Strategic Asset Management Plan

Goulburn Mulwaree Regional Council

November 2023

Towards 2042!

GOULBURN MULWAREE COUNCIL

Acknowledgement of country

Goulburn Mulwaree Council acknowledges and pays our respects to the Aboriginal elders both past and present as well as emerging leaders and acknowledge the traditional custodians of the land on which we all live.

Document status

Ref	Document Status	Approving Director	Date
7715	**Final**	**M Wood**	Nov 2023

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1 Executive Summary

This Strategic Asset Management Plan (SAMP) outlines Goulburn Mulwaree's approach to implementing the principles and objectives of Council's Asset Management Policy. It includes requirements for the processes, resources, structures, roles and responsibilities necessary to establish, manage and maintain Council's infrastructure-related services for its community.

The plan covers the following asset groups:

- Buildings and other structures
- Transport infrastructure
- Stormwater
- Open space infrastructure
- Water and wastewater assets

The plan highlights the challenges that need to be navigated for each asset class over the next ten years. It also outlines the necessary actions for the Council to improve its asset management practice and move towards a 'best appropriate practice' position in the future. The plan was prepared in accordance with the International Infrastructure Management Manual and the Institute of Public Works Engineering Australasia (IPWEA) National Asset Management Strategy guidelines.

The plan includes the Council's Asset Management Policy, which has been updated in conjunction with the plan. The policy provides a framework for managing infrastructure assets to support the delivery needs of the community.

1.1 Asset Values

Goulburn Mulwaree manages an infrastructure portfolio worth approximately $1.8 billion. The six asset classes included in this plan and their values are detailed in the table below.

Table 1 Six asset classes and values

Asset Class	Gross Replacement Cost ($m)	Written Down Value ($m)	Annual Depreciation Expense ($m)
Buildings and other structures			
Includes council's administration, community, works and recreational buildings and facilities.	128.2	74.98	1.96
Transport infrastructure			
Includes council's roads, bridges, pathways, kerb and gutter and ancillary transport infrastructure.	944.25	666.35	10.1
Stormwater			
Includes council's stormwater pipes, channels, pits, retention and quality improvement devices.	165.1	117.1	1.9
Open space and recreation			
Includes council's sportsground, park, playground and other recreation infrastructure.	27.6	22.7	0.7
Water			
Includes council's water treatment, pumping, storage and reticulation infrastructure.	330.1	228	2.9
Wastewater			
Includes council's wastewater treatment, pumping, and gravity and pressure pipeline infrastructure.	211.5	158	2.4
Other Infrastructure (not included in SAMP)	11.7	8.6	1.1
Includes council's quarries and waste infrastructure.			
Total	**$1,818***	**$1,276**	**20.5**

As at 30 June 2022

1.2 Asset Backlog

As per the 2021/22 Special Schedule 7 analysis, Council has a combined asset backlog of $28.2 million to bring assets to satisfactory standard, which is currently taken as Condition 3. The breakdown of backlog per asset class is shown in the following table.

Table 2 Asset backlog summary

Estimated Cost to Satisfactory	Backlog ($,000)	Backlog Ratio % (Backlog / WDV)
Buildings and other structures	$2,360	3.1%
Transport infrastructure	$9,036	1.4%
Stormwater	$1,013	0.9%
Open space and recreation	$895	3.9%
Water	$3,932	1.7%
Wastewater	$10,926	6.9%
Combined	**$28,162**	**2.2%**

1.3 Asset Condition

A review of councils 2022 asset condition data shows that most of Council's assets were in good condition except for 17% of Council's Buildings assets and 35% of Council's Open Space assets which are currently in condition 4 (Poor). The reliability of Council's condition data varies between asset classes. The Buildings, Transport Infrastructure, Water and Wastewater assets have at, a minimum, a reliable data set. Conversely, Open Space and Stormwater Infrastructure assets data is uncertain and unreliable. Details of Council's current asset condition are shown in the table below. The condition is represented as a percentage of the replacement cost of Council's six asset classes as well as shown as combined. Council will carry out condition assessments on its Transport Infrastructure in 2024.

Table 3 Asset condition summary

Asset Class	Asset Condition				
	1	2	3	4	5
Buildings and other structures	15%	33%	35%	17%	0%
Transport infrastructure	36%	43%	16%	5%	0%
Stormwater	36%	38%	25%	1%	0%
Open space infrastructure	15%	25%	25%	35%	0%
Water	22%	45%	33%	0%	0%
Wastewater	35%	36%	28%	1%	0%
Combined	**31%**	**41%**	**23%**	**5%**	**0%**

1.4 Expenditure and Reporting

The average capital and maintenance expenditure on council assets over the ten-year forecast period is approximately $44.4 million per year. This compares to the expenditure which is required to maintain, operate and renew the asset network as required, being $55 million per year. This is a significant annual gap which, on average, can be attributed to an annual shortfall of $2.7m in OPEX and $7.8m in CAPEX funding.

Table 4 Combined asset expenditure projections

Expenditure Projections ($000) – Combined Assets		2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
Actual	Renewal	$17,634	$11,919	$13,497	$14,493	$20,330	$18,703	$18,690	$16,444	$18,211	$16,174
	New and Expanded Assets	$45,282	$10,419	$5,699	$8,787	$11,214	$21,414	$2,694	$2,994	$2,999	$2,994
	Maintenance and Operational	$14,823	$15,149	$15,482	$15,823	$16,171	$16,527	$16,891	$17,262	$17,642	$18,030
	Total Expenditure	**$77,739**	**$37,487**	**$34,679**	**$39,104**	**$47,715**	**$56,644**	**$38,274**	**$36,699**	**$38,852**	**$37,197**
Required	Required Renewal (Depreciation)	$20,987	$22,161	$22,764	$23,341	$23,958	$24,719	$25,591	$26,196	$26,821	$27,460
	New and Expanded Assets	$45,282	$10,419	$5,699	$8,787	$11,214	$21,414	$2,694	$2,994	$2,999	$2,994
	Required O&M	$16,241	$16,758	$17,246	$17,785	$18,699	$19,851	$20,363	$20,888	$21,425	$21,973
	Total	**$82,510**	**$49,338**	**$45,710**	**$49,914**	**$53,871**	**$65,984**	**$48,648**	**$50,078**	**$51,244**	**$52,427**
Overall (GAP)		-$4,770	-$11,851	-$11,031	-$10,810	-$6,156	-$9,340	-$10,374	-$13,379	-$12,393	-$15,229
Maintenance Gap		-$1,418	-$1,609	-$1,764	-$1,962	-$2,528	-$3,324	-$3,472	-$3,626	-$3,783	-$3,943
Renewals Gap		-$3,353	-$10,242	-$9,267	-$8,848	-$3,629	-$6,016	-$6,901	-$9,752	-$8,610	-$11,286

1.5 Levels of Service

The objective of asset management is to enable assets to be managed in the most cost-effective way, based on an understanding of customer needs, expectations, preferences and their willingness to pay for any increase in the level of service.

A level of service is a measurable description of what Council delivers (or intends to deliver) in an activity which relates to something that can be controlled. Council has prepared specific community and technical levels of service which cover the Accessibility, Quality, Responsiveness, Affordability, Customer Satisfaction, Sustainability, Health and Safety and Financial Performance regarding the delivery of its infrastructure assets.

These have been developed for all asset classes and are detailed in the respective AMP's and address the adopted lifecycle management of assets. The overarching SAMP establishes a basic framework to measure service level outcomes. It is important to note that while Service Levels have been developed and are informed by Council's Community Strategic Plan, Council is yet to undertake community and stakeholder consultation to 'accept' the Service Levels.

1.6 High Level Strategic Actions

Table 5 High level strategic actions

No.	Strategy	Desired Outcome
1	Further develop and review the Long-Term Financial Plan covering ten years incorporating asset management plan expenditure projections with a sustainable funding position outcome.	Sustainable funding model to provide council services.
2	Review and update asset management plan financial projections and long-term financial plans after adoption of annual budgets. Communicate any consequence of funding decisions on service levels and service risks.	Council and the community are aware of changes to service levels and costs arising from budget decisions.
3	Continue to Report Council's financial position at Fair Value in accordance with Australian accounting standards, financial sustainability and performance against strategic objectives in annual reports, ensuring that asset remaining lives are assessed on an annual basis.	Financial sustainability information is available for Council and the community.
4	Ensure Council's 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.
5	Report on Council's 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.
6	Ensure responsibilities for asset management are identified and incorporated into staff position descriptions.	Responsibility for asset management is defined.
7	Implement an improvement plan to initially realise 'core' maturity for the financial and asset management competencies, then progress to 'advanced' maturity.	Improved financial and asset management capacity within Council.
8	Report annually to Council on development and implementation of asset management strategy and plan and long-term financial plans.	Oversight of resource allocation and performance.

Table 6 Overarching Improvement Plan

Ref No.	Improvement Plan tasks	Priority	Suggested Timeframe
1.	**Asset Management Maturity**		
1.1	Implement an improvement plan to initially realise 'core/good' maturity for the financial and asset management competencies, then progress to 'advanced/better' maturity.	High	2025
2.	**Asset Data and Knowledge**		
2.1	Clean asset data to ensure that asset condition is measured consistently across the various asset classes and sub classes.	High	2024/25
2.2	Develop an asset condition inspection strategy that ensures all assets are inspected on a regular basis.	High	2024/25
2.3	Clearly identify maintenance and operational activities as part of a maintenance management system, and clearly identify capital works projects as renewal, expansion or new asset expenditure.	Medium	2026/27
3.	**Asset Knowledge Processes**		
3.1	Valuation methodology and assumptions must be fully documented and applied.	High	2024/25
3.2	Undertake an annual desktop review of asset valuations ensuring that there is an annual review of useful life of assets.	High	October annually
3.3	Ensure that the asset data in the Tech 1 system is the true record of Council's assets and is up to date.	High	2024/25
4.	**Strategic Asset Planning Processes**		
4.1	Determine the long-term expenditure requirements for Council's assets based on a sustainable asset approach and incorporate findings in the Council's LTFP.	Very High	Completed
4.3	Ensure that all asset classes have up to date asset management plans.	Very High	Completed
4.5	Review and update asset management plans and long-term financial plans after adoption of annual budgets. Communicate any consequence of funding decisions on service levels and service risks.	Very High	Completed
4.6	Review the Asset Management Strategy to ensure that it incorporates the most up to date and relevant information on each asset class.	Very High	Completed
5.	**Operations and Maintenance Work Practices**		
5.2	Identify critical assets and incorporate critical asset risk mitigation plans into Council's emergency response planning procedures.	High	2024/25
6.	**Information Systems**		
6.1	Ensure that all Council's asset data is uploaded into the Tech 1 Asset system. This will require asset staff to: – reconcile existing asset registers with the financial asset register. – ensure that current asset data is in a consistent format. – ensure that asset custodians clearly understand what information is required out of the asset management system to effectively manage the Council's assets.	High	2024/25
7.	**Organisational Context**		
7.1	Council is to establish an asset management steering committee for reporting on asset management progress and improvement plan status and create a process for bi-annual reporting to senior management.	Very High	2023/24
7.2	Council to undertake an in-depth workforce review of asset management roles and responsibilities and ensuring that all functions of asset management are covered and are attached to position descriptions and such that Council has an understanding of current gaps in capacity and capability.	Medium	2024
7.3	Ensure responsibilities for asset management are identified and incorporated into staff position descriptions.	High	2024

1.7 Performance Overview

Total Consolidated Assets Value $1.82 Billion

Buildings

$137.4m

Sealed Roads

$638.4m

Unsealed Roads

$38m

Bridges

$166m

Pathways

$53.3m

Other Road Assets and Other Structures

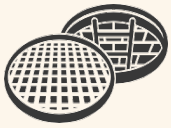
$87.8m

Stormwater

$166.4m

Water supply

$330m

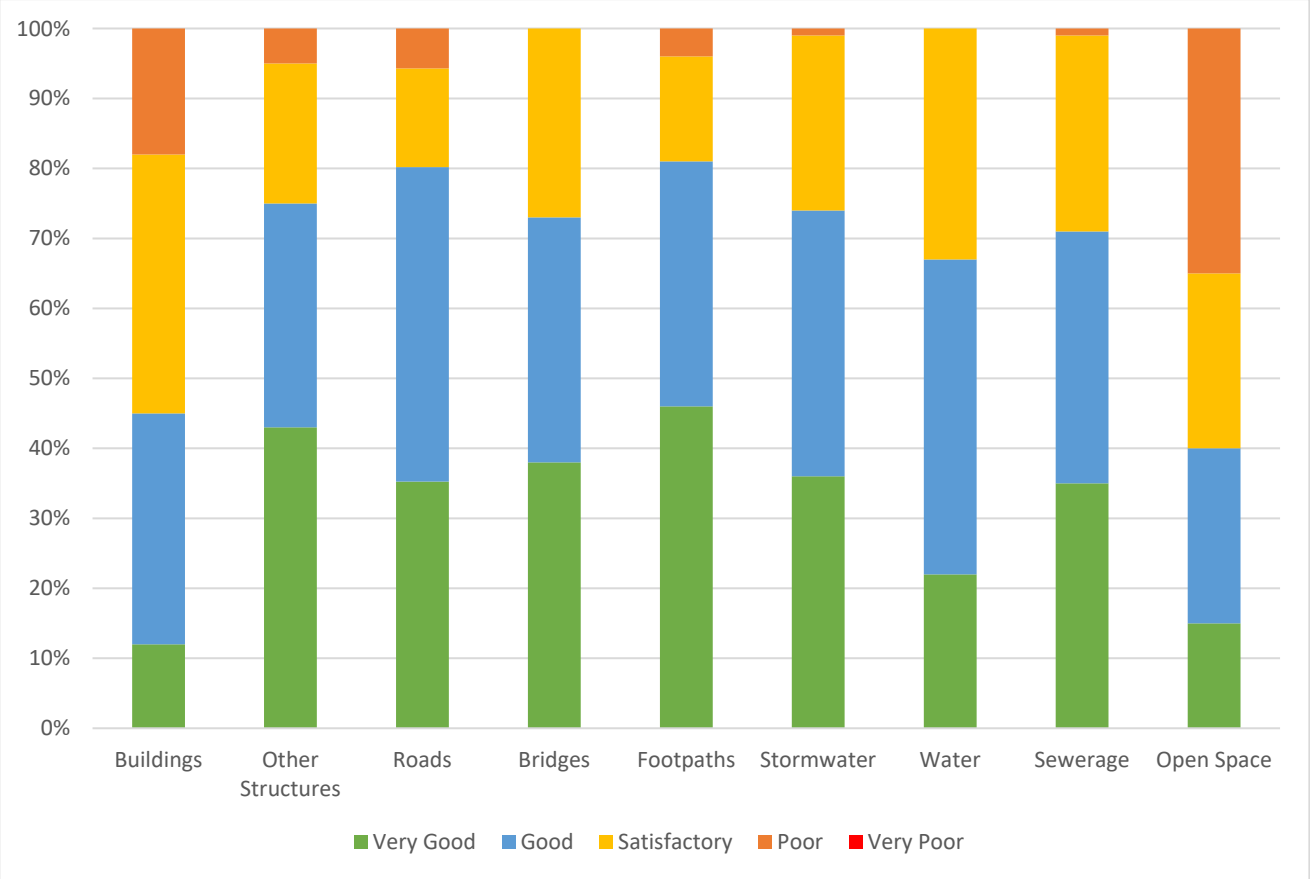


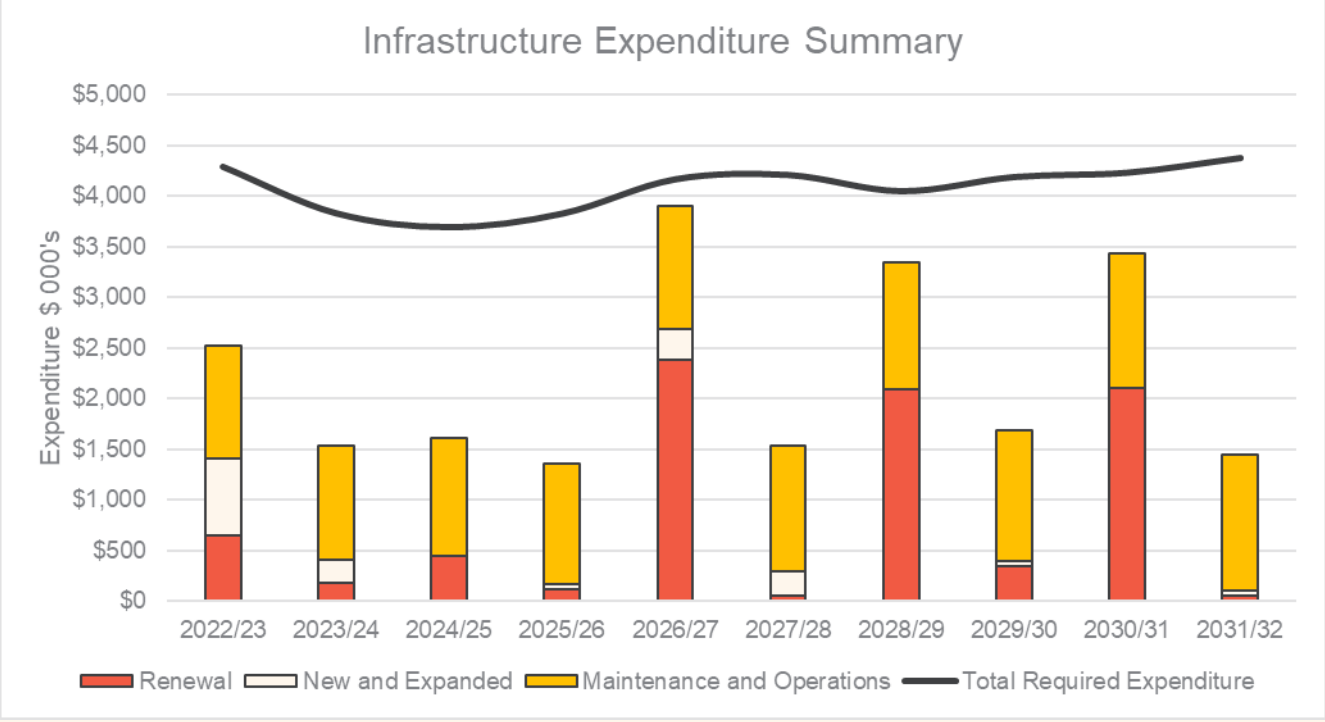
Wastewater

$211m

Open space and Recreation

$27.6m


100%
90%
80%
70%
60%
50%
40%
30%
20%
10%
0%
Buildings
Other Structures
Roads
Bridges
Footpaths
Stormwater
Water
Sewerage
Open Space
Very Good
Good
Satisfactory
Poor
Very Poor


Infrastructure Expenditure Summary
Expenditure $ 000's
$5,000
$4,500
$4,000
$3,500
$3,000
$2,500
$2,000
$1,500
$1,000
$500
$0
2022/23
2023/24
2024/25
2025/26
2026/27
2027/28
2028/29
2029/30
2030/31
2031/32
Renewal
New and Expanded
Maintenance and Operations
Total Required Expenditure

2 Introduction

2.1 Asset Planning – Background

Development of asset management plans for Council's infrastructure is a mandatory requirement for NSW councils as per the NSW local Government Act 1993 and its subsequent amendments. As such, Goulburn Mulwaree Council has developed the following Strategic Asset Management Plan (SAMP) to cover the period 2023 – 2032. The key findings for each asset class are included in the Asset Management Plans section of this strategy and are covered in a concise but detailed manner.

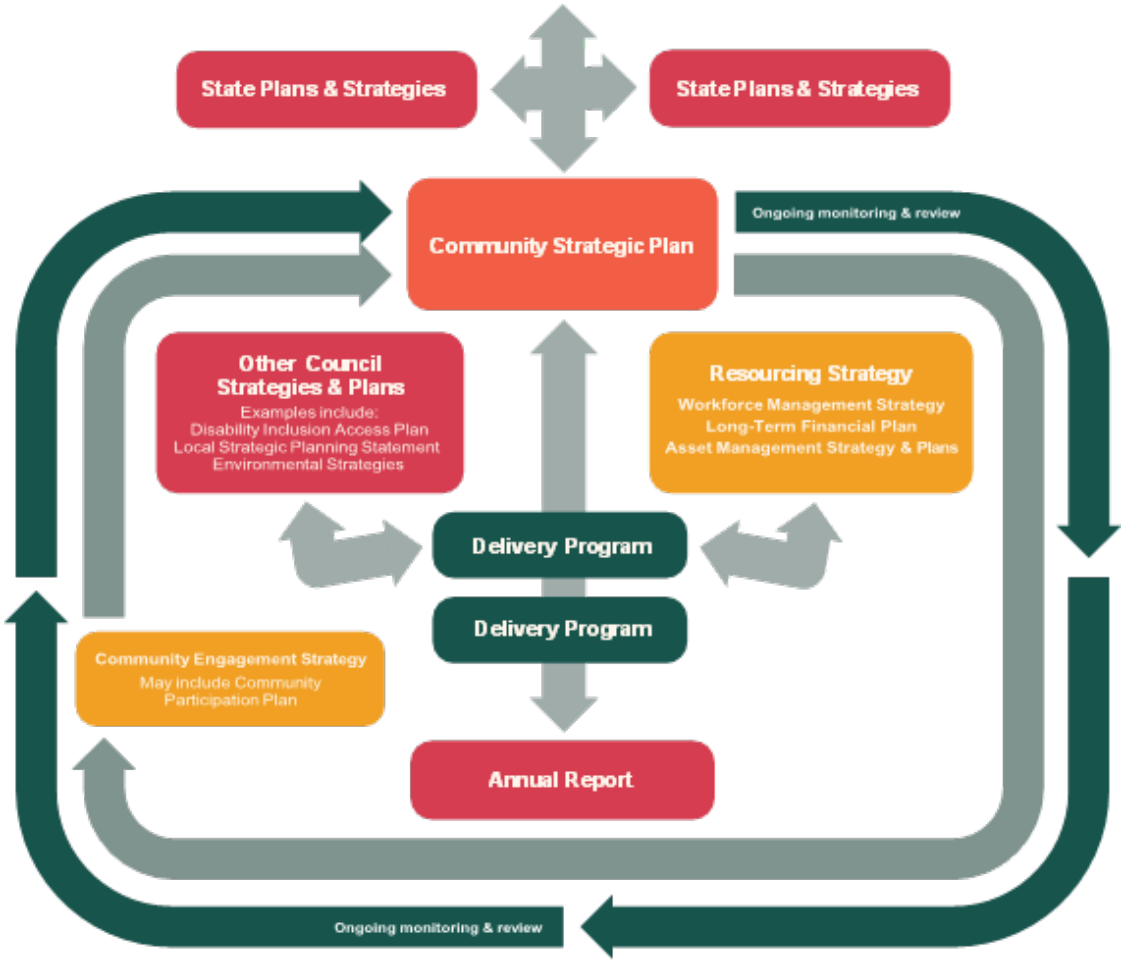
The provision of infrastructure is one of the most important roles of Council as assets support the delivery of services that deliver on Council's long-term objectives. A formal approach to asset management is essential to ensure that services are provided in the most cost-effective and value- driven manner. To ensure this, it is essential that asset management is fully aligned and integrated with Council's Community Strategy and Long-Term Financial Plan. This ensures that community needs and expectations are well understood, and that funding requirements and consequences are understood and available.

Council's current planning framework is based on the Institute of Public Works Engineering Australasia (IPWEA) NAMS model for asset management. Council has adopted a 'Whole of Council' approach beyond just a 'Lifecycle' approach and is committed to delivering value for money to the current and future generations of the community. The Strategic Asset Management Plan is underpinned by Council's vision and values:

Figure 1 Goulburn Mulwaree Asset Management Planning Framework

Council's framework has been developed in line with the legislated planning framework from the Integrated Planning and Reporting (IP&R) Guidelines for Local Government in NSW.

Figure 2 Relationship between Council's Plans and Resourcing Strategies



- **Community Strategic Plan** - Outlines what the community wants, the objectives of the community and strategies to achieve those objectives.
- **Resourcing Strategy** - Details the resources available to Council to deliver the Community Strategic Plan.
- **Delivery Program/Operational Plan** - Details how Council will use the resources that it has to meet the objectives in the Community Strategic Plan, specifically where Council has been identified as responsible or as a supporting partner in the identified strategies.
- **Annual Report** - Is the reporting mechanism used by Council to report on those activities and actions that Council proposed in its Delivery Program and Operational Plan.

This SAMP establishes a framework to enable the prioritisation of asset groups through planning, construction, maintenance and operation of infrastructure necessary to achieve the goals and objectives as set out in:

- Goulburn Mulwaree Community Strategic Plan 2042

2.2 Scope of this Asset Management Strategy

This SAMP has been developed to provide the framework to ensure that Council's infrastructure assets are operated, maintained, renewed and upgraded to ensure that the Levels of Service are achieved in the most cost effective and sustainable way. It meets Council's commitments under the IP&R framework in that all Council's infrastructure assets are fully accounted for. Details on each asset class, including the inventory, condition, predicted and required expenditure are included in the appendices.

The audience for this SAMP is Council staff, the Council executive management team, elected representatives (Councillors), interest groups, stakeholders and other interested members of the general community.

The specific objectives of this strategy are:

- to ensure a sustainable service offering to the community by evolving and embedding a culture of asset management
- to ensure decision-making reflects community value for this generation and the next
- to develop clearly defined and agreed service levels, to inform asset investment, to support the community's quality of life
- to drive quality service outcomes by taking a risk-based approach to the way assets are managed
- to ensure availability of resources to maintain assets over the long term.

The strategy identifies the future funding requirements and service delivery in the context of:

- current asset condition and performance
- levels of service
- forecasted demand for infrastructure and services
- funding constraints.

This strategy supports Council's aim to have 'best value' asset management strategies and practices. This is achieved by continually developing and improving the whole of Council's knowledge, systems, processes and strategies. This will ensure that Council is providing the level of asset management necessary to competently, responsibly and sustainably manage the community assets for current and future generations.

This SAMP has been prepared using a 'top down' approach whereby analysis is applied at the 'system' or 'network' level. The focus is on current levels of service and current practices. It includes expenditure forecasts for asset maintenance, renewal and replacement based on local knowledge of assets and options for meeting current levels of service.

Future revisions of this SAMP will use a 'bottom up' approach for gathering information for individual assets to support the optimisation of activities and programs to meet the Levels of Service. The focus of future plans developed in this manner will include risk and performance optimisation, risk-based strategies, use of predictive methods and optimised decision-making techniques.

The format of this SAMP is outlined in the table below.

Table 7 Asset management plan structure

Sections	Guidelines
1. Executive Summary	Provides a high-level summary of the combined asset management plans and highlights the main issues for consideration.
2. Introduction	Outline of the purpose and scope of the plan and how the plan relates to other key policies and strategies.
3. Asset Management Policy	Excerpt from Council's adopted asset management policy outlining the principles guiding Council's asset management practices.
4. Asset Management Practices	Provision of a comprehensive strategic asset management gap analysis process for asset management.
5. Levels of Service	Outline of levels of service and asset performance standards and customer/community expectations and feedback regarding levels of service.
6. Future Demand	Identification of demand trends, factors which may influence demand, forecast changes in demand, impacts and implications of future demand and effects on future planning.
7. Risk Management Plan	Provision of an asset-based risk management plan.
8. Overarching Asset Management Strategy	Provision of a summary of Council's overall asset strategy including asset management policy and identification of critical assets.
Appendices – Individual Asset Data, AM Improvement Plan and Renewals Plan	Outline of asset information, operations and maintenance and capital planning information and processes and future directions for the physical management of the assets.

2.3 Assets Covered by this Plan

The following asset groups are covered by this Asset Management Strategy and Plan:

- Buildings
- Transport Infrastructure
- Stormwater
- Open Space Infrastructure
- Water
- Wastewater

Full details of Council's assets are covered in the individual Asset Management Plans found in the Appendix.

2.4 About Goulburn Mulwaree Council

Goulburn Mulwaree Council is a local government area located in the Southern Tablelands region of New South Wales and was formed in 2004 as an amalgamation of Goulburn City and parts of the former Mulwaree Shire. The region has an estimated 2022 population of 32,428 and covers a land area of 322,314 Ha. The city of Goulburn is a Regional Hub due to its proximity to Canberra and Sydney and offers a diverse range of employment, social, cultural and tourism opportunities for the region.

The area has both a rich aboriginal and colonial history. Aboriginal people have lived in the region for at least 21,000 years. Two major language groups were identified within the Goulburn Mulwaree region at the time of first European contact - the Gandangara to the north of Goulburn, and the Ngunawal to the south. The region was an important ceremonial meeting place for Aboriginal people with records of corroborees being held at Rocky Hill, Mulwaree Flats, Eastgrove and on the sites of the Goulburn railway station and the old railway quarry.

The first European settlement occurred in 1818 when Goulburn was discovered by James Meehan, an Irish explorer who named the town after Henry Goulburn, the Under-Secretary for War and the Colonies. The town prospered and grew, particularly with the expanding wool industry and with the completion of a railway line to Sydney and was proclaimed Australia's first inland City in 1863.

Goulburn's prominence subsided with the founding of Canberra, the Australian Capital in 1913, however it remains an important regional hub, contributing an estimated Gross Regional Product of $1.45 billion in 2018 to the NSW economy.

2.5 Links to Council Plans and Strategies

The Strategic Asset Management Plan and Asset Management Plans have been prepared in line with the vision and strategies outlined in Goulburn Mulwaree Community Strategic Plan 2042 (GMCSP).

Council has developed its key themes and strategic objectives in line with the UN's Sustainable Development Goals.

Infrastructure assets will play both a direct and indirect role in achieving the strategic objectives of the GMCSP. The following table indicates how Council's assets play a role in the delivery of the key strategies outlined in the GMCSP as well as their alignment with the sustainable development goals.

Table 8 Linkages to Goulburn Mulwaree Community Strategic Plan 2042

Reference	Strategy	Buildings	Transport	Stormwater	Water	Sewerage	Open Space
Vision - Our Community							
							
A.1	Advocate and facilitate discussions with relevant authorities and funding bodies to improve access to services and facilities for youth, older adults, and people with disabilities.	✓	✓				✓
A.2	Support youth programs that encourage empowerment, resilience, and capacity building.	✓					✓
A.3	Promote physical and mental health and partner to ensure our community has access to appropriate information and support services to improve health outcomes.	✓			✓		✓
A.4	Events celebrate the identity of our towns, our heritage, and our culture.	✓	✓				✓
A.5	Develop compelling public spaces and experiences for the community across the region.						✓
A.6	Build partnerships with key arts and cultural bodies and support community participation in arts and culture.	✓					
A.7	We acknowledge and embed local Aboriginal culture and stories within our community.	✓	✓				✓
A.8	Design public spaces and residential developments to support social connection and public safety.	✓	✓				✓
A.9	Support local initiatives that welcome new residents.	✓					✓
A.10	Encourage community pride through the beautification and maintenance of our villages and towns.	✓	✓	✓	✓	✓	✓

Reference	Strategy	Buildings	Transport	Stormwater	Water	Sewerage	Open Space
A.11	Advocate for funding to increase access to safe and suitable shelter and services that support people at risk or in need.						
Vision – Our Economy							
							
B.1	Develop partnerships with the ACT Government and private industry to enable business and industry growth and development.	✓	✓	✓	✓	✓	
B.2	Promote the region as an ideal location for emerging industries and start-ups.	✓	✓	✓	✓	✓	✓
B.3	Market the region as a tourist destination, highlighting the region's unique rural character, natural environment, heritage, and culture.	✓	✓				✓
B.4	Identify opportunities to bid for regional, state, and national events that deliver economic outcomes for the community.	✓	✓				✓
B.5	Support small and home-based businesses to develop through streamlined processes and business support.		✓				
B.6	Support village development and opportunities for business and growth.	✓	✓	✓	✓	✓	✓
B.7	Foster a diverse, adaptive and innovative agricultural industry.		✓		✓		
B.8	Enhance economic resilience to adapt and respond to shocks like COVID 19 and natural disasters.		✓	✓	✓	✓	✓

Reference	Strategy	Buildings	Transport	Stormwater	Water	Sewerage	Open Space
Vision – Our Environment							
							
C.1	Protect and enhance the existing natural environment, including flora and fauna native to the region.						✓
C.2	Implement effective integrated weed and pest animal management.						✓
C.3	Protect and rehabilitate waterways and catchments.			✓	✓	✓	✓
C.4	Investigate and implement approaches to reduce our carbon footprint.	✓	✓	✓	✓	✓	✓
C.5	Council to investigate and adopt environmentally sustainable practices across the organisation.	✓	✓	✓	✓	✓	✓
C.6	Work with community, businesses, government, and community support services to mitigate and adapt to the impact of climate change and adopt environmentally sustainable practices.						
C.7	Improve tree cover in urban areas with low canopy to reduce impacts of heat sinks.		✓				✓
C.8	Improve community understanding of ways to care for yourself and others during extreme weather events and natural disasters.						
C.9	Plan for and maintain climate resilient community facilities that cater to community needs in changing conditions.	✓	✓	✓	✓	✓	✓
C.10	Plan, respond and recover from natural disasters.	✓	✓	✓	✓	✓	✓

Reference	Strategy	Buildings	Transport	Stormwater	Water	Sewerage	Open Space
C.11	Maintain a balance between growth, development, environmental protection, and agriculture through sensible planning.		✓	✓	✓	✓	✓
C.12	Economic growth and development will consider the rural character, local environmental and historical features, and community aspirations.		✓	✓	✓	✓	✓
C.13	Implement planning and development policies and plans that protect our built, cultural, and natural heritage.	✓	✓				✓
C.14	Consider community feedback, local character and identity, economic factors and social impact in planning decisions.	✓	✓	✓	✓	✓	✓
C.15	Encourage positive social and environmental contributions from developers.						
Vision – Our Infrastructure							
							
D.1	We advocate for and support better public and community transport options, to enhance access to services for all residents.		✓				
D.2	Plan for, maintain and improve road networks.		✓				
D.3	Advocate for funding to improve road safety, conditions, and connectivity.		✓	✓	✓	✓	✓
D.4	Support infrastructure that enables active and passive transport.	✓	✓				
D.5	Upgrade community facilities to improve service provision and accessibility.	✓					

Reference	Strategy	Buildings	Transport	Stormwater	Water	Sewerage	Open Space
D.6	Green spaces are planned for and preserved to balance development and liveability.						✓
D.7	Streetscapes and parking are accessible, well designed and maintained.		✓				
D.8	Protection and preservation of historic and heritage buildings.	✓					
D.9	Advocate to the NSW and Federal Government to provide adequate health and medical facilities in the region.						
D.10	Support the development of community health and recreation services and infrastructure that is accessible to those experiencing transport barriers.	✓	✓				
D.11	Ensure adequate and appropriate land is zoned for business and industrial purposes.			✓	✓	✓	
D.12	New and existing infrastructure is designed and maintained with consideration of climate change impacts.	✓	✓	✓	✓	✓	✓
Vision – Our Civic Leadership							
							
E.1	Council practices and processes are undertaken in a safe manner that meets legislative requirements.	✓					
E.2	Manage resources in a responsible manner that supports the ongoing viability of Council.	✓					
E.3	Governance provides a sound basis for decision-making.						
E.4	Make doing business with Council easier.	✓	✓				

Reference	Strategy	Buildings	Transport	Stormwater	Water	Sewerage	Open Space
E.5	Council actively participates in regional bodies such as the Canberra Region of Joint Councils to identify opportunities for our region.						
E.6	Manage assets in a proactive way across their lifespan.	✓	✓	✓	✓	✓	✓
E.7	Council seeks to understand the aspirations of the community and works collaboratively to solve local issues.	✓	✓	✓	✓	✓	✓
E.8	Our community is empowered to access engagement opportunities and provide input into the future direction of the region.	✓	✓				
E.9	Residents have access to timely, relevant, and accurate information about issues that affect them.						
E.10	We engage 'hard to reach' parts of our community in decisions that affect them and our region.		✓				
E.11	Residents from across the community are encouraged and supported to become involved in regional decision-making forums.		✓				

3 Asset Management Policy

3.1 Purpose

The purpose of this Asset Management Policy is to articulate Council's commitment to the establishment of a clear direction and framework for asset management. The ongoing implementation and improvement of the framework across the whole organisation will ensure that Council's portfolio of assets is managed in a coordinated, cost effective and financially sustainable manner.

3.2 Legislative Provisions

- Australian Accounting Standard AASB116
- Civil Liability Act 2002 & Civil Liability Amendment (Personal Responsibility) Act 2002
- Environmental Planning and Assessment Act 1979
- Environmental Protection Act 1994
- Local Government Act 1993
- National Parks & Wildlife Act 1974
- Native Vegetation Act 2003
- Protection of the Environment Operations Act 1997
- Threatened Species Conservation Act 1995

3.3 Policy Statement

Goulburn Mulwaree Council is committed to implementing and continually improving its asset management framework so that our infrastructure asset portfolio is managed in an informed, coordinated and financially sustainable manner.

Council will demonstrate its commitment to asset management by:

- delivering value for money to the community through an informed balance of cost, risk and opportunities throughout the asset life cycle
- supporting assets solely for the purpose of delivering services to the community
- consulting with the community to determine desired, acceptable and affordable levels of service
- documenting all projected capital and operational expenditure requirements in asset class management plans so that funding can be allocated on an informed priority basis
- integrating asset expenditure requirements into Council's long-term financial plan to ensure adequate funding of assets
- documenting all projected consequences of unfunded operational and capital expenditure requirements so that the risks are clearly known, understood and communicated
- prioritising the maintenance and renewal of existing assets ahead of creating or acquiring new assets and disposing of assets where the costs and risks of retaining the asset exceed the benefits
- developing performance measures and targets for all asset management activities

- continually improving asset management practices and performance
- providing all Councillors, executive and employees with appropriate communication, education and training to execute their asset management responsibilities.

3.4 Roles and Responsibilities

In order to ensure a whole of Council approach to Asset Management, Council has defined the following roles and responsibilities:

3.4.1 Elected Council

- Provide stewardship
- Consider the impact on Council's asset base of planning, financial and service level decisions
- Adopt the Asset Management Policy and Strategy

3.4.2 Chief Executive Officer, Executive and Senior Leadership Team

- Ensure that sound business principles are reflected in the Asset Management Strategy and Plans that are developed and implemented
- Ensure community is involved and engaged on all key Council matters affecting service delivery
- Ensure service levels are communicated and agreed for all main asset groups
- Support the implementation of the Asset Management Strategy and associated Asset Management Improvement Plan
- Approve the Asset Management Plans
- Ensure integration and compliance of the Asset Management Policy and Strategy with other policies and business processes of the organisation
- Facilitate "best appropriate practice in asset management"

3.4.3 Asset Management and Design Teams

- Review Asset Management Policy and Strategy
- Take responsibility for the implementation of the Asset Management Improvement Plan
- Identify and develop appropriate policies and procedures to ensure effective asset management across the organisation

3.4.4 Asset Management Managers and Technical Officers

- Develop and maintain Asset Management Plans
- Facilitate community consultation to establish agreed service levels
- Develop and maintain Asset Maintenance and Renewal plans
- Provide professional advice and comment to other departments of Council in relation to asset management
- Develop and maintain an asset management information system to facilitate efficient and effective asset management

3.4.5 Responsibility of Management of Assets within Council

Councils have a responsibility under the Local Government Act 1993 to manage lands and other assets so that current and future local community needs can be met in an affordable way. As such, Council has responsibilities relating to infrastructure assets that includes that the:

- Councillors adopt the policy to ensure sufficient resources are applied to manage the assets
- Council owns all assets and acts as a steward for the assets, sets the asset management policy and vision, and ensures that resources are available for asset management activities
- Executive Team reviews the Asset Management Strategy (including the four-year Delivery Program) and asset business cases in line with this policy, advises Council on asset matters and is responsible for implementing asset management systems, policies and procedures
- Service Leaders, Asset Management and Design teams, delegated by Council to act in the capacity of asset owner and makes recommendations to Council, develops the Asset Management Strategy that recommends the most sustainable use of available funds across the asset portfolio, reviews all new asset acquisitions to ensure they are consistent with Council's long-term objectives, that the life cycle costs have been considered and that the asset can be funded within agreed risk tolerances
- Employees with management or supervisory responsibility are responsible for the management of assets within their area of responsibility as determined under the asset management plans.

In the short term, employees will be tasked under implementation plans, and will be responsible for the timely completion of the activities contained within those plans. In the medium term, awareness sessions will be conducted to ensure that employees are familiar with asset management and how it is applied within the Goulburn Mulwaree Council.

3.5 Adoption of Policy

Council's updated asset management policy was reviewed and adopted by Council in September 2022.

4 Asset Management Practices

4.1 Asset Management Information Systems

Goulburn Mulwaree Council's asset knowledge, information and data are corporate assets and are managed as part of the asset management framework. The current applications used by Council include:

- Works and Assets Module – Tech1 Enterprise Suite
- GIS Mapping
- Excel database

4.2 Data Collection and Validation

In the preparation of this asset management strategy and plans, Council has used the most current and up to date information available from Council's corporate finance system.

As part of Council's asset management improvement plan, Council aims to foster a culture of continuous improvement in service delivery to ensure best value in service provision for the community. This will be supported by the asset management plans including ongoing monitoring, audit and improvement practices which are to be used to optimise Council's operational and renewal expenditure.

4.3 Monitoring and Review Procedures

Council utilises a performance management framework to track the achievement of the GMCSP, delivery program, operational plan and asset management improvement plan outcomes. This will be reviewed and reported on annually by the executive team.

4.4 Confidence in Data

The confidence in the asset data used as a basis for the financial forecasts has been assessed using the following grading system. See the table below.

Table 9 Asset data confidence scale

Confidence Grade	General Meaning
Highly Reliable	Data based on sound records, procedure, investigations and analysis that is properly documented and recognised as the best method of assessment.
Reliable	Data based on sound records, procedures, investigations and analysis which is properly documented but has minor shortcomings; for example, the data is old, some documentation is missing, and reliance is placed on unconfirmed reports or some extrapolation.
Acceptable	Data based on sound records, procedures, investigations and analysis with some shortcomings and inconsistencies.
Uncertain	Data based on sound records, procedures, investigations and analysis which is incomplete or unsupported or extrapolation from a limited sample.
Very Uncertain	Data based on unconfirmed verbal reports and/or cursory inspection and analysis.

Summary of confidence in asset data for all asset classes is detailed in the table below.

Table 10 Asset data confidence rating

Asset Class	Confidence Grade
Buildings	Reliable
Transport Infrastructure	Reliable
Stormwater	Acceptable
Water	Highly Reliable
Wastewater	Highly Reliable
Open Space Infrastructure	Very Uncertain

4.5 Funding Strategy

Council's funding strategy aims to align Council's long-term financial plan, asset management plans and annual budget to accommodate the lifecycle requirements of its assets. By having a unified process, all decision-making numbers can be traced back to the AMPs, thereby informing the annual budgets and forward programs providing a degree of certainty for delivery timeframes and resourcing requirements.

In order to ensure value, Council will plan capital upgrade and new projects to meet level of service objectives by:

- planning and scheduling capital upgrade and new projects to deliver the defined level of service in the most efficient manner
- undertaking project scoping for all capital upgrade/new projects to identify
  - the service delivery 'deficiency', present risk and required timeline for delivery of the upgrade/new asset
  - the project objectives to rectify the deficiency including value management for major projects
  - the range of options, estimated capital and life cycle costs for each option that could address the service deficiency
  - management of risks associated with alternative options
  - evaluate the options against evaluation criteria adopted by Council, and
  - select the best option to be included in capital upgrade/new programs
- reviewing current and required skills base and implement training and development to meet required construction and project management needs
- reviewing management of capital project management activities to ensure Council is obtaining best value for resources used.

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

5 Levels of Service

5.1 Defining Level of Services

The objective of asset management is to enable assets to be managed in the most cost-effective way based on an understanding of customer needs, expectations, preferences and their willingness to pay for any increase in the levels of service.

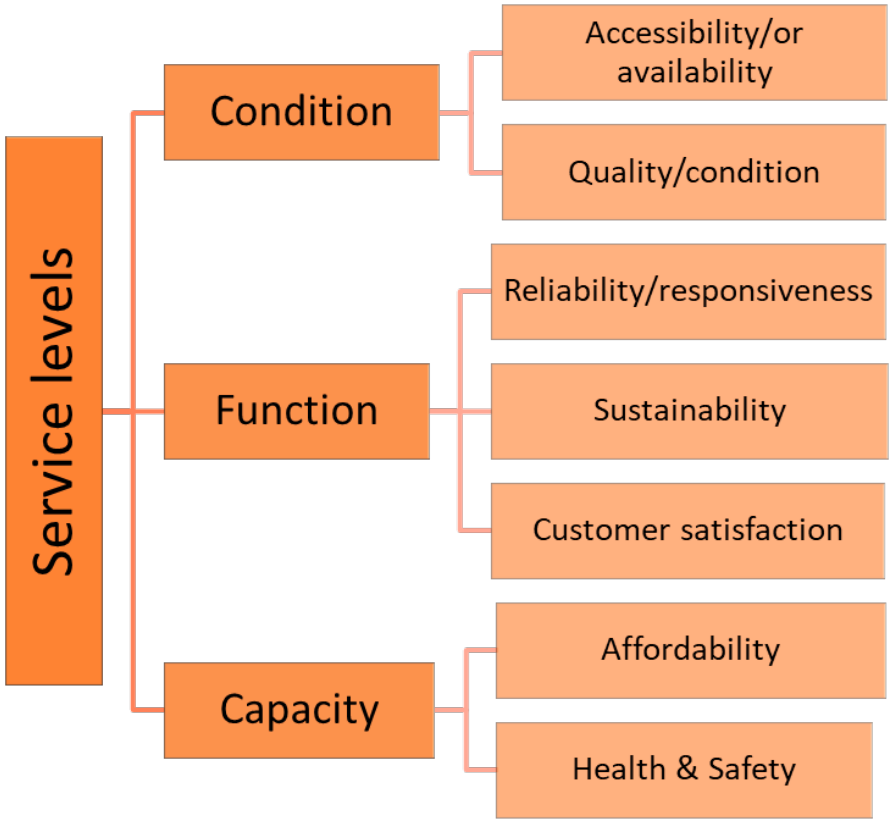
There are a variety of ways to describe Levels of Service (also known as service level). The concept adopted in this plan is that:

> *"Levels of service are output descriptions supported by quantifiable performance measures."*

A level of service is a measurable description of what Council delivers (or intends to deliver) in an activity which relates to something that can be controlled. Service levels may relate to:

- the reliability of an asset
- the quality of an asset
- having the right quantity of assets
- the safety / risk / security of the assets.

The levels of service should develop with a customer focus and grouped into core customer value areas that are referred to as 'service level outcomes'. These service level outcomes (sometimes referred to as service criteria) encompass:



5.2 Performance Measures

The level of service statement is supported by performance measure(s), also referred to as performance indicator(s), that indicate how the organisation is performing in relation to that level of service. The performance measure includes targets that are made up of community and technical measures. The customer measure relates to how the community receives the service, whereas technical measures support customer measures to ensure all aspects of organisational performance are being monitored, even those that may not be understood by customers.

In this plan, the level of services is prepared so that they are clearly and directly linked with the performance measures. For some performance measures in this plan, Council will have full control over the outcome, for example 'respond to service requests within seven days'. However, it is important to recognise that some performance measures may be influenced by external factors. For example, the number of fatalities can be influenced by road management, but driver behaviours, police enforcement, and a number of other factors also strongly contribute to the overall outcome.

5.3 Service Level Outcomes

The levels of service in this plan have been developed with a customer focus and grouped into core customer value areas that are referred to as 'Service Level Outcomes'. These service level outcomes (sometimes referred to as service criteria) encompass:

- accessibility and/or availability
- affordability
- health and safety
- quality/condition
- reliability/responsiveness
- customer satisfaction
- sustainability.

5.3.1 Accessibility

To ensure the asset base performs as required it is essential that the asset, no matter which type of asset, is generally available to the community as required. As a service outcome, the Council's customers will require assets that are accessible and can be relied upon to deliver the services that are not only expected, but the services that are required.

5.3.2 Quality/Condition

Asset quality is also very important. In this regard, Council should determine the quality of the assets required. Quality will have more to do with manner and type of the asset rather than its condition. An asset may be poor in quality yet have a condition which is described as good.

Condition is a measure of an asset's physical condition relative to its condition when first constructed. When rating asset condition, Council uses a scale of 1 - 5, where 1 = very good and 5 = very poor. A copy of a typical condition rating matrix is detailed below.

Table 11 Asset condition rating matrix

Condition Rating	Condition	Descriptor	Guide	Residual life as a % of total life	Mean percentage residual life
1	Very Good	An asset in very good overall condition, however, is not new and providing its intended level of service.	Normal maintenance required	>86	95
2	Good	An asset in good overall condition with some possible early stages of slight deterioration evident, minor in nature and causing no serviceability issues. No indicators of any future obsolescence and providing a good level of service.	Normal maintenance plus minor repairs required (to 5% or less of the asset)	65 to 85	80
3	Fair	An asset in fair overall condition with some deterioration evident, which may be slight or minor in nature and causing some serviceability issues. Providing an adequate level of service with no signs of immediate or short-term obsolescence.	Significant maintenance and/or repairs required (to 10 - 20% of the asset)	41 to 64	55
4	Poor	An asset in poor overall condition, moderate to high deterioration evident. Substantial maintenance required to keep the asset serviceable. Will need to be renewed, upgraded or disposed of in near future. Is reflected via inclusion in the Ten-Year Capital Works Plan.	Significant renewal required (to 20 - 40% of the asset)	10 to 40	35
5	Very Poor	An asset in extremely poor condition or obsolete. The asset no longer provides an adequate level of service and/or immediate remedial action required to keep the asset in service in the near future.	Over 50% of the asset requires renewal	<10	5

5.3.3 Responsiveness

Council will maintain assets in a diligent manner and be responsive to the needs of the community now and into the future. Whilst this may be difficult in some instances, Council places a high emphasis on customer service and its responsiveness to customer enquiries. Strategies will be implemented to ensure that Council maintains a high level of customer support.

5.3.4 Affordability

Council will maintain its infrastructure assets in a cost-effective, affordable manner in accordance with responsible economic and financial management. In order for Council's assets to assist in meeting the strategic goals and in attaining optimum asset expenditure, Council will need to continually review its current operational strategies and adopt new and proven techniques to ensure that assets are maintained in their current condition.

5.3.5 Customer Satisfaction

Council will continue to provide services to the community in a manner that is efficient and effective. Council will continue to monitor community satisfaction with its current services and strive to improve community satisfaction where possible.

5.3.6 Sustainability

Council will ensure that its assets are maintained in a manner that will ensure the long-term financial sustainability for current and future generations. This will be achieved by ensuring efficient and effective service delivery and ensuring appropriate funds are allocated to maintain and renew infrastructure assets.

5.3.7 Health and Safety

Council will endeavour to identify and mitigate all key health and safety risks created by the provision of services. Examples of level of service based on safety might include the following:

- Services do not cause a hazard to people.

Each of the service level outcomes is related directly to the Council's Community Strategic Plan by the way each asset class helps deliver the services required by the community. These service level outcomes are essential to ensure the asset portfolio is not only maintained to a satisfactory level but also caters for the future demands of the community whilst balancing the potential risks to the community and the Council.

5.4 Financial Based Service Levels

The premise of asset management is that asset requirements and asset management strategies should be driven by defined and acceptable service levels and performance standards. This section defines the various factors that are considered relevant in determining the levels of service for Council's assets that have been used to provide the basis for the life cycle management strategies and works program identified within this asset management strategy.

5.4.1 Asset Backlog Ratio

This ratio shows what proportion the infrastructure backlog is against the total value of a Council's infrastructure. The benchmark is less than 2%. The ratio is determined by dividing the estimated cost to bring assets to a satisfactory condition by the carrying value of infrastructure, building, other structures and depreciable land improvement assets.

5.4.2 Asset Sustainability Ratio

Are assets being replaced at the rate they are wearing out? This ratio indicates whether a local government is renewing or replacing existing non-financial assets at the same rate that its overall stock of assets is wearing out. It is calculated by measuring capital expenditure on renewal or replacement of assets relative to the rate of depreciation of assets for the same period. A local government would need to understand and be measuring its renewal expenditure to be able to determine this ratio.

5.4.3 Asset Renewal and Renewals Funding Ratio

Is there sufficient future funding for renewal and replacement of assets? This ratio indicates whether Council is allocating sufficient funds in its long-term financial plan to adequately fund asset renewals.

5.4.4 Asset Maintenance Ratio

This ratio compares actual versus required annual asset maintenance for each asset class. A ratio of above 100% indicates that the council is investing enough funds that year to halt the infrastructure backlog from growing. The benchmark is greater than 100%.

6 Future Demand

6.1 Demand Forecast

The future infrastructure demand for community infrastructure and facilities is driven by changes and trends in:

- population growth / reduction
- changes in the demography of the community
- lifestyle changes
- residential occupancy levels
- commercial / industrial demand
- technological changes which impact the asset
- the economic situation
- government policy

Table 12 Future demand impacts

Demand Drivers	Present Position	Projection	Impact on Services
Population Growth and Residential Development	Current estimated population is 32,428 which reside in approximately 14,663 private dwellings (86.2% are separate houses).	There has been an average annual growth of 1.2% in the region primarily driven by Net internal Migration.	Population growth will place an increased demand on assets, especially roads, stormwater assets and community centres.
Demographics	Around 27% of the population was over the age of 60 in the 2021 Census. Currently there is net migration into GMC in all age Groups except for 18 – 24year olds.	The population is expected to continue to age.	An increasing and older population will place an increased demand on some assets and increased accessibility requirements for footpaths, aged care facilities, community centres and recreation assets.
Lifestyle	Predominantly Rural Lifestyle.	Community engagement identified that the community wishes to maintain its rural lifestyle.	N/A
Commercial Industrial Demand	GMC is currently well established to benefit from globalisation. Its situated close to arterial highway/Rail Line and is close to Canberra's 24 hours Air Freight.		

Demand Drivers	Present Position	Projection	Impact on Services
Technological Changes	High Speed Rail - would encourage significant growth in the region. Growth in Renewables Sector.	High Speed Rail Phase 2 - Current projects for the HSR Canberra to Sydney Leg to be operational 2035 - but dependant on Gov Policy. Sustained growth is expected in the Renewables Sector.	
Economic Situation	Annual GRP of 1.7%.	Estimated costs of Stage 1 (Sydney to Canberra) of the HSR project are expected to cost $23B. GMC is expected to capture a portion of direct and indirect benefits from this expenditure. Completion of the HSR is expected to provide a significant boost to GMC.	If construction works are to go ahead there may be a significant burden on Council's assets as a result of the construction works.
Environment	The NSW and ACT Regional Climate Modelling (NARCliM) Project has undertaken climate modelling of the region for 2020 – 2039.	Expected climatic changes can be found in Figure 3 below. This includes: – Overall increased temperatures in GMC Increase risk and intensity of natural disaster (Fire) events.	Assets may be impacted by changes such as more severe weather events.

6.2 Demand Management Strategies

Demand management strategies have been developed to effectively manage the growth of Goulburn Mulwaree. These can be found in the corresponding asset management plans found in the appendix. These strategies will need to be monitored to ensure that they capture and are responsive to changing community expectations and demographic profile as the region develops.

6.3 Demand Management Plan

The following general implications and impacts predicted on the Council assets, based upon changes and trends, are shown in the table below.

Table 13 Future demand factors

Demand Factor	Impact on Services
Population	Population growth will place an increased demand on assets, especially roads, stormwater assets and community centres
Demographics	An increasing and older population will place an increased demand on some assets and increased accessibility requirements for footpaths, aged care facilities, community centres and recreation assets
Roads Utilisation Changes	Smart, multi-modal Roads solutions will be required to keep up with the growth and provide cheap, efficient and sustainable means of Roads
Increasing Costs	Requirement to continue to maximise service delivery within the funding limitations
Environment and Climate	Assets may be impacted by changes such as increased severity of natural disasters and weather events
Technology	May require improved environmental/economical management of assets

7 Risk Management

Risk Management is defined in AS/NZS 4360:2004 as: "the culture, processes and structures that are directed towards realising potential opportunities whilst managing adverse effects".

Council utilises a whole of Council integrated Risk Management Framework and has undertaken a risk assessment and created a mitigation plan to address risks for each asset class. To assess individual risks, Council utilises the Failure Mode and Effect Analysis (FMEA) method. FMEA provides a simple methodology to quantify and score the probability, severity and ease of failure detection of potential risks and hazards.

Table 14 Guide to quantification of probability

Rank	Probability	Likelihood of Occurrence	Failure Rate
10	Very High	Failure is inevitable	1 in 2
9	Very High	Failure is almost inevitable	1 in 3
8	High	Critical process is not in control	1 in 8
7	High	Similar problems have been experienced in the past	1 in 20
6	Medium	Process in control with sporadic failures	1 in 80
5	Medium	Previous process had occasional failure	1 in 400
4	Medium	Process temporarily out of control	1 in 2000
3	Low	Process in control with isolated failures	1 in 15,000
2	Low	Failures unlikely	1 in 150,000
1	Remote	No known failures associated with identical process	1 in 1,500,000

Table 15 Guide to quantification of severity

Rank	Severity	Consequence
10	Dangerously High	Potential Fatality, serious injury or substantial financial loss
9	Extremely High	Potential serious injury, loss of major asset, breach of legislation
8	Very High	Failure potentially results in injury or making asset inoperable, financial loss
7	High	Failure causes high level of customer dissatisfaction, excessive claims and increased insurance premium
6	Moderate	Failure results in sub-system or asset partial malfunction, downtime, loss of revenue
5	Low	Loss sufficient to attract customer complaint
4	Very Low	Minor loss in mobility/availability or performance
3	Minor	Minor nuisance to customer or staff
2	Very Minor	Not readily apparent but it may reduce the value of product or service
1	None	No considered an issue

Table 16 Guide to quantification of detection

Rank	Probability of defect reaching interested party	Rate of Detection	Method of Detection / Quality Control
10	86 – 100%	Absolute Uncertainty	Defect or failure is not detectable at the onset
9	76 – 85%	Very Remote	Verification of control dependant on random sampling
8	66 – 75%	Remote	Process outcome is accepted based on no defect in sample
7	56 – 65%	Very Low	Process outcome 100% visually inspected or checked
6	46 – 55%	Low	Process outcome validated through go/no-go testing
5	36 – 45%	Moderate	Final Inspection, check or test performed before delivery
4	26 – 35%	Moderately High	Process in control and timely reaction to “out of specification” condition
3	16 – 25%	High	Proven process and capable for delivering all requirements
2	6 – 15%	Very High	All outcomes easily verified and validated
1	0 - 5%	Almost certain	Onset of Failure is obvious enabling 100% response to rectify before reaching interested parties

The risk assessment involves:

- identification and evaluation of community and service risks
- development of a risk treatment plan.

7.1 Risk Management Framework

The concept of a Risk Management Framework is to facilitate the integration of risk into significant activities and functions of the organisation. The framework does this by encompassing integration, design, implementation, evaluation and improvement elements into its development, all with explicit commitment from the organisation's leadership

The practical application of these elements creates a Risk Management Framework that consists of tangible artefacts such as policies, plans, procedures and risk appetite statements, and behavioural aspects such as organisational culture and understood appetites for taking risk.

Figure 3 Risk Management Framework

Council adopted the Risk Policy on 17th October 2023. The Risk Management Process is a structured approach for Council to identify, assess and respond to risk. The process adopted by Council to manage risks follows the process published in AS ISO *31000:2018 Risk management – Guidelines*. This process can be applied at strategic, operational, program or project levels.

For ease of evaluation, risks are grouped into categories. Any given risk may belong in one or more categories, however based on the context in which it is identified it should be grouped into whichever category is most suitable. The risk categories are also used to differentiate risks when assessing consequence.

Council operates a wide range of diverse projects, programmes and activities and has a large number of diverse stakeholders with varying needs and expectations. Therefore, the scope of Council's organisation-wide risk management must encapsulate all activities. Specifically, the context of risk management will include the following:

The GMC Risk Categories are:

- Business Continuity
- Financial
- Fraud and Corruption
- Governance
- Grants
- Human Resources
- Information Management
- Information Technology
- Legal and Regulatory
- Operational
- Operational (Other)
- Operational: Asset Management
- Operational: Quality Management
- Procurement, Projects and Contracts
- Strategic
- WH&S

7.2 Critical Assets

Critical assets are those assets that are likely to result in a more significant financial, environmental and social cost in terms of impact on organisational objectives. By identifying critical assets and critical failure modes, organisations can target and refine investigative activities, maintenance plans and capital expenditure plans at critical areas.

ISO 55001 Cl 6.2.1.2b requires organisations to "review the importance of assets related to their intended outcomes, objectives and product or service requirements." ISO 55002 Cl 6.2.2.1 suggests that "A key aspect of planning is the identification of events in which the functionality of assets is compromised, including potentially catastrophic events in which function is completely lost". Council determines the criticality of assets based upon the following criteria:

- Complexity
- Impact of loss of Service
- Environmental Impact
- Health and Safety Impact
- Cost of Failure

Critical assets for each asset class have been identified in their respective Asset Management Plans.

8 Expenditure Projections

8.1 Asset Values

In preparing this SAMP, it has been identified that Goulburn Mulwaree Council has combined infrastructure assets with a current replacement cost of around $1.8 billion. The major asset classes included in this strategy and their values are detailed in the table below.

Table 17 Summary of combined infrastructure assets values

Asset Class	Gross Replacement Cost (GRC $,000)	Written Down Value (WDV $,000)	Annual Depreciation Expense ($,000)
Buildings and other structures	$128,168	$74,975	$1,956
Transport Infrastructure	$944,250	$666,349	$10,104
Stormwater	$165,549	$117,054	$1,921
Open Space and Recreation	$27,601	$22,710	$647
Water	$330,130	$228,031	$2,920
Wastewater	$211,497	$158,052	$2,401
Other Infrastructure			
Combined	$1,807,195	$1,267,171	$19,949

8.2 Asset Backlog

As per the 2021/22 Special Schedule 7 analysis, Council has a combined asset backlog of $28 million (2.2% backlog ratio) to bring assets to satisfactory standard which is currently taken as Condition 3. Note the backlog ratio improves to 2.1% in 2022/23 due the increased expenditure on new and expanded asset in 2021/22 and 2022/23. The breakdown of backlog per asset class is shown in table below.

Table 18 Asset backlog

Estimated Cost to Satisfactory	Backlog ($,000)	Backlog Ratio % (Backlog / WDV)
Buildings and other structures	$2,360	3.1%
Transport Infrastructure	$9,036	1.4%
Stormwater	$1,013	0.9%
Open Space and Recreation	$895	3.9%
Water	$3,932	1.7%
Wastewater	$10,926	6.9%
Combined	**$28,162**	**2.2%**

8.3 Asset Condition

Reviewing asset condition data shows that the most of council's assets are in good condition except for 17% of councils Buildings assets and 35% of Open Space assets which are currently in condition 4 (Poor). The reliability of council's condition data varies between asset classes. The Buildings, Roads, Stormwater, Water and Wastewater assets have at a minimum a reliable data set.

Conversely, Open Space Infrastructure assets data is uncertain and unreliable. Details of Council's current asset condition are shown in the table below. The condition is represented as a percentage of the replacement cost of Council's six (6) asset classes as well as shown as combined.

Table 19 Asset condition

Asset Class	Asset Condition				
	1	2	3	4	5
Buildings and other structures	15%	33%	35%	17%	0%
Transport Infrastructure	36%	43%	16%	5%	0%
Stormwater	36%	38%	25%	1%	0%
Open Space Infrastructure	15%	25%	25%	35%	0%
Water	22%	45%	33%	0%	0%
Wastewater	35%	36%	28%	1%	0%
Combined	**31%**	**41%**	**23%**	**5%**	**0%**

8.4 Expenditure and Reporting

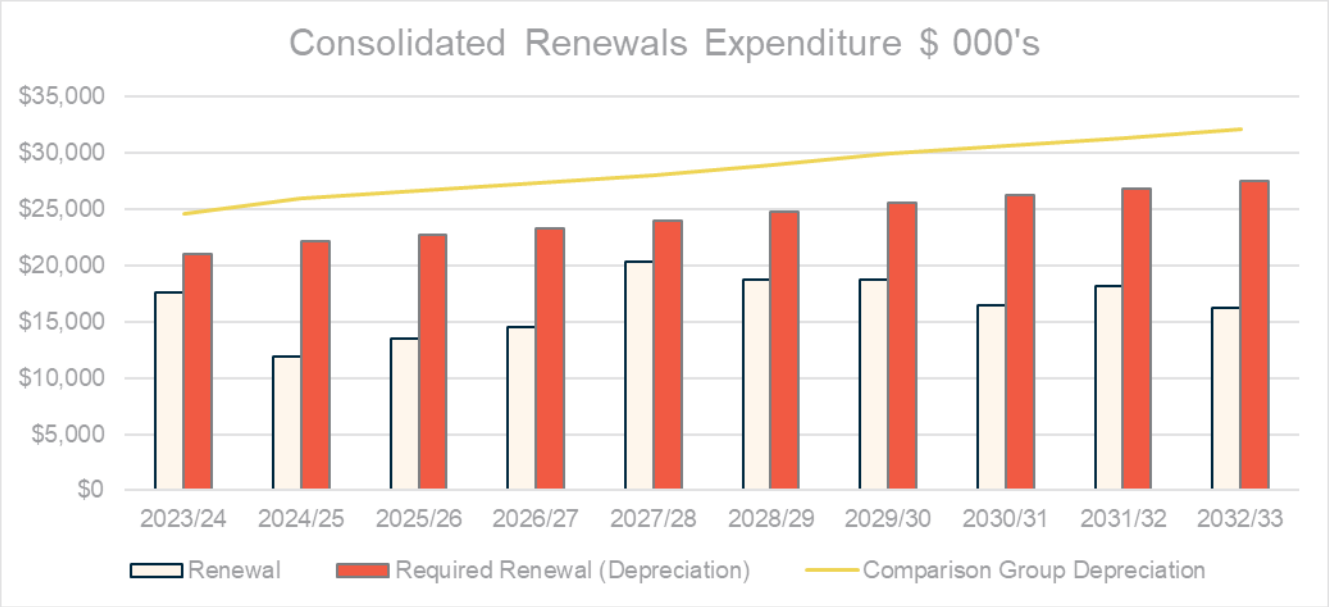
The average capital and maintenance expenditure on Council assets over the ten-year forecast period is approximately $44.4 million per year. This compares to the expenditure which is required to maintain, operate and renew the asset network as required being $54.9 million per year. This represents an annual shortfall $10.5 million of which $2.7 million is attributable to a shortfall in Operations and Maintenance funding and $7.8 million on average in renewal funding.

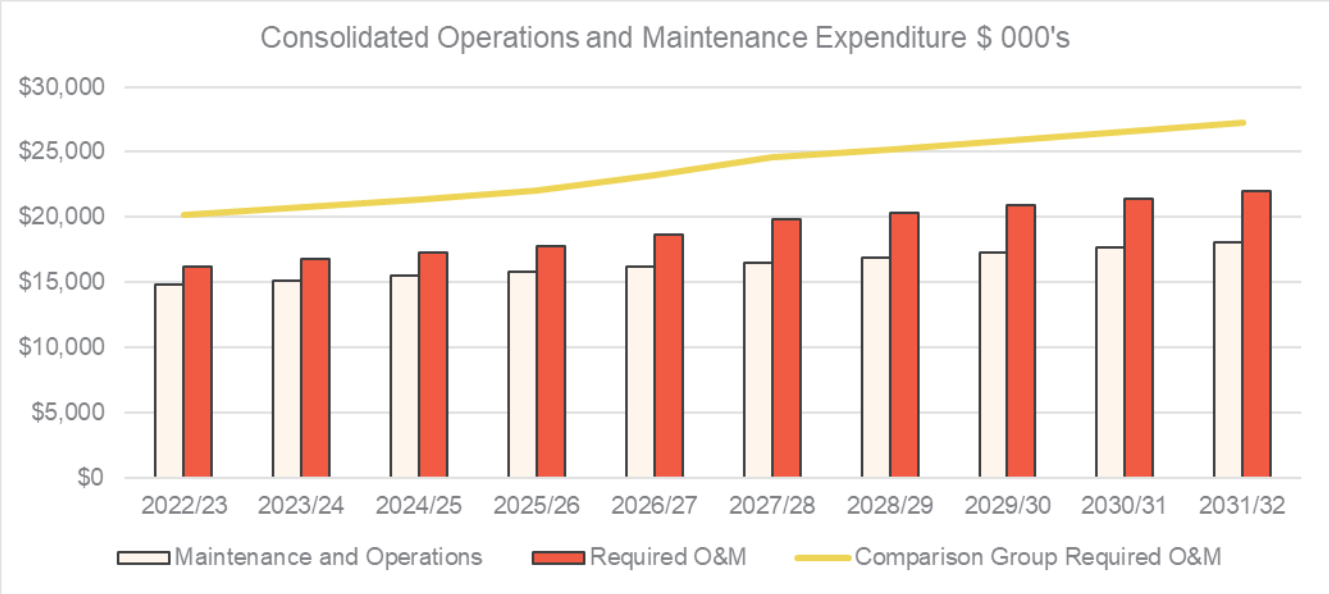
A summary of the projected expenditure requirements can be found in the table below.

Table 20 Combine asset expenditure projections

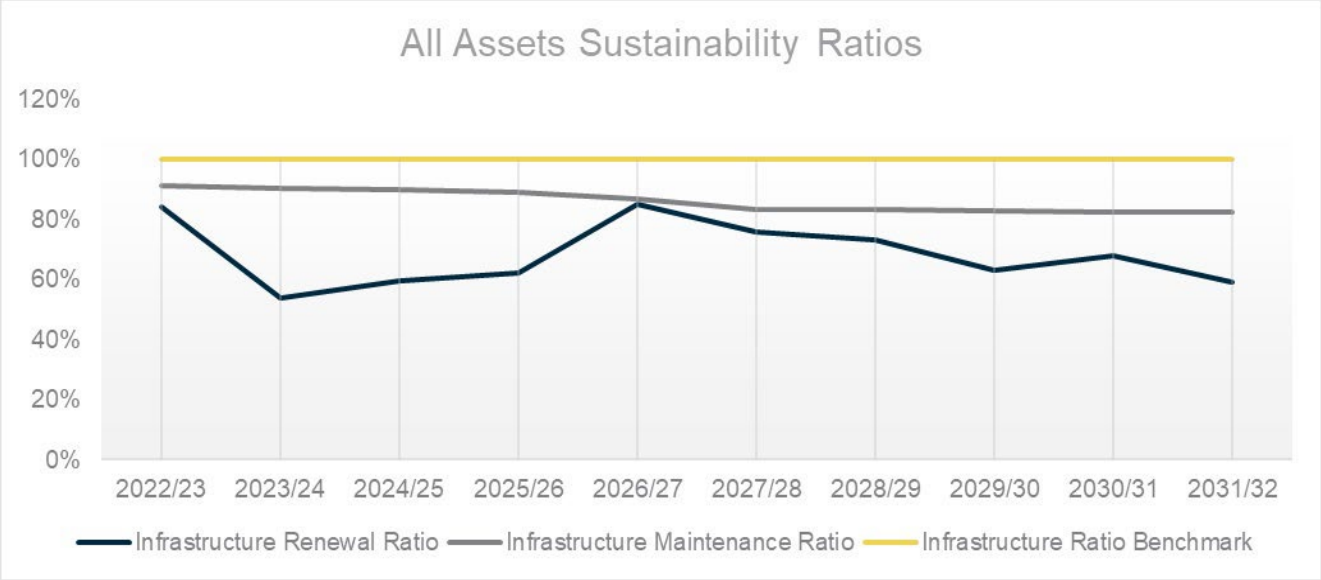
Expenditure Projections ($000) – Combined Assets		2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33
Actual	Renewal	$17,634	$11,919	$13,497	$14,493	$20,330	$18,703	$18,690	$16,444	$18,211	$16,174
	New and Expanded Assets	$45,282	$10,419	$5,699	$8,787	$11,214	$21,414	$2,694	$2,994	$2,999	$2,994
	Maintenance and Operational	$14,823	$15,149	$15,482	$15,823	$16,171	$16,527	$16,891	$17,262	$17,642	$18,030
	Total Expenditure	**$77,739**	**$37,487**	**$34,679**	**$39,104**	**$47,715**	**$56,644**	**$38,274**	**$36,699**	**$38,852**	**$37,197**
Required	Required Renewal (Depreciation)	$20,987	$22,161	$22,764	$23,341	$23,958	$24,719	$25,591	$26,196	$26,821	$27,460
	New and Expanded Assets	$45,282	$10,419	$5,699	$8,787	$11,214	$21,414	$2,694	$2,994	$2,999	$2,994
	Required O&M	$16,241	$16,758	$17,246	$17,785	$18,699	$19,851	$20,363	$20,888	$21,425	$21,973
	Total	**$82,510**	**$49,338**	**$45,710**	**$49,914**	**$53,871**	**$65,984**	**$48,648**	**$50,078**	**$51,244**	**$52,427**
Overall (GAP)		-$4,770	-$11,851	-$11,031	-$10,810	-$6,156	-$9,340	-$10,374	-$13,379	-$12,393	-$15,229
Maintenance Gap		-$1,418	-$1,609	-$1,764	-$1,962	-$2,528	-$3,324	-$3,472	-$3,626	-$3,783	-$3,943
Renewals Gap		-$3,353	-$10,242	-$9,267	-$8,848	-$3,629	-$6,016	-$6,901	-$9,752	-$8,610	-$11,286

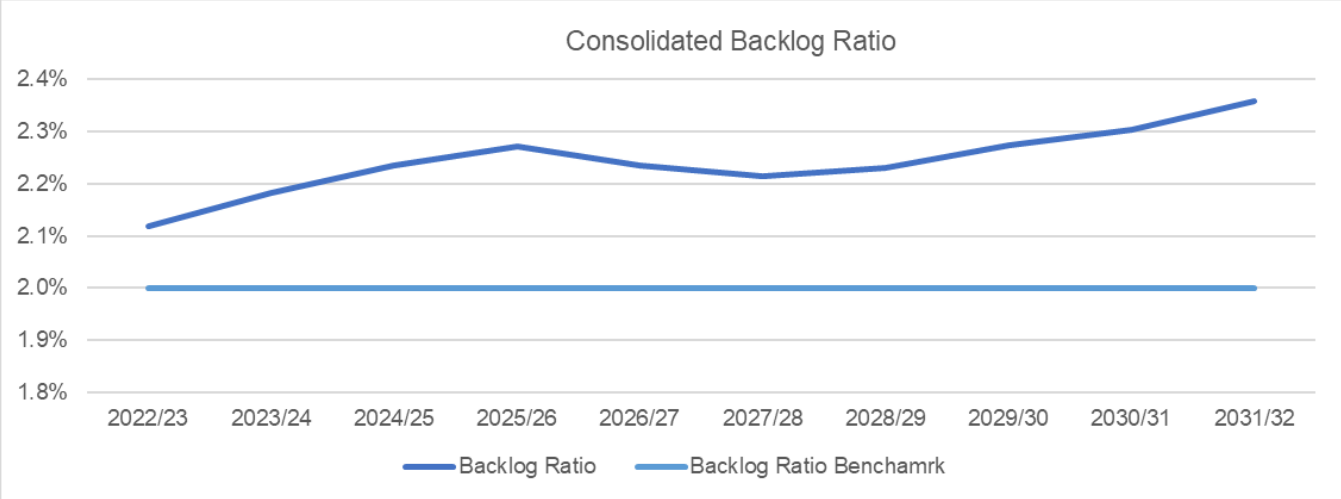
8.5 Financial Ratios





The Office of Local Government has established financial benchmarks for councils to strive towards and adhere to. The charts below showcase Council's current financial service levels and the impacts of Council's projected expenditure upon these service levels.





* Note the backlog ratio improves to 2.1% in 2022/23 due the increased expenditure on new and expanded asset in 2021/22 and 2022/23.

9 Asset Management Strategic Actions

The Asset Management Strategy is to enable Council to

- demonstrate how its asset portfolio will meet the service delivery needs of its community into the future
- manage assets in accordance with its Asset Management Policy
- ensure the integration of Council's asset management with its Community Strategic Plan.

The Asset Management Strategy proposes the following strategies to enable the objectives of the Community Strategic Plan to be achieved.

Table 21 Asset management strategic actions

No.	Strategy	Desired Outcome
1	Further develop and review the Long-Term Financial Plan covering ten years incorporating asset management plan expenditure projections with a sustainable funding position outcome	Sustainable funding model to provide council services
2	Review and update asset management plan financial projections and long-term financial plans after adoption of annual budgets. Communicate any consequence of funding decisions on service levels and service risks	Council and the community are aware of changes to service levels and costs arising from budget decisions
3	Continue to Report Council's financial position at Fair Value in accordance with Australian accounting standards, financial sustainability and performance against strategic objectives in annual reports, ensuring that Asset remaining lives are assessed on an annual basis	Financial sustainability information is available for Council and the community
4	Ensure Council's 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
5	Report on Council's 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
6	Ensure responsibilities for asset management are identified and incorporated into staff position descriptions	Responsibility for asset management is defined
7	Implement an improvement plan to initially realise 'core' maturity for the financial and asset management competencies, then progress to 'advanced' maturity	Improved financial and asset management capacity within Council
8	Report annually to Council on development and implementation of asset management strategy and plan and long-term financial plans	Oversight of resource allocation and performance

10 Overarching Asset Management Improvement Plan

Table 22 Overarching improvement plan

Ref No.	Improvement Plan tasks	Priority	Suggested Timeframe
1.	**Asset Management Maturity**		
1.1	Implement an improvement plan to initially realise 'core/good' maturity for the financial and asset management competencies, then progress to 'advanced/better' maturity.	High	2025
2.	**Asset Data and Knowledge**		
2.1	Clean asset data to ensure that asset condition is measured consistently across the various asset classes and sub classes.	High	December 24
2.2	Develop an asset condition inspection strategy that ensures all assets are inspected on a regular basis.	High	June 24
2.3	Clearly identify maintenance and operational activities as part of a maintenance management system, and clearly identify capital works projects as renewal, expansion or new asset expenditure.	Medium	June 25
3.	**Asset Knowledge Processes**		
3.1	Valuation methodology and assumptions must be fully documented and applied.	High	June 25
3.2	Undertake an annual desktop review of asset valuations ensuring that there is an annual review of useful life of assets.	High	Annually
3.3	Ensure that the asset data in corporate asset system is the true record of Council's assets and is up to date.	High	Ongoing
4.	**Strategic Asset Planning Processes**		
4.1	Determine the long-term expenditure requirements for Council's assets based on a sustainable asset approach and incorporate findings in the Council's LTFP.	Very High	August 23
4.3	Ensure that all asset classes have up to date asset management plans.	Very High	November 23
4.5	Review and update asset management plans and long-term financial plans after adoption of annual budgets. Communicate any consequence of funding decisions on service levels and service risks.	Very High	November 23
4.6	Review the Asset Management Strategy to ensure that it incorporates the most up to date and relevant information on each asset class.	Very High	November23
5.	**Operations and Maintenance Work Practices**		
5.2	Identify critical assets and incorporate critical asset risk mitigation plans into Council's emergency response planning procedures.	High	December 24
6.	**Information Systems**		
6.1	Ensure that all Council's asset data is uploaded into the Tech 1 Asset system. This will require asset staff to: – reconcile existing asset registers with the financial asset register. – ensure that current asset data is in a consistent format. – ensure that asset custodians clearly understand what information is	High	June 25

Ref No.	Improvement Plan tasks	Priority	Suggested Timeframe
	required out of the asset management system to effectively manage the Council's assets.		
7.	**Organisational Context**		
7.1	Council is to establish an asset management steering committee for reporting on asset management progress and improvement plan status and create a process for bi-annual reporting to senior management.	Very High	June 24
7.2	Council to undertake an in-depth workforce review of asset management roles and responsibilities and ensuring that all functions of asset management are covered and are attached to position descriptions and such that Council has an understanding of current gaps in capacity and capability.	Medium	June 24
7.3	Ensure responsibilities for asset management are identified and incorporated into staff position descriptions.	High	June 24

Appendix 1 - Buildings And Other Structures

Our Assets

Our Buildings and Other Structures portfolio is worth $128.2m and includes the following structures:

Amenities & Toilets

$6.29m

Aquatic Centre

$6.51m

Civic Centre

$11.66m

Community Centers

$7.91m

Council Public Halls

$1.42m

Council Works Depot

$14.02m

Cultural Facilities

$20.35m

Landscaped Areas

$0.1m

Libraries

$8.64m

Museums

$9.8m

Cemeteries

$0.15m

Animal Shelters

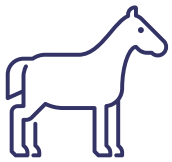
$1.13m

Farm Structures

$2.21m

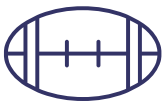
Rural Fire and Emergency Services

$4.19m



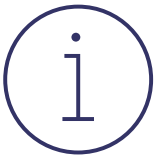
Showground & Recreation Area

$21.39m



Sporting

$1.86m



Visitors Information Centre

$1.09m

Recreation Other

$1.08m

Shelters & Shade Cloths

$0.11m

Sewerage Buildings

$0.03m

Introduction

Council owns a large number of buildings that deliver a wide range of services to the community. These services include childcare, libraries, entertainment venues, rooms and halls for hire as well as public amenities such as showers and toilets. In addition, Council owns its administration building and depot which are both critical to the delivery of services. As the owner and operator of building assets, Council has a responsibility for a number of functions including:

- Maintenance
- Renewal and Refurbishment
- Upgrades and Improvements
- Rationalisation of Assets.

The planning of these functions is outlined in this Asset Management Plan.

Purpose of this Plan

The purpose of this Asset Class Management Plan is to develop a strategic framework for the maintenance and renewal of Buildings and Other Structures and to provide an agreed Level of Service in the most effective manner.

This plan includes the following scope of management:

- Asset Inventory, Values and Condition
- Asset Based Levels of Service
- Demand and Service Management
- Risk Management
- Development of the Long-Term Financial Plan (LTFP) for the maintenance and renewal of buildings.

Stakeholders

Key stakeholders must be considered in the preparation and implementation of this Asset Management Plan to ensure the value of services justifies investment in the assets. It also ensures there is a greater understanding of stakeholders' expectations with regards to the facilities and services provided by Council. Key stakeholders in preparation of this asset management plan are:

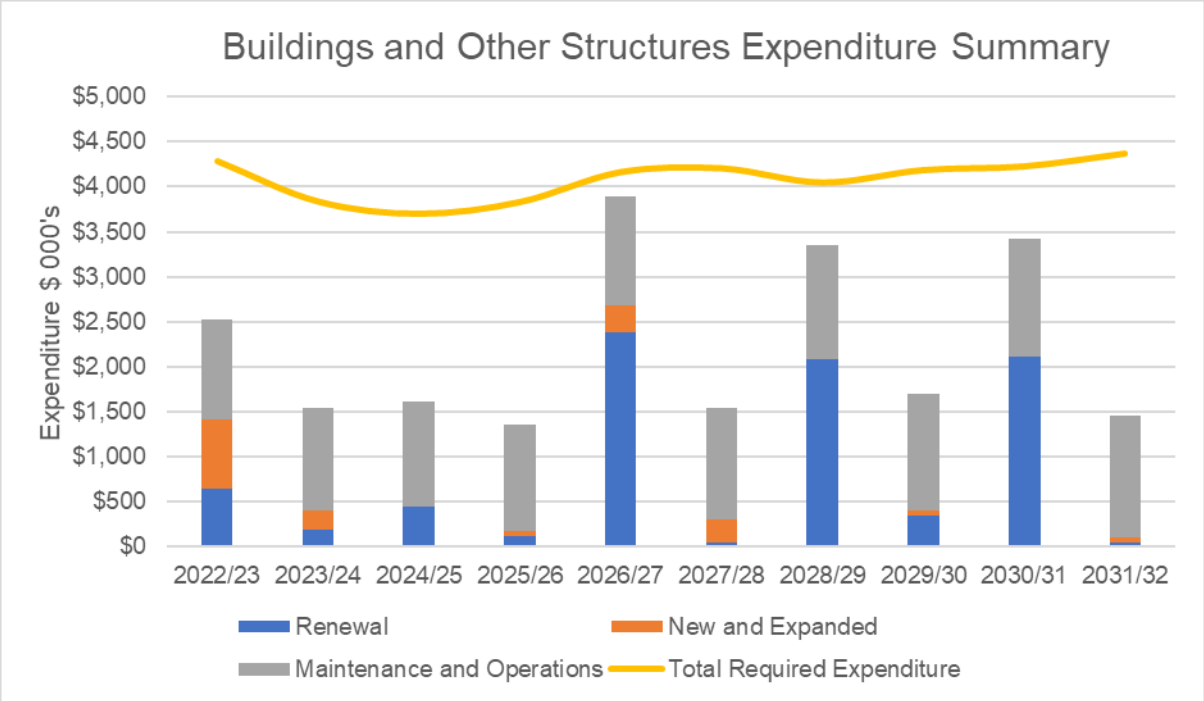
- Councillors – Adopt the Plan and ensure enough resources are applied to manage the assets and stewardship responsibility for the control and care of Councils Buildings.
- Executive Management – Report on the status and effectiveness of current asset management processes at Council.
- Asset Management Team – Co-ordinate development and implementation of AM Plans and asset management related matters
- Asset Managers – Implementation of AM Plans and management of assets under their direct control.
- Federal and State Government Authorities and Agencies – Regulate practice and requirements through legislation
- Council Staff - Responsible for the timely completion of tasks allocated to them from within the plans
- Community and Rate Payers

Legislative Requirements

This Asset Class Management Plan was made in accordance with the following documents and legislative requirements.

Legislation	Requirement
Civil Liability Act 2002 and Civil Liability Amendment (Personal Responsibility) Act 2002	Protects the Council from civil action by requiring the courts to take into account the financial resources, the general responsibilities of the authority and the compliance with general practices and applicable standards.
Disability Discrimination Act 1992	The Federal Disability Discrimination Act 1992 (D.D.A.) provides protection for everyone in Australia against discrimination based on disability.
Environmental Planning and Assessment Act 1979; Environmental Protection Act 1994; Protection of the Environment Operations Act 1997; National Parks & Wildlife Act 1974; Threatened Species Conservation Act 1995; Native Vegetation Act 2003;	Sets out the role, purpose, responsibilities and powers of Council relating to protection and preservation of the environment.
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.
WH&S Act 2011 & regulations	Sets out Council's responsibility to ensure health, safety and welfare of employees and others at places of work.
Libraries Act 1939	Sets our role of local governments in providing residents with access to information services.
Crown Lands Act 2016	Is an Act to provide for the administration and management of Crown land in the Eastern and Central Division of the State of NSW. Council has a large holding of Crown land under its care, control and management
Heritage Act 1977	Is an Act to conserve the environmental heritage of the State Several properties are listed under the terms of the Act and attract a high level of maintenance cost, approvals and monitoring. The possible acquisition of Hungry Point is affected by this act
Building Code of Australia	To meet all BCA requirements to meet the minimum necessary standards of relevant, health, safety (including structural and fire services), amenities and access to AS 1428.2
Building Fire and Safety Regulation 1991	The Act sets out the regulations for the compliance the following

Performance Overview

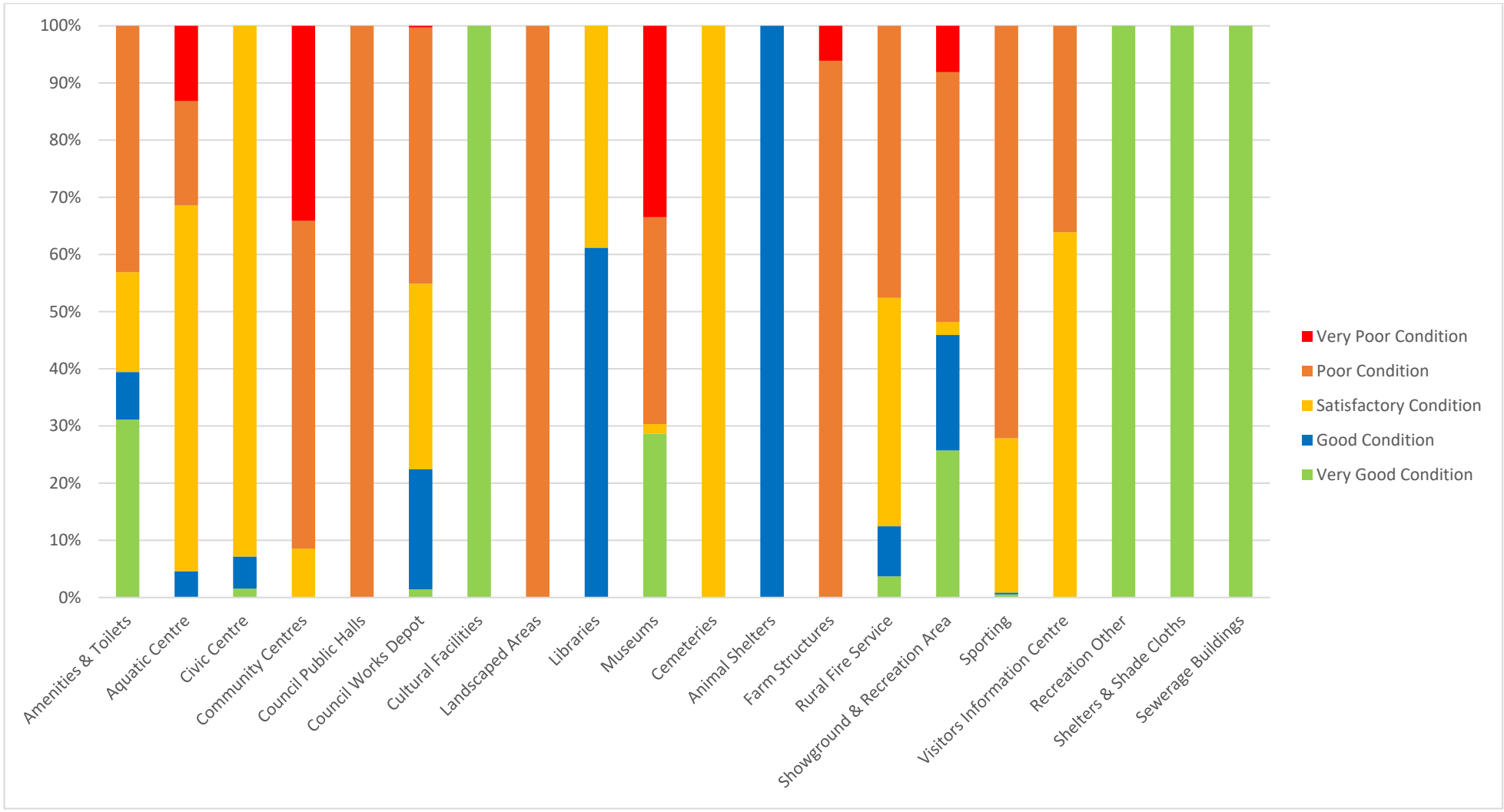


Infrastructure Ratios	**Budget 2022/23**	**Estimated 2031/32**	**Funding Gap $ 000's**	
Infrastructure renewals ratio	32.4%	2.0%	Budget Year	-$1,351
Benchmark 100%			5 Year Average	-$1,343
			10 year Average	-$1,385
Infrastructure Backlog Ratio	3.4%	5.1%	Budget Year	-$1,052
Benchmark 2%			5 Year Average	-$1,564
			10 year Average	-$2,012
Infrastructure Maintenance Ratio	72.9%	72%	Budget Year	-$413
Benchmark 100%			5 Year Average	-$434
			10 year Average	-$463
Total Funding Gap			Budget Year	-$2,816
			5 Year Average	-$3,341
			10 year Average	-$3,859

Asset Inventory, Values and Condition

Council Building Assets data is comprehensive and up to date having been revalued as of the 30th of June 2018. Council will continue to ensure the integrity of its asset data through continuous monitoring of its assets and planned revaluations in accordance with Councils Revaluation Policy. The table below provides a summary of the value and condition of Council's Buildings and Other Structure assets.

Category	Gross Replacement Cost $m	Written Down Value $m	Annual Depreciation $m	Excellent Condition	Good Condition	Satisfactory Condition	Poor Condition	Very Poor Condition
Amenities and Toilets	6.29	3.32	0.19	31.1%	8.3%	17.5%	43.1%	0.0%
Aquatic Centre	6.51	2.76	0.30	0.0%	4.6%	64.0%	18.3%	13.2%
Civic Centre	11.66	7.10	0.33	1.5%	5.6%	92.8%	0.0%	0.0%
Community Centres	7.91	1.82	0.46	0.0%	0.0%	8.6%	57.3%	34.1%
Council Public Halls	1.42	0.48	0.04	0.0%	0.0%	0.0%	100.0%	0.0%
Council Works Depot	14.02	6.75	0.39	1.4%	21.0%	32.5%	44.8%	0.3%
Cultural Facilities	20.35	19.92	0.51	100.0%	0.0%	0.0%	0.0%	0.0%
Landscaped Areas	0.10	0.03	0.00	0.0%	0.0%	0.0%	100.0%	0.0%
Libraries	8.64	5.64	0.23	0.1%	61.1%	38.8%	0.0%	0.0%
Museums	9.80	3.84	0.53	28.7%	0.0%	1.7%	36.2%	33.5%
Cemeteries	0.15	0.08	0.00	0.0%	0.0%	100.0%	0.0%	0.0%
Animal Shelters	1.13	0.84	0.02	0.0%	100.0%	0.0%	0.0%	0.0%
Farm Structures	2.21	0.32	0.12	0.0%	0.0%	0.0%	93.9%	6.1%
Rural Fire Service	4.19	1.83	0.11	3.7%	8.7%	40.0%	47.6%	0.0%
Showground and Recreation Area	21.39	10.71	0.88	25.7%	20.2%	2.3%	43.7%	8.1%
Sporting	1.86	0.48	0.08	0.5%	0.3%	27.0%	72.2%	0.0%
Visitors Information Centre	1.09	0.48	0.04	0.0%	0.0%	63.9%	36.1%	0.0%
Recreation Other	1.08	1.00	0.03	100.0%	0.0%	0.0%	0.0%	0.0%
Shelters and Shade Cloths	0.11	0.10	0.00	100.0%	0.0%	0.0%	0.0%	0.0%
Sewerage Buildings	0.03	0.02	0.00	100.0%	0.0%	0.0%	0.0%	0.0%
Other Structures	8.31	5.20	0.24	43.0%	32.0%	20.0%	5.0%	0.0%
Buildings Total	**128.25**	**72.72**	**4.50**	**15.02%**	**32.90%**	**35.34%**	**16.73%**	**0.00%**


100%
90%
80%
70%
60%
50%
40%
30%
20%
10%
0%
Amenities & Toilets
Aquatic Centre
Civic Centre
Community Centres
Council Public Halls
Council Works Depot
Cultural Facilities
Landscaped Areas
Libraries
Museums
Cemeteries
Animal Shelters
Farm Structures
Rural Fire Service
Showground & Recreation Area
Sporting
Visitors Information Centre
Recreation Other
Shelters & Shade Cloths
Sewerage Buildings
Very Poor Condition
Poor Condition
Satisfactory Condition
Good Condition
Very Good Condition

Levels of Service

Goulburn Mulwaree Council's Buildings portfolio provides facilities so that the local community and visitors can participate in a wide variety of recreational, cultural, educational and social activities. The Council's administration building and depot are the base for Council's employees who deliver essential services to the community

Key Performance Indicator	Level of Service	Performance Measurement Process	Target Performance	Current Performance
Accessibility	Provide adequate physical access to facilities	Disability Discrimination Act (DDA) compliance	• Percent of community facilities that are accessible. • Compliance with DDA Action Plan.	
Quality / Condition	Facilities provide a good quality experience for all users and customers	Customer complaints Community Satisfaction survey	• User groups consulted once a year on their current and future facilities needs • High level of compliance with key performance indicators for maintenance and cleanliness as measured through cleaning diary audits • 80% of people agree that facilities are well appointed and comfortable	
	Buildings condition meets required need of users.	Condition assessment	• 90% Percent of buildings in satisfactory condition or better	
Reliability / Responsiveness	Planned works completed in accordance with schedules	Completion of scheduled work	• 90% completion within service standard.	
Community Satisfaction and Involvement	Ensure building maintenance services are reliable	Customer Requests	• 90% of customer requests are completed within Council's Customer Charter	
	Service provides social benefit to the whole community	Community satisfaction Survey	• The gap between importance and performance rating improves	
Affordability	The services are affordable and managed, using the most cost-effective methods for the required level of service	Review of service agreements and benchmark with other councils	• Total operating and maintenance are not greater than benchmarking against comparable regional Council's • All new and upgrade projects are planned and managed effectively and delivered on time, within scope and approved budget	
Sustainability	Continues to provide Building and Facility assets to meet the need of the community	Complete capital work program On-time and on-Budget	• Annual Capital works for time and budget +/- 5%	
	Buildings are being renewed in a sustainable manner	Asset renewal ratio (asset renewal expenditure / annual depreciation expense)	• OLG benchmark >100%	
	Buildings are maintained in a satisfactory condition	Backlog ratio (estimated cost to brig asset to a satisfactory condition / written down value of the assets)	• OLG benchmark <2%	
	Council maintains its Buildings	Asset maintenance ratio, measured by (actual maintenance expenditure. Required maintenance expenditure	• OLG benchmark 100%	
Health & Safety	Ensure buildings/facilities are safe and do not cause a hazard to people	safety audits	• The three year rolling average of total claims decreases	
	Ensure buildings/facilities are safe and do not cause a hazard to people	Compliance certification	• Annual Fire Safety Statements are certified for each facility requiring it.	

Demand Management

Council evaluates the demand for services and the assets required to deliver them. Goulburn Mulwaree's demand for new services will be managed through a combination of:

- managing existing assets
- upgrading of existing assets
- provision of new assets.

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

Council will continue to engage the community to monitor community priorities, needs and expectations regarding its Building Assets and Services to ensure that increased demand is met with sensible, sustainable and community driven planning.

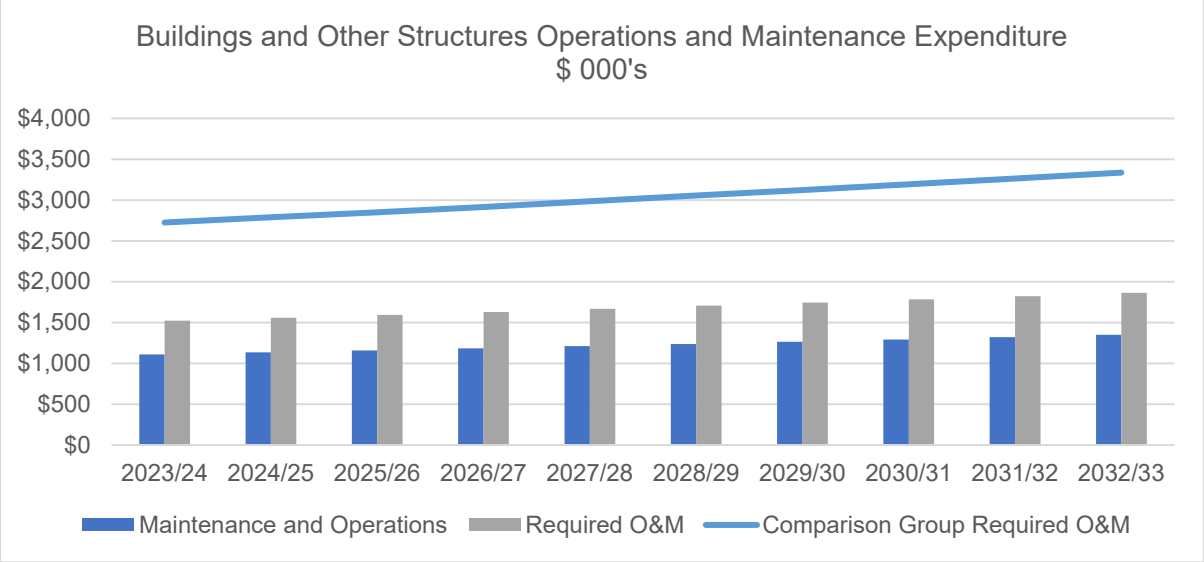
Demand Factor	Impact on Assets	Demand Management Plan
Population	Places pressure on existing council facilities particularly around areas of high density.	Ensure that capacity and functionality of Council's assets is monitored and forms part of the decision-making process regarding Councils capital works program.
Demographics	As the population ages, buildings and their surrounds (such as footpaths, car parks) and furniture may need to be upgraded to cater to a slower and less mobile population.	Modify or upgrade the facilities to meet the age ratios within the areas. multi age suitable premises to be included in design briefs for new buildings.
Technological Changes	The introduction of a High-Speed Rail network will increase demand on current parking resources and accelerate the growth of Goulburn as a regional hub.	Planning for intermodal public transportation infrastructure including multi-storey car parks. Allowance for AI with respect to defect and condition inspection as well as infrastructure analysis and planning.

Rocky Hill Ware Memorial and Museum

Asset Lifecycle Practices

Maintenance Strategy

Council's buildings and facilities are continuously monitored and maintained to a safe standard that will maximise their long-term benefit to the community and in accordance with priorities set through comprehensive asset management planning. Monitoring and maintenance is prioritised based upon the criticality of Council's Buildings assets.

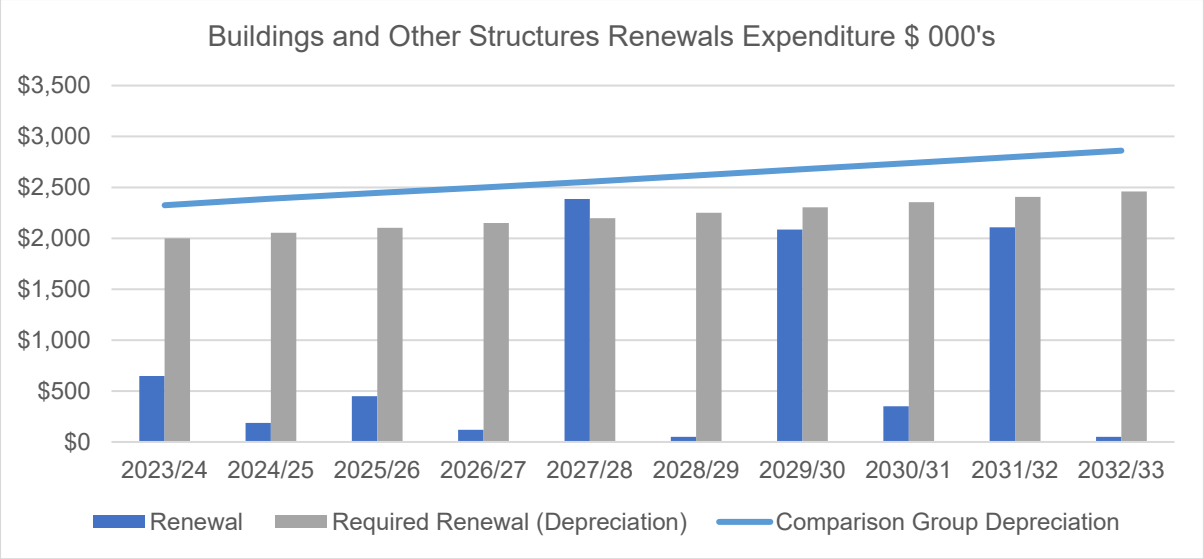


Council undertook a high level assessment of our planned operational and maintenance budgets against similarly classified regional councils. The findings showed that while we may be more efficient in managing a portfolio of our size, there could be differences in how expenditure is reported between the different councils as well as what levels of service are currently provided by the other councils.

Renewal and Replacement Strategy

Renewals are forecast based upon the lifecycle stage of the assets in conjunction with condition assessments. The condition of the renewable components of buildings assets are assessed in conjunction with the revaluation cycle and are updated accordingly in the Council asset management register.

Generally, renewals relating to buildings will take place on a component by component basis, e.g. kitchen, rather than whole building renewal. In certain circumstances the service offering of the building, even when renewed on a component basis, will not meet community's expectations on service delivery. In these cases, renewal may occur by building replacement. This is usually triggered when the building lacks capacity to meet a changed need or that demand has changed to such a degree that the functionality of the existing building is no longer adequate.



A similar high-level assessment was undertaken against the required renewal expenditure of similar councils against our portfolio. The review showed that Goulburn has assessed that its building on average are lasting longer (have longer assets lives) than comparative councils however this comparison does not take into account the types of buildings managed by other councils as well as the agreed upon levels of service. The planned renewal (blue) indicates Council is not meeting the required depreciation which in time will lead to a further reduction in the condition of the building portfolio.

Goulburn Performing Arts Centre

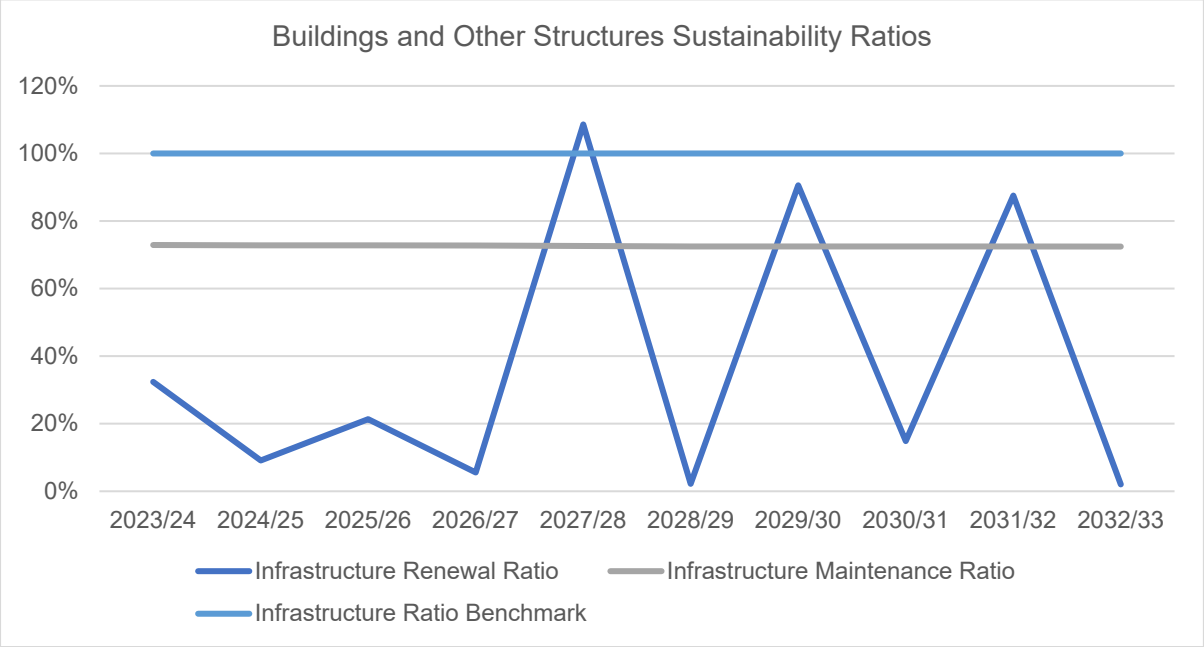
Long Term Financial Plan

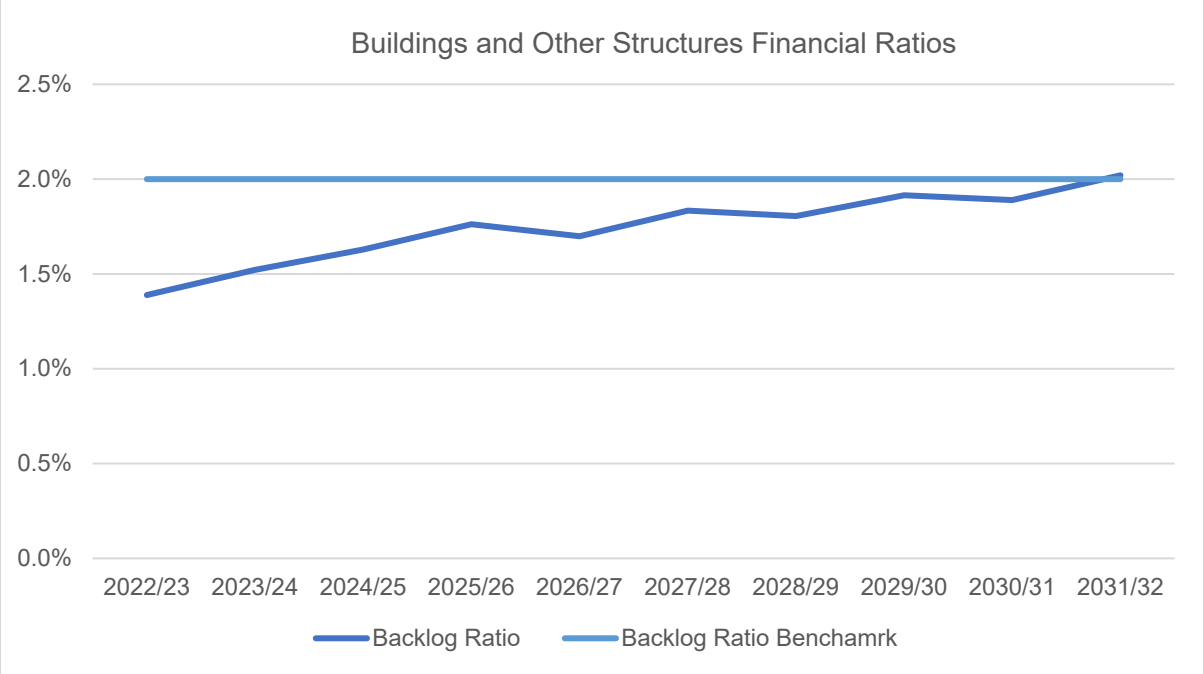
Asset lifecycle costs are the average costs required to sustain an asset over its useful life. These costs have been projected forward for the next ten years to inform Council's Long-Term Financial Plan. The table below compares Council's planned expenditure against the expenditure required to sustain its current levels of service.

Budget Gap by Asset Group		2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
Actual											
	Renewal	$0	$648	$188	$449	$120	$2,387	$50	$2,087	$350	$2,108
	New and Expanded Assets	$17,535	$767	$220	$0	$50	$300	$250	$0	$50	$0
	Operations and Maintenance	$1,086	$1,110	$1,134	$1,159	$1,185	$1,211	$1,237	$1,265	$1,293	$1,321
	Total Expenditure	**$18,621**	**$2,525**	**$1,542**	**$1,608**	**$1,355**	**$3,897**	**$1,537**	**$3,351**	**$1,693**	**$3,428**
Required											
	Required Renewal (Depreciation)	$1,956	$1,999	$2,055	$2,103	$2,150	$2,198	$2,251	$2,304	$2,355	$2,407
	New and Expanded Assets	$17,535	$767	$220	$0	$50	$300	$250	$0	$50	$0
	Required O&M	$1,481	$1,522	$1,558	$1,593	$1,628	$1,668	$1,707	$1,745	$1,784	$1,823
	Total	**$20,972**	**$4,289**	**$3,833**	**$3,696**	**$3,828**	**$4,165**	**$4,208**	**$4,049**	**$4,188**	**$4,230**
Overall (GAP)		-$2,351	-$1,764	-$2,291	-$2,088	-$2,473	-$268	-$2,670	-$697	-$2,496	-$802

Financial Ratios

The Office of Local Government has established financial benchmarks for councils to strive towards and adhere to. The charts below showcase Council's current financial service levels and the impacts of Council's projected expenditure upon these service levels.





Risk Management

Critical Assets

The following attributes of an asset were considered when looking at critical building assets.

Confidence Grade	High	Medium	Low
Civic purpose	yes		
Size	Large	Medium	Small
Multipurpose	>4 users	3 -2 users	1 primary user
frequency of use	Daily	3 - 4 time per week	1 - 2 time per week
Hazardous martials stored on site	yes		
Historical significance	yes		
Emergency Service / Management use	Yes		

Based on the above considerations Council staff have identified the following assets as of high criticality:

- Civic Centre (Goulburn) – including Art Gallery and Library
- 56 Clinton Street (Goulburn) – Department of Corrective Services
- Visitor Information Centre
- Goulburn Performance Arts Centre (GPAC)

Confidence Levels

The confidence in the asset data used as a basis for the forecasts has been assessed using the following grading system.

Confidence Grade	General Meaning
Highly Reliable	Data based on sound records, procedure, investigations and analysis that is properly documented and recognised as the best method of assessment.
Reliable	Data based on sound records, procedures, investigations and analysis which is properly documented but has minor shortcomings; for example, the data is old, some documentation is missing, and reliance is placed on unconfirmed reports or some extrapolation.
Acceptable	Data based on sound records, procedures, investigations and analysis with some shortcomings and inconsistencies.
Uncertain	Data based on sound records, procedures, investigations and analysis which is incomplete or unsupported or extrapolation from a limited sample.
Very Uncertain	Data based on unconfirmed verbal reports and/or cursory inspection and analysis.

The overall confidence level of the plan is considered to be ‘Highly Reliable’.

Improvement Plan

Improvement action	Effect on AMPs	Priority	Due	Responsibility
Engage community with respect to Levels of Service	Lifecycle planning will be aligned with community expectations	Medium		
Review functionality and capacity needs of Assets	Lifecycle planning will be aligned with community needs	Medium		
Identify 10-year planned expenditure and budget	Financial Sustainability Modelling reflective of Council capacity and needs	High		
Develop Risk Management Plans for Councils Critical Assets	Resilience and disaster recovery will be incorporated as part of lifecycle planning.	High		

St Clair Villa Museum and Archives

Capital Works Program

Project Description	23/24	24/25	25/26	26/27	27/28	28/29	29/30	30/31	31/32	32/33
56 Clinton St IT Upgrade	71,000	-	-	-	-	-	-	-	-	-
VIC Replacement Assets	30,000	7,500	15,000	-	7,500	-	7,500	-	7,500	-
Art Gallery - P&E Renewal	9,000	5,000	9,000	5,000	9,000	5,000	9,000	5,000	5,000	5,000
Gallery Kitchen Renewal/Upgrade	-	10,000	-	-	-	-	-	-	-	-
GRAG - New Gallery Development	106,956	-	-	-	-	-	-	-	-	-
Museum Capital Works - Renewal	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000
Rocky Hill Toilet Block Refurbishment	-	50,000	-	-	-	-	-	-	-	-
St Clair Villa - Stage 2 Rising Damp	294,686	-	-	-	-	-	-	-	-	-
Building Asset Replacement	70,000	70,000	70,000	70,000	2,000,000		2,000,000		2,000,000	
Civic Centre Furniture & Fittings	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000
Clinton St Offices Upgrade	-	50,000	-	50,000	-	50,000	-	50,000	-	50,000
Civic Centre Renewal - Air Conditioner	140,000	-	300,000	-	300,000		-	300,000		-
Hetherington Street Depot Improvements	100,000	170,000	-	-	300,000	200,000	-	-	-	-
Marulan Pre-School Asbestos Removal	49,050	-	-	-	-	-	-	-	-	-
GMC Emergency Operations Centre	489,320	-	-	-	-	-	-	-	-	-
CAF Renewal Assets	10,000	-	10,000	-	25,000	-	25,000	-	50,000	-

APPENDIX 2 – Stormwater Asset Management Plan

Our Assets

Our Stormwater portfolio is worth $165m and includes the following structures:

Stormwater Structures	Floodways	Box Culverts	Pipe Culvert
$47.6m	$2.3m	$12.2m	$82m

Introduction

Goulburn Mulwaree Council owns and manages an extensive network of stormwater assets across the LGA. These assets include pipes, pits, culverts, channels, and GPTs throughout the Council area that enables people to protect both life and property from larger storm events and minimise disturbances from minor storms.

Purpose of this Plan

The purpose of this Asset Class Management Plan is to develop a strategic framework for the maintenance and renewal of stormwater infrastructure and to provide an agreed Level of Service in the most effective manner.

This plan includes the following scope of management:

- Asset Inventory, Values and Condition
- Asset Based Levels of Service
- Demand and Service Management
- Risk Management
- Development of the Long-Term Financial Plan (LTFP) for the maintenance and renewal of Councils transport assets.

Stakeholders

Key stakeholders must be considered in the preparation and implementation of this Asset Management Plan to ensure the value of services justifies investment in the assets. It also ensures there is a greater understanding of stakeholders' expectations with regards to the assets and services provided by Council. Key stakeholders in preparation of this asset management plan are:

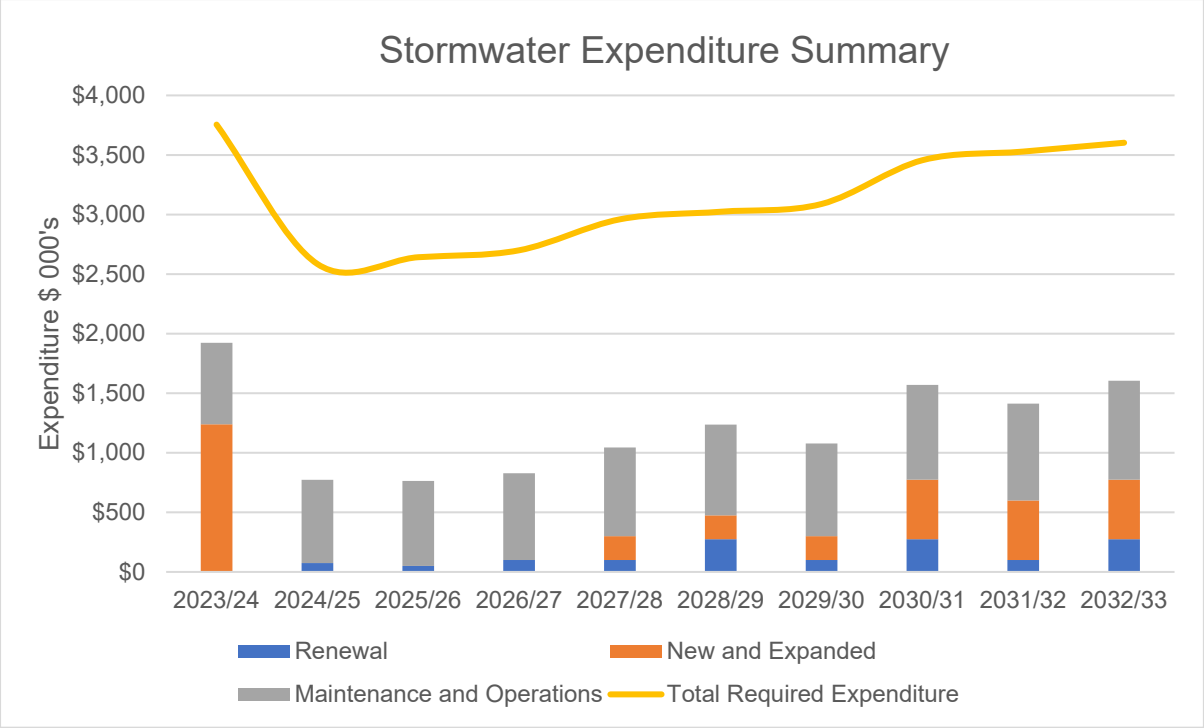
- Councillors – Adopt the Plan and ensure enough resources are applied to manage the assets and stewardship responsibility for the control and care of Councils stormwater assets
- Executive Management – Report on the status and effectiveness of current asset management processes at Council.
- Asset Management Team – Co-ordinate development and implementation of AM Plans and asset management related matters
- Asset Managers – Implementation of AM Plans and management of assets under their direct control.
- Federal and State Government Authorities and Agencies – Regulate practice and requirements through legislation
- Council Staff - Responsible for the timely completion of tasks allocated to them from within the plans
- Community and Rate Payers

Legislative Requirements

This Asset Class Management Plan was made in accordance with the following documents and 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.
Environment Planning and Assessment Act 1979	Set out to encourage the proper management, development and conservation of natural and artificial resources for the purpose of promoting the social and economic welfare of the community and a better environment and the protection of the environment, including the protection and conservation of native animals and plants, including threatened species, populations and ecological communities, and their habitats.
Workplace Health and Safety Act 2011	Protecting workers and other persons against harm to their health, safety and welfare through the elimination or minimisation of risks arising from work.
Disability Discrimination Act 1992	To eliminate, as far as possible, discrimination against persons on the grounds of disability in the areas of the provision of goods, facilities, services and land.
Australian Accounting Standard AASB116	Reporting on asset condition and consumption to Councillors, management and the community.
Civil Liability Act 2002 and Civil Liability Amendment (Personal Responsibility) Act 2002	Protects the Council from civil action by requiring the courts to take into account the financial resources, the general responsibilities of the authority and the compliance with general practices and applicable standards.

Performance Overview

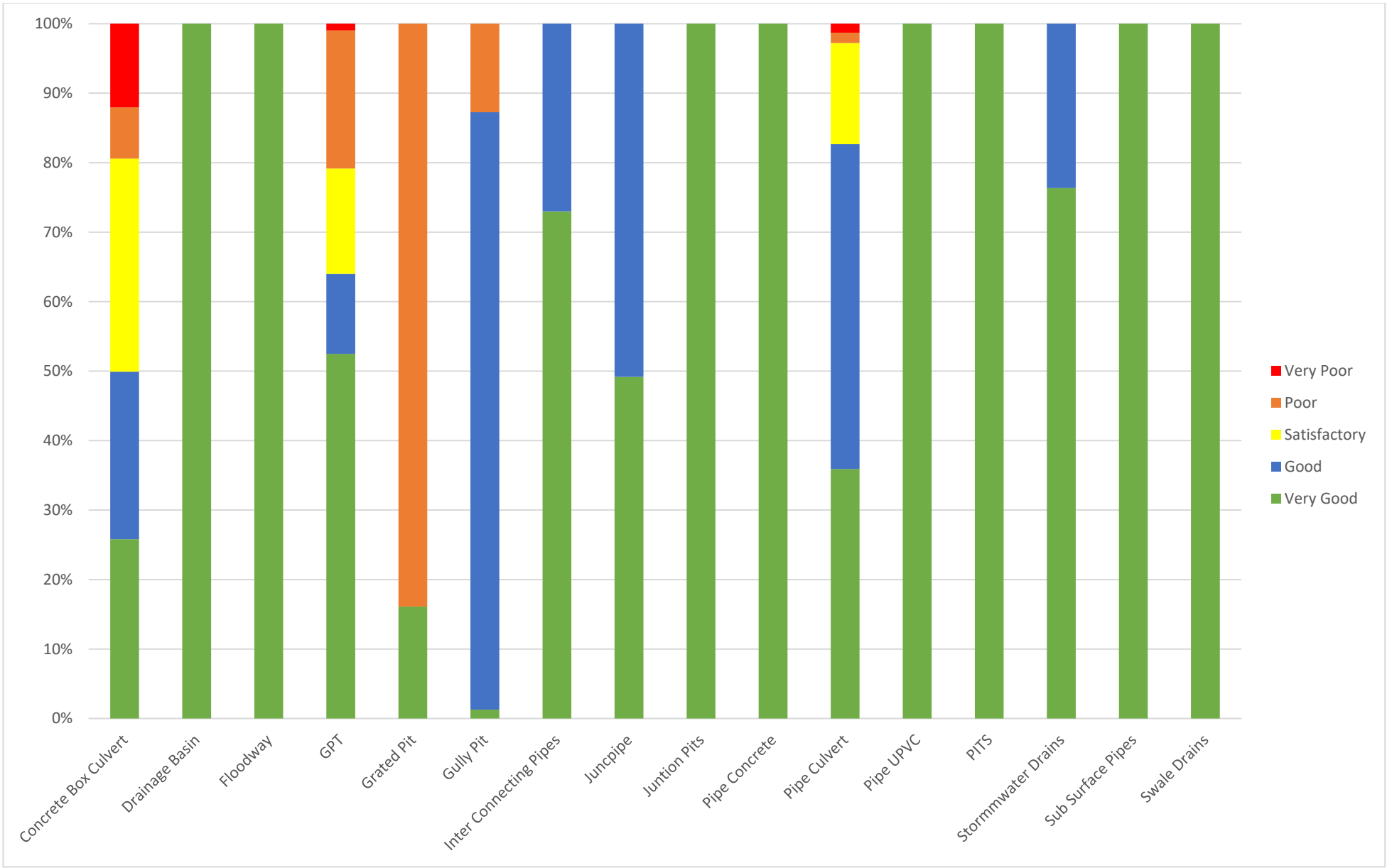


Infrastructure Ratios	Budget 2022/23	Estimated 2031/32	Funding Gap $ 000's	
Infrastructure renewals ratio Benchmark 100%	0.0%	11.3%	Budget Year 5 Year Average 10 year Average	-$1,963 -$1,998 -$2,053
Infrastructure Backlog Ratio Benchmark 2%	1.1%	3.3%	Budget Year 5 Year Average 10 year Average	$0 $0 -$365
Infrastructure Maintenance Ratio Benchmark 100%	123.7%	122%	Budget Year 5 Year Average 10 year Average	$131 $137 $143
Total Funding Gap			Budget Year 5 Year Average 10 year Average	-$1,832 -$1,862 -$2,276

Asset Inventory, Values and Condition

The table below provides a summary of the value and condition of Council's Stormwater Infrastructure assets.

Category	Gross Replacement Cost $m	Written Down Value $m	Annual Depreciation $m	Excellent Condition	Good Condition	Satisfactory Condition	Poor Condition	Very Poor Condition
SWD - GPT's	0.42	0.32	0.01					
SWD - Inlet and Junction Pits	0.34	0.26	0.00					
SWD - Other (enter details...)	161.27	111.94	2.19					
SWD - Outfall Structures	0.51	0.50	0.01					
SWD - Stormwater Conduits	2.01	1.98	0.02					
SWD - Stormwater Converters	0.60	0.58	0.01					
Grand Total	**165.15**	**115.59**	**2.24**	**36%**	**38%**	**25%**	**1%**	**0%**


100%
90%
80%
70%
60%
50%
40%
30%
20%
10%
0%
Concrete Box Culvert
Drainage Basin
Floodway
GPT
Grated Pit
Gully Pit
Inter Connecting Pipes
Juncpipe
Juntion Pits
Pipe Concrete
Pipe Culvert
Pipe UPVC
PITS
Stormmwater Drains
Sub Surface Pipes
Swale Drains
Very Poor
Poor
Satisfactory
Good
Very Good

Levels of Service

Goulburn Mulwaree Council provides infrastructure to underpin a service to the community. Consequently, Council has based service level planning around the infrastructure required to provide a desired service, then the operational requirements required to maintain the service.

Key Performance Indicator	Level of Service	Performance Measurement Process	Target Performance	Current Performance
Affordability	The services are affordable and use the most cost-effective methods for the required level of service	Review of service agreements and benchmark with other councils	Maintenance/Opex budget expenditure +/- 5% of Annual Budget	
Health and Safety	Sufficient capacity to protect life and Property	Number of customer requests of flooding reported annually	Reduction in rolling 3 years average for annual requests reported	
Accessibility	Minimal disruption due to bridge/culvert maintenance	Customer Satisfaction Score	CS score of >90%	
Quality / condition	Pipes and culverts in adequate condition to convey design stormwater flows	Survey of Drainage network condition	90% of Drainage Assets in Satisfactory condition	
	Rubbish and material from GPT's regularly removed to maintain effectiveness	Annual Tonnage of litter organics and sediment collected	Total litter tonnes	
Reliability / Responsiveness	Proactive cyclic inspections of known hotspots of flooding	Completion of scheduled inspections	100% completion within service standard	
	Planned inspection and associated works completed in accordance with schedules	Completion of scheduled inspections work	90% completion within service standard.	
Sustainability	Assets are being renewed in a sustainable manner	Asset renewal ratio (asset renewal expenditure / annual depreciation expense)	OLG benchmark >100%	
	Assets are maintained in a satisfactory condition	Backlog ratio (estimated cost to brig asset to a satisfactory condition / written down value of the assets)	OLG benchmark <2%	
	Council maintains its stormwater assets	Asset maintenance ratio, measured by (actual maintenance expenditure. Required maintenance expenditure	OLG benchmark 100%	

Demand Management

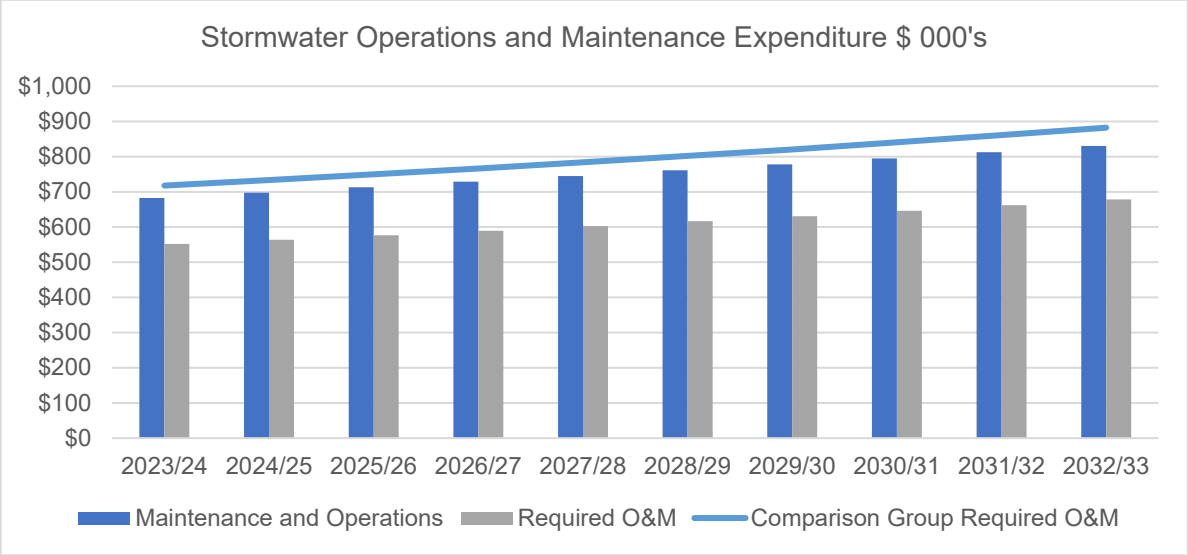
Demand for services provided by stormwater and waterway assets is expected to increase. Much of this will be driven by gradual development in the LGA, growing community expectations and awareness, and regulatory change.

Demand Factor	Impact on Assets
Urban Growth and Development	Increased growth and development will have a two-fold effect. Firstly, development is likely to increase hard-surface areas and therefore increasing the run-off rates and the size/concentration of flow into Council's existing assets. Secondly additional stormwater infrastructure capacity will be required to accommodate growth in rural residential households.
Climate Change	Climate change and long and short-term weather patterns, are expected to change such that storm events are more intense and the burden on stormwater assets is greater, making levels of service difficult to achieve.
Regulatory Control	NSW planning reforms are likely to be a regulatory driver for protecting water quality and stability within urban waterways. This will require a refinement of Councils current regulatory controls and may require the upgrade of both public and private infrastructure.

Asset Lifecycle Practices

Maintenance Strategy

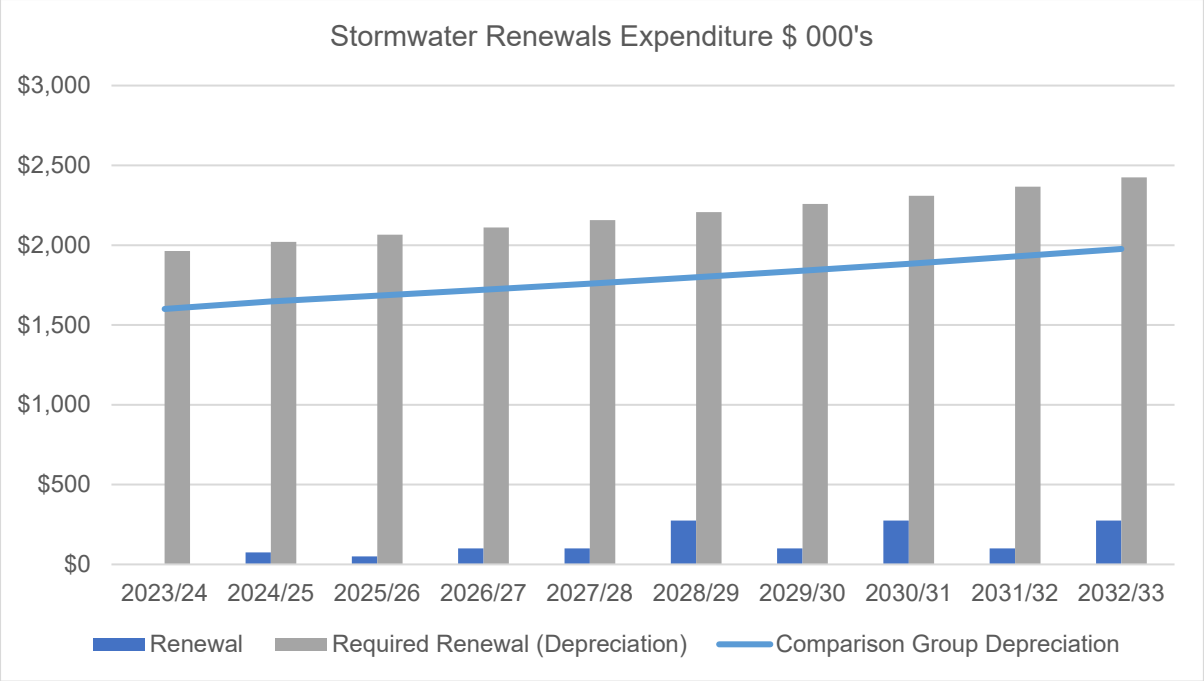
Assets are operated and maintained to ensure the correct ongoing performance of the asset and to retain the condition and useful life of the asset. Operation and Maintenance demands typically increase with a decline in asset quality and as Councils assets age these demands are expected to increase. Council currently undertakes regular planned visual condition inspections and maintenance of its rural culvert assets in line with its Levels of Service as well as following significant rainfall events. Urban assets are maintained on a cyclical basis and in accordance with any customer requests.



Council undertook a high-level assessment of our planned operational and maintenance budgets against similarly classified regional councils. The findings showed that planned expenditure aligned with industry expectations with the amount of funding required for a portfolio the size of GMC.

Renewal and Replacement Strategy

Council's stormwater renewal program is currently driven by an age-based condition assessment approach. Given the current age of the portfolio, there is a significant portion of assets in condition 3 which presents a risk to Council in the medium term.



A similar high-level assessment was undertaken against the required renewal expenditure of similar councils against our portfolio. The review showed that Goulburn has assessed that its stormwater assets on average have shorter asset lives than comparative to the other LGA's. The planned funding (blue) will in time lead to a further reduction in the condition of the stormwater network and increase the infrastructure back log to bring the stormwater network to a satisfactory condition.

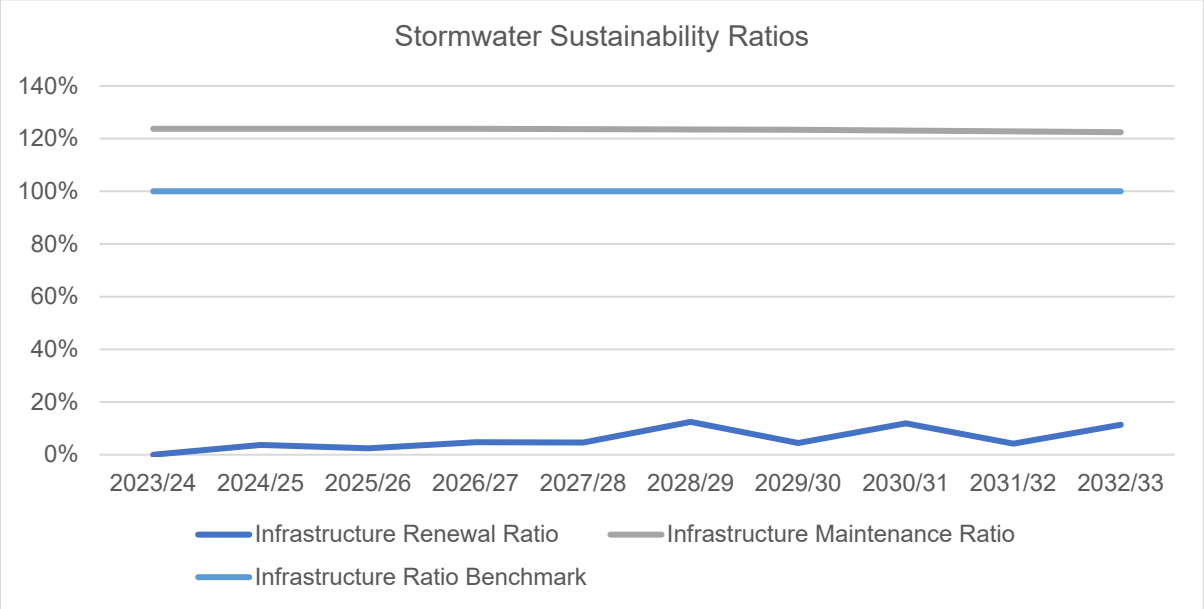
Long Term Financial Plan

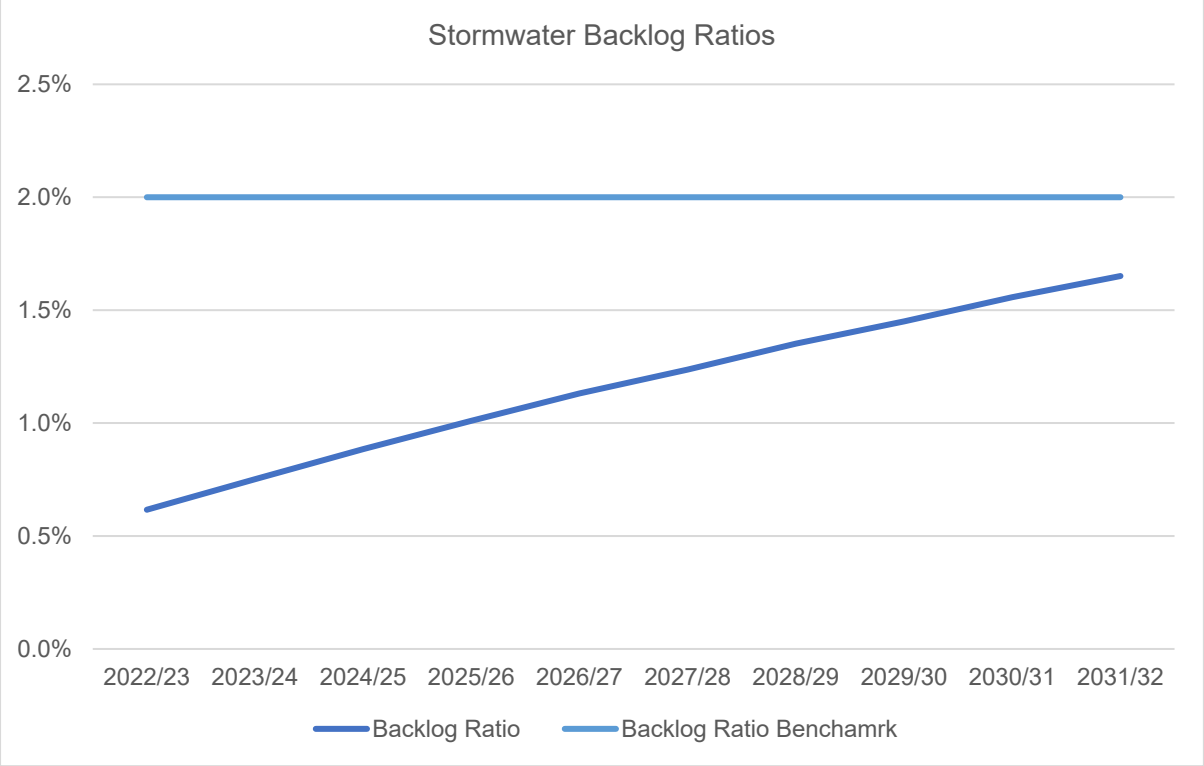
Asset lifecycle costs are the average costs required to sustain an asset over its useful life. These costs have been projected forward for the next ten years to inform Council's Long-Term Financial Plan. The table below compares Council's planned expenditure against the expenditure required to sustain its current levels of service.

Budget Gap by Asset Group	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
Actual										
Renewal	$0	$0	$75	$50	$100	$100	$275	$100	$275	$100
New and Expanded Assets	$690	$1,240	$0	$0	$0	$200	$200	$200	$500	$500
Operations and Maintenance	$668	$683	$698	$713	$729	$745	$761	$778	$795	$813
Total Expenditure	**$1,358**	**$1,923**	**$773**	**$763**	**$829**	**$1,045**	**$1,236**	**$1,078**	**$1,570**	**$1,413**
Required										
Required Renewal (Depreciation)	$1,921	$1,963	$2,021	$2,065	$2,111	$2,157	$2,207	$2,258	$2,310	$2,366
New and Expanded Assets	$690	$1,240	$0	$0	$0	$200	$200	$200	$500	$500
Required O&M	$536	$552	$564	$576	$589	$603	$617	$631	$646	$662
Total	**$3,147**	**$3,755**	**$2,585**	**$2,642**	**$2,700**	**$2,960**	**$3,024**	**$3,089**	**$3,456**	**$3,529**
Overall (GAP)	-$1,789	-$1,832	-$1,812	-$1,879	-$1,871	-$1,915	-$1,787	-$2,011	-$1,886	-$2,116

Financial Ratios

The Office of Local Government has established financial benchmarks for councils to strive towards and adhere to. The charts below showcase Council's current financial service levels and the impacts of Council's projected expenditure upon these service levels.





Risk Management

Critical Assets

The following attributes of an asset were considered when looking at critical stormwater assets.

Confidence Grade	High	Medium	Low
Size	Box Culvert / Open Channel	Diameter >= 600mm	Diameter < 600mm
Flooding	1 in 5 year-Storm Event	1 in 20 year-Storm Event	1 in 100 year-Storm Event
Properties Impacted	Internal Property Flooding	External Property Flooding	

Council has determined the criticality of its stormwater assets based upon the above matrix.

Confidence Levels

The confidence in the asset data used as a basis for the forecasts has been assessed using the following grading system.

Confidence Grade	General Meaning
Highly Reliable	Data based on sound records, procedure, investigations and analysis that is properly documented and recognised as the best method of assessment.
Reliable	Data based on sound records, procedures, investigations and analysis which is properly documented but has minor shortcomings; for example, the data is old, some documentation is missing, and reliance is placed on unconfirmed reports or some extrapolation.
Acceptable	Data based on sound records, procedures, investigations and analysis with some shortcomings and inconsistencies.
Uncertain	Data based on sound records, procedures, investigations and analysis which is incomplete or unsupported or extrapolation from a limited sample.
Very Uncertain	Data based on unconfirmed verbal reports and/or cursory inspection and analysis.

The overall confidence level of the plan is considered to be ‘Uncertain’.

Improvement Plan

Improvement action	Effect on AMPs	Priority	Due	Responsibility
Engage community with respect to Levels of Service	Lifecycle planning will be aligned with community expectations	Medium		
Review functionality and capacity needs of Assets	Lifecycle planning will be aligned with community needs	Medium		
Identify 10-year planned expenditure and budget	Financial Sustainability Modelling reflective of Council capacity and needs	High		
Develop Risk Management Plans for Councils Critical Assets	Resilience and disaster recovery will be incorporated as part of lifecycle planning.	High		
Develop condition inspection strategy for councils stormwater network	Improve the reliability of councils stormwater asset data to drive lifecycle and service level decisions	High		

Capital Works Program

Project Description	23/24	24/25	25/26	26/27	27/28	28/29	29/30	30/31	31/32	32/33
Drainage General Urban	-	75,000	50,000	100,000	100,000	275,000	100,000	275,000	100,000	275,000
Bradley Street Drainage Upgrade Works	1,240,000	-	-	-	-	-	-	-	-	-
Flood Study project inprovements					200,000	200,000	200,000	500,000	500,000	500,000

Appendix 3 – Open Space Asset Management Plan

Our Assets

Our Open Space portfolio is worth $27.6m and includes the following assets:

Open space and Recreation

$23.6m

Swimming Pools

$1.7m

Depreciable Land Improvements

$2.3m

Introduction

Goulburn Mulwaree Council's Open Space Infrastructure provide many functions for the benefit of the community and the environment. Council's role as custodian is to balance the needs of the community with the needs of the environment for current and future generations.

Council as the owner and operator of its park's infrastructure assets has the responsibility for a number of functions including:

- Maintenance and Operations
- Renewal and Refurbishment
- Upgrade/Improvement
- Rationalisation, decommissioning and disposal of assets.

The planning of these functions is outlined in this asset management plan.

Purpose of this Plan

The purpose of this asset management plan is to provide an agreed level of service for all of Council's Open Space Infrastructure assets in the most cost effective, value generating manner. This plan provides information on asset condition, performance, service levels and risk to develop a long-term financial plan for Open Space Infrastructure assets.

Stakeholders

Key stakeholders must be considered in the preparation and implementation of this Asset Management Plan to ensure the value of services justifies investment in the assets. It also ensures there is a greater understanding of stakeholders' expectations with regards to the assets and services provided by Council. Key stakeholders in preparation of this asset management plan are:

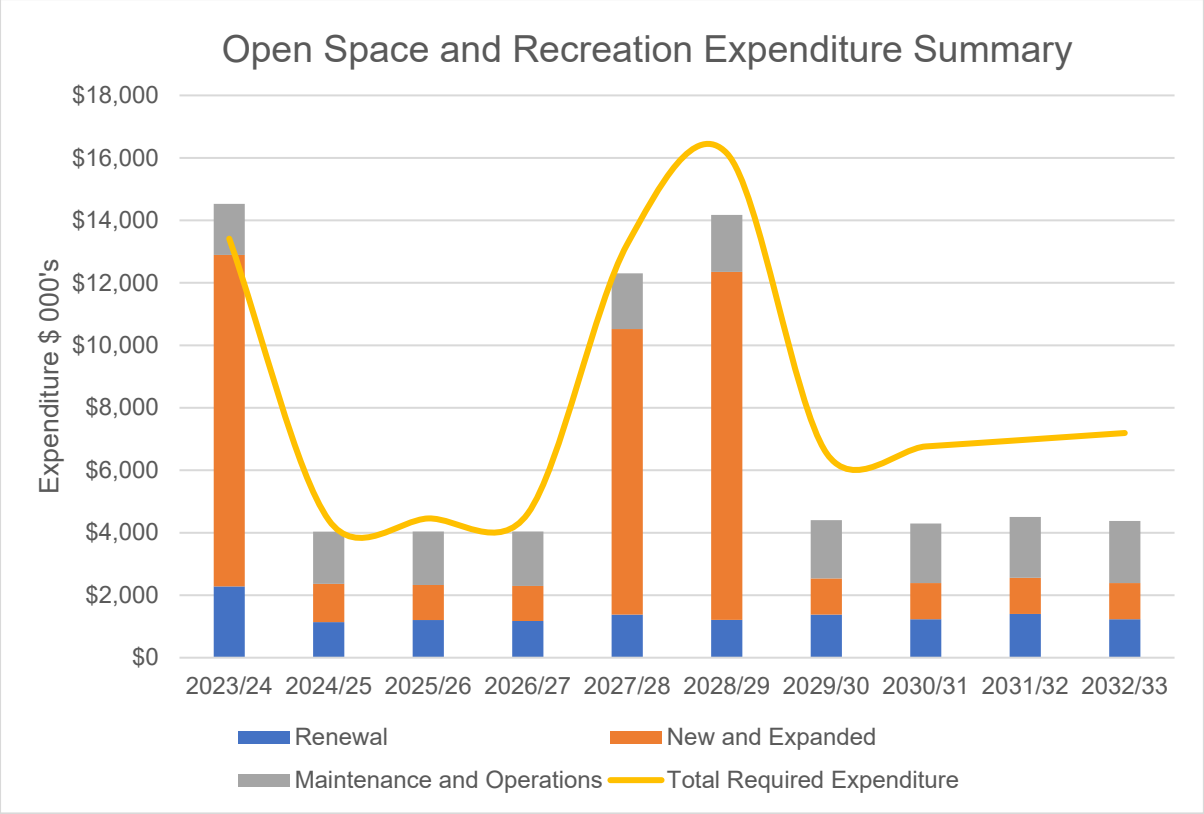
- Councillors – Adopt the Plan and ensure enough resources are applied to manage the assets and stewardship responsibility for the control and care of Councils assets
- Executive Management – Report on the status and effectiveness of current asset management processes at Council.
- Asset Management Team – Co-ordinate development and implementation of AM Plans and asset management related matters
- Asset Managers – Implementation of AM Plans and management of assets under their direct control.
- Federal and State Government Authorities and Agencies – Regulate practice and requirements through legislation
- Council Staff - Responsible for the timely completion of tasks allocated to them from within the plans
- Community users of parks, playgrounds and sportsgrounds as well as the sport and rec clubs that use them

Legislative Requirements

This Asset Class Management Plan was made in accordance with the following documents and 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.
Environment Planning and Assessment Act 1979	Set out to encourage the proper management, development and conservation of natural and artificial resources for the purpose of promoting the social and economic welfare of the community and a better environment and the protection of the environment, including the protection and conservation of native animals and plants, including threatened species, populations and ecological communities, and their habitats.
Workplace Health and Safety Act 2011	Protecting workers and other persons against harm to their health, safety and welfare through the elimination or minimisation of risks arising from work.
Disability Discrimination Act 1992	To eliminate, as far as possible, discrimination against persons on the grounds of disability in the areas of the provision of goods, facilities, services and land.
Australian Accounting Standard AASB116	Reporting on asset condition and consumption to Councillors, management and the community.
Civil Liability Act 2002 and Civil Liability Amendment (Personal Responsibility) Act 2002	Protects the Council from civil action by requiring the courts to take into account the financial resources, the general responsibilities of the authority and the compliance with general practices and applicable standards.

Performance Overview

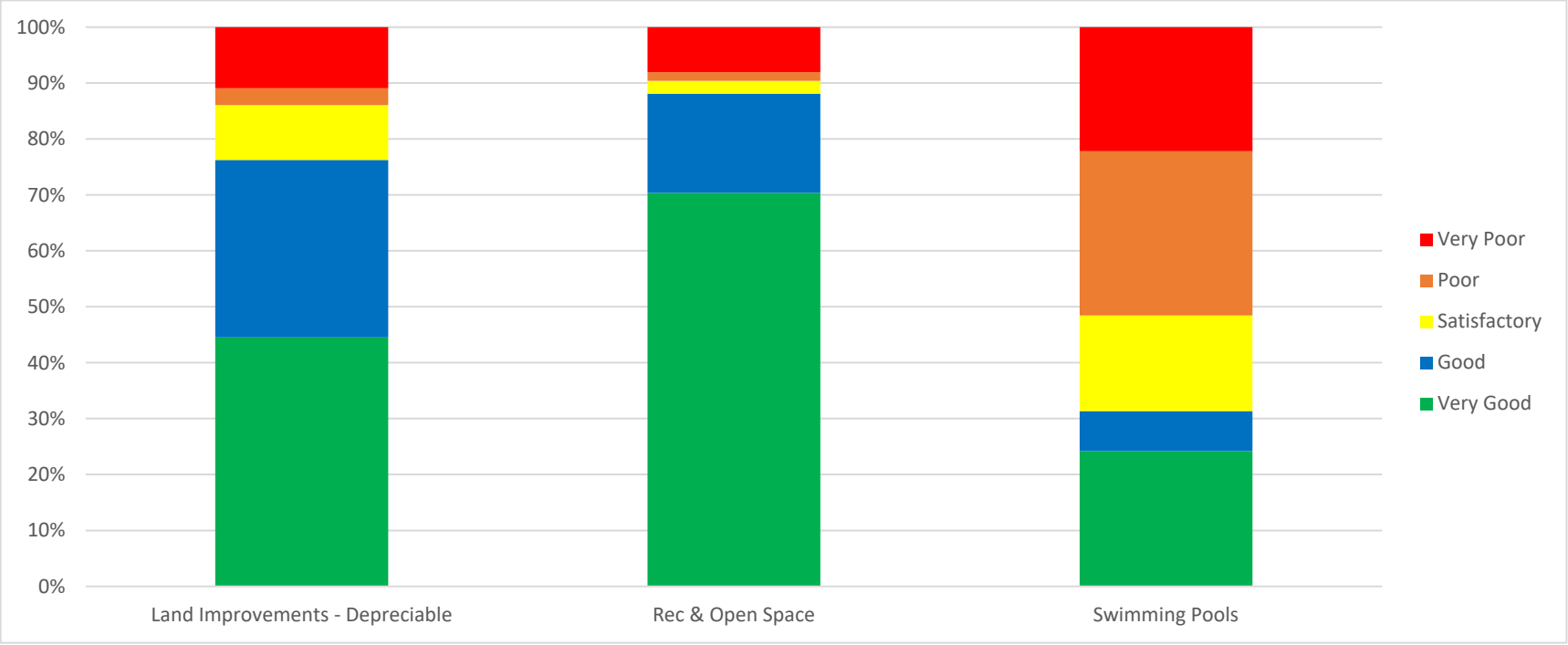


Infrastructure Ratios	**Budget 2022/23**	**Estimated 2031/32**	**Funding Gap $ 000's**	
Infrastructure renewals ratio	345.4%	72.0%	Budget Year	$1,622
Benchmark 100%			5 Year Average	$512
			10 year Average	$125
Infrastructure Backlog Ratio	1.7%	0.9%	Budget Year	$0
Benchmark 2%			5 Year Average	$0
			10 year Average	$0
Infrastructure Maintenance Ratio	76.3%	46%	Budget Year	-$506
Benchmark 100%			5 Year Average	-$749
			10 year Average	-$1,432
Total Funding Gap			Budget Year	$1,116
			5 Year Average	-$237
			10 year Average	-$1,307

Asset Inventory, Values and Condition

The table below provides a summary of the value and condition of Council's Stormwater Infrastructure assets.

Category	Gross Replacement Cost $m	Written Down Value $m	Annual Depreciation $m	Excellent Condition	Good Condition	Satisfactory Condition	Poor Condition	Very Poor Condition
Swimming Pool	1.72	0.80	0.11	24.2%	7.15%	17.1%	29.4%	22.2%
Depreciable Land Improvements	2.46	1.68	0.10	44.5%	31.7%	9.8%	3%	10.9%
Other Open space/Recreational Assets	23.46	19.12	1.89	70.4%	17.7%	2.3%	1.5%	8.1%
Grand Total	**27.64**	**21.60**	**2.09**	**65.2%**	**18.3%**	**3.9%**	**3.4%**	**9.2%**



Levels of Service

Goulburn Mulwaree Council provides infrastructure to underpin a service to the community. Consequently, Council has based service level planning around the infrastructure required to provide a desired service, then the operational requirements required to maintain the service.

Service Level Outcome	Level of Service	Performance Measurement Process	Target Performance	Current Performance
Accessibility	Park facilities are accessible to everyone	Continuous monitoring as part of operational activities	Parks are open and accessible to community 365 days/year.	
Quality / Condition	Provide parks, recreation, and bushland areas in appropriate condition for recreational activity and amenity.	Survey of condition Open space assets	90% of Open Space assets in satisfactory condition	
	Sport fields are safe and free of hazards to users	Sport fields maintained in accordance with inspection and maintenance schedules	90% completion within service standard.	
Reliability / Responsiveness	Provide well maintained park facilities that are affordable to the community	Annual Condition Assessment. Planned v's reactive	Greater than 60% of maintenance expenditure is undertaken through planned maintenance schedules.	
	Compliance with maintenance servicing frequencies	Active and Passive parks servicing frequency	Meet at least 90% of frequency requirements for all asset categories	
Customer Satisfaction	Be responsive to the needs of playground asset users.	No customer requests received	85% of requests are completed within Council's service charter	
	Be responsive to the needs of Customers using open space asset	No customer requests received	85% of requests are completed within Council's service charter	
Sustainability	Open space Assets are being renewed in a sustainable manner	Asset renewal ratio (asset renewal expenditure / annual depreciation expense)	OLG benchmark >100%	
	Open space Assets are maintained in a satisfactory condition	Backlog ratio (estimated cost to brig asset to a satisfactory condition / written down value of the assets)	OLG benchmark <2%	
	Council maintains its assets	Asset maintenance ratio, measured by (actual maintenance expenditure. Required maintenance expenditure	OLG benchmark 100%	
Health & Safety	Ensure all playgrounds are safe and do not cause a hazard to people	Scheduled Playground audits and Compliance certification	Fewer than five reported incidents which can be attributed to poorly maintained facilities	
Affordability	The services are affordable and managed using the most cost effective methods for the required level of service	Review of service agreements and benchmark with other councils	Maintenance/Opex budget expenditure +/- 5% of Annual Budget	

Demand Management

The services provided by Council infrastructure are subjected to continual change and will vary depending on a number of factors. Planning for services from infrastructure requires Council to develop plans to accommodate any new services or the expansion/reduction of any existing services. Demand management plans enable this by minimising the impact of demand for new services on Council.

Council has identified the primary drivers of demand affecting its Open Space Infrastructure assets and has prepared a demand management plan accordingly.

Demand drivers	Impact on services	Demand Management Plan
Population and migration change	Places pressure on existing active open space particularly in areas of high density	Identify areas of growth and establish plan for facility renewals.
Demographics	Changing service needs affect the design and scope of facilities	Understand the needs of the ageing population and design accordingly (i.e. equal access design for mobility impaired)
Economic factors	Advantaged households more likely to participate and have capacity to pay, less advantaged households may lack capacity to pay/participate	Management practices to ensure that active open space is accessible to all
Housing Trends	The demand for passive v active open space may increase. Increased density close to active open space may create conflict with residents e.g. floodlighting, high impact of traffic during peak times. 'Ownership' of open space by residents leading to potential conflict with sporting groups	Greater understanding of active v passive needs via a community consultation and development of Open Space strategy Condition assessment of floodlighting assets to be undertaken to ensure meeting with AUS standards Operational plans of management to be developed in areas with highly residential numbers.
Sports Industry Trends	The sports fields are already at capacity Greater demand for sports facility space by personal users/demand for road/public domain space for events	Consultation with clubs and schools about how much use is sustainable Improved Field Management, maintenance, renovation and rehabilitation processes New sporting developments to be focused on multi-use rather than one sporting code Gather data on current usage patterns of existing assets to determine where multi- purpose opportunities exist

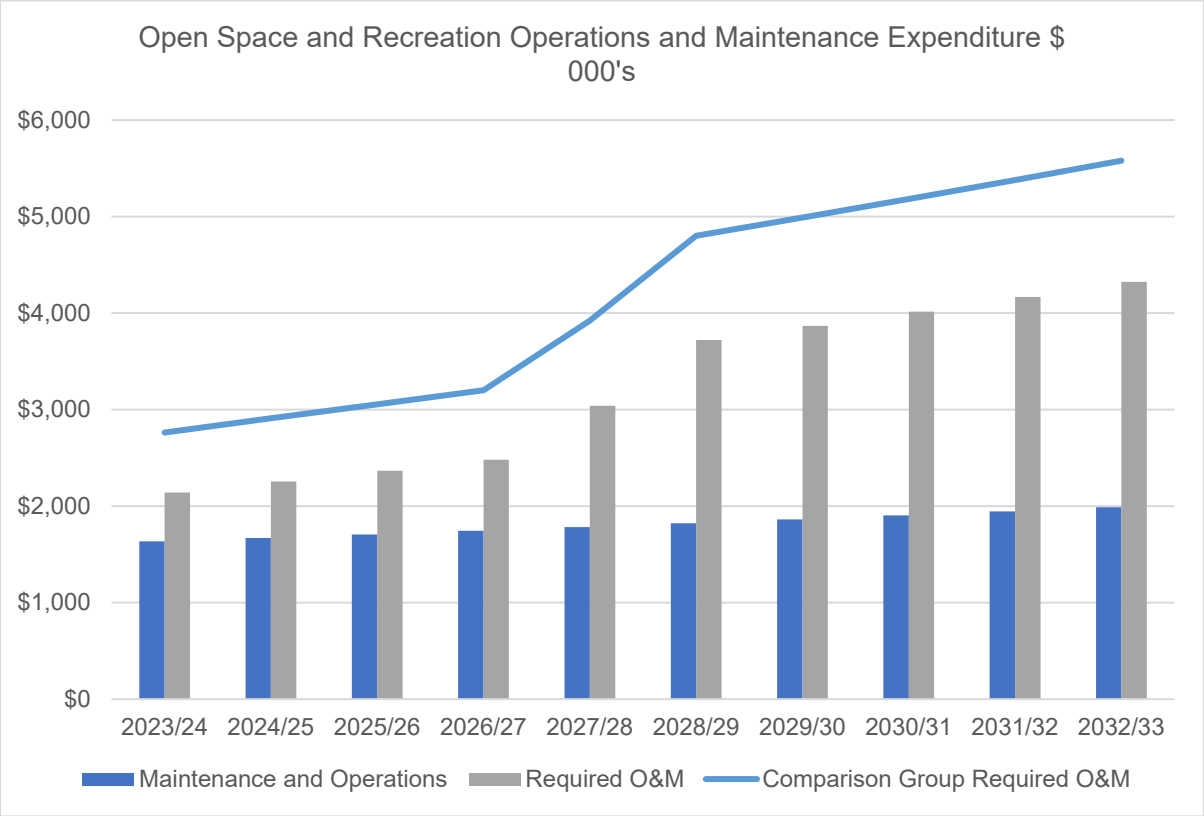
Asset Lifecycle Practices

Maintenance Strategy

Routine operations and maintenance activities are required to preserve the functionality and condition of Council's Open Space Infrastructure assets. Council's playground equipment, condition assessment is carried out on a regular basis. For other recreational services assets, assessments are carried out using age-based methodologies where information is available. Reactive maintenance is undertaken in response to customer requests and accounts for 30% of Councils Operations and Maintenance Expenditure.

In accordance with Councils Park hierarchy the following assets as having high priority and will have a high a greater inspection/planned maintenance frequency:

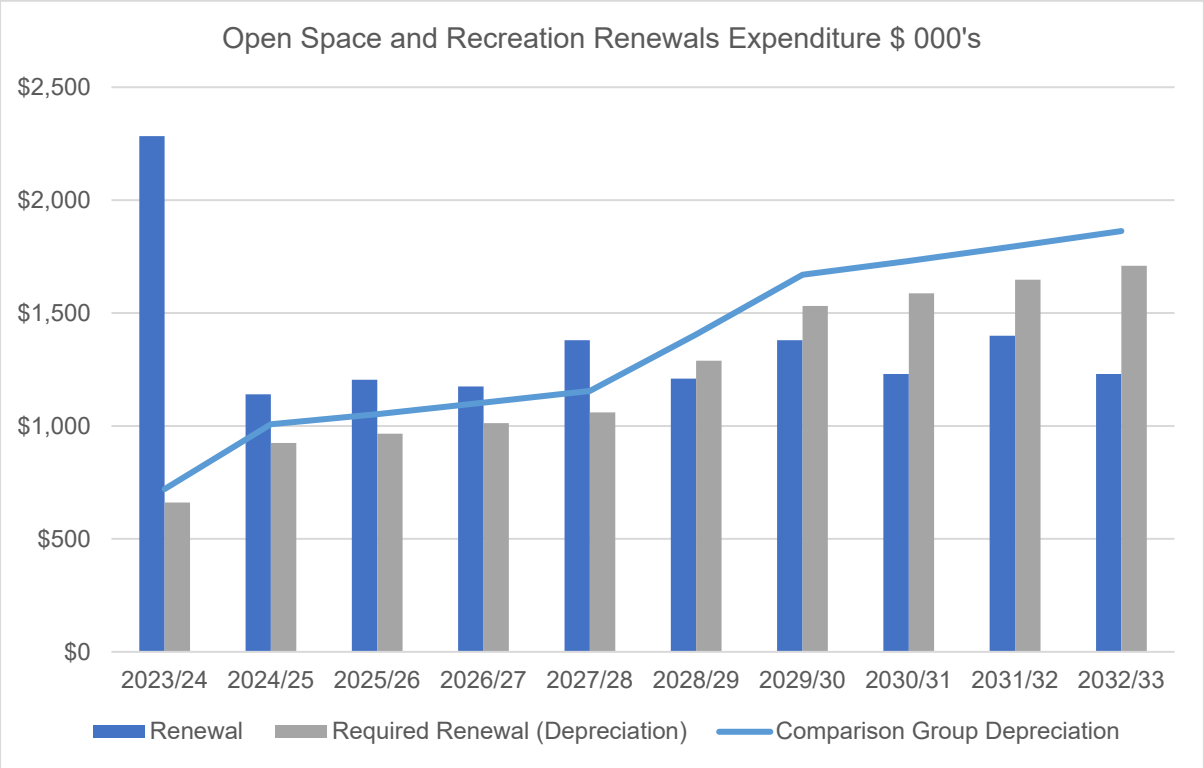
- Belmore Park
- Toilet Blocks
- Cemeteries



Council undertook a high-level assessment of our planned operational and maintenance budgets against similarly classified regional councils. The findings showed that planned expenditure was below the industry expectations for the amount of funding required for a portfolio the size of GMC.

Renewal and Replacement Strategy

Renewal actions are works to replace existing assets or facilities with assets or facilities of equivalent capacity or performance capability. Council has determined a satisfactory condition level of 4 with assets falling below this being recommended for renewal. Open Space assets are likely to be renewed due to functionality and or regulatory obsolescence rather than condition. Council considers these factors as key determinants in conjunction with asset condition in developing its Open Space capital program.



A similar high level assessment was undertaken against the required renewal expenditure of similar councils against our portfolio. The review showed that Goulburn has assessed that its Open Space assets inline with the comparative NSW regional councils.

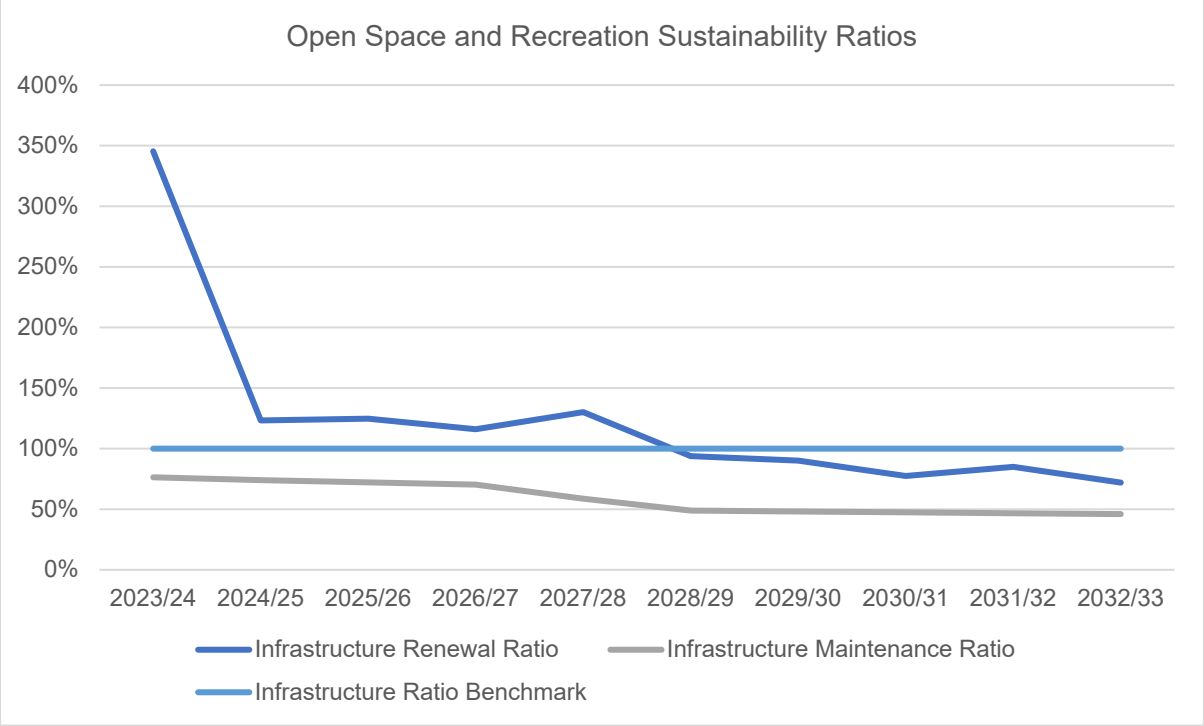
Long Term Financial Plan

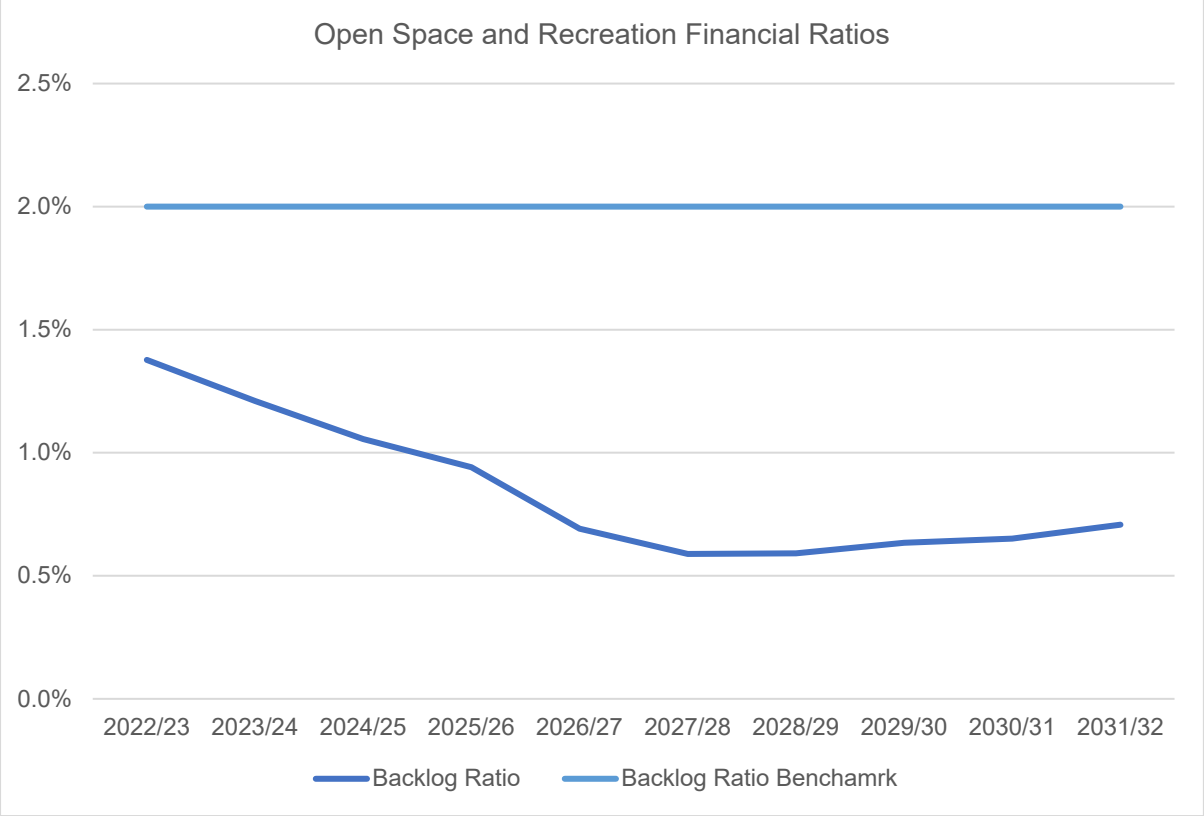
Asset lifecycle costs are the average costs required to sustain an asset over its useful life. These costs have been projected forward for the next ten years to inform Council's Long-Term Financial Plan. The table below compares Council's planned expenditure against the expenditure required to sustain its current levels of service.

Budget Gap by Asset Group	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
Actual										
Renewal	$0	$2,284	$1,140	$1,205	$1,175	$1,380	$1,210	$1,380	$1,230	$1,400
New and Expanded Assets	$12,685	$10,612	$1,225	$1,125	$1,120	$9,140	$11,140	$1,160	$1,160	$1,160
Operations and Maintenance	$1,599	$1,634	$1,670	$1,707	$1,744	$1,783	$1,822	$1,862	$1,903	$1,945
Total Expenditure	**$14,284**	**$14,530**	**$4,035**	**$4,037**	**$4,039**	**$12,303**	**$14,172**	**$4,402**	**$4,293**	**$4,505**
Required										
Required Renewal (Depreciation)	$647	$661	$925	$966	$1,012	$1,060	$1,289	$1,531	$1,587	$1,648
New and Expanded Assets	$12,685	$10,612	$1,225	$1,125	$1,120	$9,140	$11,140	$1,160	$1,160	$1,160
Required O&M	$1,522	$2,141	$2,255	$2,367	$2,481	$3,039	$3,721	$3,866	$4,015	$4,168
Total	**$14,854**	**$13,414**	**$4,405**	**$4,458**	**$4,613**	**$13,239**	**$16,149**	**$6,558**	**$6,763**	**$6,975**
Overall (GAP)	$647	$661	$925	$966	$1,012	$1,060	$1,289	$1,531	$1,587	$1,648

Financial Ratios

The Office of Local Government has established financial benchmarks for councils to strive towards and adhere to. The charts below showcase Council's current financial service levels and the impacts of Council's projected expenditure upon these service levels.





Risk Management

Critical Assets

Council has adopted the following Criticality Matrix for its Park Infrastructure Assets

Table 1 Park Infrastructure Assets – Criticality factors

Attribute	High Priority	Medium Priority	Low Priority
Size	Large	Medium	Small
Usage	Active/Sporting	Passive	Pocket
Playgrounds	> 2	1 – 2	
Amenities	Greater than 1		
Adjacent to Waterway		Yes	

Council has identified that there are no Critical Open Space Infrastructure Assets.

Confidence Levels

The confidence in the asset data used as a basis for the forecasts has been assessed using the following grading system.

Confidence Grade	General Meaning
Highly Reliable	Data based on sound records, procedure, investigations and analysis that is properly documented and recognised as the best method of assessment.
Reliable	Data based on sound records, procedures, investigations and analysis which is properly documented but has minor shortcomings; for example, the data is old, some documentation is missing, and reliance is placed on unconfirmed reports or some extrapolation.
Acceptable	Data based on sound records, procedures, investigations and analysis with some shortcomings and inconsistencies.
Uncertain	Data based on sound records, procedures, investigations and analysis which is incomplete or unsupported or extrapolation from a limited sample.
Very Uncertain	Data based on unconfirmed verbal reports and/or cursory inspection and analysis.

The overall confidence level of the plan is considered to be ‘Uncertain’.

Improvement Plan

Improvement action	Effect on AMPs	Priority	Due	Responsibility
Prepare and undertake comprehensive asset data collection and condition inspection strategy	Lifecycle planning decisions undertaken on complete data set	High		
Review Asset Hierarchy Matrix and adopt Hierarchies for cyclical and planned works programs	Lifecycle planning will be undertaken in a manner which delivers the best value for the portfolio and the community	Medium		
Develop and Engage community with respect to Levels of Service	Lifecycle planning will be aligned with community expectations	Medium		
Review functionality and capacity needs of Assets	Lifecycle planning will be aligned with community needs	Medium		
Identify 10-year planned expenditure and budget	Financial Sustainability Modelling reflective of Council capacity and needs	High		

Belmore Park

Capital Works Program

Project Description	23/24	24/25	25/26	26/27	27/28	28/29	29/30	30/31	31/32	32/33
Outdoor/Indoor Ancillary Area Renewals	20,000	20,000	20,000	60,000	60,000	60,000	60,000	80,000	80,000	80,000
Plant & Equipment - Aquatic Centre	20,000	20,000	35,000	35,000	50,000	50,000	50,000	50,000	50,000	50,000
Outdoor Pool - Stage 2 Grant funded					5,000,000	10,000,000				
Recreation Area Improvements	25,000	25,000	25,000	25,000	30,000	30,000	50,000	50,000	50,000	50,000
Japanese Garden Enhancement Stage 2	700,000	-	-	-	-	-	-	-	-	-
Japanese Garden Enhancement Stage 3 - Grant funded					3,000,000					
Belmore Park Improvements	69,750	25,000	25,000	25,000	40,000	40,000	40,000	40,000	40,000	40,000
CBD Asset Renewals	33,823	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Playground Facility Renewals	-	-	-	-	70,000	-	70,000	-	70,000	-
Moore Park Playground Replacement	-	-	70,000	-	-	-	-	-	-	-
Active Recreation Facilities Renewal Future Years	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Hockey Redevelopment - New Amenities (G)	400,000	-	-	-	-	-	-	-	-	-
Hockey Redevelopment - Existing Amenities Refurb (G)	200,000	-	-	-	-	-	-	-	-	-
Carr Confoy Netball Court Resurfacing - SCCF (G)	699,998	-	-	-	-	-	-	-	-	-
Carr Confoy Pavillion (G)	7,350,854	-	-	-	-	-	-	-	-	-
Carr Confoy Netball Courts Lighting Upgrade	286,800	-	-	-	-	-	-	-	-	-
22/23 Prell Oval Amenities Block	219,776	-	-	-	-	-	-	-	-	-
Future Grant Funded Projects - Project Management	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Future Grant Funded Projects - Project Management		1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Memorial Gardens Beams	25,000	25,000	25,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000
Cemetery Signage Upgrades	10,000	10,000	10,000	-	-	-	-	-	-	-
Public Conveniences Renewal	-	-	-	-	100,000	-	100,000	-	100,000	-
Riverside Park Amenities & Park Infrastructure	139,575	-	-	-	-	-	-	-	-	-
Bungonia Park Amenities Block	-	100,000	-	-	-	-	-	-	-	-
Other Parks/Reserves Replacements	20,000	20,000	20,000	20,000	40,000	40,000	40,000	40,000	40,000	40,000
City Wide Creek Bed Improvements	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000

Project Description	23/24	24/25	25/26	26/27	27/28	28/29	29/30	30/31	31/32	32/33
City Entrances	20,000	20,000	-	-	-	-	-	-	-	-
Wollondilly Walking Track - Cemetery St (G)	650,000	-	-	-	-	-	-	-	-	-
Copford Reach Improvements	200,650	-	-	-	-	-	-	-	-	-
22/23 Marulan Soccer Fields Lighting/Drainage Upgrade	423,852	-	-	-	-	-	-	-	-	-
Bladwell Park Infrastructure Upgrade	290,300	-	-	-	-	-	-	-	-	-

Appendix 4 – Transport Asset Management Plan

Our Assets

Our Transport portfolio is worth $944.25m and includes the following structures:

Ancillary Transport	**Bridges**	**Major Culverts**	**Pathways**
$87.8m	$160.93m	$0.05m	$52.76m
Kerb and Gutter	**Carparks**	**Sealed Roads**	**Unsealed Roads**
$106.08m	$0.02m	$582.94m	$34.15m

Introduction

The provision of well maintained, safe and integrated Transport infrastructure is critical to supporting council's community in their residential, business and leisure activities. It facilitates the provision of multiple services by enabling the transportation of goods, materials and people and therefore can be considered a 'core' service of Council. In the next ten years, and likely beyond, Transport infrastructure will need to support an overall increase in population and a mostly ageing community.

Purpose of this Plan

The purpose of this Asset Class Management Plan is to develop a strategic framework for the maintenance and renewal of transport infrastructure and to provide an agreed Level of Service in the most effective manner.

This plan includes the following scope of management:

- Asset Inventory, Values and Condition
- Asset Based Levels of Service
- Demand and Service Management
- Risk Management
- Development of the Long-Term Financial Plan (LTFP) for the maintenance and renewal of Councils transport assets.

Stakeholders

Key stakeholders must be considered in the preparation and implementation of this Asset Management Plan to ensure the value of services justifies investment in the assets. It also ensures there is a greater understanding of stakeholders' expectations with regards to the assets and services provided by Council. Key stakeholders in preparation of this asset management plan are:

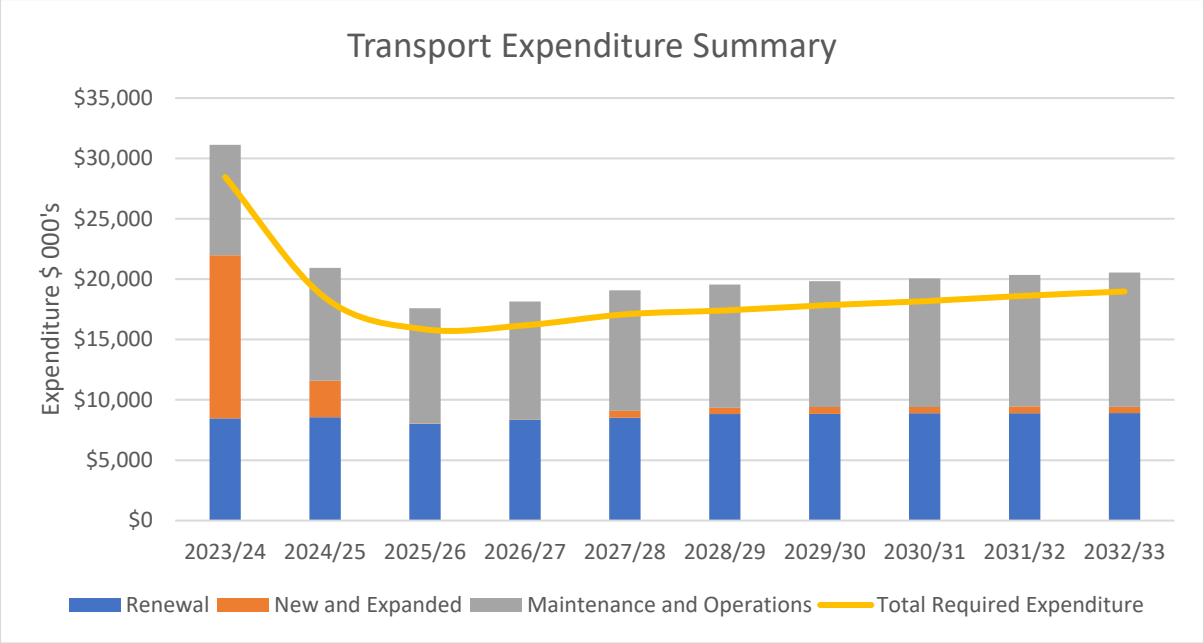
- Councillors - Allocate resources to meet the organisation's objectives in providing services while managing risks. Ensure organisation is financially sustainable.
- Residents - Residents are the core users of transport infrastructure assets. Their needs, wants and expectations are conveyed to Council, which should be reflected in the desired levels of service.
- Visitors - Visitors are the second largest users of transport infrastructure assets, due to their likely frequency of use. Visitor's wants, needs and expectations drive the development in areas of the highest traffic and pedestrian usage. Increased Tourism and a better local economy.
- External Parties - Neighbouring councils and their communities, Road Users, Emergency services, Developers and Utility companies, Local Businesses, Community businesses, and Transport businesses, Federal and State Government authorities and agencies such as RMS, local law enforcement and land use/development planning.

Legislative Requirements

This Asset Class Management Plan was made in accordance with the following documents and 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.
Road Act 1993	Set out the rights of members of the public to pass along public roads, the rights of persons who own land adjoining a public road to have access to the public road, and to establish the procedures for the opening and closing of a public road, to provide for the classification of roads, to provide for the declaration public authorities as roads authorities for both classified and unclassified roads, to confer certain functions (in particular, the function of carrying out road work), and to regulate the carrying out of various activities on public roads.
Environment Planning and Assessment Act 1979	Set out to encourage the proper management, development and conservation of natural and artificial resources for the purpose of promoting the social and economic welfare of the community and a better environment and the protection of the environment, including the protection and conservation of native animals and plants, including threatened species, populations and ecological communities, and their habitats.
Workplace Health and Safety Act 2011	Protecting workers and other persons against harm to their health, safety and welfare through the elimination or minimisation of risks arising from work.
Disability Discrimination Act 1992	To eliminate, as far as possible, discrimination against persons on the grounds of disability in the areas of the provision of goods, facilities, services and land.
Australian Accounting Standard AASB116	Reporting on asset condition and consumption to Councillors, management and the community.
Civil Liability Act 2002 and Civil Liability Amendment (Personal Responsibility) Act 2002	Protects the Council from civil action by requiring the courts to take into account the financial resources, the general responsibilities of the authority and the compliance with general practices and applicable standards.

Performance Overview

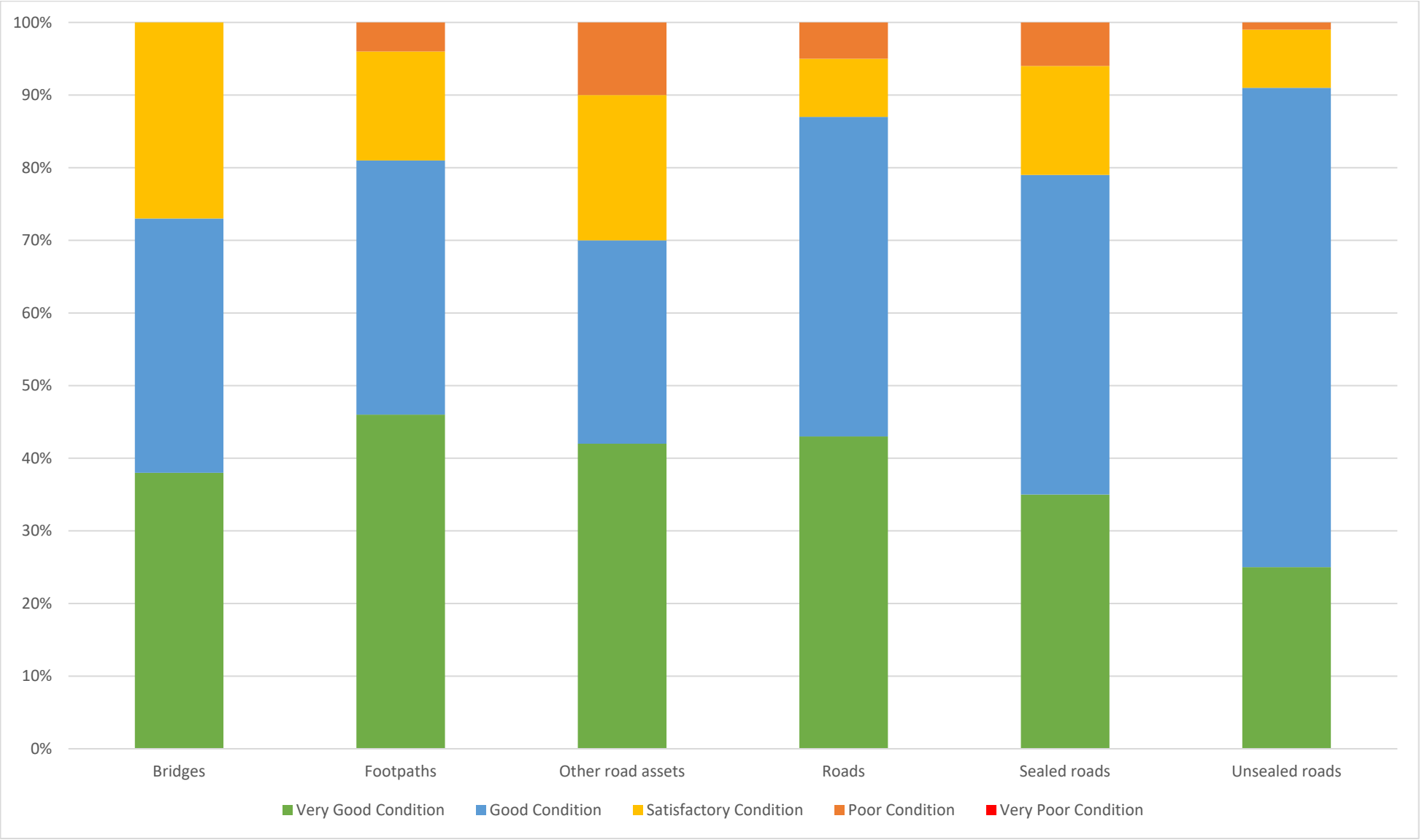


Infrastructure Ratios	Budget 2022/23	Estimated 2031/32	Funding Gap $ 000's	
Infrastructure renewals ratio Benchmark 100%	82.0%	69.5%	Budget Year 5 Year Average 10 year Average	-$1,856 -$2,544 -$2,963
Infrastructure Backlog Ratio Benchmark 2%	1.3%	1.6%	Budget Year 5 Year Average 10 year Average	$0 $0 $0
Infrastructure Maintenance Ratio Benchmark 100%	197.9%	197%	Budget Year 5 Year Average 10 year Average	$4,524 $4,715 $4,979
Total Funding Gap			Budget Year 5 Year Average 10 year Average	$2,668 $2,171 $2,017

Asset Inventory, Values and Condition

The table below provides a summary of the value and condition of Council's Transport Infrastructure assets. Based on 2018 data

Category	Gross Replacement Cost $m	Written Down Value $m	Annual Depreciation $m	Excellent Condition	Good Condition	Satisfactory Condition	Poor Condition	Very Poor Condition
Roads - Guard Rails and Signs	7.40	4.06	0.37	42%	28%	20%	10%	0%
Roads - Bus Shelters	1.00	0.77	0.05					
Roads - Ancillary	0.15	0.14	0.01					
Roads - Bridges	160.93	118.08	1.58	38%	35%	27%	0%	0%
Roads - Culverts	0.05	0.05	0.00					
Roads - Cycle ways	0.12	0.12	0.00					
Roads - Footpaths	52.64	41.32	1.32	46%	35%	15%	4%	0%
Roads - Kerb and Gutter	106.08	78.31	2.65	43%	44%	8%	5%	0%
Roads - Safety Barrier	0.62	0.58	0.03					
Roads - Carparks	0.02	0.02	0.00					
Roads - Sealed Roads	581.56	381.38	10.32	43%	44%	8%	5%	0%
Roads - Sealed Roads Structure	1.32	1.30	0.01					
Roads - Sealed Roads Surface	0.06	0.05	0.00					
Roads - Unsealed Roads	34.15	32.33	0.39	25%	66%	8%	1%	0%
Grand Total	946.11	658.50	16.74					


100%
90%
80%
70%
60%
50%
40%
30%
20%
10%
0%
Bridges
Footpaths
Other road assets
Roads
Sealed roads
Unsealed roads
Very Good Condition
Good Condition
Satisfactory Condition
Poor Condition
Very Poor Condition

Levels of Service

Goulburn Mulwaree Council provides infrastructure to underpin a service to the community. Consequently, Council has based service level planning around the infrastructure required to provide a desired service, then the operational requirements required to maintain the service.

Key Performance Indicator	Level of Service	Performance Measurement Process	Target Performance	Current Performance
Accessibility	The road and transport network is convenient, offers choices of travel, and is available to the whole community	Community satisfaction survey	Monitor and progress on active transport strategies.	
Quality / Condition	Provide road network with smooth ride appropriate to the road type and speed limits	Condition assessment and operational reviews	90% of sealed road assets are in Condition 3 or better. 90% of unsealed road assets are in Condition 3 or better	
	Footpaths and cycleways are in good condition and are fit for purpose	Condition assessment and operational reviews	90% of assets are in Condition 3 or better.	
	Kerb & gutter and traffic islands are in good condition and are fit for purpose	Condition assessment and operational reviews	90% of assets are in Condition 3 or better.	
Reliability / Responsiveness	Planned works completed in accordance with schedules	Completion of scheduled work	90% completion within scheduled service standard	
Community Satisfaction and Involvement	Be responsive to the needs of the road and transport asset users	Customer Service Requests	85% of requests are completed within Councils service charter	
	Road facilities are provided that meet community demand	Community satisfaction survey	Satisfaction rating is “satisfactory” or above.	
	The services are affordable and managed using the most cost-effective methods for the required level of service	Annual budget reporting	Maintenance / Operational Expenditure within 5% of Annual budget.	
Sustainability	Assets are maintained in a satisfactory condition	Backlog ratio (estimated cost to brig asset to a satisfactory condition / written down value of the assets)	OLG benchmark <2%	
	Assets are being renewed in a sustainable manner	Infrastructure Renewal ratio	OLG benchmark > 100%	
	Council maintains its Transport assets	Asset maintenance ratio, measured by (actual maintenance expenditure. Required maintenance expenditure	OLG benchmark 100%	
Health & Safety	Provide roadways free from hazards	Number of road accidents (annual RMS accident report)	Reduction in 3 year rolling average.	
	Provide pathways free from hazards	Number of insurance claims received	Reduction in 3 year rolling average	
Affordability	Provide well maintained infrastructure that is affordable to the community	Planned vs. Reactive Maintenance	Greater than 50% of maintenance expenditure is undertaken through planned maintenance schedules	

Demand Management

Council evaluates the demand for services and the assets required to deliver them. Goulburn Mulwaree's demand for new services will be managed through a combination of:

- managing existing assets
- upgrading of existing assets
- provision of new assets.

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

Demand for services provided by roads assets is expected to increase. This will be primarily driven by gradual growth and development in the LGA, increased industrial and mining operations, growing community expectations and awareness, and regulatory change.

Demand Factor	Impact on Assets	Demand Management Plan
Population	Roads will become more congested with the increase in population, putting greater strain and usage on transport infrastructure.	Regulatory - Heavy Vehicle restriction, Speed restrictions and local area traffic management
Demographics	Increased need for footpath facilitation to accommodate walking frames and mobile scooters in built up areas	Promote low-cost alternatives to road finishes
Technological Changes	Higher expectation of services and presentation of roads assets, and the way we deliver them	Supply - Modification of access to asset, for example in local area traffic management schemes. Further the use of AI to undertake condition and defect inspections and to assist in analytics and works programming.

Asset Lifecycle Practices

Maintenance Strategy

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 functioning e.g. footpath repair, pothole patching but excluding rehabilitation or renewal. It is operating expenditure required to ensure that the asset reaches its expected useful life.

Service Level Agreement – Maintenance of Transport Assets

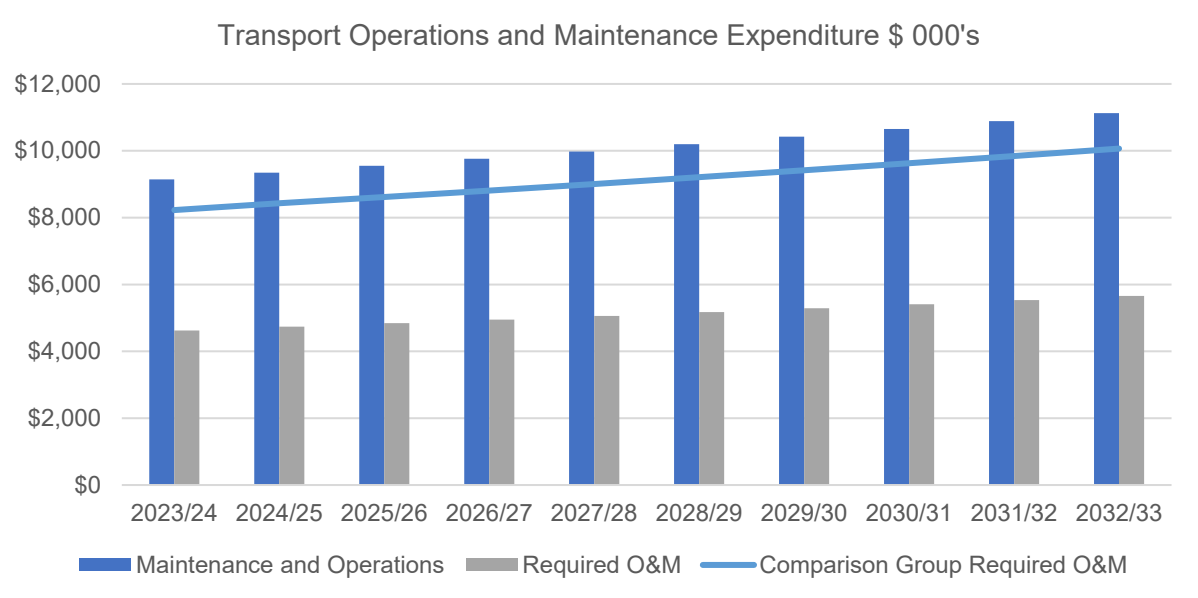
A key element of advanced asset management planning is determining the most cost-effective mix of planned and unplanned maintenance

The Service Level agreement defines:

- the inspection frequency for Transport infrastructure assets
- the response times for attention to defects identified by inspection
- the works to be performed to address defects identified by inspection
- identify road assets in poor condition to include in Renewal Program.

Standards and Specifications for Maintenance

Maintenance work is generally carried out in accordance with industry standards and specifications.

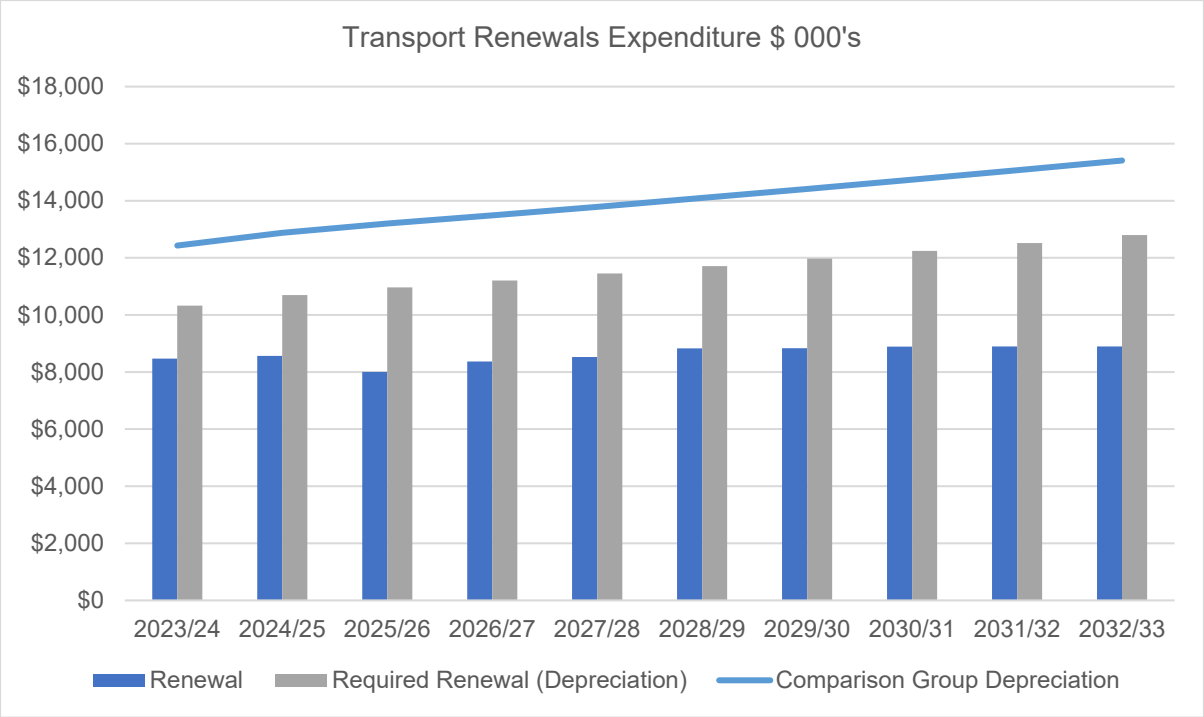


Council undertook a high-level assessment of our planned operational and maintenance budgets against similarly classified regional councils. The findings showed that planned expenditure aligned with industry expectations with the amount of funding required for a portfolio the size of GMC. Whilst the required O&M numbers are substantially less than comparable regional Councils.

Renewal and Replacement Strategy

Council will plan capital renewal and replacement projects to meet Service Level objectives and minimise infrastructure service risks. The capital program has been primarily driven by asset condition and works are prioritised on the following factors:

- Safety Risk – Accident Potential
- Heavy Vehicle Use
- Network Significance
- Cost / Benefit
- Environmental Factors.



A similar high level assessment was undertaken against the required renewal expenditure of similar councils against our portfolio. The review showed that Goulburn has assessed that its transport assets on average are lasting longer (have longer assets lives) than comparative councils however variations are likely due to different climatic conditions as well as the volume of heavy vehicle traffic through the LGA relative to the comparative councils.

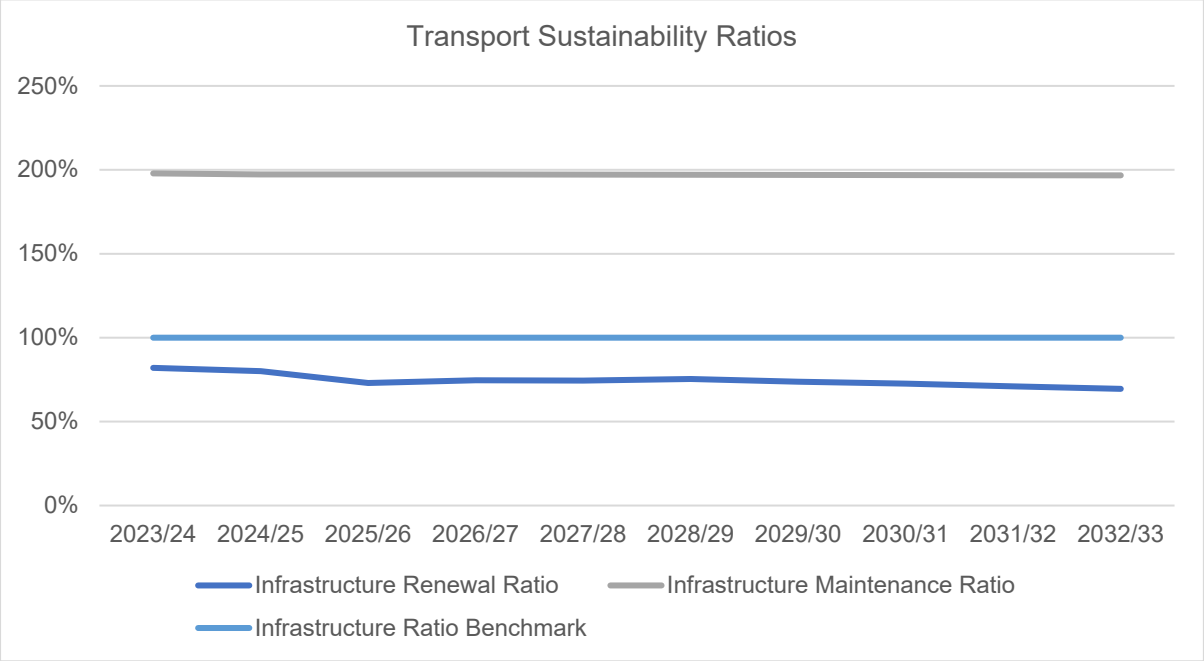
Long Term Financial Plan

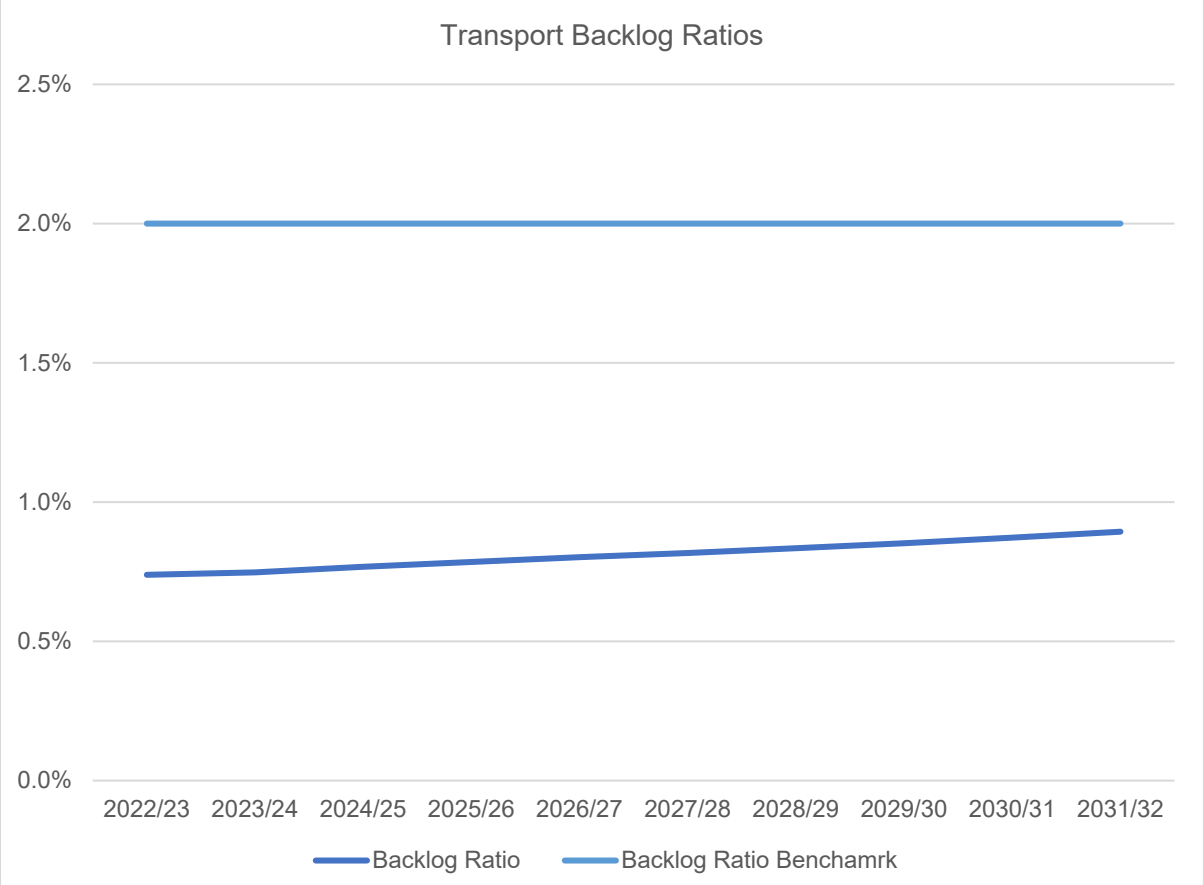
Asset lifecycle costs are the average costs required to sustain an asset over its useful life. These costs have been projected forward for the next ten years to inform Council's Long-Term Financial Plan. The table below compares Council's planned expenditure against the expenditure required to sustain its current levels of service.

Budget Gap by Asset Group	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
Actual										
Renewal	$0	$8,470	$8,566	$8,003	$8,368	$8,523	$8,828	$8,834	$8,889	$8,894
New and Expanded Assets	$781	$13,510	$3,020	$35	$20	$570	$520	$570	$520	$570
Operations and Maintenance	$8,949	$9,146	$9,347	$9,553	$9,763	$9,978	$10,197	$10,422	$10,651	$10,885
Total Expenditure	**$9,730**	**$31,126**	**$20,934**	**$17,591**	**$18,151**	**$19,071**	**$19,546**	**$19,825**	**$20,059**	**$20,349**
Required										
Required Renewal (Depreciation)	$10,104	$10,326	$10,698	$10,965	$11,207	$11,454	$11,712	$11,975	$12,244	$12,519
New and Expanded Assets	$781	$13,510	$3,020	$35	$20	$570	$520	$570	$520	$570
Required O&M	$4,460	$4,622	$4,738	$4,842	$4,949	$5,060	$5,174	$5,291	$5,410	$5,531
Total	$15,345	$28,458	$18,456	$15,843	$16,176	$17,084	$17,406	$17,836	$18,174	$18,621
Overall (GAP)	**-$2,351**	**-$5,615**	**$2,668**	**$2,478**	**$1,748**	**$1,975**	**$1,987**	**$2,140**	**$1,989**	**$1,885**

Financial Ratios

The Office of Local Government has established financial benchmarks for councils to strive towards and adhere to. The charts below showcase Council's current financial service levels and the impacts of Council's projected expenditure upon these service levels.





Risk Management

Critical Assets

The following attributes of an asset were considered when looking at critical transport assets.

Confidence Grade	High	Medium	Low
Road Classification	State	Regional	Local
Annual Average Daily Traffic	5,000	1,000	
Average Daily Heavy Vehicle Traffic	20	10	
Railway Crossing	Yes		
Locality		Urban	Village / Rural
Bus Route		Yes	

Council has determined the criticality of its roads based upon the above matrix.

Confidence Levels

The confidence in the asset data used as a basis for the forecasts has been assessed using the following grading system.

Confidence Grade	General Meaning
Highly Reliable	Data based on sound records, procedure, investigations and analysis that is properly documented and recognised as the best method of assessment.
Reliable	Data based on sound records, procedures, investigations and analysis which is properly documented but has minor shortcomings; for example, the data is old, some documentation is missing, and reliance is placed on unconfirmed reports or some extrapolation.
Acceptable	Data based on sound records, procedures, investigations and analysis with some shortcomings and inconsistencies.
Uncertain	Data based on sound records, procedures, investigations and analysis which is incomplete or unsupported or extrapolation from a limited sample.
Very Uncertain	Data based on unconfirmed verbal reports and/or cursory inspection and analysis.

The overall confidence level of the plan is considered to be ‘Reliable’.

Improvement Plan

Improvement action	Effect on AMPs	Priority	Due	Responsibility
Engage community with respect to Levels of Service	Lifecycle planning will be aligned with community expectations	Medium		
Review functionality and capacity needs of Assets	Lifecycle planning will be aligned with community needs	Medium		
Identify 10-year planned expenditure and budget	Financial Sustainability Modelling reflective of Council capacity and needs	High		
Develop Risk Management Plans for Councils Critical Assets	Resilience and disaster recovery will be incorporated as part of lifecycle planning.	High		

Capital Works Program

Project Description	23/24	24/25	25/26	26/27	27/28	28/29	29/30	30/31	31/32	32/33
18-22 North Gbn Employment Precinct and Roundabout1	4,462,971	-	-	-	-	-	-	-	-	-
Urban Resealing	430,000	580,000	580,000	585,000	585,000	590,000	590,000	595,000	595,000	595,000
St Lighting and Traffic facilities	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
URBAN ROAD REHABILITATION Future Years	-	461,500	461,500	461,500	461,500	461,500	461,500	461,500	461,500	461,500
Urban Road Rehabilitation	-	-	-	160,000	160,000	160,000	160,000	160,000	160,000	160,000
Kerb & Gutter Replacement	150,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000	250,000
Kinghorne/Albert Roundabout - Blackspot (G)	520,339	-	-	-	-	-	-	-	-	-
Deccan Street Rehabilitation - FLR (G)	329,818	-	-	-	-	-	-	-	-	-
Run-o-Waters Second Access	2,000,000	3,000,000	-	-	-	-	-	-	-	-
Urban Road Rehabilitation - LRCI4	273,442	273,442	-	-	-	-	-	-	-	-
Future Grant Funded Projects - Urban Roads - Local	-	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
Guardrails - Sealed Rural - Local	160,000	160,000	160,000	160,000	160,000	160,000	160,000	160,000	160,000	160,000
RHL Collector Rd - Veolia Sec94	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000	300,000
Rural Resealing	157,584	357,994	363,244	363,312	368,383	368,458	373,536	373,618	378,704	383,810
RURAL ROAD REHABILITATION Future years	-	538,500	538,500	538,500	538,500	538,500	538,500	538,500	538,500	538,500
RHL - MultiQuip Sec94	-	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
Rural Road Rehabilitation	-	-	-	200,000	200,000	200,000	200,000	200,000	200,000	200,000
FLR Windellama Rd Rehabilitation Stage 5	4,159,500	-	-	-	-	-	-	-	-	-
Rural Roads Rehabilitation - LRCI4	345,000	345,000	-	-	-	-	-	-	-	-
Future Grant Funded Projects - Sealed Rural Roads - Local	-	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000
Tarago Village Projects (Veolia Host Fee)	150,000	150,000	150,000	150,000	150,000	150,000	150,000	200,000	200,000	200,000
REGIONAL ROAD BLOCK GRANT - Future years (G)	425,000	425,000	425,000	425,000	425,000	425,000	425,000	425,000	425,000	425,000
Gravel Resheeting	500,000	350,000	350,000	350,000	500,000	500,000	500,000	500,000	500,000	500,000
Range Rd Causeway	636,714	-	-	-	-	-	-	-	-	-
Mayfield Road Bridge Replacement	428,000	-	-	-	-	-	-	-	-	-

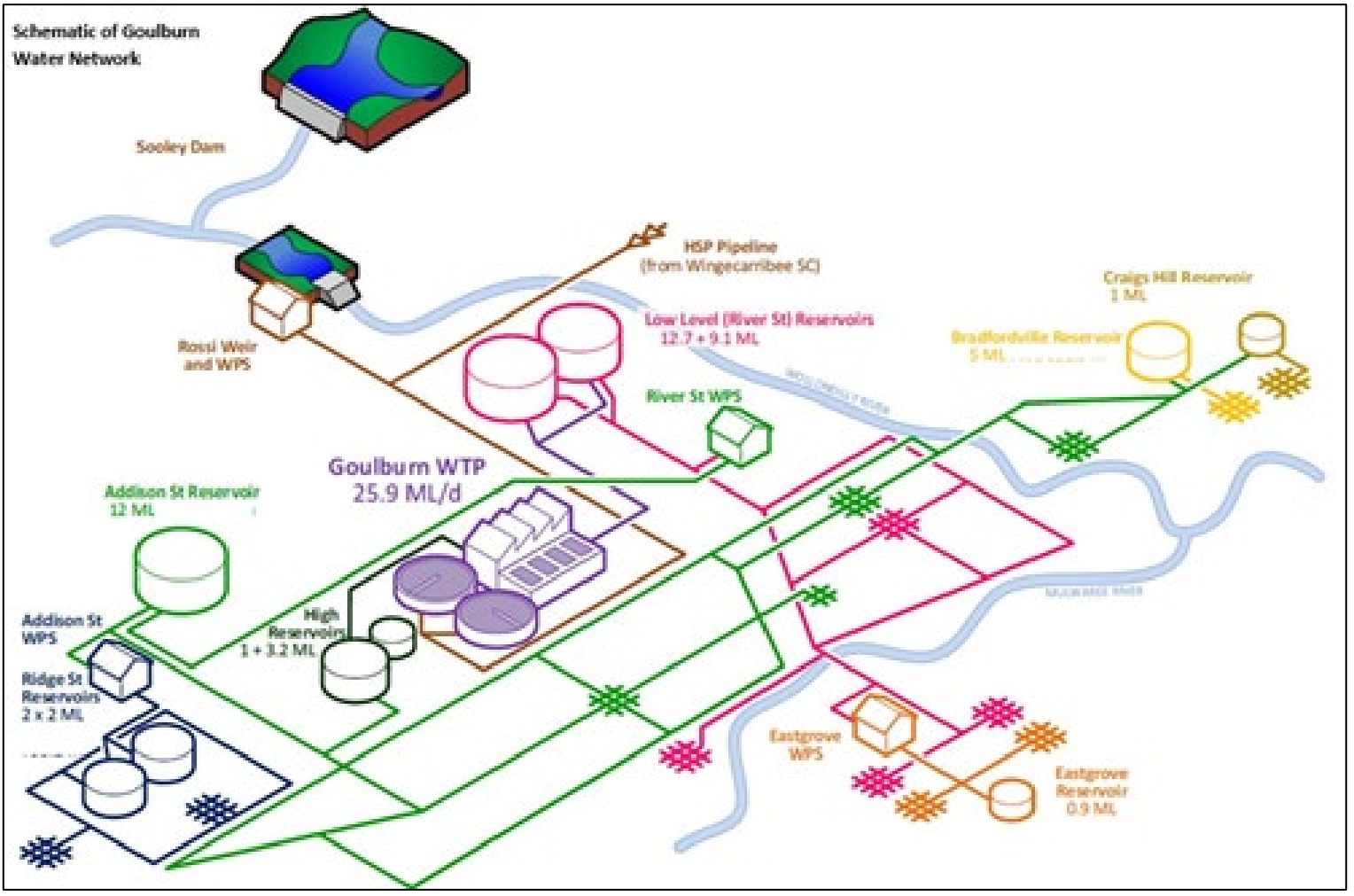
Project Description	23/24	24/25	25/26	26/27	27/28	28/29	29/30	30/31	31/32	32/33
Mayfield Road Bridge Replacement	1,710,000									
Footpath Replacement	150,000	200,000	200,000	200,000	500,000	500,000	500,000	500,000	500,000	500,000
22/23 Eastgrove Shared Pathway	2,015,000	-	-	-	-	-	-	-	-	-
South Goulburn Shared Pathway	2,756,900	-	-	-	-	-	-	-	-	-
Pedestrian Access Mobility Plan (PAMP)					500,000	500,000	500,000	500,000	500,000	500,000
Bus Shelters - New	25,000	-	15,000	-	50,000	-	50,000	-	50,000	-
Gravel Pit Rehab/Improvements	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000

Appendix 5 – Water Supply

Our Assets

Our water portfolio is worth $330m and includes the following structures:

Weirs and Dams	Water Mains	Pumping Stations	Reservoirs	Treatment Plants
$92.2m	$158.6m	$10.3m	$27.7m	$22.8m



Introduction

Goulburn Mulwaree Council owns and manages an extensive network of active and passive water supply assets across the LGA. There are two dams with a total storage capacity of 15,250 ML supplying Goulburn. The Goulburn Mulwaree Council system comprises a conventional water treatment works at Goulburn (35 ML/d), a micro-filtration water treatment works at Marulan, 11 service reservoirs (50 ML) eight pumping stations, 36.5 ML/d delivery capacity into the distribution system, 74 km of transfer and trunk mains, and 334 km of reticulation. The water supply is fully treated. These assets are used to provide water services to the Goulburn Mulwaree community in accordance with the guidelines and regulations set down by the DPI Water, NSW Health and the Office of Environment and Heritage.

Council as the owner and operator of its water supply assets has the responsibility for several functions including:

- New and Acquisitions
- Maintenance and Operations
- Renewal and Refurbishment
- Disposals and Rationalisation

The planning of these functions is outlined in this asset management plan.

Purpose of this Plan

The purpose of this Asset Class Management Plan is to develop a strategic framework for the maintenance and renewal of Buildings and Other Structures and to provide an agreed Level of Service in the most effective manner.

This plan includes the following scope of management:

- Asset Inventory, Values and Condition
- Asset Based Levels of Service
- Demand and Service Management
- Risk Management
- Development of the Long-Term Financial Plan (LTFP) for the maintenance and renewal of buildings.

Stakeholders

Key stakeholders must be considered in the preparation and implementation of this Asset Management Plan to ensure the value of services justifies investment in the assets. It also ensures there is a greater understanding of stakeholders' expectations with regards to the facilities and services provided by Council. Key stakeholders in preparation of this asset management plan are:

- Councillors – Adopt the Plan and ensure enough resources are applied to manage the assets and stewardship responsibility for the control and care of Councils Buildings.
- Executive Management – Report on the status and effectiveness of current asset management processes at Council.

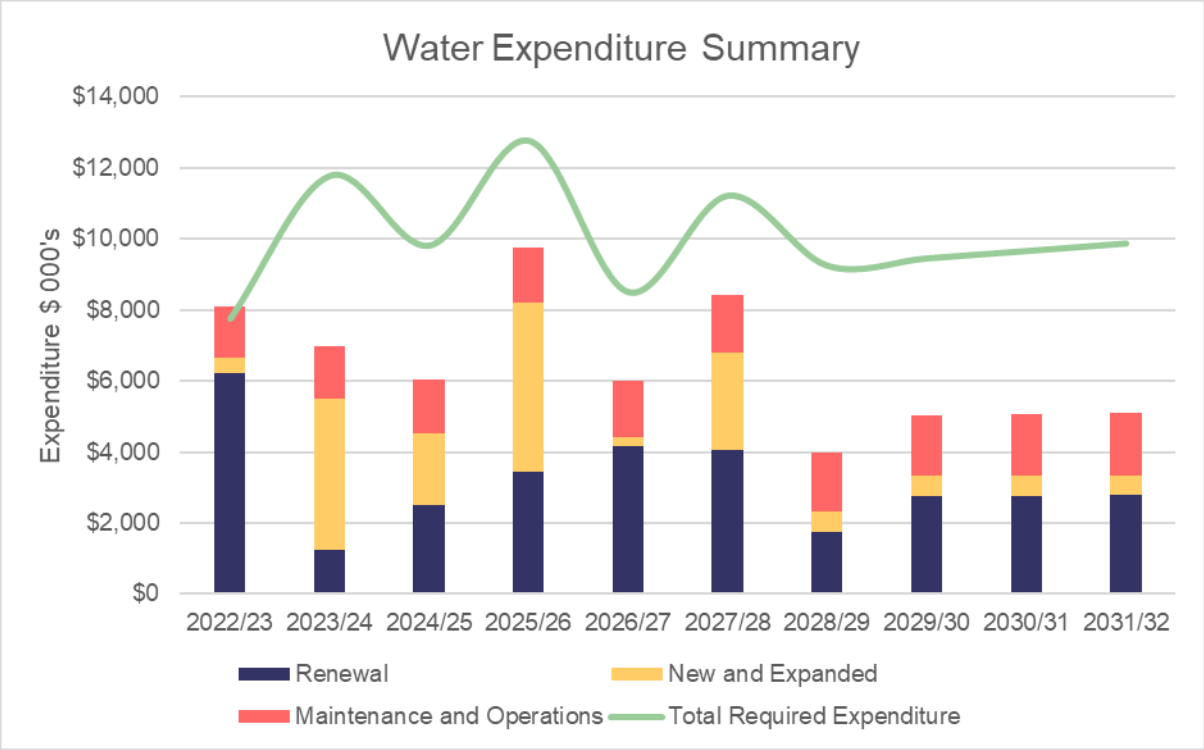
- Asset Management Team – Co-ordinate development and implementation of AM Plans and asset management related matters
- Asset Managers – Implementation of AM Plans and management of assets under their direct control.
- Federal and State Government Authorities and Agencies (inc. DPI Water and NSW Health) – Regulate practice and requirements through legislation
- Council Staff - Responsible for the timely completion of tasks allocated to them from within the plans
- Community and Rate Payers

Legislative Requirements

This Asset Class Management Plan was made in accordance with the following documents and legislative requirements.

Legislation	Requirement
Civil Liability Act 2002 and Civil Liability Amendment (Personal Responsibility) Act 2002	Protects the Council from civil action by requiring the courts to take into account the financial resources, the general responsibilities of the authority and the compliance with general practices and applicable standards.
Disability Discrimination Act 1992	The Federal Disability Discrimination Act 1992 (D.D.A.) provides protection for everyone in Australia against discrimination based on disability.
Environmental Planning and Assessment Act 1979; Environmental Protection Act 1994; Protection of the Environment Operations Act 1997; National Parks & Wildlife Act 1974; Threatened Species Conservation Act 1995; Native Vegetation Act 2003;	Sets out the role, purpose, responsibilities and powers of Council relating to protection and preservation of the environment.
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.
WH&S Act 2011 & regulations	Sets out Council's responsibility to ensure health, safety and welfare of employees and others at places of work.
Crown Lands Act 2016	Is an Act to provide for the administration and management of Crown land in the Eastern and Central Division of the State of NSW. Council has a large holding of Crown land under it care, control and management.
Dam Safety Act 1978	This act establishes the Dam Safety Committee that ensures the safety of dams in NSW
Fluoridation Act of Public Water Supplies Act, 1957	Allows a water supply authority to add fluoride to its water supply

Performance Overview

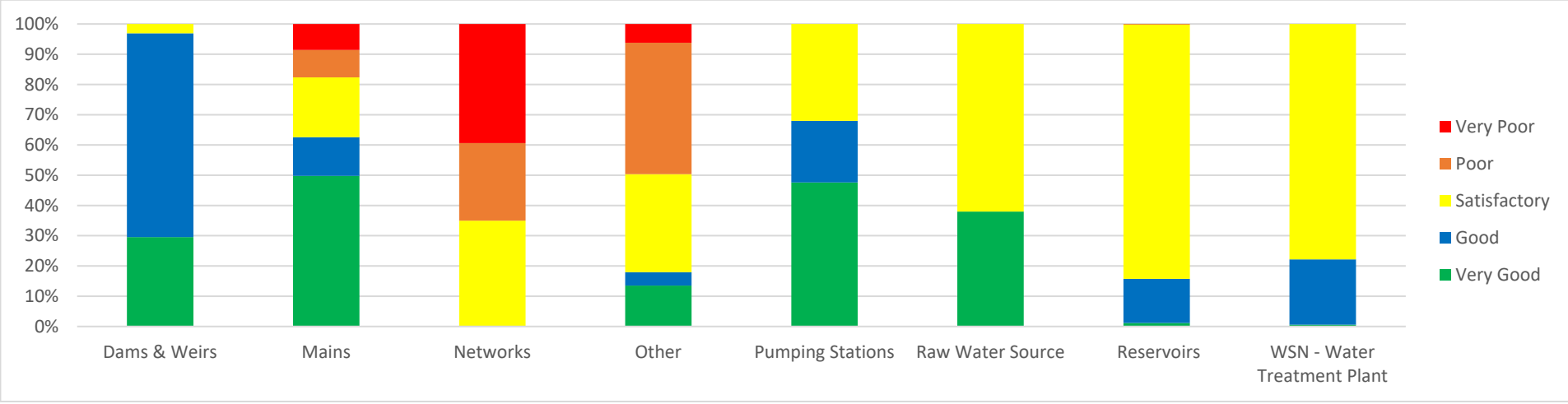


Infrastructure Ratios	**Budget 2022/23**	**Estimated 2031/32**	**Funding Gap $ 000's**	
Infrastructure renewals ratio	208.9%	73.4%	Budget Year	$3,248
Benchmark 100%			5 Year Average	$354
			10 year Average	-$220
Infrastructure Backlog Ratio	1.4%	1.3%	Budget Year	$0
Benchmark 2%			5 Year Average	$0
			10 year Average	$0
Infrastructure Maintenance Ratio	33.5%	32%	Budget Year	-$2,879
Benchmark 100%			5 Year Average	-$3,095
			10 year Average	-$3,331
Total Funding Gap			Budget Year	$369
			5 Year Average	-$2,741
			10 year Average	-$3,551

Asset Inventory, Values and Condition

Council Building Assets data is comprehensive and up to date having been revalued as of the 30th of June 2022. Council will continue to ensure the integrity of its asset data through continuous monitoring of its assets and planned revaluations in accordance with Councils Revaluation Policy. The table below provides a summary of the value and condition of Council's Water Supply assets.

Category	Gross Replacement Cost $m	Written Down Value $m	Annual Depreciation $m	Excellent Condition	Good Condition	Satisfactory Condition	Poor Condition	Very Poor Condition
Network	$166,891	$120,556	$3,146	15.0%	35.0%	48.0%	1.0%	1.0%
Reservoirs	$21,801	$4,993	$0	0.0%	65.0%	35.0%	0.0%	0.0%
Pumping Stations	$8,078	$4,430	$0	20.0%	0.0%	80.0%	0.0%	0.0%
Water Treatment Plant	$24,203	$12,297	$0	0.0%	75.0%	20.0%	5.0%	0.0%
Raw Water source	$89,872	$67,464	$0	40.0%	50.0%	10.0%	0.0%	0.0%
Grand Total	**$310,845**	**$228,031**	**$2,920**	**22%**	**45%**	**33%**	**0%**	**0%**



Levels of Service

Councils levels of service to meet the requirements of the community.

Key Performance Indicator	Level of Service	Performance Measurement Process	Target Performance	Current Performance
Pressure	Minimum Pressure when delivering 15L/min	Meters Head	30	
Drought Restrictions	Level of restriction supplied through a repeat of the worst drought on record	% of Normal usage	5/10/20	
Drought Restrictions	Frequency of restrictions (on average)	No. / 10 years	1	
Quantity	Availability of Supply – Domestic peak day	L/tenement/day	4,000	
Quantity	Availability of Supply – Domestic annual	kL/tenement/year	250	
Quantity	Availability of Supply – total annual average consumption	ML/year	4,125	
Interruptions	Percentage of interruptions which are planned	% of total interruptions	95	
Interruptions	Number of days' notice to domestic customers for planned interruptions	Days	1	
Interruptions	Number of days' notice to commercial customers for planned interruptions	Days	7	
Interruptions	Number of days' notice to institutional and industrial customers for planned interruptions	Days	14	
Interruptions	Max duration of unplanned interruptions	Hours	4	
Interruptions	No. of unplanned interruptions	No./customer/year	1	
Compliance	Compliance with Local Government Regulations for the availability of water for firefighting	% of area where minimum flow rates are achieved	100%	
Quality	Sampling Frequency	Samples / year	TBC	
Quality	Microbiological compliance	% of compliant samples	100%	
Quality	Physical parameters compliance with ADWG	% of compliant samples	100%	
Quality	Chemical parameters compliance with ADWG	% of compliant samples	100%	
Quality	pH compliance	% of compliant samples	100%	
Quality	Turbidity compliance with ADWG	% of compliant samples	100%	
Quality	Total coliforms compliance with ADWG	% of compliant samples	100%	

Key Performance Indicator	Level of Service	Performance Measurement Process	Target Performance	Current Performance
Customer Response	Response time to customer complains of supply failure – Priority 1 (failure to maintain continuity or quality supply to a large number of customers or to a critical user at a critical time)	Hours	Immediate	
Customer Response	After hours response time to customer complaints of supply failure – Priority 1	Hours	Immediate	
Customer Response	Response time to customer complains of supply failure – Priority 2 (failure to maintain continuity or quality of supply to a small number of customers or to a critical user at a non-critical time)	Hours	Action and Repair within 12 hours	
Customer Response	After hours response time to customer complaints of supply failure – Priority 2	Hours	Action and Repair within 12 hours	
Customer Response	Response time to customer complains of supply failure – Priority 3 (failure to maintain continuity or quality of supply to a single customer)	Working Days	1	
Customer Response	Response time to customer complains of supply failure – Priority 4 (minor problem or complaint which can be dealt with at a time convenient to the customer and the water authority)	Days	5	
Customer Response	Response time to written complaints (other than supply failure)	Working days	10	
Customer Response	Response time to personal complaints (other than supply failure)	Working days	1	
Special	Response time to special customers – Hospital – dialysis unit response to failure	Minutes	45	

Demand Management

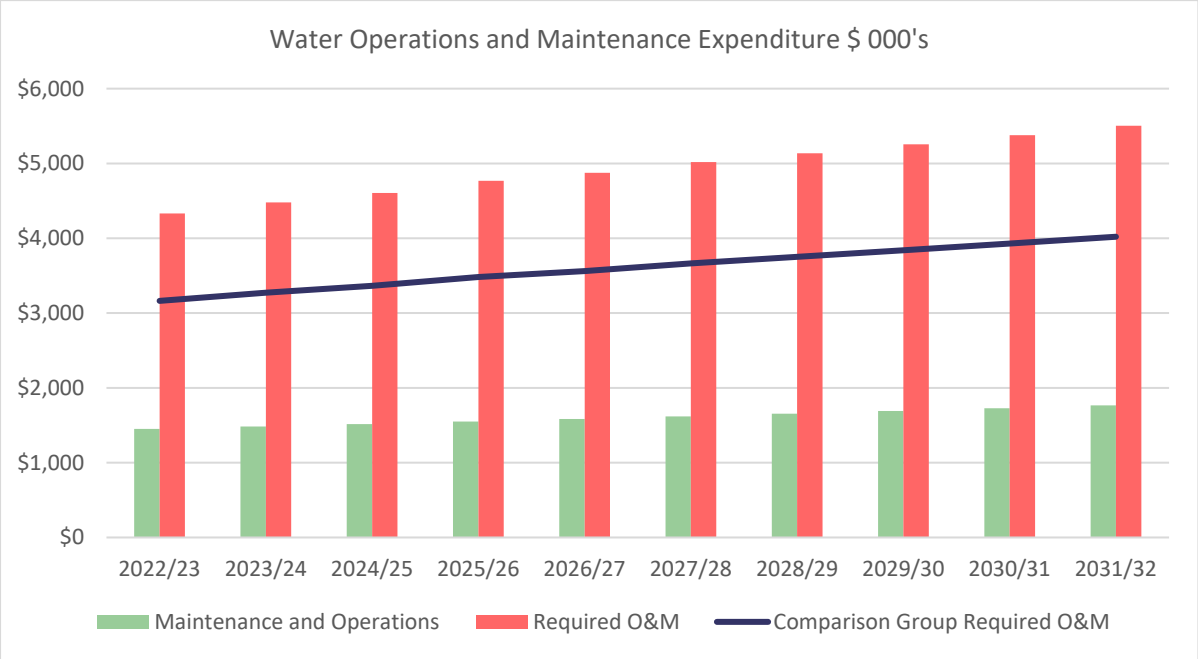
Demand for services provided by water supply assets is expected to increase. Much of this will be driven by gradual development in the LGA, growing community expectations and awareness, and regulatory change

Demand Factor	Impact on Assets	Demand Management Plan
Population	The increase in population will impact on the number of people and properties connected to the water supply system. Council is under continued pressure to minimise household water consumption and as such should be used as a demand management strategy to ensure the longevity of the supply and storage network.	
Increasing Costs	Will be a requirement to continue to maximise service delivery within the funding limitations.	
Environment and Climate	Changes in rainfall as a result of climate change may have an effect on the reliable storage capacity for drinking water. There is likely to be tightening of controls on discharges from the water supply system and greater environmental controls.	
Technology	May require improved environmental management of construction and the management of the water supply network into the future.	

Asset Lifecycle Practices

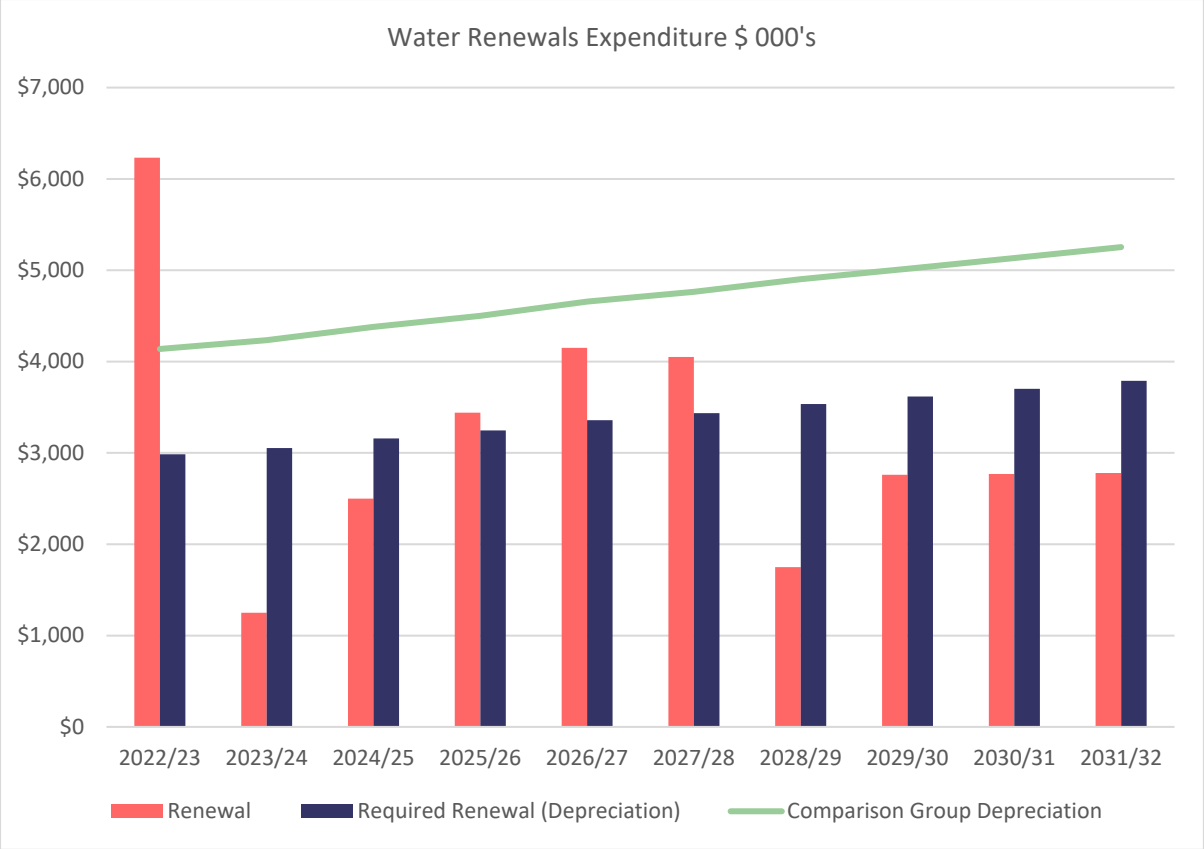
Maintenance Strategy

Council relies on a combination of proactive and reactive maintenance for the management of its Water Supply assets. Council has undertaken extensive Monte Carlo modelling to determine the risk profile of its active network and has developed an asset inspection program accordingly. This includes annual inspection of its pumping infrastructure and biennial inspections of its reservoirs. Maintenance works are subsequently scheduled in accordance with the findings. Maintenance works on the passive network are largely reactive from customer requests/complaints.



Renewal and Replacement Strategy

Council's capital works program is primarily driven by the risk profile of its assets network. The risk profile incorporates; criticality, age, condition, material as well as the amount of maintenance work/service requests undertaken for the asset. Capacity and functionality also play a key role in renewal and upgrade decisions with Council recently completing the 10 year rebuild of its water treatment plant and commencement of an annual relining program of its passive network.


Water Renewals Expenditure $ 000's
$7,000
$6,000
$5,000
$4,000
$3,000
$2,000
$1,000
$0
2022/23
2023/24
2024/25
2025/26
2026/27
2027/28
2028/29
2029/30
2030/31
2031/32
Renewal
Required Renewal (Depreciation)
Comparison Group Depreciation

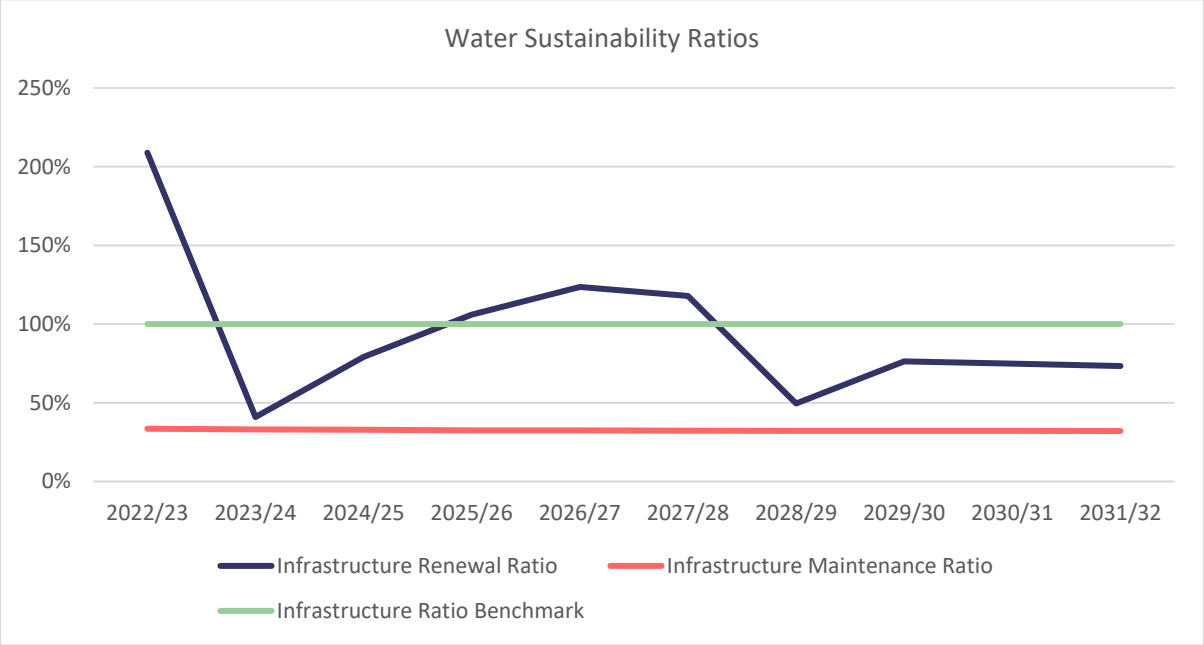
Long Term Financial Plan

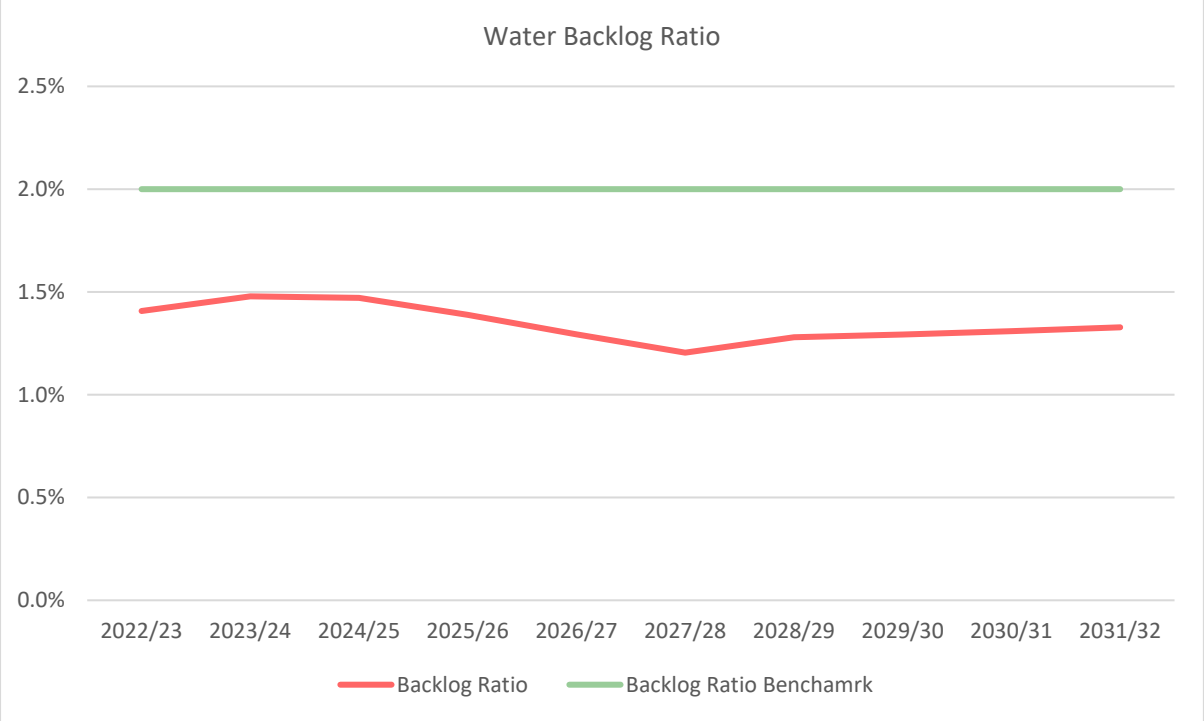
Asset lifecycle costs are the average costs required to sustain an asset over its useful life. These costs have been projected forward for the next ten years to inform Council's Long-Term Financial Plan. The table below compares Council's planned expenditure against the expenditure required to sustain its current levels of service.

Budget Gap by Asset Group	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
Actual										
Renewal	$4,024	$4,022	$4,806	$3,675	$1,812	$654	$1,010	$880	$3,266	$1,284
New and Expanded Assets	$279	$121	$693	$505	$141	$1	$61	$39	$424	$106
Operations and Maintenance	$3,724	$3,817	$3,912	$4,010	$4,110	$4,213	$4,318	$4,426	$4,537	$4,650
Total Expenditure	**$8,027**	**$7,960**	**$9,411**	**$8,190**	**$6,063**	**$4,869**	**$5,388**	**$5,346**	**$8,227**	**$6,041**
Required										
Required Renewal (Depreciation)	$3,227	$3,309	$3,399	$3,489	$3,578	$3,667	$3,760	$3,854	$3,955	$4,055
New and Expanded Assets	$279	$121	$693	$505	$141	$1	$61	$39	$424	$106
Required O&M	$4,001	$4,103	$4,214	$4,325	$4,435	$4,546	$4,661	$4,778	$4,902	$5,026
Total	**$7,508**	**$7,533**	**$8,306**	**$8,320**	**$8,155**	**$8,215**	**$8,481**	**$8,671**	**$9,281**	**$9,187**
Overall (GAP)	**$519**	**$427**	**$1,105**	**$(130)**	**$(2,091)**	**$(3,346)**	**$(3,092)**	**$(3,325)**	**$(1,055)**	**$(3,146)**

Financial Ratios

The Office of Local Government has established financial benchmarks for councils to strive towards and adhere to. The charts below showcase Council's current financial service levels and the impacts of Council's projected expenditure upon these service levels.





Risk Management

Critical Assets

The following attributes of an asset were considered when looking at critical water assets.

Confidence Grade	High	Medium	Low
Water treatment plants	Yes		
Supply dams & Reservoirs	Yes		
Water bores		Yes	
Service	Emergency service / hospital / patient care	Commercial / Industrial	Residential
Reticulation	Supply service	Trunk network	Residential reticulation
Pump stations	Rossi Pump Station		Other pump stations

Based on the above considerations Council staff have identified the following assets as of high criticality:

- Pejar Dam
- Sooley Dam
- Rossi Pump Station
- Rossi/WTP Pipeline
- Goulburn Treatment Plant
- Marulan Water Treatment Plant
- Low Level Reservoir Goulburn.

Confidence Levels

The confidence in the asset data used as a basis for the forecasts has been assessed using the following grading system.

Confidence Grade	General Meaning
Highly Reliable	Data based on sound records, procedure, investigations and analysis that is properly documented and recognised as the best method of assessment.
Reliable	Data based on sound records, procedures, investigations and analysis which is properly documented but has minor shortcomings; for example, the data is old, some documentation is missing, and reliance is placed on unconfirmed reports or some extrapolation.
Acceptable	Data based on sound records, procedures, investigations and analysis with some shortcomings and inconsistencies.
Uncertain	Data based on sound records, procedures, investigations and analysis which is incomplete or unsupported or extrapolation from a limited sample.
Very Uncertain	Data based on unconfirmed verbal reports and/or cursory inspection and analysis.

The overall confidence level of the plan is considered to be 'Highly Reliable'.

Improvement Plan

Improvement action	Effect on AMPs	Priority	Due	Responsibility
Prepare condition inspection strategy for Council's passive assets	Lifecycle planning decisions undertaken on complete data set	High		
Undertake condition inspection of Council's passive assets	Lifecycle planning decisions undertaken on complete data set	Medium		

Capital Works Program

Project Description	23/24	24/25	25/26	26/27	27/28	28/29	29/30	30/31	31/32	32/33
Marulan Raw Water Pump Station Rising Main Renewal	-	-	-	-	-	-	-	1,000,000	1,000,000	1,000,000
River Gauging Renewal	-	-	-	25,000	-	-	-	-	-	-
Pejar Dam PMF investigation/implementation	-	-	-	-	1,500,000	1,000,000	-	-	-	-
Dam Safety and Rehabilitation	-	-	-	-	-	1,000,000	-	-	-	-
Sooley Dam Monitoring Weir Upgrade for Water Sharing Plan	-	-	-	300,000	-	-	-	-	-	-
HSP Marulan Pump Station	-	-	-	-	-	-	2,500,000	-	-	-
Sooley Dam Outlet Valves	-	-	150,000	-	-	-	-	-	-	-
Asset Renewals - Raw Water Pump Station Marulan	-	-	150,000	-	-	-	-	-	-	-
Rossi - Sooley Pipeline Valves	385,000	-	-	-	-	-	-	-	-	-
Goulburn WTP Raw Water Augmentation	1,500,000	-	-	-	-	-	-	-	-	-
Goulburn WTP Raw Water Augmentation	4,127,130									
Marulan WTP Renewal	1,747,656	-	-	-	-	-	-	-	-	-
Marulan WTP Renewal	3,500,000									
Lab Equipment Renewal	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
Gbn WTP Filter Bldg Repaint	-	-	100,000	-	-	-	-	-	-	-
Asset Renewals - Goulburn Water Treatment Plant	130,000	130,000	130,000	130,000	130,000	130,000	130,000	130,000	130,000	130,000
Asset Renewals - Marulan Water Treatment Plant	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Goulburn WTP Clarifiers Rehabilitation	350,000	-	350,000	-	-	-	-	-	-	-
Goulburn WTP Backwash Line Renewal	-	-	-	1,000,000	-	-	-	-	-	-
Treated Water Chlorine Analysis	100,000	-	-	-	-	-	-	-	-	-
Addison St Reservoir Renewal	-	-	-	150,000	900,000	-	-	-	-	-

Project Description	23/24	24/25	25/26	26/27	27/28	28/29	29/30	30/31	31/32	32/33
Reservoir Pit Lids and Galleries Renewal	-	-	-	125,000	-	-	-	-	-	-
Low Level Reservoir Lining and Mechanical	-	-	-	390,000	-	-	-	-	-	-
Ridge St Additional Storage	-	-	-	-	3,000,000	-	-	-	-	-
New Reservoir Marulan	-	-	2,500,000	-	-	-	-	-	-	-
Goulburn Reticulation Renewal	1,000,000	1,000,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000	1,500,000
Water Connections - Private Works	235,000	239,116	239,116	239,116	252,340	253,816	258,592	263,524	268,636	268,636
Water Meter Replacement	60,000	60,000	60,000	60,000	60,000	60,000	60,000	70,000	80,000	90,000
Marulan Rising Main Investigation and Construction	-	180,000	1,500,000	-	-	-	-	-	-	-
Marulan Main Treatment Plant to Medway Reservoir (incl Desig	-	-	-	1,500,000	1,500,000	-	-	-	-	-
Bradfordville Main Relocation	1,000,000	-	-	-	-	-	-	-	-	-
WPS Chlorine Dosing	-	-	-	-	-	-	-	300,000	300,000	300,000
Addison St Pump Station	-	-	-	-	-	300,000	-	-	-	-
Water Distribution Plant & Equipment	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000	30,000

Appendix 6 – Wastewater

Our Assets

Our wastewater portfolio is worth $211.5m and includes the following structures:

Pumping Stations	Reticulation Mains	Rising Mains	Vents and Manholes	Treatment Plants
$30.3m	$104.6m	$5.8m	$28.4m	$37.9m

Introduction

Goulburn Mulwaree Council owns and manages an extensive network of active and passive wastewater assets across the LGA. The system has two sewage treatment works providing secondary and tertiary treatment. The system comprises a 31,100 EP treatment capacity (Trickling Filter and Oxidation Pond), 27 pumping stations (15 ML/d), 12 km of rising mains, and 227 km of gravity trunk mains and reticulation. Treated effluent is discharged to land. Council's objective is to safely collect, transport and treat sewerage wastes in a way that best serves the current needs of the community and the demands of increased growth within the Regulations and Guidelines set down by both Federal and State authorities.

Purpose of this Plan

This Asset Management Plan (AMP) aims to demonstrate how wastewater assets can be provided and sustainably managed to meet not only regulatory compliance but also the expectations and aspirations of the local community. The outcomes of the AMP have helped inform the development of Council's Strategic Asset Management Plan (SAMP) and Long Term Financial Plan (LTFP).

Stakeholders

Key stakeholders must be considered in the preparation and implementation of this Asset Management Plan to ensure the value of services justifies investment in the assets. It also ensures there is a greater understanding of stakeholders' expectations with regards to the facilities and services provided by Council. Key stakeholders in preparation of this asset management plan are:

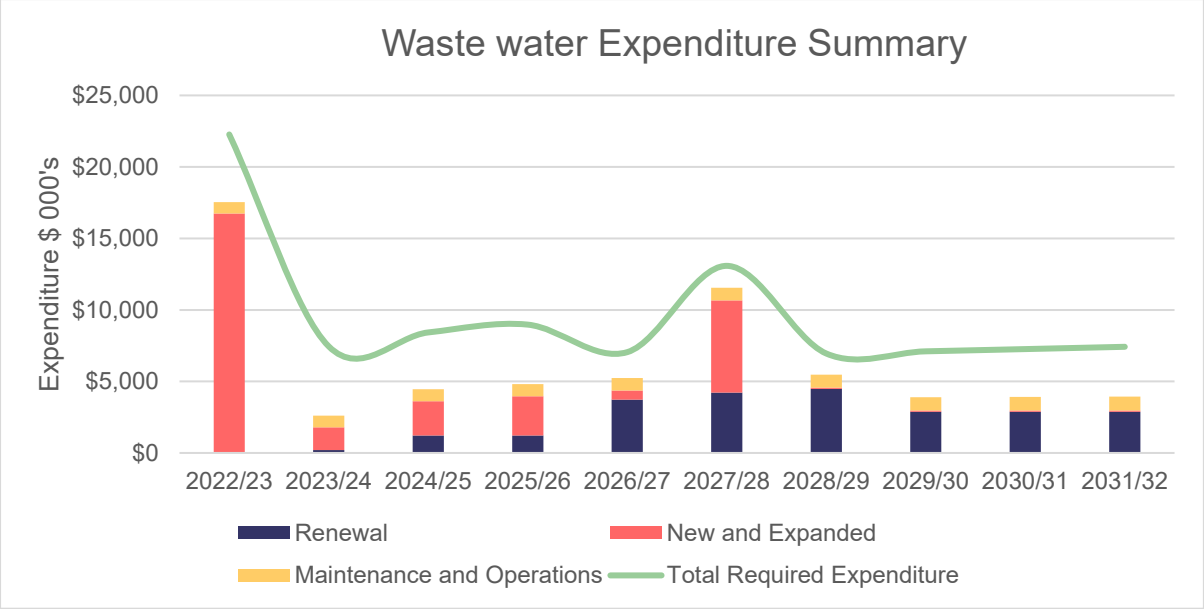
- Councillors – Adopt the Plan and ensure enough resources are applied to manage the assets and stewardship responsibility for the control and care of Councils Buildings.
- Executive Management – Report on the status and effectiveness of current asset management processes at Council.
- Asset Management Team – Co-ordinate development and implementation of AM Plans and asset management related matters
- Asset Managers – Implementation of AM Plans and management of assets under their direct control.
- Federal and State Government Authorities and Agencies (inc. DPI Water and NSW Health) – Regulate practice and requirements through legislation
- Council Staff - Responsible for the timely completion of tasks allocated to them from within the plans
- Community and Business Rate Payers

Legislative Requirements

This Asset Class Management Plan was made in accordance with the following documents and legislative requirements.

Legislation	Requirement
Civil Liability Act 2002 and Civil Liability Amendment (Personal Responsibility) Act 2002	Protects the Council from civil action by requiring the courts to take into account the financial resources, the general responsibilities of the authority and the compliance with general practices and applicable standards.
Disability Discrimination Act 1992	The Federal Disability Discrimination Act 1992 (D.D.A.) provides protection for everyone in Australia against discrimination based on disability.
Environmental Planning and Assessment Act 1979; Environmental Protection Act 1994; Protection of the Environment Operations Act 1997; National Parks & Wildlife Act 1974; Threatened Species Conservation Act 1995; Native Vegetation Act 2003;	Sets out the role, purpose, responsibilities and powers of Council relating to protection and preservation of the environment.
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.
WH&S Act 2011 & regulations	Sets out Council's responsibility to ensure health, safety and welfare of employees and others at places of work.
Crown Lands Act 2016	Is an Act to provide for the administration and management of Crown land in the Eastern and Central Division of the State of NSW. Council has a large holding of Crown land under it care, control and management.

Performance Overview

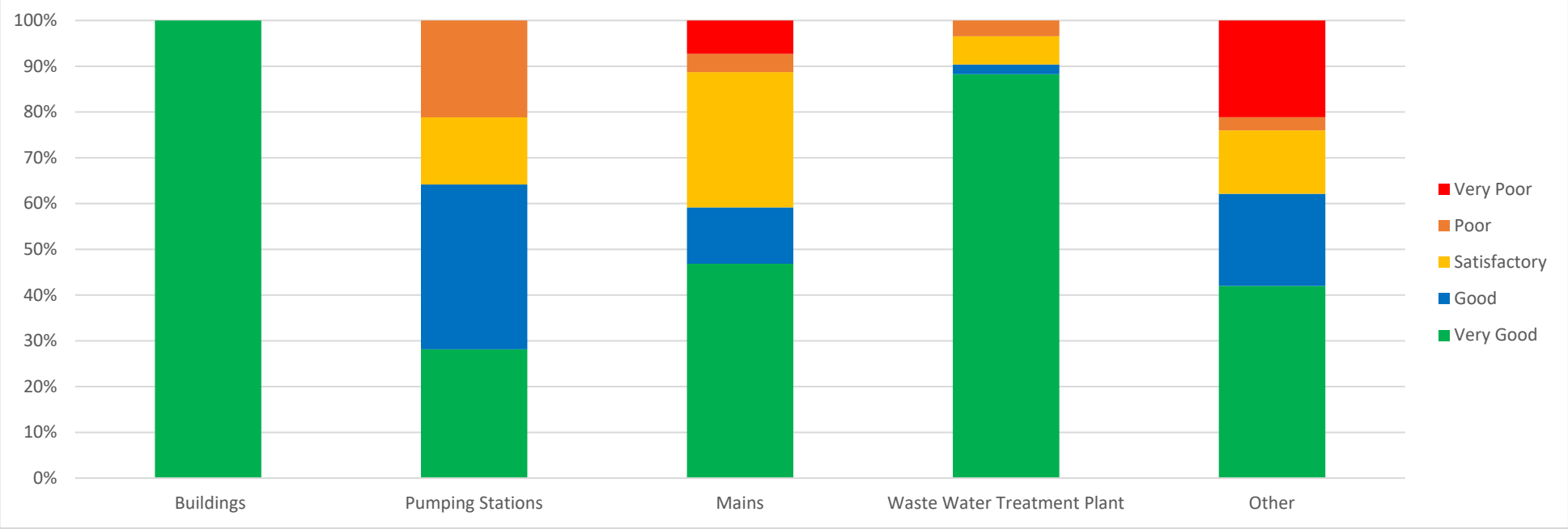


Infrastructure Ratios	Budget 2022/23	Estimated 2031/32	Funding Gap $ 000's	
Infrastructure renewals ratio	0.0%	85.0%	Budget Year	-$2,454
Benchmark 100%			5 Year Average	-$1,474
			10 year Average	-$617
Infrastructure Backlog Ratio	6.4%	5.0%	Budget Year	-$7,816
Benchmark 2%			5 Year Average	-$8,194
			10 year Average	-$7,778
Infrastructure Maintenance Ratio	26.0%	25%	Budget Year	-$2,274
Benchmark 100%			5 Year Average	-$2,429
			10 year Average	-$2,639
Total Funding Gap			Budget Year	-$12,544
			5 Year Average	-$12,097
			10 year Average	-$11,034

Asset Inventory, Values and Condition

The table below provides a summary of the value and condition of Council's wastewater assets.

Category	Gross Replacement Cost $m	Written Down Value $m	Annual Depreciation $m	Excellent Condition	Good Condition	Satisfactory Condition	Poor Condition	Very Poor Condition
Buildings	$5.9	$3.6	$0.33	100.0%	0.0%	0.0%	0.0%	0.0%
Pump Stations	$30.3	$19.1	$0.65	28.16%	36.01%	14.67%	21.16%	0.00%
Network	$108.8	$79.7	$0.85	46.86%	12.29%	29.57%	3.98%	7.30%
Waste-Water Treatment Plant	$37.9	$34.0	$0.99	88.27%	2.13%	6.16%	3.44%	0.00%
Effluent Disposal	$28.4	$19.4	0.27	41.98%	20.15%	13.85%	2.89%	21.14%
Grand Total	**$211.5**	**$158**	**$2.4**	**52.42%**	**14.59%**	**20.30%**	**6.09%**	**6.60%**



Levels of Service

Councils levels of service to meet the requirements of the community.

Key Performance Indicator	Level of Service	Performance Measurement Process	Target Performance	Current Performance
Availability	Availability of domestic wastewater services	% of all tenements that are connected	100	
Quality	Number of controlled expected failures	No. of failures per year	2	
Quality	Number of controlled unexpected failures	No. of failures per decade	2	
Quality	Number of uncontrolled unexpected failures – private property	No. of failures per year	200	
Quality	Number of uncontrolled unexpected failures – public property (sensitive)	No. of failures per year	5	
Quality	Number of uncontrolled unexpected failures – public property (other)	No. of failures/10km of mains/year	1	
Customer Response	Response time to system fault – Priority 1 (major failure to contain sewage within the sewer system or any problem affecting a critical user at a critical time)	Hours	Immediate	
Customer Response	After hours response time to customer complaints of system fault– Priority 1	Hours	Immediate	
Customer Response	Response time to customer complains of system fault – Priority 2 (minor failure to contain sewage within the sewer system or any problem affecting a critical user at a non-critical time)	Hours	Action and Repair within 12 hours	
Customer Response	After hours response time to customer complaints of supply failure – Priority 2	Hours	Action and Repair within 12 hours	
Customer Response	Response time to customer complains of network failure – Priority 3 (minor failure to contain sewage affecting a single property or as a ‘bad odour’)	Working Days	1	
Customer Response	Written complaint of general nature (defined as ‘minor operational problem, complaint, or inquiry, which can be dealt with at a time convenient to the customer and the local authority’)	Days	10	

Key Performance Indicator	Level of Service	Performance Measurement Process	Target Performance	Current Performance
Customer Response	Personal complaint of general nature	Days	2	
Odours/Vectors	No. of incidents resulting in a complaint	No. / year	2	
Treatment Works	No. of days when odour is detectable outside the plant's buffer zone	No. / year	0	
Treatment Works	No. of days when maximum level of noise is greater than 5dB above the background level	No. / year	0	
Compliance	Compliance with effluent discharge and Biosolids management licensing requirements	Compliance percentage	100	
Customer Response	After hours response time to customer complaints of supply failure – Priority 2	Hours	Action and Repair within 12 hours	
Customer Response	Response time to customer complains of network failure – Priority 3 (minor failure to contain sewage affecting a single property or as a 'bad odour')	Working Days	1	
Customer Response	Written complaint of general nature (defined as 'minor operational problem, complaint, or inquiry, which can be dealt with at a time convenient to the customer and the local authority')	Days	10	
Customer Response	Personal complaint of general nature	Days	2	
Odours/Vectors	No. of incidents resulting in a complaint	No. / year	2	

Demand Management

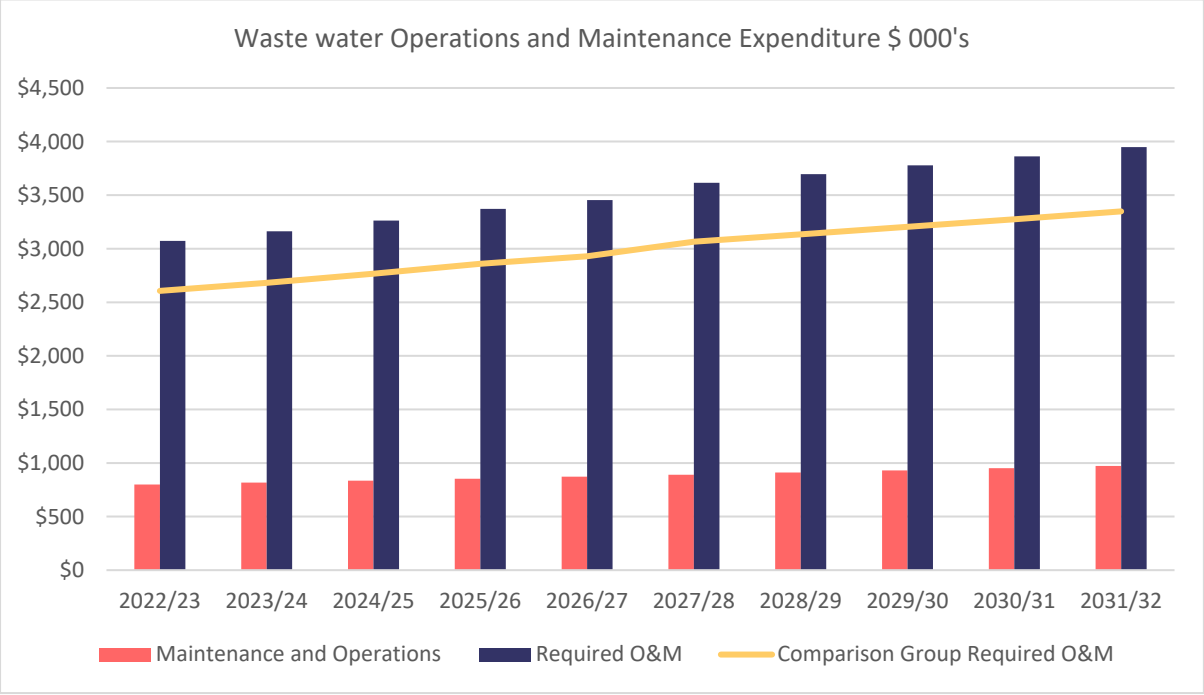
Demand for services provided by wastewater assets is expected to increase. Much of this will be driven by gradual development in the LGA, growing community expectations and awareness, and regulatory change

Demand Factor	Impact on Assets	Demand Management Plan
Population	The increase in population will impact on the number of people and properties connected to the sewerage system. There will likely be more pressure to reduce and improve the quantity and quality of sewerage effluent.	
Increasing Costs	Will be a requirement to continue to maximize service delivery within the funding limitations.	
Environment and Climate	There is likely to be tightening of controls on discharges from the sewerage system and greater environmental controls. Further, it is likely that effluent reuse schemes will increase.	
Technology	May require improved environmental management of construction and the management of the sewerage network into the future.	

Asset Lifecycle Practices

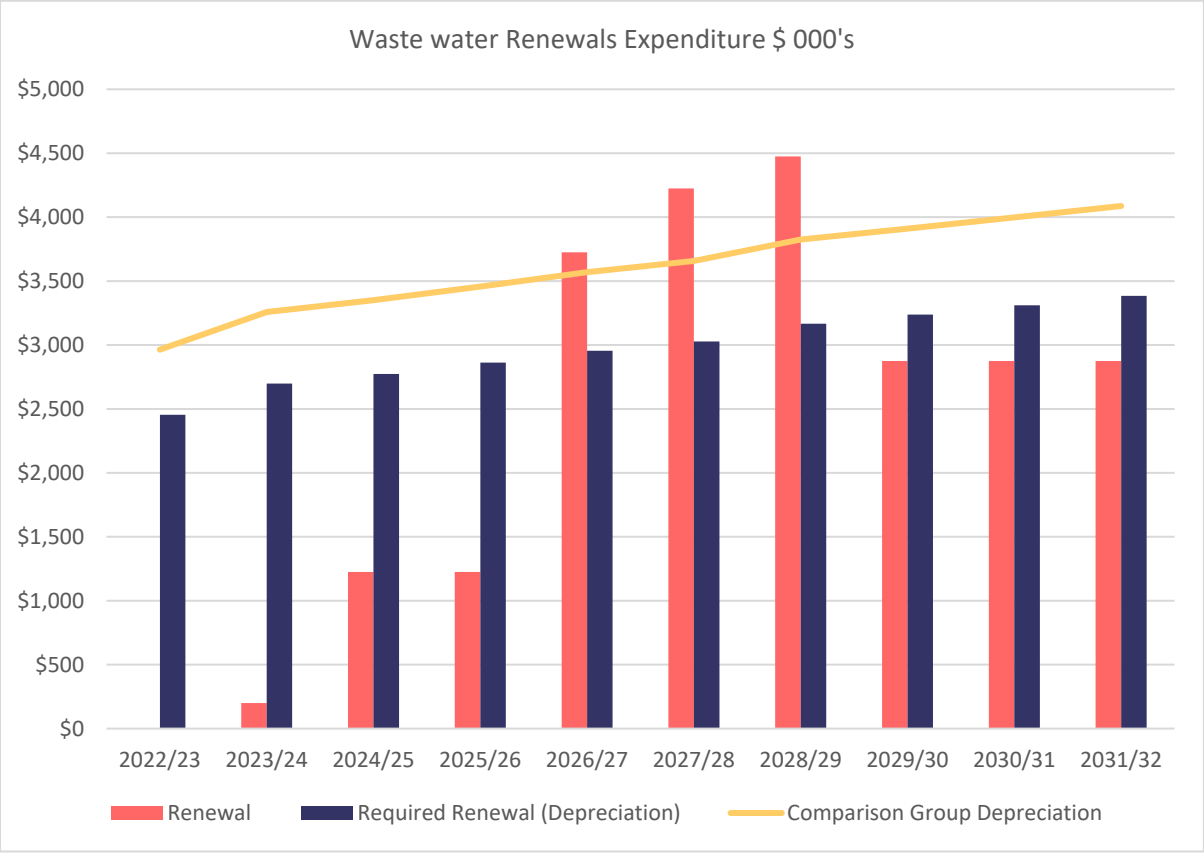
Maintenance Strategy

Council currently assesses wastewater asset condition in conjunction with its cyclical cleaning and maintenance program of its active assets and with CCTV of its passive network. While a large portion of Councils maintenance is reactive in response to customer requests, council undertakes scheduled maintenance works which are planned and prioritised by the assets; condition, age, materials and frequency of reactive service requests.



Renewal and Replacement Strategy

Councils capital renewal program aims at improving the condition and functionality of council's active and passive wastewater network. The program developed has been informed by extensive modelling which is verified by on-site inspections and CCTV data. Prioritisation of works is based upon the condition and criticality of assets.



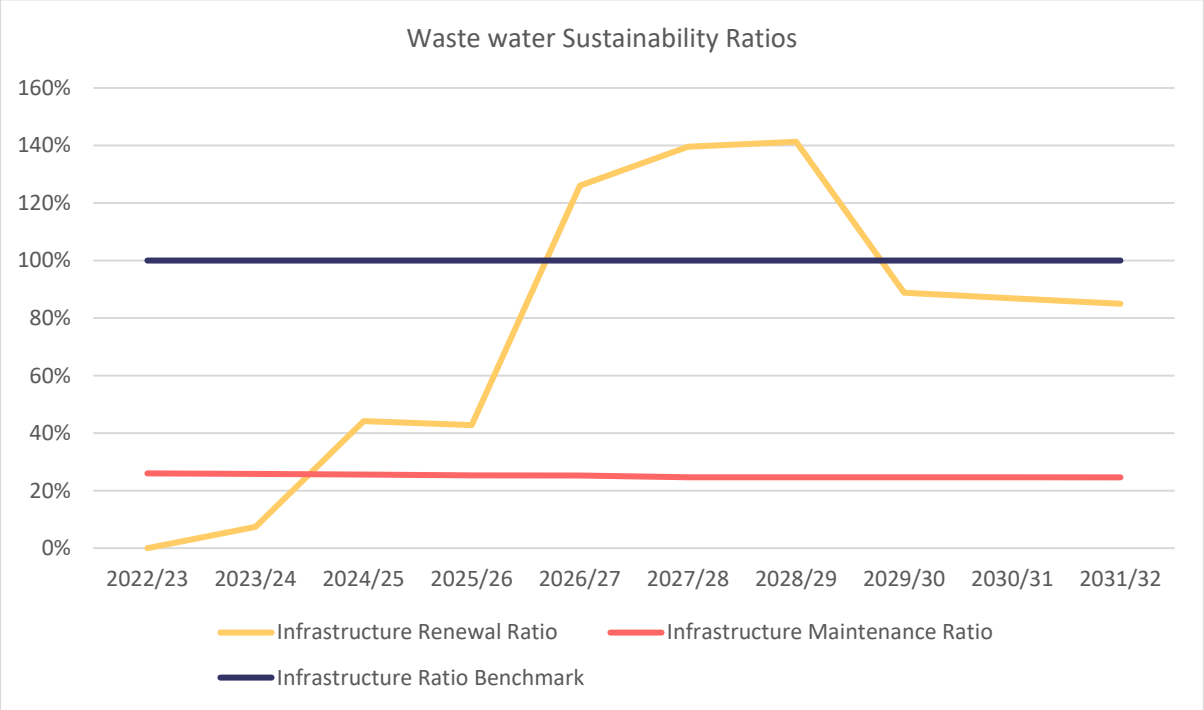
Long Term Financial Plan

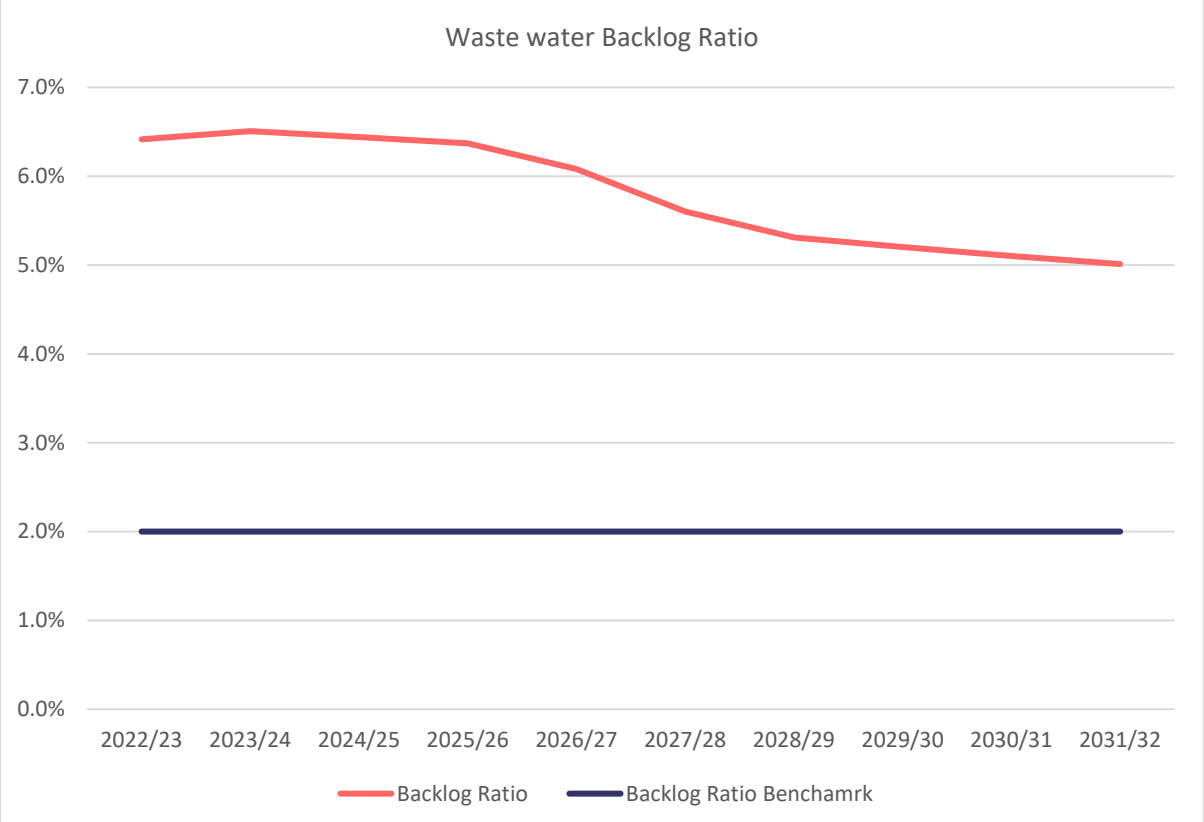
Asset lifecycle costs are the average costs required to sustain an asset over its useful life. These costs have been projected forward for the next ten years to inform Council's Long-Term Financial Plan. The table below compares Council's planned expenditure against the expenditure required to sustain its current levels of service.

Budget Gap by Asset Group	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
Actual										
Renewal	$12,998	$7,911	$2,358	$1,753	$2,681	$2,197	$2,132	$2,499	$1,955	$4,926
New and Expanded Assets	$1,212	$150	$175	$74	$229	$148	$137	$71	$108	$603
Operations and Maintenance	$2,453	$2,514	$2,577	$2,641	$2,707	$2,775	$2,844	$2,915	$2,988	$3,063
Total Expenditure	**$16,662**	**$10,575**	**$5,109**	**$4,468**	**$5,618**	**$5,120**	**$5,114**	**$5,485**	**$5,051**	**$8,592**
Required										
Required Renewal (Depreciation)	$1,656	$1,698	$1,742	$1,787	$1,833	$1,880	$1,929	$1,978	$2,028	$2,084
New and Expanded Assets	$1,212	$150	$175	$74	$229	$148	$137	$71	$108	$603
Required O&M	$2,703	$2,773	$2,844	$2,917	$2,993	$3,070	$3,148	$3,228	$3,310	$3,402
Total	**$5,570**	**$4,621**	**$4,762**	**$4,777**	**$5,055**	**$5,098**	**$5,214**	**$5,277**	**$5,446**	**$6,089**
Overall (GAP)	**$11,092**	**$5,954**	**$348**	**$(309)**	**$563**	**$22**	**$(101)**	**$208**	**$(395)**	**$2,503**

Financial Ratios

The Office of Local Government has established financial benchmarks for councils to strive towards and adhere to. The charts below showcase Council's current financial service levels and the impacts of Council's projected expenditure upon these service levels.





Risk Management

Critical Assets

The following attributes of an asset were considered when looking at critical sewer assets assets.

Confidence Grade	High	Medium	Low
Rising main	Yes		
Material	Clay	Concrete / PVC	
Flood zone		Yes	
Waterway	Line runs parallel to waterway	Line runs perpendicular to waterway	
Reticulation size	> 300mm diameter	200 - 300mm diameter	150mm diameter
Pump stations	Yes		
Backup pump and power	No		
Catchment	Large	Medium	Small

Based on the above considerations Council staff have identified the following assets as of high criticality:

- BP West Sewer Pump Station Marulan
- Wastewater Treatment Plant Goulburn
- Effluent Pump Station Water Treatment Plant
- Low Level Reservoir Goulburn.

Confidence Levels

The confidence in the asset data used as a basis for the forecasts has been assessed using the following grading system.

Confidence Grade	General Meaning
Highly Reliable	Data based on sound records, procedure, investigations and analysis that is properly documented and recognised as the best method of assessment.
Reliable	Data based on sound records, procedures, investigations and analysis which is properly documented but has minor shortcomings; for example, the data is old, some documentation is missing, and reliance is placed on unconfirmed reports or some extrapolation.
Acceptable	Data based on sound records, procedures, investigations and analysis with some shortcomings and inconsistencies.
Uncertain	Data based on sound records, procedures, investigations and analysis which is incomplete or unsupported or extrapolation from a limited sample.
Very Uncertain	Data based on unconfirmed verbal reports and/or cursory inspection and analysis.

The overall confidence level of the plan is considered to be 'Highly Reliable'.

Improvement Plan

Improvement action	Effect on AMPs	Priority	Due	Responsibility
Undertake community consultations regarding Councils Community Service Levels and ensure performance is captured and reported on	Lifecycle planning will be aligned with community expectations	Medium		
Review functionality and capacity needs of Assets	Lifecycle planning will be aligned with community needs	Medium		
Identify 10-year planned expenditure and budget	Financial Sustainability Modelling reflective of Council capacity and needs	High		

Capital Works Program

Project Description	23/24	24/25	25/26	26/27	27/28	28/29	29/30	30/31	31/32	32/33
Marulan Pump Station Improvements	937,446	1,500,000	1,000,000	-	-	-	-	-	-	-
Nth Gbn PS Rising Main-Capacity & Storage	200,000	-	-	-	-	-	-	-	-	-
Avoca Street Pump Station Renewal	-	-	-	-	2,500,000	-	-	-	-	-
Bradley St SPS upgrade	-	-	-	-	-	2,650,000	-	-	-	-
Bonnet Park SPS Relocation/Upgrade	-	-	800,000	-	-	-	-	-	-	-
Brayton Rd SPS Upgrade/ Rising Main	-	-	500,000	-	-	-	-	-	-	-
Kenmore Bridge Upgrade Design/Construction	-	-	-	2,150,000	-	-	-	-	-	-
George St Mln SPS Upgrade/ Rising Main	-	-	-	-	-	500,000	-	-	-	-
May St SPS Upgrade	700,000	-	-	-	-	-	-	-	-	-
Asset Renewals - Goulburn Sewer Pump Stations	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
Asset Renewals - Marulan Sewer Pump Stations	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
The Avenue Repair Works	450,502	-	-	-	-	-	-	-	-	-
Goulburn Mains Rehabilitation	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
Sewer Connections - Private Works	90,000	90,000	90,000	90,000	90,000	90,000	90,000	90,000	90,000	90,000
Bradley Street Rising main	-	-	-	-	-	-	2,150,000	-	-	-
Bradley St Gravity Main	-	-	-	-	-	-	-	1,650,000	1,650,000	1,650,000

Project Description	23/24	24/25	25/26	26/27	27/28	28/29	29/30	30/31	31/32	32/33
Sewer Distribution Plant & Equipment	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Mln CED Decommission Project	3,000,000	-	-	-	-	-	-	-	-	-
Gbn Pipe Upgrade Upstream of Copford Park SPS (300-375)	-	-	-	500,000	-	-	-	-	-	-
Avoca St SPS to Kenmore Br Rising Main - Mains Upgrade	-	-	-	-	550,000	-	-	-	-	-
Clinton St Sewer Pipe Upgrades (300-375)	-	-	-	-	-	200,000	-	-	-	-
Marulan WWTP - Renewal	800,000	-	-	-	-	3,000,000	-	-	-	-
Marulan WWTP - Renewal	16,154,147									
STWRIS Stage 2 Reuse Irrigation Scheme (G)	-	-	-	-	-	3,000,000	-	-	-	-
Gbn WWTP Membrane Replacement	-	-	-	-	-	-	1,100,000	-	-	-
WWTP Lab Equipment	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000
Dewatering Processing Equipment Goulburn	690,000	-	-	-	-	-	-	-	-	-
Asset Renewals - Goulburn Waste Water Treatment Plant	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000	125,000
Asset Renewals - Marulan Waste Water Treatment Plant	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
Goulburn WWTP Extension	14,815,700	-	-	-	-	-	-	-	-	-