuries
Plant & Fleet		
Road Maintenance Equipment	Mechanical Breakdown	Failure to respond to incidents. Failure to meet service standards
Sewerage		
Pump Stations	Mechanical and/or electrical failure of pump stations	Sewer surcharge, contamination of natural environment and loss of service. Possible fine from EPA. Council image and reputation damaged. Public safety at risk
Pump Stations	Structural and/or civil failure of pump stations	Sewer surcharge, contamination of natural environment and loss of service. Possible fine from EPA. Council image and reputation damaged. Public safety at risk
Treatment Ponds	Ponds reach capacity and overflow	Sewer surcharge, contamination of natural environment Possible fine from EPA. Council image and reputation damaged.
House pumps	Pump failures	Local sewer surcharge on property, loss of individual service. Public safety. Minor Environmental harm
Reticulation	Sewer rising main or retic break	Sewer surcharge, contamination of natural environment and loss of service. Council image and reputation damaged. Public safety at risk

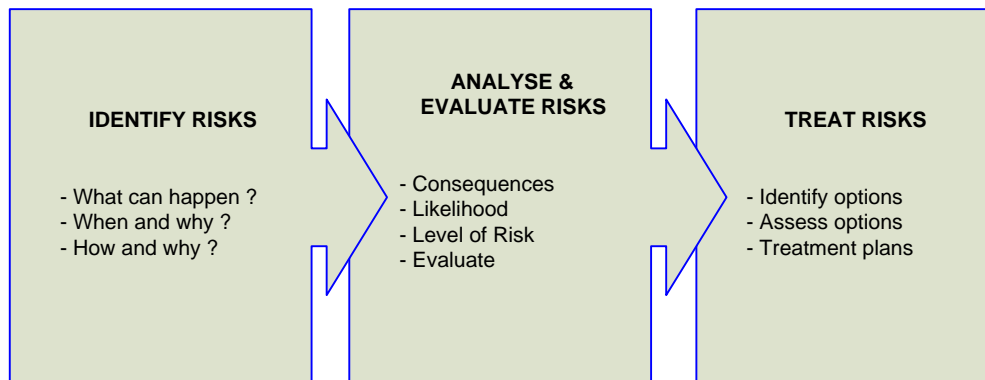
Critical Asset(s)	Failure Mode	Impact
Stormwater		
Pipes, Pits, Outlets, GPT's, Culverts	Breakdown and failure, joint displacements, blockages.	Local flooding and surcharge of stormwater, erosion, property damage.
Transport		
Roads Sealed	Flooding/ Heavy Rain Event	Closed Roads- Failed service level
Roads Unsealed	Flooding/ Heavy Rain Event	Closed Roads- Failed service level
Runways Sealed	Flooding/ Heavy Rain Event	Closed Runways- Failed service level
Runways Unsealed	Flooding/ Heavy Rain Event	Closed Runways- Failed service level
Culverts small	Collapse	Serious accident- Failed service level
Bridges & Large Culverts	Collapse	Serious accident- Failed service level
Fences	Failure	Wildlife on runways - Failed service level
Roads Sealed	Flooding/ Heavy Rain Event	Closed Roads- Failed service level
Water		
Water supply	Water level in the Darling River drops below the pumping capacity of the pumps	The Village of Tilpa and the Town of Wilcannia have no above ground water supply. New bores are proposed.
Water supply	External Impacts, such as drought	White Cliffs and Ivanhoe have no water supply due to dams being dry
Raw water pump station at Wilcannia weir	Failure of the pumps to supply raw water to the treatment plant.	No water supply to the WTP from the Darling River
Wilcannia water treatment plant	Quantity and Quality of water provided by water treatment plant does not meet standards	Provision of poor quality water that does not meet ADWG standards and/or not sufficient capacity
Ivanhoe water treatment plant	Quantity and Quality of water provided by water treatment plant does not meet standards	Provision of poor quality water that does not meet ADWG standards and/or not sufficient capacity
White Cliffs water treatment plant	Quantity and Quality of water provided by water treatment plant does not meet standards	Provision of poor quality water that does not meet ADWG standards and/or not sufficient capacity Plant
White Cliffs reticulation network	Rural class poly continually breaking due to age and unable to deliver a potable supply	Disruption to service, extended periods of pressure loss, loss of chlorine residuals in retic.

By identifying critical assets and failure modes an organisation can ensure that investigative activities, condition inspection programs, maintenance and capital expenditure plans are targeted at critical assets.

6.2 Risk Assessment

The risk management process used in this project is shown in Figure 6.2 below. The process is based on the fundamentals of the ISO risk assessment standard ISO 31000:2009.

Figure 6.2 Risk Management Process – Abridged



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

An assessment of risks associated with service delivery from infrastructure assets will identify the critical risks that will result in significant loss, 'financial shock' or a reduction in service.

Critical risks are those assessed with 'Very High' (requiring immediate corrective action) and 'High' (requiring corrective action) risk ratings identified in the Infrastructure Risk Management Plan. The residual risk and treatment costs of implementing the selected treatment plan is shown in Table 6.2. It is essential that these critical risks and costs are reported to management and Council's Administrator.

Table 6.2: Critical Risks and Treatment Plans

Service or Asset at Risk	What can Happen	Risk Rating (VH, H)	Risk Treatment Plan	Residual Risk *	Treatment Costs
Buildings & Land Improvements					
Buildings	Asset failure – injury and potential threat to life Damage to reputation	VH	Regular inspections and maintenance Renew assets before they fail	Low	Existing Operations and Maintenance budget is sufficient. Renewal budget is insufficient.
Buildings	Vandalism	H	Installation of better security, such as deadbolts and screens	Low	Quotations to be obtained and works prioritised accordingly

Service or Asset at Risk	What can Happen	Risk Rating (VH, H)	Risk Treatment Plan	Residual Risk *	Treatment Costs
Amenities and other public buildings	Amenities are not cleaned and maintained regularly, resulting in public dissatisfaction	H	Inspect and monitor amenities to identify areas that need more or less cleaning and maintenance. Develop a schedule that focusses on amenities most impacted, to ensure frequencies and expenditure reflects need.	Low	Cleaning and maintenance are covered by existing budgets.
Swimming pools	Injuries associated with deteriorating surface condition	H	Ongoing maintenance to surfaces	Low	Staff time – within existing budget
Loss of staff with historic knowledge of the Shire and organisation.	Loss of knowledge base	VH	Succession planning and document existing processes and knowledge	Medium	Staff time – within existing budget
Inability to recruit skilled staff	No qualified staff to undertake asset operations, maintenance and renewal	VH	Investigate alternative sources of staff. Train in house. Apprenticeship programs. Reward and recognise staff.	Medium	Staff time – within existing budget
Insufficient funding of asset renewal	Failure to complete renewal in a timely manner and asset fails unexpectedly to deliver required services.	VH	Improve asset register to enable better prioritising and planning of renewals, so assets can continue to deliver services.	Medium	Staff and possibly consultant time.
Plant & Fleet					
Road Maintenance Plant	Breakdown, Inability to service in an emergency situation	High	Maintenance Systems	Low	Included in existing operational budgets
Dangerous failure of assets that are poorly maintained and/ or in poor condition	Injury or death of staff or member of the public	Medium	Regular asset inspection and maintenance	Low	Included in existing operational budget
Sewerage					
Sewer	Pump Station Failure	VH	Replace Pump Stations and upgrade with new. Build in capacity for overflow events and monitor use and breakdown with telemetry and alerts.	L-M	\$500,000

Service or Asset at Risk	What can Happen	Risk Rating (VH, H)	Risk Treatment Plan	Residual Risk *	Treatment Costs
Sewer	Treatment Ponds reach capacity and overflow	H	Replace old ponds pipework, desludge lagoons to create more capacity for wet weather and high usage times.	L-M	\$28,000
Sewer	House pump failures	H	Replace one quarter of pumps annually	M-H	\$130,000
Sewer	Rising Main and/or Reticulation failure	H	Replace existing STEP system with new gravity sewer system	L-M	\$7,500,000
Stormwater					
Pipe	Breakdown failure, joint displacement. Blockage caused by siltation, debris, tree roots and other services such as Telstra	H	Replacement, repair, realignment Cleaning and root cutting Relocation of other services	M - H	\$5,000
Pits	Blockage, Failure, Breach, Grate failure	H	Cleaning, Repair/Renewal	M - H	\$5,000
Water Quality Improvement Devices (GPT)	Failure, Breach, Breakdown, Vandalism	H	Repair, replacement renewal	M	\$8,000
Open table drains	Design capacity reduction due to siltation	H	Regular removal vegetation and re-excavation if required.	M	\$6,000
Outlets and Dissipaters	Erosion and asset failure	H	Replacement	M	\$25,000
Transport					
Unsealed Road Network	Reduction in number of roads with all-weather access	H	Develop a road hierarchy, appropriate cyclic maintenance program (gravel re-sheeting). Match service levels to available funds.	M	\$100 per km
Sealed Road Network	Increase in pavement failures and road roughness due to wearing of sealed surfaces	H	Develop a road hierarchy, appropriate cyclic maintenance program (Bitumen Reseals, patching, heavy patching) to approach a 10 -15 year cycle. Match service levels to available funds.	L	\$800

Service or Asset at Risk	What can Happen	Risk Rating (VH, H)	Risk Treatment Plan	Residual Risk *	Treatment Costs
Footpaths	Trips and Falls	H	Maintain defect data, determine priorities based on service and risk criteria, monitor prioritised program for defect rectification.	M	\$100
Aerodrome	Aerodrome assets deteriorate	H	Regular defect and condition assessment and monitoring	M	\$100
	Lack of control of animals	M	Install treatments (e.g. grids) and signage	L	\$20
	Inadequate airstrip capacity	M	Review and adjust design service standards	L	0
	Inadequate airstrip function	H	Review and adjust functional service standards	L	\$0
	Inadequate visibility	M	Implement an improvement program for visibility remedial work	L	\$50
Bridge	Bridge failure, such as a catastrophic collapse Bridge must be replaced temporarily with a sidetrack.	L	Conduct regular condition assessment, routine maintenance and renew deteriorating components as required.	L	\$100
	Bridge is unserviceable – a condition assessment reveals that condition is excessively deteriorated.	L	Conduct regular condition assessment, routine maintenance and renew deteriorating components as required.	L	\$20
	Bridge is in a degraded and weakened condition – a condition assessment indicates that a load restriction is appropriate for the structure	M	Conduct regular condition assessment, routine maintenance and renew deteriorating components as required.	L	\$10

Service or Asset at Risk	What can Happen	Risk Rating (VH, H)	Risk Treatment Plan	Residual Risk *	Treatment Costs
	Component of the structure, such as a guardrail fails	M	Conduct regular condition assessment, routine maintenance and renew deteriorating components as required.	L	\$10
Car Park	Carpark assets deteriorate	H	Regular defect assessment / monitoring	L	\$2
	Carpark assets do not meet community needs	M	Monitor customer service requests against Levels of Service and adjust if required	L	\$2
Water Supply					
Water supply	Darling River and/or Willandra Creek flow ceases and river dries up	H	Drought Management Plan, use of emergency bores ready and fully functional for use. Undertake water quality testing and monitoring at emergency bores to ascertain long term suitability for water supply.	M - H	\$5,000
Water Supply	External impacts such as drought cause above ground storages to dry up	H	Drought Management Plan, implement water restrictions. Use of emergency bores	M - H	\$5,000
Asbestos AC pipes	Contamination of water supply from asbestos	M	Replacement of all AC pipes	L	\$10.4M
Water Treatment Plants	Quantity is insufficient for community use. Quality does not meet standards	H	Replace and upgrade all three Water Treatment Plants	M - L	\$8.75M
Water Reservoirs	Erosion of the internal walls and floor coatings	H	Remove existing internal coating and repaint with new epoxy coating	M - L	\$1.4M
Water supply service	Lack of skilled staff to operate and maintain water supply assets	H	Staff training and succession planning. Work with State government to import necessary specialist skills.	M	\$30,000
Water Treatment Plants	External funding not provided to replace/ upgrade the 3 WTP	M	Work with State government to ensure that sufficient funding is provided to ensure project success	L	\$8.75M

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

6.3 Infrastructure Resilience Approach

The resilience of our critical infrastructure is vital to the ongoing provision of services to customers. To adapt to changing conditions we need to understand our capacity to “withstand and given level of stress or demand” and to respond to possible disruptions to ensure continuity of service.

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

6.4 Service and Risk Trade-Offs

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

6.4.1 What we cannot do

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

Buildings and Land Improvements

- Scheduled and cyclic maintenance of Council buildings and other structures. Maintenance is often reactive, undertaken to rectify identified defects.
- Renew all assets in condition grade 4 and 5 before they reach end of life, and fail to deliver service
- Upgrade assets to meet current standards or the level of service desired by the community
- Acquire new assets unless external funding is provided

Plant and Fleet

There is adequate budget allocation to maintain existing plant and replace plant at the optimal time.

Sewerage Services

- Replacement/ Upgrade of the Wilcannia Sewerage System
- Replacement/ Upgrade of the 2 main pump stations
- Replace all reticulation pipes with new

Stormwater Drainage

- Replacement/ Upgrade of the existing pipes, pits, culverts and GPT's

Transport

- Reseals
- Reconstruction and sealing on unsealed roads
- Resheeting
- New Footpaths
- Unsealed runway sealing
- Unsealed carpark sealing
- Install new kerb & channel

Water Supply

- Replacement/ Upgrade of the Wilcannia Water Treatment Plant
- Replacement/ Upgrade of the Ivanhoe Water Treatment Plant
- Replace all older AC Asbestos pipes with new uPVC
- Replace/ Upgrade the Wilcannia Weir

6.4.2 Service trade-off

If there is forecast work (Operation, maintenance, capital renewal, upgrade / new) that cannot be undertaken due to available resources, then this will result in service consequences for users. These include:

Buildings and Land Improvements

- The condition of building and land improvements will continue to deteriorate, resulting in the provision of a lower level of service
- Asset not renewed in a timely manner will fail prematurely, resulting in no service provision.
- Assets not upgraded to contemporary standards will deliver a lower level of service when compared to other Councils that can upgrade assets. Reputational damage for Council and a lower quality of life for Shire residents.
- With no new buildings or land improvements, intergenerational equity may be compromised. No service improvements.

Plant and Fleet

Whilst it appears that there is currently an adequate budget allocation to maintain existing plant and to replace plant at the optimal time, this will be reviewed once a dedicated plant fund with plant hire rates is implemented.

Sewerage Services

- Disruption to sewer system and possible surcharge events
- Rising main breaks and reticulation breaks, disruption to service.

Stormwater Drainage

- Service disruption to users from stormwater asset breaks and blockages

Transport

- Sealed roads will deteriorate
- Unsealed roads will not be trafficable during and after most rainfall events
- Un-sheeted roads will be impassable for long periods after rainfall events
- Runways- unsealed runways will not be capable of catering for emergency or scheduled Flying Doctor or regular air traffic landings
- Footpaths will not meet demand service levels or user expectations and requirements
- Some carparks will be unusable after heavy rainfall events
- Existing urban kerb & channel drainage assets will not be adequate drain towns effectively

Water Supply

- 6 months capacity of the weir pool in Wilcannia once Darling River Flow ceases.
- Lower quality of water produced from Water Treatment plants in Ivanhoe and Wilcannia
- Service disruption to users from water main breaks and repairs

6.4.3 Risk trade-off

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

Buildings and Land Improvements

- As the condition of assets deteriorates, they may become unsafe.
- Failed assets building and land improvement assets can pose a danger to the community
- If buildings and land improvement assets do not meet current standards, Council could be at risk of litigation should an incident occur.

- With no new buildings or land improvements, to demonstrate prosperity, new residents may not be attracted to the Shire

Plant and Fleet

Whilst it appears that there is currently an adequate budget allocation to maintain existing plant and to replace plant at the optimal time, this will be reviewed once a dedicated plant fund with plant hire rates is implemented

Sewerage Services

- Risk to community health
- Risk of sewer surcharge
- Risk of environmental impact
- Risk of detrimental public image and reputation

Stormwater Drainage

- Risk of property damage
- Risk of stormwater service disruption

Transport

- Sealed roads- increased risk of traffic accidents and vehicle damage
- Unsealed roads- increased risk of traffic accidents, vehicle damage and delays for locals, tourists and the heavy vehicle transport industry
- Un-sheeted roads- increased risk of traffic accidents, vehicle damage and delays for locals, tourists and the heavy vehicle transport industry
- Runways- unsealed runways incapable of emergency landings to fly injured people out or scheduled clinical visits
- Footpaths that are unformed may force users onto the road and are not fit for purpose
- Carparks that don't meet user requirements may cause reputational damage to council and may be safety liability

Water Supply

- Risk to community health
- Risk of water supply contamination
- Risk of water supply service disruption

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

7. FINANCIAL SUMMARY

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

7.1 Financial Indicators and Projections

Asset Renewal Funding Ratio

The Asset Renewal Funding Ratio indicates whether projected capital renewal and replacement expenditure are able to be financed in the long-term financial plan. It is calculated by dividing the projected capital renewal expenditure shown in the AM Plans by the estimated capital renewal budget provided in the long-term financial plan. Over the next 10 years, we are forecasting that we will have the following percentages of the funds required for the optimal renewal and replacement of assets.

Asset Class	Asset Renewal Funding Ratio
Buildings and Land Improvements	31%
Plant and Fleet	132%
Sewerage Services	55%
Stormwater	68%
Transport	51%
Water Supply	47%

7.2 Funding Strategy

The funding strategy to provide the services covered by this strategic asset management plan and supporting asset management plans is contained within the organisation's 10 year long term financial plan.

7.3 Valuation Forecasts

Asset values may increase if additional assets are added to the asset stock from construction and acquisition by the organisation or donated to the organisation. For Central Darling Shire, this is not a strong consideration.

7.4 Key Assumptions made in Financial Forecasts

This section details the key assumptions made in presenting the information contained in this strategic 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 the asset management plans, and hence this Strategic Asset Management Plan are shown in Table 6.4. The most recent versions of CDSC Asset Management Plans were prepared in late 2020 and early 2021.

Table 6.4: Key Assumptions made in Asset Management Plans

Asset Class	Assumption
Buildings and Land Improvements	Asset revaluations performed in 2018 and 2019 still provide an accurate estimation of the value of the assets
	Omission of waste assets from the renewal modelling (due to the absence of a robust asset register for waste assets) will have a minor impact on renewal projections
	AM Plan relied upon revaluations for accounting compliance purposes not asset management functionality. For instance, in the Other Structures asset register there are a number of assets below the nominal capitalisation threshold of \$5000. In an asset register for asset management purposes, these assets would ideally be bundled up into groups of similar assets.
	Assumptions were made when the General Ledger line items for Council's budget and actual expenditure were nominated as; acquisition, operations, maintenance, and renewal.
Plant and Fleet	It was assumed that the date held in Council's plant and fleet asset registers and stored in the "Practical" Asset Management Information System was accurate and up to date.
Sewerage Service	Asset registers used for renewal modelling were based on 2018 information, manually updated to reflect renewals undertaken since this time.
	Budget information was based on an average of costs to undertake renewals and maintenance, noting the very short life span of pumps in the Wilcannia low pressure system
Stormwater	Asset register information has been based on 2019 stormwater asset revaluation undertaken by AssetVal, Property, Plant, Equipment and Infrastructure Consultants. However, asset identified by AssetVal as condition grade 5, have had the remaining useful life adjusted to show that the assets have reached end of life and have no service potential remaining.
	Budget information interpreted from Council spreadsheets showing actual April 2020 and 2019 and budget 2021.
Transport	Asset componentisation, segmentation and condition information is based on 2018 information, which has been refined by referring to the 2020 road valuation report
	The budget allocations between maintenance and renewal are based on engineering judgement
Water Supply	Asset registers are based on 2018 information, and have been updated to reflect renewals undertaken since this time.
	Budget information is based on an analysis of the May 2020 budget information

7.5 Forecast Reliability and Confidence

The expenditure and valuations projections in this strategic asset management plan are based on best available data. Currency and accuracy of data is critical to effective asset and financial management.

The estimated confidence level for and reliability of data used in this strategic asset management plan is shown in Table 6.5.

Table 6.5: Data Confidence Assessment for AM Plans summarised in Strategic AM Plan

AM Plan	Confidence Assessment	Comment
Buildings and Land Improvements	Medium	The estimated confidence level for and reliability of data is considered to be Medium
Plant & Fleet		
Sewerage		
Stormwater		
Transport		
Water		

Over all data sources, the data confidence is assessed as medium confidence level for data used in the preparation of this strategic asset management plan.

Actions to mitigate the adverse effects of data quality are included within Table 7.2 Improvement Plan.

8. PLAN IMPROVEMENT AND MONITORING

8.1 Status of Asset Management Practices

Major changes to asset management practices identified in this plan are:

- Council does not have a consolidated integrated, accurate, up to date asset register with appropriate components and the required functionality to ensure security and data integrity, which includes all information about each asset sorted by asset group. To achieve a robust and well-maintained asset register, it is suggested that Council consider engaging an asset management technician, as “asset champion” to manage and maintain up to date asset register for all asset classes.
- Council does not have defined and documented procedures for determining asset replacement and treatment unit rates, which are then stored in the Asset Management System. Unit rates are currently provided by the external valuer, when the revaluation takes place every 4-5 years. This is not ideal. Unit rates should be determined by Council, to suit local conditions, and reviewed annually.
- Council does not have documented repeatable methodologies to carry out consistent asset condition surveys and defect condition assessments, as documented in a Condition Rating Assessment Manual for applicable asset classes. Council relies on external valuers to condition assess assets, when the revaluation takes place, every 4-5 years, when often only a very small sample of assets are inspected.

8.2 Improvement Plan

An Asset Management Maturity Assessment was performed in early 2021. During the assessment, there were three areas of asset management practice in which “core” level maturity was yet to be achieved. These are the areas where improvement actions should be targeted:

- Asset Management Strategy
- Data and Systems
- Skills and Processes

Now this document will significantly improve Council’s performance with regard to Asset Management Strategy.

Gaps remain regarding the other two areas; hence the focus of Table 8.2 Improvement Plan will be Data and Systems and Skills and Processes.

The asset management improvement tasks identified from an asset management maturity assessment and preparation of this strategic asset management plan are shown in Table 8.2.

The timelines for implementing improvement actions are yet to be determined by Council as they will depend on available resourcing and organisational priorities.

Table 8.2: Improvement Plan

Task No	Task	Responsibility	Resources Required	Timeline
1	Develop a consolidated, integrated, up to date asset register with appropriate components and the required functionality to ensure security and data integrity, which includes all information about each asset sorted by asset group.	Director Shire Services	CDSC Staff	
2	Define and document internal procedures for determining asset replacement and treatment unit rates, not dependant on third parties. Unit rates to be determined by Council to suit local conditions.	Director Shire Services	CDSC Staff	
3	Document methodologies used to carry out consistent asset condition surveys and defect identification assessments, in a Condition Rating Assessment Manual, for each asset class. Asset condition assessment should not be limited to the small sample of assets inspected by the third parties every four years for accounting compliance purposes.	Director Shire Services	CDSC Staff	
4	Implement a common corporate data framework across all asset groups, defined by Council's Infrastructure Asset Hierarchy.	Director Shire Services	CDSC Staff	
5	Perform an audit to determine current skill and knowledge levels. Assess the skills and knowledge required to perform asset data management activities, conduct financial reporting valuations and develop Asset Management Plans. Develop a current asset management skills matrix. Identify staff training needs and schedule training.	Director Shire Services/ Director Business Services	CDSC Staff	
6	Document asset data management procedures, including the process to collect and record asset data upon the commissioning of a new and/ or modified asset, including built and contributed assets.	Director Shire Services	CDSC Staff	
7	Implement processes to annually review and update the financial forecasts for all asset classes and update the Long-Term Financial Plan.	Director Shire Services/ Finance Department	CDSC Staff	
8	Implement processes to identify operational risks, assign responsibilities and monitor risk treatment actions all recorded in a Risk Register.	Director Shire Services/ Director Business Services	CDSC Staff	

8.3 Monitoring and Review Procedures

The strategic asset management plan has a life of 4 years (Council election cycle) and is due for complete revision and updating within one year of each Council election.

8.4 Performance Measures

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

- The degree to which the required projected expenditures identified in this strategic asset management plan 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 summarised asset management plans
- 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
- The Asset Renewal Funding Ratio approaching the target of 90 - 100%, given the limitations on funding available to Council and the reliance on grants.

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- Central Darling Shire Draft Sewerage Asset Management Plan December 2020
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- Central Darling Shire Draft Transport Asset Management Plan November 2020
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CENTRAL DARLING SHIRE COUNCIL



Buildings and Land Improvements

Asset Management Plan



Version 1.0

March 2021

Document Control	Asset Management Plan
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Document ID :

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Contents

1.0	EXECUTIVE SUMMARY	5
1.1	The Purpose of the Plan	5
1.2	Asset Description	5
1.3	Levels of Service	5
1.4	Future Demand	5
1.5	Lifecycle Management Plan	6
1.6	Financial Summary	6
1.7	Asset Management Planning Practices	7
1.8	Monitoring and Improvement Program	8
2.0	Introduction	9
2.1	Background	9
2.2	Goals and Objectives of Asset Ownership	11
3.0	LEVELS OF SERVICE	13
3.1	Customer Research and Expectations	13
3.2	Strategic and Corporate Goals	13
3.3	Legislative Requirements	14
3.4	Customer Values	15
3.5	Customer Levels of Service	15
3.6	Technical Levels of Service	16
4.0	FUTURE DEMAND	19
4.1	Demand Drivers	19
4.2	Demand Forecasts	19
4.3	Demand Impact and Demand Management Plan	19
4.4	Asset Programs to meet Demand	20
4.5	Climate Change Adaptation	20
5.0	LIFECYCLE MANAGEMENT PLAN	22
5.1	Background Data	22
5.2	Operations and Maintenance Plan	25
5.3	Renewal Plan	27
5.4	Summary of future renewal costs	27
5.5	Acquisition Plan	29
5.6	Disposal Plan	31
6.0	RISK MANAGEMENT PLANNING	32

6.1	Critical Assets	32
6.2	Risk Assessment.....	32
6.3	Infrastructure Resilience Approach	35
6.4	Service and Risk Trade-Offs	35
7.0	FINANCIAL SUMMARY	36
7.1	Financial Sustainability and Projections	36
7.2	Funding Strategy.....	37
7.3	Valuation Forecasts	37
7.4	Key Assumptions Made in Financial Forecasts	38
7.5	Forecast Reliability and Confidence.....	38
8.0	PLAN IMPROVEMENT AND MONITORING	40
8.1	Status of Asset Management Practices	40
8.2	Improvement Plan	40
8.3	Monitoring and Review Procedures	41
8.4	Performance Measures	42
9.0	REFERENCES	43
10.0	APPENDICES	44
Appendix A	Acquisition Forecast.....	44
Appendix B	Operation Forecast	45
Appendix C	Maintenance Forecast	46
Appendix D	Renewal Forecast Summary	47
Appendix E	Disposal Summary.....	Error! Bookmark not defined.
Appendix F	Budget Summary by Lifecycle Activity	54

1.0 EXECUTIVE SUMMARY

1.1 The Purpose of the Plan

This Asset Management Plan (AM Plan) details information about infrastructure assets with actions required to provide an agreed level of service in the most cost-effective manner while outlining associated risks. The plan defines the services to be provided, how the services are provided and what funds are required to provide over the 2021 year planning period. The AM Plan will link to a Long-Term Financial Plan which typically considers a 10 year planning period.

1.2 Asset Description

This plan covers the infrastructure assets that provide a wide range of services to the Central Darling Shire community and visitors. The buildings and land improvement asset network comprises:

- Aerodrome assets
- Buildings
- Depots
- Domestic waste and street sweeping
- Public safety and bushfire assets
- Public order and safety assets
- Cemeteries
- Parks and recreation
- Swimming pools

The above infrastructure assets have replacement value estimated at more than \$40M. Building assets were revalued by professional valuers as at 30 June 2018, and Other Structures assets were revalued 30 June 2019.

1.3 Levels of Service

The allocation in the planned budget is insufficient to continue providing existing services at current levels for the planning period.

The main service consequences of the Planned Budget are:

- With limited budget for renewal, condition is likely to deteriorate.
- Customer service requests are expected to increase over the long term (>5 years) as a number of assets reach end of life, if funding is not sourced for asset replacement.
- Demand for additional capacity expected to remain static. Council does not have any plans or funding to make a substantial investment into new facilities.

1.4 Future Demand

The factors influencing future demand and the impacts they have on service delivery are created by:

- Slow population decline and associated demographic change, such as demand for more aged care accommodation.
- Climate Change
- Changing community expectations
- Legislation and regulatory change

These demands will be approached using a combination of managing existing assets, upgrading existing assets and providing new assets to meet demand.

- Monitoring customer service requests and other feedback from the community to determine any new trends in community priorities. Monitor potential regulatory change.
- Community education explaining what Council can and cannot afford to do within the confines of available budget. Council to seek external funding from grants and other opportunities, whenever possible fund service enhancements

1.5 Lifecycle Management Plan

1.5.1 What does it Cost?

The forecast lifecycle costs necessary to provide the services covered by this AM Plan includes operation, maintenance, renewal, acquisition, and disposal of assets. Although the AM Plan may be prepared for a range of time periods, it typically informs a Long-Term Financial Planning period of 10 years. Therefore, a summary output from the AM Plan is the forecast of 10 year total outlays, which for buildings and land improvements services is estimated as \$32,761,900 or \$3,276,190 on average per year.

1.6 Financial Summary

1.6.1 What we will do

Estimated available funding for the 10 year period is \$26,439,500 or \$2,643,950 on average per year as per the Long-Term Financial plan or Planned Budget. This is 80.7% of the cost to sustain the current level of service at the lowest lifecycle cost.

The infrastructure reality is that only what is funded in the long-term financial plan can be provided. The Informed decision making depends on the AM Plan emphasising the consequences of Planned Budgets on the service levels provided and risks. The anticipated Planned Budget for buildings and land improvement leaves a shortfall of \$-632,240 on average per year of the forecast lifecycle costs required to provide services in the AM Plan compared with the Planned Budget currently included in the Long-Term Financial Plan. This is shown in the figure below.

Forecast Lifecycle Costs and Planned Budgets

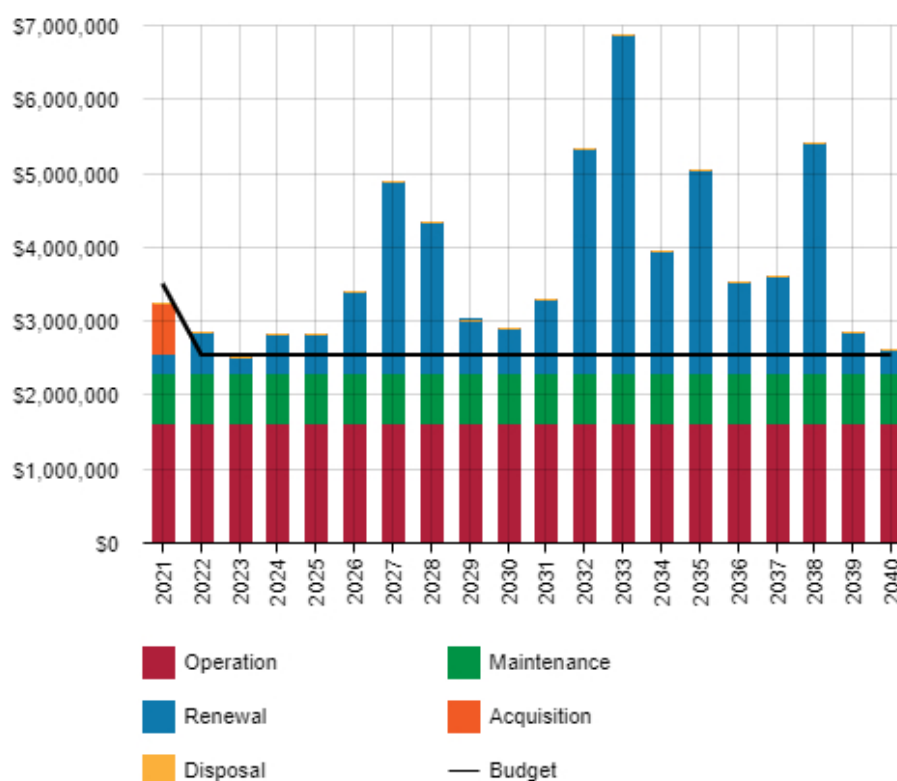


Figure Values are in current dollars.

We plan to provide services from buildings and other land improvements, for the following:

- Operation, maintenance, renewal and acquisition of buildings and land improvement assets to meet service levels permitted by annual budgets.
- Renewals when possible within Council budget and significant acquisitions when external funding can be obtained, within the 10 year planning period.

1.6.2 What we cannot do

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

- Scheduled and cyclic maintenance of Council buildings and other structures. Maintenance is often reactive, undertaken to rectify identified defects.
- Renew all assets in condition grade 4 and 5 before they reach end of life, and fail to deliver service
- Upgrade assets to meet current standards or the level of service desired by the community
- Acquire new assets unless external funding is provided

1.6.3 Managing the Risks

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

The main risk consequences are:

- As the condition of assets deteriorates, they may become unsafe. Failed assets building and land improvement assets can pose a danger to the community
- If buildings and land improvement assets do not meet current standards, Council could be at risk of litigation should an incident occur.
- With no new buildings or land improvements, to demonstrate prosperity, new residents may not be attracted to the Shire

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

- Monitoring the condition of assets and intervening with repairs, maintenance and asset renewal when budget permits
- Seek and respond to all grant (and other opportunities) to obtain external funding for asset renewal and acquisition.

1.7 Asset Management Planning Practices

Key assumptions made in this AM Plan are:

- Asset revaluations performed in 2018 and 2019 still provide an accurate estimation of the value of the assets
- Omission of waste assets from the renewal modelling (due to the absence of a robust asset register for waste assets) will have a minor impact on renewal projections
- AM Plan relied upon revaluations for accounting compliance purposes not asset management functionality. For instance, in the *Other Structures* asset register there are a number of assets below the nominal capitalisation threshold of \$5000. In an asset register for asset management purposes, these assets would ideally be bundled up into groups of similar assets.
- Assumptions were made when the General Ledger line items for Council's budget and actual expenditure were nominated as; acquisition, operations, maintenance, and renewal.

Assets requiring renewal are identified from either the asset register or an alternative method.

- The timing of capital renewals based on the asset register is applied by adding the useful life to the year of acquisition or year of last renewal,
- Alternatively, an estimate of renewal lifecycle costs is projected from external condition modelling systems and may be supplemented with, or based on, expert knowledge.

The Asset Register Method was used to forecast the renewal lifecycle costs for this AM Plan.

This AM Plan is based on an uncertain (medium) level of confidence information.

1.8 Monitoring and Improvement Program

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

- Develop asset register for waste assets. Inspect all waste facilities, condition grade and revalue assets, for inclusion in future versions of this AM Plan.
- Improve the asset register, so it is suitable for asset management as well as accounting compliance purposes. Group together like assets, to enable annual update of useful lives.

2.0 Introduction

2.1 Background

This AM Plan communicates the requirements for the sustainable delivery of services through management of assets, compliance with regulatory requirements, and required funding to provide the appropriate levels of service over the planning period.

The AM Plan is to be read with the Central Darling Shire Council planning documents. This should include the Asset Management Policy and Asset Management Strategy, where developed, along with other key planning documents:

- Central Darling Shire Community Strategic Plan 2017-2027
- Central Darling Shire Delivery Program 2018-21 and Draft Operational Plan 2020-21

The infrastructure assets covered by this AM Plan include the following:

Note this list is not conclusive. This AM Plan is designed to be a “catch-all” document that covers all Council assets not targeted by the other AM Plans (Transport, Stormwater, Water, Sewer and Plant & Fleet).

- Aerodromes in Wilcannia, Menindee, Ivanhoe, White Cliffs and Emmdale
- A wide range of Council buildings from:
 - Public Halls in: Wilcannia, Menindee, Ivanhoe, Darnick, Tilpa, White Cliffs, Sunset Strip and Mossgiel
 - Caravan parks in Wilcannia and White Cliffs
 - Staff residences
 - Aged care accommodation
 - Historic Wilcannia Post Office
 - Council office in Wilcannia and depots in Wilcannia, Ivanhoe, Menindee and White Cliffs
- Rural Fire Service and State Emergency Service sheds in various locations
- Structures at public cemeteries in Wilcannia, Menindee, Ivanhoe and White Cliffs
- Park structures including playground assets and sporting field embellishments. RSL War Memorials
- Swimming pool facilities at: Wilcannia, Menindee, Ivanhoe and White Cliffs
- Waste Facilities. Council operates six basic landfill facilities at Wilcannia, Menindee, White Cliffs, Ivanhoe, Sunset Strip and Tilpa.

The infrastructure assets included in this plan have an estimated total replacement value of \$40,040,100.

Waste Facilities

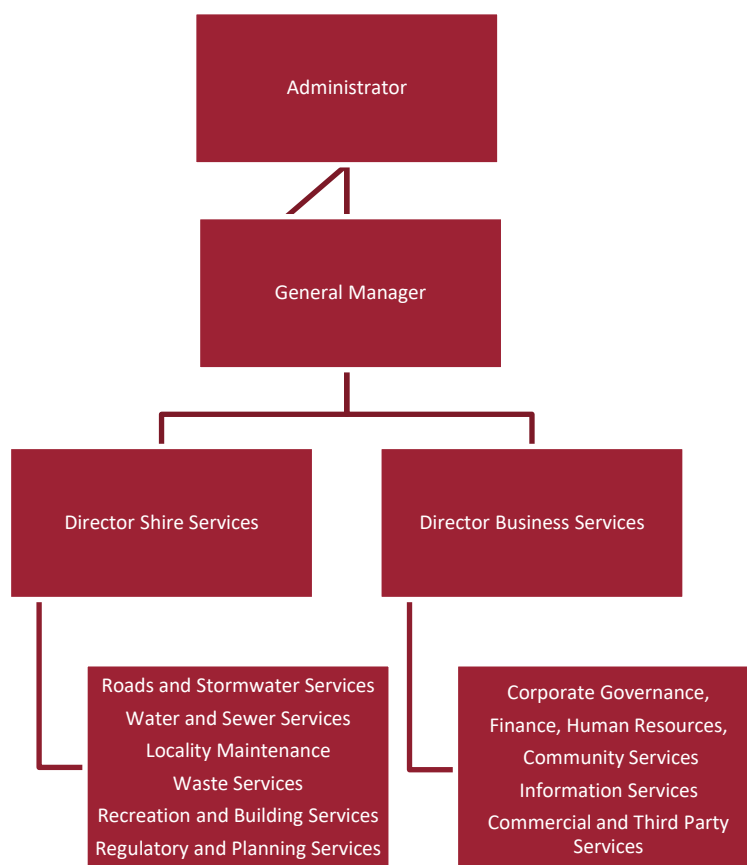
At this time, Council’s waste facilities have not yet been valued, and are not recorded in the asset register. Therefore, whilst waste assets have been included in this AM Plan, in the absence of waste data, they have not been included in the renewal modelling. Operational costs for provision of a waste service have been included as they are significant. The actual waste assets are not anticipated to have a high value, hence the omission of the waste assets from the renewal modelling at this time, does not detract from the credibility of this document. The development of a reliable asset register for waste assets have been identified as a priority improvement task for future updates of this AM Plan. Council is also proposing to prepare plans of management for the waste facilities.

Key stakeholders in the preparation and implementation of this AM Plan are shown in Table 2.1.

Table 2.1: Key Stakeholders in the AM Plan

Key Stakeholder	Role in Asset Management Plan
Councillors/ Administrator	Represent needs of community/shareholders, Allocate resources to meet the organisation's objectives in providing services while managing risks, Ensure organisation is financial sustainable.
General Manager	Endorse the development of asset management plans and provide the resources required to complete this task. Set high level priorities for asset management development and raise the awareness of this function among staff and contractors. Support the implementation of actions resulting from this plan and prepared to make changes to a better way of managing assets and delivering services. Support for an asset management driven budget and LTFP.
Finance Section	Consolidating the asset register and ensuring the asset valuations are accurate. Development of supporting policies such as capitalisation and depreciation. Preparation of asset sustainability and financial reports incorporating asset depreciation in compliance with current accounting standards.
Operational (Outdoor) Staff	Provide local knowledge on all the assets. Verify the size, location and condition of assets. They can describe the maintenance standards deployed and the ability to meet technical and customer levels of service.
Asset Management Consultants	Provide support for the development of asset management plans and the implementation of effective asset management principles within Council.
External Parties	Community residents & businesses; Tourist and Visitors (as occasional users); Neighbouring Council's; Emergency services; Utility companies; Local Businesses and; Federal and State Government authorities & agencies

Our organisational structure for service delivery from infrastructure assets is detailed below,



2.2 Goals and Objectives of Asset Ownership

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

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

Key elements of the planning framework are

- Levels of service – specifies the services and levels of service to be provided,
- Risk Management,
- Future demand – how this will impact on future service delivery and how this is to be met,
- Lifecycle management – how to manage its existing and future assets to provide defined levels of service,
- Financial summary – what funds are required to provide the defined services,
- Asset management practices – how we manage provision of the services,
- Monitoring – how the plan will be monitored to ensure objectives are met,

- Asset management improvement plan – how we increase asset management maturity.

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

- International Infrastructure Management Manual 2015 ¹
- ISO 55000²

¹ Based on IPWEA 2015 IIMM, Sec 2.1.3, p 2 | 13

² ISO 55000 Overview, principles and terminology

3.0 LEVELS OF SERVICE

3.1 Customer Research and Expectations

During the development of the Community Strategic Plan in 2017, a Community Engagement Strategy was prepared and implemented by Council. The main source of engagement and feedback were hardcopy and online surveys, contacting key stakeholders and leaders in each community. Widespread distribution of surveys was available in common locations and advertising was conducted using various media outlets. A total of 52 surveys were received as part of the process.

Respondents were asked to rank in order of priority the services or facilities that were most important to them. The overall five high ranking services and facilities were:

1. Water
2. Youth facilities
3. Road construction and maintenance
4. Provision of aged care facilities
5. Waste management

At the time of the survey the community was experiencing severe drought, hence the importance attributed to water. With a relatively high population of children aged 5- 9 years (7.2%) and youth 10-14 years (7.0%) compared to the Australian average (6.3% and 6.4% respectively), it is not surprising that youth facilities are important. Road construction and maintenance was the third community priority.

This AM Plan covers a wide range of assets including youth facilities and waste management assets. The 2017 survey indicates that the services addressed in this AM Plan are of high importance to the Wilcannia community.

3.2 Strategic and Corporate Goals

This Asset Management Plan is prepared under the direction of the Central Darling Shire vision, mission, goals and objectives.

Our vision is:

Central Darling will be a great place to live and visit.

Our mission is:

Realising quality opportunities for all in the Central Darling Shire through:

- *Effective leadership*
- *Community development through involvement, participation, partnership, ownership and collaborative approach*
- *Facilitation of services*
- *Community ownership*
- *Delivery of consistent, affordable and achievable services and facilities.*

Strategic goals have been set by Council and are outlined in the Draft Operational Plan 2020-21.

The relevant goals and objectives and how these are addressed in this Asset Management Plan are summarised in Table 3.1.

Table 3.2: Goals and how these are addressed in this Plan

Goal	Objective	How Goal and Objectives are addressed in the AM Plan
A healthy and cohesive community receiving recognition and supported by coordinated, appropriate and affordable services.	Improved community services and facilities.	AM Plan describes how Council will operate, maintain, renew and upgrade, building and other land improvement assets to provide services and facilities to the community.
A strong regional economy supported by developing industries, strong businesses and increased employment.	Improved infrastructure across the Shire	This AM Plan allows Council to plan for the management of a wide range of assets, rather than simply waiting for the infrastructure to fail before it is repaired or replaced. Assets reaching end life are identified and prioritised.
A protected and supportive natural environment and a sustainable and well-maintained built environment	Improved town entrances and streetscapes, Improved infrastructure across the Shire	Maintenance, renewal and upgrade of Council assets in a timely manner, when funding is available will enhance the built environment, including town entrances and streetscapes.
A consultative and professional Council providing relevant, attainable and efficient delivery of services as per the standards set by Council and providing community development and succession planning.	Effective communications and consultation with Shire communities.	This AM Plan is a transparent document and open document that explains Council's intentions in maintaining and operating a wide range of building and other land improvement assets. It explains funding needs of the assets to the community.

3.3 Legislative Requirements

There are many legislative requirements relating to the management of assets. Legislative requirements that impact the delivery of services from building and land improvement assets are outlined in Table 3.3. Note that this list is not exhaustive. The diverse range of assets covered by this document means that it is not possible to list every potential legislative requirement. For instance, aerodrome assets may be subject to particular legislative requirements and investigation of these sits outside the scope of this document.

Table 3.3: Legislative Requirements

Legislation	Requirement
Local Government Act, 1993	This is the Act that provides for local government in NSW. It provides the legal framework for an effective, environmentally responsible and open system of local government in the State.
Work Health and Safety Act 2011	This Act aims to secure and promote the health, safety and welfare of people at work and to protect people at a place of work against risks to health or safety arising out of the activities at work.
Native Vegetation Act 2003	This act relates to the sustainable management and conservation of native vegetation. It aims to protect native vegetation of high conservation value and encourage revegetation and rehabilitation of land with appropriate vegetation.
Environmental Planning and Assessment Act 1997	This Act institutes a system of environmental planning and assessment in the State of NSW.

3.4 Customer Values

Service levels are defined in three ways, customer values, customer levels of service and technical levels of service.

Customer Values indicate:

- what aspects of the service is important to the customer,
- whether they see value in what is currently provided and
- the likely trend over time based on the current budget provision

Table 3.4: Customer Values

Service Objective:			
Customer Values	Customer Satisfaction Measure	Current Feedback	Expected Trend Based on Planned Budget
Aerodromes are available when required	Customer service requests	Numbers of customer service requests are low	Expected to increase over the long term (>5 years) as a number of assets reach end of life, if funding is not sourced for asset replacement.
Council buildings are well maintained and fit for purpose			
Streets are cleaned			
Domestic waste is collected and disposed of			
Cemeteries are maintained respectfully			
Parks are well maintained with attractive playgrounds for children and functional sporting facilities			
Swimming pool are open for use in hot weather			

3.5 Customer Levels of Service

The Customer Levels of Service are considered in terms of:

Condition How good is the service ... what is the condition or quality of the service?

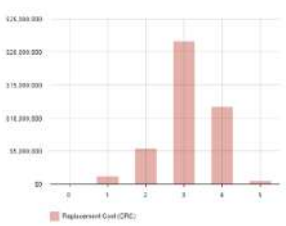
Function Is it suitable for its intended purpose Is it the right service?

Capacity/Use Is the service over or under used ... do we need more or less of these assets?

In Table 3.5 under each of the service measures types (Condition, Function, Capacity/Use) there is a summary of the performance measure being used, the current performance, and the expected performance based on the current budget allocation.

These are measures of fact related to the service delivery outcome (e.g. number of occasions when service is not available or proportion of replacement value by condition %'s) to provide a balance in comparison to the customer perception that may be more subjective.

Table 3.5: Customer Level of Service Measures

Type of Measure	Level of Service	Performance Measure	Current Performance	Expected Trend Based on Planned Budget
Condition	Condition of assets	Condition inspected, performed for mandated valuations in 2018 and 2019		With limited budget for renewal, condition is likely to deteriorate.
	Confidence levels		Medium (Professional judgement supported by data sampling)	Medium (Professional judgement supported by data sampling)
Function	Asset are able to provide services to the community	Customer Service Requests – when assets fail to function as required	Low number of customer service requests	Expected to increase over the long term (>5 years) as a number of assets reach end of life, if funding is not sourced for asset replacement.
	Confidence levels		Low (Professional Judgement with no data evidence)	Low (Professional Judgement with no data evidence)
Capacity	Assets are able to meet community demand	Community surveys	Research in 2017 for the Community Strategic Plan identified a demand for more aged care facilities and youth/ recreation/ sporting facilities.	Demand for additional capacity expected to remain as Council does not have any plans or funding to make a substantial investment into new facilities.
	Confidence levels		Medium (Professional judgement supported by data sampling)	Low (Professional Judgement with no data evidence)

3.6 Technical Levels of Service

Technical Levels of Service – To deliver the customer values, and impact the achieved Customer Levels of Service, are operational or technical measures of performance. These technical measures relate to the activities and allocation of resources to best achieve the desired customer outcomes and demonstrate effective performance.

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

- **Acquisition** – the activities to provide a higher level of service (e.g. widening a road, sealing an unsealed road, replacing a pipeline with a larger size) or a new service that did not exist previously (e.g. a new library).
- **Operation** – the regular activities to provide services (e.g. opening hours, cleansing, mowing grass, energy, inspections, etc).

- **Maintenance** – the activities necessary to retain an asset as near as practicable to an appropriate service condition. Maintenance activities enable an asset to provide service for its planned life (e.g. road patching, unsealed road grading, building and structure repairs),
- **Renewal** – the activities that return the service capability of an asset up to that which it had originally provided (e.g. road resurfacing and pavement reconstruction, pipeline replacement and building component replacement),

Table 3.6 shows the activities expected to be provided under the current 10 year Planned Budget allocation, and the Forecast activity requirements being recommended in this AM Plan.

Table 3.6: Technical Levels of Service

Lifecycle Activity	Purpose of Activity	Activity Measure	Current Performance*	Recommended Performance **
TECHNICAL LEVELS OF SERVICE				
Acquisition	New assets to meet demand	Describe the Measure being used for performance monitoring	New assets in 2021 include: Staff accommodation, depot office extension, and storage sheds at depots. Fully funded in 2021.	No recommended acquisitions identified at this time.
		Budget	\$675,000 in 2021 only	To be determined.
Operation	Day to day activities that ensure building and land improvement assets provide services.	Operational performance is not currently measured.	Operational budget is considered sufficient. Actual operational expenditure in recent years has not exceeded planned budget.	Current operational budget is sufficient
		Budget	\$1,623,000 per year	\$1,623,000 per year
Maintenance	Activities that ensure that assets can continue to provide services to the community	Number of unplanned reactive repairs required, due to insufficient maintenance	Maintenance budget is considered to be sufficient. It is adjusted each year, to reflect the actual maintenance expenditure the previous year.	Current maintenance expenditure is sufficient.
		Budget	\$674,850 per year	\$674,850 per year
Renewal	Replacement of assets before they reach end of life, to ensure no disruption of service to the community.	Total replacement value of assets identified by external valuers in condition grade 5 (end of life)	With Drought Stimulus funding Council has planned a number of renewal projects in 2021. Renewal budget from rates income is set at \$250,000 per year for future years.	Council has a substantial portfolio of building and land improvement assets due to reach end of life in the next decade. A renewal budget of \$900,000 would be ideal.
		Budget	\$278,600	\$907,840
Disposal	No disposals planned at this time			

Note: * Current activities related to Planned Budget.** Expected performance related to forecast lifecycle costs.

It is important to monitor the service levels regularly as circumstances can and do change. Current performance is based on existing resource provision and work efficiencies. It is acknowledged changing circumstances such as technology and customer priorities will change over time.

4.0 FUTURE DEMAND

4.1 Demand Drivers

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

4.2 Demand Forecasts

The present position and projections for demand drivers that may impact future service delivery and use of assets have been identified and documented.

4.3 Demand Impact and Demand Management Plan

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

Demand for new services will be managed through a combination of managing existing assets, upgrading of existing assets and providing new assets to meet demand and demand management. Demand management practices can include non-asset solutions, insuring against risks and managing failures.

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

Table 4.3: Demand Management Plan

Demand driver	Current position	Projection	Impact on services	Demand Management Plan
Population	Estimated resident population in 2019 (ABS) was 1,839 persons.	Population decline	Slow population decline is expected to impact on the demand for services from these asset classes.	Monitor customer service requests and other feedback from the community to determine any new trends in community priorities.
Climate Change	An increasing number of extreme weather events.	Increased rainfall intensity less annual rainfall.	Outcomes from storm events could be worse. More frequent flooding with increased adverse impacts. Council assets may be adversely affected.	Monitor trends and plan asset lifecycle activities accordingly
Expectations	Limited community expectations	Higher expectations and levels of awareness	Community demands for improved services	Community education explaining what Council can and cannot afford to do within the confines of available budget. Council to seek external funding from grants and other opportunities, whenever possible fund service enhancements.
Regulation	Council's assets may not satisfy current standard. For instance, aged care and aerodrome assets may not meet contemporary requirements.	Higher standards may be imposed on Council by regulators	Council may need to upgrade assets to meet new standards.	Monitor situation and external funding when an external factor, such as regulatory change necessitates an upgrade.

4.4 Asset Programs to meet Demand

The new assets required to meet demand may be acquired, donated or constructed. Additional assets are discussed in Section 5.4.

Acquiring new assets will commit the Central Darling Shire Council to ongoing operations, maintenance and renewal costs for the period that the service provided from the assets is required. These future costs are identified and considered in developing forecasts of future operations, maintenance and renewal costs for inclusion in the long-term financial plan (Refer to Section 5).

4.5 Climate Change Adaptation

The impacts of climate change may have a significant impact on the assets we manage and the services they provide. In the context of the Asset Management Planning process climate change can be considered as both a future demand and a risk.

How climate change impacts on assets will vary depending on the location and the type of services provided, as will the way in which we respond and manage those impacts.³

As a minimum we consider how to manage our existing assets given potential climate change impacts for our region. Risk and opportunities identified to date are shown in Table 4.5.1

Table 4.5.1 Managing the Impact of Climate Change on Assets and Services

Climate Change Description	Projected Change	Potential Impact on Assets and Services	Management
Global warming	Anticipated that rainfall patterns will change	Potential for increased flooding and localised ponding after rainfall. Could increase the rate of asset deterioration resulting in more maintenance and earlier renewal.	Monitor trends and adjust lifecycle activities accordingly.
	Anticipated that maximum and minimum temperatures will increase	Harsh sun may increase the rate of asset deterioration, resulting in more maintenance and earlier renewal. Increased need for sportsfield lighting as it is too hot to train and play in daylight. Increased demand for Council swimming pools Increased need for reliable air conditioning of Council buildings.	Monitor trends and adjust service provision to meet community needs, whenever possible within available budgets.

Additionally, the way in which we construct new assets should recognise that there is opportunity to build in resilience to climate change impacts. Building resilience can have the following benefits:

- Assets will withstand the impacts of climate change;
- Services can be sustained; and
- Assets that can endure may potentially lower the lifecycle cost and reduce their carbon footprint

³ IPWEA Practice Note 12.1 Climate Change Impacts on the Useful Life of Infrastructure

At this time Council does not have plans in place to add new assets to its building and land improvement asset portfolio with resilience to climate change.

The impact of climate change on assets is a new and complex discussion and further opportunities will be developed in future revisions of this AM Plan.

5.0 LIFECYCLE MANAGEMENT PLAN

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

5.1 Background Data

5.1.1 Physical parameters

The age profile of the assets included in this AM Plan are shown in Figure 5.1.1. The following Table 5.1.1 lists most of the assets in each town. It shows the diverse range of assets encompassed by this AM Plan.

Table 5.1.1: Assets covered by this Plan

Town and Asset Type	Categories of Assets within each Town	Sum of Renewal Cost
Darnick		
Buildings	Public hall and amenities	\$459,400
Other Structures	Tennis court and fencing, playground and shade canopy	\$231,600
Emmdale		
Other Structures	Runway markers and a windsock	\$15,500
Ivanhoe		
Buildings	Depot, community hall, amenities, airport building, showground buildings, swimming pool buildings and bush fire office	\$3,421,900
Other Structures	Aerodrome assets, RSL monuments, playground assets and swimming pool assets	\$2,481,000
Menindee		
Buildings	Depot, cottages, park amenities, park shelters, cottages, dog pound building and storage sheds	\$6,484,400
Other Structures	Aerodrome assets, playgrounds assets and tennis court and rugby goals	\$1,906,600
Mossgiel		
Buildings	Shed	\$63,000
Sunset Strip		
Buildings	Bush fire shed	\$64,000
Tilpa		
Buildings	Bush fire shed, amenities and public hall	\$768,300
Other Structures	Tennis court, shade sail, playground assets and aerodrome assets	\$256,800
White Cliffs		
Buildings	Caravan park buildings, racecourse buildings, SES shed, bush fire shed, swimming pool buildings and airport buildings	\$2,939,500
Other Structures	Swimming pool assets, playground and shade sail	\$128,200
Wilcannia		
Buildings	Depot buildings, SES buildings, hospital amenities, Shire Offices, Post Office buildings, staff residences, amenities, museum, dog pound buildings and aerodrome buildings.	\$18,569,800
Other Structures	RSL War Memorial, playground assets, swimming pools, tennis court, tennis court lighting and shade sail.	\$2,250,100
Grand Total		\$40,040,100

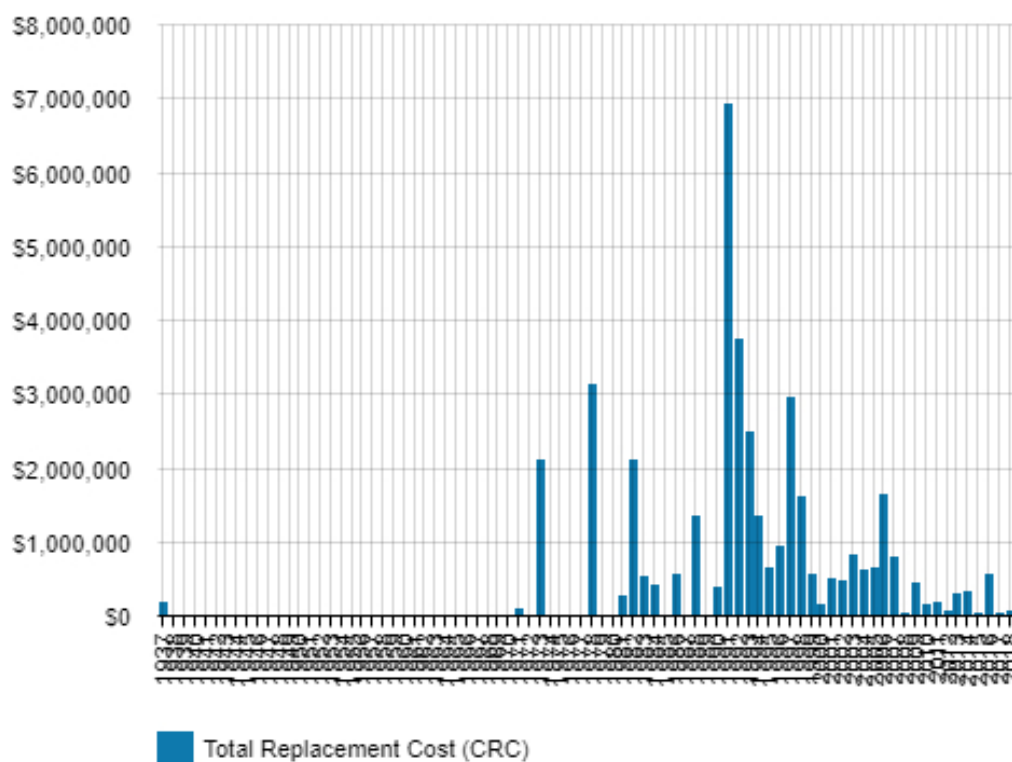


Figure 5.1.1 Asset Age Profile

All figure values are shown in current day dollars.

Looking at the age summary, the stables at the Wilcannia Post Office, which are in Condition 5 were constructed in 1937. All other assets were constructed or substantially refurbished, more recently. The Council Offices and Post Office, both in Wilcannia, are historic buildings, over a century old with heritage significance. Council's professional valuers have allocated acquisitions date in the 1970s for both of these assets.

5.1.2 Asset capacity and performance

Assets are generally provided to meet applicable standards. 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
Sign Shed, Ivanhoe Depot	Very poor condition
Demountable Amenities, Ivanhoe Depot	Very poor condition
RFS Shed, Wilcannia	Poor condition
SES Office, Wilcannia	Very poor condition
Tilpa Tennis Court	Natural rolled surface. Unusable.

Service deficiencies were identified from inspections undertaken, for valuation for Accounting Compliance Purposes, 30 June 2018 (buildings) and 30 June 2019 (other structures).

5.1.3 Asset condition

Condition is currently monitored assessed on as required for financial reporting purposes, inspection every 4-5 years by professional valuers, in accordance with the applicable Australian Accounting Standard.

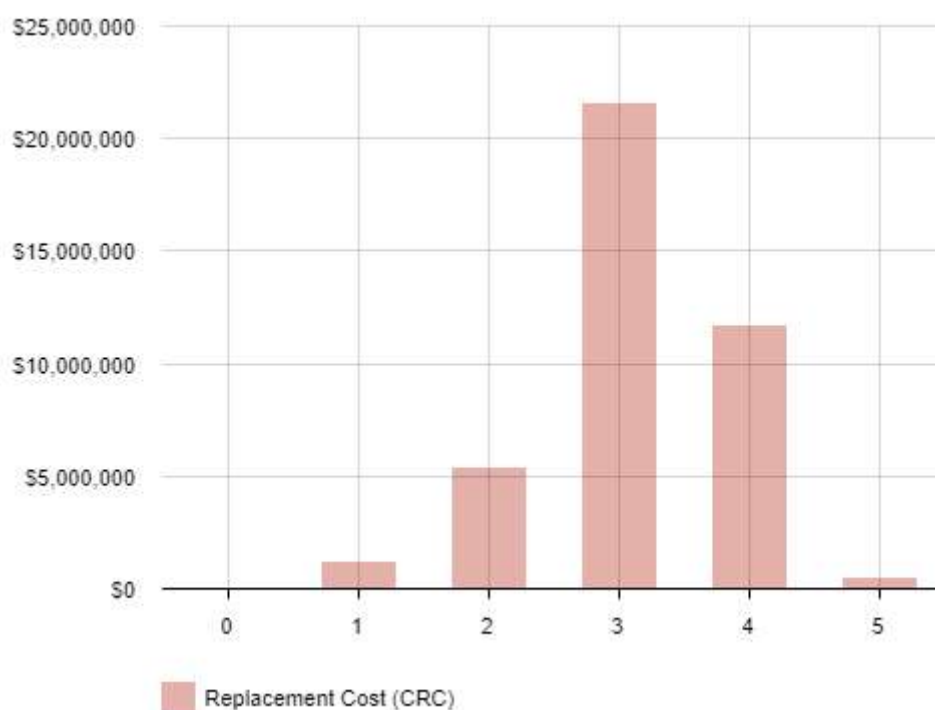
Condition is measured using a 1 – 5 grading system⁴ as detailed in Table 5.1.3. It is important that a consistent approach is used in reporting asset performance enabling effective decision support. A finer grading system may be used at a more specific level, however, for reporting in the AM plan results are translated to a 1 – 5 grading scale for ease of communication.

Table 5.1.3: Condition Grading System

Condition Grading	Description of Condition
1	Very Good: free of defects, only planned and/or routine maintenance required
2	Good: minor defects, increasing maintenance required plus planned maintenance
3	Fair: defects requiring regular and/or significant maintenance to reinstate service
4	Poor: significant defects, higher order cost intervention likely
5	Very Poor: physically unsound and/or beyond rehabilitation, immediate action required

The condition profile of our assets is shown in Figure 5.1.3.

Figure 5.1.3: Asset Condition Profile



⁴ IPWEA, 2015, IIMM, Sec 2.5.4, p 2 | 80.

Most assets are in condition 3 or 4. They are still in service but have defects and require maintenance or other more costly interventions to remain in service. All figure values are shown in current day dollars.

5.2 Operations and Maintenance Plan

Operations include regular activities to provide services. Examples of typical operational activities include cleaning, street sweeping, asset inspection, and utility costs.

Maintenance includes all actions necessary for retaining an asset as near as practicable to an appropriate service condition including regular ongoing day-to-day work necessary to keep assets operating. Examples of typical maintenance activities include pipe repairs, asphalt patching, and equipment repairs.

The trend in maintenance budgets are shown in Table 5.2.1.

Table 5.2.1: Maintenance Budget Trends

Year	Maintenance Budget \$
Actual 2019	\$707,369
Budget 2019-20	\$833,350
Budget 2020-21	\$674,850

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

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

Maintenance Budget Allocations

Asset Type	2021
Aerodrome	\$112,800
Buildings	\$210,000
Cemeteries	\$35,000
Depots	\$83,500
Domestic Waste (wheelie bin M&R)	\$5,000
Parks & Recreation	\$80,050
Public Order & Safety	\$500
Public Safety Bushfire Safety	\$68,000
Swimming Pools	\$80,000
	\$674,850

Asset hierarchy

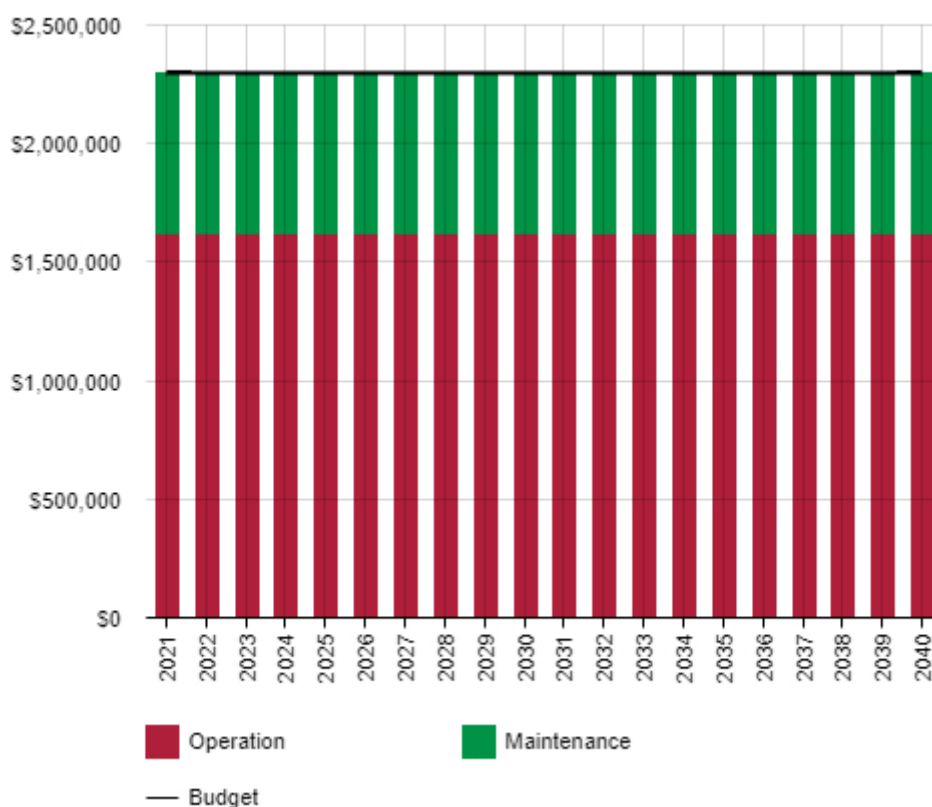
An asset hierarchy provides a framework for structuring data in an information system to assist in collection of data, reporting information and making decisions. The hierarchy includes the asset class and component used for asset planning and financial reporting and service level hierarchy used for service planning and delivery.

An asset service hierarchy is yet to be developed for this asset class. Improving the asset register is a key priority identified in the Improvement Plan

Summary of forecast operations and maintenance costs

Forecast operations and maintenance costs are expected to vary in relation to the total value of the asset stock. If additional assets are acquired, the future operations and maintenance costs are forecast to increase. If assets are disposed of the forecast operation and maintenance costs are expected to decrease. Figure 5.2 shows the forecast operations and maintenance costs relative to the proposed operations and maintenance Planned Budget.

Figure 5.2: Operations and Maintenance Summary



All figure values are shown in current day dollars.

Operation Budget Allocations

Asset Type	2021
Aerodrome	\$11,200
Buildings	\$464,800
Cemeteries	\$19,200
Depots	\$113,000
Domestic Waste	\$184,000
Parks & Recreation	\$101,300
Public Order & Safety	\$6,500
Public Safety Bushfire Safety	\$200,800
Street Cleaning	\$121,000
Swimming Pools	\$401,200
	\$1,623,000

Operation and maintenance costs for this document are based on the most current estimate of needs, the 2021 budget.

- Operation budget for 2021 is \$1,623,000.
- Maintenance budget for 2021 \$674,850.
- Combined total Operation and Maintenance budget for 2021 is \$2,287,850.

5.3 Renewal Plan

Renewal is major capital work which does not significantly alter the original service provided by the asset, but restores, rehabilitates, replaces or renews an existing asset to its original service potential. Work over and above restoring an asset to original service potential is considered to be an acquisition resulting in additional future operations and maintenance costs.

Assets requiring renewal are identified from one of two approaches in the Lifecycle Model.

- The first method uses Asset Register data to project the renewal costs (current replacement cost) and renewal timing (acquisition year plus updated useful life to determine the renewal year), or
- The second method uses an alternative approach to estimate the timing and cost of forecast renewal work (i.e. condition modelling system, staff judgement, average network renewals, or other).

Asset useful lives were last reviewed on 30 June 2018 for buildings assets and 30 June 2019 for other structures. Asset lives vary significantly across this asset class and as the current asset registers do not group together like types of assets, a list of all the useful lives allocated by the valuers in 2018 & 2019 to this asset class would take many pages.

Improving the asset register is a key priority identified in the Improvement Plan.

The estimates for renewals in this AM Plan were based on the asset register. Estimated annual renewal budget is \$250,000, based on examination of recent trends in Council's capital expenditure budget.

5.3.1 Renewal ranking criteria

Asset renewal is typically undertaken to either:

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

It is possible to prioritise renewals by identifying assets or asset groups that:

- Have a high consequence of failure,
- Have high use and subsequent impact on users would be significant,
- Have higher than expected operational or maintenance costs, and
- Have potential to reduce life cycle costs by replacement with a modern equivalent asset that would provide the equivalent service.⁶

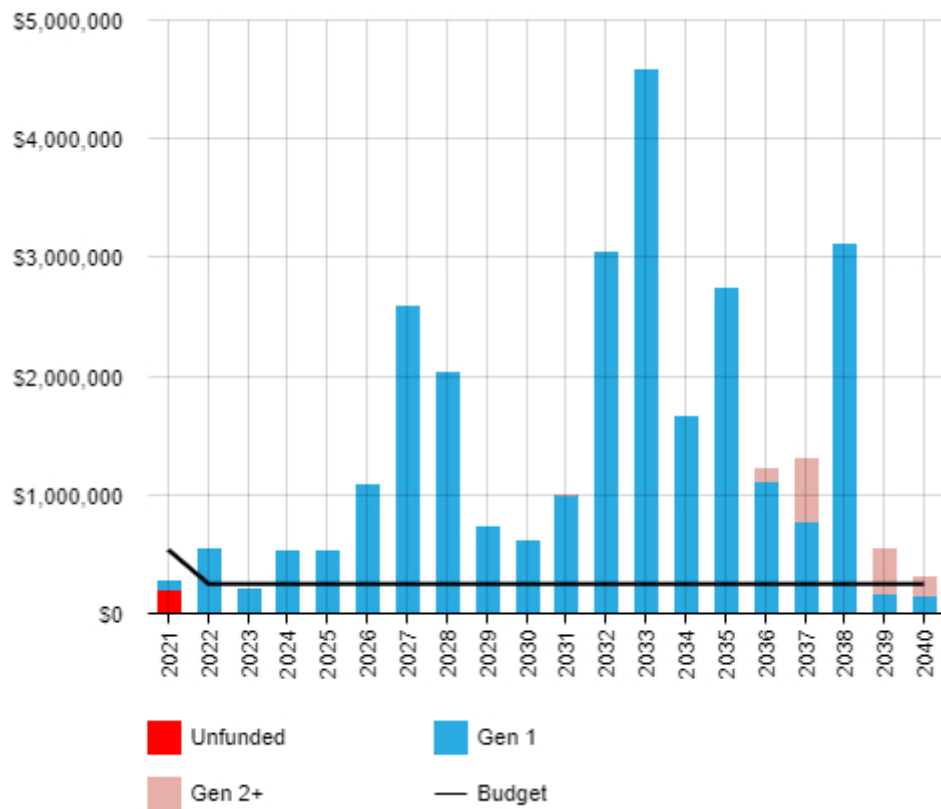
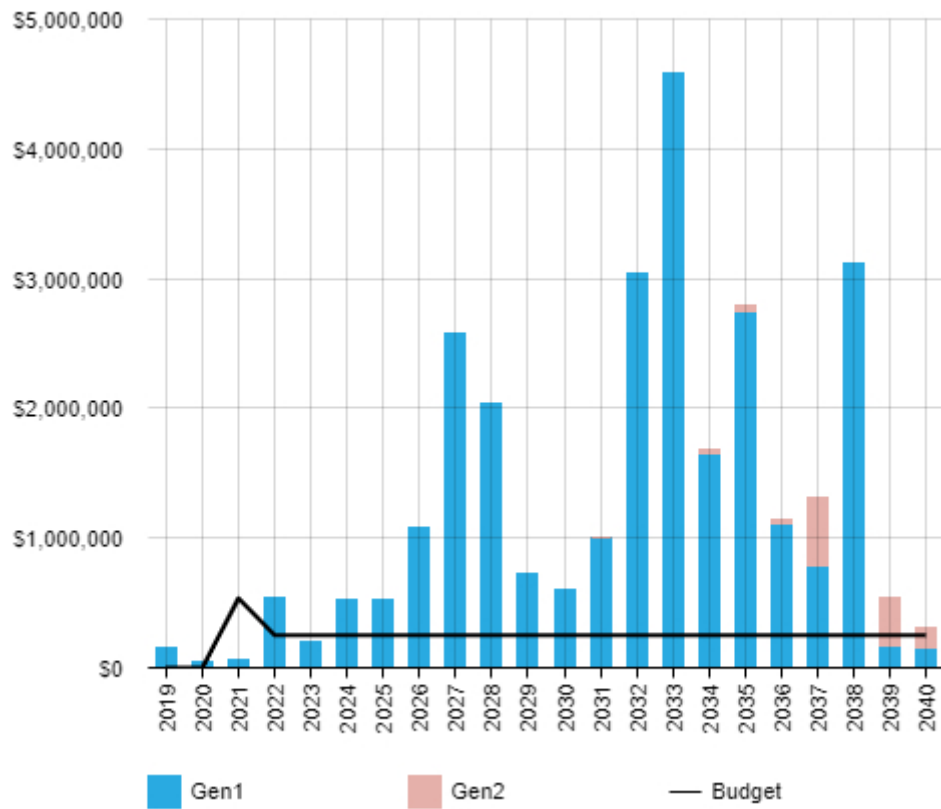
5.4 Summary of future renewal costs

Forecast renewal costs are projected to increase over time if the asset stock increases. The forecast costs associated with renewals are shown relative to the proposed renewal budget in Figure 5.4.1. A detailed summary of the forecast renewal costs is shown in Appendix D.

⁵ IPWEA, 2015, IIMM, Sec 3.4.4, p 3|91.

⁶ Based on IPWEA, 2015, IIMM, Sec 3.4.5, p 3|97.

Figure 5.4.1: Forecast Renewal Costs



All figure values are shown in current day dollars. Council's renewal budget is insufficient to match the forecast renewals, as aging assets reach end of life and require renewal. Fully funded acquisitions exist for 2021 only.

5.5 Acquisition Plan

Acquisition reflects are new assets that did not previously exist or works which will upgrade or improve an existing asset beyond its existing capacity. They may result from growth, demand, social or environmental needs. Assets may also be donated to the Central Darling Shire Council.

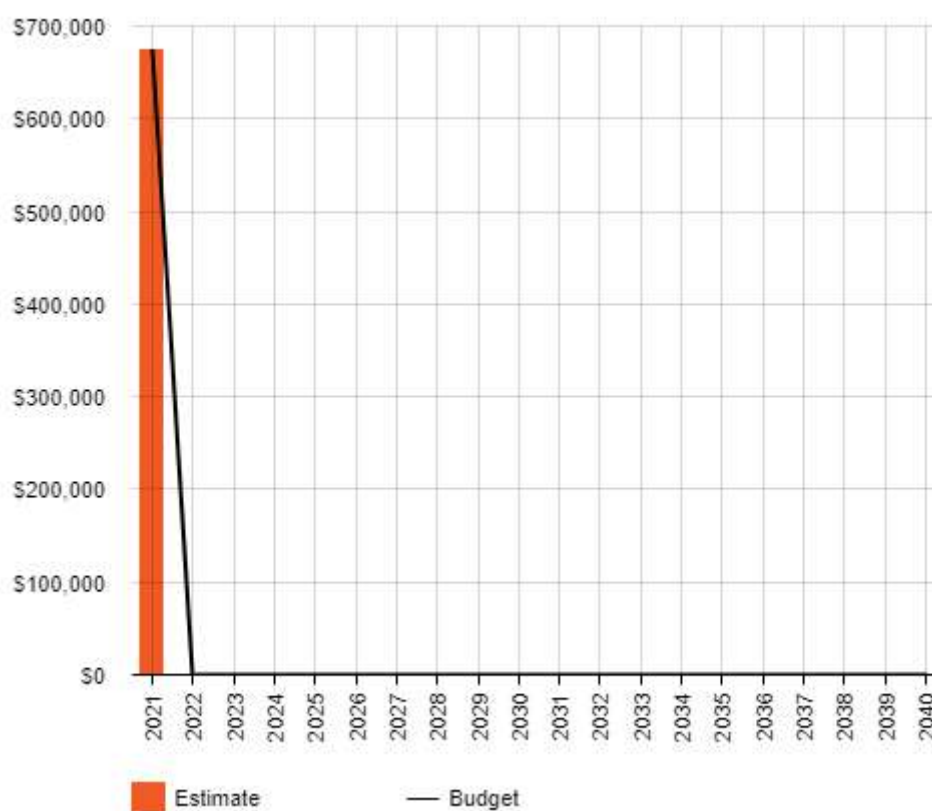
5.5.1 Selection criteria

Proposed acquisition of new assets, and upgrade of existing assets, are identified from various sources such as community requests, proposals identified by strategic plans or partnerships with others. Significant acquisition only takes place when Council receives funding from an external source, such as Drought Stimulus Funding in 2020/21.

Summary of future asset acquisition costs

Forecast acquisition asset costs are summarised / summarized in Figure 5.4.1 and shown relative to the proposed acquisition budget. The forecast acquisition capital works program is shown in Appendix A.

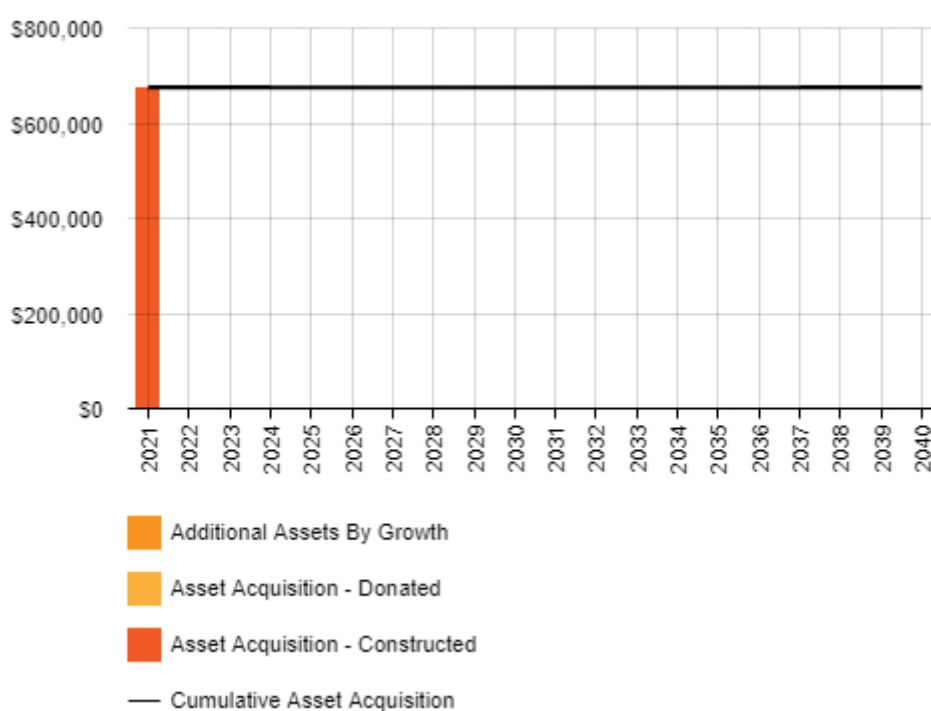
Figure 5.5.1: Acquisition (Constructed) Summary



All figure values are shown in current day dollars.

When an Entity commits to new assets, they must be prepared to fund future operations, maintenance and renewal costs. They must also account for future depreciation when reviewing long term sustainability. When reviewing the long-term impacts of asset acquisition, it is useful to consider the cumulative value of the acquired assets being taken on by the Entity. The cumulative value of all acquisition work, including assets that are constructed and contributed shown in Figure 5.4.2.

Figure 5.5.2: Acquisition Summary



Proposed Acquisitions in 2021

Asset Type	Project	Budget 2021	Comments
Buildings	Staff accommodation – three transportables	\$330,000	Drought stimulus funds
Buildings	Staff accommodation- carports	\$45,000	
Buildings	Depot Office Extension	\$120,000	
Buildings	Ivanhoe WTP storage shed	\$20,500	
Buildings	Ivanhoe Depot Storage Shed	\$55,000	
Buildings	Wilcannia Depot Storage Shed	\$55,000	
Buildings	Menindee Depot Storage Shed	\$50,000	
		\$675,500	

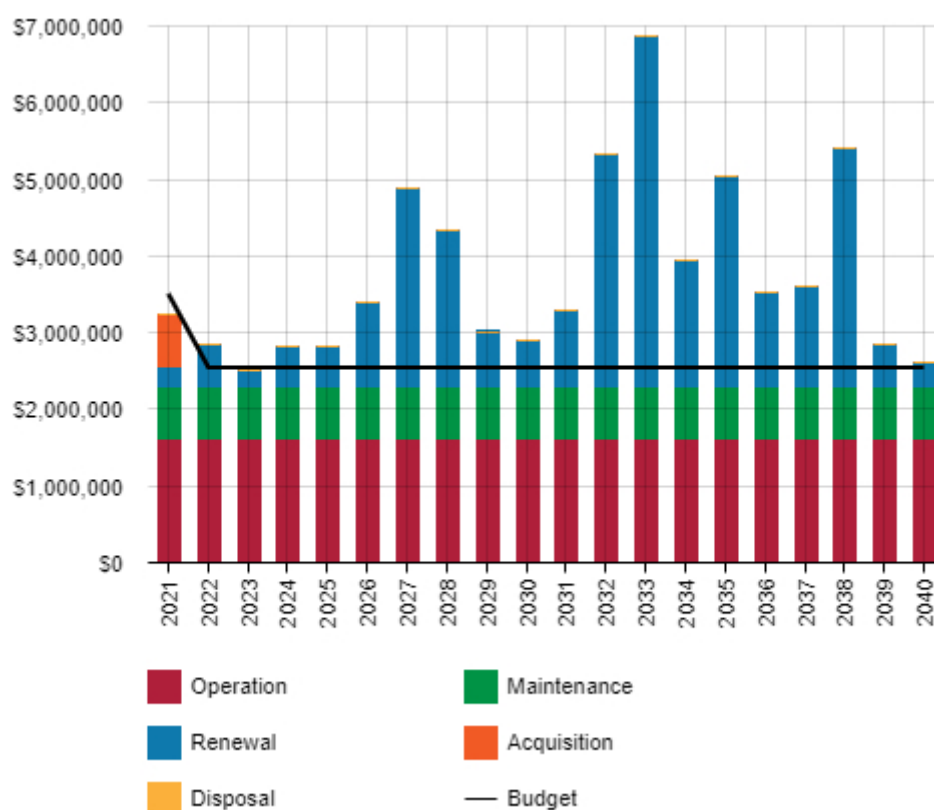
All figure values are shown in current dollars. Expenditure on new assets and services in the capital works program will be accommodated in the long-term financial plan, but only to the extent that there is available funding.

Summary of asset forecast costs

The financial projections from this asset plan are shown in Figure 5.4.3. These projections include forecast costs for acquisition, operation, maintenance, renewal, and disposal. These forecast costs are shown relative to the proposed budget.

The bars in the graphs represent the forecast costs needed to minimise the life cycle costs associated with the service provision. The proposed budget line indicates the estimate of available funding. The gap between the forecast work and the proposed budget is the basis of the discussion on achieving balance between costs, levels of service and risk to achieve the best value outcome.

Figure 5.5.3: Lifecycle Summary



All figure values are shown in current day dollars.

Council's budget appears to be satisfactory in the short term to meet the forecast lifecycle costs associated with this asset class. There is however a significant renewal burden facing Council in the long term. Council will manage this renewal burden within existing budgets and will apply for grant funding as opportunities arise. Some renewal needs will be deferred, and maintenance and repair will be undertaken. For example, there are currently no proposals to renew Council's swimming pools assets, and ongoing maintenance will be undertaken using maintenance funding.

5.6 Disposal Plan

Disposal includes any activity associated with the disposal of a decommissioned asset including sale, demolition or relocation. Council does not plan to dispose of buildings and land improvement assets.

6.0 RISK MANAGEMENT PLANNING

The purpose of infrastructure risk management is to document the findings and recommendations resulting from the periodic identification, assessment and treatment of risks associated with providing services from infrastructure, using the fundamentals of International Standard ISO 31000:2018 Risk management – Principles and guidelines.

Risk Management is defined in ISO 31000:2018 as: ‘coordinated activities to direct and control with regard to risk’⁷.

An assessment of risks⁸ associated with service delivery will identify risks that will result in loss or reduction in service, personal injury, environmental impacts, a ‘financial shock’, reputational impacts, or other consequences. The risk assessment process identifies credible risks, the likelihood of the risk event occurring, and the consequences should the event occur. The risk assessment should also include the development of a risk rating, evaluation of the risks and development of a risk treatment plan for those risks that are deemed to be non-acceptable.

6.1 Critical Assets

Critical assets are defined as those which have a high consequence of failure causing significant loss or reduction of service. Critical assets have been identified and along with their typical failure mode, and the impact on service delivery, are summarised in Table 6.1. Failure modes may include physical failure, collapse or essential service interruption.

Table 6.1 Critical Assets

Critical Asset(s)	Failure Mode	Impact
Shire Office	Power failure, fire, flood or vandalism	Services cannot be delivered to the community.
Depots	Power failure, fire, flood or vandalism	Services cannot be delivered to the community
Residences	Structural degradation or failure	Increased costs, accidents and injuries

By identifying critical assets and failure modes an organisation can ensure that investigative activities, condition inspection programs, maintenance and capital expenditure plans are targeted at critical assets.

6.2 Risk Assessment

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

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

The process is based on the fundamentals of International Standard ISO 31000:2018.

⁷ ISO 31000:2009, p 2

⁸ REPLACE with Reference to the Corporate or Infrastructure Risk Management Plan as the footnote

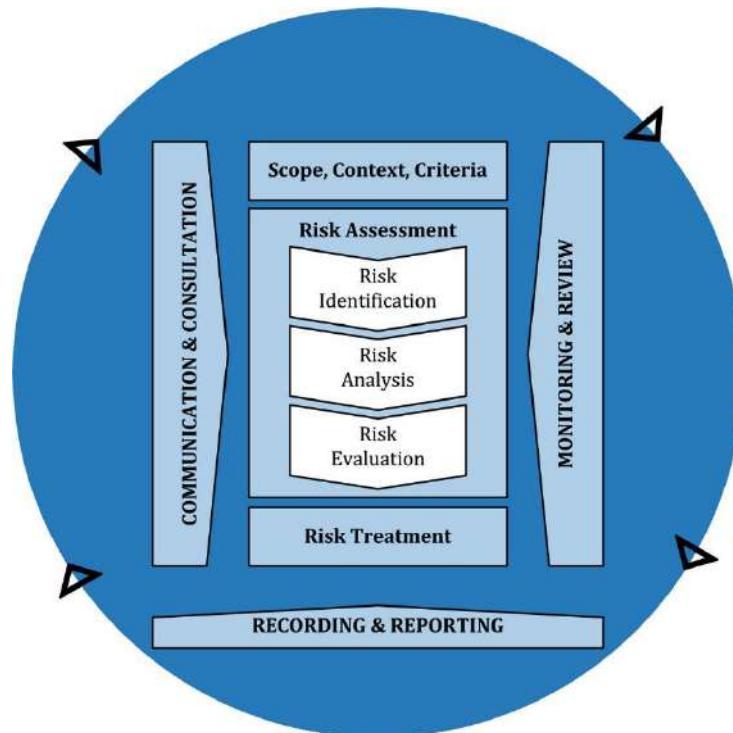


Fig 6.2 Risk Management Process – Abridged
 Source: ISO 31000:2018, Figure 1, p9

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

An assessment of risks associated with service delivery will identify risks that will result in loss or reduction in service, personal injury, environmental impacts, a 'financial shock', reputational impacts, or other consequences.

Critical risks are those assessed with 'Very High' (requiring immediate corrective action) and 'High' (requiring corrective action) risk ratings identified in the Infrastructure Risk Management Plan. The residual risk and treatment costs of implementing the selected treatment plan is shown in Table 6.2. It is essential that these critical risks and costs are reported to management and the Council or Administrator.

Table 6.2: Risks and Treatment Plans

Service or Asset at Risk	What can Happen	Risk Rating (VH, H)	Risk Treatment Plan	Residual Risk *	Treatment Costs
Buildings	Asset failure – injury and potential threat to life Damage to reputation	VH	Regular inspections and maintenance Renew assets before they fail	Low	Existing Operations and Maintenance budget is sufficient. Renewal budget is insufficient.
Buildings	Vandalism	H	Installation of better security, such as deadbolts and screens	Low	Quotations to be obtained and works prioritised accordingly
Amenities and other public buildings	Amenities are not cleaned and maintained regularly, resulting in public dissatisfaction	H	Inspect and monitor amenities to identify areas that need more or less cleaning and maintenance. Develop a schedule that focusses on amenities most impacted, to ensure frequencies and expenditure reflects need.	Low	Cleaning and maintenance are covered by existing budgets.
Swimming pools	Injuries associated with deteriorating surface condition	H	Ongoing maintenance to surfaces	Low	Staff time – within existing budget
Loss of staff with historic knowledge of the Shire and organisation.	Loss of knowledge base	VH	Succession planning and document existing processes and knowledge	Medium	Staff time – within existing budget
Inability to recruit skilled staff	No qualified staff to undertake asset operations, maintenance and renewal	VH	Investigate alternative sources of staff. Train in house. Apprenticeship programs. Reward and recognise staff.	Medium	Staff time – within existing budget
Insufficient funding of asset renewal	Failure to complete renewal in a timely manner and asset fails unexpectedly to deliver required services.	VH	Improve asset register to enable better prioritising and planning of renewals, so assets can continue to deliver services.	Medium	Staff and possibly consultant time.

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

6.3 Infrastructure Resilience Approach

The resilience of our critical infrastructure is vital to the ongoing provision of services to customers. To adapt to changing conditions we need to understand our capacity to 'withstand a given level of stress or demand', and to respond to possible disruptions to ensure continuity of service.

Council is yet to assess infrastructure resilience in service delivery. This will be included in future iterations of the AM Plan.

6.4 Service and Risk Trade-Offs

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

6.4.1 What we cannot do

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

- Scheduled and cyclic maintenance of Council buildings and other structures. Maintenance is often reactive, undertaken to rectify identified defects.
- Renew all assets in condition grade 4 and 5 before they reach end of life, and fail to deliver service
- Upgrade assets to meet current standards or the level of service desired by the community
- Acquire new assets unless external funding is provided

6.4.2 Service trade-off

If there is forecast work (operations, maintenance, renewal, acquisition or disposal) that cannot be undertaken due to available resources, then this will result in service consequences for users. These service consequences include:

- The condition of building and land improvements will continue to deteriorate, resulting in the provision of a lower level of service
- Asset not renewed in a timely manner will fail prematurely, resulting in no service provision.
- Assets not upgraded to contemporary standards will deliver a lower level of service when compared to other Councils that can upgrade assets. Reputational damage for Council and a lower quality of life for Shire residents.
- With no new buildings or land improvements, intergenerational equity may be compromised. No service improvements.

6.4.3 Risk trade-off

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

- As the condition of assets deteriorates, they may become unsafe.
- Failed assets building and land improvement assets can pose a danger to the community
- If buildings and land improvement assets do not meet current standards, Council could be at risk of litigation should an incident occur.
- With no new buildings or land improvements, to demonstrate prosperity, new residents may not be attracted to the Shire

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

7.0 FINANCIAL SUMMARY

This section contains the financial requirements resulting from the information presented in the previous sections of this AM Plan. The financial projections will be improved as the discussion on desired levels of service and asset performance matures.

7.1 Financial Sustainability and Projections

7.1.1 Sustainability of service delivery

There are two key indicators of sustainable service delivery that are considered in the AM Plan for this service area. The two indicators are the:

- asset renewal funding ratio (proposed renewal budget for the next 10 years / forecast renewal costs for next 10 years), and
- medium term forecast costs/proposed budget (over 10 years of the planning period).

Asset Renewal Funding Ratio

Asset Renewal Funding Ratio⁹ 31%

The Asset Renewal Funding Ratio is an important indicator and illustrates that over the next 10 years we expect to have 31% of the funds required for the optimal renewal of assets.

The forecast renewal work along with the proposed renewal budget, and the cumulative shortfall, is illustrated in Appendix D.

Medium term – 10 year financial planning period

This AM Plan identifies the forecast operations, maintenance and renewal costs 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.

This forecast work can be compared to the proposed budget over the first 10 years of the planning period to identify any funding shortfall.

The forecast operations, maintenance and renewal costs over the 10 year planning period is \$3,208,690 average per year.

The proposed (budget) operations, maintenance and renewal funding is \$2,576,450 on average per year giving a 10 year funding shortfall of \$-632,240 per year. This indicates that 80% of the forecast costs needed to provide the services documented in this AM Plan are accommodated in the proposed budget. Note, these calculations exclude acquired assets.

Providing sustainable services from infrastructure requires the management of service levels, risks, forecast outlays and financing to achieve a financial indicator of approximately 1.0 for the first years of the AM Plan and ideally over the 10 year life of the Long-Term Financial Plan.

7.1.2 Forecast Costs (outlays) for the long-term financial plan

Table 7.1.3 shows the forecast costs (outlays) required for consideration in the 10 year long-term financial plan.

Providing services in a financially sustainable manner requires a balance between the forecast outlays required to deliver the agreed service levels with the planned budget allocations in the long-term financial plan.

A gap between the forecast outlays and the amounts allocated in the financial plan indicates further work is required on reviewing service levels in the AM Plan (including possibly revising the long-term financial plan).

⁹ AIFMM, 2015, Version 1.0, Financial Sustainability Indicator 3, Sec 2.6, p 9.

We will manage the 'gap' by developing this AM Plan to provide guidance on future service levels and resources required to provide these services in consultation with the community. Forecast costs are shown in 2021 dollar values.

Table 7.1.2: Forecast Costs (Outlays) for the Long-Term Financial Plan

Year	Acquisition	Operation	Maintenance	Renewal	Disposal
2021	675000	1623000	674850	266000	0
2022	0	1623000	674850	541300	0
2023	0	1623000	674850	206300	0
2024	0	1623000	674850	519300	0
2025	0	1623000	674850	520400	0
2026	0	1623000	674850	1085400	0
2027	0	1623000	674850	2581700	0
2028	0	1623000	674850	2033400	0
2029	0	1623000	674850	719000	0
2030	0	1623000	674850	605600	0
2031	0	1623000	674850	1002700	0
2032	0	1623000	674850	3041600	0
2033	0	1623000	674850	4580100	0
2034	0	1623000	674850	1657400	0
2035	0	1623000	674850	2744300	0
2036	0	1623000	674850	1224900	0
2037	0	1623000	674850	1304800	0
2038	0	1623000	674850	3114900	0
2039	0	1623000	674850	541000	0
2040	0	1623000	674850	316200	0

7.2 Funding Strategy

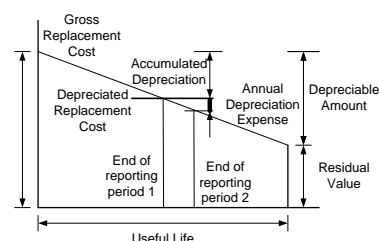
The proposed funding for assets is outlined in the Entity's budget and Long-Term financial plan. The financial strategy of the entity determines how funding will be provided, whereas the AM Plan communicates how and when this will be spent, along with the service and risk consequences of various service alternatives.

7.3 Valuation Forecasts

7.3.1 Asset valuations

The best available estimate of the value of assets included in this AM Plan are shown below. The building assets were valued at Fair Value for accounting compliance purposes 30 June 2018 and the Other Structures 30 June 2019:

Replacement Cost (Current/Gross)	\$40,040,100
Depreciable Amount	\$40,040,100
Depreciated Replacement Cost ¹⁰	\$12,936,904
Depreciation	\$1,033,346.



¹⁰ Also reported as Written Down Value, Carrying or Net Book Value.

7.3.2 Valuation forecast

Any additional assets will generally add to the operations and maintenance needs in the longer term. Additional assets will also require additional costs due to future renewals. Any additional assets will also add to future depreciation forecasts.

7.4 Key Assumptions Made in Financial Forecasts

In compiling this AM Plan, it was necessary to make some assumptions. This section details the key assumptions made in the development of this AM plan and should provide readers with an understanding of the level of confidence in the data behind the financial forecasts.

Key assumptions made in this AM Plan are:

- Asset revaluations performed in 2018 and 2019 still provide an accurate estimation of the value of the assets
- Omission of waste assets from the renewal modelling (due to the absence of a robust asset register for waste assets) will have a minor impact on renewal projections
- AM Plan relied upon revaluations for accounting compliance purposes not asset management functionality. For instance, in the *Other Structures* asset register there are a number of assets below the nominal capitalisation threshold of \$5000. In an asset register for asset management purposes, these assets would ideally be bundled up into groups of similar assets.
- Assumptions were made when the General Ledger line items for Council's budget and actual expenditure were nominated as; acquisition, operations, maintenance, and renewal.

7.5 Forecast Reliability and Confidence

The forecast costs, proposed budgets, and valuation projections in this AM Plan are based on the best available data. For effective asset and financial management, it is critical that the information is current and accurate. Data confidence is classified on a A - E level scale¹¹ in accordance with Table 7.5.1.

Table 7.5.1: Data Confidence Grading System

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

¹¹ IPWEA, 2015, IIMM, Table 2.4.6, p 2 | 71.

The estimated confidence level for and reliability of data used in this AM Plan is shown in Table 7.5.2.

Table 7.5.2: Data Confidence Assessment for Data used in AM Plan

Data	Confidence Assessment	Comment
Demand drivers	B	Gradual population decline in Central Darling Shire has been occurring over a number of years now and is expected to continue.
Growth projections	B	No growth predicted
Acquisition forecast	D	No reliable information on future asset acquisition at this time
Operation forecast	B	Council keeps sound records on actual operational expenditure and this is used to set future budgets.
Maintenance forecast	B	Council keeps sound records on actual maintenance expenditure and this is used to set future budgets.
Renewal forecast	C	Assets last revalued in 2018 and 2019. Asset register has not been updated since.
- Asset values		Assets last condition assessed in 2018 and 2019.
- Asset useful lives		
- Condition modelling	C	
Disposal forecast	D	No reliable information on proposed asset disposals.

The estimated confidence level for and reliability of data used in this AM Plan is considered to be Medium.

8.0 PLAN IMPROVEMENT AND MONITORING

8.1 Status of Asset Management Practices

8.1.1 Accounting and financial data sources

This AM Plan utilises accounting and financial data. The source of the data are:

- Central Darling Shire Council, Valuation for Financial Reporting, Specified Land and Building Assets, 30 June 2018, AssetVal Property, Plant and Equipment Valuers
- Central Darling Shire Council, Valuation for Accounting Compliance Purposes, Stormwater Infrastructure and Other Structures, 30 June 2019, AssetVal Property, Plant and Equipment Valuers.
- Council's 2021 budget for the Technical Services Department

8.1.2 Asset management data sources

This AM Plan also utilises asset management data. The sources of the data are listed above in Section 8.1.1

8.2 Improvement Plan

It is important that an entity recognise areas of their AM Plan and planning process that require future improvements to ensure effective asset management and informed decision making. The improvement plan generated from this AM Plan is shown in Table 8.2.

Data for this asset management plan was sourced from the two most recent revaluation asset registers. Building assets were revalued in 2018 and other structures in 2019. Because the valuation reports were prepared for accounting compliance purposes only, the resulting asset registers were not ideal for asset management planning.

- Useful lives were based upon age, not condition.
- Asset condition was determined by condition assessment of a very small sample of Central Darling Shire assets and the remainder via desktop assessment
- The split into components did not suit the planning of renewal works.
- Waste assets were not condition assessed or valued.
- Data on like assets was not recorded using a consistent terminology.
- Data from two different years.

There is room for improvement in the procedures used to collect and store asset data.

The top three Improvement Tasks in Table 8.2 Improvement Plan, seek to address this issue. Note the similarity between the highest priority tasks in 2021 and 2018.

Table 8.2: Improvement Plan

Task	Task	Responsibility	Resources Required	Timeline
Actions identified as a priority during development of this Asset Management Plan				
1	Develop asset register for waste assets. Inspect all waste facilities, condition grade and revalue assets, for inclusion in future versions of this AM Plan.	Director Shire Services	Staff time/ specialist consultants	

Task	Task	Responsibility	Resources Required	Timeline
2	Improve the asset register, so it is suitable for asset management as well as accounting compliance purposes. Group together like assets, to enable annual update of useful lives.	Director Shire Services	Staff time/ specialist consultants	
Improvement Actions Identified during the 2021 Asset Management Maturity Assessment				
3	Develop a consolidated, integrated, up to date asset register with appropriate components and the required functionality to ensure security and data integrity, which includes all information about each asset sorted by asset group.	Director Shire Services	CDSC Staff	
4	Define and document internal procedures for determining asset replacement and treatment unit rates, not dependent on third parties. Unit rates to be determined by Council to suit local conditions.	Director Shire Services	CDSC Staff	
5	Document methodologies used to carry out consistent asset condition surveys and defect identification assessments, in a Condition Rating Assessment Manual, for each asset class. Asset condition assessment should not be limited to the small sample of assets inspected by the third parties every four years for accounting compliance purposes.	Director Shire Services	CDSC Staff	
Outstanding Improvement Actions listed in the 2019 Buildings Asset Management Plan				
6.	Audit the Building Assets register and breakdown the large assets into individual components	DSS	staff, consultant	12 months
7.	Update the asset register and add any unregistered assets	DSS	Staff, consultant	12 months
8.	Inspect and assess the condition of the building assets in order to estimate the remaining useful life and reassess the useful life of assets	DSS	Staff, consultant	12 months
9.	Establish a reporting system to update the asset register with feedback from the field including new assets, replaced assets, renewed assets etc.	DSS, DBS	Staff, IT	12 months
10.	Separate building related job costs. Maintenance job costs should be split into reactive, planned and cyclic. Capital job costs into: renewal, upgrade and new.	DSS, DBS, Senior Accountant	Civica guidance	Complete for Capital Costs
11.	Undertake a customer satisfaction survey and consult with the community to identify the desired levels of service.	DSS, GM	Administration, possibly consultant	12 months
12.	Install all Asset data on AssetFinda and dedicate staff to its continued use, monitoring and upkeep.	DSS, DBS	staff	12 months

8.3 Monitoring and Review Procedures

This AM Plan will be reviewed during the annual budget planning process and revised to show any material changes in service levels, risks, forecast costs and proposed budgets as a result of budget decisions.

The AM Plan will be reviewed and updated annually to ensure it represents the current service level, asset values, forecast operations, maintenance, renewals, acquisition and asset disposal costs and planned budgets. These forecast costs and proposed budget are incorporated into the Long-Term Financial Plan or will be incorporated into the Long-Term Financial Plan once completed.

The AM Plan has a maximum life of 4 years and is due for complete revision and updating one year of a Council election.

8.4 Performance Measures

The effectiveness of this AM Plan can be measured in the following ways:

- The degree to which the required forecast costs identified in this AM Plan are incorporated into the long-term financial plan,
- The degree to which the 1-5 year detailed works programs, budgets, business plans and corporate structures consider the 'global' works program trends provided by the AM Plan,
- The degree to which the existing and projected service levels and service consequences, risks and residual risks are incorporated into the Strategic Planning documents and associated plans,
- The Asset Renewal Funding Ratio achieving the Organisational target (this target is often 90 – 100%).

9.0 REFERENCES

- IPWEA, 2006, 'International Infrastructure Management Manual', Institute of Public Works Engineering Australasia, Sydney, www.ipwea.org/IIMM
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- IPWEA, 2008, 'NAMS.PLUS Asset Management', Institute of Public Works Engineering Australasia, Sydney, www.ipwea.org/namsplus.
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- IPWEA, 2020 'International Infrastructure Financial Management Manual', Institute of Public Works Engineering Australasia, Sydney
- IPWEA, 2018, Practice Note 12.1, 'Climate Change Impacts on the Useful Life of Assets', Institute of Public Works Engineering Australasia, Sydney
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- IPWEA, 2014, Practice Note 8 – Levels of Service & Community Engagement, Institute of Public Works Engineering Australasia, Sydney, <https://www.ipwea.org/publications/ipweabookshop/practicenotes/pn8>
- ISO, 2014, ISO 55000:2014, Overview, principles and terminology
- ISO, 2018, ISO 31000:2018, Risk management – Guidelines
- Central Darling Shire Community Strategic Plan 2017- 2023
- Central Darling Shire Delivery Program 2018-21 and Draft Operational Plan 2020-21

10.0 APPENDICES

Appendix A Acquisition Forecast

Table A3 - Acquisition Forecast Summary

Year	Constructed	Donated	Growth
2021	675000	0	0
2022	0	0	0
2023	0	0	0
2024	0	0	0
2025	0	0	0
2026	0	0	0
2027	0	0	0
2028	0	0	0
2029	0	0	0
2030	0	0	0
2031	0	0	0
2032	0	0	0
2033	0	0	0
2034	0	0	0
2035	0	0	0
2036	0	0	0
2037	0	0	0
2038	0	0	0
2039	0	0	0
2040	0	0	0

Appendix B Operation Forecast

Table B2 - Operation Forecast Summary

Year	Operation Forecast	Additional Operation Forecast	Total Operation Forecast
2021	1623000	0	1623000
2022	1623000	0	1623000
2023	1623000	0	1623000
2024	1623000	0	1623000
2025	1623000	0	1623000
2026	1623000	0	1623000
2027	1623000	0	1623000
2028	1623000	0	1623000
2029	1623000	0	1623000
2030	1623000	0	1623000
2031	1623000	0	1623000
2032	1623000	0	1623000
2033	1623000	0	1623000
2034	1623000	0	1623000
2035	1623000	0	1623000
2036	1623000	0	1623000
2037	1623000	0	1623000
2038	1623000	0	1623000
2039	1623000	0	1623000
2040	1623000	0	1623000

Appendix C Maintenance Forecast

Table C2 - Maintenance Forecast Summary

Year	Maintenance Forecast	Additional Maintenance Forecast	Total Maintenance Forecast
2021	674850	0	674850
2022	674850	0	674850
2023	674850	0	674850
2024	674850	0	674850
2025	674850	0	674850
2026	674850	0	674850
2027	674850	0	674850
2028	674850	0	674850
2029	674850	0	674850
2030	674850	0	674850
2031	674850	0	674850
2032	674850	0	674850
2033	674850	0	674850
2034	674850	0	674850
2035	674850	0	674850
2036	674850	0	674850
2037	674850	0	674850
2038	674850	0	674850
2039	674850	0	674850
2040	674850	0	674850

Appendix D Renewal Forecast Summary

Table D3 - Renewal Forecast Summary

Year	Renewal Forecast	Renewal Budget
2021	266000	536000
2022	541300	250000
2023	206300	250000
2024	519300	250000
2025	520400	250000
2026	1085400	250000
2027	2581700	250000
2028	2033400	250000
2029	719000	250000
2030	605600	250000
2031	1002700	250000
2032	3041600	250000
2033	4580100	250000
2034	1657400	250000
2035	2744300	250000
2036	1224900	250000
2037	1304800	250000
2038	3114900	250000
2039	541000	250000
2040	316200	250000

D.4 –Renewal Plan

Detail output from NAMS+ Report for the Register Method

Appendix 10 Year Report

Asset ID	Category	Description	Location 1	Location 2	Remaining Life	Register Renewal Year	Forecast Renewal Year	Renewal Cost	Useful Life
New2021.1	Other Structures	Pool lining	Wilcannia and Ivanhoe	main pools	-27	1994	2021	\$30,000	30
IT00041	Other Structures	Wind Sock	Emmdale	Emmdale	-2	2019	2021	\$500	20
IR00019	Other Structures	Tennis Court	Tilpa	Tilpa	-2	2019	2021	\$2,100	35
New45	Other Structures	Tennis Court Fencing	Tilpa	Tilpa	-2	2019	2021	\$20,700	35
IT00037	Other Structures	Wind Sock	Menindee	Menindee	-2	2019	2021	\$500	20
IR00007	Other Structures	Tennis Court	Darnick	Darnick	-2	2019	2021	\$99,800	35
New30	Other Structures	BBQ	Ivanhoe	Ivanhoe	-2	2019	2021	\$7,400	35
BA00066	Buildings	Amenities (Demountable)	Depot	Ivanhoe	-2	2019	2021	\$30,000	15
BH00060	Buildings	ATCO Building	Waste Depot	Menindee	-1	2020	2021	\$39,000	15
BA00062	Buildings	Sign Shed	Depot	Ivanhoe	0	2021	2021	\$23,000	50
BA00070	Buildings	ATCO Accommodation	Depot	Menindee	0	2021	2021	\$37,000	15
New48	Other Structures	Shade Sail	Tilpa	Tilpa	0	2021	2021	\$6,000	10
IR00040	Other Structures	Lights	Tilpa	Tilpa	1	2022	2022	\$21,000	15
IR00032	Other Structures	Lighting - Tennis Courts & Basketball	Wilcannia	Wilcannia	1	2022	2022	\$21,000	15
IR00031	Other Structures	Rugby Lights	Wilcannia	Wilcannia	1	2022	2022	\$33,500	15
New31	Other Structures	Lights	Ivanhoe	Ivanhoe	1	2022	2022	\$33,400	15
IR00035	Other Structures	Lighting - Tennis Courts	Menindee	Menindee	1	2022	2022	\$14,000	15
New14	Other Structures	Shade Canopy	Darnick	Darnick	1	2022	2022	\$30,000	15
IR00020	Other Structures	Field Lighting	Menindee	Menindee	1	2022	2022	\$33,400	15
BA00053	Buildings	Transportable Office	Depot	White Cliffs	1	2022	2022	\$38,000	15
BA00026	Buildings	Demountable Building	Filtration Plant	Wilcannia	1	2022	2022	\$110,000	15
BP00004	Buildings	Shed	RFS	Wilcannia	1	2022	2022	\$17,000	40
BP00075	Buildings	Emergency ATCOs	Depot	Wilcannia	1	2022	2022	\$190,000	15
BT0004	Buildings	Shed	Airport	Tilpa	2	2023	2023	\$24,000	25
BA00063	Buildings	Old Sheds 2	Depot	Wilcannia	2	2023	2023	\$72,000	30
New11	Other Structures	Double Swing	Darnick	Darnick	2	2023	2023	\$3,900	20

Asset ID	Category	Description	Location 1	Location 2	Remaining Life	Register Renewal Year	Forecast Renewal Year	Renewal Cost	Useful Life
New12	Other Structures	Main Playground Piece	Darnick	Darnick	2	2023	2023	\$36,000	20
New13	Other Structures	Main Playground Piece	Darnick	Darnick	2	2023	2023	\$25,000	20
IT00039	Other Structures	Wind Sock	Ivanhoe	Ivanhoe	2	2023	2023	\$500	20
New46	Other Structures	Main Playground Piece	Tilpa	Tilpa	2	2023	2023	\$41,000	20
New47	Other Structures	Slide	Tilpa	Tilpa	2	2023	2023	\$3,400	20
IT00038	Other Structures	Wind Sock	Tilpa	Tilpa	2	2023	2023	\$500	20
New53	Other Structures	Fencing	White Cliffs	White Cliffs	3	2024	2024	\$4,700	25
New49	Other Structures	Cricket Net	Tilpa	Tilpa	3	2024	2024	\$15,000	25
New50	Other Structures	Fencing	White Cliffs	White Cliffs	3	2024	2024	\$7,700	25
New44	Other Structures	Tennis Court Fencing	Wilcannia	Wilcannia	3	2024	2024	\$20,700	25
IR00056	Other Structures	Fencing	Wilcannia	Wilcannia	3	2024	2024	\$27,300	25
New15	Other Structures	Playground Fencing	Darnick	Darnick	3	2024	2024	\$16,200	25
New10	Other Structures	Tennis Court Fencing	Darnick	Darnick	3	2024	2024	\$20,700	25
BA00059	Buildings	Associated Amenities	Rural Fire Service	Menindee	3	2024	2024	\$180,000	15
BE00002	Buildings	Amenities Block (2)	Caravan Park	White Cliffs	3	2024	2024	\$150,000	15
BR00021	Buildings	Starting Gate Shed	Racecourse	Ivanhoe	3	2024	2024	\$34,000	30
BP00042	Buildings	Amenities	SES	Wilcannia	3	2024	2024	\$43,000	15
BP00014	Buildings	Transportable Building	Ivanhoe	Ivanhoe	4	2025	2025	\$29,000	15
BH00032	Buildings	House	28-30 Field Street	Wilcannia	4	2025	2025	\$357,000	35
BA00016	Buildings	Shed - Rear	SES	Wilcannia	4	2025	2025	\$3,200	25
New01	Other Structures	Shade Sail Toddler	Menindee	Menindee	4	2025	2025	\$19,500	15
New03	Other Structures	Shade Sail Main	Menindee	Menindee	4	2025	2025	\$56,600	15
IR00030	Other Structures	Lights	Ivanhoe	Ivanhoe	4	2025	2025	\$14,000	15
New26	Other Structures	Spring Rocket	Ivanhoe	Ivanhoe	4	2025	2025	\$5,400	15
New39	Other Structures	Spring Rocket	Wilcannia	Wilcannia	4	2025	2025	\$2,700	15
New40	Other Structures	Balance Board	Wilcannia	Wilcannia	4	2025	2025	\$5,200	15
IR00036	Other Structures	Lighting	Wilcannia	Wilcannia	4	2025	2025	\$7,000	15

Asset ID	Category	Description	Location 1	Location 2	Remaining Life	Register Renewal Year	Forecast Renewal Year	Renewal Cost	Useful Life
New51	Other Structures	Spring Rocket	White Cliffs	White Cliffs	4	2025	2025	\$2,700	15
New52	Other Structures	Shade Sail	White Cliffs	White Cliffs	4	2025	2025	\$18,100	15
IT00040	Other Structures	Pilot Activated Lights System	Tilpa	Tilpa	5	2026	2026	\$75,000	35
IR00021	Other Structures	Pool	White Cliffs	White Cliffs	5	2026	2026	\$50,000	35
IR00105	Other Structures	Basketball Court	Tilpa	Tilpa	5	2026	2026	\$49,900	35
IR00107	Other Structures	Toddler Pool	Wilcannia	Wilcannia	5	2026	2026	\$156,000	35
IR00014	Other Structures	Basketball Court	Wilcannia	Wilcannia	5	2026	2026	\$63,000	35
IR00015	Other Structures	Tennis Court	Wilcannia	Wilcannia	5	2026	2026	\$80,000	35
New33	Other Structures	BBQ	Wilcannia	Wilcannia	5	2026	2026	\$7,400	35
IR00110	Other Structures	Tennis Court	Menindee	Menindee	5	2026	2026	\$99,800	35
New06	Other Structures	Tennis Court Fencing	Menindee	Menindee	5	2026	2026	\$20,700	35
BA00048	Buildings	Signs Shed	Shire Depot	Wilcannia	5	2026	2026	\$73,000	30
BH00019	Buildings	Amenities Block	Depot	Ivanhoe	5	2026	2026	\$120,000	15
BP00043	Buildings	Office	SES	Wilcannia	5	2026	2026	\$163,000	42
BP00035	Buildings	Fire Brigade Building	SES	Ivanhoe	5	2026	2026	\$119,600	35
BT0006	Buildings	Amenities	Aerodrome	Ivanhoe	5	2026	2026	\$8,000	50
New07	Other Structures	Double Swing	Menindee	Menindee	6	2027	2027	\$3,900	20
New08	Other Structures	Slide	Menindee	Menindee	6	2027	2027	\$3,400	20
New09	Other Structures	Main Playground piece	Menindee	Menindee	6	2027	2027	\$23,000	20
New34	Other Structures	Flying Fox	Wilcannia	Wilcannia	6	2027	2027	\$20,000	20
New35	Other Structures	Seasaw	Wilcannia	Wilcannia	6	2027	2027	\$14,000	20
New36	Other Structures	Quad Swing	Wilcannia	Wilcannia	6	2027	2027	\$7,900	20
New37	Other Structures	Main Playground Piece	Wilcannia	Wilcannia	6	2027	2027	\$22,000	20
New38	Other Structures	Climbing Web	Wilcannia	Wilcannia	6	2027	2027	\$25,000	20
New32	Other Structures	Rugby Goals	Ivanhoe	Ivanhoe	6	2027	2027	\$12,100	21
New27	Other Structures	Double Swing	Ivanhoe	Ivanhoe	6	2027	2027	\$3,900	20
New28	Other Structures	Main Playground Piece	Ivanhoe	Ivanhoe	6	2027	2027	\$30,000	20

Asset ID	Category	Description	Location 1	Location 2	Remaining Life	Register Renewal Year	Forecast Renewal Year	Renewal Cost	Useful Life
New29	Other Structures	Climbing Web	Ivanhoe	Ivanhoe	6	2027	2027	\$25,000	20
IT00030	Other Structures	Pilot Activated Lights System	Ivanhoe	Ivanhoe	6	2027	2027	\$75,000	20
New24	Other Structures	Wind Sock	Ivanhoe	Ivanhoe	6	2027	2027	\$500	20
New20	Other Structures	Wind Sock	Ivanhoe	Ivanhoe	6	2027	2027	\$500	20
New05	Other Structures	Rugby Goals	Menindee	Menindee	6	2027	2027	\$12,100	20
BR00019	Buildings	Kiosk, Store, Awning, Filter, Paving etc	Swimming Pool	White Cliffs	6	2027	2027	\$20,000	15
BR00062	Buildings	Tennis Shelter	Burke & Wills Park	Menindee	6	2027	2027	\$14,000	30
BP00026	Buildings	Old Shed	SES	Ivanhoe	6	2027	2027	\$24,000	30
BP00045	Buildings	Shed/Carport	SES	Wilcannia	6	2027	2027	\$44,000	30
BH00049	Buildings	House	6-8 Reid Street	Wilcannia	6	2027	2027	\$457,000	35
BH00039	Buildings	House	44 Woore Street	Wilcannia	6	2027	2027	\$278,000	35
BC00004	Buildings	Cottage 1	Cottage 1- Menindee	Menindee	6	2027	2027	\$217,000	35
BC00005	Buildings	Cottage 2	Cottage 2 - Menindee	Menindee	6	2027	2027	\$217,000	35
BC00006	Buildings	Cottage 3	Cottage 3 - Menindee	Menindee	6	2027	2027	\$200,200	35
BC00007	Buildings	Cottage 4	Cottage 4 - Menindee	Menindee	6	2027	2027	\$217,000	35
BC00008	Buildings	Cottage 5	Cottage 5 - Menindee	Menindee	6	2027	2027	\$217,000	35
BC00009	Buildings	Cottage 6	Cottage 6 - Menindee	Menindee	6	2027	2027	\$190,200	35
BE00011	Buildings	Laundry	Caravan Park	White Cliffs	6	2027	2027	\$28,000	15
BA00054	Buildings	Old Stable	Post Office	Wilcannia	6	2027	2027	\$180,000	90
BA00013	Buildings	Single Garage	Shire Depot	Wilcannia	7	2028	2028	\$25,000	40
BH00001	Buildings	Amenities	Old Depot	Wilcannia	7	2028	2028	\$27,000	50
BH00007	Buildings	Amenities - Block	Golf Course	Wilcannia	7	2028	2028	\$110,300	35
BH00033	Buildings	House	47-49 Hood Street	Wilcannia	7	2028	2028	\$286,000	35
BH00034	Buildings	Flats 1-2	Ross St	Wilcannia	7	2028	2028	\$300,000	35

Asset ID	Category	Description	Location 1	Location 2	Remaining Life	Register Renewal Year	Forecast Renewal Year	Renewal Cost	Useful Life
BH00035	Buildings	Flats - 3-4	Ross Street	Wilcannia	7	2028	2028	\$300,000	35
BH00036	Buildings	Flats - 5-6	Ross Street	Wilcannia	7	2028	2028	\$300,000	35
BH00037	Buildings	House	63 Woore Street	Wilcannia	7	2028	2028	\$397,000	35
BH00038	Buildings	House	57 Woore Street	Wilcannia	7	2028	2028	\$204,600	35
BT0003	Buildings	Buildings	Airport	Ivanhoe	7	2028	2028	\$12,000	40
New21	Other Structures	Loading Ramps	Ivanhoe	Ivanhoe	7	2028	2028	\$9,100	45
New23	Other Structures	Shade Sail	Ivanhoe	Ivanhoe	7	2028	2028	\$62,400	15
IR00050	Other Structures	Fence	Ivanhoe	Ivanhoe	8	2029	2029	\$23,700	25
IA00051	Other Structures	Fence	Ivanhoe	Ivanhoe	8	2029	2029	\$70,500	25
IA00055	Other Structures	Fence	Wilcannia	Wilcannia	8	2029	2029	\$45,500	25
IC00010	Other Structures	Fence	Wilcannia	Wilcannia	8	2029	2029	\$17,300	25
New04	Other Structures	Fence	Menindee	Menindee	8	2029	2029	\$30,000	25
IA00053	Other Structures	Fence	Menindee	Menindee	8	2029	2029	\$33,700	25
Z2	Buildings	LUNCHROOM	DEPOT	MENINDEE	8	2029	2029	\$66,000	15
IR00055	Other Structures	Fence	Wilcannia	Wilcannia	8	2029	2029	\$79,600	25
IR00057	Other Structures	Fence	Wilcannia	Wilcannia	8	2029	2029	\$45,500	25
BT0001	Buildings	Buildings	Airport	Wilcannia	8	2029	2029	\$50,000	30
BE00015	Buildings	New Building	Caravan Park	White Cliffs	8	2029	2029	\$91,000	15
BH00002	Buildings	Amenities Hut	Shire Depot	Wilcannia	8	2029	2029	\$122,200	35
BA00069	Buildings	Store Shed	Filtration Plant	Wilcannia	8	2029	2029	\$44,000	30
ADDNC02	Buildings	Amenities	Waste Depot	Menindee	9	2030	2030	\$16,000	30
BE00012	Buildings	Amenities	Victory Park Caravan Park	Wilcannia	9	2030	2030	\$373,000	35
BH00004	Buildings	Amenities - Block	Burke Park	Wilcannia	9	2030	2030	\$100,000	35
BH00020	Buildings	Amenities Block	Community Hall	Ivanhoe	9	2030	2030	\$98,400	35
BA00021	Buildings	Sign Store	Sign Store	Menindee	9	2030	2030	\$9,400	30
BR00012	Buildings	Player & Coach Box	Burke & Wills Park	Menindee	9	2030	2030	\$8,800	40
New48	Other Structures	Shade Sail	Tilpa	Tilpa			2031	\$6,000	10

Asset ID	Category	Description	Location 1	Location 2	Remaining Life	Register Renewal Year	Forecast Renewal Year	Renewal Cost	Useful Life
BR00026	Buildings	Plant Room	Swimming Pool	Wilcannia	10	2031	2031	\$59,000	50
BH00040	Buildings	House	16 Ross Street	Wilcannia	10	2031	2031	\$381,000	35
BH00063	Buildings	Toilet Block	Aerodrome	White Cliffs	10	2031	2031	\$5,700	50
BA00067	Buildings	Store Shed	Old Depot	Wilcannia	10	2031	2031	\$210,000	50
BE00001	Buildings	Staff Residence	Victory Park Caravan Park	Wilcannia	10	2031	2031	\$341,000	35

Appendix E Budget Summary by Lifecycle Activity

Table F1 – Budget Summary by Lifecycle Activity

Year	Acquisition	Operation	Maintenance	Renewal	Disposal	Total
2021	675000	1623000	674850	536000	0	3508850
2022	0	1623000	674850	250000	0	2547850
2023	0	1623000	674850	250000	0	2547850
2024	0	1623000	674850	250000	0	2547850
2025	0	1623000	674850	250000	0	2547850
2026	0	1623000	674850	250000	0	2547850
2027	0	1623000	674850	250000	0	2547850
2028	0	1623000	674850	250000	0	2547850
2029	0	1623000	674850	250000	0	2547850
2030	0	1623000	674850	250000	0	2547850
2031	0	1623000	674850	250000	0	2547850
2032	0	1623000	674850	250000	0	2547850
2033	0	1623000	674850	250000	0	2547850
2034	0	1623000	674850	250000	0	2547850
2035	0	1623000	674850	250000	0	2547850
2036	0	1623000	674850	250000	0	2547850
2037	0	1623000	674850	250000	0	2547850
2038	0	1623000	674850	250000	0	2547850
2039	0	1623000	674850	250000	0	2547850
2040	0	1623000	674850	250000	0	2547850

CENTRAL DARLING SHIRE COUNCIL



Plant & Fleet

Asset Management Plan



Draft Version 1.0

March 2021

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Contents

1.0	EXECUTIVE SUMMARY	5
1.1	The Purpose of the Plan.....	5
1.2	Asset Description	5
1.3	Levels of Service.....	5
1.4	Future Demand	5
1.5	Lifecycle Management Plan	6
1.6	Financial Summary	6
1.7	Asset Management Planning Practices	6
1.8	Monitoring and Improvement Program	7
2.0	Introduction	8
2.1	Background	8
2.2	Goals and Objectives of Asset Ownership	9
3.0	LEVELS OF SERVICE	11
3.1	Customer Research and Expectations	11
3.2	Strategic and Corporate Goals	11
3.3	Legislative Requirements.....	12
3.4	Customer Levels of Service	12
3.5	Technical Levels of Service.....	13
4.0	FUTURE DEMAND	16
4.1	Demand Drivers	16
4.2	Demand Forecasts	16
4.3	Demand Impact and Demand Management Plan	16
4.4	Asset Programs to meet Demand	16
4.5	Climate Change Adaptation	16
5.0	LIFECYCLE MANAGEMENT PLAN	18
5.1	Background Data	18
5.2	Operations and Maintenance Plan	20
5.3	Renewal Plan	21
5.4	Summary of future renewal costs.....	22
5.5	Acquisition Plan	23
5.6	Disposal Plan.....	25
6.0	RISK MANAGEMENT PLANNING	26
6.1	Critical Assets.....	26

6.2	Risk Assessment.....	26
6.3	Infrastructure Resilience Approach	28
6.4	Service and Risk Trade-Offs	28
7.0	FINANCIAL SUMMARY	29
7.1	Financial Sustainability and Projections	29
7.2	Funding Strategy.....	30
7.3	Valuation Forecasts	30
7.4	Key Assumptions Made in Financial Forecasts	31
7.5	Forecast Reliability and Confidence.....	31
8.0	PLAN IMPROVEMENT AND MONITORING	33
8.1	Status of Asset Management Practices	33
8.2	Monitoring and Review Procedures	34
9.0	REFERENCES	35
10.0	APPENDICES	36
Appendix A	Acquisition Forecast.....	36
Appendix B	Operation Forecast	37
Appendix C	Maintenance Forecast	38
Appendix D	Renewal Forecast Summary	39
Appendix E	Disposal Summary.....	40
Appendix F	Budget Summary by Lifecycle Activity	41

1.0 EXECUTIVE SUMMARY

1.1 The Purpose of the Plan

This Asset Management Plan (AM Plan) details information about infrastructure assets with actions required to provide an agreed level of service in the most cost-effective manner while outlining associated risks. The plan defines the services to be provided, how the services are provided and what funds are required to provide over the 20 year planning period. The AM Plan will link to a Long-Term Financial Plan which typically considers a 10 year planning period.

1.2 Asset Description

This plan covers the infrastructure assets that provide plant and fleet services.

The Plant & Fleet assets include:

- Backhoe Loaders – 2
- Excavator – 1
- Forklift - 1
- Generator – 2
- Heavy Truck - 11
- Light Truck - 2
- Loader – 5
- Portable Traffic Lights - 4
- Pressure Cleaner - 1
- Shed – Crib - 4
- Tractor - 3
- Trailer - 14
- Utility -1

This plan does not include Plant items less than \$5,000 in value. These minor plant items total \$46,845 in value and include:

- Small trailers (30 of)
- Mobile toilet
- Pumps (trailer mounted)
- Pressure cleaner
- Compressors
- Tools such as Drill, grinders, saw
- Generator (small)

This plan does not include the provision of light vehicles. Council manages its light vehicle fleet under a leasing agreement. In 2021, the budget for the leasing of light fleet is \$480,000.

The plant assets included in this plan have a total replacement value of \$3,770,999.

1.3 Levels of Service

The allocation in the planned budget is sufficient to continue providing existing services at current levels for the planning period. It is proposed to implement a dedicated Plant fund with Plant Hire Rates and cost recovery, and the funding allocation will be reviewed at that time.

1.4 Future Demand

The factors influencing future demand and the impacts they have on service delivery are created by:

- Increased funding for capital works
- Extreme weather conditions

These demands will be approached using a combination of managing existing plant, upgrading existing plant and preparing a business case to acquire new plant.

1.5 Lifecycle Management Plan

1.5.1 What does it Cost?

The forecast lifecycle costs necessary to provide the services covered by this AM Plan includes operation, maintenance, renewal, acquisition, and disposal of assets. Although the AM Plan may be prepared for a range of time periods, it typically informs a Long-Term Financial Planning period of 10 years. Therefore, a summary output from the AM Plan is the forecast of 10 year total outlays, which for the Plant & Fleet is estimated as \$13,752,279 or \$1,375,228 on average per year.

1.6 Financial Summary

1.6.1 What we will do

Estimated available funding for the 10 year period is \$14,870,000 or \$1,487,000 on average per year as per the Long-Term Financial plan or Planned Budget. This is 108% of the cost to sustain the current level of service at the lowest lifecycle cost. The anticipated Planned Budget for Plant & Fleet is adequate. This is shown in the figure below.

Forecast Lifecycle Costs and Planned Budgets

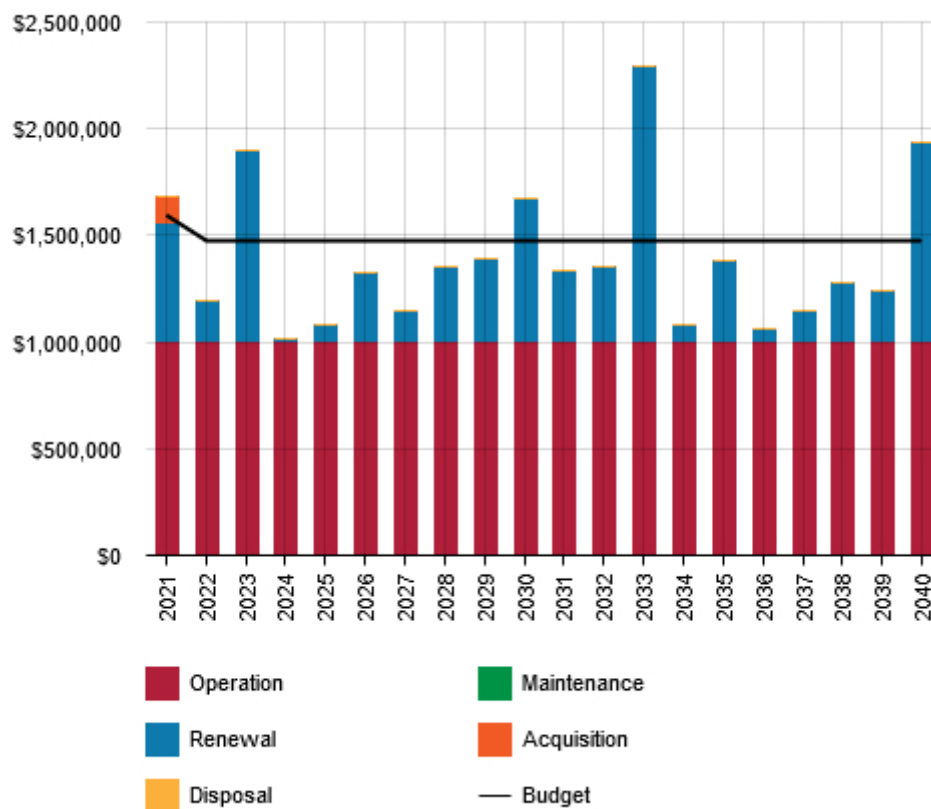


Figure Values are in current dollars.

This plan demonstrates that there is adequate budget allocation to maintain existing plant and to replace plant at the optimal time. The plan will be reviewed when Council implements a dedicated Plant fund with Plant Hire Rates and cost recovery.

1.7 Asset Management Planning Practices

This asset management plan is based on information extracted from Council's "Practical" Asset Management System.

Plant assets requiring renewal are identified from the asset register and from maintenance records.

The Asset Register method was used to forecast the renewal lifecycle costs for this AM Plan.

This AM Plan is based on a medium level of confidence.

1.8 Monitoring and Improvement Program

The next steps resulting from this AM Plan to improve asset management practices are to Implement a dedicated Plant fund with Plant Hire Rates using the IPWEA Plant & Vehicle Management Manual as a guideline:

2.0 Introduction

2.1 Background

This AM Plan communicates the requirements for the sustainable delivery of services through management of assets, compliance with regulatory requirements, and required funding to provide the appropriate levels of service over the planning period.

The AM Plan is to be read with the Central Darling Shire Council planning documents. This should include the Asset Management Policy and Asset Management Strategy, where developed, along with other key planning documents:

- CDSC Community Strategic Plan 2017 - 2027
- CDSC Operational Plan 2020 - 2021

The assets covered by this AM Plan include the provision of Plant to support the delivery of infrastructure services for Central Darling Shire Council. For a detailed summary of the assets covered in this AM Plan refer to Table in Section 5.

This plan does not include the provision of light vehicles. Council manages its light vehicle fleet under a leasing agreement. In 2021, the budget for the leasing of light fleet is \$480,000.

The plant assets included in this plan have a total replacement value of \$3,770,999.

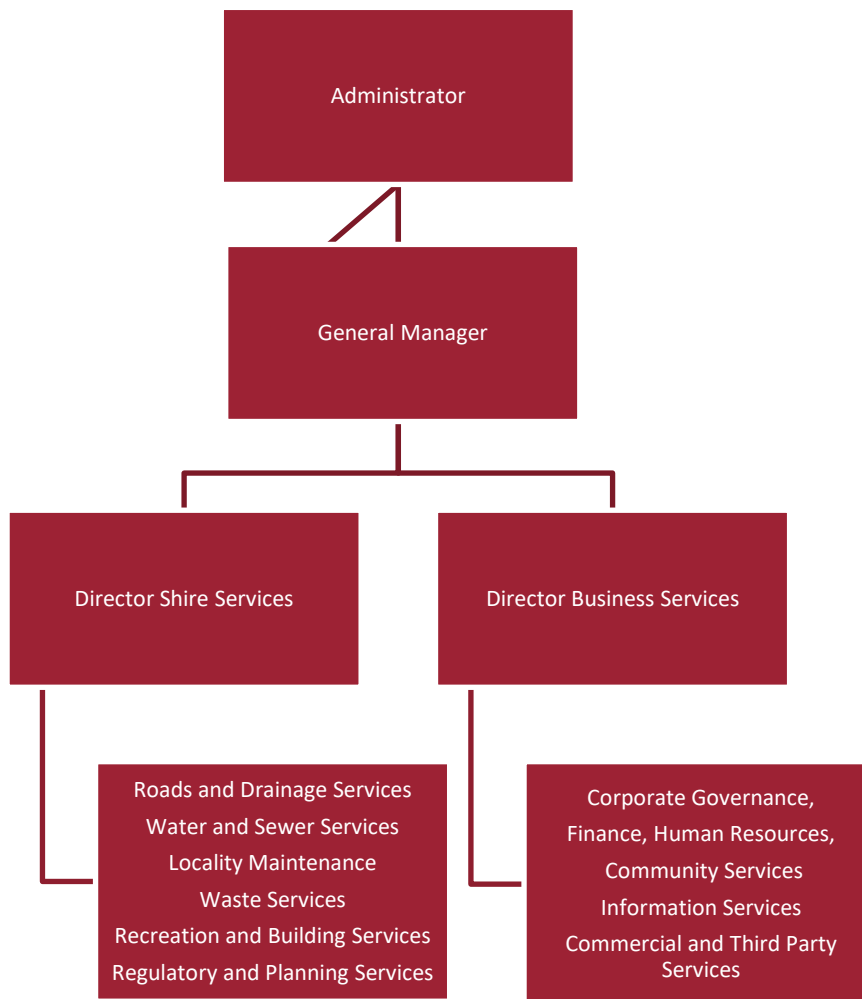
Key stakeholders in the preparation and implementation of this AM Plan are shown in Table 2.1.

Table 2.1: Key Stakeholders in the AM Plan

Key Stakeholder	Role in Asset Management Plan
Councillors/ Administrator	Represent needs of community/shareholders, Allocate resources to meet the organisation's objectives in providing services while managing risks, Ensure organisation is financial sustainable.
General Manager	Endorse the development of asset management plans and provide the resources required to complete this task. Set high level priorities for asset management development and raise the awareness of this function among staff and contractors. Support the implementation of actions resulting from this plan and prepared to make changes to a better way of managing assets and delivering services. Support for an asset management driven budget and LTFP.
Finance Section	Consolidating the asset register and ensuring the asset valuations are accurate. Development of supporting policies such as capitalisation and depreciation. Preparation of asset sustainability and financial reports incorporating asset depreciation in compliance with current accounting standards.
Operational (Outdoor) Staff	Provide local knowledge level detail on all the plant and fleet assets. Verify the type, attributes and condition of assets. They can describe the maintenance standards deployed and the ability to meet technical and customer levels of service.
Asset Management Consultants	Provide support for the development of asset management plans and the implementation of effective asset management principles within Council.
External Parties	Community residents & businesses; Tourist and Visitors (as occasional users);

Key Stakeholder	Role in Asset Management Plan
	Neighbouring Council's; Emergency services; Utility companies; Local Businesses and; Federal and State Government authorities & agencies

Our organisational structure for service delivery from infrastructure assets is detailed below,



2.2 Goals and Objectives of Asset Ownership

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

- Providing a defined level of service and monitoring performance,
- Managing the impact of growth through demand management and infrastructure investment,
- Taking a lifecycle approach to developing cost-effective management strategies for the long-term that meet the defined level of service,
- Identifying, assessing and appropriately controlling risks, and

- Linking to a Long-Term Financial Plan which identifies required, affordable forecast costs and how it will be allocated.

Key elements of the planning framework are

- Levels of service – specifies the services and levels of service to be provided,
- Risk Management,
- Future demand – how this will impact on future service delivery and how this is to be met,
- Lifecycle management – how to manage its existing and future assets to provide defined levels of service,
- Financial summary – what funds are required to provide the defined services,
- Asset management practices – how we manage provision of the services,
- Monitoring – how the plan will be monitored to ensure objectives are met,
- Asset management improvement plan – how we increase asset management maturity.

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

- International Infrastructure Management Manual 2015 ¹
- ISO 55000²

¹ Based on IPWEA 2015 IIMM, Sec 2.1.3, p 2 | 13

² ISO 55000 Overview, principles and terminology

3.0 LEVELS OF SERVICE

3.1 Customer Research and Expectations

During the development of the Community Strategic Plan in 2017, a Community Engagement Strategy was prepared and implemented by Council. The main source of engagement and feedback were hardcopy and online surveys, contacting key stakeholders and leaders in each community. Widespread distribution of surveys was available in common locations and advertising was conducted using various media outlets. A total of 52 surveys were received as part of the process.

Respondents were asked to rank in order of priority the services or facilities that were most important to them. The overall five high ranking services and facilities were:

1. Water
2. Youth facilities
3. Road construction and maintenance
4. Provision of aged care facilities
5. Waste management

The provision of plant and fleet services supports Council's operations in providing the above service priorities.

3.2 Strategic and Corporate Goals

This AM Plan is prepared under the direction of the Central Darling Shire vision, mission, goals and objectives.

Our vision is:

Central Darling will be a great place to live and visit.

Our mission is:

Realising quality opportunities for all in the Central Darling Shire through:

- *Effective leadership*
- *Community development through involvement, participation, partnership, ownership and collaborative approach*
- *Facilitation of services*
- *Community ownership*
- *Delivery of consistent, affordable and achievable services and facilities.*

Strategic goals have been set by Council and are outlined in the Draft Operational Plan 2020-21.

Strategic goals have been set by the Central Darling Shire Council. The relevant goals and objectives and how these are addressed in this AM Plan are summarised in Table 3.2.

Table 3.2: Goals and how these are addressed in this Plan

Goal	Objective	How Goal and Objectives are addressed in the AM Plan
Civic Leadership Goal 4 - A consultative and professional organisation providing a high standard and efficient delivery of service	Effective strategic and business planning processes	This asset management plan is a strategic business planning document which details how Council is going to strive to achieve better management of its plant and fleet assets.
	Improved management and delivery of Council services	By describing current and target levels of service for the plant and fleet network, this management plan provides Council with a structured framework for improvement.

3.3 Legislative Requirements

There are many legislative requirements relating to the management of assets. Legislative requirements that impact the delivery of the Plant & Fleet services however are outlined in Table 3.3.

Table 3.3: Legislative Requirements

Legislation	Requirement
Local Government Act, 1993	This is the Act that provides for local government in NSW. It provides the legal framework for an effective, environmentally responsible and open system of local government in the State.
Work Health and Safety Act 2011	This Act aims to secure and promote the health, safety and welfare of people at work and to protect people at a place of work against risks to health or safety arising out of the activities at work.

3.4 Customer Levels of Service

The Customer Levels of Service are considered in terms of:

Condition How good is the service ... what is the condition or quality of the service?

Function Is it suitable for its intended purpose Is it the right service?

Capacity/Use Is the service over or under used ... do we need more or less of these assets?

In Table 3.5 under each of the service measures types (Condition, Function, Capacity/Use) there is a summary of the performance measure being used, the current performance, and the expected performance based on the current budget allocation.

These are measures of fact related to the service delivery outcome (e.g. number of occasions when service is not available or proportion of replacement value by condition %'s) to provide a balance in comparison to the customer perception that may be more subjective.

Table 3.5: Customer Level of Service Measures

Type of Measure	Level of Service	Performance Measure	Current Performance	Expected Trend Based on Planned Budget
Condition	Plant is safe and efficient to operate	Plant hours and usage	Plant is replaced at the optimal times	Plant is replaced at the optimal times.
	Confidence levels		Medium	Confidence levels will improve when council implements a dedicated Plant fund with Plant Hire Rates.
Function & Capacity	Plant Capabilities are fit for purpose	Plant utilisation and maintenance requirements	Plant utilisation varies across a remote and distant community.	Plant utilisation varies across a remote and distant community
	Confidence levels		Low	Confidence levels will improve when council implements a dedicated Plant fund with Plant Hire Rates.

3.5 Technical Levels of Service

Technical Levels of Service – To deliver the customer values, and impact the achieved Customer Levels of Service, are operational or technical measures of performance. These technical measures relate to the activities and allocation of resources to best achieve the desired customer outcomes and demonstrate effective performance.

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

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

Service and asset managers plan, implement and control technical service levels to influence the service outcomes.³

Table 3.6 shows the activities expected to be provided under the current 10 year Planned Budget allocation, and the Forecast activity requirements being recommended in this AM Plan.

³ IPWEA, 2015, IIMM, p 2|28.

Table 3.6: Technical Levels of Service

Lifecycle Activity	Purpose of Activity	Activity Measure	Current Performance*	Recommended Performance **
TECHNICAL LEVELS OF SERVICE				
Acquisition	New plant is acquired when supported by a business case to improve efficiency of service delivery.	Plant Utilisation Rates and Charge out Rates	Not Measured	Confidence levels will improve when council implements a dedicated Plant fund with Plant Hire Rates.
		Budget	\$120,000	\$120,000
Operation	Plant is operated in an efficient manner to provide the service required.	Plant Utilisation Rates and Charge out Rates	Not Measured	Confidence levels will improve when council implements a dedicated Plant fund with Plant Hire Rates.
		Budget (includes \$480,000 for Leasing of Light Fleet)	\$1,010,000	\$1,010,000
Maintenance	Plant is maintained in an efficient manner to provide the service required	Plant maintenance schedules	Not Measured	Confidence levels will improve when council implements a dedicated Plant fund with Plant Hire Rates.
		Budget	\$0 Included in operational budget	\$0 Included in operational budget
Renewal	Plant is renewed at the optimal time	Analysis of Plant Maintenance costing trends, depreciation and replacement costs to analyse the optimal time to renew Plant.	Based on professional judgement of staff	Confidence levels will improve when council implements a dedicated Plant fund with Plant Hire Rates.
		Budget	\$465,000	\$353,228
Disposal	Plant is disposed in the most cost effective manner	Analysis of Plant Maintenance costing trends, depreciation and replacement costs to analyse the optimal time to dispose of Plant.	Based on professional judgement of staff	Confidence levels will improve when council implements a dedicated Plant fund with Plant Hire Rates.
		Budget	\$0	\$0

Note: * Current activities related to Planned Budget.

** Expected performance related to forecast lifecycle costs.

It is important to monitor the service levels regularly as circumstances can and do change. Current performance is based on existing resource provision and work efficiencies. It is acknowledged changing circumstances such as technology and customer priorities will change over time.

4.0 FUTURE DEMAND

4.1 Demand Drivers

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

4.2 Demand Forecasts

The present position and projections for demand drivers that may impact future service delivery and use of assets have been identified and documented.

4.3 Demand Impact and Demand Management Plan

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

Demand for new services will be managed through a combination of managing existing assets, upgrading of existing assets and providing new assets to meet demand and demand management. Demand management practices can include non-asset solutions, insuring against risks and managing failures.

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

Table 4.3: Demand Management Plan

Demand driver	Current position	Projection	Impact on services	Demand Management Plan
Increase in extreme weather events	Current Weather Patterns	Increased demand for Plant usage during extreme weather events	Increased demand on services	Monitor weather events and ensure Plant remains fit for purpose and ready to respond when needed
Increased grant funding for capital works	Current funding levels	Increased demand for Plant usage if workload increases	Reduced reliability and availability for existing plant	Prepare business case to acquire more plant or to renew plant earlier if usage increases beyond the capability of existing plant.

4.4 Asset Programs to meet Demand

The new assets required to meet demand may be acquired, donated or constructed. Additional assets are discussed in Section 5.4.

Acquiring new assets will commit the Central Darling Shire Council to ongoing operations, maintenance and renewal costs for the period that the service provided from the assets is required. These future costs are identified and considered in developing forecasts of future operations, maintenance and renewal costs for inclusion in the long-term financial plan (Refer to Section 5).

4.5 Climate Change Adaptation

The impacts of climate change may have a significant impact on the assets we manage and the services they provide. In the context of the Asset Management Planning process climate change can be considered as both a future demand and a risk.

How climate change impacts on assets will vary depending on the location and the type of services provided, as will the way in which we respond and manage those impacts.⁴

⁴ IPWEA Practice Note 12.1 Climate Change Impacts on the Useful Life of Infrastructure

As a minimum we consider how to manage our existing assets given potential climate change impacts for our region.

Risk and opportunities identified to date are shown in Table 4.5.1

Table 4.5.1 Managing the Impact of Climate Change on Assets and Services

Climate Change Description	Projected Change	Potential Impact on Assets and Services	Management
Extreme weather conditions (severe drought or flood)	Anticipated extremes of weather will increase	Potential for additional demands on Plant in adverse conditions.	Monitor weather trends and ensure that Plant purchases have the capability to handle extreme weather events. Ensure Plant is fit for purpose and serviced.

Additionally, the way in which we construct new assets should recognise that there is opportunity to build in resilience to climate change impacts. Building resilience can have the following benefits:

- Assets will withstand the impacts of climate change;
- Services can be sustained; and
- Assets that can endure may potentially lower the lifecycle cost and reduce their carbon footprint

Table 4.5.2 summarises some asset climate change resilience opportunities.

Table 4.5.2 Building Asset Resilience to Climate Change

New Asset Description	Climate Change impact These assets?	Build Resilience in New Works
New Plant purchases	Capability to ensure Plant can be used in extreme weather events	Ensure new plant purchases have the capability to handle extreme weather events

5.0 LIFECYCLE MANAGEMENT PLAN

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

5.1 Background Data

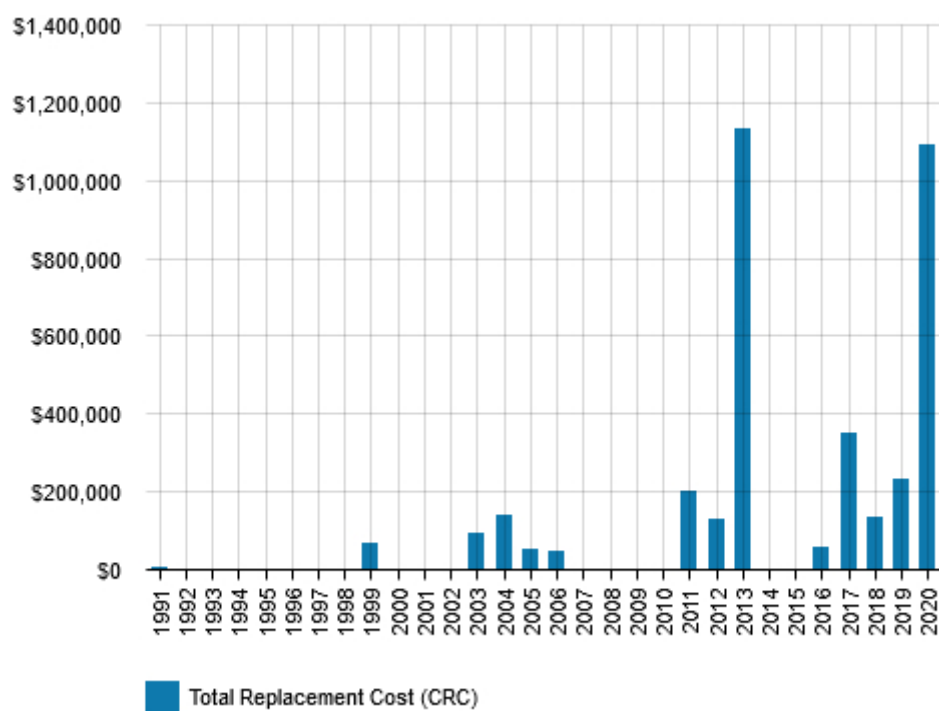
5.1.1 Physical parameters

The assets covered by this AM Plan are shown in Table 5.1.1.

The age profile of the assets included in this AM Plan are shown in Figure 5.1.1.

Table 5.1.1: Assets covered by this Plan

Asset Category	Number	Replacement Value	Useful Life
Backhoe Loader - Dig Depth >=2.5m - 3.5m	1	\$50,373	10
Backhoe Loader - Dig Depth >=3.5 - 5m	1	\$93,900	7
Excavator - O/Wt >=10t - 15t	1	\$74,000	10
Forklift > 2,000kg	1	\$22,244	15
Generator, Large >25 KVA	2	\$56,603	15
Generator, Medium 10 to <25 KVA	2	\$33,005	Skid Mounted LISTER - 7 Fixed Location HATZ - -10
Heavy Truck - GVM >16,000	1	\$45,995	20
Heavy Truck - GVM 11,000 to <16,000kg	10	\$1,915,083	Range from 7 - 20
Light Truck - GVM 4,500 to <8,000kg	2	\$114,586	10
Loader, Skidsteer - O/ Load >=800kg - 900kg	1	\$70,961	8
Loader, Wheel - O/ Cap >=2.5t - 3t	1	\$38,000	10
Loader, Wheel - O/ Cap >=3.5t - 4t	3	\$223,153	10
Portable Traffic Lights	4	\$81,325	2x TTF – 5 2x A1 Road Lines - 10
Pressure Cleaner - 4,000 - 5,000 PSI	1	\$9,545	10
Shed - Crib	4	\$216,121	6
Tractor - 40 to <80 Eng hp	1	\$70,991	10
Tractor > 100 Eng hp	2	\$128,036	10
Trailer - <=750kg	3	\$95,974	10
Trailer - >2000-4000kg	7	\$239,317	Range from 5 - 10
Trailer - >750-2000kg	4	\$109,541	Range from 7 - 15
Utility	1	\$36,402	10
TOTAL		\$3,725,153	



All figure values are shown in current day dollars.

Plant items less than \$5,000 in value have not been included in this plan. These minor plant items total \$46,845 in value and include:

- Small trailers (30 of)
- Mobile toilet
- Pumps (trailer mounted)
- Pressure cleaner
- Compressors
- Tools such as Drill, grinders, saw
- Generator (small)

This plan does not include the provision of light vehicles. Council manages its light vehicle fleet under a leasing agreement, funded using the budget allocation for light fleet.

5.1.2 Asset capacity and performance

Plant Assets are purchased and maintained to meet design standards where these are available.

5.1.3 Asset condition

Plant condition is monitored through Council's maintenance servicing schedules.

5.2 Operations and Maintenance Plan

Operations include regular activities to provide services. Examples of typical operational activities include cleaning, street sweeping, asset inspection, and utility costs.

Maintenance includes all actions necessary for retaining an asset as near as practicable to an appropriate service condition including regular ongoing day-to-day work necessary to keep assets operating. Examples of typical maintenance activities include pipe repairs, asphalt patching, and equipment repairs.

For plant and fleet assets, the operation and maintenance budget are combined. The trends in operation and maintenance budgets are shown in Table 5.2.1.

Table 5.2.1: Maintenance Budget Trends

Year	Light Fleet Budget – Leasing Agreement (\$)	Total Operation and Maintenance Budget (\$), including Light Fleet
2019 (Actual)	382,415	884,096
2020 (Budget)	390,000	917,000
2021 (Budget)	480,000	1,010,000

The total Operation and Maintenance budget, for Plant and Fleet assets has been increasing over the past 3 years, largely impacted by the \$90,000 increase in the light fleet budget in 2021. This plan does not include the provision of light vehicles. Council manages its light vehicle fleet under a leasing agreement funded using the budget allocation for light fleet.

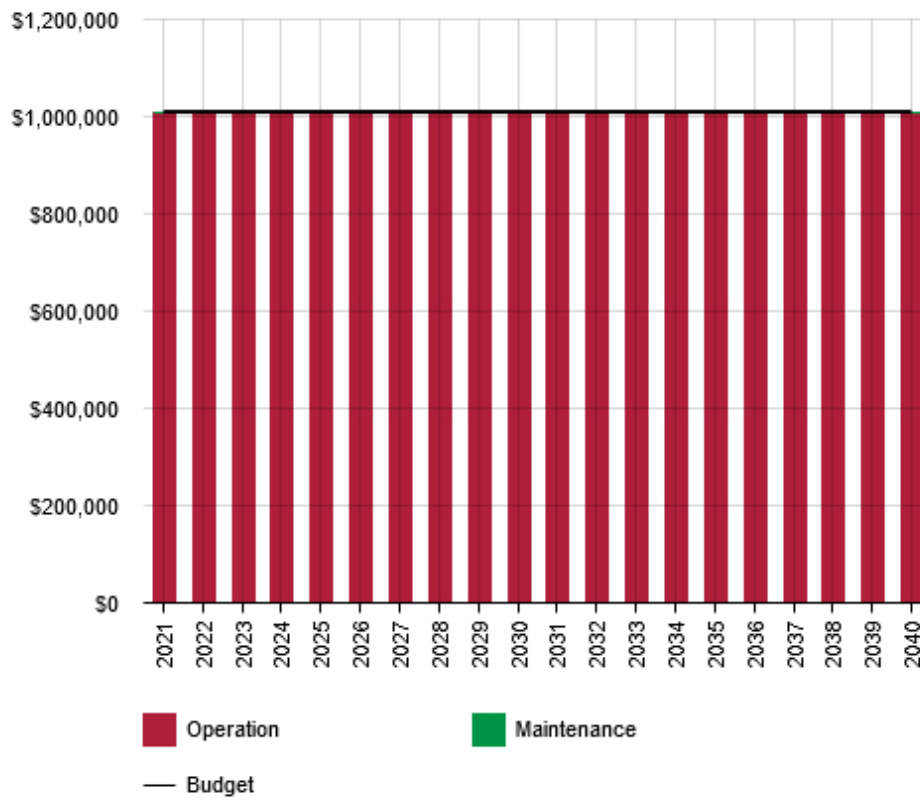
Assessment and priority of maintenance is undertaken by staff using plant operating manuals and experience and judgement.

Summary of forecast operations and maintenance costs

Forecast operations and maintenance costs are expected to vary in relation to the total value of the asset stock. If additional assets are acquired, the future operations and maintenance costs are forecast to increase. If assets are disposed of the forecast operation and maintenance costs are expected to decrease. Figure 5.2 shows the forecast operations and maintenance costs relative to the proposed operations and maintenance Planned Budget.

It is planned to maintain the current budget levels for the life of the plan

Figure 5.2: Operations and Maintenance Summary



All figure values are shown in current day dollars.

5.3 Renewal Plan

Renewal is replacement of Plant which does not significantly alter the original service provided by the asset, but restores, rehabilitates, replaces or renews an existing asset to its original service potential. Work over and above restoring an asset to original service potential is considered to be an acquisition resulting in additional future operations and maintenance costs.

Plant requiring renewal is identified from the asset register to project the renewal costs (current replacement cost) and renewal timing (acquisition year plus updated useful life to determine the renewal year).

The typical useful lives of assets are shown in Table 5.1.1.

5.3.1 Renewal ranking criteria

Asset renewal is typically undertaken to either:

- Ensure the reliability of the plant assets to deliver the service it is designed for, or
- To ensure the plants assets are of sufficient quality to meet the service requirements.⁵

It is possible to prioritise renewals by identifying assets or asset groups that:

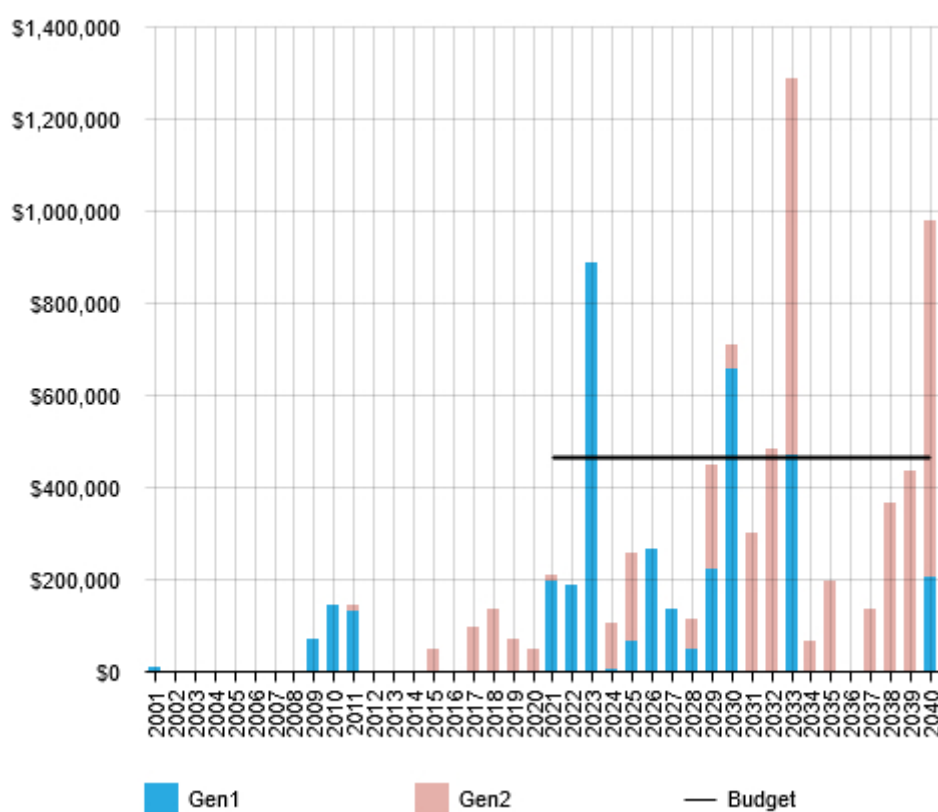
⁵ IPWEA, 2015, IIMM, Sec 3.4.4, p 3|91.

- Have a high consequence of failure,
- Have high use and subsequent impact on users would be significant,
- Have higher than expected operational or maintenance costs, and
- Have potential to reduce life cycle costs by replacement with a modern equivalent asset that would provide the equivalent service.⁶

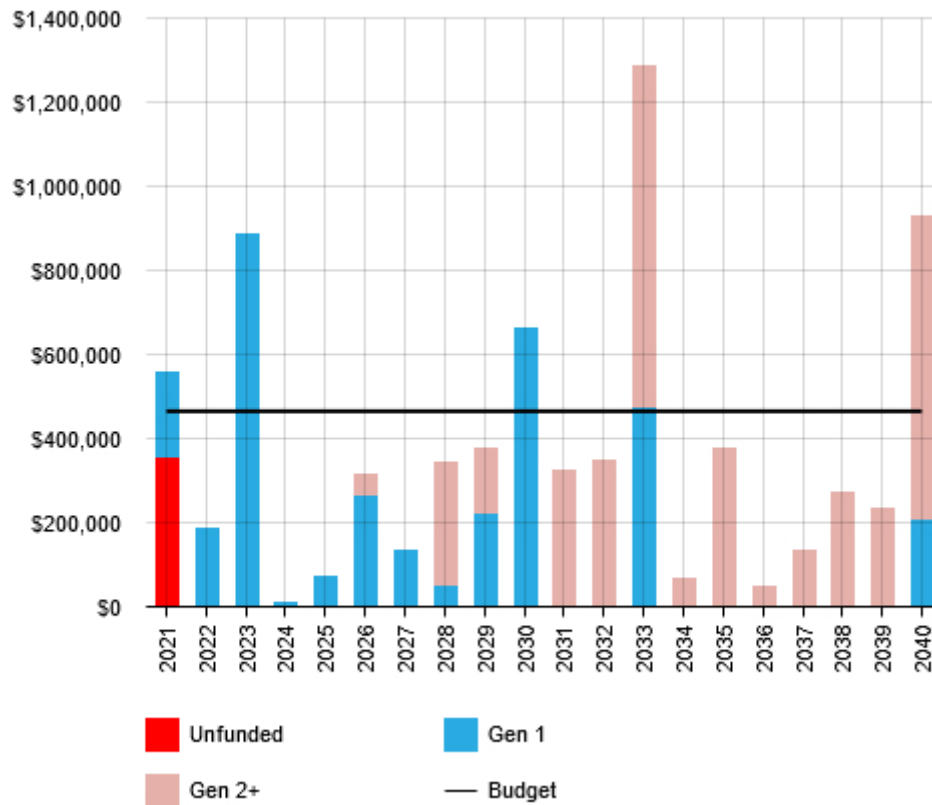
5.4 Summary of future renewal costs

Forecast renewal costs are projected to increase over time if the asset stock increases. The forecast costs associated with renewals are shown relative to the proposed renewal budget in Figure 5.4.1. A detailed summary of the forecast renewal costs is shown in Appendix D.

Figure 5.4.1: Forecast Renewal Costs



⁶ Based on IPWEA, 2015, IIMM, Sec 3.4.5, p 3|97.



All figure values are shown in current day dollars. Council’s renewal budget in most years is sufficient to meet the anticipated renewal costs. There are however spikes in 2023, 2030, 2033 and 2040 that Council will need to manage, possibly by bringing some renewals forward.

5.5 Acquisition Plan

Acquisition reflects are new assets that did not previously exist or works which will upgrade or improve an existing asset beyond its existing capacity. They may result from growth, demand, social or environmental needs. Assets may also be donated to the Central Darling Shire Council.

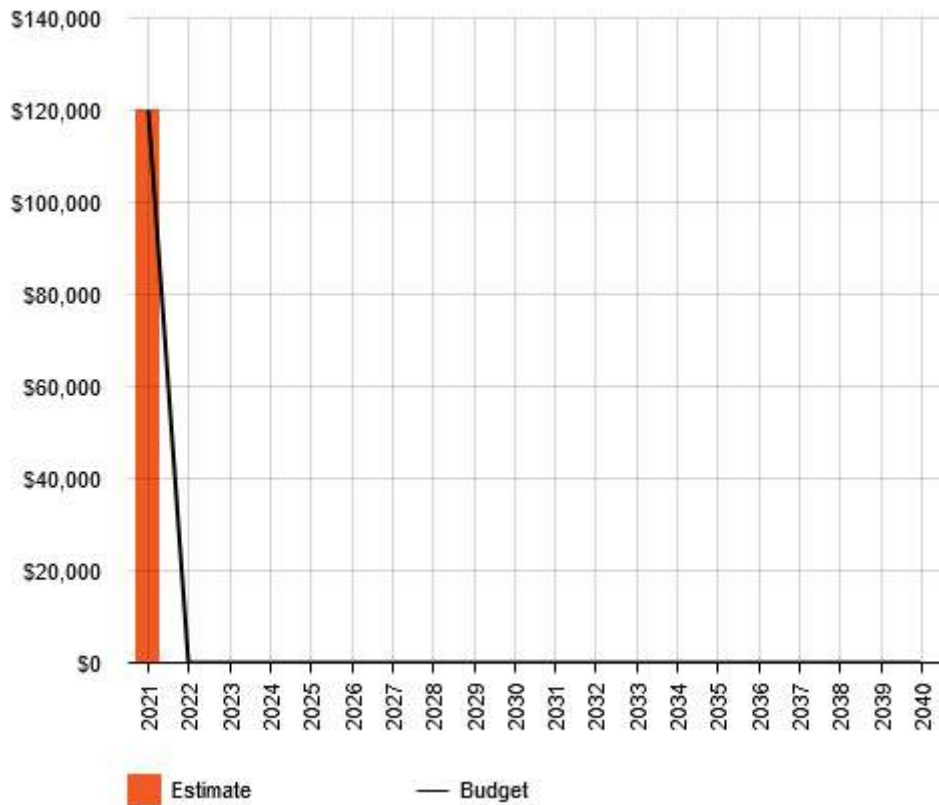
5.5.1 Selection criteria

Proposed acquisition of new Plant is undertaken on the merits of a business case.

Summary of future asset acquisition costs

Forecast acquisition asset costs are summarised / summarized in Figure 5.4.1 and shown relative to the proposed acquisition budget. The forecast acquisition capital works program is shown in Appendix A.

Figure 5.5.1: Acquisition (Constructed) Summary



All figure values are shown in current day dollars.

The acquisitions planned for 2021 include:

- Caravan (\$75,000)
- Jetpachter (\$45,000 hire cost). This item is under evaluation. If acquired, the hire cost will be an ongoing operational expense.

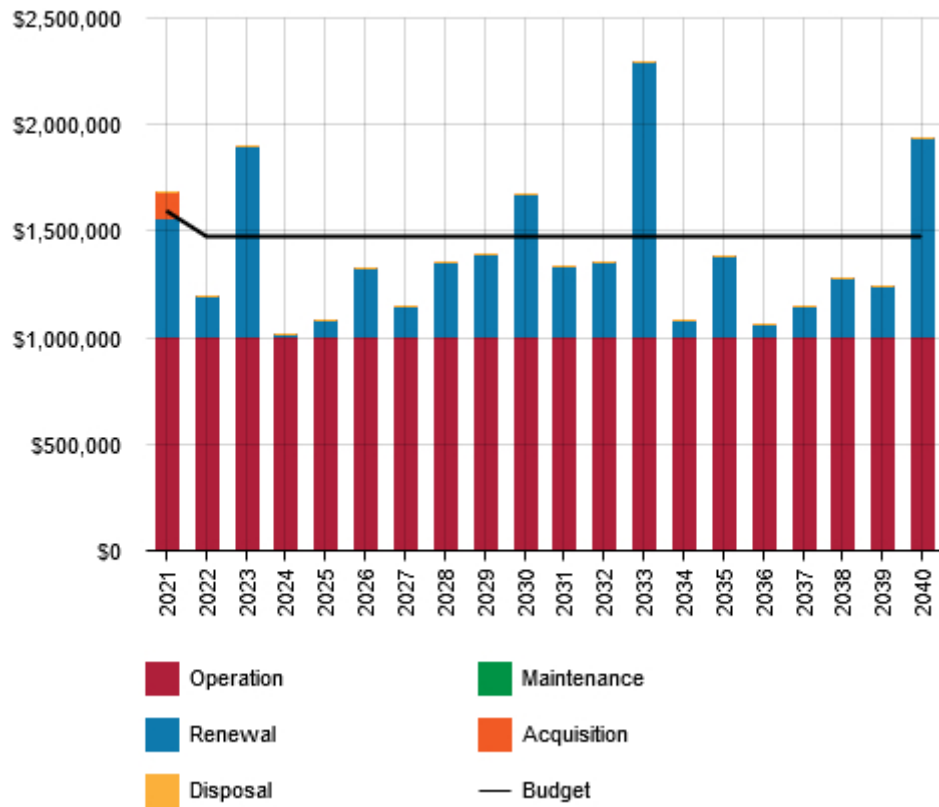
When new plant assets are acquired, Council must be prepared to fund future operations, maintenance and renewal costs. They must also account for future depreciation when reviewing long term sustainability. Expenditure on new plant assets will be accommodated in the long-term financial plan, but only to the extent that there is available funding.

Summary of asset forecast costs

The financial projections from this asset plan are shown in Figure 5.4.3. These projections include forecast costs for acquisition, operation, maintenance, renewal, and disposal. These forecast costs are shown relative to the proposed budget.

The bars in the graphs represent the forecast costs needed to minimise the life cycle costs associated with the service provision. The proposed budget line indicates the estimate of available funding. The gap between the forecast work and the proposed budget is the basis of the discussion on achieving balance between costs, levels of service and risk to achieve the best value outcome.

Figure 5.5.3: Lifecycle Summary



All figure values are shown in current day dollars.

5.6 Disposal Plan

Plant disposal is undertaken in the most cost effective way when replacement occurs.

6.0 RISK MANAGEMENT PLANNING

The purpose of infrastructure risk management is to document the findings and recommendations resulting from the periodic identification, assessment and treatment of risks associated with providing services from infrastructure, using the fundamentals of International Standard ISO 31000:2018 Risk management – Principles and guidelines.

Risk Management is defined in ISO 31000:2018 as: ‘coordinated activities to direct and control with regard to risk’⁷.

An assessment of risks⁸ associated with service delivery will identify risks that will result in loss or reduction in service, personal injury, environmental impacts, a ‘financial shock’, reputational impacts, or other consequences. The risk assessment process identifies credible risks, the likelihood of the risk event occurring, and the consequences should the event occur. The risk assessment should also include the development of a risk rating, evaluation of the risks and development of a risk treatment plan for those risks that are deemed to be non-acceptable.

6.1 Critical Assets

Critical assets are defined as those which have a high consequence of failure causing significant loss or reduction of service. Critical assets have been identified and along with their typical failure mode, and the impact on service delivery, are summarised in Table 6.1. Failure modes may include physical failure, collapse or essential service interruption.

Table 6.1 Critical Assets

Critical Asset(s)	Failure Mode	Impact
Road Maintenance Equipment	Mechanical Breakdown	Failure to respond to incidents. Failure to meet service standards

By identifying critical assets and failure modes an organisation can ensure that investigative activities, condition inspection programs, maintenance and capital expenditure plans are targeted at critical assets.

6.2 Risk Assessment

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

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

The process is based on the fundamentals of International Standard ISO 31000:2018.

⁷ ISO 31000:2009, p 2

⁸ REPLACE with Reference to the Corporate or Infrastructure Risk Management Plan as the footnote

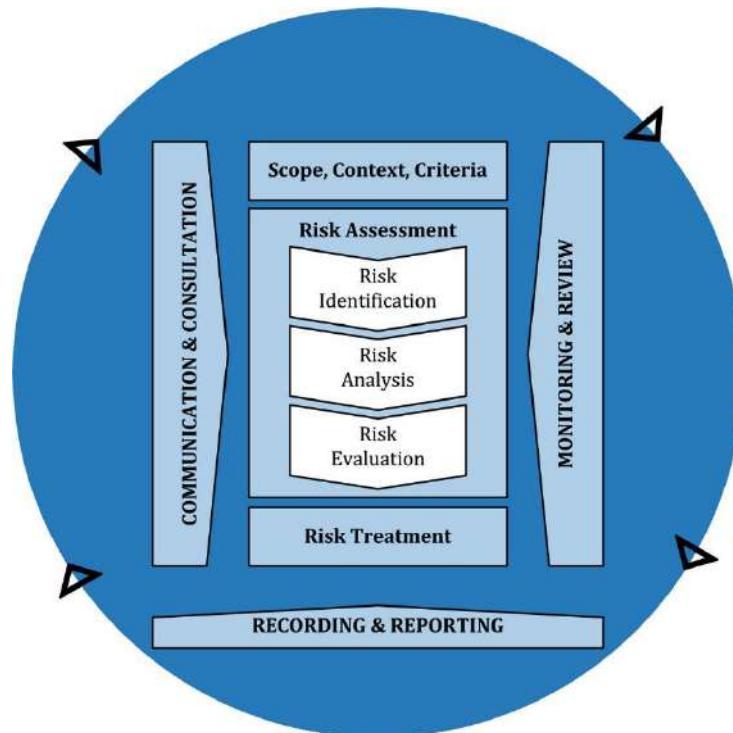


Fig 6.2 Risk Management Process – Abridged
Source: ISO 31000:2018, Figure 1, p9

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

An assessment of risks⁹ associated with service delivery will identify risks that will result in loss or reduction in service, personal injury, environmental impacts, a ‘financial shock’, reputational impacts, or other consequences.

Critical risks are those assessed with ‘Very High’ (requiring immediate corrective action) and ‘High’ (requiring corrective action) risk ratings identified in the Infrastructure Risk Management Plan. The residual risk and treatment costs of implementing the selected treatment plan is shown in Table 6.2. It is essential that these critical risks and costs are reported to management and the Central Darling Shire Council.

Table 6.2: Risks and Treatment Plans

⁹ REPLACE with Reference to the Corporate or Infrastructure Risk Management Plan as the footnote

Service or Asset at Risk	What can Happen	Risk Rating (VH, H)	Risk Treatment Plan	Residual Risk *	Treatment Costs
Road Maintenance Plant	Breakdown, Inability to service in an emergency situation	High	Maintenance Systems	Low	Included in existing operational budgets
Dangerous failure of assets that are poorly maintained and/or in poor condition	Injury or death of staff or member of the public	Medium	Regular asset inspection and maintenance	Low	Included in existing operational budget

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

6.3 Infrastructure Resilience Approach

The resilience of our critical infrastructure is vital to the ongoing provision of services to customers. To adapt to changing conditions we need to understand our capacity to 'withstand a given level of stress or demand', and to respond to possible disruptions to ensure continuity of service.

Council is yet to assess resilience for plant and fleet infrastructure. This will be included in future iterations of the AM Plan.

6.4 Service and Risk Trade-Offs

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

This plan demonstrates that there is adequate budget allocation to maintain existing plant and to replace plant at the optimal time.

7.0 FINANCIAL SUMMARY

This section contains the financial requirements resulting from the information presented in the previous sections of this AM Plan. The financial projections will be improved as the discussion on desired levels of service and asset performance matures.

7.1 Financial Sustainability and Projections

7.1.1 Sustainability of service delivery

There are two key indicators of sustainable service delivery that are considered in the AM Plan for this service area. The two indicators are the:

- asset renewal funding ratio (proposed renewal budget for the next 10 years / forecast renewal costs for next 10 years), and
- medium term forecast costs/proposed budget (over 10 years of the planning period).

Asset Renewal Funding Ratio

Asset Renewal Funding Ratio¹⁰ 131.64%

The Asset Renewal Funding Ratio is an important indicator and illustrates that over the next 10 years we expect to have 131.64% of the funds required for the optimal renewal of assets.

The forecast renewal work along with the proposed renewal budget, and the cumulative shortfall, is illustrated in Appendix D.

Medium term – 10 year financial planning period

This AM Plan identifies the forecast operations, maintenance and renewal costs 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.

This forecast work can be compared to the proposed budget over the first 10 years of the planning period to identify any funding shortfall.

The forecast operations, maintenance and renewal costs over the 10 year planning period is \$1,363,228 average per year.

The proposed (budget) operations, maintenance and renewal funding is \$1,475,000 on average per year giving a 10 year funding surplus of \$111,772 per year. This indicates that 108.2% of the forecast costs needed to provide the services documented in this AM Plan are accommodated in the proposed budget. Note, these calculations exclude acquired assets.

Providing sustainable services from infrastructure requires the management of service levels, risks, forecast outlays and financing to achieve a financial indicator of approximately 1.0 for the first years of the AM Plan and ideally over the 10 year life of the Long-Term Financial Plan.

7.1.2 Forecast Costs (outlays) for the long-term financial plan

Table 7.1.3 shows the forecast costs (outlays) required for consideration in the 10 year long-term financial plan.

Providing services in a financially sustainable manner requires a balance between the forecast outlays required to deliver the agreed service levels with the planned budget allocations in the long-term financial plan.

A gap between the forecast outlays and the amounts allocated in the financial plan indicates further work is required on reviewing service levels in the AM Plan (including possibly revising the long-term financial plan).

Forecast costs are shown in 2021 dollar values.

¹⁰ AIFMM, 2015, Version 1.0, Financial Sustainability Indicator 3, Sec 2.6, p 9.

Table 7.1.2: Forecast Costs (Outlays) for the Long-Term Financial Plan

Year	Acquisition	Operation	Maintenance	Renewal	Disposal
2021	120,000	1,010,000	0	553,726	0
2022	0	1,010,000	0	187,251	0
2023	0	1,010,000	0	885,896	0
2024	0	1,010,000	0	7,599	0
2025	0	1,010,000	0	70,961	0
2026	0	1,010,000	0	315,174	0
2027	0	1,010,000	0	133,424	0
2028	0	1,010,000	0	339,921	0
2029	0	1,010,000	0	377,818	0
2030	0	1,010,000	0	660,509	0
2031	0	1,010,000	0	323,240	0
2032	0	1,010,000	0	347,670	0
2033	0	1,010,000	0	1,285,928	0
2034	0	1,010,000	0	66,359	0
2035	0	1,010,000	0	376,086	0
2036	0	1,010,000	0	50,000	0
2037	0	1,010,000	0	133,424	0
2038	0	1,010,000	0	269,854	0
2039	0	1,010,000	0	232,218	0
2040	0	1,010,000	0	929,919	0

7.2 Funding Strategy

The proposed funding for assets is outlined in the Entity's budget and Long-Term financial plan.

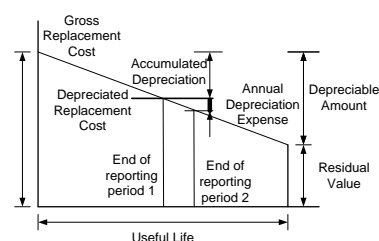
The financial strategy of the entity determines how funding will be provided, whereas the AM Plan communicates how and when this will be spent, along with the service and risk consequences of various service alternatives.

7.3 Valuation Forecasts

7.3.1 Asset valuations

The best available estimate of the value of assets included in this AM Plan are shown below. The assets are valued at 30 June 2020:

Replacement Cost (Current/Gross)	\$3,770,999
Depreciable Amount	\$3,770,999
Depreciated Replacement Cost ¹¹	\$1,857,334
Depreciation	\$388,412



7.3.2 Valuation forecast

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

¹¹ Also reported as Written Down Value, Carrying or Net Book Value.

Additional assets will generally add to the operations and maintenance needs in the longer term. Additional assets will also require additional costs due to future renewals. Any additional assets will also add to future depreciation forecasts.

7.4 Key Assumptions Made in Financial Forecasts

In compiling this AM Plan, it was necessary to make some assumptions. This section details the key assumptions made in the development of this AM plan and should provide readers with an understanding of the level of confidence in the data behind the financial forecasts.

The information in this asset management plan is based on the data in Council's asset registers stored on the "Practical " Asset management System.

7.5 Forecast Reliability and Confidence

The forecast costs, proposed budgets, and valuation projections in this AM Plan are based on the best available data. For effective asset and financial management, it is critical that the information is current and accurate. Data confidence is classified on a A - E level scale¹² in accordance with Table 7.5.1.

Table 7.5.1: Data Confidence Grading System

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

The estimated confidence level for and reliability of data used in this AM Plan is shown in Table 7.5.2.

Table 7.5.2: Data Confidence Assessment for Data used in AM Plan

Data	Confidence Assessment	Comment
Demand drivers	B	
Growth projections	B	
Acquisition forecast	C	Acquisition forecasts are dependent upon the outcomes of a business case
Operation forecast	C	Operational costs

¹² IPWEA, 2015, IIMM, Table 2.4.6, p 2 | 71.

Maintenance forecast	C	Maintenance costs are included in operational costs
Renewal forecast		
- Asset values	C	Renewal forecasts are based on an estimate of plant replacement costs
- Asset useful lives	B	Asset useful lives reflect a realistic assessment of known condition
- Condition modelling	C	
Disposal forecast	C	

The estimated confidence level for and reliability of data used in this AM Plan is considered to be Medium.

8.0 PLAN IMPROVEMENT AND MONITORING

8.1 Status of Asset Management Practices¹³

8.1.1 Accounting and financial data sources

This AM Plan utilises accounting and financial data. The source of the data is 2021 budgetary information prepared in April 2020.

Asset management data sources

This AM Plan also utilises asset management data. The source of the data is the 2018 asset register, and condition assessment information prepared in 2017.

Improvement Plan

It is important that an entity recognise areas of their AM Plan and planning process that require future improvements to ensure effective asset management and informed decision making. The improvement plan generated from this AM Plan is shown in Table 8.2.

Table 8.2: Improvement Plan

Task	Task	Responsibility	Resources Required	Timeline
Improvement Actions Identified during the 2021 Asset Management Maturity Assessment				
1	Develop a consolidated, integrated, up to date asset register with appropriate components and the required functionality to ensure security and data integrity, which includes all information about each asset sorted by asset group.	Director Shire Services	CDSC Staff	
2	Define and document internal procedures for determining asset replacement and treatment unit rates, not dependent on third parties. Unit rates to be determined by Council to suit local conditions.	Director Shire Services	CDSC Staff	
3	Document methodologies used to carry out consistent asset condition surveys and defect identification assessments, in a Condition Rating Assessment Manual, for each asset class. Asset condition assessment should not be limited to the small sample of assets inspected by the third parties every four years for accounting compliance purposes.	Director Shire Services	CDSC Staff	
Improvement Actions specific to Plant and Fleet				
4	Implement a dedicated Plant fund with Plant Hire Rates using the IPWEA Plant & Vehicle Management Manual as a guideline.	Director Business Services	CDSC Staff	
5	Separate the light fleet budget (managed under a leasing agreement) and the plant operation and maintenance budget	Director Business Services	CDSC Staff	

¹³ ISO 55000 Refers to this as the Asset Management System

8.2 Monitoring and Review Procedures

This AM Plan will be reviewed during the annual budget planning process and revised to show any material changes in service levels, risks, forecast costs and proposed budgets as a result of budget decisions.

The AM Plan will be reviewed and updated annually to ensure it represents the current service level, asset values, forecast operations, maintenance, renewals, acquisition and asset disposal costs and planned budgets. These forecast costs and proposed budget are incorporated into the Long-Term Financial Plan or will be incorporated into the Long-Term Financial Plan once completed.

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

Performance Measures

The effectiveness of this AM Plan can be measured in the following ways:

- The degree to which the required forecast costs identified in this AM Plan are incorporated into the long-term financial plan,
- The degree to which the 1-5 year detailed works programs, budgets, business plans and corporate structures consider the 'global' works program trends provided by the AM Plan,
- The degree to which the existing and projected service levels and service consequences, risks and residual risks are incorporated into the Strategic Planning documents and associated plans,
- The Asset Renewal Funding Ratio achieving the Organisational target (this target is often 90 – 100%).

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- ISO, 2014, ISO 55000:2014, Overview, principles and terminology
- ISO, 2018, ISO 31000:2018, Risk management – Guidelines
- Central Darling Shire Community Strategic Plan 2017-2023
- Central Darling Shire Delivery Program 2018-21 and Draft Operational Plan 2020-21

10.0 APPENDICES

Appendix A Acquisition Forecast

Table A3 - Acquisition Forecast Summary

Year	Constructed	Donated	Growth
2021	120,000	0	0
2022	0	0	0
2023	0	0	0
2024	0	0	0
2025	0	0	0
2026	0	0	0
2027	0	0	0
2028	0	0	0
2029	0	0	0
2030	0	0	0
2031	0	0	0
2032	0	0	0
2033	0	0	0
2034	0	0	0
2035	0	0	0
2036	0	0	0
2037	0	0	0
2038	0	0	0
2039	0	0	0
2040	0	0	0

Appendix B Operation Forecast**Table B2 - Operation Forecast Summary**

Year	Operation Forecast	Additional Operation Forecast	Total Operation Forecast
2021	1,010,000	0	1,010,000
2022	1,010,000	0	1,010,000
2023	1,010,000	0	1,010,000
2024	1,010,000	0	1,010,000
2025	1,010,000	0	1,010,000
2026	1,010,000	0	1,010,000
2027	1,010,000	0	1,010,000
2028	1,010,000	0	1,010,000
2029	1,010,000	0	1,010,000
2030	1,010,000	0	1,010,000
2031	1,010,000	0	1,010,000
2032	1,010,000	0	1,010,000
2033	1,010,000	0	1,010,000
2034	1,010,000	0	1,010,000
2035	1,010,000	0	1,010,000
2036	1,010,000	0	1,010,000
2037	1,010,000	0	1,010,000
2038	1,010,000	0	1,010,000
2039	1,010,000	0	1,010,000
2040	1,010,000	0	1,010,000

NOTE: The operational forecasts include \$480,000 for leasing of light fleet.

Appendix C Maintenance Forecast

Table C2 - Maintenance Forecast Summary

Plant maintenance is included in operation costs.

Appendix D Renewal Forecast Summary

Table D3 - Renewal Forecast Summary

Year	Renewal Forecast	Renewal Budget
2021	553,726	465,000
2022	187,251	465,000
2023	885,896	465,000
2024	7,599	465,000
2025	70,961	465,000
2026	315,174	465,000
2027	133,424	465,000
2028	339,921	465,000
2029	377,818	465,000
2030	660,509	465,000
2031	323,240	465,000
2032	347,670	465,000
2033	1,285,928	465,000
2034	66,359	465,000
2035	376,086	465,000
2036	50,000	465,000
2037	133,424	465,000
2038	269,854	465,000
2039	232,218	465,000
2040	929,919	465,000

Appendix E Disposal Summary

Disposals are scheduled at the time of plant renewal, in a cost-effective manner.

Appendix F Budget Summary by Lifecycle Activity

Table F1 – Budget Summary by Lifecycle Activity

Year	Acquisition	Operation	Maintenance	Renewal	Disposal	Total
2021	120,000	1,010,000	0	465,000	0	1,595,000
2022	0	1,010,000	0	465,000	0	1,475,000
2023	0	1,010,000	0	465,000	0	1,475,000
2024	0	1,010,000	0	465,000	0	1,475,000
2025	0	1,010,000	0	465,000	0	1,475,000
2026	0	1,010,000	0	465,000	0	1,475,000
2027	0	1,010,000	0	465,000	0	1,475,000
2028	0	1,010,000	0	465,000	0	1,475,000
2029	0	1,010,000	0	465,000	0	1,475,000
2030	0	1,010,000	0	465,000	0	1,475,000
2031	0	1,010,000	0	465,000	0	1,475,000
2032	0	1,010,000	0	465,000	0	1,475,000
2033	0	1,010,000	0	465,000	0	1,475,000
2034	0	1,010,000	0	465,000	0	1,475,000
2035	0	1,010,000	0	465,000	0	1,475,000
2036	0	1,010,000	0	465,000	0	1,475,000
2037	0	1,010,000	0	465,000	0	1,475,000
2038	0	1,010,000	0	465,000	0	1,475,000
2039	0	1,010,000	0	465,000	0	1,475,000
2040	0	1,010,000	0	465,000	0	1,475,000

CENTRAL DARLING SHIRE COUNCIL



SEWERAGE

Asset Management Plan



Draft Version 1.0

March 2021

Document Control	Asset Management Plan
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Document ID :

Rev No	Date	Revision Details	Author	Reviewer	Approver
0.1	December 2020	First Draft	Mike Brearley	Jacqui Hansen	Reece Wilson
0.2	March 2021	Improvement Plan added	Mike Brearley	Jacqui Hansen	Reece Wilson
1.0	March 2021	Draft Version 1.0	Mike Brearley	Jacqui Hansen	Reece Wilson

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Contents

1.0	EXECUTIVE SUMMARY	5
1.1	The Purpose of the Plan.....	5
1.2	Asset Description	5
1.3	Levels of Service.....	5
1.4	Future Demand.....	5
1.5	Lifecycle Management Plan	6
1.6	Financial Summary.....	6
1.7	Asset Management Practices	7
1.8	Monitoring and Improvement Program	7
2.0	Introduction	8
2.1	Background	8
2.2	Goals and Objectives of Asset Ownership	10
3.0	LEVELS OF SERVICE	12
3.1	Customer Research and Expectations	12
3.2	Strategic and Corporate Goals.....	12
3.3	Legislative Requirements.....	13
3.4	Customer Levels of Service	14
3.5	Technical Levels of Service.....	15
4.0	FUTURE DEMAND	17
4.1	Demand Drivers	17
4.2	Demand Forecasts	17
4.3	Demand Impact and Demand Management Plan	17
4.4	Climate Change and Adaption	17
5.0	LIFECYCLE MANAGEMENT PLAN	19
5.1	Background Data	19
5.2	Operations and Maintenance Plan	21
5.3	Renewal Plan	23
5.4	Summary of future renewal costs.....	24
5.5	Acquisition Plan	26
5.6	Disposal Plan.....	27
6.0	RISK MANAGEMENT PLANNING	28
6.1	Critical Assets.....	28
6.2	Risk Assessment.....	29

6.3	Infrastructure Resilience Approach	31
6.4	Service and Risk Trade-Offs	32
7.0	FINANCIAL SUMMARY	33
7.1	Financial Statements and Projections.....	33
7.2	Funding Strategy.....	34
7.3	Key Assumptions Made in Financial Forecasts	34
7.4	Forecast Reliability and Confidence.....	35
8.0	PLAN IMPROVEMENT AND MONITORING	36
8.1	Status of Asset Management Practices	36
8.2	Improvement Plan	36
8.3	Monitoring and Review Procedures	37
8.4	Performance Measures	37
9.0	REFERENCES	38
10.0	APPENDICES	39
Appendix A	Acquisition Forecast.....	39
Appendix B	Operation Forecast	40
Appendix C	Maintenance Forecast	41
Appendix D	Renewal Forecast Summary	42
Appendix E	Disposal Summary.....	46
Appendix F	Budget Summary by Lifecycle Activity	47

1.0 EXECUTIVE SUMMARY

1.1 The Purpose of the Plan

Asset management planning is a comprehensive process ensuring delivery of services from infrastructure is financially sustainable.

This Asset Management Plan (AM Plan) details information about infrastructure assets with actions required to provide an agreed level of service in the most cost-effective manner while outlining associated risks. The plan defines the services to be provided, how the services are provided and what funds are required to provide over the 20 year planning period. The Asset Management Plan will link to a Long-Term Financial Plan which typically considers a 10 year planning period.

This plan covers the infrastructure assets that provide transportation and treatment of sewage for the town of Wilcannia.

1.2 Asset Description

The stormwater network comprises:

- Reticulation Pipework
- Manholes
- House Pumps
- Pump Stations
- Treatment Plants

The above infrastructure assets have significant total renewal value estimated at \$6,575,341. The Valuation was undertaken on 30 June 2017.

1.3 Levels of Service

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

The main service consequences of the Planned Budget are:

- The Wilcannia sewerage system cannot guarantee that no environmental harm will occur on a continuous basis. The current pump stations and reticulation network is costing Central Darling Shire Council significant funds in ongoing maintenance and repairs and without an upgrade, has the potential for failure which could result in public health issues for the community of Wilcannia.
- Council will continue to replace house pumps within the Wilcannia Pressure Sewerage System as failures occur. Currently up to 50 pumps are replaced annually at a cost of \$60,000. Pumps are estimated to have a useful life of 4 years, however some houses experience up to 4 failures per year.
- Council will continue to replace life expired electrical and mechanical components of pumping infrastructure in the Wilcannia Sewerage System.

1.4 Future Demand

The main demands for new services are created by:

- Climate Change
- Population
- Community expectations
- Regulations

These demands will be approached using a combination of managing existing assets, upgrading of existing assets and providing new assets to meet demand. Demand management practices may also include a combination of non-asset solutions, insuring against risks and managing failures.

- Reduce service level
- Educate customers on measures they can implement to reduce the incidents of failure of their house pumps.
- Implement measures to manage any overflows that may occur from failures in the sewerage system.
- Transfer management/ownership of assets to other entities

1.5 Lifecycle Management Plan

1.5.1 What does it Cost?

The forecast lifecycle costs necessary to provide the services covered by this AM Plan includes operation, maintenance, renewal, acquisition, and disposal of assets. Although the AM Plan may be prepared for a range of time periods, it typically informs a Long-Term Financial Planning period of 10 years. Therefore, a summary output from the AM Plan is the forecast of 10 year total outlays, which for the Sewer is estimated as \$1,941,097 or \$194,110 on average per year.

1.6 Financial Summary

1.6.1 What we will do

Estimated available funding for the 10 year period is \$1,450,000 or \$145,000 on average per year as per the Long-Term Financial plan or Planned Budget. This is 74.7% of the cost to sustain the current level of service at the lowest lifecycle cost.

The infrastructure reality is that only what is funded in the long-term financial plan can be provided. The Informed decision making depends on the AM Plan emphasising the consequences of Planned Budgets on the service levels provided and risks.

The anticipated Planned Budget for Sewerage leaves a shortfall of \$-49,110 on average per year of the forecast lifecycle costs required to provide services in the AM Plan compared with the Planned Budget currently included in the Long-Term Financial Plan. This is shown in the figure below.

Forecast Lifecycle Costs and Planned Budgets

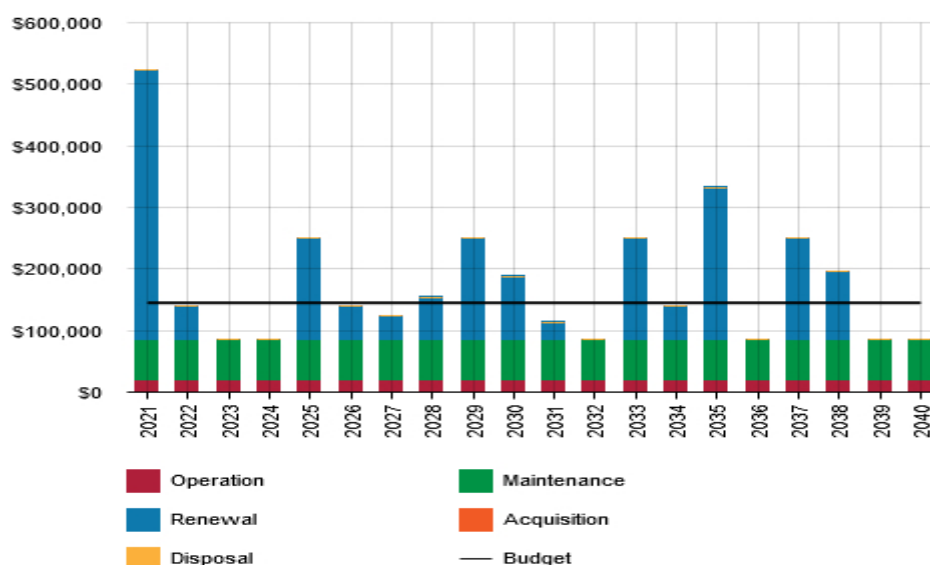


Figure Values are in current dollars.

We plan to provide Sewer services for the following:

- Operation, maintenance, renewal and upgrade of pipework, manholes, house pumps, pump stations and treatment plants to meet service levels set by in annual budgets.
- Undertake renewals within the available budget, within the 10 year planning period.

1.6.2 What we cannot do

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

- Renew the existing pumps and associated infrastructure at the forecast rate.

1.6.3 Managing the Risks

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

The main risk consequences are:

- Failure of pumping stations and associated environmental impacts
- Treatment Ponds reach capacity and overflow
- Ongoing failure of house pumps in Wilcannia, which have a useful life of 4 years
- Rising Main and/or Reticulation failure

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

- Replacing Pump Stations and upgrading with new within available budget.
- Replacing old ponds pipework, desludging lagoons to create more capacity for wet weather and high usage times
- Ongoing replacement of house pumps as failure occurs
- Applying for grant funding to replace the existing Wilcannia low pressure system with a gravity system

1.7 Asset Management Practices

Our systems to manage assets include:

- Civica/ Practical Financial System
- AssetFinda

Assets requiring renewal/replacement are identified from the asset register and from observed asset performance. The Asset Register was used to forecast the renewal life cycle costs for this Asset Management Plan.

1.8 Monitoring and Improvement Program

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

- Audit all assets and add to the new AssetFinda program to improve the asset data in the asset register
- Separate job cost numbers in Councils financial system. Split maintenance and operations. Split capital into renewal and acquisition. This change was made July 1 2020, to improve how Council accounts for asset lifecycle expenditures. System to be implemented by all staff and compliance monitored.
- Undertake customer satisfaction survey to consult with the community and identify the desired level of service. This is planned for mid 2021 with plans to employ a community consultation officer at Council

2.0 Introduction

2.1 Background

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

The asset management plan is to be read with the other planning documents. This should include the Asset Management Policy and Asset Management Strategy where these have been developed along with other key planning documents:

- CDSC Community Strategic Plan 2017 - 2027
- CDSC Operational Plan 2020 - 2021

The infrastructure assets covered by this asset management plan are shown in Table 2.1. These assets are used to provide a safe, reliable sewerage service and demonstrate compliance with the regulatory requirements.

Table 2.1: Assets covered by this Plan

Table 2-1: Assets Covered by this Plan

Asset Category	Dimension or No#	Replacement Value
Reticulation Pipework	14,252m	1,980,421
Manholes	40no.	327,000
House Pumps	260no.	221,000
Pump Stations	5no.	906,080
Treatment Plants	2no.	3,140,840
Total		6,575,341

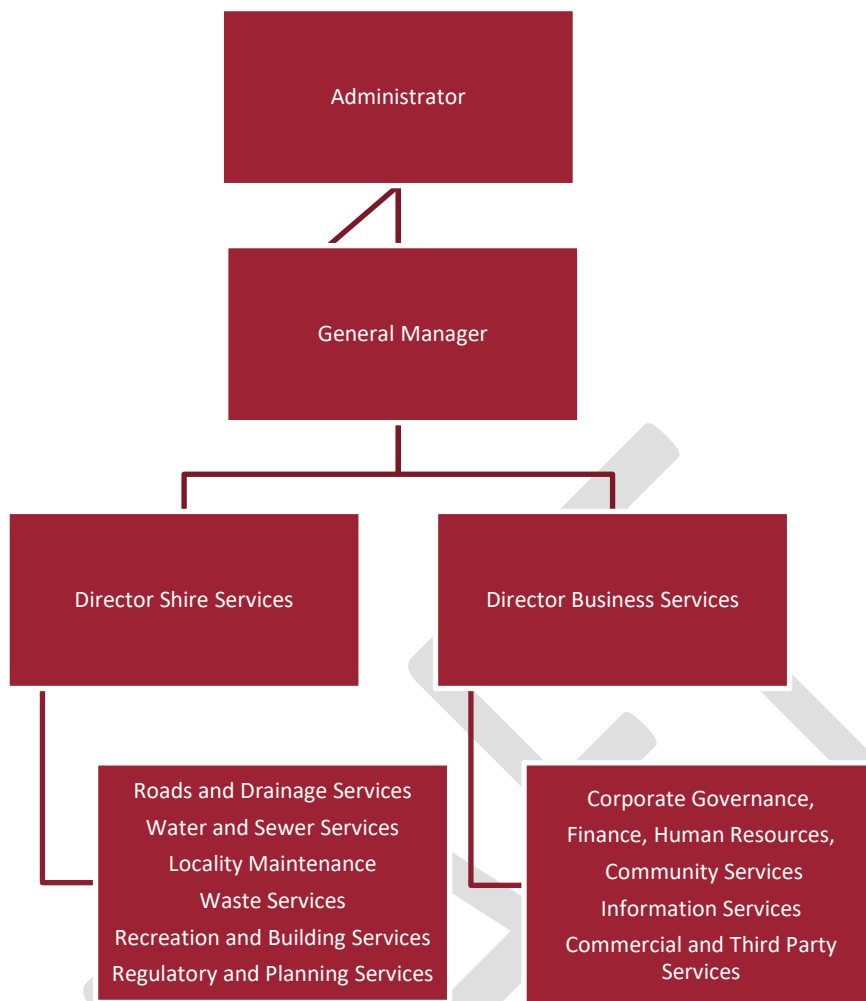
These assets are used to provide safe and efficient sewerage service . The infrastructure assets included in this plan have a total replacement value of insert \$6,575,341. The valuation was prepared on 30 June 2017.

Key stakeholders in the preparation and implementation of this Asset Management Plan are shown in Table 2.2.

Table 2-2: Key Stakeholders in the AM Plan

Key Stakeholder	Role in Asset Management Plan
Councillors/ Administrator	Represent needs of community/shareholders, Allocate resources to meet the organisation's objectives in providing services while managing risks, Ensure organisation is financial sustainable.
General Manager	Endorse the development of asset management plans and provide the resources required to complete this task. Set high level priorities for asset management development and raise the awareness of this function among staff and contractors. Support the implementation of actions resulting from this plan and prepared to make changes to a better way of managing assets and delivering services. Support for an asset management driven budget and LTFP.
Finance Section	Consolidating the asset register and ensuring the asset valuations are accurate. Development of supporting policies such as capitalisation and depreciation. Preparation of asset sustainability and financial reports incorporating asset depreciation in compliance with current accounting standards.
Operational (Outdoor) Staff	Provide local knowledge level detail on all the sewerage assets. Verify the size, location and condition of assets. They can describe the maintenance standards deployed and the ability to meet technical and customer levels of service.
Asset Management Consultants	Provide support for the development of asset management plans and the implementation of effective asset management principles within Council.
External Parties	Community residents & businesses; Tourist and Visitors (as occasional users); Neighbouring Council's; Emergency services; Utility companies; Local Businesses and; Federal and State Government authorities & agencies

Our organisational structure for service delivery from infrastructure assets is detailed on the following page,



2.2 Goals and Objectives of Asset Ownership

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

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

Key elements of the planning framework are

- Levels of service – specifies the services and levels of service to be provided,
- Future demand – how this will impact on future service delivery and how this is to be met,
- Lifecycle management – how to manage its existing and future assets to provide defined levels of service,
- Financial summary – what funds are required to provide the defined services,
- Asset management practices – how we manage provision of the services,

- Monitoring – how the plan will be monitored to ensure objectives are met,
- Asset management improvement plan – how we increase asset management maturity.

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

- International Infrastructure Management Manual 2015 ¹
- ISO 55000²

DRAFT

¹ Based on IPWEA 2015 IIMM, Sec 2.1.3, p 2 | 13

² ISO 55000 Overview, principles and terminology

3.0 LEVELS OF SERVICE

3.1 Customer Research and Expectations

During the development of the Community Strategic Plan in 2017, a Community Engagement Strategy was prepared and implemented by Council. The main source of engagement and feedback were hardcopy and online surveys, contacting key stakeholders and leaders in each community. Widespread distribution of surveys was available in common locations and advertising was conducted using various media outlets. A total of 52 surveys were received as part of the process.

Respondents were asked to rank in order of priority the services or facilities that were most important to them. The overall five high ranking services and facilities were:

1. Water
2. Youth facilities
3. Road construction and maintenance
4. Provision of aged care facilities
5. Waste management

At the time of the survey the community was experiencing severe drought, hence the importance attributed to water. With a relatively high population of children aged 5-9 years (7.2%) and youth 10-14 years (7.0%) compared to the Australian average (6.3% and 6.4% respectively), it is not surprising that youth facilities are important. Waste management was the fifth community priority. The community is concerned about how sewage is removed and treated with minimal environmental impact.

3.2 Strategic and Corporate Goals

This Asset Management Plan is prepared under the direction of the Central Darling Shire vision, mission, goals and objectives.

Our vision is:

Central Darling will be a great place to live and visit.

Our mission is:

Realising quality opportunities for all in the Central Darling Shire through:

- *Effective leadership*
- *Community development through involvement, participation, partnership, ownership and collaborative approach*
- *Facilitation of services*
- *Community ownership*
- *Delivery of consistent, affordable and achievable services and facilities.*

Strategic goals have been set by Council and are outlined in the Draft Operational Plan 2020-21.

The relevant goals and objectives and how these are addressed in this Asset Management Plan are summarised in Table 3.1.

Table 3-1: Goals and how these are addressed in this Plan

Goal	Objective	How Goal and Objectives are addressed in AM Plan
Environment A protected and enhanced natural and built environment	Effective Sewerage Management	Development of an asset management plan for sewer assets will assist Council to set aside funding for the maintenance, renewal and upgrade of the sewer network, which will help to ensure the provision of effective Sewerage management into the future.
Civic Leadership A consultative and professional organisation providing a high standard and efficient delivery of service	Effective strategic and business planning processes	This asset management plan is a strategic business planning document which details how Council is going to strive to achieve better management of sewer assets.
	Improved management and delivery of Council services	By describing current and target levels of service for the sewer network, this management plan provides Council with a framework for improvement.

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

3.3 Legislative Requirements

There are many legislative requirements relating to the management of assets. Legislative requirements that impact the delivery of the Stormwater service are outlined in Table 3.2.

Table 3-2: Legislative Requirements

Legislation	Requirement
Local Government Act, 1993	This is the Act that provides for local government in NSW. It provides the legal framework for an effective, environmentally responsible and open system of local government in the State.
Work Health and Safety Act 2011	This Act aims to secure and promote the health, safety and welfare of people at work and to protect people at a place of work against risks to health or safety arising out of the activities at work.
Native Vegetation Act 2003	This act relates to the sustainable management and conservation of native vegetation. It aims to protect native vegetation of high conservation value and encourage revegetation and rehabilitation of land with appropriate vegetation.
Environmental Planning and Assessment Act 1997	This Act institutes a system of environmental planning and assessment in the State of NSW.
Protection of the Environment Operations Act 1997	Protect, restore and enhance the quality of the environment in NSW
Water Act 2000	Provide sustainable and integrated management of water sources in NSW

3.4 Customer Levels of Service

The Customer Levels of Service are considered in terms of:

Quality How good is the service ... what is the condition or quality of the service?

Function Is it suitable for its intended purpose Is it the right service?

Capacity/Use Is the service over or under used ... do we need more or less of these assets?

In Table 3.4 under each of the service measures types (Quality, Function, Capacity/Use) there is a summary of the performance measure being used, the current performance, and the expected performance based on the current funding level.

These are measures of fact related to the service delivery outcome e.g. number of occasions when service is not available, condition %'s of Very Poor, Poor/Average/Good, Very Good and provide a balance in comparison to the customer perception that may be more subjective.

Table 3-3: Customer Level of Service Measures

	Expectation	Performance Measure Used	Current Performance	Expected Position in 10 Years based on the current budget.
Service Objective: Safe and Reliable Sewer Service for the Community				
Quality	Provide an efficient and safe sewerage system	Customer complaints	10 per year 90%	Customer complaints will increase as the rate of failure to infrastructure increases.
	Response to failures	Customer complaints and staff records	Staff attend site within 8hrs and service re-established within 24hrs	Staff response times will decrease as the rate of infrastructure failure increases.
Function	Service provided to all residents in town	Serviced area	95% of residents within town limits receive reliable sewer services	95% of residents within town limits receive reliable sewer services
	Meet standards and requirements as set out in NSW State Government conditions of approval	Compliance with approval conditions	90% compliance (due to sewer surcharge events)	Rate of Sewer surcharge events will increase as the rate of infrastructure failures occur.
	Confidence levels		Medium	Medium
Capacity and Use	Ensure Sewer Infrastructure is operating at maximum efficiency	Customer expectations and demands. Supply interruption due to breakdowns	65 per year (due to house pump breakdowns)	Increasing rate due to house pump breakdowns.
	Equipment and infrastructure of the sewer supply system are maintained and operational at all times.	Pump Stations and Ponds designed to run at optimum capacity	18hrs per day	18hrs per day
	Confidence levels		Medium	Medium

3.5 Technical Levels of Service

Technical Levels of Service – To deliver the customer values, and impact the achieved Customer Levels of Service, are operational or technical measures of performance. These technical measures relate to the activities and allocation of resources to best achieve the desired customer outcomes and demonstrate effective performance.

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

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

Service and asset managers plan, implement and control technical service levels to influence the service outcomes.³

Table 3.6 shows the activities expected to be provided under the current Planned Budget allocation, and the Forecast activity requirements being recommended in this AM Plan.

Table 3.6: Technical Levels of Service

Lifecycle Activity	Purpose of Activity	Activity Measure	Current Performance*	Recommended Performance **
TECHNICAL LEVELS OF SERVICE				
Acquisition	Replace and Upgrade the Wilcannia Sewer System	The current pump stations and reticulation network is costing Central Darling Shire Council significant funds in ongoing maintenance and repairs and without an upgrade, has the potential for failure which could result in public health issues for the	Council will continue to replace house pumps within the Wilcannia Pressure Sewerage System as failures occur.	Replacement gravity system not possible without grant funding. \$7,500,000 cost

³ IPWEA, 2015, IIMM, p 2 | 28.

Lifecycle Activity	Purpose of Activity	Activity Measure	Current Performance*	Recommended Performance **
		community of Wilcannia		
	New Rising Main Mission/ Bridge	Breakages in rising main	\$0	\$90,000
	Lagoon Fencing and Pipework	Security an efficient operation of sewage treatment plant	\$0	\$60,000
		Budget	\$65,000 pa maintenance cost of house pump replacement	\$7,650,000
Operation	Provide a safe and reliable sewer system that meets customer satisfaction	Electrical Costs	Effective pump operation	Effective pump operation
		Budget	\$20,000	\$50,000
Maintenance	Equipment and infrastructure of the sewer system are maintained and operational at all times	Breakdown, blockages, surcharges	Council will continue to replace house pumps within the Wilcannia Pressure Sewerage System as failures occur.	Replacement of all pumps every 4 years
		Budget	\$65,000	\$130,000
Renewal	Ensure Sewer infrastructure is operating at maximum efficiency	Breakdown, blockages, surcharges	Council will continue to renew infrastructure at life expiry	Renewal of infrastructure at optimum time
		Budget	\$60,000	\$93,262

4.0 FUTURE DEMAND

4.1 Demand Drivers

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

4.2 Demand Forecasts

The present position and projections for demand drivers that may impact future service delivery and use of assets have been identified and documented.

4.3 Demand Impact and Demand Management Plan

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

Demand for new services will be managed through a combination of managing existing assets, upgrading of existing assets and providing new assets to meet demand and demand management. Demand management practices can include non-asset solutions, insuring against risks and managing failures.

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

Table 4.3: Demand Management Plan

Demand Driver	Impact on Services	Demand Management Plan
Existing pressure sewer system in Wilcannia is unreliable. Community discontent.	Council is liaising with State Government to obtain funding to replace the pressure sewerage system with a gravity sewerage system, which will lead to increased reliability and will enhance the existing level of service provided.	If funding is obtained, the new gravity sewerage system will be robust and is not vulnerable to a sudden unexpected breakdown. This will enable Council to meet the community demand for a reliable sewer system. This project requires external funding to proceed. Council will pursue all opportunities for grant funding.
Community demand for sewerage services in Ivanhoe, White Cliffs and Menindee, as provided in Wilcannia.	No sewerage systems are maintained by Council in these towns. Council to provide sewerage assets in Ivanhoe, White Cliffs and Menindee. Additional services not previously provided.	Enable Council to manage sewerage effectively and compliantly in all towns. This project requires external funding to proceed. Council will pursue all opportunities for grant funding.

4.4 Climate Change and Adaption

The impacts of climate change can have a significant impact on the assets we manage and the services they provide. In the context of the Asset Management Planning process climate change can be considered as both a future demand and a risk.

How climate change will impact on assets can vary significantly depending on the location and the type of services provided, as will the way in which we respond and manage those impacts.

As a minimum we should consider both how to manage our existing assets given the potential climate change impacts, and then also how to create resilience to climate change in any new works or acquisitions.

Opportunities identified to date for management of climate change impacts on existing assets are shown in Table 4.5.1

Table 4.5.1 Managing the Impact of Climate Change on Assets

Climate Change Description	Projected Change	Potential Impact on Assets and Services	Management
Global warming	Anticipated that rainfall patterns will change:	Potential for increased flooding of sewerage systems via inflow and infiltration.	Monitor weather trends and act where possible to keep services available
	Anticipated that maximum and minimum temperatures will increase.	Weather could be too dry for sewer system to function effectively.	Plan sewerage services to suit the new climate.

Additionally, the way in which we construct new assets should recognise that there is opportunity to build in resilience to climate change impacts. Buildings resilience will have benefits:

- Assets will withstand the impacts of climate change
- Services can be sustained
- Assets that can endure may potentially lower the lifecycle cost and reduce their carbon footprint

The impact of climate change on assets is a new and complex discussion and further opportunities will be developed in future revisions of this Asset Management Plan.

5.0 LIFECYCLE MANAGEMENT PLAN

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

5.1 Background Data

5.1.1 Physical parameters

The assets covered by this Asset Management Plan are shown in Table 5.1.1. Central Darling Shire Council provides a sewerage service to the town of Wilcannia only. The towns of Ivanhoe, White Cliffs and Menindee do have onsite septic services that are managed by the property owners

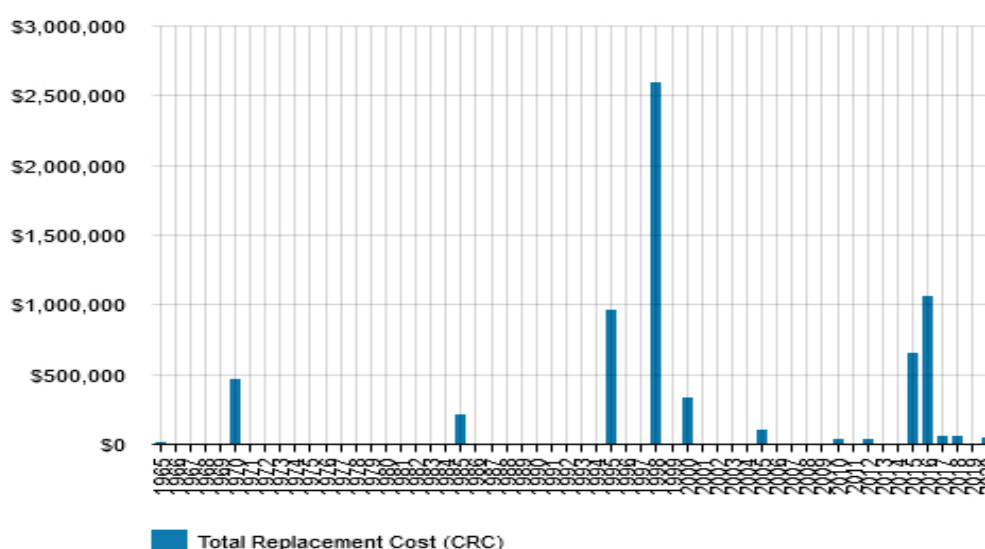
The town of Wilcannia collects sewerage via septic tanks, house pumps, gravity and pressure mains, pump wells and rising mains. The sewerage is transferred to the oxidation ponds for treatment.

The age profile of the assets included in this Asset Management Plan are shown in Figure 5.1.1.

Table 5.1.1: Assets covered by this Plan

Asset Category	Dimension	Replacement Value
Reticulation Pipework	14,252m	1,980,421
Manholes	40no.	327,000
House Pumps	260no.	221,000
Pump Stations	5no.	906,080
Treatment Plants	2no.	3,140,840
Total		6,575,341

Figure 5.1.1: Asset Age Profile



All figure values are shown in current day dollars.

In 2015/ 2016 the discreet Aboriginal communities of “Mallee” and “Waralli Mission” received funding to replace the existing sewer systems with new full gravity systems

The sewerage network provided by Central Darling Shire Council is ageing. A number of assets have exceeded their useful lives and require replacement. For example, the pump stations in Hood St and Martin St, built in 1985, are approaching end of useful life of 30 years. Furthermore, Wilcannia’s low pressure sewerage system has 260 house pumps. These pumps have a life span on average 4 years. On average 50 are renewed each year at a cost of \$60,000. Investigations are underway to replace the low pressure system with a gravity system.

5.1.2 Asset capacity and performance

Assets are generally provided to meet design standards where these are available. However, there is insufficient resources to address all known deficiencies. 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
Menindee	Whilst Council is not the Water Authority here, investigations should be made into feasibility of a sewerage system to collect and treat sewerage off site. Existing risk of contamination of Darling River and alluvial water sources.
Ivanhoe	Investigate feasibility of sewerage system in Ivanhoe
White Cliffs	Investigate feasibility of sewerage system in White Cliffs
Wilcannia	The Wilcannia sewerage system cannot guarantee that no Environmental harm will occur on a continuous basis. The current pump stations and reticulation network is costing Central Darling Shire Council significant funds in ongoing maintenance and repairs and without an upgrade, has the potential for failure which could result in public health issues for the community of Wilcannia.

The above service deficiencies were identified from Community Strategic Plan, DCSC staff condition assessments of all pump stations and Retic Assets, Council staff experience and Integrated Water Management Plan.

5.1.3 Asset condition

Condition is monitored annually by Council staff and by professional asset valuers every 4 years. Additional asset condition assessments have recently been completed by Engineering staff.

Condition is measured using a 1 – 5 grading system⁴ as detailed in Table 5.1.3. It is important that consistent condition grades be used in reporting various assets across an organisation. This supports effective communication. At the detailed level assets may be measured utilising different condition scales, however, for reporting in the AM plan they are all translated to the 1 – 5 grading scale.

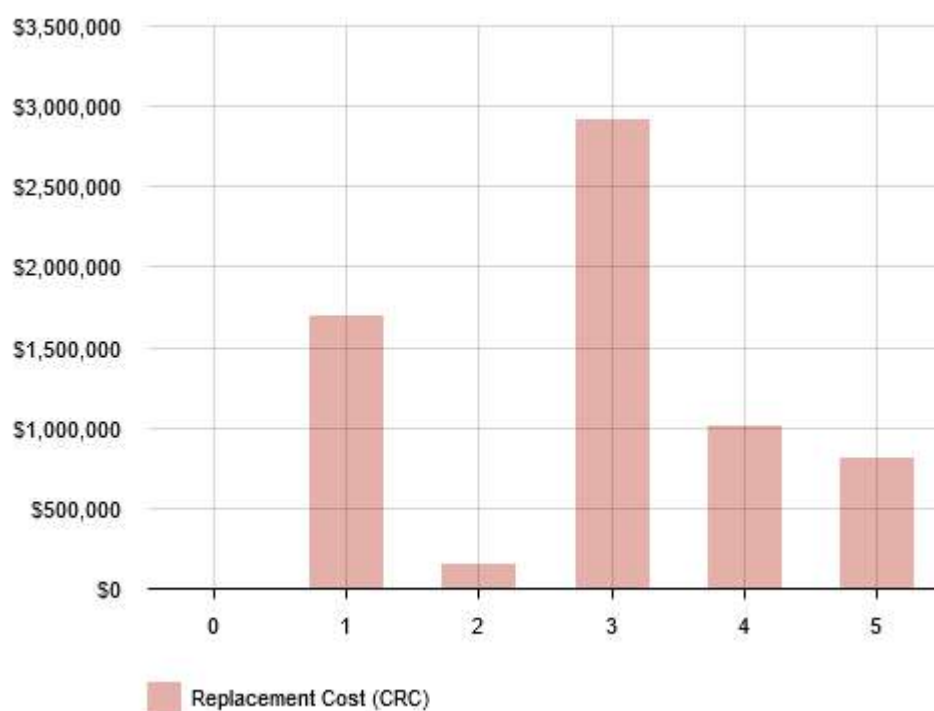
⁴ IPWEA, 2015, IIMM, Sec 2.5.4, p 2|80.

Table 5.1.3: Simple Condition Grading Model

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

The condition profile of our assets is shown in Figure 5.1.3.

Figure 5.1.3: Asset Condition Profile



The majority of assets in condition rating 5 are pump stations and related components. Funding is being sought for the renewal of the majority of assets in condition rating 3,4 and 5 via full gravity sewer upgrade.

5.2 Operations and Maintenance Plan

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

Routine maintenance is the regular on-going work that is necessary to keep assets operating, including instances where portions of the asset fail and need immediate repair to make the asset operational again, e.g. road patching.

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

The trend in maintenance budgets are shown in Table 5.2.1.

Table 5.2.1: Maintenance Budget Trends

Year	Maintenance Budget \$
2019/20	\$65,000
2020/21	\$65,000
2021/22	\$65,000

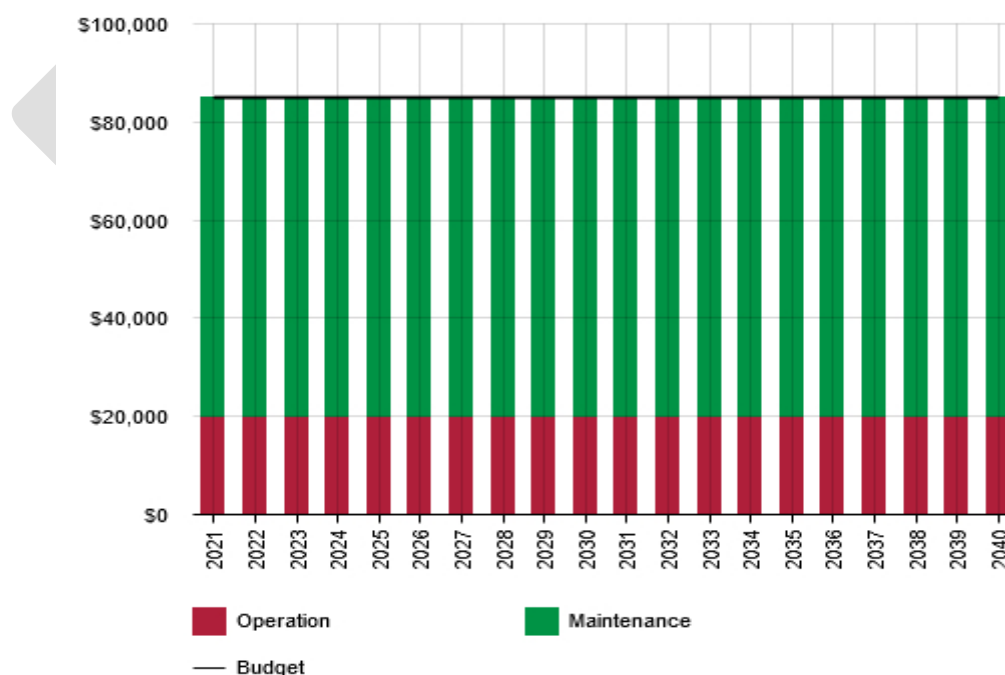
Maintenance budget levels are considered to be adequate to meet projected service levels, which may be less than or equal to current service levels. Where maintenance budget allocations are such that they will result in a lesser level of service, the service consequences and service risks have been identified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

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

Summary of forecast operations and maintenance costs

Forecast operations and maintenance costs are expected to vary in relation to the total value of the asset stock. If additional assets are acquired, the future operations and maintenance costs are forecast to increase. If assets are disposed of the forecast operation and maintenance costs are expected to decrease. Figure 5.2 shows the forecast operations and maintenance costs relative to the proposed operations and maintenance Planned Budget.

Figure 5.2: Operations and Maintenance Summary



All figure values are shown in current day dollars.

Council undertakes routine maintenance activities to provide a level of service within allocated budget constraints in the most cost-effective manner. Reactive maintenance resulting from asset failures can, sometimes, exceed allocated budget constraints.

Deferred maintenance (i.e. works that are identified for maintenance activities but unable to be completed due to available resources) should be included in the infrastructure risk management plan.

5.3 Renewal Plan

Renewal is major capital work which does not significantly alter the original service provided by the asset, but restores, rehabilitates, replaces or renews an existing asset to its original service potential. Work over and above restoring an asset to original service potential is considered to be an acquisition resulting in additional future operations and maintenance costs.

Assets requiring renewal are identified from the Asset Register data to project the renewal costs (current replacement cost) and renewal timing (acquisition year plus updated useful life to determine the renewal year), and recorded failures.

Regular failures are observed in the house pumps of Wilcannia's low pressure sewerage system. These pumps have a life span on average 4 years. On average 50 are renewed each year at a cost of \$60,000. Investigations are underway to replace the low pressure system with a gravity system.

The typical useful lives of assets used to develop projected asset renewal forecasts are shown in Table 5.3. Asset useful lives were last reviewed in December 2020.

Table 5.3: Useful Lives of Assets

Asset (Sub)Category	Useful life
Gravity Main	80
Gravity Main Manholes	60
House pumps	4
Pressure Sewer	60
Rising Main	80
SPS Electrical	15
SPS Pipework	30
SPS Pumps	10
SPS Wet well civil works	30
WWTP Lagoon Civil Works	150
WWTP Lagoon Lining	100
WWTP Lagoon Pipework	40
WWTP Lagoon Perimeter Fencing	30

The estimates for renewals in this Asset Management Plan were based on the asset register or an alternate Method.

5.3.1 Renewal ranking criteria

Asset renewal is typically undertaken to either:

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

It is possible to prioritise renewals by identifying assets or asset groups that:

- Have a high consequence of failure,
- Have high use and subsequent impact on users would be significant,
- Have higher than expected operational or maintenance costs, and
- Have potential to reduce life cycle costs by replacement with a modern equivalent asset that would provide the equivalent service.⁶

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

Table 5.3.1: Renewal Priority Ranking Criteria

Criteria	Weighting
Criticality	40%
Condition	40%
Asset Age	10%
Cost Benefit	10%
Total	100%

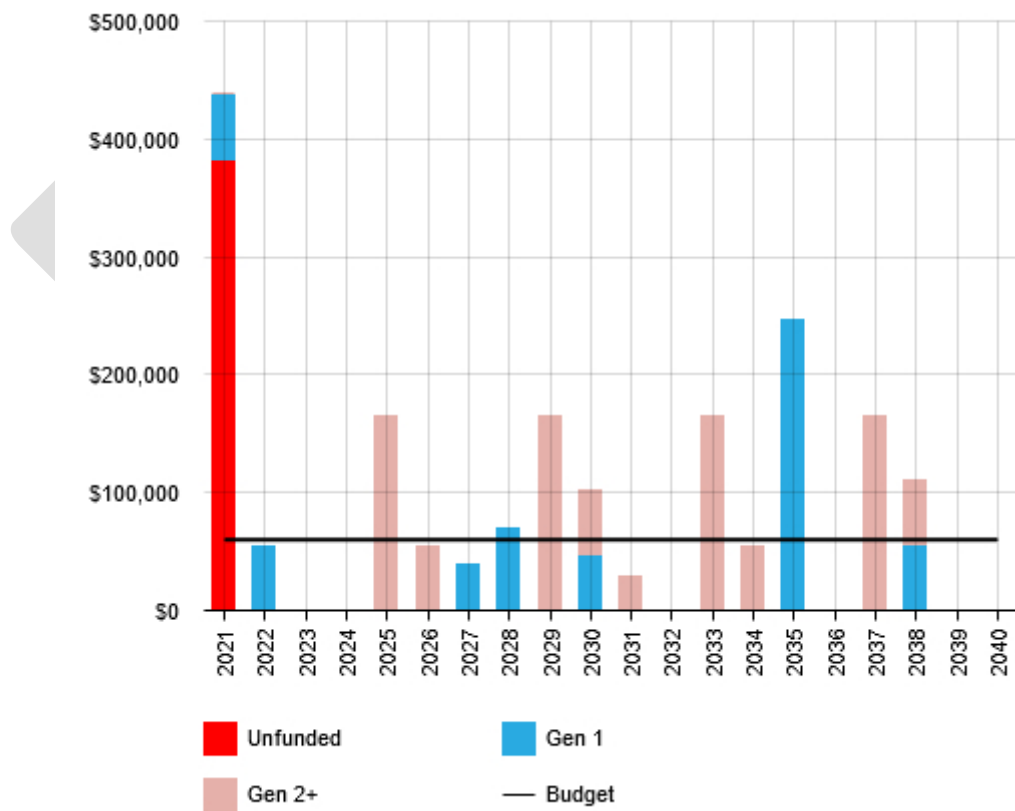
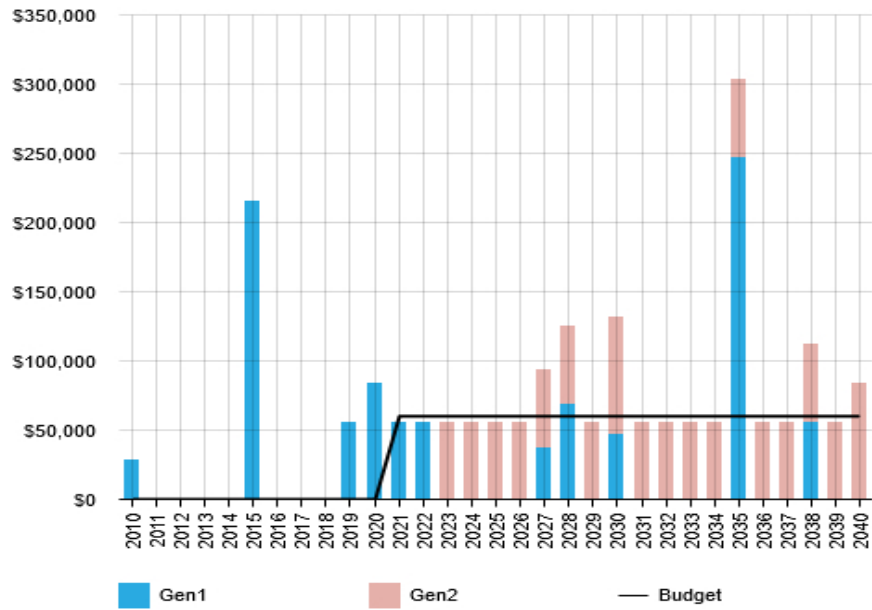
5.4 Summary of future renewal costs

Forecast renewal costs are projected to increase over time if the asset stock increases. The forecast costs associated with renewals are shown relative to the proposed renewal budget in Figure 5.4.1. A detailed summary of the forecast renewal costs is shown in Appendix D.

⁵ IPWEA, 2015, IIMM, Sec 3.4.4, p 3|91.

⁶ Based on IPWEA, 2015, IIMM, Sec 3.4.5, p 3|97.

Figure 5.4.1: Forecast Renewal Costs



All figure values are shown in current day dollars.

There is a significant backlog associated with pump stations and house pumps in Wilcannia. At the time of writing, discussions are underway with state government representatives to assess the viability of replacing this system with a gravity system.

5.5 Acquisition Plan

Acquisition reflects are new assets that did not previously exist or works which will upgrade or improve an existing asset beyond its existing capacity. They may result from growth, demand, social or environmental needs. Assets may also be donated to the Central Darling Shire Council.

5.5.1 Selection criteria

Proposed upgrade of existing assets, and new assets, are identified from various sources such as community requests, proposals identified by strategic plans or partnerships with others. Potential upgrade and new works should be reviewed to verify that they are essential to the Entities needs. Proposed upgrade and new work analysis should also include the development of a preliminary renewal estimate to ensure that the services are sustainable over the longer term. Verified proposals can then be ranked by priority and available funds and scheduled in future works programmes. The priority ranking criteria is detailed in Table 5.4.1.

Table 5.5.1: Acquired Assets Priority Ranking Criteria

Criteria	Weighting
Criticality	40%
Condition	40%
Asset Age	10%
Cost Benefit	10%
Total	100%

Summary of future asset acquisition costs

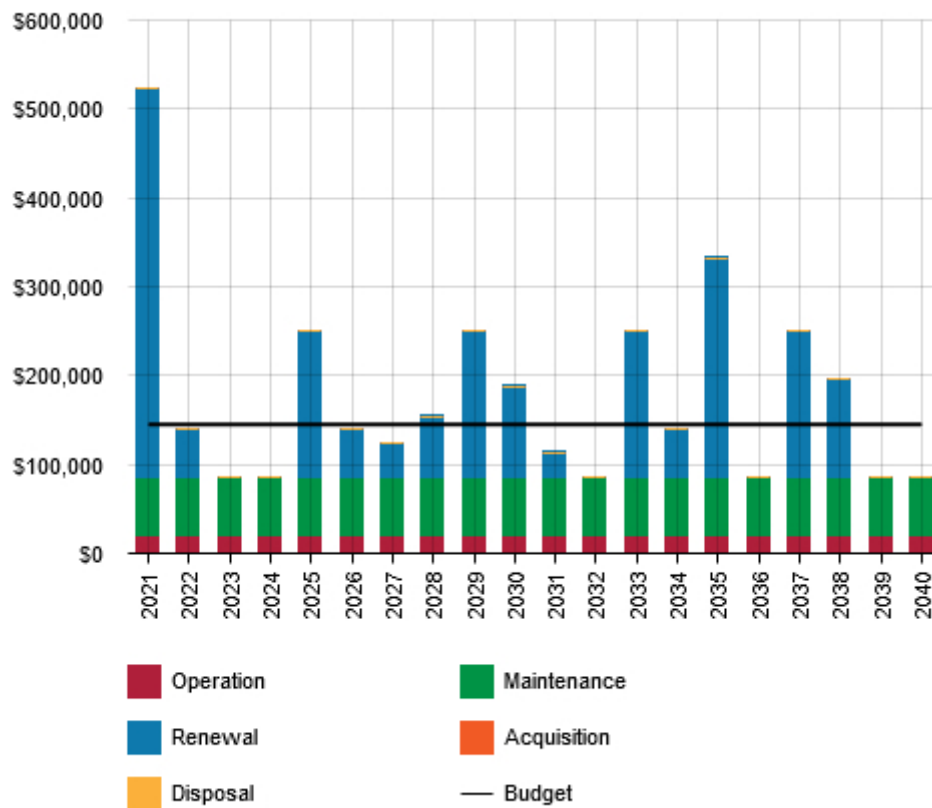
No acquisitions are currently planned.

Summary of asset forecast costs

The financial projections from this asset plan are shown in Figure 5.4.3. These projections include forecast costs for acquisition, operation, maintenance, renewal, and disposal. These forecast costs are shown relative to the proposed budget.

The bars in the graphs represent the forecast costs needed to minimise the life cycle costs associated with the service provision. The proposed budget line indicates the estimate of available funding. The gap between the forecast work and the proposed budget is the basis of the discussion on achieving balance between costs, levels of service and risk to achieve the best value outcome.

Figure 5.5.3: Lifecycle Summary



All figure values are shown in current day dollars.

5.6 Disposal Plan

Disposal includes any activity associated with the disposal of a decommissioned asset including sale, demolition or relocation. Assets identified for possible decommissioning and disposal are shown in Table 5.6. A summary of the disposal costs and estimated reductions in annual operations and maintenance of disposing of the assets are also outlined in Table 5.6. Any costs or revenue gained from asset disposals is included in the long-term financial plan.

Table 5.6: Assets Identified for Disposal

Asset	Reason for Disposal	Timing	Disposal Costs	Operations & Maintenance Annual Savings
Nil				

6.0 RISK MANAGEMENT PLANNING

The purpose of infrastructure risk management is to document the findings and recommendations resulting from the periodic identification, assessment and treatment of risks associated with providing services from infrastructure, using the fundamentals of International Standard ISO 31000:2018 Risk management – Principles and guidelines.

Risk Management is defined in ISO 31000:2018 as: ‘coordinated activities to direct and control with regard to risk’⁷.

An assessment of risks⁸ associated with service delivery will identify risks that will result in loss or reduction in service, personal injury, environmental impacts, a ‘financial shock’, reputational impacts, or other consequences. The risk assessment process identifies credible risks, the likelihood of the risk event occurring, and the consequences should the event occur. The risk assessment should also include the development of a risk rating, evaluation of the risks and development of a risk treatment plan for those risks that are deemed to be non-acceptable.

6.1 Critical Assets

Critical assets are defined as those which have a high consequence of failure causing significant loss or reduction of service. Critical assets have been identified and along with their typical failure mode, and the impact on service delivery, are summarised in Table 6.1. Failure modes may include physical failure, collapse or essential service interruption.

The Wilcannia sewerage system cannot guarantee that no environmental harm will occur on a continuous basis. The current pump stations and reticulation network is costing Central Darling Shire Council significant funds in ongoing maintenance and repairs and without an upgrade, has the potential for failure which could result in public health issues for the community of Wilcannia .

Table 6.1 Critical Assets

Critical Asset(s)	Failure Mode	Impact
Pump Stations	Mechanical and/or electrical failure of pump stations	Sewer surcharge, contamination of natural environment and loss of service. Possible fine from EPA. Council image and reputation damaged. Public safety at risk
Pump Stations	Structural and/or civil failure of pump stations	Sewer surcharge, contamination of natural environment and loss of service. Possible fine from EPA. Council image and reputation damaged. Public safety at risk

⁷ ISO 31000:2009, p 2

⁸ REPLACE with Reference to the Corporate or Infrastructure Risk Management Plan as the footnote

Critical Asset(s)	Failure Mode	Impact
Treatment Ponds	Ponds reach capacity and overflow	Sewer surcharge, contamination of natural environment Possible fine from EPA. Council image and reputation damaged.
House pumps	Pump failures	Local sewer surcharge on property, loss of individual service. Public safety. Minor Environmental harm
Reticulation	Sewer rising main or retic break	Sewer surcharge, contamination of natural environment and loss of service. Council image and reputation damaged. Public safety at risk

By identifying critical assets and failure modes an organisation can ensure that investigative activities, condition inspection programs, maintenance and capital expenditure plans are targeted at critical assets.

6.2 Risk Assessment

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

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

The process is based on the fundamentals of International Standard ISO 31000:2018.

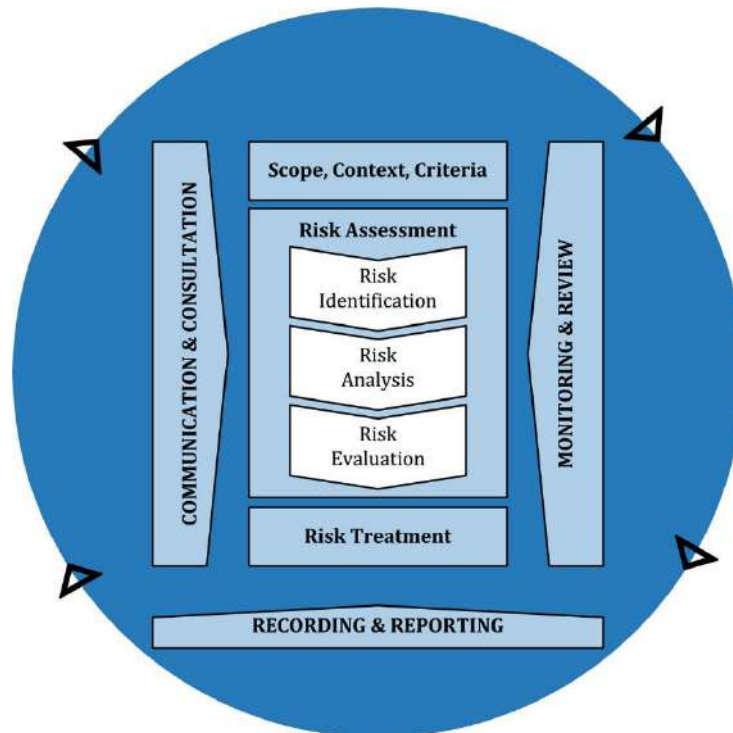


Fig 6.2 Risk Management Process – Abridged
Source: ISO 31000:2018, Figure 1, p9

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

An assessment of risks associated with service delivery will identify risks that will result in loss or reduction in service, personal injury, environmental impacts, a 'financial shock', reputational impacts, or other consequences.

Critical risks are those assessed with 'Very High' (requiring immediate corrective action) and 'High' (requiring corrective action) risk ratings identified in the Infrastructure Risk Management Plan. The residual risk and treatment costs of implementing the selected treatment plan is shown in Table 6.2. It is essential that these critical risks and costs are reported to management and the Administrator/ Councillors.

Table 6.2: Risks and Treatment Plans

Service or Asset at Risk	What can Happen	Risk Rating (VH, H)	Risk Treatment Plan	Residual Risk *	Treatment Costs
Sewer	Pump Station Failure	VH	Replace Pump Stations and upgrade with new. Build in capacity for overflow events and monitor use and breakdown with telemetry and alerts.	L-M	\$500,000
Sewer	Treatment Ponds reach capacity and overflow	H	Replace old ponds pipework, desludge lagoons to create more capacity for wet weather and high usage times.	L-M	\$28,000
Sewer	House pump failures	H	Replace one quarter of pumps annually	M-H	\$130,000
Sewer	Rising Main and/or Reticulation failure	H	Replace existing STEP system with new gravity sewer system	L-M	\$7,500,000

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

6.3 Infrastructure Resilience Approach

The resilience of our critical infrastructure is vital to the ongoing provision of services to customers. To adapt to changing conditions we need to understand our capacity to 'withstand a given level of stress or demand', 1 and to respond to possible disruptions to ensure continuity of service.

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

Our current measure of resilience is shown in Table 6.3 which includes the type of threats and hazards and the current measures that the organisation takes to ensure service delivery resilience.

Table 6.3: Resilience

Threat / Hazard	Current Resilience Approach
Pump Station failure	When pump stations fail staff need to attend within 1hr to stop a surcharge event. Telemetry monitoring and phone alerts alert staff to pump malfunction and swift action is required
Surcharge event	In the event surcharge occurs, environmental controls need to be installed ASAP to reduce impact to the environment. Procedures and protocols developed and staff trained in use.
Electrical fault	No Electricians are available less than 200km away. In the event of electrical malfunction install bypass pumps and generators. Develop procedures for installation and monitoring.

6.4 Service and Risk Trade-Offs

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

6.4.1 What we cannot do

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

- Replacement/ Upgrade of the Wilcannia Sewerage System
- Replacement/ Upgrade of the 2 main pump stations
- Replace all reticulation pipes with new

6.4.2 Service trade-off

If there is forecast work (operations, maintenance, renewal, acquisition or disposal) that cannot be undertaken due to available resources, then this will result in service consequences for users. These service consequences include:

- disruption to sewer system and possible surcharge events
- rising main breaks and reticulation breaks, disruption to service.

6.4.3 Risk trade-off

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

- Risk to community health
- Risk of sewer surcharge
- Risk of environmental impact
- Risk of detrimental public image and reputation

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

7.0 FINANCIAL SUMMARY

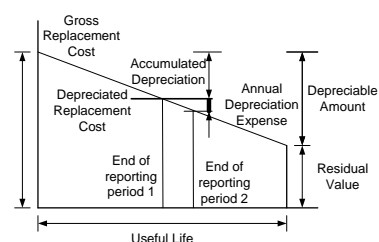
This section contains the financial requirements resulting from the information presented in the previous sections of this Asset Management Plan. The financial projections will be improved as the discussion on desired levels of service and asset performance matures.

7.1 Financial Statements and Projections

7.1.1 Asset valuations

The best available estimate of the value of assets included in this AM Plan are shown below. The assets are valued at 30 June 2020.

Replacement Cost (Current/Gross)	\$6,575,341
Depreciable Amount	\$6,575,341
Depreciated Replacement Cost ⁹	\$4,688,313
Depreciation	\$152,378



7.1.2 Sustainability of service delivery

There are two key indicators of sustainable service delivery that are considered in the Asset Management Plan for this service area. The two indicators are the:

- asset renewal funding ratio (proposed renewal budget for the next 10 years / forecast renewal costs for next 10 years), and
- medium term forecast costs/proposed budget (over 10 years of the planning period).

Asset Renewal Funding Ratio

Asset Renewal Funding Ratio¹⁰ 54.99%

The Asset Renewal Funding Ratio is an important indicator and illustrates that over the next 10 years we expect to have 54.99% of the funds required for the optimal renewal of assets.

The forecast renewal work along with the proposed renewal budget, and the cumulative shortfall, is illustrated in Appendix D.

Medium term – 10 year financial planning period

This AM Plan identifies the forecast operations, maintenance and renewal costs 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.

This forecast work can be compared to the proposed budget over the first 10 years of the planning period to identify any funding shortfall.

The forecast operations, maintenance and renewal costs over the 10 year planning period is \$194,110 average per year.

The proposed (budget) operations, maintenance and renewal funding is \$145,000 on average per year giving a 10 year funding shortfall of \$49,110 per year. This indicates that 74.7% of the forecast costs needed to provide the services documented in this AM Plan are accommodated in the proposed budget. Note, these calculations exclude acquired assets.

⁹ Also reported as Written Down Value, Carrying or Net Book Value.

¹⁰ AIFMM, 2015, Version 1.0, Financial Sustainability Indicator 3, Sec 2.6, p 9.

Providing sustainable services from infrastructure requires the management of service levels, risks, forecast outlays and financing to achieve a financial indicator of approximately 1.0 for the first years of the AM Plan and ideally over the 10 year life of the Long-Term Financial Plan.

7.1.3 Forecast Costs (outlays) for the long-term financial plan

Table 7.1.3 shows the forecast costs (outlays) for the 10 year long-term financial plan.

Forecast costs are shown in 2021 dollar values.

Table 7.1.3: Forecast Costs (Outlays) for the Long-Term Financial Plan

Year	Acquisition	Operation	Maintenance	Renewal	Disposal
2021	0	20,000	65,000	438,007	0
2022	0	20,000	65,000	55,250	0
2023	0	20,000	65,000	0	0
2024	0	20,000	65,000	0	0
2025	0	20,000	65,000	165,750	0
2026	0	20,000	65,000	55,250	0
2027	0	20,000	65,000	38,400	0
2028	0	20,000	65,000	69,440	0
2029	0	20,000	65,000	165,750	0
2030	0	20,000	65,000	103,250	0
2031	0	20,000	65,000	28,800	0
2032	0	20,000	65,000	0	0
2033	0	20,000	65,000	165,750	0
2034	0	20,000	65,000	55,250	0
2035	0	20,000	65,000	247,360	0
2036	0	20,000	65,000	0	0
2037	0	20,000	65,000	165,750	0
2038	0	20,000	65,000	111,250	0
2039	0	20,000	65,000	0	0
2040	0	20,000	65,000	0	0

7.2 Funding Strategy

The proposed funding for assets is outlined in the Entity's budget and Long-Term financial plan.

The financial strategy of the entity determines how funding will be provided, whereas the Asset Management Plan communicates how and when this will be spent, along with the service and risk consequences of various service alternatives.

7.3 Key Assumptions Made in Financial Forecasts

In compiling this Asset Management Plan, it was necessary to make some assumptions. This section details the key assumptions made in the development of this AM plan and should provide readers with an understanding of the level of confidence in the data behind the financial forecasts.

Key assumptions made in this Asset Management Plan are:

- Asset registers are based on 2018 information, and have been updated to reflect renewals undertaken since this time.

- Budget information is based on an average of costs to undertake renewals and maintenance, noting the very short life span of pumps in the Wilcannia low pressure system

7.4 Forecast Reliability and Confidence

The forecast costs, proposed budgets, and valuation projections in this AM Plan are based on the best available data. For effective asset and financial management, it is critical that the information is current and accurate. Data confidence is classified on a A - E level scale¹¹ in accordance with Table 7.5.1.

Table 7.5.1: Data Confidence Grading System

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

The estimated confidence level for and reliability of data used in this AM Plan is shown in Table 7.5.2.

Table 7.5.2: Data Confidence Assessment for Data used in AM Plan

Data	Confidence Assessment	Comment
Demand drivers	C	
Growth projections	B	
Acquisition forecast	C	Acquisition forecasts are dependent upon the availability of grant funding
Operation forecast	C	Operational costs are not clearly defined
Maintenance forecast	B	
Renewal forecast		
- Asset values	B	
- Asset useful lives	B	Asset useful lives reflect a realistic assessment of known condition
- Condition modelling	B	
Disposal forecast	B	

The estimated confidence level for and reliability of data used in this AM Plan is considered to be B.

¹¹ IPWEA, 2015, IIMM, Table 2.4.6, p 2|71.

8.0 PLAN IMPROVEMENT AND MONITORING

8.1 Status of Asset Management Practices¹²

8.1.1 Accounting and financial data sources

This Asset Management Plan utilises accounting and financial data. The source of the data is 2021 budgetary information prepared in April 2020.

8.1.2 Asset management data sources

This Asset Management Plan also utilises asset management data. The source of the data is The source of the data is the 2018 asset register, and condition assessment information prepared in 2017.

8.2 Improvement Plan

It is important that an entity recognise areas of their Asset Management Plan and planning process that require future improvements to ensure effective asset management and informed decision making. The improvement plan generated from this Asset Management Plan is shown in Table 8.2.

Table 8.2: Improvement Plan

Task	Task	Responsibility	Resources Required	Timeline
Improvement Actions Identified during the 2021 Asset Management Maturity Assessment				
1	Develop a consolidated, integrated, up to date asset register with appropriate components and the required functionality to ensure security and data integrity, which includes all information about each asset sorted by asset group.	Director Shire Services	CDSC Staff	
2	Define and document internal procedures for determining asset replacement and treatment unit rates, not dependent on third parties. Unit rates to be determined by Council to suit local conditions.	Director Shire Services	CDSC Staff	
3	Document methodologies used to carry out consistent asset condition surveys and defect identification assessments, in a Condition Rating Assessment Manual, for each asset class. Asset condition assessment should not be limited to the small sample of assets inspected by the third parties every four years for accounting compliance purposes.	Director Shire Services	CDSC Staff	
Outstanding Improvement Actions identified in the 2018 Sewerage Asset Management Plan				
4	Audit the WasteWater Assets register and breakdown the large assets into individual components	DSS	staff, consultant	
5	Update the asset register and add any unregistered assets such as valves and fittings	DSS	Staff, consultant	
6	Inspect and assess the condition of the wastewater assets in order to estimate the	DSS	Staff, consultant	

¹² ISO 55000 Refers to this the Asset Management System

	remaining useful life and reassess the useful life of assets			
7	Establish a reporting system to update the asset register with feedback from the field including new assets, replaced assets, renewed assets etc.	DSS, DBS	Staff, IT	
8	Separate wastewater related job costs. Maintenance job costs should be split into reactive, planned and cyclic. Capital job costs into: renewal, upgrade and new.	DSS, DBS, Senior Accountant	Civica guidance	
9	Undertake a customer satisfaction survey and consult with the community to identify the desired levels of service.	DSS, GM	Administration, possibly consultant	
10	Install all Asset data on AssetFinda and dedicate staff to its continued use, monitoring and upkeep.	DSS, DBS	staff	

8.3 Monitoring and Review Procedures

This Asset Management Plan will be reviewed during the annual budget planning process and revised to show any material changes in service levels, risks, forecast costs and proposed budgets as a result of budget decisions.

The AM Plan will be reviewed and updated annually to ensure it represents the current service level, asset values, forecast operations, maintenance, renewals, upgrade/new and asset disposal costs and proposed budgets. These forecast costs and proposed budget are incorporated into the Long-Term Financial Plan or will be incorporated into the Long-Term Financial Plan once completed.

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

8.4 Performance Measures

The effectiveness of this Asset Management Plan can be measured in the following ways:

- The degree to which the required forecast costs identified in this Asset Management Plan are incorporated into the long-term financial plan,
- The degree to which the 1-5 year detailed works programs, budgets, business plans and corporate structures take into account the 'global' works program trends provided by the Asset Management Plan,
- The degree to which the existing and projected service levels and service consequences, risks and residual risks are incorporated into the Strategic Plan and associated plans,
- The Asset Renewal Funding Ratio achieving the Organisational target (this target is often 1.0).

9.0 REFERENCES

- IPWEA, 2006, 'International Infrastructure Management Manual', Institute of Public Works Engineering Australasia, Sydney, www.ipwea.org/IIMM
- IPWEA, 2008, 'NAMS.PLUS Asset Management', Institute of Public Works Engineering Australasia, Sydney, www.ipwea.org/namsplus.
- IPWEA, 2015, 2nd edn., 'Australian Infrastructure Financial Management Manual', Institute of Public Works Engineering Australasia, Sydney, www.ipwea.org/AIFMM.
- IPWEA, 2015, 3rd edn., 'International Infrastructure Management Manual', Institute of Public Works Engineering Australasia, Sydney, www.ipwea.org/IIMM
- IPWEA, 2012 LTFP Practice Note 6 PN Long-Term Financial Plan, Institute of Public Works Engineering Australasia, Sydney
- ISO, 2018, ISO 31000:2018, Risk management – Guidelines
- Central Darling Shire Community Strategic Plan 2017-2023
- Central Darling Shire Delivery Program 2018-21 and Draft Operational Plan 2020-21

DRAFT

10.0 APPENDICES

Appendix A Acquisition Forecast

No acquisitions are planned.

DRAFT

Appendix B Operation Forecast

Table B2 - Operation Forecast Summary

Year	Operation Forecast
2021	20000
2022	20000
2023	20000
2024	20000
2025	20000
2026	20000
2027	20000
2028	20000
2029	20000
2030	20000
2031	20000
2032	20000
2033	20000
2034	20000
2035	20000
2036	20000
2037	20000
2038	20000
2039	20000
2040	20000

Table C2 - Maintenance Forecast Summary

Year	Maintenance Forecast
2021	65000
2022	65000
2023	65000
2024	65000
2025	65000
2026	65000
2027	65000
2028	65000
2029	65000
2030	65000
2031	65000
2032	65000
2033	65000
2034	65000
2035	65000
2036	65000
2037	65000
2038	65000
2039	65000
2040	65000

Appendix D Renewal Forecast Summary

Table D3 - Renewal Forecast Summary

Year	Renewal Forecast	Renewal Budget
2021	438007	60000
2022	55250	60000
2023	0	60000
2024	0	60000
2025	165750	60000
2026	55250	60000
2027	38400	60000
2028	69440	60000
2029	165750	60000
2030	103250	60000
2031	28800	60000
2032	0	60000
2033	165750	60000
2034	55250	60000
2035	247360	60000
2036	0	60000
2037	165750	60000
2038	111250	60000
2039	0	60000
2040	0	60000

Renewal Plan

Detail output from NAMS+ Report for the Register Method

Asset ID	Category	Asset Name	Asset Type	Remaining Life	Register Renewal Year	Renewal Cost	Useful Life
10230	Biological Treatment	Wilcannia Town "Old" WWTP	Lagoon	-11	2010	28,000,00	40
10005	Pump Station	SPS 1 Hood Street	Electrical	-6	2015	4,800,00	15
10010	Pump Station	SPS 1 Hood Street	Electrical	-6	2015	13,440,00	15
10020	Pump Station	SPS 1 Hood Street	Pipework	-6	2015	6,400,00	30
10025	Pump Station	SPS 1 Hood Street	Pipework	-6	2015	16,000,00	30
10035	Pump Station	SPS 1 Hood Street	Wet Well	-6	2015	70,400,00	30
10040	Pump Station	SPS 1 Hood Street	Wet Well	-6	2015	9,600,00	30
10045	Pump Station	SPS 2 Martin St	Electrical	-6	2015	8,000,00	15
10050	Pump Station	SPS 2 Martin St	Electrical	-6	2015	13,440,00	15
10060	Pump Station	SPS 2 Martin St	Pipework	-6	2015	7,200,00	30
10065	Pump Station	SPS 2 Martin St	Pipework	-6	2015	16,000,00	30
10075	Pump Station	SPS 2 Martin St	Wet Well	-6	2015	70,400,00	30
10080	Pump Station	SPS 2 Martin St	Wet Well	-6	2015	9,600,00	30

Asset ID	Category	Asset Name	Asset Type	Remaining Life	Register Renewal Year	Renewal Cost	Useful Life
10280	Reticulation	Rising Main	50mm Gal Reticulation Mains	-6	2015	9,857,00	50
10295	Reticulation	House pumps	Pumps	-2	2019	55,250,00	4
10300	Reticulation	House pumps	Pumps	-1	2020	55,250,00	4
10070	Pump Station	SPS 2 Martin St	Pumps	-1	2020	14,400,00	10
10030	Pump Station	SPS 1 Hood Street	Pumps	-1	2020	14,400,00	10
10305	Reticulation	House pumps	Pumps	0	2021	55,250,00	4
10310	Reticulation	House pumps	Pumps	1	2022	55,250,00	4
10305	Reticulation	House pumps	Pumps			55,250,00	4
10300	Reticulation	House pumps	Pumps			55,250,00	4
10295	Reticulation	House pumps	Pumps			55,250,00	4
10310	Reticulation	House pumps	Pumps			55,250,00	4
10015	Pump Station	SPS 1 Hood Street	Electrical	6	2027	19,200,00	15
10055	Pump Station	SPS 2 Martin St	Electrical	6	2027	19,200,00	15
10235	Biological Treatment	Wilcannia Town "Old" WWTP	Perimeter Fencing	7	2028	69,440,00	30
10295	Reticulation	House pumps	Pumps			55,250,00	4
10300	Reticulation	House pumps	Pumps			55,250,00	4
10305	Reticulation	House pumps	Pumps			55,250,00	4
10310	Reticulation	House pumps	Pumps			55,250,00	4
10150	Pump Station	SPS 6 Barkinji Drv West	Pumps	9	2030	14,400,00	15
10190	Pump Station	SPS 7 Barkinji Drv East	Pumps	9	2030	14,400,00	15
10120	Pump Station	SPS 5 Warrali Ave	Wet Well	9	2030	19,200,00	15
10070	Pump Station	SPS 2 Martin St	Pumps			14,400,00	10
10030	Pump Station	SPS 1 Hood Street	Pumps			14,400,00	10
10300	Reticulation	House pumps	Pumps			55,250,00	4
10295	Reticulation	House pumps	Pumps			55,250,00	4
10305	Reticulation	House pumps	Pumps			55,250,00	4
10310	Reticulation	House pumps	Pumps			55,250,00	4
10175	Pump Station	SPS 7 Barkinji Drv East	Electrical	14	2035	19,200,00	20
10185	Pump Station	SPS 7 Barkinji Drv East	Pipework	14	2035	24,000,00	20
10220	Biological Treatment	Wilcannia Town "New" WWTP	Perimeter Fencing	14	2035	94,080,00	30
10160	Pump Station	SPS 6 Barkinji Drv West	Wet Well	14	2035	19,200,00	20
10085	Pump Station	SPS 5 Warrali Ave	Electrical	14	2035	8,000,00	20
10135	Pump Station	SPS 6 Barkinji Drv West	Electrical	14	2035	19,200,00	20
10105	Pump Station	SPS 5 Warrali Ave	Pipework	14	2035	24,000,00	20
10010	Pump Station	SPS 1 Hood Street	Electrical			13,440,00	15
10005	Pump Station	SPS 1 Hood Street	Electrical			4,800,00	15
10050	Pump Station	SPS 2 Martin St	Electrical			13,440,00	15

Asset ID	Category	Asset Name	Asset Type	Remaining Life	Register Renewal Year	Renewal Cost	Useful Life
10045	Pump Station	SPS 2 Martin St	Electrical			8,000,00	15
10295	Reticulation	House pumps	Pumps			55,250,00	4
10300	Reticulation	House pumps	Pumps			55,250,00	4
10305	Reticulation	House pumps	Pumps			55,250,00	4
10310	Reticulation	House pumps	Pumps			55,250,00	4
10215	Biological Treatment	Wilcannia Town "New" WWTP	Lagoon	17	2038	56,000,00	40
10165	Pump Station	SPS 7 Barkinji Drv East	Electrical	24	2045	8,000,00	30
10170	Pump Station	SPS 7 Barkinji Drv East	Electrical	24	2045	44,800,00	30
10195	Pump Station	SPS 7 Barkinji Drv East	Wet Well	24	2045	38,400,00	30
10200	Pump Station	SPS 7 Barkinji Drv East	Wet Well	24	2045	19,200,00	30
10110	Pump Station	SPS 5 Warrali Ave	Pumps	24	2045	7,200,00	30
10115	Pump Station	SPS 5 Warrali Ave	Wet Well	24	2045	38,400,00	30
10095	Pump Station	SPS 5 Warrali Ave	Electrical	24	2045	19,200,00	30
10140	Pump Station	SPS 6 Barkinji Drv West	Pipework	24	2045	12,000,00	30
10125	Pump Station	SPS 6 Barkinji Drv West	Electrical	24	2045	8,000,00	30
10145	Pump Station	SPS 6 Barkinji Drv West	Pipework	34	2055	24,000,00	40
10100	Pump Station	SPS 5 Warrali Ave	Pipework	34	2055	12,000,00	40
10270	Reticulation	Pressure Sewer	75MM UPVC Reticulation Mains	34	2055	277,761,00	60
10275	Reticulation	Pressure Sewer	50mm UPVC Reticulation Mains	34	2055	680,767,00	60
10180	Pump Station	SPS 7 Barkinji Drv East	Pipework	34	2055	12,000,00	40
10155	Pump Station	SPS 6 Barkinji Drv West	Wet Well	54	2075	99,200,00	60
10130	Pump Station	SPS 6 Barkinji Drv West	Electrical	54	2075	44,800,00	60
10090	Pump Station	SPS 5 Warrali Ave	Electrical	54	2075	44,800,00	60
10285	Reticulation	Gravity Main Manholes	Manholes 0.5m to 1.5m	55	2076	132,300,00	60
10290	Reticulation	Gravity Main Manholes	Manholes 1.5m to 3.0m	55	2076	194,700,00	60
10240	Reticulation	Rising Main	200MM PVC Rising Mains	59	2080	238,960,00	80
10245	Reticulation	Rising Main	150MM UPVC Rising Mains	59	2080	96,181,00	80
10250	Reticulation	Gravity Main	150mm UPVC Gravity Mains	75	2096	285,882,00	80

Asset ID	Category	Asset Name	Asset Type	Remaining Life	Register Renewal Year	Renewal Cost	Useful Life
10255	Reticulation	Gravity Main	100mm UPVC Gravity Mains	75	2096	172,913,00	80
10260	Reticulation	Gravity Main	100mm UPVC Gravity Mains	75	2096	103,747,00	80
10265	Reticulation	Gravity Main	150mm UPVC Gravity Mains	75	2096	114,353,00	80
10210	Biological Treatment	Wilcannia Town "New" WWTP	Lagoon	77	2098	403,200,00	100
10225	Biological Treatment	Wilcannia Town "Old" WWTP	Lagoon	99	2120	430,920,00	150
10205	Biological Treatment	Wilcannia Town "New" WWTP	Lagoon	127	2148	2,059,200,00	150

DRAFT

Appendix E Disposal Summary

No disposals are planned

DRAFT

Appendix F Budget Summary by Lifecycle Activity

Table F1 – Budget Summary by Lifecycle Activity

Year	Acquisition	Operation	Maintenance	Renewal	Disposal	Total
2021	0	20000	65000	60000	0	145000
2022	0	20000	65000	60000	0	145000
2023	0	20000	65000	60000	0	145000
2024	0	20000	65000	60000	0	145000
2025	0	20000	65000	60000	0	145000
2026	0	20000	65000	60000	0	145000
2027	0	20000	65000	60000	0	145000
2028	0	20000	65000	60000	0	145000
2029	0	20000	65000	60000	0	145000
2030	0	20000	65000	60000	0	145000
2031	0	20000	65000	60000	0	145000
2032	0	20000	65000	60000	0	145000
2033	0	20000	65000	60000	0	145000
2034	0	20000	65000	60000	0	145000
2035	0	20000	65000	60000	0	145000
2036	0	20000	65000	60000	0	145000
2037	0	20000	65000	60000	0	145000
2038	0	20000	65000	60000	0	145000
2039	0	20000	65000	60000	0	145000
2040	0	20000	65000	60000	0	145000

CENTRAL DARLING SHIRE COUNCIL



STORMWATER

Asset Management Plan



Version 1.0

March 2021

Document Control	Asset Management Plan
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Contents

1.0	EXECUTIVE SUMMARY	5
1.1	The Purpose of the Plan	5
1.2	Asset Description	5
1.3	Levels of Service	5
1.4	Future Demand	5
1.5	Lifecycle Management Plan	6
1.6	Financial Summary	6
1.7	Asset Management Practices	7
1.8	Monitoring and Improvement Program	7
2.0	Introduction	8
2.1	Background	8
2.2	Goals and Objectives of Asset Ownership	10
3.0	LEVELS OF SERVICE	12
3.1	Customer Research and Expectations	12
3.2	Strategic and Corporate Goals	12
3.3	Legislative Requirements	13
3.4	Customer Values	14
3.5	Customer Levels of Service	14
3.6	Technical Levels of Service	15
4.0	FUTURE DEMAND	18
4.1	Demand Drivers	18
4.2	Demand Forecasts	18
4.3	Demand Impact and Demand Management Plan	18
4.4	Asset Programs to meet Demand	18
4.5	Climate Change and Adaption	19
5.0	LIFECYCLE MANAGEMENT PLAN	20
5.1	Background Data	20
5.2	Operations and Maintenance Plan	22
5.3	Renewal Plan	24
5.4	Summary of future renewal costs	25
5.5	Acquisition Plan	26
5.6	Disposal Plan	Error! Bookmark not defined.
6.0	RISK MANAGEMENT PLANNING	29

6.1	Critical Assets.....	29
6.2	Risk Assessment.....	29
6.3	Infrastructure Resilience Approach	31
6.4	Service and Risk Trade-Offs	32
7.0	FINANCIAL SUMMARY	33
7.1	Financial Statements and Projections.....	33
7.2	Funding Strategy.....	35
7.3	Valuation Forecasts	35
7.4	Key Assumptions Made in Financial Forecasts	35
7.5	Forecast Reliability and Confidence.....	35
8.0	PLAN IMPROVEMENT AND MONITORING	37
8.1	Status of Asset Management Practices	37
8.2	Improvement Plan	37
8.3	Monitoring and Review Procedures	38
8.4	Performance Measures	38
9.0	REFERENCES	39
10.0	APPENDICES	40
Appendix A	Acquisition Forecast.....	40
Appendix B	Operation Forecast	41
Appendix C	Maintenance Forecast	42
Appendix D	Renewal Forecast Summary	43
Appendix E	Disposal Summary.....	46
Appendix F	Budget Summary by Lifecycle Activity	47

1.0 EXECUTIVE SUMMARY

1.1 The Purpose of the Plan

Asset management planning is a comprehensive process ensuring delivery of services from infrastructure is financially sustainable.

This Asset Management Plan (AM Plan) details information about infrastructure assets with actions required to provide an agreed level of service in the most cost-effective manner while outlining associated risks. The plan defines the services to be provided, how the services are provided and what funds are required to provide over the 20 year planning period. The Asset Management Plan will link to a Long-Term Financial Plan which typically considers a 10 year planning period.

This plan covers the infrastructure assets that provide efficient drainage of stormwater run-off following rainfall events.

1.2 Asset Description

The stormwater network comprises:

- Pipes
- Pits
- Outlets
- Gross Pollutant Traps
- Culverts

The above infrastructure assets have significant total renewal value estimated at \$1,379,427. Valuation for Accounting Compliance Purposes, Stormwater and Other Structures by AssetVal, Property, Plant, Equipment and Infrastructure Consultants 30 June 2019.

1.3 Levels of Service

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

As a consequence of the Planned Budget, Council may be unable to provide:

- Stormwater services that meet the applicable standards and are reliable and functional
- Replacement of stormwater assets before they reach end of life

1.4 Future Demand

The main demands for new services are created by:

- Climate Change
- Population Change
- Community Expectations
- Increased Regulations

These demands will be approached using a combination of managing existing assets, upgrading of existing assets and providing new assets to meet demand. Demand management practices may also include a combination of non-asset solutions, insuring against risks and managing failures. Council will consider the following options:

- Reduction of service level
- Education of customers to deal with possible asset failures
- Transfer of management/ownership of assets to other entities

1.5 Lifecycle Management Plan

1.5.1 What does it Cost?

The forecast lifecycle costs necessary to provide the services covered by this AM Plan includes operation, maintenance, renewal, acquisition, and disposal of assets. Although the AM Plan may be prepared for a range of time periods, it typically informs a Long-Term Financial Planning period of 10 years. Therefore, a summary output from the AM Plan is the forecast of 10 year total outlays, which for the stormwater services to the communities of Wilcannia and Menindee is estimated as \$357,500 or \$35,750 on average per year.

1.6 Financial Summary

1.6.1 What we will do

Estimated available funding for the 10 year period is \$292,000 or \$29,200 on average per year as per the Long-Term Financial plan or Planned Budget. This is 81.68% of the cost to sustain the current level of service at the lowest lifecycle cost.

The infrastructure reality is that only what is funded in the long-term financial plan can be provided. The Informed decision making depends on the AM Plan emphasising the consequences of Planned Budgets on the service levels provided and risks.

The anticipated Planned Budget for stormwater services leaves a shortfall of \$6,550 on average per year of the forecast lifecycle costs required to provide services in the AM Plan compared with the Planned Budget currently included in the Long-Term Financial Plan. This is shown in the figure below.

Forecast Lifecycle Costs and Planned Budgets

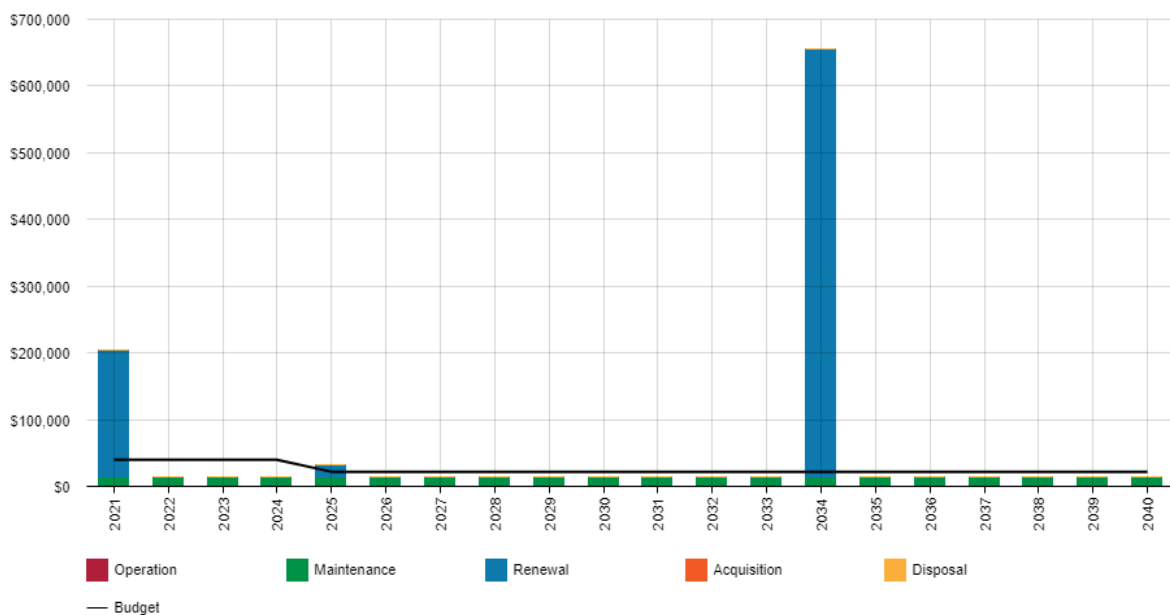


Figure Values are in current dollars.

We plan to provide stormwater services for the following:

- Operation, maintenance, renewal and upgrade of pipes, culverts, pits, outlets and gross pollutant traps as achievable within the annual budgets.
- Upgrade the dilapidated stormwater outlets in Wilcannia.

1.6.2 What we cannot do

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

- Replace and/or upgrade the existing pipes, pits, culverts and gross pollutant traps before they reach end of life.
- Install new stormwater drainage in Menindee

1.6.3 Managing the Risks

Our present budget levels are [sufficient] to continue to manage risks in the medium term.

The main risk consequences are:

- Failure of stormwater infrastructure
- Interruption to stormwater system from asset failures.

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

- Inspect and monitor all stormwater assets regularly, prioritise and repair defects in accordance with our inspection schedule to ensure functionality and safety.
- Review and update the Stormwater Management Plan.

1.7 Asset Management Practices

Our systems to manage assets include:

- Civica/ Practical Financial System
- AssetFinda

Assets requiring renewal/replacement are identified from either the asset register or an alternative method. These methods are part of the Lifecycle Model. The Asset Register was used to forecast the renewal life cycle costs for this Asset Management Plan.

1.8 Monitoring and Improvement Program

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

- Audit all assets and add to the new AssetFinda program to improve the asset data in the asset register
- Separate job cost numbers in Councils financial system. Split maintenance and operations. Split capital into renewal and acquisition. This change was made July 1 2020, to improve how Council accounts for asset lifecycle expenditures. System to be implemented by all staff and compliance monitored. This will improve financial data for the next version of this AM Plan.
- Undertake customer satisfaction survey to consult with the community and identify the desired level of service. This is planned for mid 2021 with plans to employ a community consultation officer at Council

2.0 Introduction

2.1 Background

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

The asset management plan is to be read with the other planning documents. This should include the Asset Management Policy and Asset Management Strategy where these have been developed along with other key planning documents:

- Central Darling Shire Community Strategic Plan 2017-2027
- Central Darling Shire Delivery Program 2018-21 and Draft Operational Plan 2020-21
- Central Darling Shire Stormwater Management Plan

The infrastructure assets covered by this asset management plan are shown in Table 2.1. These assets are used to provide a safe, reliable stormwater supply and demonstrate compliance with the regulatory requirements.

Table 2-1: Assets Covered by this Plan

Asset Category	Dimension or No#	Replacement Value
225mm dia PVC pipe	288m	\$38,880
300mm dia PVC Pipe	203m	\$35,525
450mm dia concrete pipe	871m	\$348,400
750mm dia concrete pipe	562m	\$435,550
900x600 concrete box culvert	33m	\$37,950
Grated inlet pits (Concrete)	27	\$59,400
Gross pollutant trap	7	\$337,350
Headwall (concrete) 300 mm	3	\$5,211
Headwall (concrete) 450 mm	15	\$8,685
Junction pit (concrete)	20	\$47,600
Junction pit (concrete) 1.05M	1	\$1,700
Kerb inlet pits (concrete) 900mm	8	\$17,160
Outlet headwall and integral energy dissipator	8	\$6,016
		\$1,379,427

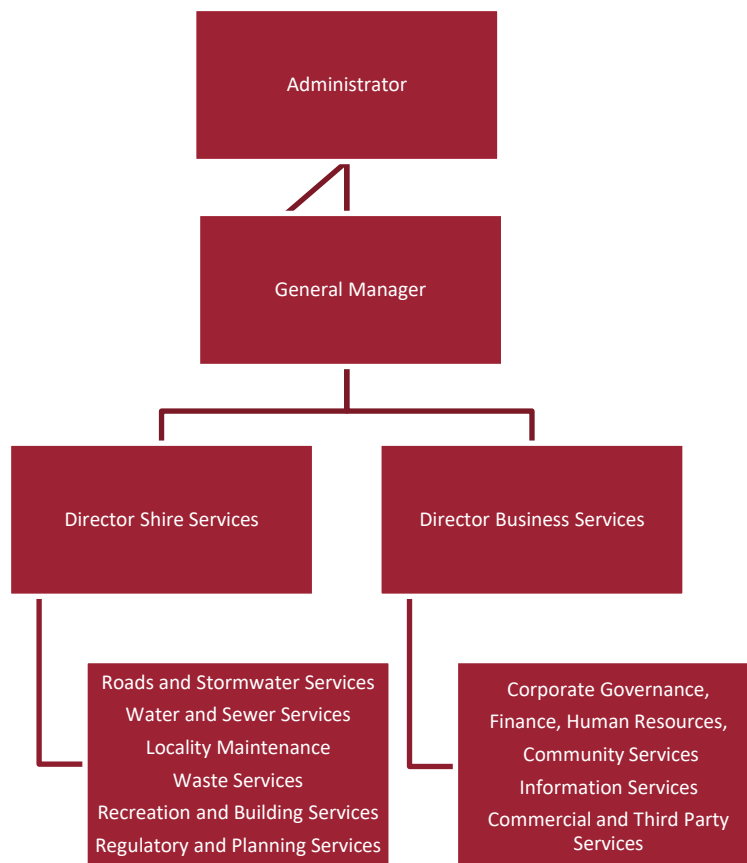
These assets are used to provide safe and efficient stormwater capturing throughout the shire network. The infrastructure assets included in this plan have a total replacement value of insert \$1,379,427.

Key stakeholders in the preparation and implementation of this Asset Management Plan are shown in Table 2.2.

Table 2-2: Key Stakeholders in the AM Plan

Key Stakeholder	Role in Asset Management Plan
Councillors/ Administrator	Represent needs of community/shareholders, Allocate resources to meet the organisation's objectives in providing services while managing risks, Ensure organisation is financial sustainable.
General Manager	Endorse the development of asset management plans and provide the resources required to complete this task. Set high level priorities for asset management development and raise the awareness of this function among staff and contractors. Support the implementation of actions resulting from this plan and prepared to make changes to a better way of managing assets and delivering services. Support for an asset management driven budget and LTFP.
Finance Section	Consolidating the asset register and ensuring the asset valuations are accurate. Development of supporting policies such as capitalisation and depreciation. Preparation of asset sustainability and financial reports incorporating asset depreciation in compliance with current accounting standards.
Operational (Outdoor) Staff	Provide local knowledge on all the stormwater assets. Verify the size, location and condition of assets. They can describe the maintenance standards deployed and the ability to meet technical and customer levels of service.
Asset Management Consultants	Provide support for the development of asset management plans and the implementation of effective asset management principles within Council.
External Parties	Community residents & businesses; Tourist and Visitors (as occasional users); Neighbouring Council's; Emergency services; Utility companies; Local Businesses and; Federal and State Government authorities & agencies

Our organisational structure for service delivery from infrastructure assets is detailed on the following page.



2.2 Goals and Objectives of Asset Ownership

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

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

Key elements of the planning framework are

- Levels of service – specifies the services and levels of service to be provided,
- Future demand – how this will impact on future service delivery and how this is to be met,
- Lifecycle management – how to manage its existing and future assets to provide defined levels of service,
- Financial summary – what funds are required to provide the defined services,
- Asset management practices – how we manage provision of the services,
- Monitoring – how the plan will be monitored to ensure objectives are met,
- Asset management improvement plan – how we increase asset management maturity.

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

- International Infrastructure Management Manual 2015 ¹
- ISO 55000²

¹ Based on IPWEA 2015 IIMM, Sec 2.1.3, p 2 | 13

² ISO 55000 Overview, principles and terminology

3.0 LEVELS OF SERVICE

3.1 Customer Research and Expectations

During the development of the Community Strategic Plan in 2017, a Community Engagement Strategy was prepared and implemented by Council. The main source of engagement and feedback were hardcopy and online surveys, contacting key stakeholders and leaders in each community. Widespread distribution of surveys was available in common locations and advertising was conducted using various media outlets. A total of 52 surveys were received as part of the process.

Respondents were asked to rank in order of priority the services or facilities that were most important to them. The overall five high ranking services and facilities were:

1. Water
2. Youth facilities
3. Road construction and maintenance
4. Provision of aged care facilities
5. Waste management

At the time of the survey the community was experiencing severe drought, hence the importance attributed to water. With a relatively high population of children aged 5- 9 years (7.2%) and youth 10-14 years (7.0%) compared to the Australian average (6.3% and 6.4% respectively), it is not surprising that youth facilities are important. Road construction and maintenance was the third community priority.

3.2 Strategic and Corporate Goals

This Asset Management Plan is prepared under the direction of the Central Darling Shire vision, mission, goals and objectives.

Our vision is:

Central Darling will be a great place to live and visit.

Our mission is:

Realising quality opportunities for all in the Central Darling Shire through:

- *Effective leadership*
- *Community development through involvement, participation, partnership, ownership and collaborative approach*
- *Facilitation of services*
- *Community ownership*
- *Delivery of consistent, affordable and achievable services and facilities.*

Strategic goals have been set by Council and are outlined in the Draft Operational Plan 2020-21.

The relevant goals and objectives and how these are addressed in this Asset Management Plan are summarised in Table 3.1.

Table 3-1: Goals and how these are addressed in this Plan

Goal	Objective	How Goal and Objectives are addressed in AM Plan
Environment A protected and enhanced natural and built environment	Stormwater drainage meet acceptable standards	Stormwater AM Plan shows how Council plans to maintain and operate a stormwater network that benefits its residents. Development of a Stormwater AM plan is best practice in the sustainable management of a stormwater drainage network.
Civic Leadership A consultative and professional organisation providing a high standard and efficient delivery of service	Effective communication and consultation with our community	The Stormwater AM Plan is a transparent and open document that explains Council's intentions in maintaining and operating a stormwater network. It explains the funding needs of the stormwater network to Councillors and the community.
	Effective strategic and business planning processes	The Stormwater AM Plan allows Council to plan for the management of the stormwater network, rather than simply waiting until the infrastructure fails before it is repaired or replaced. Assets reaching the end of their useful life are identified and prioritised.
	Improved management and delivery of Council services	The Stormwater AM Plan will enable better delivery of stormwater services to the community through the more efficient allocation of limited funds to Stormwater projects. It will allow Council to obtain better value for money, through improved project prioritisation and planning.

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

3.3 Legislative Requirements

There are many legislative requirements relating to the management of assets. Legislative requirements that impact the delivery of the Stormwater service are outlined in Table 3.2.

Table 3-2: Legislative Requirements

Legislation	Requirement
Local Government Act, 1993	This is the Act that provides for local government in NSW. It provides the legal framework for an effective, environmentally responsible and open system of local government in the State.
Work Health and Safety Act 2011	This Act aims to secure and promote the health, safety and welfare of people at work and to protect people at a place of work against risks to health or safety arising out of the activities at work.
Native Vegetation Act 2003	This act relates to the sustainable management and conservation of native vegetation. It aims to protect native vegetation of high conservation value and encourage revegetation and rehabilitation of land with appropriate vegetation.
Environmental Planning and Assessment Act 1997	This Act institutes a system of environmental planning and assessment in the State of NSW.

3.4 Customer Values

Service levels are defined in three ways, customer values, customer levels of service and technical levels of service.

Customer Values indicate:

- what aspects of the service is important to the customer,
- whether they see value in what is currently provided and
- the likely trend over time based on the current budget provision

Table 3.4: Customer Values

Service Objective:			
Customer Values	Customer Satisfaction Measure	Current Feedback	Expected Trend Based on Planned Budget
Stormwater is managed throughout each community	Stormwater drainage system functions to an acceptable standard. Number of customer service requests.	Less than 1 per month	Expected to remain the same
	Council maintains a network of kerb, gutter and stormwater drainage to an appropriate standard. Number of customer service requests	Less than 1 per month	Expected to remain the same

Customer values from *Community Strategic Plan 2017-27, Goal 3: Strategic Focus – Environment*.

3.5 Customer Levels of Service

The Customer Levels of Service are considered in terms of:

Quality How good is the service ... what is the condition or quality of the service?

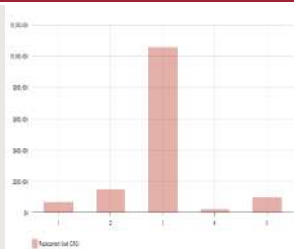
Function Is it suitable for its intended purpose Is it the right service?

Capacity/Use Is the service over or under used ... do we need more or less of these assets?

In Table 3.4 under each of the service measures types (Quality, Function, Capacity/Use) there is a summary of the performance measure being used, the current performance, and the expected performance based on the current funding level.

These are measures of fact related to the service delivery outcome e.g. number of occasions when service is not available, condition %'s of Very Poor, Poor/Average/Good, Very Good and provide a balance in comparison to the customer perception that may be more subjective.

Table 3-3: Customer Level of Service Measures

Type of Measure	Level of Service	Performance Measure	Current Performance	Expected Trend Based on Planned Budget
Condition	Condition of stormwater assets	Condition assessment performed for mandated valuation. Dates of inspections 3-5 June 2019		With limited budget for stormwater asset renewal, condition is likely to deteriorate.

Type of Measure	Level of Service	Performance Measure	Current Performance	Expected Trend Based on Planned Budget
	Confidence levels		Medium (Professional judgement supported by data sampling A sample of the assets only was inspected by the valuer.	Medium (Professional judgement supported by data sampling)
Function	Stormwater drainage system functions to an acceptable standard.	Number of flooding and adverse ponding occurrences following wet weather. Number of complaints/customer service requests.	Poor. Issues at known problem locations following rainfall events.	Not likely to change. No budget to rectify defects or upgrade the network.
	Confidence levels		Medium Professional judgement supported by data sampling	Medium Professional judgement supported by data sampling
Capacity	Stormwater assets have the capacity to meet community demand	Number of complaints where the optimum solution to the problem would be network augmentation	Low number of complaints, mainly relating to flooding of private property.	Likely to stay the same
	Confidence levels		Medium Professional judgement supported by data sampling	Medium Professional judgement supported by data sampling

3.6 Technical Levels of Service

Technical Levels of Service – To deliver the customer values, and impact the achieved Customer Levels of Service, are operational or technical measures of performance. These technical measures relate to the activities and allocation of resources to best achieve the desired customer outcomes and demonstrate effective performance.

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

- **Acquisition** – the activities to provide a higher level of service (e.g. widening a road, sealing an unsealed road, replacing a pipeline with a larger size) or a new service that did not exist previously (e.g. a new library).
- **Operation** – the regular activities to provide services (e.g. opening hours, cleansing, mowing grass, energy, inspections, etc).

- **Maintenance** – the activities necessary to retain an asset as near as practicable to an appropriate service condition. Maintenance activities enable an asset to provide service for its planned life (e.g. road patching, unsealed road grading, building and structure repairs),
- **Renewal** – the activities that return the service capability of an asset up to that which it had originally provided (e.g. road resurfacing and pavement reconstruction, pipeline replacement and building component replacement),

Service and asset managers plan, implement and control technical service levels to influence the service outcomes.

Table 3.6 shows the activities expected to be provided under the current Planned Budget allocation, and the Forecast activity requirements being recommended in this AM Plan.

Table 3.6: Technical Levels of Service

Lifecycle Activity	Purpose of Activity	Activity Measure	Current Performance*	Recommended Performance**
TECHNICAL LEVELS OF SERVICE				
Acquisition	Upgrade stormwater assets to increase capacity to better handle stormwater flows	Reduction in flooding and ponding following rainfall events	No network upgrades planned	Systematic program of upgrades
		Budget	<i>Nil</i>	<i>To be determined</i>
Operation and Maintenance (combined)	Keeps the stormwater system in service	Stormwater system is reliable and functional. Number of unplanned reactive repairs.	Inspection and monitoring of stormwater assets, with defects prioritised and repaired as achievable within budget	Review and update Council's Stormwater Management Plan, to enable strategic, systematic and planned management of the stormwater networks in each community.
		Budget	<i>\$15,000 per year</i>	<i>\$30,000 one off in addition to \$15,000 per year</i>
Renewal	Replace aging stormwater assets before they reach end of life and fail.	Value of assets at condition 4 or 5	Limited renewal possible within current budget	There are stormwater assets in Menindee that have reached end of life. They require replacement in the short term
	Replace headwalls in Wilcannia	Replacement of failed headwalls will prevent erosion of riverbank. No# replaced.	Four headwalls constructed in 1974 to be replaced at a rate of one per year, at a cost of \$25,000 each	Four headwalls constructed in 1974 to be replaced at a rate of one per year, at a cost of \$25,000 each
		Budget	<i>\$100,000 over 4 years for headwalls + \$7000 per year for general renewals in subsequent years.</i>	<i>\$90,000 to stormwater assets with condition grade 5 in Menindee. In addition to \$100,000 over 4 years for headwalls and \$7000 per year for general renewals.</i>
Disposal	Council does not dispose of stormwater assets			

Note: * Current activities related to Planned Budget.

** Forecast required performance related to forecast lifecycle costs.

It is important to monitor the service levels provided regularly as these will change. The current performance is influenced by work efficiencies and technology, and customer priorities will change over time.

4.0 FUTURE DEMAND

4.1 Demand Drivers

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

4.2 Demand Forecasts

The present position and projections for demand drivers that may impact future service delivery and use of assets have been identified and documented.

4.3 Demand Impact and Demand Management Plan

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

Demand for new services will be managed through a combination of managing existing assets, upgrading of existing assets and providing new assets to meet demand and demand management. Demand management practices can include non-asset solutions, insuring against risks and managing failures.

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

Table 4.3: Demand Management Plan

Demand driver	Current position	Projection	Impact on services	Demand Management Plan
Population	Estimated resident population in 2019 (ABS) was 1,839 persons.	Population decline	Slow population decline is expected to have minimal impact on the demand for stormwater services	Monitor customer service requests and other feedback from the community to determine any new trends in community priorities.
Climate Change	Global warming evident	Increased rainfall intensity less annual rainfall.	Outcomes from storm events could be worse. More frequent flooding with increased adverse impacts. Stormwater network may be unable to cope.	Monitor trends and plan asset lifecycle activities accordingly
Expectations	Limited expectations regarding Council's provision of stormwater services	Higher expectations and levels of awareness	Community demands for improved stormwater service. Prolonged ponding of stormwater runoff following a rainfall event no longer considered acceptable by the community.	Community education explaining what Council can and cannot afford to do within the confines of available budget.
Regulation	Council's stormwater assets may not satisfy current standard.	Higher standards imposed on Council by regulators	Council may need to upgrade stormwater assets to meet new standards.	Review and update Council's Stormwater Management Plan, to identify potential issues Council may be facing.

4.4 Asset Programs to meet Demand

The new assets required to meet demand may be acquired, donated or constructed. Additional assets are discussed in Section 5.4.

Acquiring new assets will commit the Central Darling Shire Council to ongoing operations, maintenance and renewal costs for the period that the service provided from the assets is required. These future costs are identified and considered in developing forecasts of future operations, maintenance and renewal costs for inclusion in the long-term financial plan (Refer to Section 5).

4.5 Climate Change and Adaption

The impacts of climate change can have a significant impact on the assets we manage and the services they provide. In the context of the Asset Management Planning process climate change can be considered as both a future demand and a risk.

How climate change will impact on assets can vary significantly depending on the location and the type of services provided, as will the way in which we respond and manage those impacts.

As a minimum we should consider both how to manage our existing assets given the potential climate change impacts, and then also how to create resilience to climate change in any new works or acquisitions.

Opportunities identified to date for management of climate change impacts on existing assets are shown in Table 4.5.1

Table 4.5.1 Managing the Impact of Climate Change on Assets

Climate Change Description	Projected Change	Potential Impact on Assets and Services	Management
Global warming	Anticipated that rainfall patterns will change:	Potential for increased flooding and ponding of run-off following rainfall events, due to limited capacity of the network.	Monitor weather trends and act where possible to keep services available
	Anticipated that maximum and minimum temperatures will increase.	May impact the time of year suitable for lifecycle activities, such as CCTV inspection of pipe assets.	Plan stormwater lifecycle activities to suit the new climate.

Additionally, the way in which we construct new assets should recognise that there is opportunity to build in resilience to climate change impacts. Buildings resilience will have benefits:

- Assets will withstand the impacts of climate change
- Services can be sustained
- Assets that can endure may potentially lower the lifecycle cost and reduce their carbon footprint

Table 4.5.2 summarises some asset climate change resilience opportunities.

Table 4.5.2 Building Asset Resilience to Climate Change

New Asset Description	Climate Change impact These assets?	Build Resilience in New Works
Increase capacity of stormwater network at key locations	Climate change may increase the intensity of rainfall events resulting in increased run-off at peak times	Increasing the capacity of pipes and drainage structures will enable the network to cope with anticipated additional flows. Investigate further in Stormwater Management Plan.

The impact of climate change on assets is a new and complex discussion and further opportunities will be developed in future revisions of this Asset Management Plan.

5.0 LIFECYCLE MANAGEMENT PLAN

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

5.1 Background Data

5.1.1 Physical parameters

The assets covered by this Asset Management Plan are shown in Table 5.1.1.

Central Darling Shire Council provides a stormwater services to all towns and villages within the Shire. The majority of assets covered in this plan refer to Wilcannia and Menindee. Whilst Ivanhoe, Menindee, Sunset Strip and Tilpa have minor culverts, kerb and gutter and headwall outlets no significant infrastructure exists such as Gross Pollutant Traps, Pits and pipes.

Outlets at Wilcannia and Menindee discharge into the Darling River. Ivanhoe and White Cliffs limited outlets discharge into local catchment areas and dams. Dams are not considered as part of this plan.

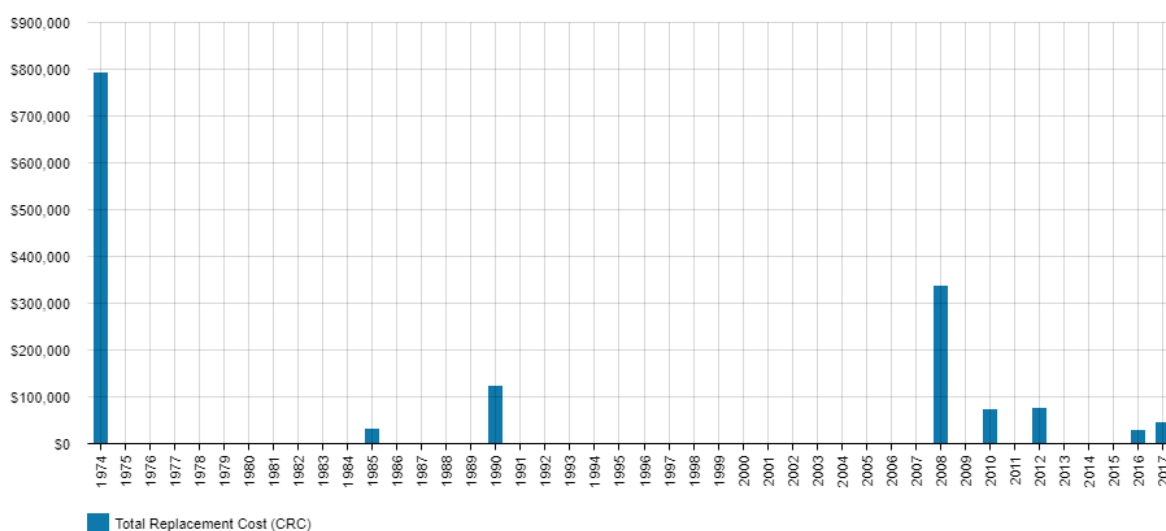
The age profile of the assets included in this AM Plan are shown in Figure 5.1.1.

Table 5.1.1: Assets covered by this Plan

Asset Category	Dimension	Replacement Value
Menindee		
300mm dia PVC Pipe	203m	\$35,525
450mm dia concrete pipe	379m	\$151,600
Gross pollutant trap	2	\$63,700
Headwall (concrete) 300 mm	3	\$5,211
Headwall (concrete) 450 mm	15	\$8,685
Junction pit (concrete)	13	\$35,700
Outlet Headwall and integral energy dissipator	3	\$1,737
Wilcannia		
225mm dia PVC pipe	288m	\$38,880
450mm dia concrete pipe	492m	\$196,800
750mm dia concrete pipe	562m	\$435,550
900x600 concrete box culvert	33m	\$37,950
Grated inlet pits (Concrete)	27	\$59,400
Gross pollutant trap	5	\$273,650
Junction pit (concrete)	7	\$11,900

Asset Category	Dimension	Replacement Value
Junction pit (concrete) 1.05M	1	\$1,700
Kerb inlet pits (concrete) 900mm	8	\$17,160
Outlet headwall and integral energy dissipator	5	\$4,279
	Total	\$1,379,427

Figure 5.1.1: Asset Age Profile



All figure values are shown in current day dollars.

The stormwater network provided by Central Darling Shire Council is ageing. The majority of Stormwater assets were built under the “Red Scheme” in 1974.

Figure Values are in current (real) dollars.

5.1.2 Asset capacity and performance

Assets are generally provided to meet design standards where these are available. However, there is insufficient resources to address all known deficiencies. 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
Wilcannia	The majority of assets are in fair condition except the stormwater outlets into the Darling River. High river levels, erosion and scouring have undermined the outlet structures and failed. Upgrade/ replacements of 4 structures are planned and funded.
Menindee	Local flooding occurs from Menindee St to Candilla street following heavy rainfall events. The existing stormwater assets are not functioning and new pipes and pits are required to manage stormwater runoff.

These service deficiencies were identified from local knowledge and Engineering staff condition assessments.

5.1.3 Asset condition

Condition is monitored annually by Council staff and by professional asset valuers every 4 years. Additional asset condition assessments have recently been completed by Engineering staff.

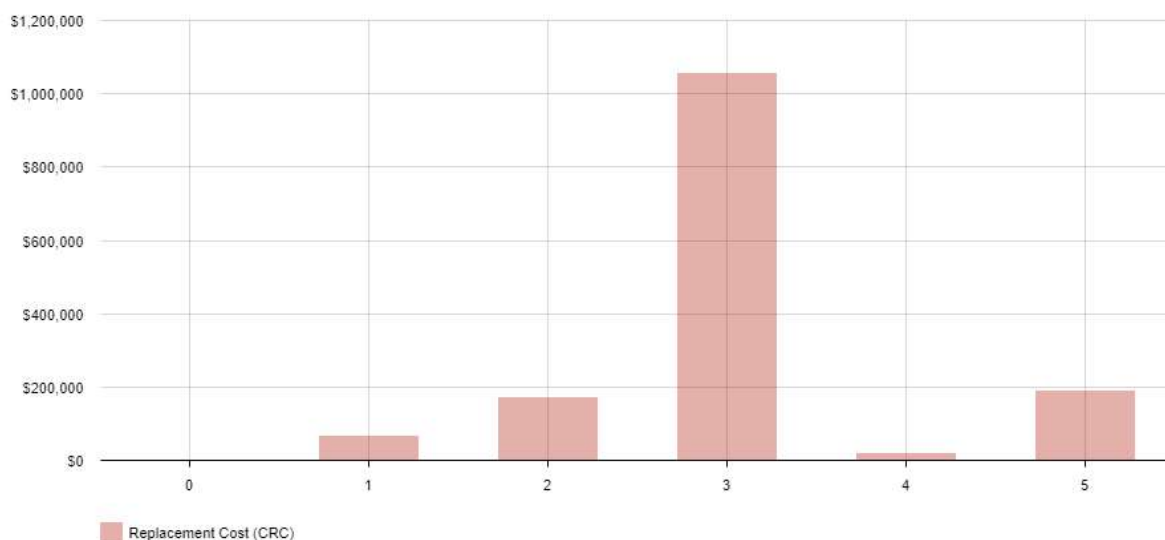
Condition is measured using a 1 – 5 grading system³ as detailed in Table 5.1.3. It is important that consistent condition grades be used in reporting various assets across an organisation. This supports effective communication. At the detailed level assets may be measured utilising different condition scales, however, for reporting in the AM plan they are all translated to the 1 – 5 grading scale.

Table 5.1.3: Simple Condition Grading Model

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

The condition profile of our assets is shown in Figure 5.1.3.

Figure 5.1.3: Asset Condition Profile



Council has plans in place to renew the headwalls in Wilcannia with a condition 5 rating in the next 5 years.

All figure values are shown in current day dollars.

5.2 Operations and Maintenance Plan

Operations include regular activities to provide services. Examples of typical operational activities include cleaning, street sweeping, asset inspection, and utility costs.

³ IPWEA, 2015, IIMM, Sec 2.5.4, p 2|80.

Maintenance includes all actions necessary for retaining an asset as near as practicable to an appropriate service condition including regular ongoing day-to-day work necessary to keep assets operating. Examples of typical maintenance activities include pipe repairs, asphalt patching, and equipment repairs.

The trend in maintenance budgets are shown in Table 5.2.1.

Table 5.2.1: Maintenance Budget Trends

Year	Maintenance Budget \$
2019/20	\$15,000
2020/21	\$15,000
2021/22	\$15,000

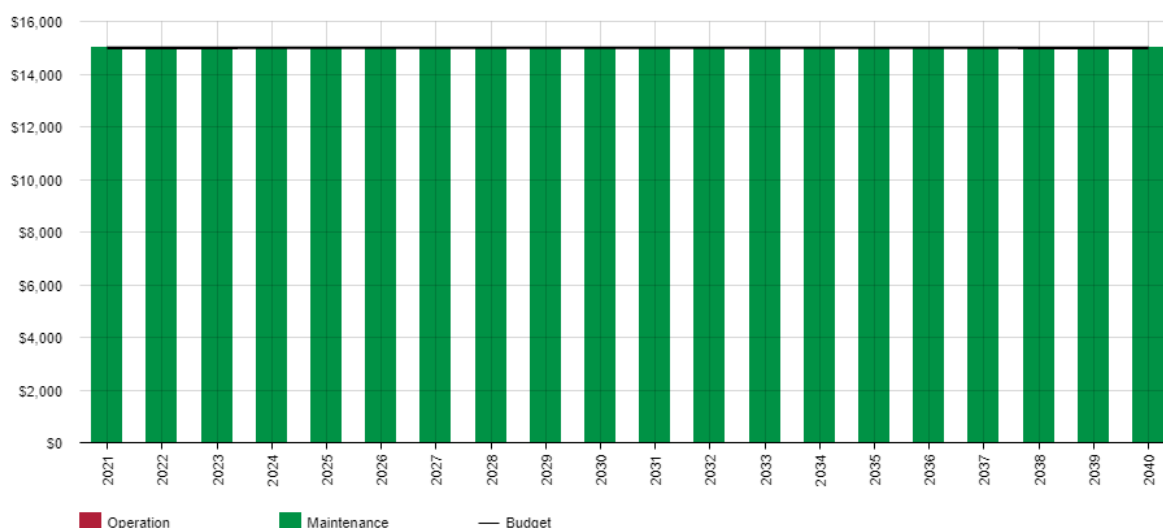
Maintenance budget levels are considered to be adequate to meet projected service levels, which may be less than or equal to current service levels. Where maintenance budget allocations are such that they will result in a lesser level of service, the service consequences and service risks have been identified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

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

Summary of forecast operations and maintenance costs

Forecast operations and maintenance costs are expected to vary in relation to the total value of the asset stock. If additional assets are acquired, the future operations and maintenance costs are forecast to increase. If assets are disposed of the forecast operation and maintenance costs are expected to decrease. Figure 5.2 shows the forecast operations and maintenance costs relative to the proposed operations and maintenance Planned Budget.

Figure 5.2: Operations and Maintenance Summary



All figure values are shown in current day dollars.

Council undertakes routine maintenance activities to provide a level of service within allocated budget constraints in the most cost-effective manner. Reactive maintenance resulting from asset failures can, sometimes, exceed allocated budget constraints.

5.3 Renewal Plan

Renewal is major capital work which does not significantly alter the original service provided by the asset, but restores, rehabilitates, replaces or renews an existing asset to its original service potential. Work over and above restoring an asset to original service potential is considered to be an acquisition resulting in additional future operations and maintenance costs.

Assets requiring renewal are identified from one of two approaches in the Lifecycle Model.

- The first method uses Asset Register data to project the renewal costs (current replacement cost) and renewal timing (acquisition year plus updated useful life to determine the renewal year), or
- The second method uses an alternative approach to estimate the timing and cost of forecast renewal work (i.e. condition modelling system, staff judgement, average network renewals, or other).

The typical useful lives of assets used to develop projected asset renewal forecasts are shown in Table 5.3. Asset useful lives were last reviewed on 5 June 2019

Table 5.3: Useful Lives of Assets

Asset (Sub)Category	Useful life
PVC pipe 225mm and 300mm dia	70
Concrete pipe 450mm and 750mm dia	60
Concrete box culvert 900x600	70
Grated inlet pits (Concrete)	60
Gross pollutant trap	40
Headwall (concrete)	70
Junction pit (concrete)	70
Kerb inlet pits (concrete) 900mm	60
Outlet headwall and integral energy dissipator	60

The estimates for renewals in this Asset Management Plan were based on the asset register method. Some of these useful lives may be too low. For instance, for concrete pipes, pits and culverts a useful life of 80 years may be more appropriate. With more robust condition assessment information, it may be possible to extend asset useful lives.

5.3.1 Renewal ranking criteria

Asset renewal is typically undertaken to either:

- Ensure the reliability of the existing infrastructure to deliver the service it was constructed to facilitate (e.g. replacing a bridge that has a 5 t load limit), or
- To ensure the infrastructure is of sufficient quality to meet the service requirements (e.g. condition of a playground).⁴

⁴ IPWEA, 2015, IIMM, Sec 3.4.4, p 3|91.

It is possible to prioritise renewals by identifying assets or asset groups that:

- Have a high consequence of failure,
- Have high use and subsequent impact on users would be significant,
- Have higher than expected operational or maintenance costs, and
- Have potential to reduce life cycle costs by replacement with a modern equivalent asset that would provide the equivalent service.⁵

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

Table 5.3.1: Renewal Priority Ranking Criteria

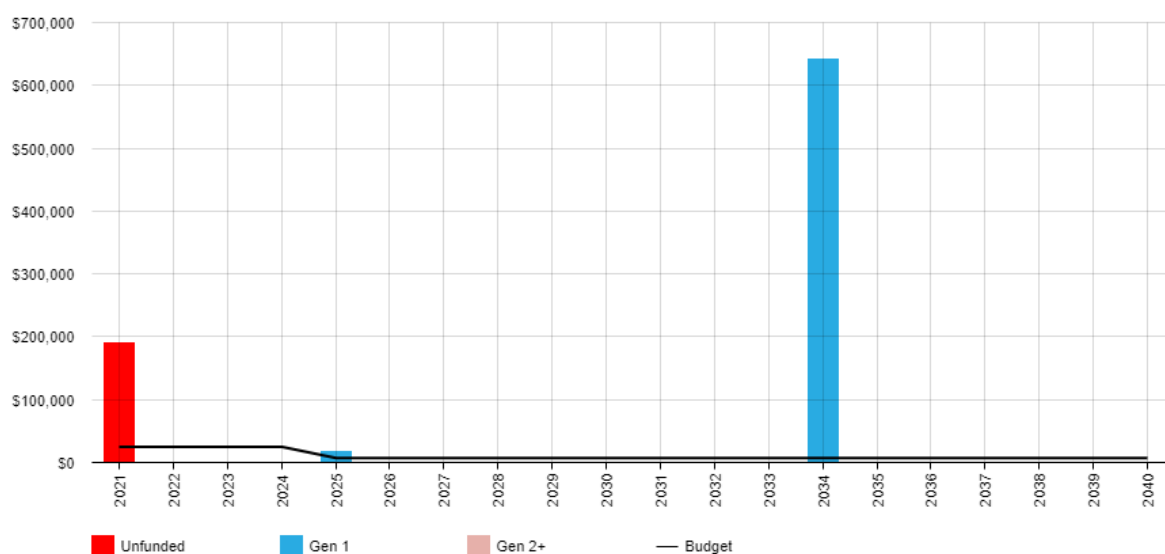
Criteria	Weighting
Criticality	40%
Condition	40%
Asset Age	10%
Cost Benefit	10%
Total	100%

5.4 Summary of future renewal costs

Forecast renewal costs are projected to increase over time if the asset stock increases. The forecast costs associated with renewals are shown relative to the proposed renewal budget in Figure 5.4.1. A detailed summary of the forecast renewal costs is shown in Appendix D.

⁵ Based on IPWEA, 2015, IIMM, Sec 3.4.5, p 3|97.

Figure 5.4.1: Forecast Renewal Costs



All figure values are shown in current day dollars.

The peak in 2021 represents the assets that are presently and condition grade 5, which require replacement now as they have reached end of life. They are the outlet headwalls and integral energy dissipators in Wilcannia and five pipelines in Menindee. The four outlets in Wilcannia will be funded from Council's budget and will be replaced at a rate of one per year starting in 2020/21. At this time there is no renewal budget allocated for the Menindee pipelines.

The renewal figure is very lumpy with a considerable peak shown in 2034. It is not realistic that the overwhelming bulk of Council's stormwater assets will reach end of life in the same year, even if they were constructed at the same time (1974). Assets deteriorate at different rates as they are exposed to a range of varying factors over their useful life. For example, many concrete pipe culverts may in reality have a useful life that exceeds that shown in the asset register. It is recommended that the remaining useful lives of pipe culverts be extended, informed by more robust condition information. When Council's valuers prepared an updated valuation of Council's stormwater assets in 2019, they only inspected a small sample of assets. These are likely to be the small number of assets now with condition grades other than 3 (fair). To obtain a more robust asset register, with reliable useful lives that can be used with confidence to predict renewal needs, more asset condition data is required.

5.5 Acquisition Plan

Acquisition reflects are new assets that did not previously exist or works which will upgrade or improve an existing asset beyond its existing capacity. They may result from growth, demand, social or environmental needs. Assets may also be donated to the Central Darling Shire Council.

5.5.1 Selection criteria

Proposed upgrade of existing assets, and new assets, are identified from various sources such as community requests, proposals identified by strategic plans or partnerships with others. Potential upgrade and new works should be reviewed to verify that they are essential to the Entities needs. Proposed upgrade and new work analysis should also include the development of a preliminary renewal estimate to ensure that the services are sustainable over the longer term. Verified proposals can then be ranked by priority and available funds and scheduled in future works programmes. The priority ranking criteria is detailed in Table 5.4.1.

Table 5.5.1: Acquired Assets Priority Ranking Criteria

Criteria	Weighting
Criticality	40%
Condition	40%
Asset Age	10%
Cost Benefit	10%
Total	100%

Summary of future asset acquisition costs

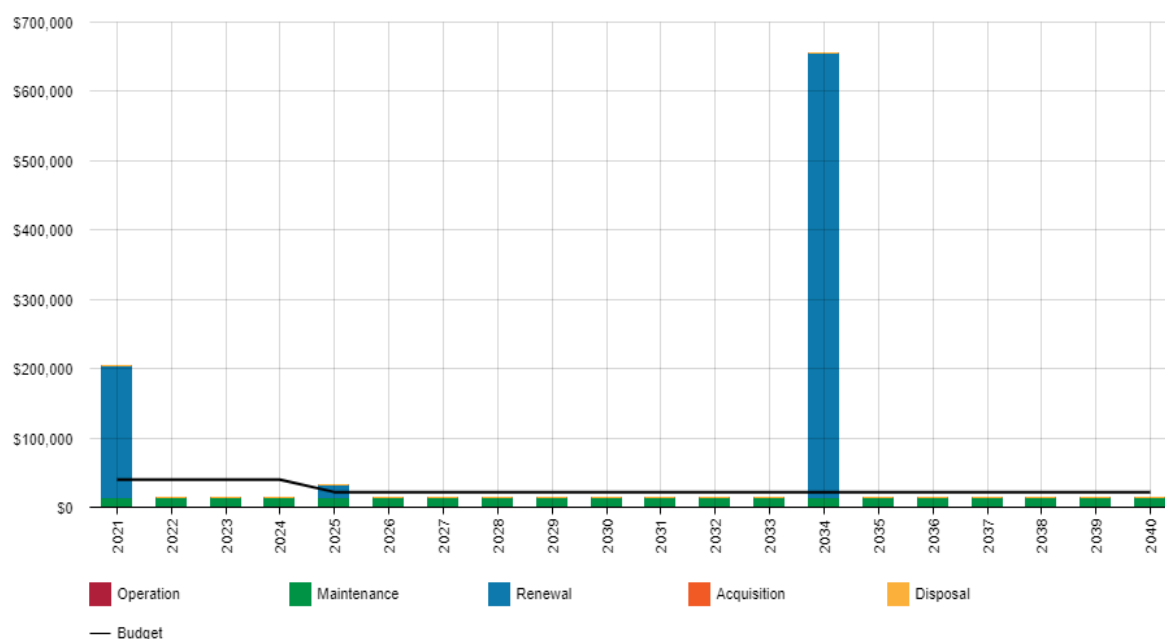
Expenditure on new assets and services in the capital works program will be accommodated in the long-term financial plan, but only to the extent that there is available funding. **No acquisitions are planned at this time.**

Summary of asset forecast costs

The financial projections from this asset plan are shown in Figure 5.4.3. These projections include forecast costs for acquisition, operation, maintenance, renewal, and disposal. These forecast costs are shown relative to the proposed budget.

The bars in the graphs represent the forecast costs needed to minimise the life cycle costs associated with the service provision. The proposed budget line indicates the estimate of available funding. The gap between the forecast work and the proposed budget is the basis of the discussion on achieving balance between costs, levels of service and risk to achieve the best value outcome.

Figure 5.5.3: Lifecycle Summary



All figure values are shown in current day dollars

Renewals are to be funded through Council's capital works program and grant income where available. The spike in year 2034 renewals is due to the majority of Stormwater assets reaching end of useful life, they were built in 1974 with a 60 year useful life. Note, further condition assessments and confidence in data may change this.

6.0 RISK MANAGEMENT PLANNING

The purpose of infrastructure risk management is to document the findings and recommendations resulting from the periodic identification, assessment and treatment of risks associated with providing services from infrastructure, using the fundamentals of International Standard ISO 31000:2018 Risk management – Principles and guidelines.

Risk Management is defined in ISO 31000:2018 as: ‘coordinated activities to direct and control with regard to risk’⁶.

An assessment of risks associated with service delivery will identify risks that will result in loss or reduction in service, personal injury, environmental impacts, a ‘financial shock’, reputational impacts, or other consequences. The risk assessment process identifies credible risks, the likelihood of the risk event occurring, and the consequences should the event occur. The risk assessment should also include the development of a risk rating, evaluation of the risks and development of a risk treatment plan for those risks that are deemed to be non-acceptable.

6.1 Critical Assets

Critical assets are defined as those which have a high consequence of failure causing significant loss or reduction of service. Critical assets have been identified and along with their typical failure mode, and the impact on service delivery, are summarised in Table 6.1. Failure modes may include physical failure, collapse or essential service interruption.

Table 6.1 Critical Assets

Critical Asset(s)	Failure Mode	Impact
Pipes, Pits, Outlets, GPT's, Culverts	Breakdown and failure, joint displacements, blockages.	Local flooding and surcharge of stormwater, erosion, property damage.

By identifying critical assets and failure modes an organisation can ensure that investigative activities, condition inspection programs, maintenance and capital expenditure plans are targeted at critical assets.

6.2 Risk Assessment

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

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

The process is based on the fundamentals of International Standard ISO 31000:2018.

⁶ ISO 31000:2009, p 2

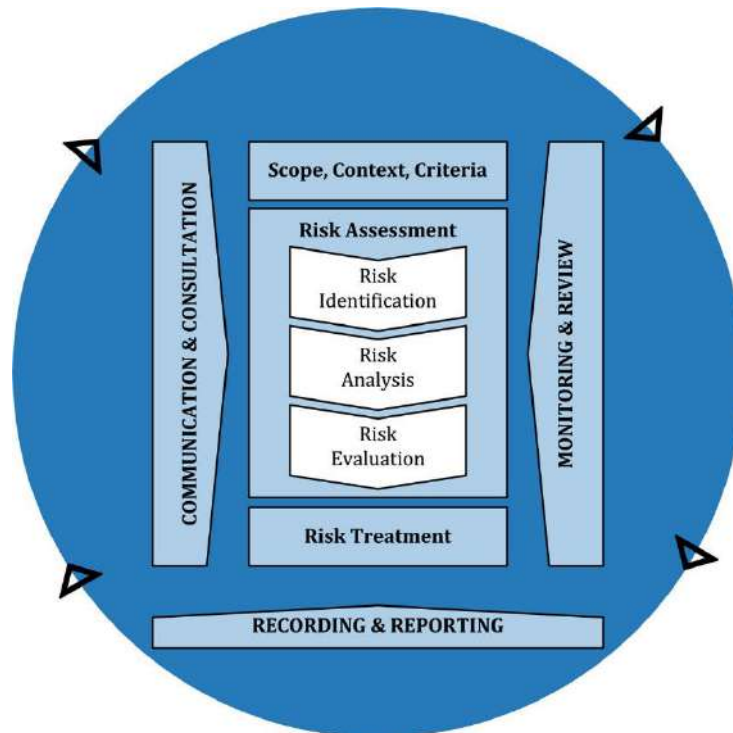


Fig 6.2 Risk Management Process – Abridged

Source: ISO 31000:2018, Figure 1, p9

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

An assessment of risks associated with service delivery will identify risks that will result in loss or reduction in service, personal injury, environmental impacts, a 'financial shock', reputational impacts, or other consequences.

Critical risks are those assessed with 'Very High' (requiring immediate corrective action) and 'High' (requiring corrective action) risk ratings identified in the Infrastructure Risk Management Plan. The residual risk and treatment costs of implementing the selected treatment plan is shown in Table 6.2. It is essential that these critical risks and costs are reported to management and the Administrator/ Councillors.

Table 6.2: Risks and Treatment Plans

Service or Asset at Risk	What can Happen	Risk Rating (VH, H)	Risk Treatment Plan	Residual Risk *	Treatment Costs
Pipe	Breakdown failure, joint displacement. Blockage caused by siltation, debris, tree roots and other services such as Telstra	H	Replacement, repair, realignment Cleaning and root cutting Relocation of other services	M - H	\$5,000
Pits	Blockage, Failure, Breach, Grate failure	H	Cleaning, Repair/Renewal	M - H	\$5,000
Water Quality Improvement Devices (GPT)	Failure, Breach, Breakdown, Vandalism	H	Repair, replacement renewal	M	\$8,000
Open table drains	Design capacity reduction due to siltation	H	Regular removal vegetation and re-excavation if required.	M	\$6,000
Outlets and Dissipaters	Erosion and asset failure	H	Replacement	M	\$25,000

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

6.3 Infrastructure Resilience Approach

The resilience of our critical infrastructure is vital to the ongoing provision of services to customers. To adapt to changing conditions we need to understand our capacity to 'withstand a given level of stress or demand', 1 and to respond to possible disruptions to ensure continuity of service.

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

Our current measure of resilience is shown in Table 6.3 which includes the type of threats and hazards and the current measures that the organisation takes to ensure service delivery resilience.

Table 6.3: Resilience

Threat / Hazard	Current Resilience Approach
Stormwater asset failure	Asset condition assessments to identify and prioritise repairs, replacements and upgrades.

6.4 Service and Risk Trade-Offs

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

6.4.1 What we cannot do

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

- Replacement/ Upgrade of the existing pipes, pits, culverts and GPT's

6.4.2 Service trade-off

If there is forecast work (operations, maintenance, renewal, acquisition or disposal) that cannot be undertaken due to available resources, then this will result in service consequences for users. These service consequences include:

- Service disruption to users from stormwater asset breaks and blockages

6.4.3 Risk trade-off

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

- Risk of property damage
- Risk of stormwater service disruption

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

7.0 FINANCIAL SUMMARY

This section contains the financial requirements resulting from the information presented in the previous sections of this Asset Management Plan. The financial projections will be improved as the discussion on desired levels of service and asset performance matures.

7.1 Financial Statements and Projections

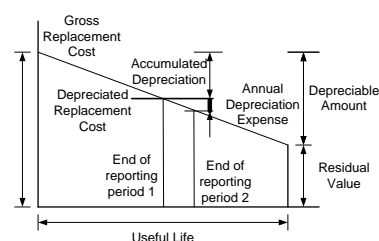
7.1.1 Asset valuations

The best available estimate of the value of assets included in this Asset Management Plan are shown below. The assets are valued at Fair Value in accordance with:

- Australian Accounting Standards – AASB 116 Property, Plant and Equipment;
- Australian Accounting Standards – AASB 13 Fair Value Measurement; and
- The Australian Property Institute’s practice standards.

By AssetVal Property, Plant and Equipment Consultants 30 June 2019.

Current (Gross) Replacement Cost	\$1,379,427
Depreciable Amount	\$1,379,427
Depreciated Replacement Cost ⁷	\$575,332
Depreciation	\$25,388



7.1.2 Sustainability of service delivery

There are two key indicators of sustainable service delivery that are considered in the Asset Management Plan for this service area. The two indicators are the:

- asset renewal funding ratio (proposed renewal budget for the next 10 years / forecast renewal costs for next 10 years), and
- medium term forecast costs/proposed budget (over 10 years of the planning period).

Asset Renewal Funding Ratio

Asset Renewal Funding Ratio⁸ 68%

The Asset Renewal Funding Ratio is an important indicator and illustrates that over the next 10 years we expect to have 63% of the funds required for the optimal renewal of assets.

The forecast renewal work along with the proposed renewal budget, and the cumulative shortfall, is illustrated in Appendix D.

Medium term – 10 year financial planning period

This Asset Management Plan identifies the forecast operations, maintenance and renewal costs 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.

This forecast work can be compared to the proposed budget over the 10 year period to identify any funding shortfall.

⁷ Also reported as Written Down Value, Carrying or Net Book Value.

⁸ AIFMM, 2015, Version 1.0, Financial Sustainability Indicator 3, Sec 2.6, p 9.

The forecast operations, maintenance and renewal costs over the 10 year planning period is \$35,750 on average per year.

The proposed (budget) operations, maintenance and renewal funding is \$29,200 on average per year giving a 10 year funding shortfall or funding excess of \$6,550 per year. This indicates that 82% of the forecast costs needed to provide the services documented in this Asset Management Plan are accommodated in the proposed budget. This excludes acquired assets.

Providing sustainable services from infrastructure requires the management of service levels, risks, forecast outlays and financing to achieve a financial indicator of approximately 1.0 for the first years of the Asset Management Plan and ideally over the 10 year life of the Long-Term Financial Plan.

7.1.3 Forecast Costs (outlays) for the long-term financial plan

Table 7.1.3 shows the forecast costs (outlays) for the 10 year long-term financial plan.

Forecast costs are shown in 2020 dollar values.

Table 7.1.3: Forecast Costs (Outlays) for the Long-Term Financial Plan

Year	Forecast Acquisition	Forecast Operation	Forecast Maintenance	Forecast Renewal	Budget
2021	\$0	\$0	\$15,000	\$190,000	\$40,000
2022	\$0	\$0	\$15,000	\$0	\$40,000
2023	\$0	\$0	\$15,000	\$0	\$40,000
2024	\$0	\$0	\$15,000	\$0	\$40,000
2025	\$0	\$0	\$15,000	\$17,500	\$22,000
2026	\$0	\$0	\$15,000	\$0	\$22,000
2027	\$0	\$0	\$15,000	\$0	\$22,000
2028	\$0	\$0	\$15,000	\$0	\$22,000
2029	\$0	\$0	\$15,000	\$0	\$22,000
2030	\$0	\$0	\$15,000	\$0	\$22,000
2031	\$0	\$0	\$15,000	\$0	\$22,000
2032	\$0	\$0	\$15,000	\$0	\$22,000
2033	\$0	\$0	\$15,000	\$0	\$22,000
2034	\$0	\$0	\$15,000	\$640,930	\$22,000
2035	\$0	\$0	\$15,000	\$0	\$22,000
2036	\$0	\$0	\$15,000	\$0	\$22,000

Year	Forecast Acquisition	Forecast Operation	Forecast Maintenance	Forecast Renewal	Budget
2037	\$0	\$0	\$15,000	\$0	\$22,000
2038	\$0	\$0	\$15,000	\$0	\$22,000
2039	\$0	\$0	\$15,000	\$0	\$22,000
2040	\$0	\$0	\$15,000	\$0	\$22,000

7.2 Funding Strategy

The proposed funding for assets is outlined in Council's budget and Long-Term financial plan.

The financial strategy of the entity determines how funding will be provided, whereas the Asset Management Plan communicates how and when this will be spent, along with the service and risk consequences of various service alternatives.

7.3 Valuation Forecasts

Asset values are forecast to increase if additional assets are added to service.

Additional assets will generally add to the operations and maintenance needs in the longer term. Additional assets will also require additional costs due to future renewals. Any additional assets will also add to future depreciation forecasts.

7.4 Key Assumptions Made in Financial Forecasts

In compiling this Asset Management Plan, it was necessary to make some assumptions. This section details the key assumptions made in the development of this AM plan and should provide readers with an understanding of the level of confidence in the data behind the financial forecasts.

Key assumptions made in this Asset Management Plan are:

- Asset register information has been based on 2019 stormwater asset revaluation undertaken by AssetVal, Property, Plant, Equipment and Infrastructure Consultants.
- However, asset identified by AssetVal as condition grade 5, have had the remaining useful life adjusted to show that the assets have reached end of life and have no service potential remaining.
- Budget information interpreted from Council spreadsheet "Copy of SS Budget 2021 ReeceV5 100052020", showing actual April 2020 and 2019 and budget 2021.

7.5 Forecast Reliability and Confidence

The forecast costs, proposed budgets, and valuation projections in this AM Plan are based on the best available data. For effective asset and financial management, it is critical that the information is current and accurate. Data confidence is classified on a A - E level scale⁹ in accordance with Table 7.5.1.

⁹ IPWEA, 2015, IIMM, Table 2.4.6, p 2 | 71.

Table 7.5.1: Data Confidence Grading System

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

The estimated confidence level for and reliability of data used in this AM Plan is shown in Table 7.5.2.

Table 7.5.2: Data Confidence Assessment for Data used in AM Plan

Data	Confidence Assessment	Comment
Demand drivers	C	
Growth projections	B	
Acquisition forecast	C	Acquisition forecasts are dependent upon the availability of grant funding
Operation forecast	C	Operational costs are not clearly defined
Maintenance forecast	B	
Renewal forecast		
- Asset values	B	
- Asset useful lives	C	Asset useful lives reflect age not condition, which is not ideal.
- Condition modelling	C	Asset condition data based on a sample of assets only.
Disposal forecast	B	

The estimated confidence level for and reliability of data used in this AM Plan is considered to be B..

8.0 PLAN IMPROVEMENT AND MONITORING

8.1 Status of Asset Management Practices

8.1.1 Accounting and financial data sources

This Asset Management Plan utilises accounting and financial data. The source of the data is the Valuation for Accounting Compliance Purposes, Stormwater Infrastructure and Other Assets, undertaken by AssetVal, Property, Plant, Equipment and Infrastructure Consultants, for 30 June 2019.

8.1.2 Asset management data sources

This Asset Management Plan also utilises asset management data. The source of the data is the Valuation for Accounting Compliance Purposes, Stormwater Infrastructure and Other Assets, undertaken by AssetVal, Property, Plant, Equipment and Infrastructure Consultants, for 30 June 2019.

8.2 Improvement Plan

It is important that an entity recognise areas of their Asset Management Plan and planning process that require future improvements to ensure effective asset management and informed decision making. The improvement plan generated from this Asset Management Plan is shown in Table 8.2.

The most significant factor limiting the reliability of forecasts from this AM Plan is the absence of a robust asset register for stormwater assets.

Because the 2019 valuation report was prepared for accounting compliance purposes only, asset useful lives were based upon age, not condition. Asset condition was determined by condition assessment of a very small sample of Central Darling Shire stormwater assets and the remainder vis desktop assessment. There is room for improvement in the procedures used to collect and store stormwater asset data

The top three Improvement Tasks in Table 8.2 Improvement Plan, seek to address this issue. Note the similarity between the highest priority tasks in 2021 and 2018.

Table 8.2: Improvement Plan

Task	Task	Responsibility	Resources Required	Timeline
Improvement Actions Identified during the 2021 Asset Management Maturity Assessment				
1	Develop a consolidated, integrated, up to date asset register with appropriate components and the required functionality to ensure security and data integrity, which includes all information about each asset sorted by asset group.	Director Shire Services	CDSC Staff	
2	Define and document internal procedures for determining asset replacement and treatment unit rates, not dependent on third parties. Unit rates to be determined by Council to suit local conditions.	Director Shire Services	CDSC Staff	
3	Document methodologies used to carry out consistent asset condition surveys and defect identification assessments, in a Condition Rating Assessment Manual, for each asset class. Asset condition assessment should not be limited to the small sample of assets inspected by the third parties every four years for accounting compliance purposes.	Director Shire Services	CDSC Staff	

Task	Task	Responsibility	Resources Required	Timeline
Outstanding Improvement Actions identified in the 2018 Stormwater Asset Management Plan				
4.	Audit the Stormwater Assets register and breakdown the large assets into individual components	DSS	staff, consultant	12 months
5.	Update the asset register and add any unregistered assets	DSS	Staff, consultant	12 months
6.	Inspect and assess the condition of the stormwater assets in order to estimate the remaining useful life and reassess the useful life of assets	DSS	Staff, consultant	12 months
7.	Establish a reporting system to update the asset register with feedback from the field including new assets, replaced assets, renewed assets etc.	DSS, DBS	Staff, IT	12 months
8.	Separate stormwater related job costs. Maintenance job costs should be split into reactive, planned and cyclic. Capital job costs into: renewal, upgrade and new.	DSS, DBS, Senior Accountant	Civica guidance	Complete for Capital costs
9.	Undertake a customer satisfaction survey and consult with the community to identify the desired levels of service.	DSS, GM	Administration, possibly consultant	12 months
10	Install all Asset data on AssetFinda and dedicate staff to its continued use, monitoring and upkeep.	DSS, DBS	staff	12 months

8.3 Monitoring and Review Procedures

This Asset Management Plan will be reviewed during the annual budget planning process and revised to show any material changes in service levels, risks, forecast costs and proposed budgets as a result of budget decisions.

The AM Plan will be reviewed and updated annually to ensure it represents the current service level, asset values, forecast operations, maintenance, renewals, upgrade/new and asset disposal costs and proposed budgets. These forecast costs and proposed budget are incorporated into the Long-Term Financial Plan or will be incorporated into the Long-Term Financial Plan once completed.

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

8.4 Performance Measures

The effectiveness of this Asset Management Plan can be measured in the following ways:

- The degree to which the required forecast costs identified in this Asset Management Plan are incorporated into the long-term financial plan,
- The degree to which the 1-5 year detailed works programs, budgets, business plans and corporate structures take into account the 'global' works program trends provided by the Asset Management Plan,
- The degree to which the existing and projected service levels and service consequences, risks and residual risks are incorporated into the Strategic Plan and associated plans,
- The Asset Renewal Funding Ratio achieving the Organisational target (this target is often 1.0).

9.0 REFERENCES

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- IPWEA, 2012 LTFP Practice Note 6 PN Long-Term Financial Plan, Institute of Public Works Engineering Australasia, Sydney
- ISO, 2018, ISO 31000:2018, Risk management – Guidelines
- Central Darling Shire Community Strategic Plan 2017-2023
- Central Darling Shire Delivery Program 2018-21 and Draft Operational Plan 2020-21

10.0 APPENDICES

Appendix A Acquisition Forecast

Table A3 - Acquisition Forecast Summary

Council does not plan to acquire any new stormwater assets.

Appendix B Operation Forecast

Operations Forecasts are included in the Maintenance Forecasts

Appendix C Maintenance Forecast

Table C2 - Maintenance Forecast Summary

Year	Maintenance Forecast	Additional Maintenance Forecast	Total Maintenance Forecast
2021	\$15,000		\$15,000
2022	\$15,000		\$15,000
2023	\$15,000		\$15,000
2024	\$15,000		\$15,000
2025	\$15,000		\$15,000
2026	\$15,000		\$15,000
2027	\$15,000		\$15,000
2028	\$15,000		\$15,000
2029	\$15,000		\$15,000
2030	\$15,000		\$15,000
2031	\$15,000		\$15,000
2032	\$15,000		\$15,000
2033	\$15,000		\$15,000
2034	\$15,000		\$15,000
2035	\$15,000		\$15,000
2036	\$15,000		\$15,000
2037	\$15,000		\$15,000
2038	\$15,000		\$15,000
2039	\$15,000		\$15,000
2040	\$15,000		\$15,000

Appendix D Renewal Forecast Summary

Table D3 - Renewal Forecast Summary

Year	Renewal Forecast	Renewal Budget
2021	\$190,000	\$25,000
2022	\$0	\$25,000
2023	\$0	\$25,000
2024	\$0	\$25,000
2025	\$17,500	\$7,000
2026	\$0	\$7,000
2027	\$0	\$7,000
2028	\$0	\$7,000
2029	\$0	\$7,000
2030	\$0	\$7,000
2031	\$0	\$7,000
2032	\$0	\$7,000
2033	\$0	\$7,000
2034	\$640,930	\$7,000
2035	\$0	\$7,000
2036	\$0	\$7,000
2037	\$0	\$7,000
2038	\$0	\$7,000
2039	\$0	\$7,000
2040	\$0	\$7,000

D.4 –Renewal Plan

Detail output from NAMS+ Report for the Register Method

Appendix 10 Year Report

Category	Asset Name	Town	Remaining Life	Register Renewal Year	Forecast Renewal Year	Renewal Cost	Useful Life
outlet Headwall and integral energy dissipator	Cleaton Street	Wilcannia	-1	2020	2021	\$923	46
outlet Headwall and integral energy dissipator	Martin Street	Wilcannia	-1	2020	2021	\$923	46
outlet Headwall and integral energy dissipator	Field Street	Wilcannia	-1	2020	2021	\$587	46
outlet Headwall and integral energy dissipator	Byrnes Street	Wilcannia	-1	2020	2021	\$923	46
450mm dia concrete pipe	Perry St	Menindee	-1	2020	2021	\$22,400	30
450mm dia concrete pipe	Perry St	Menindee	-1	2020	2021	\$10,000	30
450mm dia concrete pipe	Yartla St	Menindee	-1	2020	2021	\$7,600	30
450mm dia concrete pipe	Darling St	Menindee	-1	2020	2021	\$41,200	30
450mm dia concrete pipe	Perry St	Menindee	-1	2020	2021	\$8,800	30
300mm Dia PVC Pipe	Menindee St	Menindee	4	2025	2025	\$17,500	35
750mm dia concrete pipe	Byrnes Street	Wilcannia	13	2034	2034	\$74,400	60
750mm dia concrete pipe	Myers Street	Wilcannia	13	2034	2034	\$113,150	60
750mm dia concrete pipe	Cleaton Street	Wilcannia	13	2034	2034	\$82,150	60
750mm dia Concrete Pipe	Martin Street	Wilcannia	13	2034	2034	\$165,850	60
450mm dia concrete pipe	Field Street	Wilcannia	13	2034	2034	\$196,800	60
Kerb inlet pits (concrete) 900mm	Cleaton Street	Wilcannia	13	2034	2034	\$4,290	60
Kerb inlet pits (concrete) 900mm	Martin Street	Wilcannia	13	2034	2034	\$4,290	60
Junction pit (concrete) 1.05M	Field Street	Wilcannia	23	2044	2044	\$1,700	70
Junction pit (concrete)	Byrnes Street	Wilcannia	23	2044	2044	\$5,100	70
Junction pit (concrete)	Myers Street	Wilcannia	23	2044	2044	\$5,100	70
Junction pit (concrete)	Martin Street	Wilcannia	23	2044	2044	\$1,700	70
900x600 concrete box culvert	Byrnes Street	Wilcannia	23	2044	2044	\$37,950	70
Grated inlet pits (Concrete)	Field Street	Wilcannia	24	2045	2045	\$8,800	60
Grated inlet pits (Concrete)	Byrnes Street	Wilcannia	24	2045	2045	\$11,000	60
Grated inlet pits (Concrete)	Myers Street	Wilcannia	24	2045	2045	\$11,000	60
Gross pollutant trap	Field Street	Wilcannia	27	2048	2048	\$31,850	40
Gross pollutant trap	Byrnes Street	Wilcannia	27	2048	2048	\$60,450	40
Gross pollutant trap	Myers Street	Wilcannia	27	2048	2048	\$60,450	40
Gross pollutant trap	Cleaton Street	Wilcannia	27	2048	2048	\$60,450	40
Gross pollutant trap	Martin Street	Wilcannia	27	2048	2048	\$60,450	40
Gross pollutant trap	Yartla St	Menindee	27	2048	2048	\$31,850	40
Gross pollutant trap	Perry St	Menindee	27	2048	2048	\$31,850	40
Junction pit (concrete)	Perry St	Menindee	39	2060	2060	\$1,700	70
Junction pit (concrete)	Yartla St	Menindee	39	2060	2060	\$1,700	70
Junction pit (concrete)	Perry St	Menindee	39	2060	2060	\$1,700	70
300mm Dia PVC Pipe	Menindee St	Menindee	39	2060	2060	\$3,325	70
Junction pit (concrete)	Menindee St	Menindee	39	2060	2060	\$6,800	70
450mm dia concrete pipe	Haberfield St	Menindee	49	2070	2070	\$10,000	60
450mm dia concrete pipe	Yartla St	Menindee	49	2070	2070	\$12,000	60

Category	Asset Name	Town	Remaining Life	Register Renewal Year	Forecast Renewal Year	Renewal Cost	Useful Life
450mm dia concrete pipe	Haberfield St	Menindee	49	2070	2070	\$12,000	60
450mm dia concrete pipe	Haberfield St	Menindee	49	2070	2070	\$12,000	60
Grated inlet pits (Concrete)	Cleaton Street	Wilcannia	51	2072	2072	\$4,400	60
Grated inlet pits (Concrete)	Martin Street	Wilcannia	51	2072	2072	\$24,200	60
Kerb inlet pits (concrete) 900mm	Field Street	Wilcannia	51	2072	2072	\$8,580	60
450mm dia concrete pipe	Nora St	Menindee	55	2076	2076	\$9,600	60
450mm dia concrete pipe	Darling St	Menindee	55	2076	2076	\$6,000	60
outlet Headwall and integral energy dissipator	Myers Street	Wilcannia	59	2080	2080	\$923	70
225mm dia PVC pipe	Martin Street	Wilcannia	61	2082	2082	\$38,880	70
Headwall (concrete) 450 mm	Nora St	Menindee	65	2086	2086	\$7,527	70
Junction pit (concrete)	Darling St	Menindee	65	2086	2086	\$3,400	70
Headwall (concrete) 450 mm	Haberfield St	Menindee	66	2087	2087	\$1,158	70
Junction pit (concrete)	Haberfield St	Menindee	66	2087	2087	\$3,400	70
300mm Dia PVC Pipe	Wilcannia St	Menindee	66	2087	2087	\$5,775	70
Junction pit (concrete)	Wilcannia St	Menindee	66	2087	2087	\$15,300	70
headwall (concrete) 300 mm	Wilcannia St	Menindee	66	2087	2087	\$5,211	70
300mm Dia PVC Pipe	Holding St	Menindee	66	2087	2087	\$3,675	70
outlet Headwall and integral energy dissipator	Holding St	Menindee	66	2087	2087	\$579	70
300mm Dia PVC Pipe	Pruella St	Menindee	66	2087	2087	\$2,625	70
Junction pit (concrete)	Pruella St	Menindee	66	2087	2087	\$1,700	70
300mm Dia PVC Pipe	Pruella St	Menindee	66	2087	2087	\$2,625	70
outlet Headwall and integral energy dissipator	Pruella St	Menindee	66	2087	2087	\$579	70
outlet Headwall and integral energy dissipator	Pruella St	Menindee	66	2087	2087	\$579	70

Appendix E Disposal Summary

Council does not plan to dispose of any stormwater assets.

Appendix F Budget Summary by Lifecycle Activity

Describe the assumptions and include relevant information relating to the Planned Budget estimates.

Table F1 – Budget Summary by Lifecycle Activity

Year	Acquisition	Operation	Maintenance	Renewal	Disposal	Total
2021	\$48,000	\$0	\$15,000	\$93,356	\$0	\$70,000
2022	\$0	\$0	\$15,000	\$0	\$0	\$22,000
2023	\$0	\$0	\$15,000	\$0	\$0	\$22,000
2024	\$0	\$0	\$15,000	\$0	\$0	\$22,000
2025	\$0	\$0	\$15,000	\$17,500	\$0	\$22,000
2026	\$0	\$0	\$15,000	\$0	\$0	\$22,000
2027	\$0	\$0	\$15,000	\$0	\$0	\$22,000
2028	\$0	\$0	\$15,000	\$0	\$0	\$22,000
2029	\$0	\$0	\$15,000	\$0	\$0	\$22,000
2030	\$0	\$0	\$15,000	\$0	\$0	\$22,000
2031	\$0	\$0	\$15,000	\$0	\$0	\$22,000
2032	\$0	\$0	\$15,000	\$0	\$0	\$22,000
2033	\$0	\$0	\$15,000	\$0	\$0	\$22,000
2034	\$0	\$0	\$15,000	\$640,930	\$0	\$22,000
2035	\$0	\$0	\$15,000	\$0	\$0	\$22,000
2036	\$0	\$0	\$15,000	\$0	\$0	\$22,000
2037	\$0	\$0	\$15,000	\$0	\$0	\$22,000
2038	\$0	\$0	\$15,000	\$0	\$0	\$22,000
2039	\$0	\$0	\$15,000	\$0	\$0	\$22,000
2040	\$0	\$0	\$15,000	\$0	\$0	\$22,000

CENTRAL DARLING SHIRE COUNCIL



TRANSPORT

Asset Management Plan



DRAFT VERSION 1.0

March 2021

Document Control	Asset Management Plan
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Document ID :

Rev No	Date	Revision Details	Author	Reviewer	Approver
0.1	26 Nov 2020	Draft	MB & JH		
1.0	March 2021	Improvement Plan added	Jacqui Hansen	Mike Brearley	Reece Wilson

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Contents

1.0	EXECUTIVE SUMMARY	5
1.1	The Purpose of the Plan	5
1.2	Asset Description	5
1.3	Levels of Service	6
1.4	Future Demand	6
1.5	Financial Summary	6
1.6	Asset Management Practices	8
1.7	Monitoring and Improvement Program	8
2.0	Introduction	10
2.1	Background	10
2.2	Goals and Objectives of Asset Ownership	11
3.0	LEVELS OF SERVICE	13
3.1	Customer Research and Expectations	13
3.2	Strategic and Corporate Goals	13
3.3	Legislative Requirements	14
3.4	Customer Values	14
3.5	Customer Levels of Service	15
3.6	Technical Levels of Service	17
4.0	FUTURE DEMAND	20
4.1	Demand Drivers	20
4.2	Demand Forecasts	20
4.3	Demand Impact and Demand Management Plan	20
4.4	Asset Programs to meet Demand	21
4.5	Climate Change and Adaption	21
5.0	LIFECYCLE MANAGEMENT PLAN	23
5.1	Background Data	23
5.2	Operations and Maintenance Plan	26
5.3	Renewal Plan	27
5.4	Summary of future renewal costs	29
5.5	Acquisition Plan	30
5.6	Disposal Plan	33
6.0	RISK MANAGEMENT PLANNING	34
6.1	Critical Assets	34

6.2	Risk Assessment.....	34
6.3	Infrastructure Resilience Approach	37
6.4	Service and Risk Trade-Offs	38
7.0	FINANCIAL SUMMARY	40
7.1	Financial Statements and Projections.....	40
7.2	Funding Strategy.....	41
7.3	Valuation Forecasts	41
7.4	Key Assumptions Made in Financial Forecasts	42
7.5	Forecast Reliability and Confidence.....	42
8.0	PLAN IMPROVEMENT AND MONITORING	44
8.1	Status of Asset Management Practices	44
8.2	Improvement Plan	44
8.3	Monitoring and Review Procedures	48
8.4	Performance Measures	48
9.0	REFERENCES	49
10.0	APPENDICES	50
Appendix A	Acquisition Forecast.....	50
Appendix B	Operation Forecast	51
Appendix C	Maintenance Forecast	52
Appendix D	Renewal Forecast Summary	53
Appendix E	Disposal Summary.....	54
Appendix F	Budget Summary by Lifecycle Activity	55

1.0 EXECUTIVE SUMMARY

1.1 The Purpose of the Plan

Asset management planning is a comprehensive process ensuring delivery of services from infrastructure is financially sustainable.

This Asset Management Plan (AM Plan) details information about infrastructure assets with actions required to provide an agreed level of service in the most cost-effective manner while outlining associated risks. The plan defines the services to be provided, how the services are provided and what funds are required to provide over the 20 year planning period. The Asset Management Plan will link to a Long-Term Financial Plan which typically considers a 10 year planning period.

This plan covers the infrastructure assets that provide a transport network, the following assets types:

- Roads - sealed
- Roads - unsealed
- Kerb and channel
- Airport Runways sealed
- Airport runways unsealed
- Footpaths
- Culverts (small)
- Bridges & Culverts
- Car parks (sealed & unsealed)
- Fences

1.2 Asset Description

The Transport network comprises:

- Local Shire Roads Sealed
- Local Shire Roads Pavement
- Local Shire Roads Formation
- Regional Roads Sealed
- Regional Roads Unsealed Pavement
- Regional Roads Unsealed Formation Natural
- Kerb & Channel
- Culverts Small PC
- Culverts Small RCBC
- Bridges (Large Culverts
- Fences
- Car park Pavement
- Car park Sealed Surface
- Footpaths
- Airport Runways Sealed
- Airport Runways Pavement
- Airport Unsealed

These infrastructure assets have significant value. Gross replacement cost was calculated by independent valuers, for financial reporting purposes, at \$152,258,609, as at 30 June 2020.

1.3 Levels of Service

Our present funding levels are insufficient to continue to provide existing services at current service levels in the medium term. The main service consequences of the Planned Budget are:

- Inferior sealed roads
- Lengthy road closures on unsealed roads
- Unreliable airport runway access for emergency or regular plane traffic
- Failed culverts or bridges causing delays and detours
- Unusable footpaths
- Inadequate drainage
- Unserviceable car parks
- Fencing that creates safety implications due to uncontrolled wildlife

1.4 Future Demand

The main demands for new services in Central Darling Shire are created by:

- Population change
- Diversification of industry
- Climate change
- Changes in community expectations

These demands will be approached using a combination of managing existing assets, upgrading of existing assets and providing new assets to meet demand. Demand management practices may also include a combination of non-asset solutions, insuring against risks and managing failures.

- Monitor customer service requests and other feedback from the community to determine any new trends in community priorities.
- Liaison with industry
- Monitoring of climate trends and planning asset lifecycle activities accordingly
- Community education explaining what Council can and cannot afford to do within the confines of available budget.

1.4.1 What does it Cost?

The forecast lifecycle costs necessary to provide the services covered by this AM Plan includes operation, maintenance, renewal, acquisition, and disposal of assets. Although the AM Plan may be prepared for a range of time periods, it typically informs a Long-Term Financial Planning period of 10 years. Therefore, a summary output from the AM Plan is the forecast of 10 year total outlays, which for the transport network is estimated as \$77,617,104 or \$7,761,711 on average per year.

1.5 Financial Summary

1.5.1 What we will do

Estimated available funding for the 10 year period is \$67,000,000 or \$6,700,000 on average per year as per the Long-Term Financial plan or Planned Budget. This is 86.32% of the cost to sustain the current level of service at the lowest lifecycle cost.

The infrastructure reality is that only what is funded in the long-term financial plan can be provided. The Informed decision making depends on the AM Plan emphasising the consequences of Planned Budgets on the service levels provided and risks.

The anticipated Planned Budget for Transport leaves a shortfall of \$1,061,711 on average per year of the forecast lifecycle costs required to provide services in the AM Plan compared with the Planned Budget currently included in the Long-Term Financial Plan. This is shown in the figure below.

Forecast Lifecycle Costs and Planned Budgets

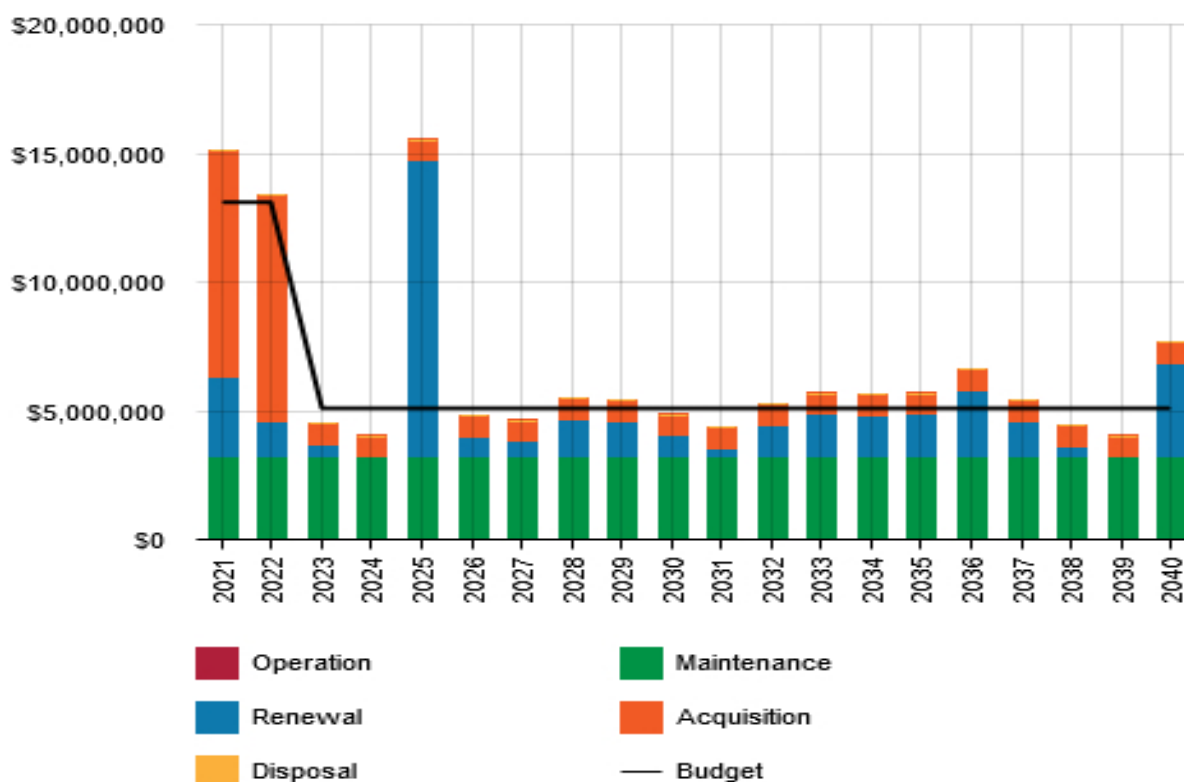


Figure Values are in current dollars.

We plan to provide transport services for the following:

- Operation, maintenance, renewal and upgrade of transport assets to meet service levels set that can be funded by annual budgets.
- Upgrade and new assets construction only occur when Council receives external funding for the full project.

1.5.2 What we cannot do

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

- Reseals
- Pavement Reconstruction
- Reconstruction and sealing of unsealed roads
- Resheeting
- New Footpaths

- Unsealed runway sealing
- Unsealed carpark sealing
- Install new kerb & channel

1.5.3 Managing the Risks

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

The main risk consequences are:

- Sealed roads- increased risk of traffic accidents and vehicle damage
- Unsealed roads- increased risk of traffic accidents, vehicle damage and delays for locals, tourists and the heavy vehicle transport industry
- Un-sheeted roads- increased risk of traffic accidents, vehicle damage and delays for locals, tourists and the heavy vehicle transport industry
- Airport Runways- unsealed runways incapable of emergency landings to fly injured people out or scheduled clinical visits
- Footpaths that are unformed may force users onto the road and are not fit for purpose
- Carparks that don't meet user requirements may cause reputational damage to council and may be safety liability
- Kerb & channel drainage assets may leave council liable if inundation or flooding occurs due to their incapacity to control and channel stormwater

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

- Distributing available funding to maintain critical assets to meet customer service level requirements
- Manage asset maintenance & operations budgets to meet the road hierarchy programme
- Review and adjust functional service standards
- Implement an improvement program for visibility remedial work
- Conduct regular condition assessment, routine maintenance and renew deteriorating components as required.
- Regular defect assessment / monitoring
- Monitor customer service requests against Levels of Service and adjust if required.

1.6 Asset Management Practices

Our systems to manage assets include:

- Financial System: Civica/ Practical
- Asset System: AssetFinda

Assets requiring renewal/replacement are identified from the remaining useful life in the asset register and are inspected to confirm their condition.

The Asset Register was used to forecast the renewal life cycle costs for this Asset Management Plan.

1.7 Monitoring and Improvement Program

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

- Audit all assets and add to the new AssetFinda program to improve the asset data in register. This is in progress but yet to be completed.
- The General Ledger system and Job Costs system was recently changed to reflect differentiation between capital renewal and maintenance works. This will permit separate job cost numbers in

Councils financial system, to split maintenance works into reactive, planned and cyclic and capital works into renewal, upgrade and new. Introduced on July 1 2020, this is expected to enable better accounting for asset lifecycle activities and more informed decision making, in the future.

- Undertake further customer satisfaction surveys to consult with the community to identify desired levels of service. These are planned for mid 2021.

2.0 Introduction

2.1 Background

This Asset Management Plan communicates the requirements for the sustainable delivery of services through management of assets, compliance with regulatory requirements, and required funding to provide the appropriate levels of service over the long term planning period.

The Asset Management Plan is to be read with the Central Darling Shire planning documents. This should include the Asset Management Policy and Asset Management Strategy, along with other key planning documents:

- Central Darling Shire Community Strategic Plan 2017-2027
- Central Darling Shire Delivery Program 2018-21 and Draft Operational Plan 2020-21

The infrastructure assets covered by this Asset Management Plan include: roads (majority unsealed), aerodrome facilities, footpaths, bridges, culverts, carparks and fences. These assets are used to provide safe travel on the shire road network, access to agricultural properties, acceptable service levels for the community, isolated community connectivity, safe aviation service access, stock and wildlife control, safe walkways, community amenities

The infrastructure assets included in this plan have a total replacement value of \$152,258,609, as at 30 June 2020.

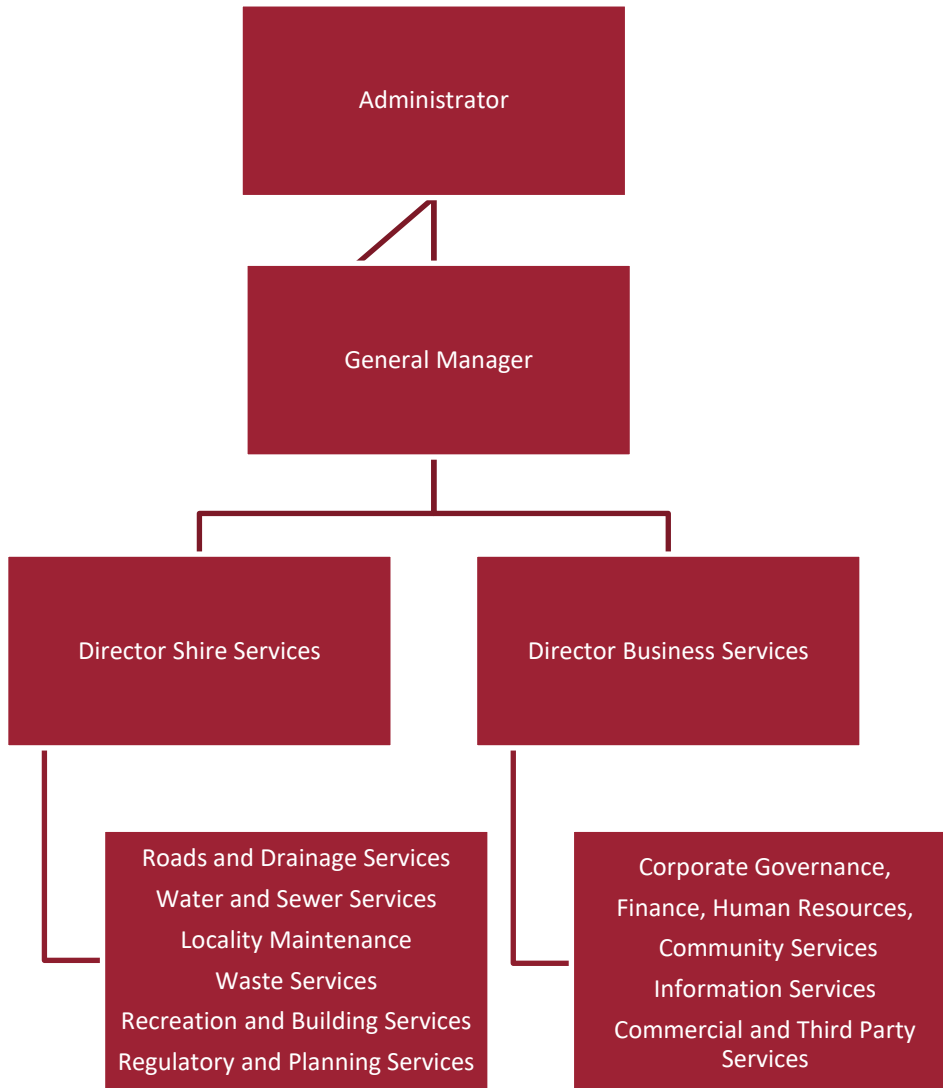
Key stakeholders in the preparation and implementation of this Asset Management Plan are shown in Table 2.1.

Table 2.1: Key Stakeholders in the AM Plan

Key Stakeholder	Role in Asset Management Plan
Councillors/ Administrator	Represent needs of community/shareholders, Allocate resources to meet the organisation's objectives in providing services while managing risks, Ensure organisation is financial sustainable.
General Manager	Endorse the development of asset management plans and provide the resources required to complete this task. Set high level priorities for asset management development and raise the awareness of this function among staff and contractors. Support the implementation of actions resulting from this plan and prepared to make changes to a better way of managing assets and delivering services. Support for an asset management driven budget and LTFP.
Finance Section	Consolidating the asset register and ensuring the asset valuations are accurate. Development of supporting policies such as capitalisation and depreciation. Preparation of asset sustainability and financial reports incorporating asset depreciation in compliance with current accounting standards.
Operational (Outdoor) Staff	Provide local knowledge level detail on all the transport assets. Verify the size, location and condition of assets. They can describe the maintenance standards deployed and the ability to meet technical and customer levels of service.
Asset Management Consultants	Provide support for the development of asset management plans and the implementation of effective asset management principles within Council.
External Parties	Community residents & businesses; Tourist and Visitors (as occasional users); Neighbouring councils; Emergency services; Utility companies;

Key Stakeholder	Role in Asset Management Plan
	Local Businesses and; Federal and State Government authorities & agencies

Our organisational structure for service delivery from infrastructure assets is detailed below,



2.2 Goals and Objectives of Asset Ownership

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

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

Key elements of the planning framework are

- Levels of service – specifies the services and levels of service to be provided,
- Future demand – how this will impact on future service delivery and how this is to be met,
- Lifecycle management – how to manage its existing and future assets to provide defined levels of service,
- Financial summary – what funds are required to provide the defined services,
- Asset management practices – how we manage provision of the services,
- Monitoring – how the plan will be monitored to ensure objectives are met,
- Asset management improvement plan – how we increase asset management maturity.

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

- International Infrastructure Management Manual 2015 ¹
- ISO 55000²

¹ Based on IPWEA 2015 IIMM, Sec 2.1.3, p 2 | 13

² ISO 55000 Overview, principles and terminology

3.0 LEVELS OF SERVICE

3.1 Customer Research and Expectations

During the development of the Community Strategic Plan in 2017, a Community Engagement Strategy was prepared and implemented by Council. The main source of engagement and feedback were hardcopy and online surveys, contacting key stakeholders and leaders in each community. Widespread distribution of surveys was available in common locations and advertising was conducted using various media outlets. A total of 52 surveys were received as part of the process.

Respondents were asked to rank in order of priority the services or facilities that were most important to them. The overall five high ranking services and facilities were:

1. Water
2. Youth facilities
3. Road construction and maintenance
4. Provision of aged care facilities
5. Waste management

At the time of the survey the community was experiencing severe drought, hence the importance attributed to water. With a relatively high population of children aged 5- 9 years (7.2%) and youth 10-14 years (7.0%) compared to the Australian average (6.3% and 6.4% respectively), it is not surprising that youth facilities are important. Road construction and maintenance was the third community priority.

3.2 Strategic and Corporate Goals

This Asset Management Plan is prepared under the direction of the Central Darling Shire vision, mission, goals and objectives.

Our vision is:

Central Darling will be a great place to live and visit.

Our mission is:

Realising quality opportunities for all in the Central Darling Shire through:

- *Effective leadership*
- *Community development through involvement, participation, partnership, ownership and collaborative approach*
- *Facilitation of services*
- *Community ownership*
- *Delivery of consistent, affordable and achievable services and facilities.*

Strategic goals have been set by Council and are outlined in the Draft Operational Plan 2020-21.

The relevant goals and objectives and how these are addressed in this Asset Management Plan are summarised in Table 3.2.

Table 3.2: Goals and how these are addressed in this Plan

Goal	Objective	How Goal and Objectives are addressed in the AM Plan
Improved infrastructure across the Shire	Safe and reliable network of roads throughout the Shire	This document outlines how Council will undertake the lifecycle activities, required to provide a safe and reliable road network.
	Maintain airports in acceptable condition	This document outlines how Council will undertake the lifecycle activities, required to maintain airports in an acceptable condition.
	Council and community assets are maintained and managed responsibly	This document describes how Council will make financially responsible and informed decisions, to manage transport assets in a sustainable manner.

3.3 Legislative Requirements

There are many legislative requirements relating to the management of assets. Legislative requirements that impact the delivery of the transport service are outlined in Table 3.3.

Table 3.3: Legislative Requirements

Legislation	Requirement
Local Government Act, 1993	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.
Roads Act, 1993	Sets out the rules to be followed and responsibilities of users of the roads system and how the rules are enforced
Work Health and Safety Act 2011	This Act aims to secure and promote the health, safety and welfare of people at work and to protect people at a place of work against risks to health or safety arising out of the activities at work.
Environmental Planning and Assessment Act, 1979	Provides for the protection of the environment, established the Department of the Environment and defines its functions and powers
Australian Standards and RTA Traffic Control at Worksites Manual, 2010	Provides guidance for transport asset managers in use of transport services such as AS 1742; Manual of Uniform Traffic Control Devices
Australian Road Rules	The Australian Roads Rules are incorporated into State Traffic Regulations under the Road Traffic Act

3.4 Customer Values

Service levels are defined in three ways, customer values, customer levels of service and technical levels of service.

Customer Values indicate:

- what aspects of the service is important to the customer,
- whether they see value in what is currently provided and
- the likely trend over time based on the current budget provision

Table 3.4: Customer Values

Service Objective:			
Customer Values	Customer Satisfaction Measure	Current Feedback	Expected Trend Based on Planned Budget
Reliable roads, with a smooth surface, safe from hazards	Customer service requests, Accident reports	1 per month 1 per month	Expected to remain the same
Airports providing all weather access for planes, complying with aviation safety regulations	Customer service requests, adverse intervention from aviation regulator	1 per month	Expected to remain the same
Transport assets well maintained and managed responsibly	Customer service request	1 per month	Expected to remain the same

3.5 Customer Levels of Service

The Customer Levels of Service are considered in terms of:

Quality How good is the service ... what is the condition or quality of the service?

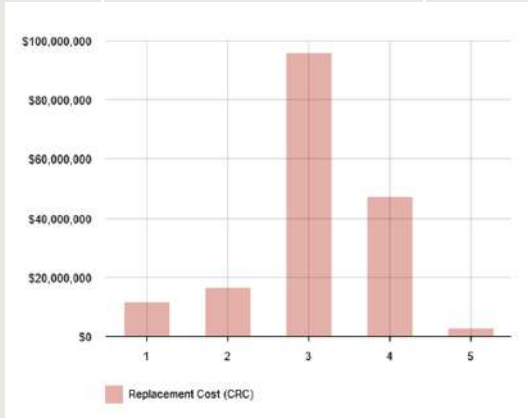
Function Is it suitable for its intended purpose Is it the right service?

Capacity/Use Is the service over or under used ... do we need more or less of these assets?

In Table 3.5 under each of the service measures types (Quality, Function, Capacity/Use) there is a summary of the performance measure being used, the current performance, and the expected performance based on the current funding level.

These are measures of fact related to the service delivery outcome e.g. number of occasions when service is not available, condition %'s of Very Poor, Poor/Average/Good, Very Good and provide a balance in comparison to the customer perception that may be more subjective.

Table 3.5: Customer Level of Service Measures

Type of Measure	Level of Service	Performance Measure	Current Performance	Expected Trend Based on Planned Budget
Condition	Condition of transport assets	Condition assessment performed for mandated valuation. Dates of inspections 3-6 August 2020.	<div>The inspections undertaken on 6 August 2020 were undertaken following major storm damage restoration works, and the condition of unsealed roads was not representative of usual circumstances. A realistic condition profile is shown below:</div> <div></div>	Condition is likely to deteriorate
	Confidence levels		Medium (Professional judgement supported by data sampling) A sample of the assets only was inspected by the valuer.	Medium
Function	Transport assets available for use as required by the community	Number of road and aerodrome closures following wet weather	Poor. Unsealed road and runway assets closed following wet weather.	Not likely to change. Unsealed assets unlikely to be sealed. No budget allocation.
	Confidence levels		Medium	Medium
Capacity	Transport assets have the capacity to meet community demand	Number of complaints requesting network augmentation (new footpaths, sealing of unsealed roads etc)	Low number of complaints	Likely to stay the same
	Confidence levels		Medium	Medium

3.6 Technical Levels of Service

Technical Levels of Service – To deliver the customer values, and impact the achieved Customer Levels of Service, are operational or technical measures of performance. These technical measures relate to the activities and allocation of resources to best achieve the desired customer outcomes and demonstrate effective performance.

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

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

Service and asset managers plan, implement and control technical service levels to influence the service outcomes.³

Table 3.6 shows the activities expected to be provided under the current Planned Budget allocation, and the Forecast activity requirements being recommended in this AM Plan.

Table 3.6: Technical Levels of Service

Lifecycle Activity	Purpose of Activity	Activity Measure	Current Performance*	Recommended Performance **
TECHNICAL LEVELS OF SERVICE				
Acquisition				
	Local roads	Upgrade local roads	\$700,000 grant funded	
	Regional roads	Upgrade regional roads	\$100,000 grant funded	
	All weather access to Pooncarie	Seal 60km of the Pooncarie Road 2020- 2022	Full external funding \$25M grant, equal parts NSW State Government and Australian Government funding.	
		Budget	\$8.8M 2021 and 2022, \$800,000 future years	\$8.8M 2021 and 2022, \$800,000 future years
Operation				
	Included with maintenance. No separate Operations budget allocation.			
Maintenance				
Sealed & Unsealed Roads	Maintain sealed and unsealed roads to meet user requirements	Maintenance grading Pothole sealing Shoulder grading Trees	As permitted within current budget allocation	

³ IPWEA, 2015, IIMM, p 2 | 28.

Lifecycle Activity	Purpose of Activity	Activity Measure	Current Performance*	Recommended Performance **
		Edge break Drop off		
Kerb & Channel	Maintain K & C to required drainage service level	Minor K & C repairs stemming from inspections	General maintenance	Additional maintenance requirements
Airport Runways	Maintain airport & surrounds to meet level of service	Lighting, slashing, maintenance grading	General maintenance	Additional maintenance
Footpaths	Maintain Footpaths to desired service levels	Minor footpath repairs Grinding	\$50,660	\$100,000
Culverts small	Maintain small culverts to expected service levels	Culvert repairs	\$32,000	\$123,000
Bridges and Large Culverts	Maintain Bridges & Large culverts to expected service levels	Maintenance repairs	\$40,340	\$100,000
Carparks sealed and unsealed	Maintain carparks to expected service levels	Carpark maintenance	\$5,000	Maintenance and maintenance costs considered to be at an acceptable level \$5,000
Fences	Maintain Fences to expected service levels	Fence repairs	\$10,000	Fences have been upgraded and considered to be at an acceptable level \$10,000 at this point in time
		Budget	\$3,200,000	To be determined
Renewal				
Sealed & Unsealed Roads	Renew sealed and unsealed roads to meet user requirements	Reseals Capping Heavy Patching	As permitted within current budget	As required by the renewals plan, based on asset condition and updated remaining useful life
Kerb & Channel	Renew K & C to required drainage service level	Replace damaged / deteriorated K & C	As permitted within current budget	As required by the renewals plan, based on asset condition and updated remaining useful life
Airport Runways	Renew airport & surrounds to meet level of service	Reseals Patching Grinding Slashing	As permitted within current budget	As required by the renewals plan, based on asset condition and updated remaining useful life

Lifecycle Activity	Purpose of Activity	Activity Measure	Current Performance*	Recommended Performance **
Footpaths	Renew Footpaths to desired service levels	Replace damaged sections	As permitted within current budget	As required by the renewals plan, based on asset condition and updated remaining useful life
Culverts small	Reinstate small culverts to expected service levels	Replace degenerated culverts	As permitted within current budget	As required by the renewals plan, based on asset condition and updated remaining useful life
Bridges and Large Culverts	Renew Bridges & Large culverts to current expected service levels	Renew degenerated bridges & culverts Painting Approach repairs	As permitted within current budget	As required by the renewals plan, based on asset condition and updated remaining useful life
Carparks sealed and unsealed	Renew carparks to expected service levels	Reseals Grading Patching	As permitted within current budget	As required by the renewals plan, based on asset condition and updated remaining useful life
Fences	Renew Fences to expected service levels	Renew fencing	As permitted within current budget	As required by the renewals plan, based on asset condition and updated remaining useful life
		Budget	<i>\$1,100,000</i>	<i>\$2,100,000</i>
Disposal	No disposals planned			

Note: * Current activities related to Planned Budget.

** Forecast required performance related to forecast lifecycle costs.

It is important to monitor the service levels provided regularly as these will change. The current performance is influenced by work efficiencies and technology, and customer priorities will change over time.

4.0 FUTURE DEMAND

4.1 Demand Drivers

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

4.2 Demand Forecasts

The present position and projections for demand drivers that may impact future service delivery and use of assets have been identified and documented.

4.3 Demand Impact and Demand Management Plan

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

Demand for new services will be managed through a combination of managing existing assets, upgrading of existing assets and providing new assets to meet demand and demand management. Demand management practices can include non-asset solutions, insuring against risks and managing failures.

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

Table 4.3: Demand Management Plan

Demand driver	Current position	Projection	Impact on services	Demand Management Plan
Population	2018	Population decline	Slow population decline is expected to have minimal impact on the constant demand for improved transport infrastructure (in particular the sealing of key roads).	Monitor customer service requests and other feedback from the community to determine any new trends in community priorities.
Industry	Sheep, beef, cattle and grain farming, fruit and tree nut growing (Menindee)	Diversification: goat and meat sheep production, and more intensive horticulture (cotton, malting grains, grapes and stone fruit)	Diversification of agricultural activities may lead to increased demand for the transport infrastructure. In order for new crops to reliably reach the market, roads must be made accessible in all weather.	Monitor customer service requests and other feedback from the community to determine any new trends in community priorities. Liaison with industry.
Climate Change	Global warming evident	Increased rainfall intensity less annual rainfall.	Outcomes from storm events could be worse. More frequent flooding with increased adverse impacts	Monitor trends and plan asset lifecycle activities accordingly

Demand driver	Current position	Projection	Impact on services	Demand Management Plan
			and damage to roads.	
Expectations	Limited expectations regarding Council's provision of roads	Higher expectations and levels of awareness	Community demands for improved roads in the Shire. Lengthy closures of unsealed roads following a flood event no longer considered acceptable by the community.	Community education explaining what Council can and cannot afford to do within the confines of available budget.

4.4 Asset Programs to meet Demand

The new assets required to meet demand may be acquired, donated or constructed. Additional assets are discussed in Section 5.4.

Acquiring new assets will commit Central Darling Shire Council to ongoing operations, maintenance and renewal costs for the period that the service provided from the assets is required. These future costs are identified and considered in developing forecasts of future operations, maintenance and renewal costs for inclusion in the long-term financial plan (Refer to Section 5).

4.5 Climate Change and Adaption

The impacts of climate change can have a significant impact on the assets we manage and the services they provide. In the context of the Asset Management Planning process climate change can be considered as both a future demand and a risk.

How climate change will impact on assets can vary significantly depending on the location and the type of services provided, as will the way in which we respond and manage those impacts.

As a minimum we should consider both how to manage our existing assets given the potential climate change impacts, and then also how to create resilience to climate change in any new works or acquisitions.

Opportunities identified to date for management of climate change impacts on existing assets are shown in Table 4.5.1

Table 4.5.1 Managing the Impact of Climate Change on Assets

Climate Change Description	Projected Change	Potential Impact on Assets and Services	Management
Global warming	Anticipated that rainfall patterns will change:	Potential for increased flooding, road and aerodrome closures following wet weather,	Monitor weather trends and act where possible to keep services available
	Anticipated that maximum and minimum temperatures will increase.	May impact the time of year suitable for lifecycle activities, such as road maintenance grading.	Plan road lifecycle activities to suit the new climate.

Projected changes sourced from the NSW Government, Office of Environment and Heritage, Far West Climate Snapshot 2014.

Additionally, the way in which we construct new assets should recognise that there is opportunity to build in resilience to climate change impacts. Buildings resilience will have benefits:

- Assets will withstand the impacts of climate change
- Services can be sustained
- Assets that can endure may potentially lower the lifecycle cost and reduce their carbon footprint

Central Darling Shire upgrades assets and constructs new assets when grant funds are available. For example, Council will be upgrading and sealing the Pooncarie Rd in 2021 and 2022. There is no internal funding available for upgrades. Annual upgrades to local and regional roads are 100% grant funded.

Councils asset new and upgrade construction needs include:

- Sealing sections of unsealed roads
- Construction of new kerb and channel – where major street stormwater drainage routes are identified without existing kerb and channel
- Reconstruction and sealing of gravel airport runways
- Construction of new footpaths where required in major pedestrian routes
- Minor carpark upgrades

Table 4.5.2 summarises some asset climate change resilience opportunities.

Table 4.5.2 Building Asset Resilience to Climate Change

New Asset Description	Climate Change impact These assets?	Build Resilience in New Works
Sealing of unsealed roads	Climate change may increase the intensity of rainfall events. Unsealed roads may be closed following wet weather	Sealed roads are more robust and can remain operational following more intense rainfall events.
New kerb and channel	Climate change may increase the intensity of rainfall events. Kerb and channel prevent runoff ponding in the street after a rainfall event thus protecting the road pavement	Augmenting the kerb and channel network improved the resilience of road pavements
Sealing of airport runways	Climate change may increase the intensity of rainfall events. Grassed runways may be closed to use following wet weather	Sealed runways are more robust and can remain operational following more intense rainfall events
Construction of new footpaths	Climate change may increase the intensity of rainfall events. Nature strip may be impassable without a constructed footpath.	Footpaths to be constructed to drain freely and ensure that the nature strip is suitable for pedestrian traffic following rainfall.
Minor carpark upgrades	Climate change may increase the intensity of rainfall events.	Carpark upgrades to include cross fall and drainage to ensure that stormwater runoff can drain away promptly following a rainfall event.

The impact of climate change on assets is a new and complex discussion and further opportunities will be considered in future revisions of this Asset Management Plan.

5.0 LIFECYCLE MANAGEMENT PLAN

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

5.1 Background Data

5.1.1 Physical parameters

The assets covered by this Asset Management Plan are shown in Table 5.1.1.

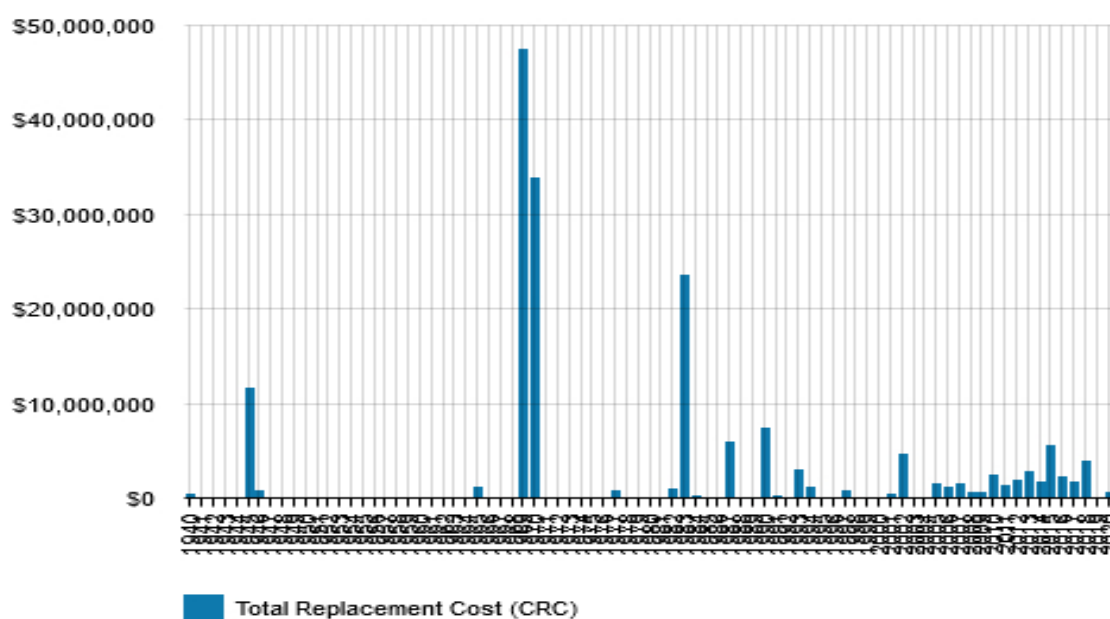
The assets in this plan are varied but all relate to Transport assets owned and maintained by the shire. Some assets are in very isolated locations which adds further cost to the maintenance and repair costs as repairs and maintenance arise.

The age profile of the assets included in this AM Plan are shown in Figure 5.1.1.

Table 5.1.1: Assets covered by this Plan

Asset Category	Dimension	Replacement Value
Roads	2400km	\$ 108,798,241
Aerodromes	6	\$ 13,750,516
Bridges and Major Culverts	23	\$ 19,510,000
Culverts	444	\$ 4,871,877
Footpath	12km	\$ 1,861,049
Kerb and Channel	17km	\$ 3,466,926
TOTAL		\$ 152,258,609

Figure 5.1.1: Asset Age Profile



All figure values are shown in current day dollars.

The data is based on year of acquisition from the asset register. As indicated by the graph, numerous assets were obtained in 1969, 1970 & 1983 and this could be due to a number of reasons. Firstly, the handover of Regional Roads and associated assets from the state government (RMS) including roads, formation, pavements, culverts and bridges. Secondly the year of acquisition was not known and the assets were lumped into estimated years of acquisition or perhaps the acquisition years were based on their current condition at the time of inspection.

The spike in 1969, 1970 & 1983 for asset acquisition suggests that many of these assets will require renewal as a group in the same financial year but in reality, the renewal process will be based on a condition assessment of these assets with some assets deteriorating at a faster rate than others.

5.1.2 Asset capacity and performance

Assets are generally provided to meet design standards where these are available. However, there is insufficient resources to address all known deficiencies. 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
Regional Roads	95% of Unsealed network is not all weather access, with less than 25mm of rain. 10% of Sealed network has substandard width. 5% of Sealed network has substandard pavement. 2 Stock grids with substandard widths.
Shire Roads	95% of Unsealed network is not all weather access, with less than 25mm of rain. 10% of Sealed network has substandard width. 5% of Sealed network has substandard pavement. 90% Stock Grids substandard (alignment, approaches, delineation and width)
Town and Village Streets	15% of Sealed network has substandard seal allowing moisture ingress into the pavement.
Footpaths	5% of Unpaved footpaths with erosion and evenness problems.
Kerb and Gutter	Isolated problems due to tree roots. Lack of conforming pram ramps.
Aerodrome	90% sealed Secure fencing is required at all aerodromes to keep kangaroos out, this is now 80% completed
Car park	90% sealed with isolated edge break and pot hole repair required
Bridges	All timber bridges have been replaced with concrete bridges and all bridges within the shire are of an acceptable standard but monitoring of the older concrete bridges is required.

The above service deficiencies were identified from inspections, the transport asset register, customer complaints, engineering standards, reports from staff, and the community.

Council conducts regular inspections of roads assets. Council officers, such as the overseer, assistant overseer and construction ganger inspect roads during their day to day tasks. The purpose of these inspections is to identify major defects and ascertain where reactive maintenance is required.

Weekly inspections are undertaken of all regional roads as part of the routine supervision of the grading contractor's crew. It is one of the agreed responsibilities of the overseers and gangers and it is documented in their job description. Any defects are noted. Council uses the "Reflect" software system to manage inspections.

Two types of inspections are undertaken by Council: defect and condition inspections.

- Defect Inspections – Records of the inspections are maintained in the inspecting officer's diary with defects recorded in the Customer Service System on return to the office to facilitate attention to the defect in accordance with priorities assessed in the field.
- Condition inspections are applied to sealed roads to assess the state of the seal, to enable accurate and cost effective planning of road reseals, rehabilitation and reconstruction. Condition inspections can be undertaken by specialist contractors.

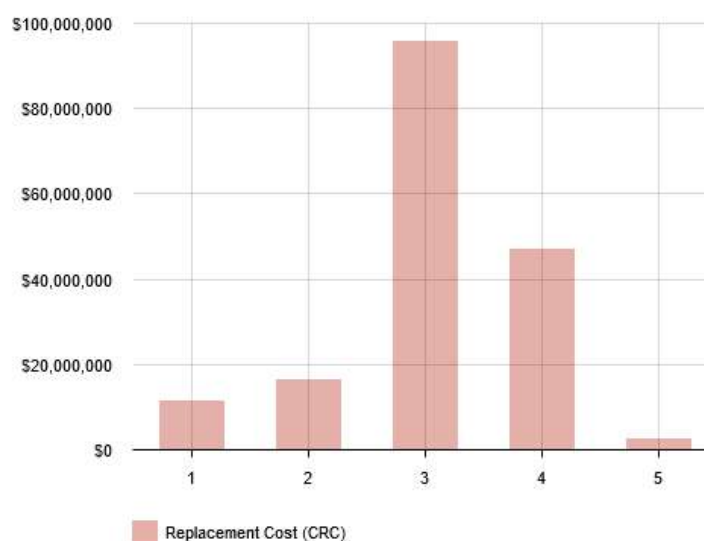
Classification	Frequency	
	Maintenance / Defect Inspections	Condition Inspections (sealed roads only)
Regional Roads Sealed	Annual	5 years
Regional Roads Unsealed	6 monthly	Not applicable
Local Roads Sealed	Annual	5 years
Local Roads Unsealed	Annual	Not applicable
Urban Roads Sealed	Annual	5 years
Urban Roads Unsealed	Annual	Not applicable

Condition is measured using a 1 – 5 grading system as detailed in Table 5.1.3. Table 5.1.3: Simple Condition Grading Model

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

The condition profile of our assets is shown in Figure 5.1.3.

Figure 5.1.3: Asset Condition Profile



The condition gradings are taken from 2018 information. Condition gradings documented in the 2020 valuation report reflect inspections on a small portion of the network only, after heavy expenditure on maintenance grading funded by storm damage restoration grants. The 2018 condition gradings are more representative of asset condition.

5.2 Operations and Maintenance Plan

Operations include regular activities to provide services. Examples of typical operational activities include cleaning, street sweeping, asset inspection, and utility costs.

Maintenance includes all actions necessary for retaining an asset as near as practicable to an appropriate service condition including regular ongoing day-to-day work necessary to keep assets operating. Examples of typical maintenance activities include pipe repairs, asphalt patching, and equipment repairs.

The trend in maintenance budgets are shown in Table 5.2.1.

Table 5.2.1: Maintenance Budget Trends

Year	Maintenance Budget \$	
	Regional Roads	Local Roads
2019/20	\$1.8M	\$1.6M
2020/21	\$1.4M	\$1.6M
2021/22	\$1.6M	\$1.6M

Maintenance budget levels do not provide the level of service requested by the community. The service consequences and service risks have been identified and are highlighted in this AM Plan and service risks considered in the Infrastructure Risk Management Plan.

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

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.

The service hierarchy is shown in Table 5.2.2.

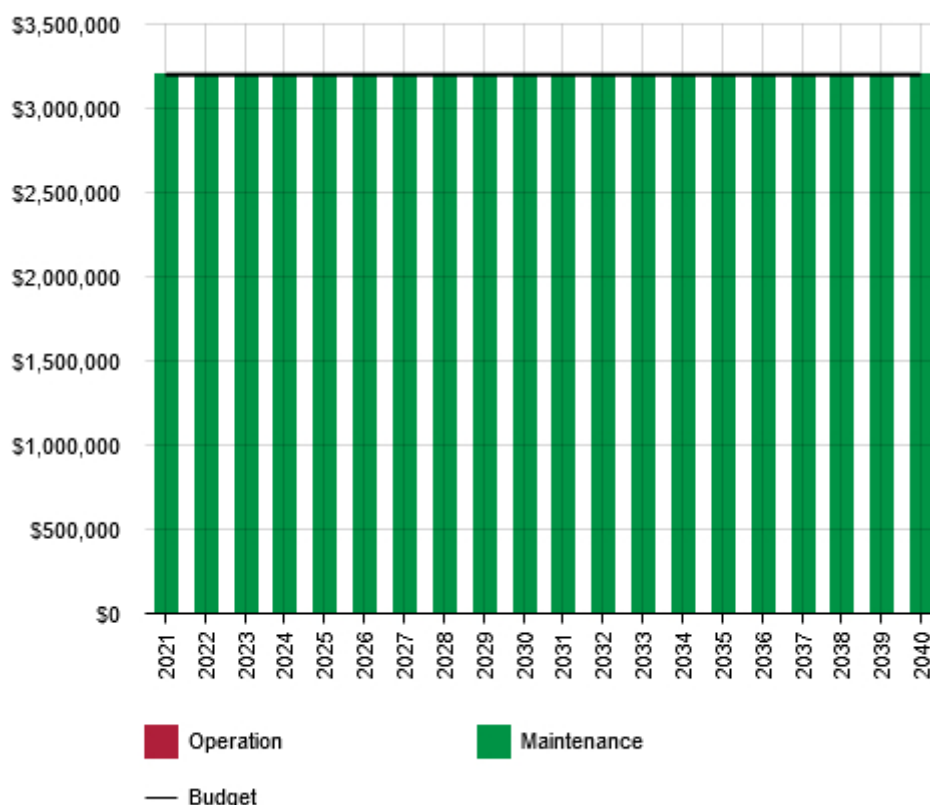
Table 5.2.2: Asset Service Hierarchy

Service Hierarchy	Service Level Objective
State Roads	A classified road as determined by Transport for NSW and formally gazetted by the State Government. Under the care and control of the State Government. Main arterial road network for the State.
Regional Roads	A classified as determined by Transport for NSW and formally gazetted by the State Government. Council received State funding for the ongoing maintenance and improvements on the road. Regional Roads traverse geographic regions and link local government areas.
Local Roads	All roads within the shire, outside of the towns and villages, not State or Regional
Urban Roads	All roads within the urban areas of the towns and village and inside town limits, not State or Regional

Summary of forecast operations and maintenance costs

Forecast operations and maintenance costs are expected to vary in relation to the total value of the asset stock. If additional assets are acquired, the future operations and maintenance costs are forecast to increase. If assets are disposed of the forecast operation and maintenance costs are expected to decrease. Figure 5.2 shows the forecast operations and maintenance costs relative to the proposed operations and maintenance Planned Budget.

Figure 5.2: Operations and Maintenance Summary



All figure values are shown in current day dollars.

5.3 Renewal Plan

Renewal is major capital work which does not significantly alter the original service provided by the asset, but restores, rehabilitates, replaces or renews an existing asset to its original service potential. Work over and above restoring an asset to original service potential is considered to be an acquisition resulting in additional future operations and maintenance costs.

Assets requiring renewal are identified from one of two approaches in the Lifecycle Model.

- The first method uses Asset Register data to project the renewal costs (current replacement cost) and renewal timing (acquisition year plus updated useful life to determine the renewal year), or
- The second method uses an alternative approach to estimate the timing and cost of forecast renewal work (i.e. condition modelling system, staff judgement, average network renewals, or other).

The typical useful lives of assets used to develop projected asset renewal forecasts are shown in Table 5.3. Asset useful lives were last reviewed on 30 June 2020

Table 5.3: Useful Lives of Assets

Asset (Sub)Category	Useful life
Road formation	240 years
Road pavement base	20 (unsealed) or 80 (sealed) years
Road pavement sub base	60 (unsealed) or 240 (sealed) years
Road seal	15 years
Aerodrome carpark and sealed runway formation	300 years
Aerodrome carpark pavement base	80 years
Aerodrome carpark pavement sub base	240 years
Aerodrome carpark seal	15 years
Aerodrome fence	40 years
Aerodrome runway pavement base	50 years
Aerodrome runway pavement sub base	150 years
Aerodrome unsealed runway formation	100 years
Aerodrome unsealed runway pavement base	50 years
Bridges and major culverts	100 years
Footpaths	60 years
Kerb and channel	80 years
Culverts	80 years

The estimates for renewals in this Asset Management Plan were based on the asset register method.

5.3.1 Renewal ranking criteria

Asset renewal is typically undertaken to either:

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

It is possible to prioritise renewals by identifying assets or asset groups that:

- Have a high consequence of failure,
- Have high use and subsequent impact on users would be significant,
- Have higher than expected operational or maintenance costs, and
- Have potential to reduce life cycle costs by replacement with a modern equivalent asset that would provide the equivalent service.

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

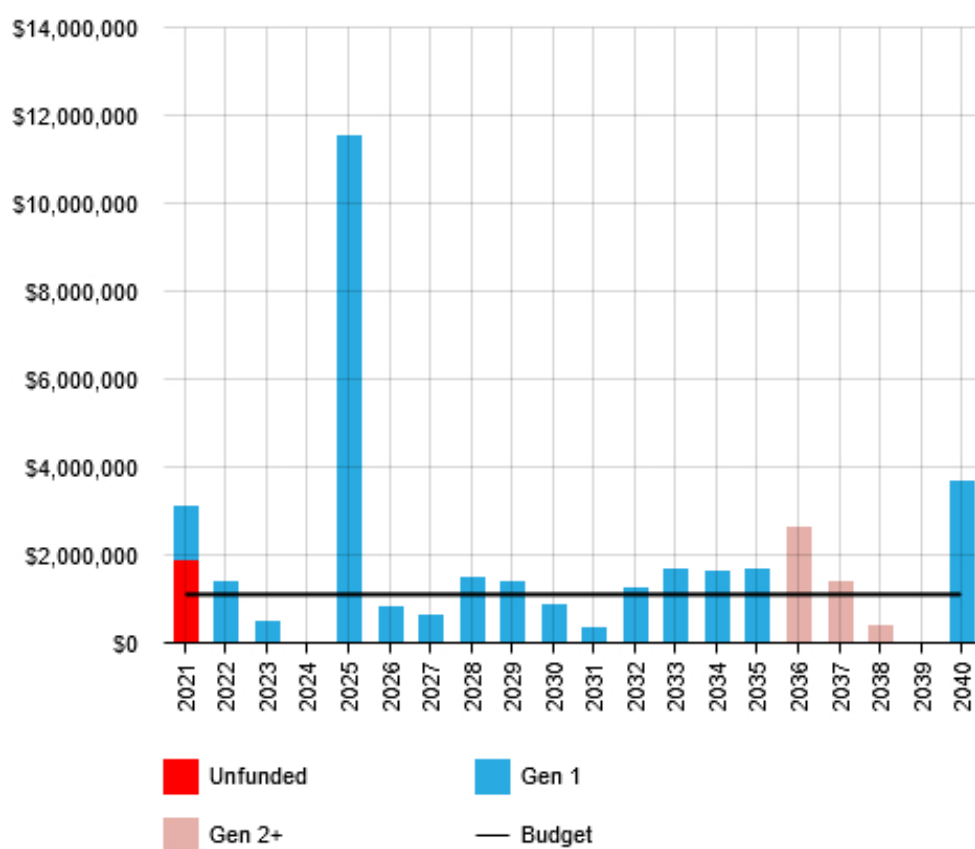
Table 5.3.1: Renewal Priority Ranking Criteria

Criteria	Weighting
Hierarchy within asset category	20%
Condition assessment	50%
Geometry, safety, functional deficiency	10%
Economic performance	10%
Network strategy	10%
Total	100%

5.4 Summary of future renewal costs

Forecast renewal costs are projected to increase over time as upgrades to the road network are constructed. The forecast costs associated with renewals are shown relative to the proposed renewal budget in Figure 5.4.1. A detailed summary of the forecast renewal costs is shown in Appendix D.

Figure 5.4.1: Forecast Renewal Costs



All figure values are shown in current day dollars.

Council does not have adequate funds to renew transport assets in accordance with the renewal forecasts.

5.5 Acquisition Plan

Acquisition reflects are new assets that did not previously exist or works which will upgrade or improve an existing asset beyond its existing capacity, such as the construction and sealing of an unsealed road pavement. Assets may also be donated to Central Darling Shire Council.

5.5.1 Selection criteria

Proposed upgrade of existing assets, and new assets, are identified from various sources such as community requests, proposals identified by strategic plans or partnerships with others. The priority ranking criteria is detailed in Table 5.4.1.

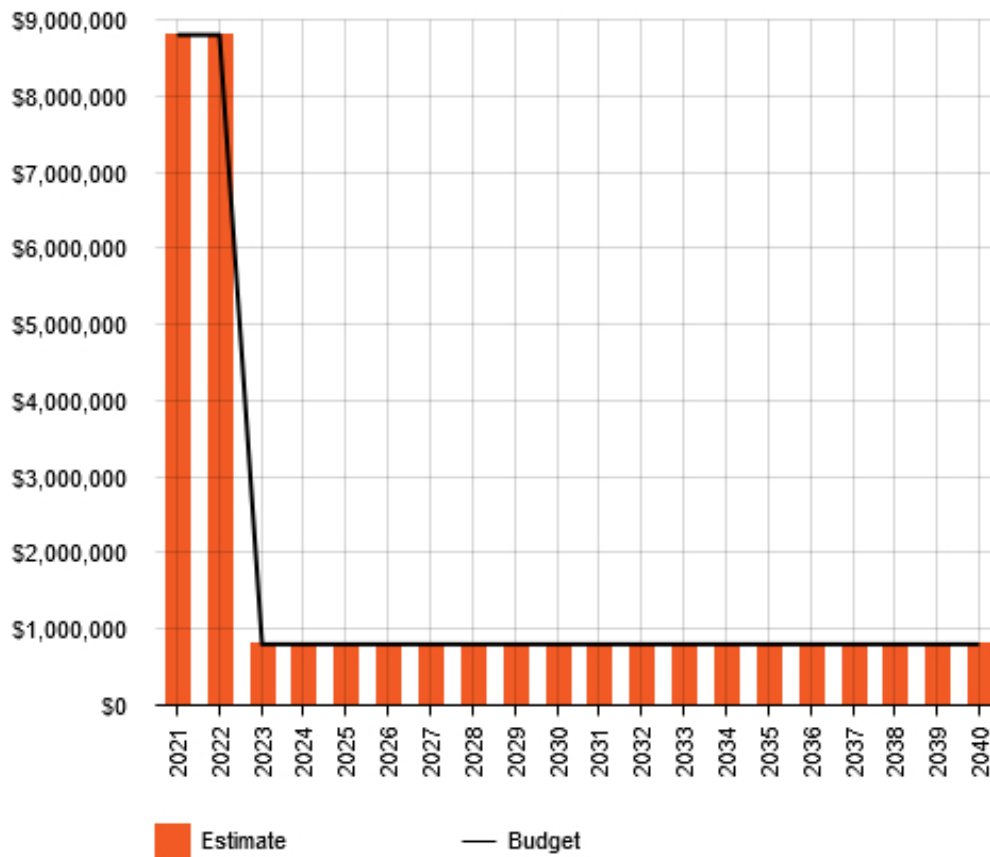
Table 5.5.1: Acquired Assets Priority Ranking Criteria

Criteria	Weighting
Hierarchy within asset category	30%
Condition assessment	10%
Geometry, safety, functional deficiency	10%
Economic performance	10%
Risk Cost	10%
Network strategy	30%
Total	100%

Summary of future asset acquisition costs

Forecast acquisition asset costs are summarised / summarised in Figure 5.4.1 and shown relative to the proposed acquisition budget. The forecast acquisition capital works program is shown in Appendix A.

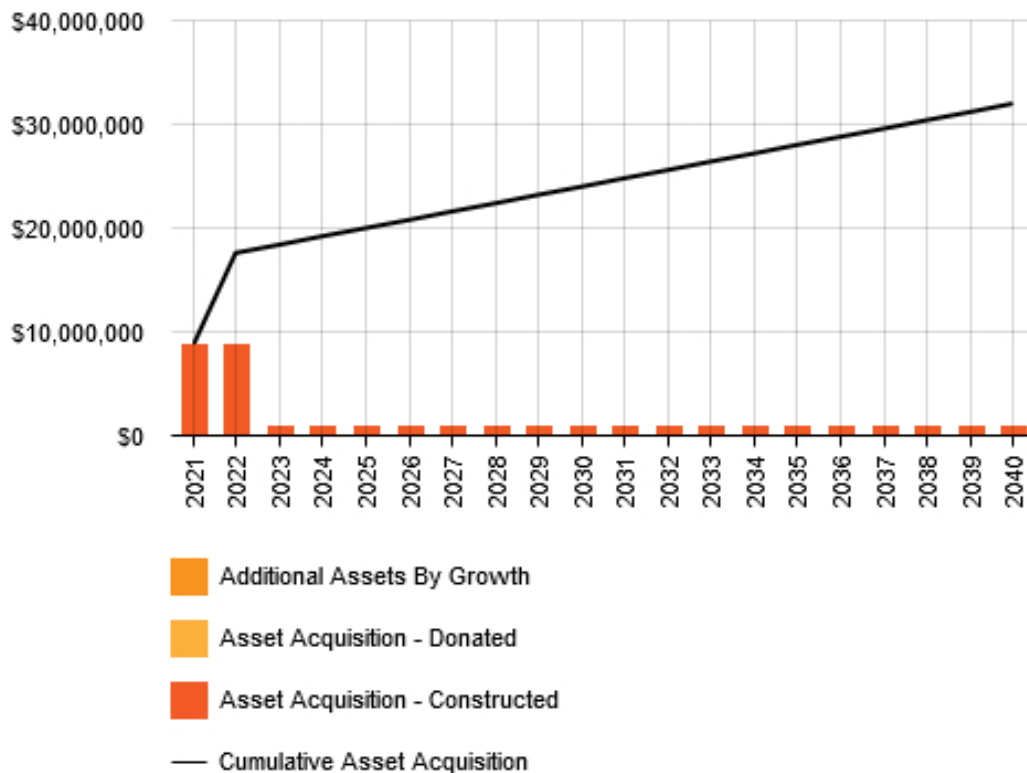
Figure 5.5.1: Acquisition (Constructed) Summary



All figure values are shown in current day dollars.

When an Entity commits to new assets, they must be prepared to fund future operations, maintenance and renewal costs. They must also account for future depreciation when reviewing long term sustainability. When reviewing the long-term impacts of asset acquisition, it is useful to consider the cumulative value of the acquired assets being taken on by the Entity. The cumulative value of all acquisition work, including assets that are constructed and contributed shown in Figure 5.4.2.

Figure 5.5.2: Acquisition Summary



All figure values are shown in current dollars.

Expenditure on new assets and services in the capital works program will be accommodated in the long-term financial plan, but only to the extent that there is available funding.

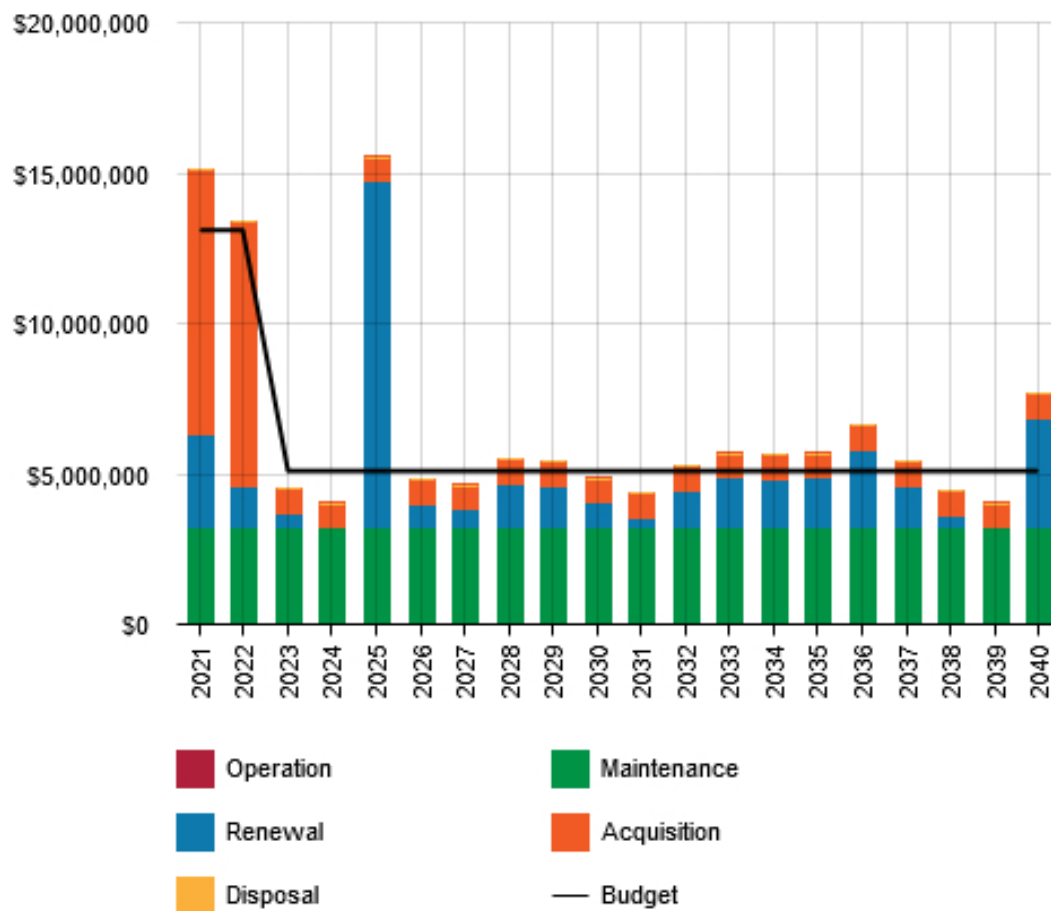
New works are undertaken when grant funds are available, and will increase the demand for maintenance and renewals over time.

Summary of asset forecast costs

The financial projections from this asset plan are shown in Figure 5.4.3. These projections include forecast costs for acquisition, operation, maintenance, renewal, and disposal. These forecast costs are shown relative to the proposed budget.

The bars in the graphs represent the forecast costs needed to minimise the life cycle costs associated with the service provision. The proposed budget line indicates the estimate of available funding. The gap between the forecast work and the proposed budget is the basis of the discussion on achieving balance between costs, levels of service and risk to achieve the best value outcome.

Figure 5.5.3: Lifecycle Summary



All figure values are shown in current day dollars.

Council does not have adequate funds to meet the forecast maintenance and renewal costs.

5.6 Disposal Plan

Disposal includes any activity associated with the disposal of a decommissioned asset including sale, demolition or relocation. Council does not intend to dispose of any transport assets.

Table 5.6: Assets Identified for Disposal

Asset	Reason for Disposal	Timing	Disposal Costs	Operations & Maintenance Annual Savings
Nil				

6.0 RISK MANAGEMENT PLANNING

The purpose of infrastructure risk management is to document the findings and recommendations resulting from the periodic identification, assessment and treatment of risks associated with providing services from infrastructure, using the fundamentals of International Standard ISO 31000:2018 Risk management – Principles and guidelines.

Risk Management is defined in ISO 31000:2018 as: ‘coordinated activities to direct and control with regard to risk’⁴.

An assessment of risks⁵ associated with service delivery will identify risks that will result in loss or reduction in service, personal injury, environmental impacts, a ‘financial shock’, reputational impacts, or other consequences. The risk assessment process identifies credible risks, the likelihood of the risk event occurring, and the consequences should the event occur. The risk assessment should also include the development of a risk rating, evaluation of the risks and development of a risk treatment plan for those risks that are deemed to be non-acceptable.

6.1 Critical Assets

Critical assets are defined as those which have a high consequence of failure causing significant loss or reduction of service. Critical assets have been identified and along with their typical failure mode, and the impact on service delivery, are summarised in Table 6.1. Failure modes may include physical failure, collapse or essential service interruption.

Table 6.1 Critical Assets

Critical Asset(s)	Failure Mode	Impact
Roads Sealed	Flooding/ Heavy Rain Event	Closed Roads- Failed service level
Roads Unsealed	Flooding/ Heavy Rain Event	Closed Roads- Failed service level
Runways Sealed	Flooding/ Heavy Rain Event	Closed Runways- Failed service level
Runways Unsealed	Flooding/ Heavy Rain Event	Closed Runways- Failed service level
Culverts small	Collapse	Serious accident- Failed service level
Bridges & Large Culverts	Collapse	Serious accident- Failed service level
Fences	Failure	Wildlife on runways - Failed service level
Roads Sealed	Flooding/ Heavy Rain Event	Closed Roads- Failed service level

By identifying critical assets and failure modes an organisation can ensure that investigative activities, condition inspection programs, maintenance and capital expenditure plans are targeted at critical assets.

6.2 Risk Assessment

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

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

⁴ ISO 31000:2009, p 2

⁵ Central Darling Shire does not have a Corporate or Infrastructure Risk Management Plan at present. This has been identified in the Improvement Plan under item 24

The process is based on the fundamentals of International Standard ISO 31000:2018.

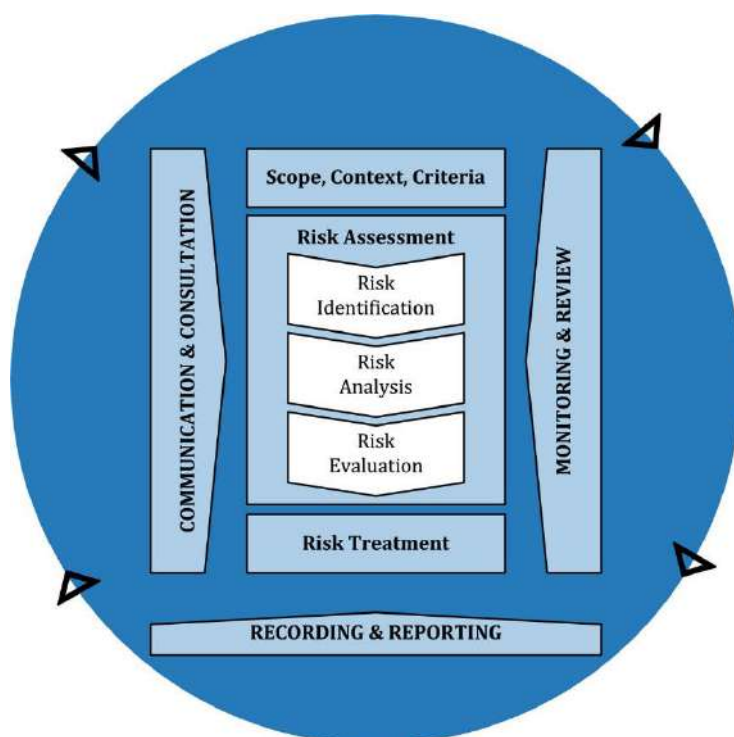


Fig 6.2 Risk Management Process – Abridged
Source: ISO 31000:2018, Figure 1, p9

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

An assessment of risks associated with service delivery will identify risks that will result in loss or reduction in service, personal injury, environmental impacts, a 'financial shock', reputational impacts, or other consequences.

Critical risks are those assessed with 'Very High' (requiring immediate corrective action) and 'High' (requiring corrective action) risk ratings identified in the Infrastructure Risk Management Plan. The residual risk and treatment costs of implementing the selected treatment plan is shown in Table 6.2. It is essential that these critical risks and costs are reported to management and the Administrator/ Councillors.

Table 6.2: Risks and Treatment Plans

Service or Asset at Risk	What can Happen	Risk Rating (VH, H)	Risk Treatment Plan	Residual Risk *	Treatment Costs (\$000)
Unsealed Road Network	Reduction in number of roads with all-weather access	H	Develop a road hierarchy, appropriate cyclic maintenance program (gravel re-sheeting). Match service levels to available funds.	M	\$100 per km

Service or Asset at Risk	What can Happen	Risk Rating (VH, H)	Risk Treatment Plan	Residual Risk *	Treatment Costs (\$000)
Sealed Road Network	Increase in pavement failures and road roughness due to wearing of sealed surfaces	H	Develop a road hierarchy, appropriate cyclic maintenance program (Bitumen Reseals, patching, heavy patching) to approach a 10 -15 year cycle. Match service levels to available funds.	L	\$800
Footpaths	Trips and Falls	H	Maintain defect data, determine priorities based on service and risk criteria, monitor prioritised program for defect rectification.	M	\$100
Aerodrome	Aerodrome assets deteriorate	H	Regular defect and condition assessment and monitoring	M	\$100
	Lack of control of animals	M	Install treatments (e.g. grids) and signage	L	\$20
	Inadequate airstrip capacity	M	Review and adjust design service standards	L	0
	Inadequate airstrip function	H	Review and adjust functional service standards	L	\$0
	Inadequate visibility	M	Implement an improvement program for visibility remedial work	L	\$50
Bridge	Bridge failure, such as a catastrophic collapse Bridge must be replaced temporarily with a sidetrack.	L	Conduct regular condition assessment, routine maintenance and renew deteriorating components as required.	L	\$100

Service or Asset at Risk	What can Happen	Risk Rating (VH, H)	Risk Treatment Plan	Residual Risk *	Treatment Costs (\$000)
	Bridge is unserviceable – a condition assessment reveals that condition is excessively deteriorated.	L	Conduct regular condition assessment, routine maintenance and renew deteriorating components as required. Where bridge is located on a road frequented by an industry that would be adversely affected by a load restriction, pursue opportunities to partner in the replacement of the structure.	L	\$20
	Bridge is in a degraded and weakened condition – a condition assessment indicates that a load restriction is appropriate for the structure	M	Conduct regular condition assessment, routine maintenance and renew deteriorating components as required.	L	\$10
	Component of the structure, such as a guardrail fails	M	Conduct regular condition assessment, routine maintenance and renew deteriorating components as required.	L	\$10
Car Park	Carpark assets deteriorate	H	Regular defect assessment / monitoring	L	\$2
	Carpark assets do not meet community needs	M	Monitor customer service requests against Levels of Service and adjust if required	L	\$2

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

6.3 Infrastructure Resilience Approach

The resilience of our critical infrastructure is vital to the ongoing provision of services to customers. To adapt to changing conditions we need to understand our capacity to ‘withstand a given level of stress or demand’, and to respond to possible disruptions to ensure continuity of service.

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

Our current measure of resilience is shown in Table 6.3 which includes the type of threats and hazards and the current measures that the organisation takes to ensure service delivery resilience.

Table 6.3: Resilience

Threat / Hazard	Current Resilience Approach
Bushfire	Regular firebreak grading
Flooding	Levees
Inundation	Water main maintenance/ raise house floor levels
Heavy Rainfall	Raise house floor levels
Traffic Accident	Adequate emergency response levels
Bridge Failure	Maintain bridges/ regular inspections

6.4 Service and Risk Trade-Offs

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

6.4.1 What we cannot do

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

- Reseals
- Reconstruction and sealing on unsealed roads
- Resheeting
- New Footpaths
- Unsealed runway sealing
- Unsealed carpark sealing
- Install new kerb & channel

6.4.2 Service trade-off

If there is forecast work (operations, maintenance, renewal, acquisition or disposal) that cannot be undertaken due to available resources, then this will result in service consequences for users. These service consequences include:

- Sealed roads will deteriorate
- Unsealed roads will not be trafficable during and after most rainfall events
- Un-sheeted roads will be impassable for long periods after rainfall events
- Runways- unsealed runways will not be capable of catering for emergency or scheduled Flying Doctor or regular air traffic landings
- Footpaths will not meet demand service levels or user expectations and requirements
- Some carparks will be unusable after heavy rainfall events
- Existing urban kerb & channel drainage assets will not be adequate drain towns effectively

6.4.3 Risk trade-off

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

- Sealed roads- increased risk of traffic accidents and vehicle damage
- Unsealed roads- increased risk of traffic accidents, vehicle damage and delays for locals, tourists and the heavy vehicle transport industry
- Un-sheeted roads- increased risk of traffic accidents, vehicle damage and delays for locals, tourists and the heavy vehicle transport industry
- Runways- unsealed runways incapable of emergency landings to fly injured people out or scheduled clinical visits
- Footpaths that are unformed may force users onto the road and are not fit for purpose
- Carparks that don't meet user requirements may cause reputational damage to council and may be safety liability

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

7.0 FINANCIAL SUMMARY

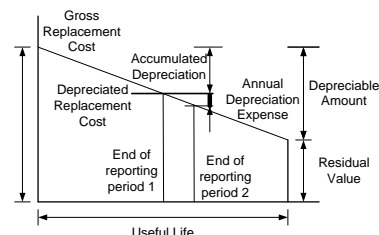
This section contains the financial requirements resulting from the information presented in the previous sections of this Asset Management Plan. The financial projections will be improved as the discussion on desired levels of service and asset performance matures.

7.1 Financial Statements and Projections

7.1.1 Asset valuations

The 2018 estimate of the value of assets was used for modelling in this Asset Management Plan as shown below. The 2020 valuation was unsuitable for asset management purposes. The assets were valued on the basis of Fair Value in accordance with the Australian Accounting Standards AASB 116 Property, Plant and Equipment, and AASB 13 Fair Value Measurement.:

Replacement Cost (Current/Gross)	\$172,660,021
Depreciable Amount	\$172,660,021
Depreciated Replacement Cost ⁶	\$76,867,648
Depreciation	\$3,304,813.0



7.1.2 Sustainability of service delivery

There are two key indicators of sustainable service delivery that are considered in the Asset Management Plan for this service area. The two indicators are the:

- asset renewal funding ratio (proposed renewal budget for the next 10 years / forecast renewal costs for next 10 years), and
- medium term forecast costs/proposed budget (over 10 years of the planning period).

Asset Renewal Funding Ratio

Asset Renewal Funding Ratio⁷ 50.89%

The Asset Renewal Funding Ratio is an important indicator and illustrates that over the next 10 years we expect to have 50.89% of the funds required for the optimal renewal of assets.

The forecast renewal work along with the proposed renewal budget, and the cumulative shortfall, is illustrated in Appendix D.

Medium term – 10 year financial planning period

This Asset Management Plan identifies the forecast operations, maintenance and renewal costs 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.

This forecast work can be compared to the proposed budget over the 10 year period to identify any funding shortfall.

The forecast operations, maintenance and renewal costs over the 10 year planning period is \$5,361,711 on average per year.

The proposed (budget) operations, maintenance and renewal funding is \$4,300,000 on average per year giving a 10 year funding shortfall \$-1,061,711 per year. This indicates that 80.2% of the forecast costs needed to provide the services documented in this AM Plan are accommodated in the proposed budget. Note, these calculations exclude acquired assets.

⁶ Also reported as Written Down Value, Carrying or Net Book Value.

⁷ AIFMM, 2015, Version 1.0, Financial Sustainability Indicator 3, Sec 2.6, p 9.

Providing sustainable services from infrastructure requires the management of service levels, risks, forecast outlays and financing to achieve a financial indicator of approximately 1.0 for the first years of the Asset Management Plan and ideally over the 10 year life of the Long-Term Financial Plan.

7.1.3 Forecast Costs (outlays) for the long-term financial plan

Table 7.1.3 shows the forecast costs (outlays) for the 10 year long-term financial plan.

Forecast costs are shown in 2020 dollar values.

Table 7.1.3: Forecast Costs (Outlays) for the Long-Term Financial Plan

Year	Acquisition	Operation	Maintenance	Renewal	Disposal
2021	8800000	0	3200000	3113227	0
2022	8800000	0	3200000	1400000	0
2023	800000	0	3200000	478180	0
2024	800000	0	3200000	0	0
2025	800000	0	3200000	11510016	0
2026	800000	0	3200000	805680	0
2027	800000	0	3200000	617685	0
2028	800000	0	3200000	1462720	0
2029	800000	0	3200000	1386000	0
2030	800000	0	3200000	843600	0
2031	800000	0	3200000	357280	0
2032	800000	0	3200000	1250192	0
2033	800000	0	3200000	1668260	0
2034	800000	0	3200000	1638700	0
2035	800000	0	3200000	1656050	0
2036	800000	0	3200000	2620800	0
2037	800000	0	3200000	1400000	0
2038	800000	0	3200000	399220	0
2039	800000	0	3200000	0	0
2040	800000	0	3200000	3655000	0

7.2 Funding Strategy

The proposed funding for assets is outlined in Council's budget and Long-Term financial plan.

The financial strategy determines how funding will be provided, whereas the Asset Management Plan communicates how and when this will be spent, along with the service and risk consequences of various service alternatives.

7.3 Valuation Forecasts

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

Additional assets will generally add to the operations and maintenance needs in the longer term. Additional assets will also require additional costs due to future renewals. Any additional assets will also add to future depreciation forecasts.

7.4 Key Assumptions Made in Financial Forecasts

In compiling this Asset Management Plan, it was necessary to make some assumptions. This section details the key assumptions made in the development of this AM plan and should provide readers with an understanding of the level of confidence in the data behind the financial forecasts.

Key assumptions made in this Asset Management Plan are:

- Asset componentisation, segmentation and condition information is based on 2018 information, which has been refined by referring to the 2020 road valuation report.
- The budget allocations between maintenance and renewal are based on engineering judgement

7.5 Forecast Reliability and Confidence

The forecast costs, proposed budgets, and valuation projections in this AM Plan are based on the best available data. For effective asset and financial management, it is critical that the information is current and accurate. Data confidence is classified on a A - E level scale⁸ in accordance with Table 7.5.1.

Table 7.5.1: Data Confidence Grading System

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

The estimated confidence level for and reliability of data used in this AM Plan is shown in Table 7.5.2.

Table 7.5.2: Data Confidence Assessment for Data used in AM Plan

Data	Confidence Assessment	Comment
Demand drivers	C	
Growth projections	B	
Acquisition forecast	C	Acquisition forecasts are dependent upon the availability of grant funding
Operation forecast	C	Operational costs are not clearly defined
Maintenance forecast	B	

⁸ IPWEA, 2015, IIMM, Table 2.4.6, p 2 | 71.

Data	Confidence Assessment	Comment
Renewal forecast - Asset values	B	Asset componentisation and condition information is based on 2018 information, which has been refined by referring to the 2020 road valuation report.
- Asset useful lives	B	
- Condition modelling	B	
Disposal forecast	B	

The estimated confidence level for and reliability of data used in this AM Plan is considered to be B.

8.0 PLAN IMPROVEMENT AND MONITORING

8.1 Status of Asset Management Practices

8.1.1 Accounting and financial data sources

This Asset Management Plan utilises accounting and financial data. The source of the data is the Central Darling Shire Council Valuation of Road & Transport Infrastructure for Financial Reporting Purposes, by AssetVal, 30 June

8.1.2 Asset management data sources

This Asset Management Plan also utilises asset management data. The source of the data is Central Darling Shire Council Valuation of Road & Transport Infrastructure for Financial Reporting Purposes, by AssetVal, 30 June .

8.2 Improvement Plan

It is important that an entity recognise areas of their Asset Management Plan and planning process that require future improvements to ensure effective asset management and informed decision making. The improvement plan generated from this Asset Management Plan is shown in Table 8.2.

The most significant factor limiting the reliability of forecasts from this AM Plan is the absence of a robust asset register. Because the 2020 valuation report was prepared for accounting compliance purposes only, the roads were not split into segments in the 2020 asset register, making the data unsuitable for asset management purposes. Asset componentisation, segmentation and condition information was therefore based on 2018 information, which has been refined by referring to the 2020 road valuation report.

The top three Improvement Tasks in Table 8.2 Improvement Plan, seek to address this issue.

Table 8.2: Improvement Plan

Task	Task	Responsibility	Resources Required	Timeline
Improvement Actions Identified during the 2021 Asset Management Maturity Assessment				
1	Develop a consolidated, integrated, up to date asset register with appropriate components and the required functionality to ensure security and data integrity, which includes all information about each asset sorted by asset group.	Director Shire Services	CDSC Staff	
2	Define and document internal procedures for determining asset replacement and treatment unit rates, not dependent on third parties. Unit rates to be determined by Council to suit local conditions.	Director Shire Services	CDSC Staff	
3	Document methodologies used to carry out consistent asset condition surveys and defect identification assessments, in a Condition Rating Assessment Manual, for each asset class. Asset condition assessment should not be limited to the small sample of assets inspected by the third parties every four years for accounting compliance purposes.	Director Shire Services	CDSC Staff	

Task	Task	Responsibility	Resources Required	Timeline
Outstanding Improvement Actions identified in the 2018 Transport Asset Management Plan				
Task No	Task	Responsibility	Resources Required	Timeline
1	Customer Service Requests received by council to be reviewed to determine areas of concern or complaints relative to assets covered by the Transport AM Plan.	Roads & Assets Engineer/ Customer Service Staff	CDSC Staff	Weekly
2	Continue to monitor any legislative changes applicable to the management of roads and other transport assets.	Director Shire Services/Deputy Director Shire Services/ Roads & Assets Engineer	CDSC Staff	Monthly/ Annually
3	Monitor the delivery of Levels of Service. Compare actual performance with target performance. Gather data to ensure that future versions of this Plan are truly reflective of reality.	Director Shire Services/Deputy Director Shire Services/ Roads & Assets Engineer	CDSC Staff	Annually
4	Continue to monitor any significant population decline and demographic changes, note any impacts on assets and services	Planning Department/ Director Shire Services/Deputy Director Shire Services/ Roads & Assets Engineer	CDSC Staff	Annually
5	Consider further changes in technology and how this may impact, both positively and negatively, on roads and other transport assets.	Director Shire Services/Deputy Director Shire Services/ Roads & Assets Engineer/ Works Engineer	CDSC Staff	Annually
6	Consider what demand management strategies council currently uses to shape the use of assets and services or otherwise minimise costs of services relative to transport assets.	Director Shire Services/Deputy Director Shire Services/ Roads & Assets Engineer/ Works Engineer	CDSC Staff	Annually
7	Continue to investigate demand management strategies such as facilitating more efficient use of existing road assets or rationalising the asset portfolio in alignment with agreed levels of service	Director Shire Services/Deputy Director Shire Services/ Roads & Assets Engineer	CDSC Staff	Annually
8	Review existing expenditures for operations and maintenance on the roads and transport	Finance Department/	CDSC Staff	Annually

Task	Task	Responsibility	Resources Required	Timeline
	network and develop a base model of recurrent expenditures that will be required to satisfactorily service any growth or changes to service levels (For example consider \$/asset in the case the aerodrome and other discrete assets). Consider the potential growth in risk inspection activities as a consequence of any increases in the asset base.	Director Shire Services/Deputy Director Shire Services/ Roads & Assets Engineer / Works Engineer		
9	Review the impact of asset upgrades on staff numbers, training needs, facilities, resources and equipment, (maintenance vehicles or other specialist equipment). For example, more sealed roads may lead to higher maintenance needs and costs	Director Shire Services/Deputy Director Shire Services/ Roads & Assets Engineer	CDSC Staff	As required/ Annually
10	Improve the capture of details of all assets and improvements in the transport assets inventory. New assets to be added to inventory	Roads & Assets Engineer/ Works Engineer	CDSC Staff	Annually
11	Condition rating to be undertaken on all assets in the asset inventory and remaining useful life noted	Roads & Assets Engineer/ Roads Officers/ Administration Officers	CDSC Staff	Bi Annually
12	Identify and record where major service deficiencies exist in the road network.	Director Shire Services/Deputy Director Shire Services/ Roads & Assets Engineer	CDSC Staff	As they arise/ Annually
13	Record any high-risk assets that have not already been identified for renewal, replacement or disposal in the current year capital works program.	Director Shire Services/Deputy Director Shire Services/ Roads & Assets Engineer	CDSC Staff	Annually
14	Review existing service specifications with respect to response times and desired levels of service	Roads & Assets Engineer/ Works Engineer	CDSC Staff	Annually
15	Consider the standards and specifications that are applicable to the replacement and renewal of assets and improvements within road and transport network.	Director Shire Services/Deputy Director Shire Services/ Roads & Assets Engineer/ Works Engineer	CDSC Staff	Annually
16	Rigorously review of the program of capital works proposed with consideration of the renewal demands facing the road network.	Director Shire Services/Deputy Director Shire Services/ Roads & Assets Engineer/ Works Engineer	CDSC Staff	Annually

Task	Task	Responsibility	Resources Required	Timeline
17	Review of processes for update of asset information as a result of asset renewals and disposals addressing both asset inventory and financial data.	Roads & Assets Engineer/ Works Engineer	CDSC Staff	Annually
18	Financial variables, (e.g. unit rates, economic lives, residual values, depreciation schedules and models), to be reviewed and updated for each asset class and sub-category.	Finance Department/ Roads & Assets Engineer	CDSC Staff/ Finance Department	Annually
19	Purchase and implement Asset Management Software to generate a more accurate asset register and associated financial details, work schedules, long term maintenance programmes	Finance Department/ Administration Officers/ Director Shire Services/Deputy Director Shire Services/ Roads & Assets Engineer/ Works Engineer/ Roads Officers	CDSC Staff/ Contractor	Software has been purchased and training for staff is ongoing. 1 st July 2018
20	Review acquisition years in the Transport Asset Register and update any discovered oversights in renewals	Roads & Assets Engineer	CDSC Staff	Annually
21	Update condition ratings by inspection of individual assets in the existing Transport Asset Register	Roads & Assets Engineer/ Road Officers	CDSC Staff	Annually
22	Investigate customer service expectations and expected levels of service for future updates of the asset management plan	Director Shire Services/Deputy Director Shire Services/ Roads & Assets Engineer/ Works Engineer/ Admin Staff	CDSC Staff	Annually
23	Identify and document specific critical assets within the shire.	Director Shire Services/Deputy Director Shire Services/ Roads & Assets Engineer/ Works Engineer/ Engineer/	CDSC Staff	Outstanding
24	Develop a Corporate & Infrastructure Risk Management Plan	Director Shire Services/Deputy Director Shire Services/ Roads & Assets Engineer/ Works Engineer/	CDSC Staff	Outstanding

8.3 Monitoring and Review Procedures

This Asset Management Plan will be reviewed during the annual budget planning process and revised to show any material changes in service levels, risks, forecast costs and proposed budgets as a result of budget decisions.

The AM Plan will be reviewed and updated annually to ensure it represents the current service level, asset values, forecast operations, maintenance, renewals, upgrade/new and asset disposal costs and proposed budgets. These forecast costs and proposed budget are incorporated into the Long-Term Financial Plan or will be incorporated into the Long-Term Financial Plan once completed.

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

8.4 Performance Measures

The effectiveness of this Asset Management Plan can be measured in the following ways:

- The degree to which the required forecast costs identified in this Asset Management Plan are incorporated into the long-term financial plan,
- The degree to which the 1-5 year detailed works programs, budgets, business plans and corporate structures take into account the 'global' works program trends provided by the Asset Management Plan,
- The degree to which the existing and projected service levels and service consequences, risks and residual risks are incorporated into the Strategic Plan and associated plans,
- The Asset Renewal Funding Ratio achieving the Organisational target (this target is often 1.0).

9.0 REFERENCES

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- IPWEA, 2008, 'NAMS.PLUS Asset Management', Institute of Public Works Engineering Australasia, Sydney, www.ipwea.org/namsplus.
- IPWEA, 2015, 2nd edn., 'Australian Infrastructure Financial Management Manual', Institute of Public Works Engineering Australasia, Sydney, www.ipwea.org/AIFMM.
- IPWEA, 2015, 3rd edn., 'International Infrastructure Management Manual', Institute of Public Works Engineering Australasia, Sydney, www.ipwea.org/IIMM
- IPWEA, 2012 LTFP Practice Note 6 PN Long-Term Financial Plan, Institute of Public Works Engineering Australasia, Sydney
- ISO, 2018, ISO 31000:2018, Risk management – Guidelines
- Central Darling Shire Community Strategic Plan 2017-2023
- Central Darling Shire Delivery Program 2018-21 and Draft Operational Plan 2020-21

10.0 APPENDICES

Appendix A Acquisition Forecast

Table A3 - Acquisition Forecast Summary

Year	Constructed	Donated	Growth
2021	8800000	0	0
2022	8800000	0	0
2023	800000	0	0
2024	800000	0	0
2025	800000	0	0
2026	800000	0	0
2027	800000	0	0
2028	800000	0	0
2029	800000	0	0
2030	800000	0	0
2031	800000	0	0
2032	800000	0	0
2033	800000	0	0
2034	800000	0	0
2035	800000	0	0
2036	800000	0	0
2037	800000	0	0
2038	800000	0	0
2039	800000	0	0
2040	800000	0	0

Appendix B Operation Forecast

Operations Forecasts are included in the Maintenance Forecasts

Appendix C Maintenance Forecast

Table C2 - Maintenance Forecast Summary

Year	Maintenance Forecast	Additional Maintenance Forecast	Total Maintenance Forecast
2021	3200000	0	3200000
2022	3200000	0	3200000
2023	3200000	0	3200000
2024	3200000	0	3200000
2025	3200000	0	3200000
2026	3200000	0	3200000
2027	3200000	0	3200000
2028	3200000	0	3200000
2029	3200000	0	3200000
2030	3200000	0	3200000
2031	3200000	0	3200000
2032	3200000	0	3200000
2033	3200000	0	3200000
2034	3200000	0	3200000
2035	3200000	0	3200000
2036	3200000	0	3200000
2037	3200000	0	3200000
2038	3200000	0	3200000
2039	3200000	0	3200000
2040	3200000	0	3200000

Appendix D Renewal Forecast Summary

Table D3 - Renewal Forecast Summary

Year	Renewal Forecast	Renewal Budget
2021	3113227	1100000
2022	1400000	1100000
2023	478180	1100000
2024	0	1100000
2025	11510016	1100000
2026	805680	1100000
2027	617685	1100000
2028	1462720	1100000
2029	1386000	1100000
2030	843600	1100000
2031	357280	1100000
2032	1250192	1100000
2033	1668260	1100000
2034	1638700	1100000
2035	1656050	1100000
2036	2620800	1100000
2037	1400000	1100000
2038	399220	1100000
2039	0	1100000
2040	3655000	1100000

Appendix E Disposal Summary

Council does not plan to dispose of any transport assets

Appendix F Budget Summary by Lifecycle Activity

Table F1 – Budget Summary by Lifecycle Activity

Year	Acquisition	Operation	Maintenance	Renewal	Disposal	Total
2021	8800000	0	3200000	1100000	0	13100000
2022	8800000	0	3200000	1100000	0	13100000
2023	800000	0	3200000	1100000	0	5100000
2024	800000	0	3200000	1100000	0	5100000
2025	800000	0	3200000	1100000	0	5100000
2026	800000	0	3200000	1100000	0	5100000
2027	800000	0	3200000	1100000	0	5100000
2028	800000	0	3200000	1100000	0	5100000
2029	800000	0	3200000	1100000	0	5100000
2030	800000	0	3200000	1100000	0	5100000
2031	800000	0	3200000	1100000	0	5100000
2032	800000	0	3200000	1100000	0	5100000
2033	800000	0	3200000	1100000	0	5100000
2034	800000	0	3200000	1100000	0	5100000
2035	800000	0	3200000	1100000	0	5100000
2036	800000	0	3200000	1100000	0	5100000
2037	800000	0	3200000	1100000	0	5100000
2038	800000	0	3200000	1100000	0	5100000
2039	800000	0	3200000	1100000	0	5100000
2040	800000	0	3200000	1100000	0	5100000

CENTRAL DARLING SHIRE COUNCIL



Water

Asset Management Plan



Draft Version 1.0

March 2021

Document Control	Asset Management Plan
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Contents

1.0	EXECUTIVE SUMMARY	5
1.1	The Purpose of the Plan.....	5
1.2	Asset Description	5
1.3	Levels of Service.....	5
1.4	Future Demand.....	5
1.5	Lifecycle Management Plan	6
1.6	Financial Summary.....	6
1.7	Asset Management Practices	7
1.8	Monitoring and Improvement Program	7
2.0	Introduction	8
2.1	Background	8
2.2	Goals and Objectives of Asset Ownership	10
3.0	LEVELS OF SERVICE	12
3.1	Customer Research and Expectations	12
3.2	Strategic and Corporate Goals.....	12
3.3	Legislative Requirements.....	13
3.4	Customer Levels of Service	14
3.5	Technical Levels of Service.....	15
4.0	FUTURE DEMAND	18
4.1	Demand Drivers	18
4.2	Demand Forecasts	18
4.3	Demand Impact and Demand Management Plan	18
4.4	Climate Change and Adaption	18
5.0	LIFECYCLE MANAGEMENT PLAN	20
5.1	Background Data	20
5.2	Operations and Maintenance Plan	22
5.3	Renewal Plan	25
5.4	Summary of future renewal costs.....	25
5.5	Acquisition Plan	27
5.6	Disposal Plan.....	29
6.0	RISK MANAGEMENT PLANNING	30
6.1	Critical Assets.....	30
6.2	Risk Assessment.....	31

6.3	Infrastructure Resilience Approach	33
6.4	Service and Risk Trade-Offs	33
7.0	FINANCIAL SUMMARY	35
7.1	Financial Statements and Projections.....	35
7.2	Funding Strategy.....	36
7.3	Key Assumptions Made in Financial Forecasts	36
7.4	Forecast Reliability and Confidence.....	37
8.0	PLAN IMPROVEMENT AND MONITORING	38
8.1	Status of Asset Management Practices	38
8.2	Improvement Plan	38
8.3	Monitoring and Review Procedures	39
8.4	Performance Measures	39
9.0	REFERENCES	40
10.0	APPENDICES	41
Appendix A	Acquisition Forecast.....	41
Appendix B	Operation Forecast	42
Appendix C	Maintenance Forecast	43
Appendix D	Renewal Forecast Summary	44
Appendix E	Disposal Summary.....	45
Appendix F	Budget Summary by Lifecycle Activity	46

1.0 EXECUTIVE SUMMARY

1.1 The Purpose of the Plan

Asset management planning is a comprehensive process ensuring delivery of services from infrastructure is financially sustainable.

This Asset Management Plan (AM Plan) details information about infrastructure assets with actions required to provide an agreed level of service in the most cost-effective manner while outlining associated risks. The plan defines the services to be provided, how the services are provided and what funds are required to provide over the 20 year planning period. The Asset Management Plan will link to a Long-Term Financial Plan which typically considers a 10 year planning period.

This plan covers the infrastructure assets that provide water supply for the towns of Wilcannia, White Cliffs and Ivanhoe.

1.2 Asset Description

The Water network comprises:

- Water supply sources – dams, weirs and bores
- Reticulation networks
- Pumping stations
- Water treatment plants
- Raw and filtered water pipelines
- Rising mains

The above infrastructure assets have significant total renewal value estimated at \$43,556,883. The Valuation is a desktop adjustment, using staff professional judgement in 2018.

1.3 Levels of Service

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

The main service consequences of the Planned Budget are:

- 6 months capacity of the weir pool in Wilcannia once Darling River flow ceases.
- Service disruption to users from water main breaks and repairs

1.4 Future Demand

The main demands for new services are created by:

- Climate change
- Population
- Agricultural practice
- Community expectations
- Regulations

These demands will be approached using a combination of managing existing assets, upgrading of existing assets and providing new assets to meet demand. Demand management practices may also include a combination of non-asset solutions, insuring against risks and managing failures.

- Reduce service level
- Transfer management/ownership of assets to other entities

1.5 Lifecycle Management Plan

1.5.1 What does it Cost?

The forecast lifecycle costs necessary to provide the services covered by this AM Plan includes operation, maintenance, renewal, acquisition, and disposal of assets. Although the AM Plan may be prepared for a range of time periods, it typically informs a Long-Term Financial Planning period of 10 years. Therefore, a summary output from the AM Plan is the forecast of 10 year total outlays, which for Water assets is estimated as \$37,728,016 or \$3,772,802 on average per year.

1.6 Financial Summary

1.6.1 What we will do

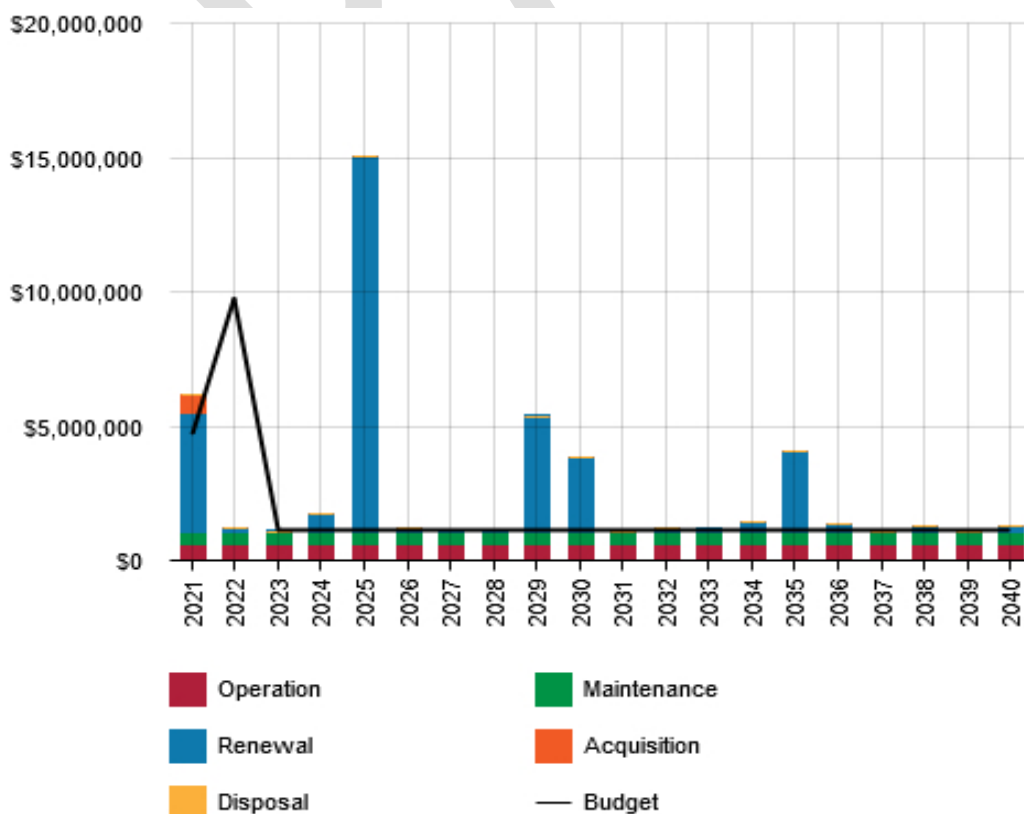
Estimated available funding for the 10 year period is \$23,475,000 or \$2,347,500 on average per year as per the Long-Term Financial plan or Planned Budget. This is 62.2% of the cost to sustain the current level of service at the lowest lifecycle cost.

Significant renewal works are planned in 2021 and 2022 utilising grant funding, including:

Project	Estimate
Wilcannia Water Treatment Plant Replacement	\$3,500,000
Ivanhoe Water Treatment Plant Replacement	\$2,500,000
White Cliffs Water Treatment Plant Replacement	\$2,000,000
White Cliffs Water Main Replacement	\$3,500,000

The infrastructure reality is that only what is funded in the long-term financial plan can be provided. Even with the extensive planned renewal works in 2021 and 2022, there remains a shortfall in funding for renewals over the life of the plan. The anticipated Planned Budget for Water leaves a shortfall of \$-1,510,301 on average per year of the forecast lifecycle costs required to provide services in the AM Plan compared with the Planned Budget currently included in the Long-Term Financial Plan. This is shown in the figure below.

Forecast Lifecycle Costs and Planned Budgets



We plan to provide Water services for the following:

- Operation, maintenance, renewal and upgrade of dams, weirs, bores, reticulation networks, water treatment plants, raw and filtered water, rising mains to meet service levels set in annual budgets.
- Replace and upgrade the White Cliffs Water Treatment Plant and Reticulation network, install smart meters and renew sections of the reticulation network within the 10-year planning period, with grant funding.
- Replace and upgrade the Wilcannia Water Treatment Plant with grant funding.
- Replace and upgrade the Ivanhoe Water Treatment Plant with grant funding

1.6.2 What we cannot do

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

- Renew all assets at the optimal time or before they reach end of life.
- Renew rising and trunk mains that are nearing end of useful life without grant funding

1.6.3 Managing the Risks

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

The main risk consequences are:

- Interruption to water supply system from asset failures.

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

- Review and implementation of our Drinking Water Quality Management Plan
- Inspect and monitor all water assets regularly, prioritise and repair defects in accordance with our inspection schedule to ensure functionality and safety.
- Lobby government entities for grant funding

1.7 Asset Management Practices

Our systems to manage assets include:

- Civica/ Practical Financial System
- AssetFinda
- Asset Management Policy
- Draft Asset Management Strategy

Assets requiring renewal/replacement are identified from the asset register and from observed asset performance. The Asset Register was used to forecast the renewal life cycle costs for this Asset Management Plan.

1.8 Monitoring and Improvement Program

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

- Audit all assets and add to the new AssetFinda program to improve the asset data in the asset register
- Separate job cost numbers in Councils financial system. Split maintenance and operations. Split capital into renewal and acquisition. This change was made July 1 2020, to improve how Council accounts for asset lifecycle expenditures. System to be implemented by all staff and compliance monitored.
- Undertake customer satisfaction survey to consult with the community and identify the desired level of service. This is planned for mid 2021 with plans to employ a community consultation officer at Council.

2.0 Introduction

2.1 Background

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

The asset management plan is to be read with the other planning documents. This should include the Asset Management Policy and Asset Management Strategy where these have been developed along with other key planning documents:

- CDSC Community Strategic Plan 2017 - 2027
- CDSC Operational Plan 2020 - 2021

The infrastructure assets covered by this asset management plan are shown in Table 2.1. These assets are used to provide a safe, reliable water supply service and demonstrate compliance with the regulatory requirements.

Table 2.1: Assets covered by this Plan

Asset Category	Dimension or No#	Replacement Value
Bore	6	\$868,659
Dam	6	\$5,914,440
Potable Water Main	34,485 m	\$5,149,786
Pump Station	7	\$3,930,960
Raw Water Main	71,923 m	\$14,106,215
Reservoir	2	\$609,545
Water Treatment Plant	3	\$12,977,278
		\$43,556,883

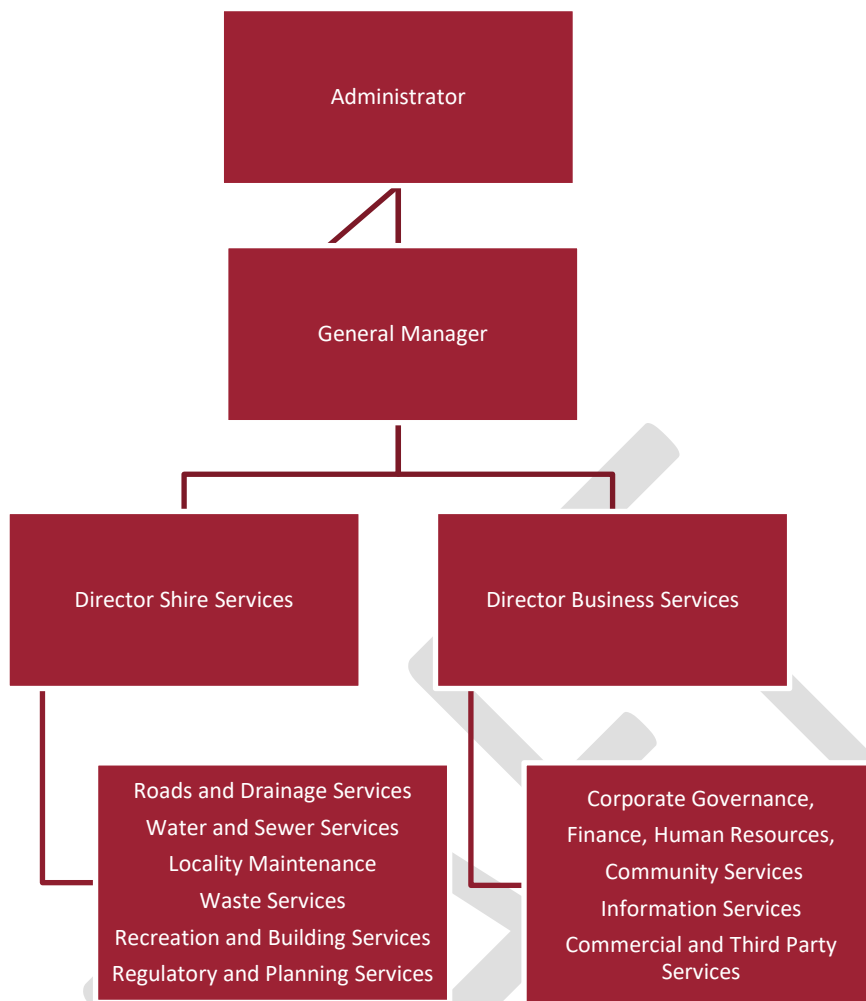
These assets are used to provide the water supply service. The infrastructure assets included in this plan have an estimated total replacement value of \$43,556,883. The most recent formal revaluation in accordance with Australian Accounting Standards was prepared on 30 June 2017. Replacement values were adjusted in 2018 using staff professional judgement.

Key stakeholders in the preparation and implementation of this Asset Management Plan are shown in Table 2.2.

Table 2-1: Key Stakeholders in the AM Plan

Key Stakeholder	Role in Asset Management Plan
Councillors/ Administrator	Represent needs of community/shareholders, Allocate resources to meet the organisation's objectives in providing services while managing risks, Ensure organisation is financial sustainable.
General Manager	Endorse the development of asset management plans and provide the resources required to complete this task. Set high level priorities for asset management development and raise the awareness of this function among staff and contractors. Support the implementation of actions resulting from this plan and prepared to make changes to a better way of managing assets and delivering services. Support for an asset management driven budget and LTFP.
Finance Section	Consolidating the asset register and ensuring the asset valuations are accurate. Development of supporting policies such as capitalisation and depreciation. Preparation of asset sustainability and financial reports incorporating asset depreciation in compliance with current accounting standards.
Operational (Outdoor) Staff	Provide local knowledge level detail on all the water supply assets. Verify the size, location and condition of assets. They can describe the maintenance standards deployed and the ability to meet technical and customer levels of service.
Asset Management Consultants	Provide support for the development of asset management plans and the implementation of effective asset management principles within Council.
External Parties	Community residents & businesses; Tourist and Visitors (as occasional users); Neighbouring Council's; Emergency services; Utility companies; Local Businesses and; Federal and State Government authorities & agencies

Our organisational structure for service delivery from infrastructure assets is detailed on the following page,



2.2 Goals and Objectives of Asset Ownership

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

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

Key elements of the planning framework are

- Levels of service – specifies the services and levels of service to be provided,
- Future demand – how this will impact on future service delivery and how this is to be met,
- Lifecycle management – how to manage its existing and future assets to provide defined levels of service,
- Financial summary – what funds are required to provide the defined services,
- Asset management practices – how we manage provision of the services,

- Monitoring – how the plan will be monitored to ensure objectives are met,
- Asset management improvement plan – how we increase asset management maturity.

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

- International Infrastructure Management Manual 2015 ¹
- ISO 55000²

DRAFT

¹ Based on IPWEA 2015 IIMM, Sec 2.1.3, p 2 | 13

² ISO 55000 Overview, principles and terminology

3.0 LEVELS OF SERVICE

3.1 Customer Research and Expectations

During the development of the Community Strategic Plan in 2017, a Community Engagement Strategy was prepared and implemented by Council. The main source of engagement and feedback were hardcopy and online surveys, contacting key stakeholders and leaders in each community. Widespread distribution of surveys was available in common locations and advertising was conducted using various media outlets. A total of 52 surveys were received as part of the process.

Respondents were asked to rank in order of priority the services or facilities that were most important to them. The overall five high ranking services and facilities were:

1. Water
2. Youth facilities
3. Road construction and maintenance
4. Provision of aged care facilities
5. Waste management

Water supply was the highest priority service provided by Council. This highlights the importance of this AM Plan, in assisting Council to manage water supply assets in financially sustainable manner, that meets the needs of the community.

3.2 Strategic and Corporate Goals

This Asset Management Plan is prepared under the direction of the Central Darling Shire vision, mission, goals and objectives.

Our vision is:

Central Darling will be a great place to live and visit.

Our mission is:

Realising quality opportunities for all in the Central Darling Shire through:

- *Effective leadership*
- *Community development through involvement, participation, partnership, ownership and collaborative approach*
- *Facilitation of services*
- *Community ownership*
- *Delivery of consistent, affordable and achievable services and facilities.*

Strategic goals have been set by Council and are outlined in the Draft Operational Plan 2020-21.

The relevant goals and objectives and how these are addressed in this Asset Management Plan are summarised in Table 3.1.

Table 3-1: Goals and how these are addressed in this Plan

Goal	Objective	How Goal and Objectives are addressed in AM Plan
Natural and Built Environment Goal 3 - A protected and supported natural environment and a sustainable and well-maintained built environment <i>Goal 3.3 Safe and reliable water supply for Shire communities</i>	<p>Lobby for the completion of the Wilcannia Weir</p> <p>Ensure that potable and raw water supplies are provided within designated water districts of Ivanhoe and Wilcannia</p> <p>Maintain the consistency of water supply to the White Cliffs community and investigate and improve the provision of a potable supply as a matter of urgency</p> <p>Construct the new water treatment plant and associated infrastructure to ensure improved water supply for White Cliffs</p> <p>Ensure that potable water meets the guidelines set by NSW Health</p> <p>Review and improve water supply management strategies</p> <p>Review contingency plans for each community to maintain water supplies</p>	<p>Development of an asset management plan for water assets will assist Council to set aside funding for the maintenance, renewal and upgrade of the water network, which will help to ensure the provision of a reliable water supply to Central Darling Shire communities into the future.</p>
Civic Leadership Goal 4 - A consultative and professional organisation providing a high standard and efficient delivery of service	<p>Effective strategic and business planning processes</p> <p>Improved management and delivery of Council services</p>	<p>This asset management plan is a strategic business planning document which details how Council is going to strive to achieve better management of its water assets.</p> <p>By describing current and target levels of service for the water network, this management plan provides Council with a structured framework for improvement.</p>

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

3.3 Legislative Requirements

There are many legislative requirements relating to the management of assets. Legislative requirements that impact the delivery of the water supply service are outlined in Table 3.2.

Table 3-2: Legislative Requirements

Legislation	Requirement
Local Government Act, 1993	This is the Act that provides for local government in NSW. It provides the legal framework for an effective, environmentally responsible and open system of local government in the State.
Work Health and Safety Act 2011	This Act aims to secure and promote the health, safety and welfare of people at work and to protect people at a place of work against risks to health or safety arising out of the activities at work.
Native Vegetation Act 2003	This act relates to the sustainable management and conservation of native vegetation. It aims to protect native vegetation of high conservation value and encourage revegetation and rehabilitation of land with appropriate vegetation.
Environmental Planning and Assessment Act 1997	This Act institutes a system of environmental planning and assessment in the State of NSW.
Protection of the Environment Operations Act 1997	Protect, restore and enhance the quality of the environment in NSW
Water Act 2000	Provide sustainable and integrated management of water sources in NSW

3.4 Customer Levels of Service

The Customer Levels of Service are considered in terms of:

Quality How good is the service ... what is the condition or quality of the service?

Function Is it suitable for its intended purpose Is it the right service?

Capacity/Use Is the service over or under used ... do we need more or less of these assets?

In Table 3.4 under each of the service measures types (Quality, Function, Capacity/Use) there is a summary of the performance measure being used, the current performance, and the expected performance based on the current funding level.

These are measures of fact related to the service delivery outcome e.g. number of occasions when service is not available, condition %'s of Very Poor, Poor/Average/Good, Very Good and provide a balance in comparison to the customer perception that may be more subjective.

Table 3-3: Customer Level of Service Measures

	Expectation	Performance Measure Used	Current Performance	Expected Position in 10 Years based on the current budget.
Service Objective: Safe and Reliable Water Supply Service for the Community				
Quality	Physical water quality parameters conform to standards (odour, colour, taste and turbidity)	Customer complaints Test results of the water quality monitoring program	5 per year 95%	0 per year 100% *
	Chemical water quality parameters conform to standards (PH, fluoride, residual chlorine, hardness etc)	Customer complaints Test results of the water quality monitoring program	5 per year 95%	0 per year 100% *
	Provide a high quality and pathogen free potable water supply	Customer complaints Test results of the water quality monitoring program	0 per year 95%	0 per year 100% *
Function	No damages to private properties or public places because of reservoir overflows or run-off due to burst/ broken mains.	Number of incidents	1	0 *
	Provide a safe and reliable water supply system that is maintained and operated without interruption	Planned interruption due to main breaks and water service failure.	12 per year	5 per year *
	Confidence levels		Medium	Medium
Capacity and Use	Ensure Water Infrastructure is operating at maximum efficiency	Customer expectations and demands. Supply interruption due to breakdowns	8 per year	0 per year *
	Equipment and infrastructure of the water supply system are maintained and operational at all times	WTP designed to run at optimum capacity	24hrs per day	18hrs per day *
	Confidence levels		Medium	Medium *

* - NOTE Expected position is dependent upon funding confirmation for Wilcannia, White Cliffs and Ivanhoe WTP replacement

3.5 Technical Levels of Service

Technical Levels of Service – To deliver the customer values, and impact the achieved Customer Levels of Service, are operational or technical measures of performance. These technical measures relate to the activities and allocation of resources to best achieve the desired customer outcomes and demonstrate effective performance.

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

- **Acquisition** – the activities to provide a higher level of service (e.g. widening a road, sealing an unsealed road, replacing a pipeline with a larger size) or a new service that did not exist previously (e.g. a new library).
- **Operation** – the regular activities to provide services (e.g. opening hours, cleansing, mowing grass, energy, inspections, etc).

- **Maintenance** – the activities necessary to retain an asset as near as practicable to an appropriate service condition. Maintenance activities enable an asset to provide service for its planned life (e.g. road patching, unsealed road grading, building and structure repairs),
- **Renewal** – the activities that return the service capability of an asset up to that which it had originally provided (e.g. road resurfacing and pavement reconstruction, pipeline replacement and building component replacement),

Service and asset managers plan, implement and control technical service levels to influence the service outcomes.³

Table 3.6 shows the activities expected to be provided under the current Planned Budget allocation, and the Forecast activity requirements being recommended in this AM Plan.

Table 3.6: Technical Levels of Service

Lifecycle Activity	Purpose of Activity	Activity Measure	Current Performance*	Recommended Performance **
TECHNICAL LEVELS OF SERVICE				
Acquisition	Improved water security for Tilpa	Tilpa Village Bore		Improved water security for Tilpa
	Improved water supply for roadworks	5 New Bores for Roadworks		Improved water supply for roadworks
		Budget	\$65,000	\$65,000
Operation	Provide a safe and reliable water supply system that meets customer satisfaction		No separate operations budget	Split expenditure into operations and maintenance activities for better monitoring and works planning
	Physical water quality parameters conform to ADWG	ADWG guidelines	ADWG guidelines	ADWG guidelines
		Budget	\$0	\$0
Maintenance	Provide a safe and reliable water supply system that meets customer satisfaction		Maintenance of water supply assets as required within allocated budget	Budget for maintenance appears adequate, provided renewal/upgrade of 3 WTP can proceed as planned, thus preventing future escalation of reactive maintenance expenditures.
	Equipment and infrastructure of the water supply system are maintained and			

³ IPWEA, 2015, IIMM, p 2|28.

Lifecycle Activity	Purpose of Activity	Activity Measure	Current Performance*	Recommended Performance **
	operational at all times			
		Budget	\$416,500	\$416,500
Renewal	Ensure Water infrastructure is operating at maximum efficiency			
	Replace and Upgrade the White Cliffs Water Treatment Plant	Reliable and safe water supply for White Cliffs	White Cliffs WTP in poor condition and cannot produce potable water. In need of a renewal/ upgrade.	Replace White Cliffs WTP with a new facility.
	Replace and upgrade the White Cliffs Reticulation network	Reliable and safe water supply for White Cliffs	White Cliffs reticulation in very poor condition.	Replace with modern pipework to appropriate standards.
	Replace and Upgrade the Wilcannia Water Treatment Plant	Reliable and safe water supply for Wilcannia	Wilcannia WTP in poor condition and in need of renewal/ upgrade.	Replace Wilcannia WTP with a new facility.
	Replace and Upgrade the Ivanhoe Water Treatment Plant	Reliable and safe water supply for Ivanhoe	Ivanhoe WTP in poor condition and in need of renewal/ upgrade.	Replace Ivanhoe WTP with a new facility.
		Budget	\$1,167,500	\$2,677,802

Note: * Current activities and costs (currently funded

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

Council plans to seek community consultation with respect to current, and desired levels of service. Future plans will reflect the agreed levels of service.

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

4.0 FUTURE DEMAND

4.1 Demand Drivers

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

4.2 Demand Forecasts

The present position and projections for demand drivers that may impact future service delivery and use of assets have been identified and documented.

4.3 Demand Impact and Demand Management Plan

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

Demand for new services will be managed through a combination of managing existing assets, upgrading of existing assets and providing new assets to meet demand and demand management. Demand management practices can include non-asset solutions, insuring against risks and managing failures.

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

Table 4.3: Demand Management Plan

Demand Driver	Impact on Services	Demand Management Plan
Water treatment plant and reticulation in White Cliffs in poor condition, and not built to modern standards.	Unreliable water supply to the community. Existing supply is non-potable and reticulation has high rate of leakage.	New Water Treatment Plant and reticulation system at White Cliffs to enable reliable, quality potable water to be provided to the community. Ensures that the water treatment plant provides high quality water and is not vulnerable to a sudden unexpected breakdown. Enables Council to meet the community demand for a reliable potable water supply
Capability of bores to supply water into the future is unknown.	Bores may not cope in an emergency or prolonged drought	Run and test all bores to ascertain long term suitability of underground water supply to ensures that Council can meet the demand for water in an emergency or prolonged drought

4.4 Climate Change and Adaption

The impacts of climate change can have a significant impact on the assets we manage and the services they provide. In the context of the Asset Management Planning process climate change can be considered as both a future demand and a risk.

How climate change will impact on assets can vary significantly depending on the location and the type of services provided, as will the way in which we respond and manage those impacts.

As a minimum we should consider both how to manage our existing assets given the potential climate change impacts, and then also how to create resilience to climate change in any new works or acquisitions.

Opportunities identified to date for management of climate change impacts on existing assets are shown in Table 4.5.1

Table 4.5.1 Managing the Impact of Climate Change on Assets

Climate Change Description	Projected Change	Potential Impact on Assets and Services	Management
Global warming	Anticipated that rainfall patterns will change:	Potential for more severe droughts and floods that will impact the reliability and quality of water sources.	Monitor weather trends and act where possible to keep services available. Plan water services to suit the new climate.
	Anticipated that maximum and minimum temperatures will increase.	Potential for reduces river flows and higher evaporation	Plan water services to suit the new climate.

Additionally, the way in which we construct new assets should recognise that there is opportunity to build in resilience to climate change impacts. Buildings resilience will have benefits:

- Assets will withstand the impacts of climate change
- Services can be sustained
- Assets that can endure may potentially lower the lifecycle cost and reduce their carbon footprint

The impact of climate change on assets is a new and complex discussion and further opportunities will be developed in future revisions of this Asset Management Plan.

5.0 LIFECYCLE MANAGEMENT PLAN

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

5.1 Background Data

5.1.1 Physical parameters

The assets covered by this Asset Management Plan are shown in Table 2-1.

Central Darling Shire Council provides a water service to the towns of Wilcannia, Ivanhoe and White Cliffs. The town of Menindee does have a water service; however, it is provided by another authority; Essential Water.

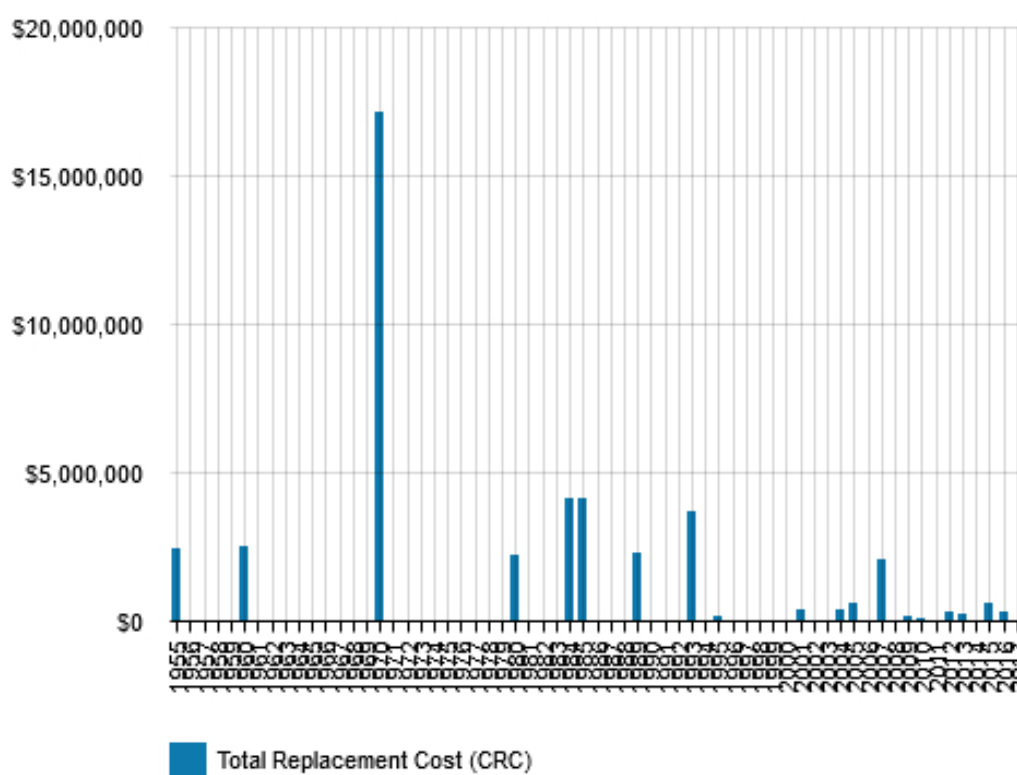
The town of **Wilcannia** sources its water from the Darling River. The raw untreated water is filtered and treated at Council's water treatment plant, prior to reticulation to the community. Bore water is utilised during drought and when the river runs dry.

The town of **Ivanhoe** sources its water supply from the Willandra Creek 30km south of town, when available it is pumped into a storage dam. Bore water is utilised during drought and when the river runs dry.

White Cliffs sources water from overland storage dams, from which water is pumped into the town. Each household has a piped water supply however the water is classified as non-potable because of limited treatment infrastructure and class of reticulation pipes. The old poly pipes providing reticulation are classified as not suitable for potable water.

The age profile of the assets included in this Asset Management Plan are shown in Figure 2.

Figure 5.1.1: Asset Age Profile



The water network provided by Central Darling Shire Council is ageing. A number of assets have exceeded their useful lives and require replacement. For example, the untreated water network, laid in 1970, is approaching its end of useful life of 50 years.

5.1.2 Asset capacity and performance

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

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

Table 5.1.2: Known Service Performance Deficiencies

Location	Service Deficiency
White Cliffs	Water provided to the community of White Cliffs is not classified as potable because the pipes providing reticulation are not considered to be suitable for potable water. The upgrade of the water reticulation network in White Cliffs to provide a potable water supply to the community is considered by Council to be a high priority. Funding has now been secured to upgrade the Treatment Plant and retic system
Ivanhoe	The Ivanhoe WTP is ageing, and cannot reliably produce drinking water that meets the Australian Drinking Water Guidelines (ADWG) on a continuous basis. The current plant is costing Central Darling Shire Council significant funds in ongoing maintenance and repairs and without an upgrade, has the potential for failure which could result in public health issues for the community of Ivanhoe.
Wilcannia	The Wilcannia WTP is ageing, and cannot reliably produce drinking water that meets the Australian Drinking Water Guidelines (ADWG) on a continuous basis. The current plant is costing Central Darling Shire Council significant funds in ongoing maintenance and repairs and without an upgrade, has the potential for failure which could result in public health issues for the community of Wilcannia.
Ivanhoe and Wilcannia	The trunk mains and Reticulation network assets are approaching end of useful life which increases risk of failure. For example; Ivanhoe trunk main, 150mm AC pipe, supply to town is 30km in length and built in 1970.

The above service deficiencies were identified from Community Strategic Plan, NSW Public Works condition assessments of all Water Treatment Plants and Retic Assets and Council staff experience.

5.1.3 Asset condition

Condition is monitored annually by Council staff and by professional asset valuers every 4 years. Additional asset condition assessments have recently been completed by Engineering staff.

Condition is measured using a 1 – 5 grading system⁴ as detailed in Table 5.1.3. It is important that consistent condition grades be used in reporting various assets across an organisation. This supports effective communication. At the detailed level assets may be measured utilising different condition scales, however, for reporting in the AM plan they are all translated to the 1 – 5 grading scale.

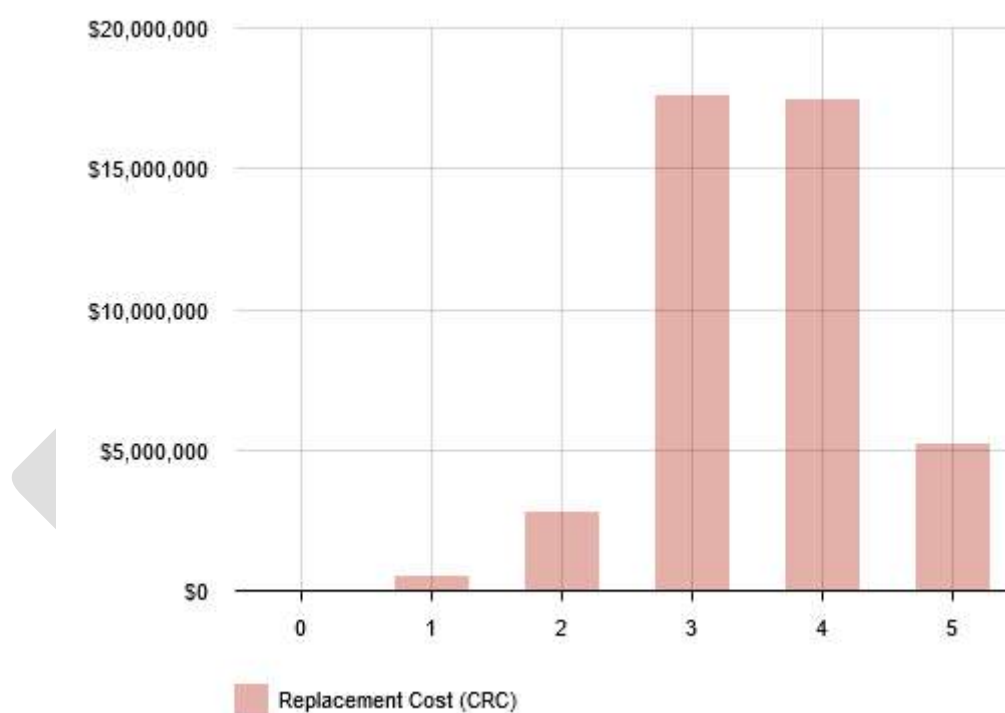
⁴ IPWEA, 2015, IIMM, Sec 2.5.4, p 2|80.

Table 5.1.3: Simple Condition Grading Model

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

The condition profile of our assets is shown in Figure 5.1.3.

Figure 5.1.3: Asset Condition Profile



5.2 Operations and Maintenance Plan

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

Routine maintenance is the regular on-going work that is necessary to keep assets operating, including instances where portions of the asset fail and need immediate repair to make the asset operational again, e.g. road patching.

Maintenance includes all actions necessary for retaining an asset as near as practicable to an appropriate service condition including regular ongoing day-to-day work necessary to keep assets operating. The trend in maintenance and operations budgets are shown in Table 5.2.1.

Table 5.2.1: Maintenance and Operations Budget Trends

Maintenance and Operations Expenditure	2020/21 Budget	Actual 2018/19 Expenditure
Maintenance	416,500	326,392
Ivanhoe Filtered Water	29,000	25,791
Ivanhoe Treatment Plant	45,000	60,424
Ivanhoe Unfiltered Water	19,000	8,880
Ivanhoe Untreated Water	17,000	14,742
Ivanhoe Water	30,000	75,382
Tilpa Water Supply	5,000	207
Water Admin & Mgt-Ivanhoe	-	-
Water Admin & Mgt-White Cliffs	-	-
Water Admin & Mgt-Wilcannia	2,000	1,354
White Cliffs Non-Potable Water	21,500	17,418
White Cliffs Treatment Plant	5,000	2,103
White Cliffs Untreated Water	15,000	8,052
White Cliffs Water	10,000	8,637
Wilcannia Filtered Water	28,000	26,861
Wilcannia Treatment Plant	120,000	8,952
Wilcannia Unfiltered Water	36,000	39,556
Wilcannia Untreated Water	22,000	13,343
Wilcannia Water	12,000	14,690
Operations	613,500	406,451
Ivanhoe Filtered Water	10,000	905
Ivanhoe Treatment Plant	168,500	161,890
Ivanhoe Unfiltered Water	2,500	799
Ivanhoe Untreated Water	37,500	31,345
Ivanhoe Water	2,500	14,671
Water Admin & Mgt-Ivanhoe	20,000	6,487
Water Admin & Mgt-White Cliffs	17,000	-
Water Admin & Mgt-Wilcannia	60,000	10,960
White Cliffs Non-Potable Water	2,500	1,251
White Cliffs Treatment Plant	78,000	68,103
White Cliffs Untreated Water	6,500	4,733
White Cliffs Water	10,000	6,470
Wilcannia Bore	30,000	15,895
Wilcannia Filtered Water	10,000	1,322
Wilcannia Treatment Plant	115,000	35,158
Wilcannia Unfiltered Water	-	-
Wilcannia Untreated Water	27,500	30,766
Wilcannia Water	15,000	14,739
Wilcannia Water - Other Costs	1,000	958

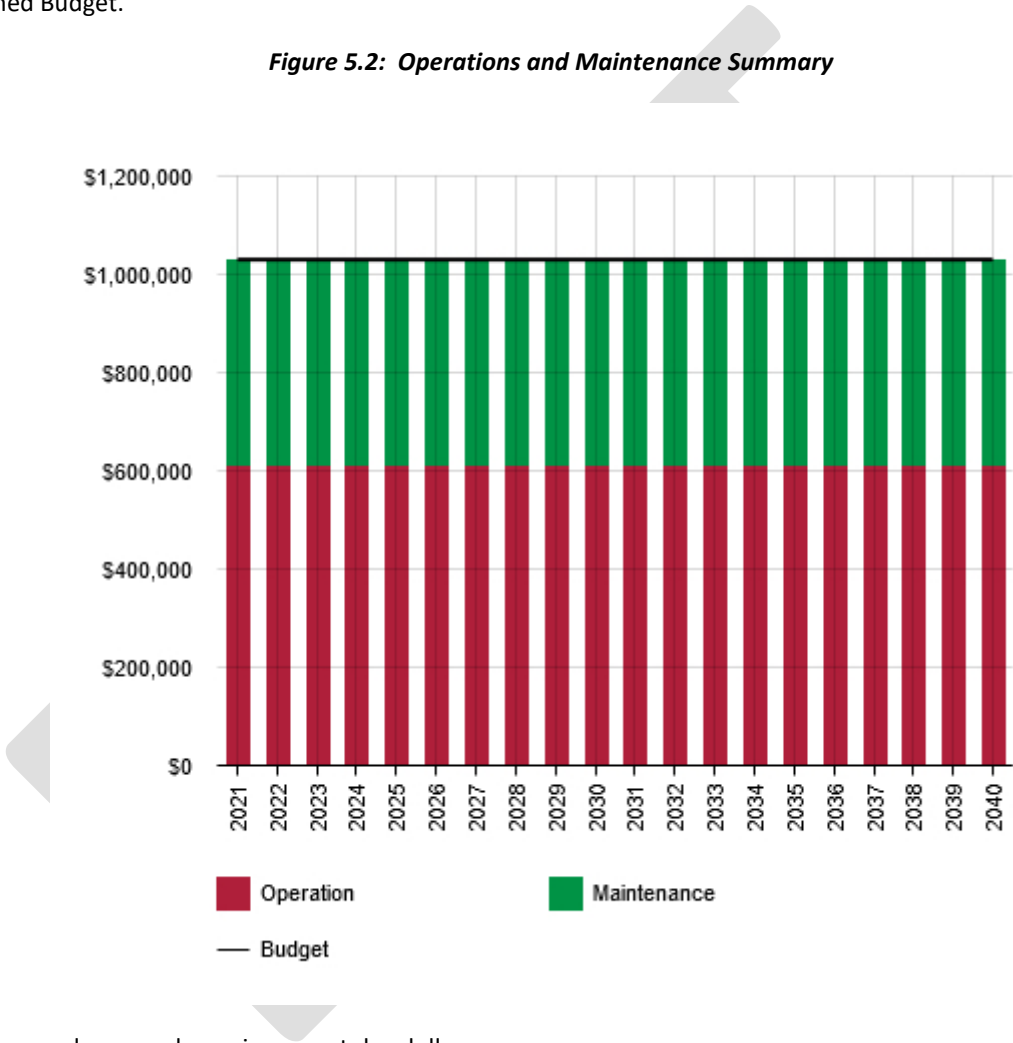
Maintenance budget levels are considered to be adequate to meet projected service levels, which may be less than or equal to current service levels. Where maintenance budget allocations are such that they will result in a lesser level of service, the service consequences and service risks have been identified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

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

Summary of forecast operations and maintenance costs

Forecast operations and maintenance costs are expected to vary in relation to the total value of the asset stock. If additional assets are acquired, the future operations and maintenance costs are forecast to increase. If assets are disposed of the forecast operation and maintenance costs are expected to decrease. Figure 5.2 shows the forecast operations and maintenance costs relative to the proposed operations and maintenance Planned Budget.

Figure 5.2: Operations and Maintenance Summary



All figure values are shown in current day dollars.

Council undertakes routine maintenance activities to provide a level of service within allocated budget constraints in the most cost-effective manner. Reactive maintenance resulting from asset failures can, sometimes, exceed allocated budget constraints. If planned upgrades to the three water treatment plants, and the White Cliffs reticulation does not proceed, it is anticipated that reactive maintenance expenditure will escalate.

Deferred maintenance (i.e. works that are identified for maintenance activities but unable to be completed due to available resources) should be included in the infrastructure risk management plan.

5.3 Renewal Plan

Renewal is major capital work which does not significantly alter the original service provided by the asset, but restores, rehabilitates, replaces or renews an existing asset to its original service potential. Work over and above restoring an asset to original service potential is considered to be an acquisition resulting in additional future operations and maintenance costs.

Assets requiring renewal are identified from the Asset Register data to project the renewal costs (current replacement cost) and renewal timing (acquisition year plus updated useful life to determine the renewal year), and recorded failures.

The typical useful lives of assets used to develop projected asset renewal forecasts vary according to the material and componentisation of each asset, and are documented in the Asset Register. Asset useful lives were last reviewed at the time of the valuation in 2017.

5.3.1 Renewal ranking criteria

Asset renewal is typically undertaken to either:

- Ensure the reliability of the existing infrastructure to deliver the service it was constructed to facilitate, or
- To ensure the infrastructure is of sufficient quality to meet the service requirements (e.g. condition of a water main).⁵

It is possible to prioritise renewals by identifying assets or asset groups that:

- Have a high consequence of failure,
- Have high use and subsequent impact on users would be significant,
- Have higher than expected operational or maintenance costs, and
- Have potential to reduce life cycle costs by replacement with a modern equivalent asset that would provide the equivalent service.⁶

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

Table 5.3.1: Renewal Priority Ranking Criteria

Criteria	Weighting
Criticality	40%
Condition	40%
Asset Age	10%
Cost Benefit	10%
Total	100%

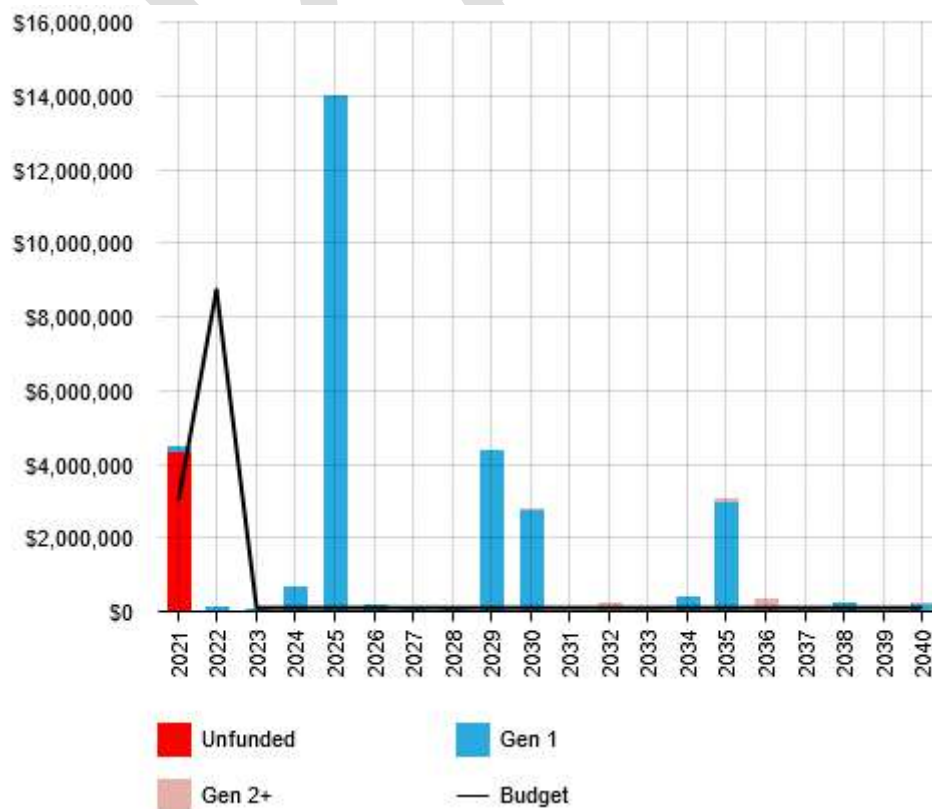
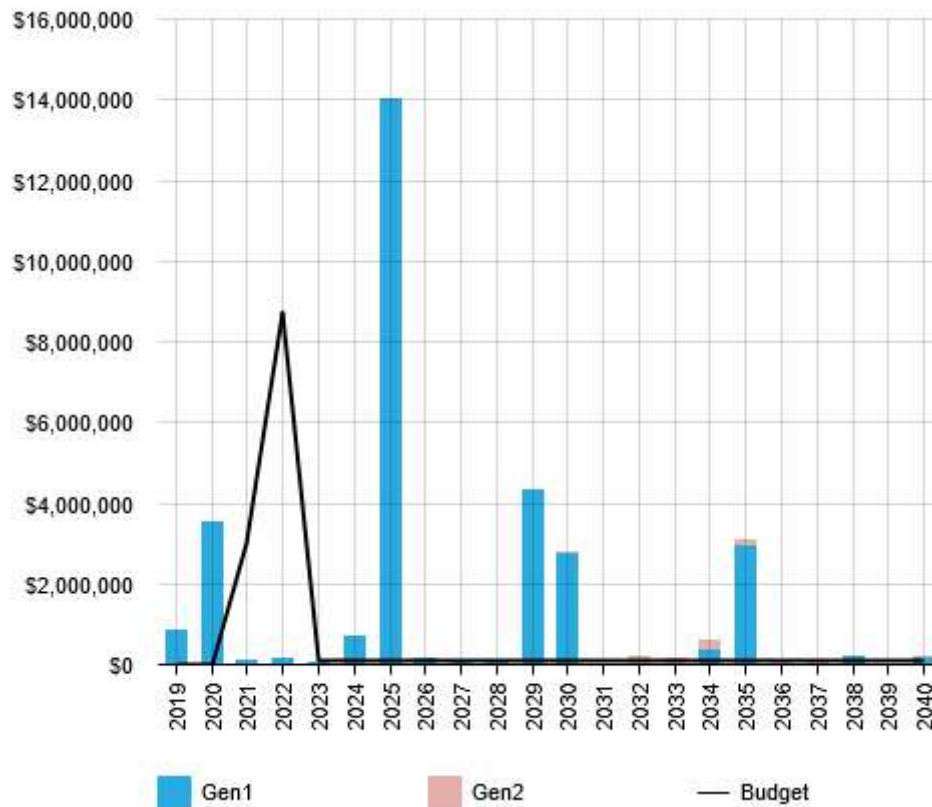
5.4 Summary of future renewal costs

Forecast renewal costs are projected to increase over time if the asset stock increases. The forecast costs associated with renewals are shown relative to the proposed renewal budget in Figure 5.4.1. A detailed summary of the forecast renewal costs is shown in Appendix D.

⁵ IPWEA, 2015, IIMM, Sec 3.4.4, p 3|91.

⁶ Based on IPWEA, 2015, IIMM, Sec 3.4.5, p 3|97.

Figure 5.4.1: Forecast Renewal Costs



All figure values are shown in current day dollars. The spike in budget in 2022 represents the planned replacement of the three water treatment plants and the white cliffs reticulation. Note that the value of the planned replacement works does not match the value of the assets reaching end of life in 2025. This is because there are assets, due for replacement in the next decade, not located at the three water treatment plants or at White Cliffs. When the replacement assets are constructed, the asset register will be amended and the spike in 2025 will be eliminated.

5.5 Acquisition Plan

Acquisition reflects are new assets that did not previously exist or works which will upgrade or improve an existing asset beyond its existing capacity. They may result from growth, demand, social or environmental needs. Assets may also be donated to the Central Darling Shire Council.

5.5.1 Selection criteria

Proposed upgrade of existing assets, and new assets, are identified from various sources such as community requests, proposals identified by strategic plans or partnerships with others. Potential upgrade and new works should be reviewed to verify that they are essential to the Entities needs. Proposed upgrade and new work analysis should also include the development of a preliminary renewal estimate to ensure that the services are sustainable over the longer term. Verified proposals can then be ranked by priority and available funds and scheduled in future works programmes. The priority ranking criteria is detailed in Table 5.4.1.

Table 5.5.1: Acquired Assets Priority Ranking Criteria

Criteria	Weighting
Criticality	25%
Condition	40%
Asset Age	10%
Cost Benefit	25%
Total	100%

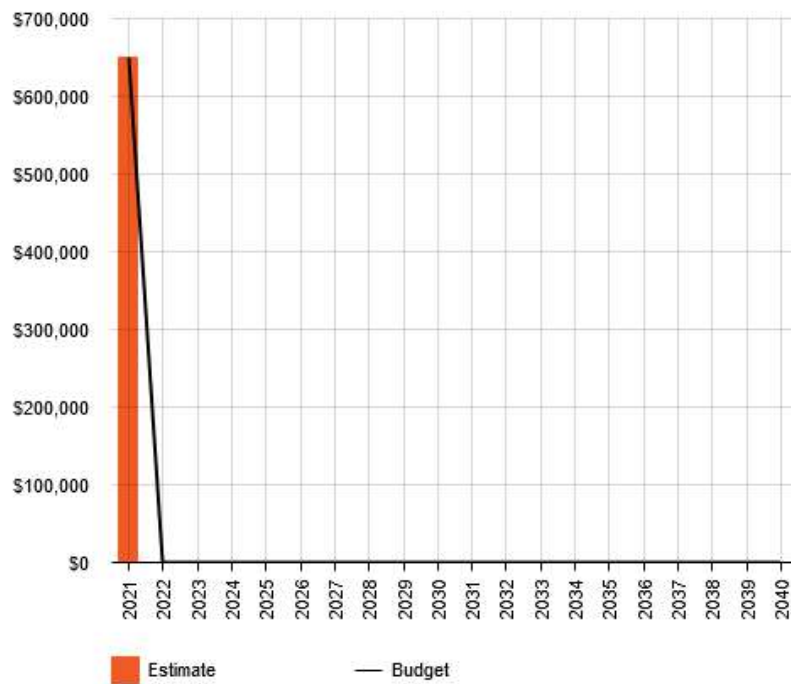
Summary of future asset acquisition costs

The following acquisitions are planned in 2021.

- Tilpa Village Bore
- 5 New Bores for Roadworks

Forecast acquisition asset costs are summarised / summarized in Figure 5.4.1 and shown relative to the proposed acquisition budget. The forecast acquisition capital works program is shown in Appendix A.

Figure 5.5.1: Acquisition (Constructed) Summary



All figure values are shown in current day dollars.

When an Entity commits to new assets, they must be prepared to fund future operations, maintenance and renewal costs. They must also account for future depreciation when reviewing long term sustainability. When reviewing the long-term impacts of asset acquisition, it is useful to consider the cumulative value of the acquired assets being taken on by the Entity. The cumulative value of all acquisition work, including assets that are constructed and contributed shown in Figure 5.4.2.

Figure 5.5.2: Acquisition Summary



All figure values are shown in current dollars.

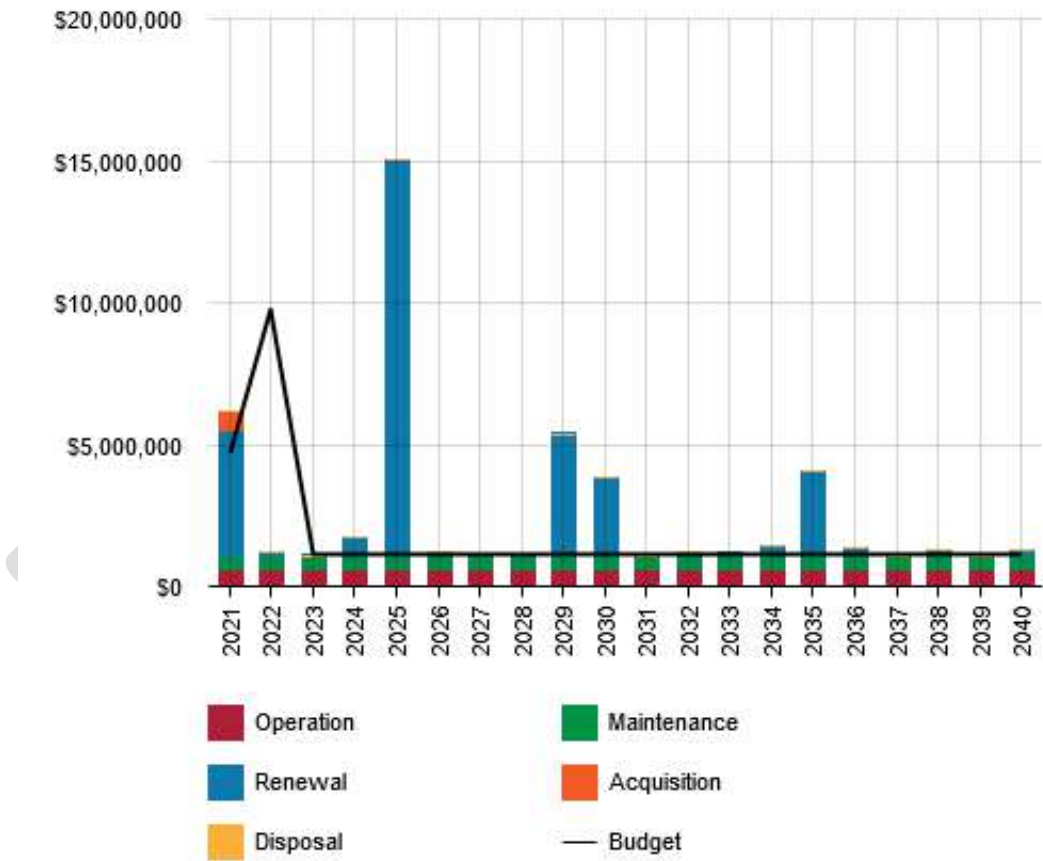
Expenditure on new assets and services in the capital works program will be accommodated in the long-term financial plan, but only to the extent that there is available funding.

Summary of asset forecast costs

The financial projections from this asset plan are shown in Figure 5.4.3. These projections include forecast costs for acquisition, operation, maintenance, renewal, and disposal. These forecast costs are shown relative to the proposed budget.

The bars in the graphs represent the forecast costs needed to minimise the life cycle costs associated with the service provision. The proposed budget line indicates the estimate of available funding. The gap between the forecast work and the proposed budget is the basis of the discussion on achieving balance between costs, levels of service and risk to achieve the best value outcome.

Figure 5.5.3: Lifecycle Summary



All figure values are shown in current day dollars.

Note, there are number of renewals within the life of the plan that are unfunded. Council has a very limited budget for asset renewal, and relies on external funding to replace significant assets as they reach end of life. This Lifecycle Summary Figure highlights that Council will needs to continue to work with other tiers of government, to secure funding to replace end of life assets after 2022.

5.6 Disposal Plan

No assets are planned for disposal.

6.0 RISK MANAGEMENT PLANNING

The purpose of infrastructure risk management is to document the findings and recommendations resulting from the periodic identification, assessment and treatment of risks associated with providing services from infrastructure, using the fundamentals of International Standard ISO 31000:2018 Risk management – Principles and guidelines.

Risk Management is defined in ISO 31000:2018 as: ‘coordinated activities to direct and control with regard to risk’⁷.

An assessment of risks⁸ associated with service delivery will identify risks that will result in loss or reduction in service, personal injury, environmental impacts, a ‘financial shock’, reputational impacts, or other consequences. The risk assessment process identifies credible risks, the likelihood of the risk event occurring, and the consequences should the event occur. The risk assessment should also include the development of a risk rating, evaluation of the risks and development of a risk treatment plan for those risks that are deemed to be non-acceptable.

6.1 Critical Assets

Critical assets are defined as those which have a high consequence of failure causing significant loss or reduction of service. Critical assets have been identified and along with their typical failure mode, and the impact on service delivery, are summarised in Table 6.1. Failure modes may include physical failure, collapse or essential service interruption.

Table 6.1 Critical Assets

Critical Asset(s)	Failure Mode	Impact
Water supply	Water level in the Darling River drops below the pumping capacity of the pumps	The Village of Tilpa and the Town of Wilcannia have no above ground water supply. New bores are proposed.
Water supply	External Impacts, such as drought	White Cliffs and Ivanhoe have no water supply due to dams being dry
Raw water pump station at Wilcannia weir	Failure of the pumps to supply raw water to the treatment plant.	No water supply to the WTP from the Darling River
Wilcannia water treatment plant	Quantity and Quality of water provided by water treatment plant does not meet standards	Provision of poor quality water that does not meet ADWG standards and/or not sufficient capacity
Ivanhoe water treatment plant	Quantity and Quality of water provided by water treatment plant does not meet standards	Provision of poor quality water that does not meet ADWG standards and/or not sufficient capacity
White Cliffs water treatment plant	Quantity and Quality of water provided by water treatment plant does not meet standards	Provision of poor quality water that does not meet ADWG standards and/or not sufficient capacity Plant

⁷ ISO 31000:2009, p 2

⁸ REPLACE with Reference to the Corporate or Infrastructure Risk Management Plan as the footnote

Critical Asset(s)	Failure Mode	Impact
White Cliffs reticulation network	Rural class poly continually breaking due to age and unable to deliver a potable supply	Disruption to service, extended periods of pressure loss, loss of chlorine residuals in retic.

By identifying critical assets and failure modes an organisation can ensure that investigative activities, condition inspection programs, maintenance and capital expenditure plans are targeted at critical assets.

6.2 Risk Assessment

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

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

The process is based on the fundamentals of International Standard ISO 31000:2018.

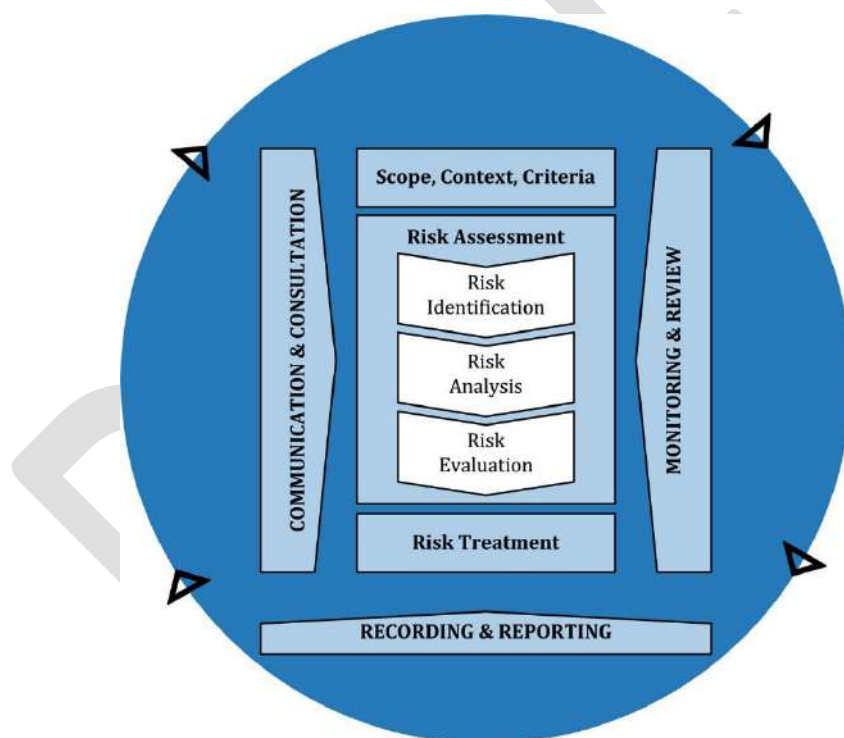


Fig 6.2 Risk Management Process – Abridged

Source: ISO 31000:2018, Figure 1, p9

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

An assessment of risks associated with service delivery will identify risks that will result in loss or reduction in service, personal injury, environmental impacts, a 'financial shock', reputational impacts, or other consequences.

Critical risks are those assessed with 'Very High' (requiring immediate corrective action) and 'High' (requiring corrective action) risk ratings identified in the Infrastructure Risk Management Plan. The residual risk and treatment costs of implementing the selected treatment plan is shown in Table 6.2. It is essential that these critical risks and costs are reported to management and the Administrator/ Councillors.

Table 6.2: Risks and Treatment Plans

Service or Asset at Risk	What can Happen	Risk Rating (VH, H)	Risk Treatment Plan	Residual Risk *	Treatment Costs
Water supply	Darling River and/or Willandra Creek flow ceases and river dries up	H	Drought Management Plan, use of emergency bores ready and fully functional for use. Undertake water quality testing and monitoring at emergency bores to ascertain long term suitability for water supply.	M - H	\$5,000
Water Supply	External impacts such as drought cause above ground storages to dry up	H	Drought Management Plan, implement water restrictions. Use of emergency bores	M - H	\$5,000
Asbestos AC pipes	Contamination of water supply from asbestos	M	Replacement of all AC pipes	L	\$10.4M
Water Treatment Plants	Quantity is insufficient for community use. Quality does not meet standards	H	Replace and upgrade all three Water Treatment Plants	M - L	\$8.75M
Water Reservoirs	Erosion of the internal walls and floor coatings	H	Remove existing internal coating and repaint with new epoxy coating	M - L	\$1.4M
Water supply service	Lack of skilled staff to operate and maintain water supply assets	H	Staff training and succession planning. Work with State government to import necessary specialist skills.	M	\$30,000
Water Treatment Plants	External funding not provided to replace/ upgrade the 3 WTP	M	Work with State government to ensure that sufficient funding is provided to ensure project success	L	\$8.75M

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

6.3 Infrastructure Resilience Approach

The resilience of our critical infrastructure is vital to the ongoing provision of services to customers. To adapt to changing conditions we need to understand our capacity to 'withstand a given level of stress or demand', 1 and to respond to possible disruptions to ensure continuity of service.

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

Our current measure of resilience is shown in Table 6.3 which includes the type of threats and hazards and the current measures that the organisation takes to ensure service delivery resilience.

Table 6.3: Resilience

Threat / Hazard	Current Resilience Approach
Darling River Flow Ceases	When water ceases to flow over the weir there is approximately 6 months supply remaining. Test run bores, check quantity, quality, pump and pipeline functionality. Trigger point for water restrictions.
White Cliffs Water Supply	In drought conditions, monitor water supplies and prepare for drought management intervention, including water carting from Wilcannia/ Broken Hill. Contact NSW DPIE for financial assistance under water carting provisions.
Ivanhoe Water Supply	Monitor above ground storages and predicted releases for Willandra Creek. Test run bores, check quantity, quality, pump and pipeline functionality.

6.4 Service and Risk Trade-Offs

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

6.4.1 What we cannot do

There are some operations and maintenance activities and capital projects that are unable to be undertaken without grant funding within the next 10 years. These include:

- Replacement/ Upgrade of the Wilcannia Water Treatment Plant
- Replacement/ Upgrade of the Ivanhoe Water Treatment Plant
- Replace all older AC Asbestos pipes with new uPVC
- Replace/ Upgrade the Wilcannia Weir

Council is currently working with State government to obtain grant funding for these renewals.

Council does not have the budget to renew assets at the optimum time, or before they reach end of life.

6.4.2 Service trade-off

If there is forecast work (operations, maintenance, renewal, acquisition or disposal) that cannot be undertaken due to available resources, then this will result in service consequences for users. These service consequences include:

- 6 months capacity of the weir pool in Wilcannia once Darling River Flow ceases.
- Lower quality of water produced from Water Treatment plants in Ivanhoe and Wilcannia
- Service disruption to users from water main breaks and repairs

6.4.3 Risk trade-off

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

- Risk to community health
- Risk of water supply contamination
- Risk of water supply service disruption

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

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7.0 FINANCIAL SUMMARY

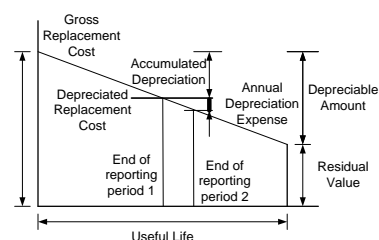
This section contains the financial requirements resulting from the information presented in the previous sections of this Asset Management Plan. The financial projections will be improved as the discussion on desired levels of service and asset performance matures.

7.1 Financial Statements and Projections

7.1.1 Asset valuations

The best available estimate of the value of assets included in this AM Plan are shown below. The assets are valued at 30 June 2020.

Replacement Cost (Current/Gross)	\$43,556,883
Depreciable Amount	\$43,556,883
Depreciated Replacement Cost ⁹	\$10,522,931
Depreciation	\$903,698.0



7.1.2 Sustainability of service delivery

There are two key indicators of sustainable service delivery that are considered in the Asset Management Plan for this service area. The two indicators are the:

- asset renewal funding ratio (proposed renewal budget for the next 10 years / forecast renewal costs for next 10 years), and
- medium term forecast costs/proposed budget (over 10 years of the planning period).

Asset Renewal Funding Ratio

Asset Renewal Funding Ratio¹⁰ 46.77%

The Asset Renewal Funding Ratio is an important indicator and illustrates that over the next 10 years we expect to have 46.77% of the funds required for the optimal renewal of assets.

The forecast renewal work along with the proposed renewal budget, and the cumulative shortfall, is illustrated in Appendix D.

Medium term – 10 year financial planning period

This AM Plan identifies the forecast operations, maintenance and renewal costs 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.

This forecast work can be compared to the proposed budget over the first 10 years of the planning period to identify any funding shortfall.

The forecast operations, maintenance and renewal costs over the 10 year planning period is \$3,707,802 average per year.

The proposed (budget) operations, maintenance and renewal funding is \$2,282,500 on average per year giving a 10 year funding shortfall of \$-1,425,301 per year. This indicates that 61.567% of the forecast costs needed to provide the services documented in this AM Plan are accommodated in the proposed budget. Note, these calculations exclude acquired assets.

⁹ Also reported as Written Down Value, Carrying or Net Book Value.

¹⁰ AIFMM, 2015, Version 1.0, Financial Sustainability Indicator 3, Sec 2.6, p 9.

Providing sustainable services from infrastructure requires the management of service levels, risks, forecast outlays and financing to achieve a financial indicator of approximately 1.0 for the first years of the AM Plan and ideally over the 10 year life of the Long-Term Financial Plan.

7.1.3 Forecast Costs (outlays) for the long-term financial plan

Table 7.1.3 shows the forecast costs (outlays) for the 10 year long-term financial plan.

Forecast costs are shown in 2021 dollar values.

Table 7.1.3: Forecast Costs (Outlays) for the Long-Term Financial Plan

Year	Acquisition	Operation	Maintenance	Renewal	Disposal
2021	650,000	613500	416,500	4,486,963	0
2022	0	613500	416,500	136,000	0
2023	0	613500	416,500	58,800	0
2024	0	613500	416,500	673,950	0
2025	0	613500	416,500	14,003,024	0
2026	0	613500	416,500	149,673	0
2027	0	613500	416,500	69,800	0
2028	0	613500	416,500	68,423	0
2029	0	613500	416,500	4,332,557	0
2030	0	613500	416,500	2,798,825	0
2031	0	613500	416,500	2,400	0
2032	0	613500	416,500	166,700	0
2033	0	613500	416,500	130,000	0
2034	0	613500	416,500	395,750	0
2035	0	613500	416,500	3,031,908	0
2036	0	613500	416,500	322,025	0
2037	0	613500	416,500	46,500	0
2038	0	613500	416,500	213,213	0
2039	0	613500	416,500	0	0
2040	0	613500	416,500	227,631	0

7.2 Funding Strategy

The proposed funding for assets is outlined in the Entity's budget and Long-Term financial plan.

The financial strategy of the entity determines how funding will be provided, whereas the Asset Management Plan communicates how and when this will be spent, along with the service and risk consequences of various service alternatives.

7.3 Key Assumptions Made in Financial Forecasts

In compiling this Asset Management Plan, it was necessary to make some assumptions. This section details the key assumptions made in the development of this AM plan and should provide readers with an understanding of the level of confidence in the data behind the financial forecasts.

Key assumptions made in this Asset Management Plan are:

- Asset registers are based on 2018 information, and have been updated to reflect renewals undertaken since this time.

- Budget information is based on an analysis of the May 2020 budget information

7.4 Forecast Reliability and Confidence

The forecast costs, proposed budgets, and valuation projections in this AM Plan are based on the best available data. For effective asset and financial management, it is critical that the information is current and accurate. Data confidence is classified on a A - E level scale¹¹ in accordance with Table 7.5.1.

Table 7.5.1: Data Confidence Grading System

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

The estimated confidence level for and reliability of data used in this AM Plan is shown in Table 7.5.2.

Table 7.5.2: Data Confidence Assessment for Data used in AM Plan

Data	Confidence Assessment	Comment
Demand drivers	B	
Growth projections	B	
Acquisition forecast	C	Acquisition forecasts are dependent upon the availability of grant funding
Operation forecast	C	Operational costs are not clearly defined
Maintenance forecast	C	
Renewal forecast		Renewal forecasts are dependent upon the availability of grant funding
- Asset values	C	
- Asset useful lives	B	Asset useful lives reflect a realistic assessment of known condition
- Condition modelling	B	Good condition information from 2017 PWA report
Disposal forecast	B	

The estimated confidence level for and reliability of data used in this AM Plan is considered to be B.

¹¹ IPWEA, 2015, IIMM, Table 2.4.6, p 2|71.

8.0 PLAN IMPROVEMENT AND MONITORING

8.1 Status of Asset Management Practices¹²

8.1.1 Accounting and financial data sources

This Asset Management Plan utilises accounting and financial data. The source of the data is 2021 budgetary information prepared in April 2020.

8.1.2 Asset management data sources

This Asset Management Plan also utilises asset management data. The source of the data is The source of the data is the 2018 asset register, and condition assessment information prepared in 2017.

8.2 Improvement Plan

It is important that an entity recognise areas of their Asset Management Plan and planning process that require future improvements to ensure effective asset management and informed decision making. The improvement plan generated from this Asset Management Plan is shown in Table 8.2.

Table 8.2: Improvement Plan

Task	Task	Responsibility	Resources Required	Timeline
Improvement Actions Identified during the 2021 Asset Management Maturity Assessment				
1	Develop a consolidated, integrated, up to date asset register with appropriate components and the required functionality to ensure security and data integrity, which includes all information about each asset sorted by asset group.	Director Shire Services	CDSC Staff	
2	Define and document internal procedures for determining asset replacement and treatment unit rates, not dependent on third parties. Unit rates to be determined by Council to suit local conditions.	Director Shire Services	CDSC Staff	
3	Document methodologies used to carry out consistent asset condition surveys and defect identification assessments, in a Condition Rating Assessment Manual, for each asset class. Asset condition assessment should not be limited to the small sample of assets inspected by the third parties every four years for accounting compliance purposes.	Director Shire Services	CDSC Staff	
Outstanding Improvement Actions identified in the 2018 Water Asset Management Plan				
4	Audit the Water Assets register and breakdown the large assets into individual components	DSS	staff, consultant	
5	Update the asset register and add any unregistered assets such as water meters, valves, fire hydrants etc	DSS	Staff, consultant	
6	Inspect and assess the condition of the water assets in order to estimate the remaining useful life and reassess the useful life of assets	DSS	Staff, consultant	

¹² ISO 55000 Refers to this the Asset Management System

Task	Task	Responsibility	Resources Required	Timeline
7	Establish a reporting system to update the asset register with feedback from the field including new assets, replaced assets, renewed assets etc.	DSS, DBS	Staff, IT	
8	Separate water related job costs. Maintenance job costs should be split into reactive, planned and cyclic. Capital job costs into: renewal, upgrade and new.	DSS, DBS, Senior Accountant	Civica guidance	
9	Undertake a customer satisfaction survey and consult with the community to identify the desired levels of service.	DSS, GM	Administration, possibly consultant	
10	Install all Asset data on AssetFinda and dedicate staff to its continued use, monitoring and upkeep.	DSS, DBS	staff	

8.3 Monitoring and Review Procedures

This Asset Management Plan will be reviewed during the annual budget planning process and revised to show any material changes in service levels, risks, forecast costs and proposed budgets as a result of budget decisions.

The AM Plan will be reviewed and updated annually to ensure it represents the current service level, asset values, forecast operations, maintenance, renewals, upgrade/new and asset disposal costs and proposed budgets. These forecast costs and proposed budget are incorporated into the Long-Term Financial Plan or will be incorporated into the Long-Term Financial Plan once completed.

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

8.4 Performance Measures

The effectiveness of this Asset Management Plan can be measured in the following ways:

- The degree to which the required forecast costs identified in this Asset Management Plan are incorporated into the long-term financial plan,
- The degree to which the 1-5 year detailed works programs, budgets, business plans and corporate structures take into account the 'global' works program trends provided by the Asset Management Plan,
- The degree to which the existing and projected service levels and service consequences, risks and residual risks are incorporated into the Strategic Plan and associated plans,
- The Asset Renewal Funding Ratio achieving the Organisational target (this target is often 1.0).

9.0 REFERENCES

- IPWEA, 2006, 'International Infrastructure Management Manual', Institute of Public Works Engineering Australasia, Sydney, www.ipwea.org/IIMM
- IPWEA, 2008, 'NAMS.PLUS Asset Management', Institute of Public Works Engineering Australasia, Sydney, www.ipwea.org/namsplus.
- IPWEA, 2015, 2nd edn., 'Australian Infrastructure Financial Management Manual', Institute of Public Works Engineering Australasia, Sydney, www.ipwea.org/AIFMM.
- IPWEA, 2015, 3rd edn., 'International Infrastructure Management Manual', Institute of Public Works Engineering Australasia, Sydney, www.ipwea.org/IIMM
- IPWEA, 2012 LTFP Practice Note 6 PN Long-Term Financial Plan, Institute of Public Works Engineering Australasia, Sydney
- ISO, 2018, ISO 31000:2018, Risk management – Guidelines
- Central Darling Shire Community Strategic Plan 2017-2023
- Central Darling Shire Delivery Program 2018-21 and Draft Operational Plan 2020-21

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10.0 APPENDICES

Appendix A Acquisition Forecast

Table A3 - Acquisition Forecast Summary

Year	Constructed	Donated	Growth
2021	650,000	0	0
2022	0	0	0
2023	0	0	0
2024	0	0	0
2025	0	0	0
2026	0	0	0
2027	0	0	0
2028	0	0	0
2029	0	0	0
2030	0	0	0
2031	0	0	0
2032	0	0	0
2033	0	0	0
2034	0	0	0
2035	0	0	0
2036	0	0	0
2037	0	0	0
2038	0	0	0
2039	0	0	0
2040	0	0	0

Appendix B Operation Forecast

Table B2 - Operation Forecast Summary

Year	Operation Forecast	Additional Operation Forecast	Total Operation Forecast
2021	613500	0	613500
2022	613500	0	613500
2023	613500	0	613500
2024	613500	0	613500
2025	613500	0	613500
2026	613500	0	613500
2027	613500	0	613500
2028	613500	0	613500
2029	613500	0	613500
2030	613500	0	613500
2031	613500	0	613500
2032	613500	0	613500
2033	613500	0	613500
2034	613500	0	613500
2035	613500	0	613500
2036	613500	0	613500
2037	613500	0	613500
2038	613500	0	613500
2039	613500	0	613500
2040	613500	0	613500

Appendix C Maintenance Forecast

Table C2 - Maintenance Forecast Summary

Year	Maintenance Forecast	Additional Maintenance Forecast	Total Maintenance Forecast
2021	416500	0	416500
2022	416500	0	416500
2023	416500	0	416500
2024	416500	0	416500
2025	416500	0	416500
2026	416500	0	416500
2027	416500	0	416500
2028	416500	0	416500
2029	416500	0	416500
2030	416500	0	416500
2031	416500	0	416500
2032	416500	0	416500
2033	416500	0	416500
2034	416500	0	416500
2035	416500	0	416500
2036	416500	0	416500
2037	416500	0	416500
2038	416500	0	416500
2039	416500	0	416500
2040	416500	0	416500

Appendix D Renewal Forecast Summary

D.2 – Renewal Project Summary

The project titles included in the lifecycle forecast are included here.

Table D3 - Renewal Projects Summary

Year	Project	Estimate
2021	Wilcannia Water Treatment Plant Replacement	875,000
2021	Ivanhoe Water Treatment Plant Replacement	625,000
2021	White Cliffs Water Treatment Plant Replacement	500,000
2021	White Cliffs Water Main Replacement	875,000
2021	Valve Replacements	50,000
2021	Reservoir upgrade works	75,000
2022	Wilcannia Water Treatment Plant Replacement	2,625,000
2022	Ivanhoe Water Treatment Plant Replacement	1,875,000
2022	White Cliffs Water Treatment Plant Replacement	1,500,000
2022	White Cliffs Water Main Replacement	2,625,000
2022	Water main and valve renewals	100,000
2023	Water main and valve renewals	100,000
2024	Water main and valve renewals	100,000
2025	Water main and valve renewals	100,000
2026	Water main and valve renewals	100,000
2027	Water main and valve renewals	100,000
2028	Water main and valve renewals	100,000
2029	Water main and valve renewals	100,000
2030	Water main and valve renewals	100,000
2031	Water main and valve renewals	100,000
2032	Water main and valve renewals	100,000
2033	Water main and valve renewals	100,000
2034	Water main and valve renewals	100,000
2035	Water main and valve renewals	100,000
2036	Water main and valve renewals	100,000
2037	Water main and valve renewals	100,000
2038	Water main and valve renewals	100,000
2039	Water main and valve renewals	100,000
2040	Water main and valve renewals	100,000

Appendix E Disposal Summary

No assets are proposed for disposal

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Appendix F Budget Summary by Lifecycle Activity

Table F1 – Budget Summary by Lifecycle Activity

Year	Acquisition	Operation	Maintenance	Renewal	Disposal	Total
2021	650000	613500	416500	3000000	0	4680000
2022	0	613500	416500	8725000	0	9755000
2023	0	613500	416500	100000	0	1130000
2024	0	613500	416500	100000	0	1130000
2025	0	613500	416500	100000	0	1130000
2026	0	613500	416500	100000	0	1130000
2027	0	613500	416500	100000	0	1130000
2028	0	613500	416500	100000	0	1130000
2029	0	613500	416500	100000	0	1130000
2030	0	613500	416500	100000	0	1130000
2031	0	613500	416500	100000	0	1130000
2032	0	613500	416500	100000	0	1130000
2033	0	613500	416500	100000	0	1130000
2034	0	613500	416500	100000	0	1130000
2035	0	613500	416500	100000	0	1130000
2036	0	613500	416500	100000	0	1130000
2037	0	613500	416500	100000	0	1130000
2038	0	613500	416500	100000	0	1130000
2039	0	613500	416500	100000	0	1130000
2040	0	613500	416500	100000	0	1130000

Works Program July 2021																																		
ID		Task Mode	Task Name	Duration	Start	Finish																												
							T	F	S	S	5 Jul '21					12 Jul '21					19 Jul '21					26 Jul '21					2 Aug '21			
1			State Highways	140 days	Tue 6/07/21	Thu 10/02/22																												
2			Rosewood IS Project	40 days	Tue 6/07/21	Thu 26/08/21																												
3			Rosewood South IS Project	100 days	Tue 31/08/21	Thu 10/02/22																												
4			SH21 Rehab Segement 2425	10 days	Tue 14/09/21	Thu 23/09/21																												
5																																		
6			Regional Roads	240 days	Tue 6/07/21	Thu 30/06/22																												
7			Pooncarie Rd IS Project	240 days	Tue 6/07/21	Thu 30/06/22																												
8			MR433 Ivanhoe - Menindee Rd MG	14 days	Tue 6/07/21	Fri 23/07/21																												
9			MR68A Wilcannia - Tilpa Rd MG	20 days	Tue 6/07/21	Thu 29/07/21																												
10			MR416 Ivanhoe - Cobar Rd MG	7 days	Fri 9/07/21	Thu 15/07/21																												
11			MR68A Grid Works REPAIR 2021	30 days	Tue 3/08/21	Thu 9/09/21																												
12			MR433 Ivanhoe - Menindee Rd REPAIR 2022	60 days	Tue 28/09/21	Thu 16/12/21																												
13			MR428 Kayrunnera Rd - Storm	10 days	Sat 24/07/21	Fri 6/08/21																												
14			MR68B Menindee - Wilcannia West MG	40 days	Tue 26/10/21	Thu 16/12/21																												
15																																		
16			Local Roads	80 days	Tue 6/07/21	Thu 21/10/21																												
17			SR6 Mandalay Rd - Storm	14 days	Tue 6/07/21	Fri 23/07/21																												
18			SR3 Tilpa Tongo Rd MG	30 days	Sat 7/08/21	Fri 17/09/21																												
19			SR1 Tilpa East Rd MG	26 days	Sat 18/09/21	Thu 21/10/21																												
20			SR32 Glendara Rd - Storm	17 days	Tue 6/07/21	Mon 26/07/21																												
21			SR49 Yancannia Rd - Storm	5 days	Tue 27/07/21	Wed 4/08/21																												
22			SR4 Monolon Rd MG	18 days	Thu 5/08/21	Thu 26/08/21																												
23			SR7 Dry Lake Rd MG	10 days	Tue 31/08/21	Thu 9/09/21																												
24			SR35 Sayers Lake Rd MG	6 days	Sat 24/07/21	Thu 29/07/21																												

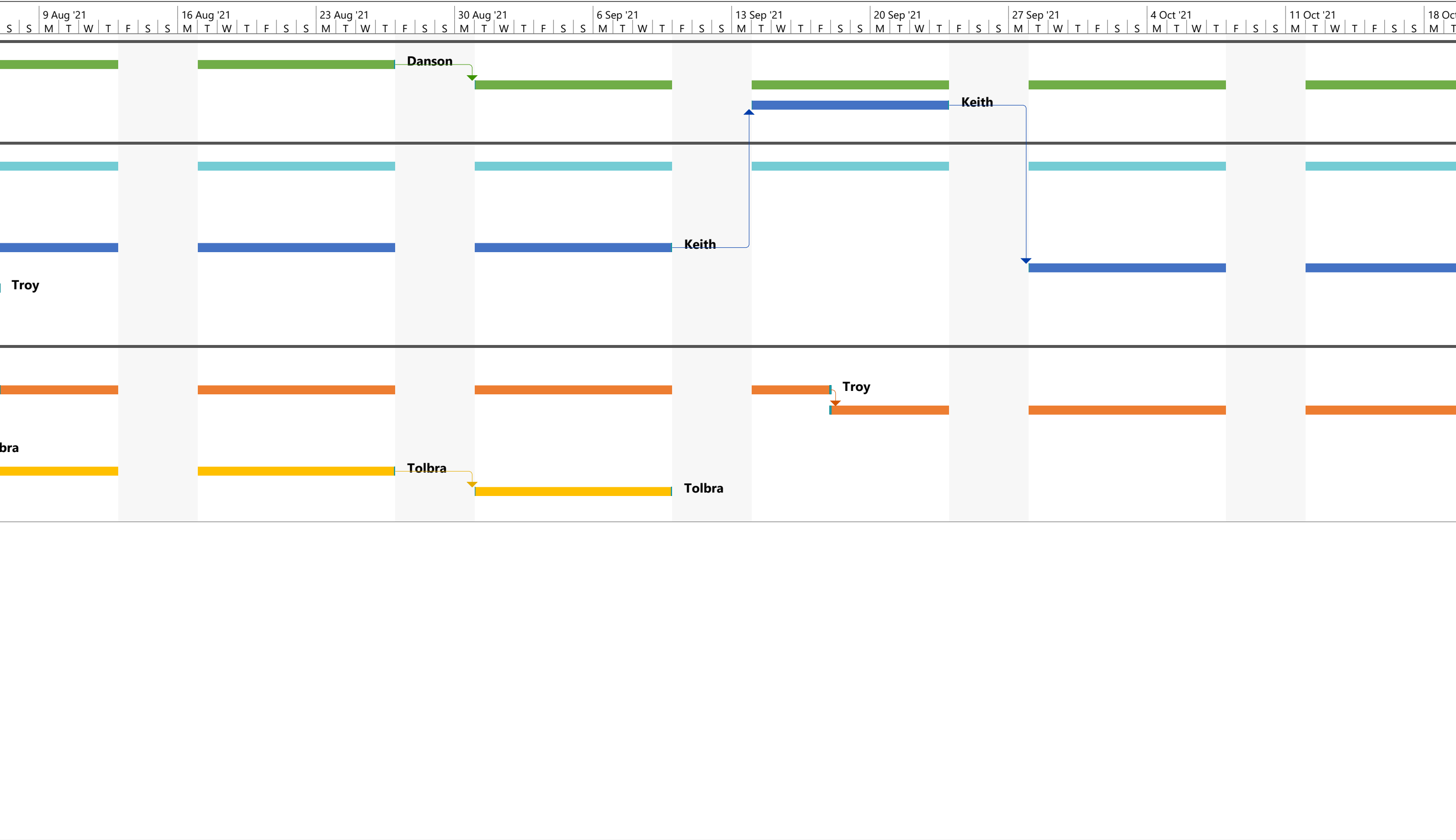





















Project: Works Program July 20

Date: Wed 21/07/21

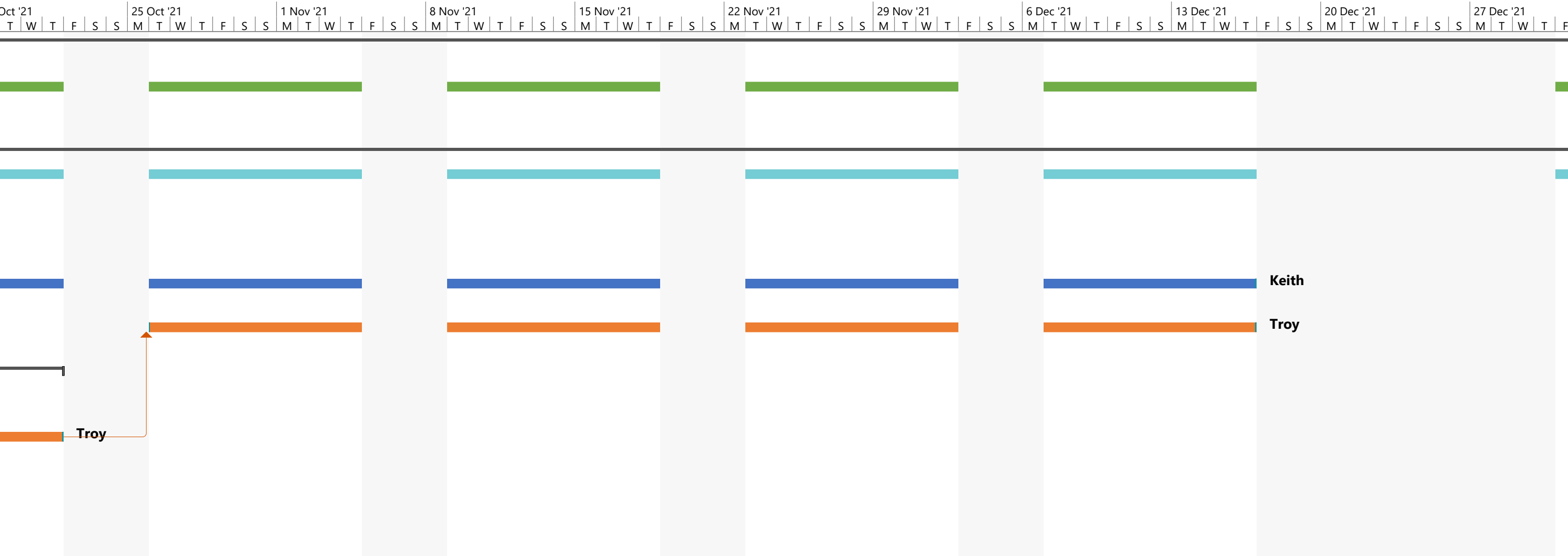
Task		Project Summary		Manual Task		Start-only		Deadline	
Split		Inactive Task		Duration-only		Finish-only		Progress	
Milestone		Inactive Milestone		Manual Summary Rollup		External Tasks		Manual Progress	
Summary		Inactive Summary		Manual Summary		External Milestone			




















Works Program July 2021



Project: Works Program July 20 Date: Wed 21/07/21	Task		Project Summary		Manual Task		Start-only		Deadline	
	Split		Inactive Task		Duration-only		Finish-only		Progress	
	Milestone		Inactive Milestone		Manual Summary Rollup		External Tasks		Manual Progress	
	Summary		Inactive Summary		Manual Summary		External Milestone			

Works Program July 2021



Project: Works Program July 20 Date: Wed 21/07/21	Task		Project Summary		Manual Task		Start-only		Deadline	
	Split		Inactive Task		Duration-only		Finish-only		Progress	
	Milestone		Inactive Milestone		Manual Summary Rollup		External Tasks		Manual Progress	
	Summary		Inactive Summary		Manual Summary		External Milestone			

Resolution Tracker

Attachment 27

Meeting Month	Meeting Date	Section	Item Number	Item Header	Resolution Number	Resolution	Responsible Officer	Action Items	Resolution Status
October	28/10/2020	FINANCIAL REPORTS	7.5	ESTABLISHMENT OF A FINANCIAL RESERVE FRAMEWORK AND ADOPTION OF A FINANCIAL RESERVE MANAGEMENT POLICY	08-10-20	Receive and note the report.Adopt the Financial Reserve Management Policy.Includes the consideration of Financial Reserves in the preparation of the 2021/2031 Long Term Financial Plan.Include the Management of Financial Reserves in the Quarterly Budget Review Procedures and Reports.Include the reporting of Financial Reserve Balances within the Annual Financial Statements.The General Manager present a draft Investment Policy, based on the Investment Guidelines of the Office of Local Government to go on exhibition for public comment and ultimate adoption by council.	General Manager, Administrator, Senior Finance Manager	Adopt the Financial Reserve Management Policy.Includes the consideration of Financial Reserves in the preparation of the 2021/2031 Long Term Financial Plan.Include the Management of Financial Reserves in the Quarterly Budget Review Procedures and Reports.Include the reporting of Financial Reserve Balances within the Annual Financial Statements.The General Manager present a draft Investment Policy, based on the Investment Guidelines of the Office of Local Government to go on exhibition for public comment and ultimate adoption by council.	IN PROGRESS
December	15/12/2020	SHIRE SERVICES	10.6	IVANHOE WASTE COLLECTION	13.12.20	Receive the reportConsult with the Ivanhoe Community about the possibility of reducing waste collection services to 1 day per week and write to all commercial propertiesReport back to Council following the community consultation period with findings	Director Shire Services	Consult with the Ivanhoe Community about the possibility of reducing waste collection services to 1 day per week and write to all commercial propertiesReport back to Council following the community consultation period with findings	IN PROGRESS
February	24/02/2021	FINANCIAL REPORTS	6.2	SALE OF LAND FOR UNPAID RATES AUCTION RESULTS	03.02.21	That Council:Receive and note the report.Note that monthly reports will be provided to Council until such time that the contracts of sales have been completed and the sale of processed finalised.	General Manager		ONGOING
February	24/02/2021	GOVERNANCE REPORT	7.4	PHOTO COMPETITION – MY SHIRE IN MY EYES	11.02.21	Receive the report andApprove the use of a photo competition to be known as <i>My Shire In My Eyes</i> . Allocate no more than \$400 prize money to be distributed between first, second and third in both an adult and junior section, as suggested in the report, with discretion to allocate further prizes within the prizemoney amount.The selection panel for prizes consists of the Community Engagement Officer, the General Manager (or his delegate) and an independent person to be determined.Photographs must be taken by the entrant but can be of any subject and taken at any time in the past 12 months.All entries – whether or not, they receive prizes – become the property of Central Darling Shire Council but will be watermarked with the name and town of the entrant	Community Engagement Officer	Allocate no more than \$400 prize money to be distributed between first, second and third in both an adult and junior section, as suggested in the report, with discretion to allocate further prizes within the prizemoney amount.The selection panel for prizes consists of the Community Engagement Officer, the General Manager (or his delegate) and an independent person to be determined.	IN PROGRESS
February	24/02/2021	SHIRE SERVICES REPORT	9.8	POONCARIE ROAD REALIGNMENT	20.2.21	Receive the report.Proceed with Private Treaty negotiations with affected landholders and associated parties.Proceed with legal consultation, documentation and survey.Delegates authority to the General Manager and Administrator to proceed on these matters.	Director Shire Services	Proceed with Private Treaty negotiations with affected landholders and associated parties.Proceed with legal consultation, documentation and survey	IN PROGRESS
March	24/03/2021	GOVERNANCE REPORT	8.3	DIGITAL (WEB AND SOCIAL MEDIA) POLICY	09.03.21	Receive the reportPut the draft Policy on public exhibition inviting comment for 28 days, after which, taking into account any comments, it will be adopted as a Policy of Council.	Community Engagement Officer	Put the draft Policy on public exhibition inviting comment for 28 days, after which, taking into account any comments, it will be adopted as a Policy of Council.	IN PROGRESS

March	24/03/2021	SHIRE SERVICES REPORT	10.4	COMMUNITY PARTICIPATION PLAN	14.03.21	Receive and note the report. Approve the Community Participation Plan to go on public exhibition for a period of 28 days. After the exhibition period, taking into account any comments, receive a further report to formally adopt the document and place it on the NSW Planning Portal and Council's website	Community Engagement Officer; Senior Planner	Approve the Community Participation Plan to go on public exhibition for a period of 28 days. After the exhibition period, taking into account any comments, receive a further report to formally adopt the document and place it on the NSW Planning Portal and Council's website	IN PROGRESS
June	23/06/2021	GOVERNANCE REPORT	8.1	POONCARIE ROAD CONSTRUCTION- INVESTIGATIONS OF IMPACTS AND HARM TO ABORIGINAL CULTURAL HERITAGE SITES	07-06-2021	1. Receive and note the report and endorse the following: 2. A further progress report to be presented to Council at next meeting in July.	General Manager		IN PROGRESS
June	23/06/2021	SHIRE SERVICES REPORT	10.3	ELECTRONIC ROAD SIGNS	14-06-2021	1. Receive and note the report. 2. Council pursues additional funds to finance the upgrade of inferior existing sign communication software, hardware, and provider protocols. 3. Council pursues further supplementary funding to complete electronic signage on all roads within the Shire prone to adverse weather closures. 4. Council pursues funding for the purpose of installing cameras at sign locations. 5. Council reinforces its Policies and Legal Obligations for the purpose of applying penalties for vehicles driving on closed roads. 6. Council to write to the Minister of Roads, the	General Manager, Senior Finance Officer, Finance Officer, Director Shire Services		IN PROGRESS
June	23/06/2021	SHIRE SERVICES REPORT	10.5	ROADS AND AERODROMES REPORT	16-06-2021	1. Receive and note the report. 2. Request a report of the costings on Budgets for RMS works.	Senior Finance Officer, Director Shire Services, Deputy Director Shire Services		IN PROGRESS