Strategic Asset Management Strategy

2024 to 2028

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1. Introduction

1.1 Context and Purpose of this SAMP

The Strategic Asset Management Strategy supports Council to enable the effective management of asset across the Weddin Local Government Area, which includes providing leadership and accountability for planning, acquisition, operation and maintenance and the disposal of assets.

Asset management is defined in the Australian Standard (AS ISO 55001) as the *'coordinated activity of an organisation to realise value from assets'* with assets defined in the Standard as an 'item or thing that has potential or actual value to an organisation'.

Council has adopted a systematic approach to prioritising its limited resources across all its activities via the *Integrated Planning and Reporting (IPR) Framework*, set out under the NSW *Local Government Act 1993.*

From the IP&R Handbook on Asset Management Planning

Accurate data and a robust planning process is required to ensure that assets are managed and accounted for in an efficient and sustainable way on behalf of local communities and with a service delivery focus.

The key objective of asset management planning is to provide the required level of service for the community in accordance with the CSP and in the most cost-effective manner. Levels of service are key business drivers for asset planning, along with technical requirements that ensure asset sustainability. Assets may include roads, water and sewerage systems, drains, bridges, footpaths, buildings, recreational facilities, parks and gardens.

Asset Management Planning comprises three components:

1. Asset Management Policy (AM Policy)
2. Asset Management Strategy (AM Strategy)
3. Asset Management Plans (AM Plans) (for each class of asset).

Council's Delivery Program present a 'big picture summary' highlighting issues of concern with the value Council can provide now, and into future with its available resources.

Council has adopted an Asset Management Policy.

The Strategic Asset Management Strategy ('The SAMS') focuses on how the asset portfolios will achieve the vision and goals in a sustainable way. The SAMS provides a vision and principles relating to asset management. The SAMS also outlines what is the current situation; where do we want to be; how sustainable are our assets and how aligned to the direction set by the CSP. As a small rural Council and in accordance with the IP&R Framework, Council has combined the AM Strategy mandatory requirements into a SAMS version which includes the AM Plans for each class of asset as one comprehensive document. In other words, it incorporates requirements for the Asset Management Strategy and the Asset Management Plans in line with essential elements of IP&R Handbook.

The SAMS is part of the Resourcing Strategy under the IP&R Framework. It sits alongside the LTFP and Workforce Management Plan. The Resourcing Strategy supports the Council's decision making in its Delivery Program and Operational Plan (DP and OP).

It is important to note that it is in the Delivery Program and the Annual Operational Plan that 'implements it'.

The SAMS provides the detail behind each of the programs, which are classified as either:

- **Operational**: the daily use and management of our assets to achieve its intended function
- **Maintenance:** the activities to keep the system in good working condition by preventing and addressing issues.
- **Capital:** building new, upgraded or renewed assets.

In summary, the primary purpose of the SAMS is to support Council's decision-making about its activities relating to Council's assets by clarifying the current situation and documenting its future programs (actions in the Delivery Program and Operational Plan – Annual budget) in a simple manner.

The SAMS also identifies risks and treatment methods as well as assumptions about valuation and depreciation of assets that help make informed decisions about financial sustainability.

1.2 Council's Objective: Sound Financial Management

Under s. 8B of the *Local Government Act 1993*, Council's Delivery Program reinforces its commitment to the principles of sound financial management.

Council has identified the following objective to 2028:

Responsible and sustainable spending: Spending that aligns with general revenue and expenses.

We do this by achieving a balanced budget.

Responsible and sustainable infrastructure investment: Infrastructure investment that is responsible for the benefit of the local community.

We do this by identifying key priority projects and capital upgrades with key external grants.

Effective financial and asset management: sound policies and processes for performance management and reporting, asset maintenance and enhancement, sound funding decisions and risk management practices.

We do this by reviewing the actions in our SAMS and report this to the community.
We do this by continuously reviewing our long-term financial plan and other resourcing strategies.

As at 2023-2024, Council's total infrastructure, property, plant and equipment was over $265 million.

1.3 Our Performance and Accountability

Council is committed to continuous improvement:

	PLAN	MANAGE	REPORT	REVIEW
Improved community outcomes	Vision and outcomes	Council's performance capacity/ capability	Community satisfaction survey	Community engagement and feedback Program and performance evaluation Internal service review External service review
Council strategic performance	Council departmental objectives and outcomes	Accountability Risk Management Across Council delivery	Delivery Program bi-annual reporting	
Council operational performance	Council departmental services, outputs and resources	Measurement Monitoring	Annual reports (Financial performance)	

1.4 Objectives of the SAMS

Council's sustainable service delivery needs will be met undertaking detailed planning and reporting regarding the long-term sustainability including the consideration of financing, operating, maintenance, renewal, upgrade and disposal of capital assets. To inform the objectives of the SAMS, the following objectives are provided from the Asset Management Policy:

The objectives of this Policy are:

- *To provide guidelines for implementing asset management processes throughout Weddin Shire Council, utilising the Council's Asset Management System as a framework.*
- *To ensure the reliable delivery of infrastructure at a level of service agreed upon by the community, considering their capacity and willingness to pay.*
- *To operate and maintain assets at a satisfactory standard and condition by implementing appropriate asset management strategies and financial treatments.*
- *To align asset management processes with best practices and legislative requirements, ensuring transparency and responsibility.*
- *To develop an understanding of lifecycle costs and apply risk management to high-risk / critical assets for sustainable asset management.*

The SAMS's objectives are to:

1. Support in achieving the goals set out in Weddin's Asset Management Policy.
2. To implement sound asset management plans, in the absence and sometimes limited capital financial resources that considers the level of service suitable for our council's operation and the community's need.
    a. That the implementation is accomplished:
        i. Asset management plans that are completed for all major asset/service areas.
        ii. Regular and systematic reviews will be applied to all asset plans to ensure that assets are managed, valued and depreciated in accordance with appropriate best practice and legislated frameworks.

iii. Regular inspection will be used as part of the asset management process to ensure service levels are maintained in accordance with the agreed service levels and identified on renewal priorities.
iv. Future lifecycle costs will be identified and considered in all decisions relating to new services and assets and upgrading of existing infrastructure.
v. Ensuring necessary capacity and other operational capabilities are provided and asset management responsibilities are effectively allocated through the LTFP and Workforce Management Plan.
vi. Creating a Weddin culture where all employees play a part of in overall care of the Council's assets by providing awareness, training and professional development.

1.5 Roles and Responsibilities

The following provides general roles and responsibilities relating to asset management noting that everyone plays a part in asset management.

Roles	Responsibility
The Elected Council	Governing body with overall strategic financial accountability for the direction of the Council's assets.
General Manager	The General Manager is responsible for the overall control and implementation of the SAMS.
Directors	The Directors are responsible for the implementation of the SAMS and AM Plan for their areas of responsibility. The Directors are responsible for the reporting in accordance with the reporting frequencies mentioned in these documents. The Delivery Program progress is to be reported to Council bi-annually.
Assets Engineer	The Assets Engineer is responsible for the coordination of the asset registers and oversight of the asset management system.
Corporate Services Team	The Corporate Services team are responsible for the financial control and financial management of the budgeted items that support this SAMS and AM Plan.
Managers	The managers are responsible for the day-to-day asset management responsibilities. Managers are responsible for ensuring staff with asset management responsibilities are appropriated trained and that they keep abreast of changes of beset practices by participating in development opportunities when possible. Managers must ensure compliance from a day-to-day operation of managing the asset.
Officers	Officers are responsible for maintaining council assets. Officers are responsible for reporting and documenting required to comply with this SAMS.
General Public	The general public must act in accordance with the SAMS and abide by any determination made as a result of this SAMS.

1. Asset classes

Weddin Shire Council has a number of asset classes including:

Transport Infrastructure	Roads, footpaths, stormwater drainage, bridges, culverts
Buildings	Building and facilities assets
Sewerage	Grenfell Wastewater Treatment Plant, sewer network
Sporting Facilities, Parks and Open spaces	Sporting facilities, parks and open spaces
Plant and Equipment	Machinery, appliances, tools, fleet and equipment

1.1 Transport Infrastructure

Transport infrastructure is essential to the local community for access to schools and services as well as to the local economy for the efficient transport of agricultural products.

Roads are also the biggest area of Council's expenditure and the most valuable portion of its asset portfolio, the effective management of them is critical to Council's financial sustainability.

Council is responsible for a significant road network consisting of:

State Roads (Managed under a Road Maintenance Council Contract with Transport for NSW)
- Newell Highway – 21km
- Mid Western Highway – 100km

Regional Roads
- Henry Lawson Way (Young Road) – 19.5km
- Henry Lawson Way (Forbes Road) – 15.1km
- Gooloogong Road Road – 31.6km
- Mary Gilmore Way – 53km

Local Roads
- Sealed Roads – 431km
- Unsealed Road (gravel road) – 456km
- Unsealed Roads (dirt or 'formed') road – 60km
- Work in progress – sealing of 5.5km of Nowlans Road.

Council is also responsible for 16 bridges, 142 box culverts, 851 pipe culverts (minor), 15.89km of kerb and gutter and 9.61km of footpaths.

Together, these assets have a replacement value of over $154.5 million (as at 2023/2024), noting that at the time of drafting the Asset Management Plan valuations for the Transport Infrastructure was currently being undertaken.

The Newell Highway and the Mid-Western Highway (state roads) which is managed under a Road Maintenance Council Contract with Transport for NSW is outside the scope of this AMP because it is not a Council asset.

Condition data indicates that Council's transport network was impacted by the Natural Disaster declared events in 2021 and 2022 and continues to recover from these events. Delays in the administration of Disaster Recovery Funding Arrangements has meant that a number of deteriorated roads have not been repaired. Unlike Council's previous Asset Management Plan which talked about opportunities for betterment with existing funding, the focus will remain on recovering the road network from these events. Upgrading of the road network, for example

widening narrow sealed roads, building new footpaths and kerb and gutter will be undertaken only if approved by external government capital upgrade grants.
The Council will need to review its approach to asset management including its policies, procedures and the systems that support it. Council's allocation of funding between programs and available budgets is limited and therefore this limited funding needs directed to the top priorities.

A number of improvement actions are listed throughout the document.

The Community Satisfaction Survey 2023 revealed that our sealed and unsealed road network had one of the biggest gaps between expectations and satisfaction levels, with a high level of importance but a low satisfaction rating received for both. The community also expressed a low satisfaction level with stormwater drainage. Council has invested and will continue to invest in improving stormwater drainage within the Shire.

Several factors that contribute to the challenges associated with the local road network include:

- the sheer size of our expansive road network relative to the overall size of Council's budget.
- limited external funding opportunities.
- competing Council priorities.
- road user behaviour, particularly after rain events.
- poor soil quality for road building purposes, and
- challenges for Council in securing an appropriately qualified and experienced workforce to deliver the road infrastructure program.

Council was impacted by a few natural disaster events and reliant on the Disaster Recovery Funding (DRFA) for emergency works and reconstruction works. The following declarations were provided to the Shire by the NSW government, incorporating an Australian Government reference number (AGRN):

- AGRN945 – 28 November 2020 onwards (outside of the current term)
- AGRN987 – 9 November 2021 onwards (outside of the current term)
- AGRN1001 – 5 January 2022 onwards
- AGRN1030 – 4 August 2022 onwards
- AGRN1034 – 14 September 2022 onwards

The Shire was hit by consecutive natural disasters, further deteriorating the road network into and out of the Shire and impacting our overall ability to recover. The timing of the flooding events of 2021 and 2022 were very close together, making it virtually impossible to collect data and to undertake emergency works to the standard required of the Disaster Recovery Funding Arrangements (DRFA).

In the next 12 months, the council has approximately $26.8 million of reconstruction works to do by 30 June 2027. The limited ability to undertaken preventative maintenance due to the small rate base and minimal capital income will continue to be an ongoing concern for Council.

Urban Stormwater

Council's urban stormwater network consists of 3.4km of pipes and 129 pits. This is valued at around $15.5 million (as at 2023/2024). There are some areas that are under capacity or require some stormwater augmentation, however as a whole the network is in reasonable condition (failures are rare) so this is a lower priority for improvement actions at present. Villages could however benefit from stormwater drainage augmentation.

1.1.1 Snapshot: Transport Infrastructure

The Transport Infrastructure snapshot below outlines information of the current state of 'where are we now', and a future forecast.

TRANSPORT WHERE ARE WE NOW?	TRANSPORT FUTURE FORECAST
Weddin Shire Council relies on external funding, like our financial assistance grant, roads to recovery funding, block grant and others to maintain its road network. Our assets are significantly impacted from the 2021 and 2022 natural disaster declarations. Upgrade of the road network and betterment is not achievable without external grant funding to provide these capital upgrades.	Weddin Shire Council will continue to rely on external funding like our financial assistance grant, roads to recovery funding, block grant and others to maintain its road network. To generate its own source revenue to undertake road works, Council would need to divest into other areas or consider a special rate variation.
Sealed local roads: Reconstruction works are delivered under natural disaster funding works approved by TfNSW.	**Sealed local roads:** Road resealing over the next four is fully reliant on grant funding. In the 2024-2025 year, Council will complete the sealing of 5.5km of Nowlans Road and improve two flood prone passages.
Pavement rehabilitation: In the last Council term New Forbes Road and Pullabooka Road were completed pavement rehabilitation projects. Greenethorpe to Koorawatha Road will be added onto this list as it is nearing completion.	**Pavement rehabilitation:** At this stage, no foreseeable pavement rehabilitation grants has been announced by State or Federal governments. Noting that Fixing Local Roads has concluded.
Stormwater drainage/Kerb and gutter: In consistent across the Town and Villages. Stormwater drainage is not adequate resourced with maintenance funding.	**Stormwater drainage/Kerb and gutter:** New kerb and guttering will be undertaken with any new developments in accordance with their development applications, however Council will only be able to undertake any kerb and gutter capital works projects through external funding sources. Council may need to consider an annual charge relating to stormwater drainage to allow for future capital works upgrades of stormwater.
Unsealed roads: maintenance grading and gravel re-sheeting is an ongoing challenge. We do not meet the community's expectation. Unsealed roads have been impacted by the events of 2021 and 2022, due to the slow reconstruction works approval processes by TfNSW, this has led to further deterioration of the rod network. Service levels are within what is afforded and can be done within natural disaster	**Unsealed roads:** Service levels should continue to be reviewed against existing funding arrangements. Council allocates a proportion of its financial assistance grant into the unsealed road network and will continue to do so.

funding. Service levels will need to be reviewed against future natural disasters and disaster risk reduction.	
Table drain clearing on sealed and unsealed roads: undertaken when identified as ancillary to any grant funded road works. Water does not drain away from road edges in places which has led to pavement failures and gravel loss.	**Table drain clearing on sealed and unsealed roads:** The status quo will remain the same or worsen without the necessary funding in this area.
Regional roads: funding (via grants) is sufficient to maintain the network. However, due to the natural disasters, administration and maintenance of these road networks is convoluted.	**Regional roads:** Continues to funded from the NSW Government to undertake maintenance and any capital works upgrade. Council is reliant on grants.
Footpaths: are generally in satisfactory condition. New footpath installed at Caragabal.	**Footpaths:** New footpaths are funded from external grant funding often linked to active transport grants. Council is reliant on grants.
Other road assets: Renewals and repairs are undertaken through existing external grant funding.	**Other road assets:** Renewals and repairs are undertaken through external grant funding.

1.2 Building and Facilities

Council owns a total of 62 building, facilities and structures across the local government area. The majority of building and facilities assets are located within Grenfell.

These assets can be classified as:

- Administration (Council buildings like the Chambers, Depot and hub)
- Recreational (Public toilets, change rooms)
- Residential (Council housing)
- Health (Grenfell Medical Centre and Weddin Street Clinic)
- Storage (Bulk storage sheds, workshop etc).

1.2.1 Snapshot: Building and Facilities

The buildings and facilities snapshot below outlines information of the current state of 'where are we now', and a future forecast.

BUILDINGS & FACILITIES WHERE ARE WE NOW?	BUILDINGS & FACILITIES FUTURE FORECAST
Our buildings are ageing with some in need of urgent attention including the: • Council Administration Building • Commonwealth Bank Building • The Community Hub. Council also owns the Grenfell Medical Centre and Weddin Street Clinic which are not core business for Council. Council's Wastewater Treatment Plant which opened in 2022 continues to have increased operation and maintenance costs. (See Sewerage) Council installed solar panels across Council buildings to improve on their overall sustainability infrastructure. However some assets like the Council Chambers were deemed unsuitable for solar panels. Hailstorm on Christmas Day caused widespread damage to many buildings within Grenfell. This has resulted in the roofs of many buildings being replaced. Many of our current buildings are leased at below market rates. Rental income less than operational costs (rates, insurance, maintenance).	Weddin Shire Council will continue to rely on external funding. To generate its own source of revenue to undertake building construction/renewal works, Council would need to divest into other areas or consider a special rate variation. Serious investment needs to be considered into the current Council Administration Building to make fit for purpose. The hailstorm repairs will allow for some level of renewal of roofing components. Planning Proposal currently with Department of Planning to re-classify 16 properties from community land to operational land. Council will need to significantly increasing annual maintenance spending on buildings in future budgets. In 2024 Shepherds proposed a maintenance budget of $3,753,600 over the next 10 years.

1.3 Recreation (Sports Facilities, Parks and Gardens)

Weddin is a community that is actively involved in delivering sport and recreational opportunities across our Shire for the young and the young at heart. Council looks after a number of open spaces across the Grenfell and the villages. Council is also responsible for a number of recreational facilities.

1.3.1 Snapshot: Recreation (Sport Facilities, Parks and Gardens)

RECREATION (Sport Facilities, Parks and Gardens) WHERE ARE WE NOW?	RECREATION (Sport Facilities, parks and Gardens) FUTURE FORECAST
• Council recreational facilities are maintained around sporting seasons. • Community's level of service expectation for some our open spaces are higher than what we can sometimes provide. Council's open spaces are routinely maintained to the best of our ability. • Taylor Park will see an Inclusive Playspace built into the next term. • Upgrade of facilities, parks and gardens is reliant on grant funding. • Bogolong Dam Precinct Masterplan which was a focus last Council Term was unable to be delivered due to dam safety concerns. • Grenfell Aquatic Centre requires some level of maintenance/renewal as some parts are nearing end of life. • Quandialla Aquatic Centre – low level of patronage, leaks	**Council's recreational facilities continue to be a priority for Council and its upgrade/renewal/replacement is reliant on external grant funding.** • Taylor Park Inclusive Playspace will be completed. • Bogolong Dam decommissioning findings will be presented. • Basic levels of service will continually be reviewed in line with community's expectations and what Council can afford to deliver. • Aquatic centres will need to be reviewed to ensure assets are maintained. • Grant applications for batteries to support the solar panels should be considered
Cemeteries: Implemented Grenfell Cemetery Masterplan. Cemetery amenities – received quotation and extension of grant to Oct 2024. Cemetery driveway has not been actioned as it was not funded. Masterplans for other cemetery sights were also created.	**Maintain and improve all cemeteries in the Shire** Council will look at adopting and implementing Caragabal Cemetery and Bimbi Cemetery Masterplans which have not been actioned due to unavailability of funding.
Other Recreation assets: The art gallery and public toilets achieved high levels of community satisfaction, compared to their importance rating.	The Grenfell Art Gallery will be climate controlled through external grant funding. The works will be conducted after the roofing damages are repaired following the hailstorm.

1.4 Sewer Network

Council is responsible for the sewerage system in Grenfell including 33.1km of reticulation mains. 0.6 km pressure sewerage system, 4.2 km recycled water mains and one new sewage treatment plant. The mains (pipes and manholes) make up the bulk of the replacement cost of the system (almost $9M), although the newly built treatment plant (valued at around $12M) was completed on February 4, 2022. This facility produces recycled water, which is utiliSed across six designated areas within Grenfell.

1.4.1 Snapshot: Sewer Network

SEWER NETWORK WHERE ARE WE NOW?	SEWER NETWORK FUTURE FORECAST
• The Grenfell Wastewater Treatment Plant was opened in July 2022. The plant construction was $12.6m that was externally funded by the NSW Government. • To encourage sustainability and environment projects, Council continually monitored its grant opportunities for its wetlands at Grenfell Sewerage Treatment Works (the old plant). • Council met its service levels outlined in the Sewerage Scheme and operated the Grenfell Sewerage Treatment Plant to the standards of the Office of Water and Department of Primary Industries, as well rehabilitated selected sewer mains. • The operation and maintenance of the Grenfell Wastewater Treatment Plan is costly and will need to be closely monitored into the future. • Sewer fund to manage the network is an ongoing financial concern for Council.	• Despite working on these for numerous years, the most important need is for better sewerage services and better-quality water services for the Shire. • Council needs to update its Strategic Business Plan for its Sewerage Account for the new WTW. This project will be continued as it was not completed due to a lack of staffing resources. • If Council is to deliver sustainable best value from these assets, it is critical that the new sewage treatment plant O&M is optimised (considering capital and operating costs, ease of operation) and likewise that renewal of mains is optimised (relining pipes where there are recurring problems to reduce maintenance costs and impacts of sewage overflows on the environment and community). • Council will need to review its sewer fund to ensure that the optimisation of ongoing operation and maintenance costs.

1.5 Plant and Equipment

Council has ageing plant and equipment that may shortly become inefficient and ineffective operations (in roads, parks, water, and sewer, etc.). Council has recently purchased a number of major plant through financing.

To better understand and allocate the costs of operation to individual service areas, and to continually refine what items of plant Council owns, Council needs to improve the software programs used for maintenance scheduling, management and replacement of the plant fleet (require an Advanced Asset Management Strategy for all Council's infrastructure assets).

1.5.1 Snapshot: Plant and Equipment

PLANT AND EQUIPMENT WHERE ARE WE NOW?	PLANT AND EQUIPMENT FUTURE FORECAST
• Council has a mixture of motor vehicle fleet that is adequate to support efficient and effective operations (in roads, parks, water, and sewer, etc.), however can experience scarcity with vehicles. This was a result of the impact of the long wait times to purchase vehicles following COVID-19 impact on the motor vehicle market and the hailstorm event on 25 December 2023. • Council's plant is ageing with a number of plant that reached the end of life (Jet Patcher) and other plant that are nearing the end of life (graders, rollers, tipper trucks). • Council has entered financing arrangements at the beginning of this term for a new Jet patcher and skid steer. • Council currently does not have a proactive plant replacement program or plant replacement reserve	To generate its own source revenue to undertake road works, Council would need to divest into other areas or consider a special rate variation. Council will need to consider financing options for future plant and equipment and the lifecycle costs to ensure that it can be appropriately financed. Options for Council's fleet could include selling the fleet to a leasing company and moving to a leasing arrangement. Council needs to advocate reduction in DFRA red tape processes. Council should continue to explore and maximise external funding opportunities to support renewal of, and upgrade to our plant and equipment.

2. Operation and Maintenance

Operation and maintenance provide a systematic approach to managing these activities (particularly scheduling repairs rather than taking a reactive approach) which creates significant efficiencies, enabling Council to better satisfy points above and so deliver better value with available resources.

- **Operational**: the daily use and management of our assets to achieve its intended function
- **Maintenance:** the activities to keep the system in good working condition by preventing and addressing issues.

Council's overall goal is to proactively maintain its assets to create the most efficiencies, however this can be constrained by competing priorities/resources and a limited budget

The period is which the asset is used for intended purpose is the operational stage. There are three components of the operational stage, as outlined briefly below:

Monitoring	During the operational stage, assets must be monitored and the condition of assets recorded. Ongoing analysis should also be undertaken to proactively identify performance failures and preventative actions to ensure effective management of the asset.
Maintenance	A maintenance program should be occurring throughout the operation stage to sustain, extend and optimise an assets useful life.
Valuation	Council is required to undertake revaluation of assets every five years.

As it stands, Council's general approach to operation and maintenance is through defect/near miss identification to assist with the prioritisation, scheduling and completion of works. The following section outlines Council's Defect process.

2.1 Defect Identification

Defects are imperfections that cause an inadequacy. Maintenance activities are scheduled on a pre-determined basis and often undertaken following the identification of defects, the primary channel being asset inspections, but also upon customer requests and advice from staff (which will either be treated as inspections or customer requests, depending on the experience of the employee).

2.1.1 Formal Inspections

Council has established inspection schedules for all its Assets. The revaluation process allows for Council to undertake a formal inspection process through a rolling program.

2.1.2 Customer Service Requests

When Council receives a customer service request (Council's Green Form) regarding a **maintenance**, the officer receiving the information will ask questions to determine the risk rating (section 2.2), including:

- What is the nature of the defect? (physical description)
- What asset is it? (asset hierarchy)
- What is the defect of the asset? (location of asset)
- Any other issues impacting on the risk (e.g. asset risk management, etc.).

Where a risk rating is likely to be high a Council officer will inspect the site and record the defect as with any other inspection (after which time it will be treated as any other defect).

Where the defect is very likely to be of a lower risk the Council officer responding to the request may record the defect without a site inspection. It will then be scheduled for inspection.

There may be instances where the asset inspection has determined that the condition is beyond repair. This would be categories into other priority areas such as renewal or capital works upgrade.

Where it is a customer service request, the customer will be advised of the outcome of the request.

2.2 Prioritisation of Defect Response

Once a defect has been identified, a risk-based score will be assigned to facilitate scheduling of repairs.

Note that while this framework is focused on public liability risk, Council's maintenance priorities are also driven by concerns about:

- Performance (e.g. aesthetics determines mowing and whipping program) and
- Sustainability (e.g. preventative maintenance to avoid premature failure determines programs to clear table drains and pipe culverts).

Defects are assigned to the appropriate department for management and appropriate action.

2.3 Scheduling of Maintenance Activities

Once the risk rating for the defect on the asset has been calculated, Council then needs to take action commensurate with the level of risk.

The timeframes are established for responding to defects, depending on the level of risk.

Scheduling of maintenance activities are assigned to the appropriate department for management and appropriate action.

2.4 Performance Measurement and Reporting

Customer service requests are responded to by the appropriate Director or their delegate through written and verbal communication. Council will be rolling out a customer request management system into the near future. We acknowledge that some members of our community do not have access to the internet and will continue to commit to reporting back on defects identified by our customers.

The performance measures relating to the compliance with Council's maintenance is also undertaken in other ways:

- compliance with inspection schedules (including inspections following customer requests)
- percentage of defects that were responded to within the nominated response time provided to the customer
- reporting on the activities undertaken (e.g. number of potholes patched in accordance to our grant guidelines).

3. Capital Works Programs (Renewal, Upgraded and New Assets)

Capital works programs are the building of new, upgraded or renewed assets. Council is reliant on external grant sources to undertake any capital works programs across its various asset classes.

Council's annual capital works program is provided in the Operational Plan at the beginning of each financial year. A future forecast over a number of years will be developed in later versions of the AMS that will provide a **Priority Projects List** to assist in facilitating Council decisions and re-prioritising resources between programs areas and to inform investigation and design activities. Design activities helps to inform accurate estimates or projects prior to their inclusion in the Operational Plan. It is noted that some of the future projects to be listed on the **Priority Projects List** will be unfunded and these will be included on the basis that Council may change its funding priorities in future or there may be grant funding opportunities (in which case it is important to clarify project priorities and undertake planning to ensure projects are 'shovel ready').

It is important to recognise that the level of detail in this framework will improve over time. In particular, future lists will indicate the portions of a project that is 'renewal' versus 'upgrade' (or new assets) to facilitate projections for the Renewal Ratio and reporting under Fit for the Future.

Review of Program Budgets

Council's annual program and budget is reviewed and endorsed by Council on the 1 July of every year. Any adjustments or revotes during the financial year will be done so through the quarterly-budget review statement. Future long-term forecasts will be developed as the AMS matures.

4. Risk Management

Risk is one of Council's primary considerations when it is formulating its activities in the Delivery Program so as to deliver 'sustainable best value'. Council is in the process of developing a Risk Management Policy. Council utilises the following Risk Matrix:

		CONSEQUENCE TERM				
		Insignificant	Minor	Moderate	Major	Catastrophic
LIKELIHOOD	Almost certain	MODERATE	HIGH	HIGH	EXTREME	EXTREME
	Likely	MODERATE	MODERATE	HIGH	HIGH	EXTREME
	Possible	LOW	MODERATE	HIGH	HIGH	HIGH
	Unlikely	LOW	LOW	MODERATE	MODERATE	HIGH
	Rare	LOW	LOW	MODERATE	MODERATE	HIGH

CONSEQUENCE TERM	CONSEQUENCE EXAMPLE
Insignificant	Small detriment, financial cost of less than $1000
Minor	Minor detriment to image, gossip generated throughout community, financial cost of between $1000 and $5000
Moderate	Moderate detriment, local media coverage, finacial cost of between $5000 and $50000
Major	Reputation damaged, statewide media coverage, financial cost of between $50000 and $150000
Catastrophic	Significant reputation damage, Council can no longer function, cost of over $150000

The treatment method depending on the risk could include:

- Inspection program, respond to the requests, risk-based prioritisation.
- Condition rating informed by formal inspections, renewal programs prioritised based on asset condition and hierarchy.
- Identified in improvement / upgrade programs and via maintenance activities

4.1 Reporting on Infrastructure Renewal Backlog and 'Required' Maintenance

Council has adopted a risk-based approach to reporting on infrastructure maintenance and renewal backlog in its Annual Financial Statements (these are also key Fit for the Future measures).

It is important to note that this does not mean that Council is therefore providing 'sustainable best value', only that it is adequately managing risks associated with the network. Decisions about the activities that will deliver sustainable best value, where Council prioritises its resources to particular program areas.

The following assets are identified as having a higher level of risk that requires renewal to resolve. Note that only those requiring 'immediate action' will be reported as backlog (the other issues will help inform decisions about funding into the future.

Asset at Risk	What Can Happen?	Risk Rating	Unfunded Risk Treatment	Cost to Treat ($)	Residual Risk Rating

A risk-based review of renewal and maintenance of assets on this basis will be undertaken at 30 June each year. Where there were insufficient funds to manage risks to an acceptable level – where there were risks assessed as requiring immediate action (rather than programming for action in future) the funding shortfall will be reported to Council as required, in relation to the 'cost to bring to satisfactory' (infrastructure renewal backlog) or 'required' (over and above 'actual') maintenance as applicable.

5. Asset Register and Accounting and Record Management

5.1 Asset Register and Accounting

Council's current asset registers are across multiple forms including asset registers on spreadsheets; Shepherd's RACAS; Folcrum; Reflect and managed individually by each Department based on asset type. Accurate valuation and depreciation of infrastructure is critical if Council is to have a clear picture about its financial sustainability.

This financial planning information needs to align with asset management planning.

Council is migrating to an online asset management system which will link closely to the accounting management system.

Risks created by underfunding of renewal have been considered in this report, but the assumptions that inform the asset register must be based on what Council actually plans to do. We acknowledge that this is currently a work in progress.

Once works identified in the asset management framework are actually carried out, it is vital that the asset register is updated (e.g. if there is a new asset created). There is also a need to better capture costs of such works.

There are also opportunities to collaborate with neighbouring councils regarding valuations, condition rating, etc. to improve consistency as well as help underpin advocacy for funding.

5.2 Record Management

Council is in the process of transitioning across to a new digital asset management system which will align all the datasets, register and other such information. Council's focus will be designing a single source of truth in relation to asset management across the local government area that is integrated with other systems like our accounting management system, Civica and the to be rolled out customer request management system.

ASSET MANAGEMENT PLANS

1. Transport Infrastructure Program

1.1 Roads Program

Council is responsible for a significant road network consisting of:

State Roads (Managed under a Road Maintenance Council Contract with Transport for NSW)

- Newell Highway – 21km
- Mid Western Highway – 100km

Regional Roads

- Henry Lawson Way (Young Road) – 19.5km
- Henry Lawson Way (Forbes Road) – 15.1km
- Gooloogong Road Road – 31.6km
- Mary Gilmore Way – 53km

Local Roads

- Sealed Roads – 431km
- Unsealed Road (gravel road) – 456km
- Unsealed Roads (dirt or 'formed') road – 60km
- Work in progress – sealing of 5.5km of Nowlans Road.

Council builds roads in accordance with relevant industry standards and codes of practice.

The financial projections and budgeting for the different categories of roads listed below are outlined in the Council's Long Term Financial Plan.

1.1.1 Resealing of Sealed Roads

Resealing or 'resurfacing' is *the* most important activity Council undertakes in relation to its sealed road network. The bitumen surface of sealed roads oxidises, so it needs to be renewed periodically to maintain a waterproof layer to keep water out of the gravel pavement beneath and so prevent the pavement from failing prematurely.

Industry best practice is that resealing should be undertaken every 20 years or so, however Council's current assumptions for service life is 26-28 years (based on current cycles with available budgets). This data is provided during the road revaluation which is currently in process.

1.1.2 Rural Sealed Roads Renewal and Upgrade Program

Unlike resurfacing (which is all renewal), upgrades (such as widening of shoulders on narrow rural roads) make up a considerable portion of Council's broader roads programs.

Council needs to consider what mix of renewal and upgrade works will deliver the 'sustainable best value'. These decisions must start by considering the condition of Council's rural road network and its asset condition rating. This data is provided during the road revaluation which is currently in process.

<u>Regional Roads</u>

Regional roads receives external funding from grants like the Block grant and the Repair program which allows for some level of renewal and upgrade where funded by external parties. It is important that Council considers a strategy for upgrading regional roads (i.e. which sections are a priority for shoulder widening in particular) as well as reviewing the need for any major works on bridges and major culverts or other rural culverts.

Local Roads

Allocation of funding for local roads is more complex because the same funding pool covers sealed rural roads as well as unsealed roads, works in urban areas, culverts as well as other assets and activities. Increasing allocation to resealing should be a priority.

Priorities across rural roads (both sealed and unsealed) are best determined in the context of an asset hierarchy that differentiates between high and low traffic roads, as well as those that are a key connection between localities.

Council should ocnsider prioritising upgrade of all narrow-sealed roads on (or equivalent if the hierarchy is amended). Priority Project lists will be created recommending upgrade once the asset condition is determined after the valuation process. Priorities for upgrade should, where possible, be aligned with works to renew pavements in poor condition as well as resealing as this is more efficient.

Council has an opportunity to strengthen grant applications for road upgrades by developing a consistent prioritisation scheme with neighbouring councils. It will be possible to then develop a 'Regional Transport Strategy' (or similar document) in conjunction with the Central NSW Joint Organisation.

In the medium term, it will be important that Council undertake some longer-term modelling of renewal need for pavements e.g. over 20 or 30 years. The shorter-term work to clarify budgets and condition (in particular, deterioration of pavements over time) will help inform this.

1.1.3 Unsealed (Gravel) Rural Roads

Weddin Shire Council has a significant unsealed local road network, totalling around 516km.

Of this, 456km is classified as 'gravel' road and 60km is classified as 'formed' or 'natural' road only (the difference being that there is no gravel placed on the latter).

The two key activities Council undertakes on these roads are:

- maintenance grading to address surface defects and reshape the road to improve drainage (an 'operational' activity) and
- gravel re-sheeting (a 'capital' activity to renew the pavement asset on gravel roads) which is essential to ensure roads are trafficable in the wet and also to improve the way the surface performs under traffic (i.e. to reduce deterioration and the need for more grading).

Unsealed gravel pavements do not last as long as sealed roads because the gravel erodes by water and wind. Depending on the volume of traffic, rainfall, maintenance techniques, etc. a 100mm deep gravel pavement will last between 10 and 20 years.

A further issue is that Council is generally only adding 50mm of gravel to its unsealed roads. This has been highlighted as an issue to review (other councils generally add 100mm at a time – this deeper layer costs a little more in materials but is more economical in terms of the use of plant and labour).

The next step for Council in determining how it is to deliver 'sustainable best value' from its unsealed road network is to review the issues noted above.

It is important to note, though, that actual renewal needs will vary from year to year so (as with resealing of sealed roads) actual programs should be driven by condition data (inspections).

Once Council has prepared a sustainable program for gravel resheeting and reviewed expenditure in the various road programs, it will be in a position to establish performance targets for unsealed roads.

1.1.4 Roads in Urban Areas (Grenfell and Villages)

Only a small portion (33km out of 421km) of Council's sealed road network is in urban areas.

A further 9km of unsealed roads is in urban areas. Council also undertook a beautification project of Main Street in Grenfell to renew and upgrade the condition of the sealed road network.

Street lights are not a Council asset (except for the ones in Main Street, Grenfell), although Council does pay for electricity charges. Upgrading street lights in Grenfell has been identified as unable to be funded under Council's budget.

1.1.5 Kerb and Gutter

Kerb and guttering is provided in some areas across Grenfell. Council is looking at ways to fund kerb and guttering to improve drainage, particularly in Quandialla through external grant funding.

1.1.6 Footpaths

Council has successfully applied for grant funded footpaths and will continue to look at opportunities to increase the footpath network across Grenfell and the villages.

Once the condition of existing footpaths is better understood through the revaluation process, Council will consider developing a longer-term priority plan for Grenfell.

1.1.7 Bridges and Major Culverts

Council has a total of 16 bridges, all of which are concrete.

Council also has 'bridge-sized' or 'major' culverts (those that are more than 6m long, measured along the roadway).

A key barrier to improving transport productivity (along with width and geometry of roads is the capacity of bridges. Assessments of bridge capacity often requires specific engineering investigations (unless design information is available). The key bridge that Council is aware of that is a barrier to higher mass limit (HML) vehicles is Nag's Head Bridge on the Henry Lawson Way towards Forbes.

1.1.8 Rural Road Culverts

Pipe culverts on the rural road network are accounted for as part of the transport network.

Together, there are almost 1400 smaller culverts (not big enough to be classed as 'bridge sized culverts'). Council has identified the need to improve information on the condition of these assets and intends to identify issues as part of maintenance inspections for consideration in specific renewal programs in future.

2. Buildings Program

Council owns a total of 62 building, facilities and structures across the local government area. The majority of building and facilities assets are located within Grenfell.

These assets can be classified as:

- Administration (Council buildings like the Chambers, Depot and hub)
- Recreational (Public toilets, change rooms)
- Residential (Council housing)
- Health (Grenfell Medical Centre and Weddin Street Clinic)
- Storage (Bulk storage sheds, workshop etc).

2.1 OPEX of Buildings

The operational building program budgets generally include cost of activities to operate and maintain the building together with the costs associated with activities that happen within it (for example, the costs of running the library as well as maintaining the library building).

Operational activities specifically relevant to buildings include:

- electricity
- cleaning
- water, sewerage, domestic waste and general rates charges
- maintenance and repairs
- fire protection and security
- pest control
- mowing and garden maintenance.

A key part of the Plan is a risk-based approach to prioritising work given the limited funds available.

Council engaged a contractor to review the required building maintenance across its building assets in 2023.

2.2 Condition of Buildings

2.1.1 Current infrastructure and its condition

Council's last condition assessment undertaken in 2023 determined that Council's buildings and other structures had a useful life ranging between 20 to 40 years. However, since the assessment was undertaken, the hailstorm on 25 December 2023 had impacts on a number of building and structures in Council's ownership which have required new roofing and other repairs to be undertaken. The repair work is still a work in process; however it is noted that the roofing damages have caused some further internal damages following any storm event like leakages and flooding of floors.

The condition assessment for the buildings should be updated following the hailstorm repairs to the buildings and structures and any subsequent repair works undertaken to better reflect its useful life and inform any future maintenance program,

2.3 Description of Buildings and Structures

Structure	Description
Public toilets	Public toilets are generally located in parks and reserves, and so are included in the Recreation section to simplify planning.
Sports buildings	As with public toilets, sports buildings are included in the Recreation section to simplify planning.
Swimming Pool Buildings	Council operates 2 swimming pools at Grenfell and Quandialla. There are three buildings on each site including change rooms, club houses and filter shed/chemical store. The buildings at Grenfell pool have been renewed recently (along with the pool itself). The buildings at Quandialla are adequate (although accessibility needs improving). The pool itself has some major problems (discussed in the Recreation section).
Grenfell Community Hub	Library, Visitor Information Centre, Art Gallery and Office Spaces The Grenfell Community Hub facility is a combination of a newer building at the rear (housing the Library and office spaces) and an older shopfront which is structurally sound (housing the other functions). The building has a leaking issue that impacts the Conference Room and Library. Works to upgrade the climate-controlled gallery is on pause until the roof is repaired. This may fix the leaking issue, however if it does not, the works are **unfunded.**
Medical Centre and dwellings	Council owns two medical centres (on Weddin and Main Streets). The newer facility, Grenfell Medical Centre was funded through a special rate variation (leading to Council taking out a loan) and grants). The Weddin Street Clinic is currently not utilised as a medical centre. It has a dwelling attached. Renovations such as painting, carpets, external drainage, bathroom and kitchen etc) is recommended for the building. This work is **unfunded.** Council also owns another dwelling rented to medical professionals (to facilitate the provision of adequate services) that is treated as a commercial property.
Grenfell Museum	The Grenfell Museum is located in Camp St, in a historical building gifted to Council many years ago. The building was impacted by the hailstorm damages and the roof will be repaired. Upgrades for disabled access and upgrade of appropriate facilities is **unfunded.** It would require significant investment that would likely rely on grant funding.

Structure	Description
Grenfell Dramatic Arts Building	The Community Arts Building is located in Rose Street (part of the old Public School) in a historic building gifted to Council. The two key users of the facility are the Community Arts Society and the Dramatic Society. There is no operational cost to Council (this is covered by users). The Grenfell Dramatic Society have applied for a number of grants to upgrade the facility and have been successful. However like the Museum, it needs significant investment within the next few years.
Grenfell Caravan Park	Council leases out the caravan park at Grenfell. Buildings on site includes an amenities block and three accommodation units. There are also a number of other structures classified as 'other structures' and 'depreciable land improvements' such as lighting, BBQs, clothes lines, signs, etc. that are considered here to simplify planning. Council may want to consider into a future reinstating the manager's cottage to attract onsite management there. However this is **unfunded.**
Council Administration Building	Council's main administration building and Council Chambers is located on the corner of Camp and Weddin Streets, Grenfell. It consists of an older portion on the corner, and a newer extension along Weddin St. The older portion of the building has significant structural issues associated with foundations. This has been investigated, with a recommendation to review once the site dries out (problems found to be with expansion of clay). The newer portion needs refurbishment (particularly painting) to create a more professional appearance however been impacted with internal flooding issues. The reason for the flooding is currently under investigation and may be linked to damages with the hailstorm or blocked stormwater drains in Taylor Park or a combination of both. The roof will be repaired and is currently a work in progress with the insurance company. Council may want to consider following the repairs to provide an update on carpet. Other major works is **unfunded.**
Depot and workshop	Council's main works depot is in Grenfell, which also includes a workshop for plant. This was built in 2010 and so requires little work now or in the medium-term future. This was also impacted by the hailstorm damages. Council recently installed solar panels at the depot to reduce the electricity costs and upgrade the offices in the depot. Council is looking at installing an electronic gate into the future and to provide some minor improvements.

Structure	Description
	Pigeon proofing may need to be considered into the future however this is **unfunded.**
Dog pound	Council also has a dog pound in Grenfell which is adequate to service current needs, however if opportunity allowed for an upgrade of the facility, then Council should consider applying for a grant.
Waste management depots	Council operates waste management facilities at Grenfell, Quandialla and Caragabal (all of which include landfills) and a recycling station at Greenthorpe. In 2023, the Quandialla and Caragabal landfill sites were closed at the direction of the EPA because of asbestos issues. Council is currently in the process of undertaking rehabilitation at the site. It is unlikely that the Quandialla and Caragabal landfill sites will be opened as unmanned sites and consideration is required the facilities to be manned. In addition to buildings (sheds) there is a number of assets classified as 'other structures' and 'depreciable land improvements'. These are considered here to simplify planning. Indicative rehabilitation offsite costs would require $1.2 million per site which is **unfunded.** Council is now working with the EPA agree on onsite rehabilitation of the Caragabal and Quandialla sites to reduce the costs however this is likely to be at a cost that Council has not budgeted for.
Commercial buildings, dwellings and land	Council owns the following buildings: • Star Street residence (senior staff). • Commonwealth bank building with residence (commercial lease, however residence is not utilised due to its condition). • East street units (five units for staff with one currently tenanted out to a long-term resident). • As above in the Medical centre and dwellings. • One of the offices at the Grenfell Hub is rented to a business. All buildings except for the East Street Units and Grenfell Medical Centre require some form of renovation or renewal. This is **unfunded.** Dwellings are owned to facilitate appropriate medical services and attract staff. The condition of the Commonwealth Bank building would require significant investment to bring the residence to updated standards. Council may want to consider selling the property to a private investor who has the resources to provide investment into the property. A caveat could be created to ensure the clock tower is maintained.
Sewerage system buildings	This is covered in the sewer section

Structure	Description
Emergency Services (RFS and SES)	Council has, in the last few years, not included Rural Fire Service assets in its accounts as it believed these are not under the control of Council (priorities for such works are determined by RFS and funded by their own budgets via Council). There are discussions about the way these should be accounted for by local government (some councils include them in their accounts) however at this stage they are excluded. Council does account for SES buildings – the headquarters and shed in Dalton Lane – and contributes some funds to projects when required, in addition to other funding sources.

2.4 Buildings and Structures Risk Management

The table below summarises the key risks and treatment plans that Council has in place to manage these. Note that while there are no 'critical assets' specifically identified, many of Council's buildings are essential to providing specific services.

Risk	Treatment Method
Fire causes injury to persons and/or damage to property	Wardens to be appointed at building sites. Contractor engaged to maintain fire safety systems (smoke alarms, extinguishers, etc.) in all buildings. After hours alarms monitored.
Electrical fault causes injury to persons and/or damage to property	Switchboards inspected annually (along with testing and tagging).
Exposure to asbestos	Buildings with asbestos to be identified.
Claim against Council in relation to lack of Disability Access to buildings	Action in Council's Disability Inclusion Action Plan includes an audit of Council buildings for accessibility and compliance, as well as an action to source funding for accessible unisex toilets throughout the Shire.
Other problem with buildings prevents usage in delivering Council services	Addressed in Business Continuity Plan.

3. Recreation Program (Sport facilities, Parks and Gardens)

This program includes:

- Open Space, Recreation and Public Toilets
- Planning, Building, Environment and Health (for cemeteries – included here because many of the same activities are undertaken for open space).

3.1 OPEX Recreational Program

Operational activities (often referred to as 'maintenance') include:

- mowing
- vegetation control (weed control, garden maintenance, tree trimming, etc.)
- marking of lines for sportsgrounds
- softfall maintenance (beneath play equipment)
- cleaning of BBQs and picnic areas
- litter collection and emptying bins
- irrigation control and maintenance
- graffiti removal
- swimming pool supervision and maintenance
- general repairs e.g. to lighting, playgrounds, shelters, etc.
- grave digging and cemetery maintenance
- fixing broken equipment

A systematic approach to managing these activities creates significant efficiencies, enabling Council to achieve its service levels expected by the community and manage risks at a lower long-term cost.

A key part of maintenance is a risk-based approach to prioritising work given the limited funds available.

3.2 CAPEX Recreation Program

Capital works program for recreation and open space assets are reliant on external grant funding. Council is currently undergoing a major redevelopment of Taylor Park to include an inclusive play space.

Projects for future years are important to inform investigation and design activities (which will then inform more accurate estimates of projects prior to their inclusion in the Operational Plan).

Projects that are unfunded are included to facilitate Council decisions about re-prioritising resources between program areas and to be used to ensure Council is prepared to pursue grant funding opportunities (i.e. priorities are clear, projects are 'shovel ready').

3.3 Parks, Playgrounds and Public Toilets

Council is responsible for 13 parks around the Shire. Details of the buildings and other infrastructure on these sites is shown below, along with the park hierarchy.

Site	Location	Toilet	Playground	BBQ/ Picnic	Shade sail	Hierarchy
O'Brien Lookout	Grenfell	yes		Picnic		Regional
Vaughn Park	Grenfell	yes	yes	yes	yes	District
Endemic Gardens	Grenfell					District
Proctor Park	Grenfell					Local
Memorial Park	Grenfell			Picnic		Local
Taylor Park	Grenfell	yes	yes	yes	yes	Local
Edward Square	Greenthorpe		yes		yes	Local
Railway Park	Grenfell					Neighbourhood
Rotary Park	Grenfell	yes	yes	yes		Neighbourhood
Goodsell Park	Grenfell					Neighbourhood
Arboretum Park	Grenfell					Neighbourhood
Caragabal Park	Caragabal	yes	yes	yes		Neighbourhood
Blamey Park	Quandialla	yes	yes	yes	yes	Neighbourhood

Currently, most of the infrastructure in these parks is in fair to good condition.

A range of upgrade works and some renewals could be considered below

Location	Project	Status
Vaughn Park	New picnic facilities (BBQ and new shelter)	Unfunded
O'Brien's Lookout Endemic Gardens	New picnic facilities (BBQ)	Unfunded
Edward Square	Watering system	Unfunded
Rotary Park	New picnic facilities (BBQ upgrade)	Unfunded
Caragabal Park	Fencing	Unfunded
Edward Square, Greenthorpe	*New asset* – demand needs to be justified. Public access toilets at Soldiers Memorial Hall?	Unfunded
Company Dam	Needs to be reviewed subject to vandalism, security toilets and BBQs safety signage	Unfunded
Blamey Park	Onsite sewage management (septic tank or enviro-cycle) Upgrade to toilet facilities	Unfunded
Caragabal disabled toilet	Construct disabled toilet	Unfunded
New 24 hour toilet block	Construction	Unfunded
Taylor Park	Stage 2 (Rotunda)	Unfunded

In terms of buildings (public toilets), all structures are in fair to good condition but are dated and require some level of refresh and renewal.

Council will need to allocate funds for renewal and/or apply for grants, in order to undertake some of these works.

Other significant infrastructure on these sites includes shade sails, BBQ facilities and memorials.

3.4 Sportsgrounds

Council is responsible for one sportsground across the Henry Lawson Oval although there are a number of other facilities operated by community groups. These are outside the scope of this AMP.

The Lawson Oval received a new grandstand, canteen and changeroom.

3.5 Swimming Pools

Council owns 2 pools, the Grenfell Aquatic Centre and the Quandialla Swimming Pool. Both facilities feature a number of buildings.

Other assets including the pools themselves, mechanical and electrical equipment, shade sails, tables, lighting and fencing is covered in this AMP.

The Grenfell Aquatic Centre is funded by a loan and grants and officially opened in February 2018. A number of mechanical and electrical equipment is reaching or has reached the end of life and funding is required to fund their replacements.

Quandialla Swimming Pool recently received grant funded renovations to the changeroom facilities. However the Quandialla Swimming Pool is believed to have a crack that would require significant capital investment to upgrade the facility.

Council has allocated some funds for urgent repair works, the renewal of the Quandialla pool is currently **unfunded.**

3.6 Other Recreation Areas

The other key recreation areas in the Shire are Bogolong, Company dams and Grenfell Skatepark. The Bogolong Dam is currently being investigated by Public Works for decommissioning.

3.7 Cemeteries

While not a recreation asset, the assets at the Grenfell, Caragabal and Bimbi Cemeteries are managed similarly to Recreation assets.

Council recently commissioned a grant funded amenities block at the Grenfell Cemetery.

The key assets include entrance gates, plaque beams, columbarium and irrigation.

Further upgrades and renewals to the cemeteries are **unfunded.**

3.8 Recreation Risk Management

The table below summarises the key risks and treatment plans that Council has in place to manage these. Note that while there are no 'critical assets' specifically identified, many of Council's recreation assets are highly valued by the community.

Risk	Treatment Method
Personal injury from use of play equipment (with potential liability for Council)	Inspections carried out in accordance with Australian Standard, records kept, issues actioned as required
Personal injury from use of sportsgrounds	Sports clubs to have appropriate insurances, adequate maintenance of grounds (mowing, irrigation of sites to ensure playing surface is suitable)
Personal injury from use of swimming pools	Adequate policy and system to ensure safe use by agreement with users

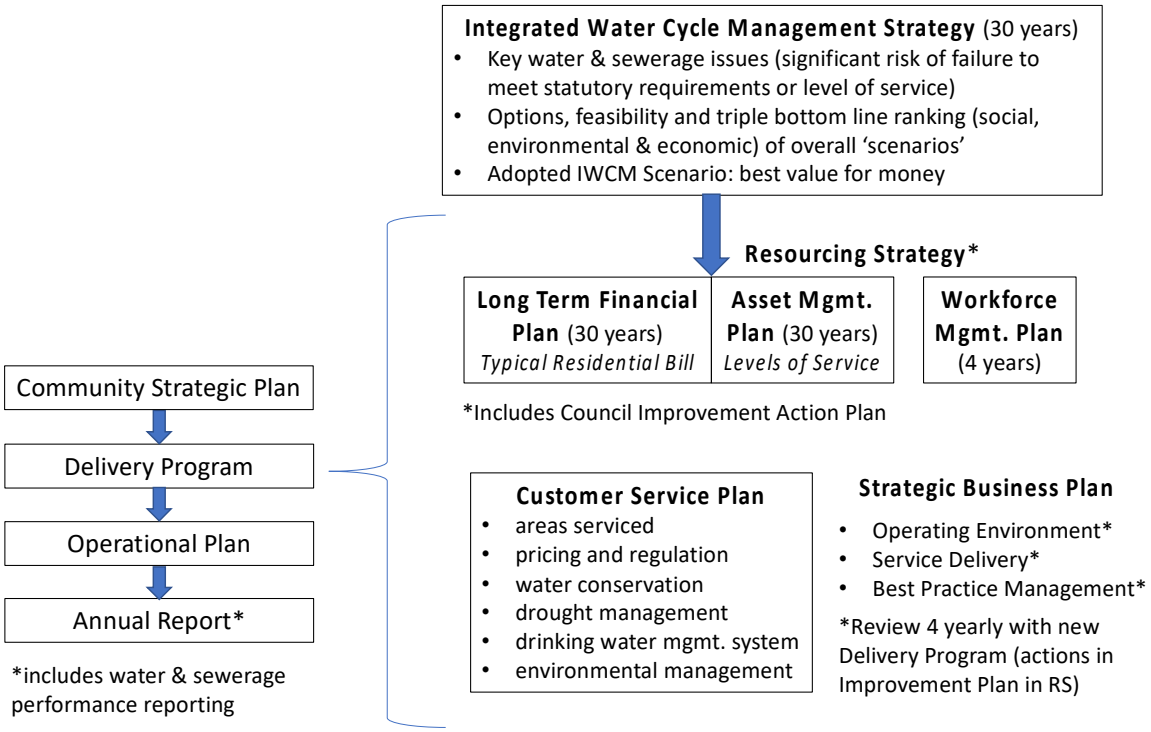
8 Sewerage Program

The *NSW* Regulatory and assurance (RAF) framework for local water utilities is the key driver for reform of planning and management and for continuing performance improvement for local water utilities. It is also a pre-requisite for access to some grant funding programs. The vision of this program is Safe, secure, sustainable and affordable water and sewerage services for healthy and resilient communities, businesses and the environment, now and into the future.

The peak planning documents are the 30-year *Integrated Water Cycle Management (IWCM) Strategy* and *Strategic Business Plans (SBP) for Water Supply and Sewerage*. These are produced on an 8-year cycle 4 years apart, with the latest document taking precedence.

Given that the IWCM Strategy is supposed to consider all urban water issues (water supply, sewerage and stormwater) and Council is only responsible for sewerage and stormwater there is a need to coordinate with other entities regarding preparation of the IWCM Strategy.

Central Tablelands Water County Council (an entity part owned by Weddin, Blayney and Cabonne Shire Councils) supplies water to Grenfell and Quandialla. Cowra Shire Council supplies water to Greenethorpe.



The above approach is intended to simplify the documentation, ensuring strategies driving activities in Council's sewerage business (in the Delivery Program) are clear and up-to-date. It also integrates whole-of-council issues like workforce management and community engagement.

Another key reason for this approach is that Council has recognised the need to focus on 'key issues' covered by the IWCM Strategy in the 8 years between formal revisions. Current issues and proposed solutions, which inform actions in Council's Operational Plan.

The key concept to note is the framework above is that the *Typical Residential Bill* in the FP is what generates revenues to fund *activities* in the AMP to deliver *Levels of Service* (LoS) adopted by Council.

The Grenfell Wastewater Treatment Plant opened in July 2022.

8.1 OPEX – Sewer network

Operational programs in the *Service Dashboard for Sewerage and Stormwater* (the Delivery Program) have two key elements:[1]

- *Operation* – operating the sewerage system (treatment) to ensure that Council's adopted performance targets (Appendix 1) are achieved at the minimum long-term cost, and that the impact of any breakdowns or outages is minimised
- *Maintenance* – maintaining individual sub-systems, facilities and components to ensure the actual outputs, reliability and availability (as specified in the Operations Plan) are achieved in the most cost-effective manner.

To ensure a sustainable outcome, Council should consider imposing a minimum charge per litre for supplying recycled water to customers. It is worth noting that Council has already installed water meters in individual supply tanks on customer premises, which facilitates accurate measurement and billing. Implementing this charge would help offset operational costs and promote responsible usage.

These discussed in the following sections, which echo the Regulatory and assurance framework (RAF) Guidelines.

8.2 Grenfell Sewage Treatment Plant

New Grenfell's Wastewater Treatment Plant (WTP) was commissioned in February 2022, replacing the original facility constructed in the 1930s. The modern plant incorporates primary, secondary, and tertiary treatment processes and operates on an Intermittently Decanted Extended Aeration (IDEA) system with UV disinfection. It has a capacity of 2,206 EP and an average daily flow throughput of 463 kL/day. The plant's construction involved a capital investment of approximately $12 million.

Effluent from the WTP can be reused or discharged to the environment under an EPA licence. While the new facility meets current licence conditions, occasional non-compliance occurs during periods of high wet-weather flow, primarily due to stormwater ingress issues.

8.3 Grenfell Sewerage Reticulation

All of Grenfell's sewerage system is gravity pipes, i.e. there are no pump stations with rising mains.

The majority (27.5 of the 33.1km) of sewerage reticulation (pipes and manholes) was built in 1942. A further 2.5km was built in 1969.Further extensions in 1998 and 2004 of around 3km service Henry Lawson Estate. and with minor extensions of 0.45 km completed in last

[1] The *Code of Accounting Practice* prescribes infrastructure reporting requirements (Special Schedule 7) in the opposite way: 'operations' are part of 'maintenance', though many operations aren't actually maintenance.

financial year. In FY 2023-24, a new 0.6 km pressure (rising) sewer main was constructed in the Grenfell industrial zone (Phil Aston Place).

The older pipe is vitreous clay, which is generally regarded to have a service life of 90 years. This means the useful life of these pipes will expire in around 2032 (although the actual useful service life of individual pipes will be shorter or longer than this average). Recent CCTV inspections revealed that 16% of the pipe network consists of VC pipes. These findings will inform Council's future planning and prioritization of renewal works to ensure the reliability and sustainability of the sewer infrastructure.

The actual performance of the network confirms this estimate, with the incidence of sewer chokes (blockages due to tree root intrusion, broken or dropped pipes) rising and Weddin Shire Council reporting the significant number of sewer blockages in the state considering population.

Council has recognised the issue and begun investing in relining of these pipes some years ago, with around 5km of pipes being relined since 2009.

Council allocated $300,000 last financial year for CCTV inspection and smoke testing, but this amount may not be sufficient given the significant issues identified during the inspections and testing conducted to date. Only half of the town's sewer system has been inspected, and one-third has undergone smoke testing. The results indicate that 35% of sewer mains require immediate attention, while 75% of properties failed to comply with stormwater connection standards. Council has not allocated any budget current financial years, further exacerbating the challenge of addressing these critical issues.

Relining works are procured under a joint contract arranged by CENTROC, which means the rates obtained are quite competitive. Depending on the extent of problems, the need for additional work (e.g. service junctions) and size of the pipe $200,000 will cover relining of 1km of pipe.

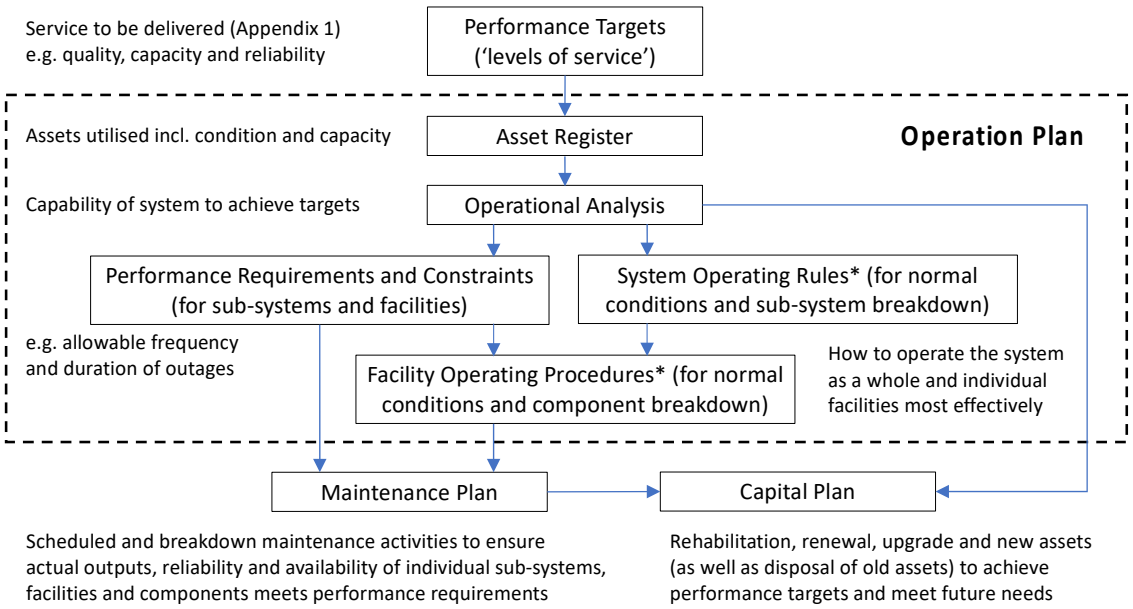
Council also needs to invest in rehabilitation of manholes (access chambers) as some of these are in poor condition. These are another source of infiltration in wet weather. It is in Council's interest to seek to reduce the additional inflow as this water must then pass through the treatment plant (adding to operational expenses like power, chemical dosing).

Given the high number of chokes, the growing need for relining of the old parts of the reticulation network, Council has recognised the need to review funding allocation to relining.

Based on the asset register of recent inspection, basically all 9", 6" and 3" pipes have been CCTV inspected based on 50% area of Grenfell town. CCTV inspections need to be prioritised based on rest of the locality as well as history of problems, proximity to waterways, etc.

8.3.1 Operation Plan

The figure below shows the key elements of the Operation Plan and how this relates to other elements of this Asset Management Plan.



*includes due diligence requirements under NSW Protection of the Environment Operations Act, 1997

8.3.2 Asset Register

Council has recognised the need to improve its asset register (and keep it up-to-date in future) in order to better understand current performance constraints in the network and also to improve both scheduled and breakdown maintenance programs.

A key step in this is adding utilities including the sewerage system to Council's mapping system.

Council also needs to undertake CCTV inspection of mains and inspection of manholes to identify and prioritise sections for renewal / relining however this remains **unfunded.**

As of FY 2023-24, 50% of the inspections have been completed, with the remaining work contingent on fund availability.

8.3.3 Operational Analysis + Performance Requirements and Constraints

An Operational Analysis is in effect a complete investigation of the adequacy of Council's sewerage system to meet present and future needs. It determines whether the system is capable of economically meeting Council's performance targets.

In addition to 'fine tuning' operations, the Operational Analysis provides essential inputs to the maintenance and capital works plans by determining performance requirements and constraints (outputs, reliability and availability) for the individual sub-systems and facilities making up the sewerage system.

Where the existing system is inadequate, or where assets are found to be approaching capacity or reaching the end of their economic life, the output will include a capital works program.

The two key capability and performance issues with the current system are:

- the condition of the older parts of the reticulation, which is a problem both due to the number of pipe blockages (chokes), but also due to the volume of infiltration to the system: wet weather flows at the sewage treatment plant are 8-10 times dry weather flows (which means that the plant has to treat far more sewage – this costs extra and

also reduces the effectiveness of the treatment system, although the quality of effluent is still within guidelines – often due to the effects of dilution as well as treatment) – increasing investment in relining pipes as well as rehabilitation of manholes.

- During FY 2023-24, Council conducted CCTV and manhole inspections in the Grenfell area, covering 50% of the town to assess the condition of the sewer reticulation system. This inspection program is part of an ongoing process and remains dependent on budget availability. Another reason for the high wet weather flows is illegal connections (of stormwater to the sewerage system) and other issues with services such as low gully traps that let in surface water. Council is undertaking a program of smoke testing and other actions to address this- During FY 2023-24, Council undertook sewer smoke testing to identify and investigate non-compliance stormwater connections for one-third of the properties (310 properties) in the Grenfell area. This is an ongoing process and remains subject to budget availability. In addition, Council is actively engaging with the community to explore the potential implementation of a yearly stormwater management levy. This initiative aims to ensure a sustainable solution for addressing stormwater management challenges in the future.

8.3.4 System Operating Rules + Facility Operating Procedures

System Operating Rules set out the most effective way the sewerage system as a whole is to be operated under normal conditions and in the event of a breakdown. The aim is to achieve Council's performance targets at the minimum long-term cost.

Facility Operating Procedures subsequently set out the way individual facilities (particularly the sewage treatment plant) are to be operated in the context of the system operating rules, again under normal conditions and in the event of a component breakdown.

Council has undertaken limited development of such documentation in the past, however the importance of such documentation is acknowledged as a fundamental risk management strategy, particularly given issues with attracting and retaining appropriately qualified and experienced staff.

Facility operating procedures and appropriate staff training will be specified as an essential deliverable under the contract for the new treatment plant.

The new Waste Water Treatment Plant (WWTP) operates under the Supervisory Control and Data Acquisition (SCADA) system, ensuring full compliance with all regulatory requirements, including those set by the EPA and DCCEEW and the staffs are well trained for the system.

8.3.5 Due Diligence, Licensing and Reporting under PoEO Act

The NSW Protection of the Environment Operations Act 1997 (POEO) provides substantial liability in the event of environmental harm (section 119 and section 147). Due Diligence should be incorporated in the Operation Plan since it is one of the few defences available to both individuals and corporations under the Act.

Due Diligence implies that efforts should be made to anticipate hazards which may harm the environment and take all feasible steps to prevent, control and mitigate the potential of their occurrence.

The sewage treatment plant is required to have Environmental Protection Licences (EPL) which is administered by the NSW Environmental Protection Authority (EPA) under the Protection of the Environment Operations Act 1997. An EPL allows a business to operate as long as it adheres to certain conditions which are stipulated in each licence. The EPL number for the plant is 1732.

Section 153A of the Protection of the Environment Operations Act 1997 requires a licence holder to prepare a Pollution Incident Response Management Plans (PIRMP) for this site, which Council has done. This Plan is available on Council's website, review every year.

It is also a legislative requirement that water quality and volumetric monitoring data is published for these sites. Water quality data is available on Council's website (and volumetric data is reported regularly in Council business papers.

8.3.6 Trade Waste

Trade waste (food solids as well as grease and oils) can cause blockages in the sewerage reticulation (pipes) and create problems with treatment processes.

Managing trade waste increases the costs of the sewerage system for all users and so trade waste charges are an appropriate way to address this. They are also a requirement of the Regulatory and assurance framework for local water utilities.

While Council has introduced trade waste charges and most businesses producing trade waste (take aways, restaurants, etc.) have grease traps installed to minimise the amount discharged to the sewer, there is currently no Trade Waste Policy or agreements in place. These are also a requirement of the *Best Practice Framework,* and it is important that Council address this.

8.4 Maintenance Program

The purpose of the Maintenance Plan is to ensure that the actual outputs, reliability and availability of the individual sub-systems, facilities and components as specified in the Operation Plan are achieved in the most cost-effective manner.

Maintenance is generally planned on either a scheduled or breakdown basis, discussed below.

8.4.1 Scheduled Maintenance

Scheduled (also known as proactive, planned or preventative) maintenance helps avoid unexpected failures. It is used for critical items where a breakdown would be costly and would cause significant interruptions to the sewerage service e.g. mechanical and electrical equipment at the sewage treatment plant (pumps and motors in particular) must run reliably at all times as there is limited capacity to hold flows before there is an overflow to the environment.

Scheduled maintenance is either fixed-time or condition-based.

Fixed-time maintenance is undertaken at pre-determined intervals in accordance with technical manuals, specifications or manufacturer recommendations (e.g. a car serviced every 10,000km).

Condition-based maintenance is informed by condition inspections and assessments, with maintenance tasks being initiated once the condition of a component reaches a pre-defined trigger point (e.g. topping up oil in a car when the level gets below a certain level on the gauge).

Condition-based maintenance may be as simple as painting something before it begins to rust, or as complex as replacing bearings in a motor when a vibration analysis indicates substantial deterioration. It also helps to generate data about depreciation rates, which informs prediction of service life of components and the optimum time for refurbishment or replacement.

Provision of maintenance schedules will be an important deliverable for the new sewage treatment plant, which is far more sophisticated in terms of mechanical and electrical

equipment. Council has developed a scheduled maintenance log integrated within the SCADA system.2.2.2 Breakdown Maintenance

Breakdown (also known as reactive, unplanned or corrective) maintenance should be reserved for less critical components, for situations where scheduled maintenance is not possible or where remedial action can be taken quickly with minimal disruption to services.

Council has a backup pump for the sewage treatment plant, as well as a backup generator in the event of a power outage. Spares are generally available for other items, so breakdowns are well covered.

In addition to breakdown maintenance at the sewage treatment plant, the other key area is in clearing of chokes in sewerage pipes. It is notable that according to performance monitoring data from NSW Government in 2022/23 (the latest available data), Weddin Shire Council had the lower incidence of sewer chokes (blockages) in NSW.

8.5 Performance Reporting

Council reports extensively on the operational performance of its sewerage scheme in annual returns to Department of Climate Change, Energy, the Environment and Water (DCCEEW), NSW (Local water utility performance). Notable measures include:

- Number of chokes (blockages)
- Percentage of treated effluent that was compliant with licence conditions
- Operating cost per property
- Administration and management cost
- Economic real rate of return

8.6 Grenfell Effluent Reuse

Currently, there is an effluent reuse system in operation that is used to irrigate six (6) utilization area including parks, Grenfell Rugby Union Grounds, schools playgrounds and Henry Lawson Oval. The reticulation pipes of recycled water scheme is aging. Additionally, the reticulation pipes of the recycled water scheme require assessment in the upcoming years to determine their condition and future maintenance needs.

To ensure a sustainable outcome, Council should consider imposing a minimum charge per litre for supplying recycled water to customers. It is worth noting that Council has already installed water meters in individual supply tanks on customer premises, which facilitates accurate measurement and billing. Implementing this charge would help offset operational costs and promote responsible usage.

8.7 Sewer Services for Villages

All villages are on septic tanks – which have several issues associated with failure of the onsite system, egress of effluent off site and maintenance of the systems.

The 2020 Local Strategic Planning Statement (LSPS) for Sewerage Services included provision to provide sewerage services to Quandialla (population 163), Greenethorpe (population 202) and Caragabal (population 174) in 2020-40 by reviewing funding & design.

No major sewer extensions have been identified.

The delay in commencing these projects was noted as being primarily due to the need to prioritise funding to other issues such as relining works for existing pipe network , but there

may be an opportunity to bring this forward, particularly if there are grants available to help fund such works – which there are at the moment. It may be that Council simply scopes up the work, so it is 'shovel ready' for a grant at this stage.

8.8 Sewer Network Risk

Risk	Treatment Method
Release of raw sewage to the environment	Pollution incident response management plan developed for Grenfell sewage treatment plant. Scheduled Maintenance program has been developed in SCADA system in new STP. Chokes cleared; pipes relined to reduce blockages in future.
Exposure of users of parks and reserves to pathogens from effluent reuse scheme	Effluent quality testing, soil testing on parks and fields
Lack of qualified and experienced Treatment Plant Operators	Training program in place, backup available within the organisation and in neighbouring councils
Financial risks due to additional operating costs	Continued monitoring of the operation and maintenance cost. Service Level review undertaken.

In terms of identifying 'critical assets' (assets having the potential to significantly impact on the organisation's objectives), the key ones are the sewage treatment plant and larger trunk mains carrying the bulk of flows in the town.

The scheduled maintenance program that is developed for the new plant is informed by asset criticality so vital pumps, motors, etc. is given more focus commensurate with the higher risk. Current maintenance is considered adequate.

In the last financial year (FY23-24) Council allocated $300,000 for CCTV inspection and smoke testing, but this amount may not be sufficient given the significant issues identified during the inspections and testing conducted so far. To date, only half of the town's sewer system has been inspected, and one-third has undergone smoke testing. The results revealed that 35% of sewer mains require immediate attention, while 75% of properties failed to meet with stormwater connection standards. Council has not allocated any budget for these activities in the current financial year, further compounding the challenge of addressing these critical issues.
Council has adopted a risk-based approach to reporting on infrastructure maintenance and renewal backlog in Special Schedule 7 of Council's Annual Financial Statements (these are also key Fit for the Future measures).

It is important to note that this does not mean that Council is therefore providing 'sustainable best value', only that it is adequately managing risks associated with the network. Decisions about the activities that will deliver sustainable best value are made where Council prioritises its resources to particular program areas.

8.9 Standards, Specifications and Reference Documents

Various documents relating to the NSW Best Practice Management of Water and Sewerage Framework is available at:

Regulatory and assurance framework | NSW Government Water Pollution Incident Response Management Plan and Effluent Quality Data for Weddin STP:

https://www.weddin.nsw.gov.au/files/assets/public/v/1/services/water-amp-sewer/20240905-weddin-shire-council-pollution-incident-response-management-plan-pirmp_2024-25.pdf

Monthly test sample data available in the following link:
https://www.weddin.nsw.gov.au/Services/Water-Sewer

SEWER: Appendix 1 – Description of Existing Sewerage System

Sewage in Grenfell is collected via 33.1 km of gravity sewer reticulation and transferred (without pumps) to the Grenfell Sewage Treatment Plant (STP), which was initially constructed in 1940. Storm overflows from the reticulation system discharge into Emu Creek.

New Grenfell's Wastewater Treatment Plant (WTP) was commissioned in February 2022, replacing the original facility constructed in the 1930s. The modern plant incorporates primary, secondary, and tertiary treatment processes and operates on an Intermittently Decanted Extended Aeration (IDEA) system with UV disinfection. It has a capacity of 2,206 EP and an average daily flow throughput of 463 kL/day. Based on Council's annual returns, the Grenfell STP is currently meeting discharge quality requirements. Treated effluent is discharged to Emu Creek and the remainder is reused for the irrigation of several parks, playgrounds and recreational areas.

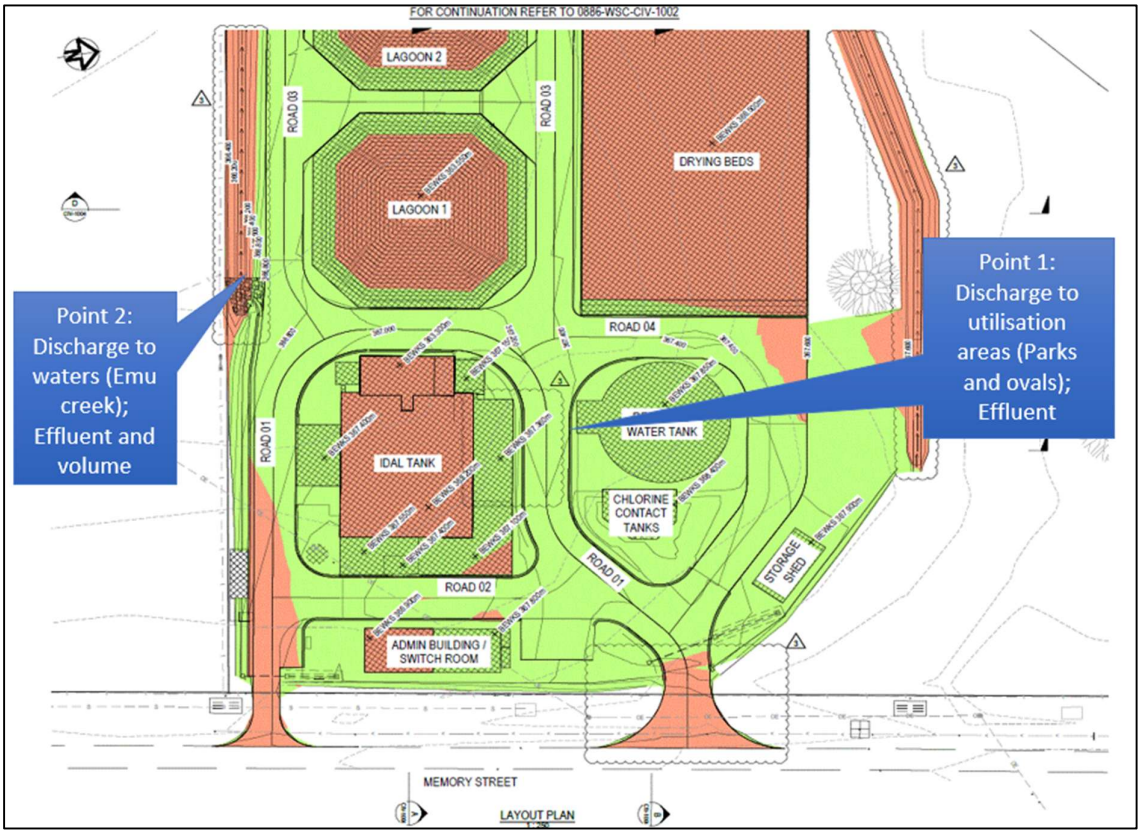


Figure 1 – Grenfell Wastewater Treatment Plan Site Plan

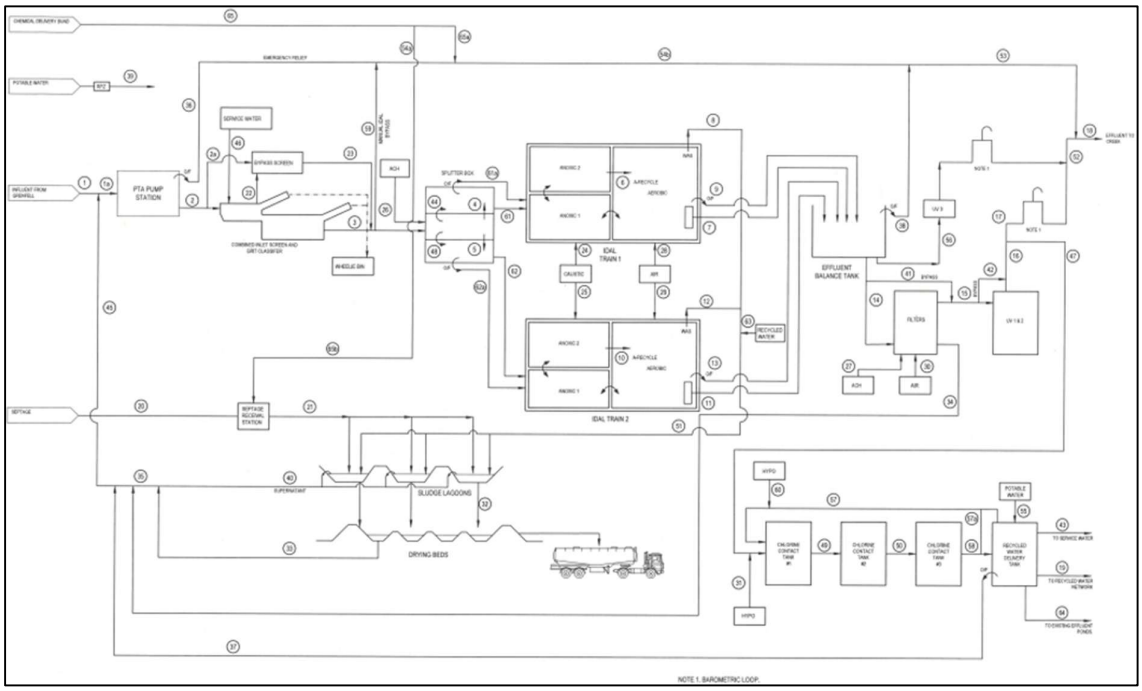


Figure 2 - Process Plan (Grenfell)

A map of the reticulation network is shown on the following page.


0
1,000
meters

SEWER Appendix 2 – Key IWCM Issues Related to Sewerage

Under the *Best Practice Management (BPM) of Water Supply and Sewerage Framework*, a 'key issue' is one where Council is unable to meet its performance targets or to meet statutory requirements and/or to increase capacity to address the needs of new development.

While the BPM Framework only requires those key issues that have not been dealt with in the Integrated Water Cycle Management Strategy to be identified, the table below includes all such issues so that it is clear those issues that Council is addressing, too.

Key Issue	Details	Current Status
Condition of sewerage reticulation (pipes and manholes)	Most of the network was built in 1942 and is likely to be reaching the end of its useful life in the next 15 years. Council is reporting that it is dealing with a significant number of sewer chokes (blockages), which highlights that the pipes are in poor condition. Wet weather inflows to the sewage treatment plant are very high (8-10 times dry weather flow), which impacts treatment efficiency and increases costs. A relining program is in place, but it is perhaps not sufficient to keep pace with deterioration. Little investment is currently being made to address manholes in poor condition.	Issue identified and actions in place to investigate further, including considering the option of ramping up relining work. Issue of investing more in problem manholes also being investigated. To address the identified issues effectively, a request for the allocation of funds needs to be submitted Council. This will ensure the required resources are available to carry out the necessary inspections, repairs, and upgrades.
Infiltration from other sources	Another contributor to high wet weather inflows to sewage treatment plant.	During FY 2023-24, Council undertook sewer smoke testing to identify and investigate non-compliance stormwater connections for one-third of the properties (310 properties) in the Grenfell area. This is an ongoing process and remains subject to budget availability.
Sewerage services for villages	The villages of Quandialla, Greenethorpe and Carabagal are all serviced by septic tanks. Problems include failure of onsite systems, egress of effluent off site and maintenance of the systems.	There is a need to undertake further investigation of design issues and costs of these works to enable them to be considered in financial plans. Ideally, Council would have the designs 'shovel ready' for a grant.

As noted in section 1, Council needs to coordinate with Central Tablelands Water, Blayney, Cabonne and Cowra Shire Council regarding the broader IWCM Strategy.

Appendix 3 – Compliance with Regulatory and assurance framework

A table to be included summarising key elements of an IWCM Strategy and SBP, and requirements under the RAF Framework as well as how Council's simplified documentation satisfies these requirements.

Name of the Act	Compliance and enforcement options by Act
Local Government Act	• directions for the proper safety, maintenance, and working of water treatment and sewage treatment works (s.61) • directions during emergencies (s.62) • entry, inspections, and investigations powers (s.65 and Part 2 of Chapter 8; see also section 6 of this framework) • notices to comply with a direction (s.63) • any action to carry out directions if council does not comply (s.63) • appointment of an administrator (s.66) • revocation of an approval (c.138(3) of the Local Government (General) Regulation 2021) • penalties for false or misleading information in relation to an application (s.665) • start of legal proceedings where there has been a breach of the Local Government Act (s.674).
Water Management Act	• compliance audits (s.326A) • stop-work orders for the unlawful construction or use of a water management work (s.327) • removal of unlawful water management works (s.329) • temporary stop-work order to protect public interest (s.330) • direction to prepare a report about the progress of complying with any directions issued under the Water Management Act (s.334)

9 Stormwater and Drainage Program

9.1 Urban Stormwater Drainage

Council's urban stormwater network consists of 3.4km of pipes and 129 pits. This is valued at around $15.5 million (as at 2023/2024). There are some areas that are under capacity or require some stormwater augmentation, however as a whole the network is in reasonable condition (failures are rare) so this is a lower priority for improvement actions at present. Villages could however benefit from stormwater drainage augmentation.

It is costly to inspect (via CCTV) and so, like many councils, Weddin has at this stage chosen to rely on the age of these assets to ascertain their condition, although inspections have been carried out by looking down pits where possible. Condition data is currently underway.

Given that there are very few instances of failures in the network (e.g. due to a pipe or pit collapsing or blocking) it is a low priority to seek out further information on these assets at this time.

Council will ensure details of any maintenance issues or asset failures are recorded so that such an analysis can be undertaken in future.

In terms of new or upgraded assets, the key issue of concern is under-capacity pipes and pits (or lack thereof) around the town. There are several locations subject to minor flooding in storm events where additional stormwater drainage infrastructure could help. These potential projects will need to be scoped up and estimated, and then funding for them evaluated against other priorities for Council's limited funds.

9.2 Stormwater and Drainage Risk Management

There are risks associated with providing the service and not being able to complete all identified activities and projects. We have identified major risks as:

Risk	Treatment Method
Poor or incomplete asset management practices including AMP, lifecycle management plans (LCMP) and asset condition assessments	Investigation into alternative funding sources to manage stormwater drainage.
Financial implications with inaccurate asset valuation and long term planning including renewal forecasts.	Investigation into alternative funding sources to manage stormwater drainage.
Financial risks due to additional operating costs	Implementing the asset management improvement program; continue with regular inspections and reporting on assets; start proactively analysing and reporting on data availability; start building core asset management capability; complete asset condition survey.

Risk	Treatment Method
Inequity of stormwater and drainage across the town and villages.	Grant funding to be prioritised to stormwater drainage in villages.

10 Plant and Equipment Program

10.1 Context

This asset management plan for plant and equipment comprises a collation of Weddin Shire Council's vehicles, machinery and equipment asset data base. It is a long term planning document that Council can use to provide a rational framework for current and future understanding of its plant and equipment assets

10.2 The Plant and Equipment Service

The plant and equipment network comprises:

- Passenger vehicles
- Light commercials
- Heavy vehicles
- Heavy plant
- Equipment

10.3 What does it cost?

The projected outlays necessary to provide the services covered by this Asset Management Plan (AM Plan) includes operations, maintenance, renewal and upgrade of existing assets over the 10-year planning period. A Plant Replacment Program is currently under development.

10.4 What Council will do

Council plans to provide plant and equipment services to achieve the following strategic objectives:

- Operation, maintenance, renewal and upgrade of plant and equipment to meet service levels set by Council in annual budgets.
- Replacement and turnover of plant and equipment items in line with utilisation and operational requirements within the 10-year planning period

10.5 What Council cannot do

Council does not have enough funding to provide all plant and equipment at the desired service levels or provide additional plant items. Works and services that cannot be provided under present funding levels are:

- Purchase sufficient additional plant and equipment to complete all operational projects within Council and this results in contractors and hire plant being utilised as required
- Complete all maintenance, servicing and repairs within Council's workshop partly due to computerised servicing equipment being tightly held by the manufacturers

10.6 Risk Management

There are risks associated with providing the service and not being able to complete all identified activities and projects. We have identified major risks as:

- Major fluctuations in the exchange rate could create additional costs as the majority of plant and equipment is imported
- Increases to the cost of raw materials above CPI that would lead to higher than budgeted replacement costs
- Availability of replacement plant and equipment due to delays in shipping of manufacturing

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

- Monitoring any changes in pricing and updating the 10-year replacement plan
- Ensuring that plant hire rates are reflective of actual costs
- Monitoring stock levels of plant held in Australia and the lead times for ordering and replacing items

An assessment of risks8 associated with service delivery from assets has identified critical risks that will result in loss or reduction in service from infrastructure assets or a 'financial shock' to the organisation. The risk assessment process identifies credible risks, the likelihood of the risk event occurring, the consequences should the event occur, develops a risk rating, evaluates the risk and develops a risk treatment plan for non-acceptable risks.

Critical risks, being those assessed as 'Very High' - requiring immediate corrective action and 'High' – requiring prioritised corrective action identified in the Infrastructure Risk Management Plan, together with the estimated residual risk after the selected treatment plan is operational are summarised in Table below. These risks can be reported to management and Council.

Service or Asset at Risk	What can happen	Risk Rating (VH, H)	Risk Treatment Plan	Residual Risk *	Treatment Costs
Plant and Equipment	Incorrect usage	H	Implement raining, training register and conduct risk assessments	L	Minimal
Plant and Equipment	Injury to operators	VH	Implement WH&S management plan, including risk assessments	L	Minimal
Plant and Equipment	Breakdowns	H	Routine daily inspections and regular servicing as per manufacturers specifications.	L	Minimal

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

10.7 Confidence Levels

This AM Plan is based on a high level of confidence information.

10.8 Council's Next Steps

The actions resulting from this asset management plan are:

- Maximising the service potential of existing assets by ensuring they are appropriately used and maintained
- Continue to monitor utilisation rates and whole of life costs
- Continue to conduct appropriate consultation throughout all phases of the planning and procurement processes
- Develop an updated plant replacement program.

10.9 Operations and Maintenance Strategies

The Council should operate and maintain assets to provide the defined level of service to approved budgets in the most cost-efficient manner. The operation and maintenance activities include:

- Scheduling operations activities to deliver the defined level of service in the most efficient manner
- Undertaking maintenance activities through a planned maintenance system to reduce maintenance costs and improve maintenance outcomes.
  Undertake cost-benefit analysis to determine the most cost-effective split between planned and unplanned maintenance activities (50 – 70% planned desirable as measured by cost)
- Maintain a current infrastructure risk register for assets and present service risks associated with providing services from infrastructure assets and reporting Very High and High risks and residual risks after treatment to management and Council
- Review current and required skills base and implement workforce training and development to meet required operations and maintenance needs
- Develop and regularly review appropriate emergency response capability and
- Review management of operations and maintenance activities to ensure Council is obtaining best value for resources used.