Transport Asset Management Plan

April 2023

Version No. 3

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How to use this Plan

This Asset Management Plan (AMP) is a tactical document to support Councils understanding of its Transport assets, service levels, risks and to provide operational and capital expenditure forecasts that will deliver the community outcomes detailed in the Community Strategy 2022-2032. The AMP is set out in the following format to support easy navigation of its contents such that specific information can be readily identified to suit the reader's need.

- Executive Summary
  This provides an overview suitable for obtaining a high-level understanding of the key issues and outcomes of the AMP. This is intended for senior decision makers and is supported by the detail in the following sections that make up the body of the AMP.

- Section 1 - Introduction
  This section is the introduction that defines the plan's purpose, its scope and how the AMP aligns with corporate objectives and goals. It 'sets the scene' for the AMP and how it relates to the wider organisational plan framework.

- Section 2 – Data Details
  Defines the AMP's data inputs and assumptions. It includes the Asset Summary, Prior Year Infrastructure Delivery, Asset Age, Asset Condition Assessment Criteria, Results Summary, Asset profiling, Hierarchy, Useful Life and Data confidence ratings.

- Sections 3,4, and 5 – AMP Inputs (Service levels, Risk and Growth)
  Defines Councils' service levels, current risks and demand considerations that have been used in developing this AMP. This is the basis on which the following sections have been developed.

- Sections 6,7,8,9 and 10 - 10-year forecasts
  Provides the detailed 'output' of the AMP development process with forecasts over a 10-year horizon of the works required to maintain the current service levels, mitigate identified risks and cater for service growth and increased demand.

- Sections 11,12 and 13 – Financial forecasts
  Focus on the financial aspects of the delivering these service levels including anticipated 'financial sustainability' performance. This section is particularly relevant to inform decision making and guide continual improvement in both the AMP and achieving corporate goals.

- Section 14 – Findings and Recommendations
  Provides a summary of the key issues and actions to be considered by Council. It includes a statement on the reliability and confidence of information to also be considered.

- Section 15-AMP Improvement Plan
  Provides an action plan improve future iterations of the AMP, particularly the improvement of the plan's accuracy and reliance as a decision-making tool.

- Appendices
  Information which is required in the AMP as reference is in the appendices. It also includes detailed works programs for new and renewal capital works that align with funding requirements and are to be aligned with short to medium term detailed operational planning.

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Document Control

Distribution / Stakeholder list

All key stakeholders are to be included on the distribution list.

Name	Initial	Date	Title/Business Unit
Jack Terblanche			Director Infrastructure and Planning
Mark Dowling			Director of Corporate & Community
Greg Stewart			Manager Operations
Kate Stephens			Manager Finance

- *Stakeholders are initial the final document to indicate that the report has been signeted and reviewed.*

Revision History

Document Version	Date	Comments	Author	Reviewer
1	15/1/22	Initial Draft	David Webb	Mark Dowling
2	14/6/22	Revision	David Webb	Mark Dowling
3	1/4/23	Revision/Update	David Webb	Mark Dowling

Certification

As the Principal officer/Asset Custodian responsible for preparing this AMP, I certify that if:

- Has been on a series of assumptions and the best available data at the time;
- Provides a rationale for and underpins the renewal funding as specified in the related 10-year service financial forecasts; and
- Provides a strong platform from which to continue asset management advancement by identifying several areas for further improvement.

Principal Officer (if applicable):_____ Signature:_____

Asset Custodian:_____ Signature_____

Date:_____

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Executive Summary

Purpose

The purpose of this Asset Management Plan (AMP) is to consolidate Councils understanding of its Transport Assets, service levels, risks and to provide operational and capital expenditure forecasts that will deliver the community outcomes detailed in the Community Strategic Plan 2022-2032.

The plan will support informed decision making, guide Long Term Financial Planning budget requirements and provide a path to further improve the accuracy and confidence in future iterations of this plan.

Scope

This Asset Management Plan (AMP) covers the Transport Assets (the Assets) that support the delivery of services to the Hay Shire Council (Council) Community. It has been prepared based on the International Infrastructure Management Manual (IIMM) the recognised guideline for asst management in Australia.

The AMP uses data available within Council in 2021 including Council's audited financial asset register, based on revaluations undertaken by APV in 2021. Where possible, the financial register has been supplemented by historical condition data.

The Assets

The Transport assets are valued at $115,216,000 and are apportioned into asset categories as detailed in Table 1.

Table 1: Transport Assets Summary

Asset Type	Quantity	Gross or Mv
Bridge Asset	19	$10,190,530
Footpath Assets	176	$5,830,048
Carpark	6	$926,067
Kerb Assets	334	$6,243,828
Regional Road	200	$32,930,045
Rural Road	596	$42,965,236
Urban Street	804	$16,130,977
Total		**$115,216,732**

Asset Condition

The vast majority of Council's transport assets are either in New, Good or fair condition. Of the remaining assets that are in poor condition they relate to culverts, and one rural bridge. On at his basis it is considered that he road and transport assets are in good condition and that the assets are being effectively managed having regard to our resources and the use of the asset.

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Are We Meeting Our Adopted Service Levels?

Yes, Council is meeting its current level of service. Additionally, Council is currently developing levels of service standards and performance measures. The maintenance and operations expenditure projections in this AMP are based on historical spending and therefore it may be assumed that similar future funding and if supported with appropriate investment in renewal will continue to provide current service levels.

Are we managing Growth?

Yes, Council is managing growth. This AMP uses Council's adopted growth rate 1%. The current assets are expected to meet the required service capacity for increased population, Council must consider the future implications that a growing asset base has on its operations and maintenance costs.

Are We Managing Our Risks?

Council has a 'duty of care' to the community, its customers, in relation to the management of the assets. The risks were assessed by Council based on their likelihood and consequences to generate solutions to mitigate or eliminate them. It is expected that the current maintenance activities will continue to assist will continue to assist in mitigating the service risks to an acceptable level. Additional funding is required to mitigate risks associated with AM practices and reliance on this AMP.

The Financials

Based on renewing current assts assets at the end of their useful lives, meeting current levels of service and to meet the adopted 1% annual demand growth, the next 10 years the projected asset expenditure requirements are:

- Renewals and New Assets $11,537,539
- Operations and Maintenance $13,098,267

This gives a total required expenditure of $24,635,806

Council's Long-Term Financial Plan (LTFP) has allocated funding for transport Capital expenditure as shown in Table 2 Long Term Financial Plan below. In preparing this plan is has been assumed that Current levels of operation and maintenance funding will continue.

Council's LTFP fully funds the transport new/upgrade, asset renewals. Operations and maintenance programs.

Table 2: Long Term Financial Plan

Financial Year Ending	New/Upgrade	Operations & Maintenance	Total
2022/23	$1,305,614	$1,290,000	$2,595,614
2023/24	$1,250,450	$1,285,502	$2,535,952
2024/25	$1,141,112	$1,297,639	$2,438,751
2025/26	$1,101,899	$1,310,080	$2,411,979
2026/27	$1,092,739	$1,322,830	$2,415,569

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2027/28	$1,102,725	$1,315,901	$2,418,626
2028/29	$1,119,357	$1,328,800	$2,448,157
2029/30	$1,147,901	$1,303,153	$2,451,054
2030/31	$1,138,295	$1,315,734	$2,454,029
2031/32	$1,137,447	$1,328,628	$2,466,075
Total	$11,537,539	$13,098,267	$24,635,806

Can We Financially Sustain our Current Levels of Service?

Yes, Council can financially sustain its current Level of Service. Based on the analysis of Council's expenditure requirements of asset renewal, operations and maintenance, there is enough funding in the LTFP to sustain current service levels.

Other Considerations

The renewals have been developed after consideration of asset data, and inspections, political directions and risk analysis in accordance with our risk plan and strategy.

AMP Summary

State of the Assets – Transport

Table 3: State of Assets

Asset Value				
Asset Class	**Gross or Mv**	**Accumulated Depreciation**	**Fair Value**	Consumption remaining %
Bridge Assets	$10,190,530	$1,060,714	$9,129,817	89.59%
Carpark	$926,067	$357,398	$568,669	61.41%
Footpath Assets	$5,830,048	$2,359,121	$3,470,927	59.54%
Kerb Assets	$6,243,828	$2,790,437	$26,076,463	55.31%
Regional Road	$32,930,045	$6,853,581	$26,076,463	79.19%
Rural Road	$42,965,236	$8,325,425	$34,639,811	80.62%
Urban Street	$16,130,977	$3,837,781	$12,293,195	76.21%
Total	*$115,216,732*	*$25,584,458*	*$89,632,274*	

Current Levels of Service

The levels of service for the services that the transport assets deliver have been defined. Council has conducted as base budget review to establish the link between operations and maintenance activities, and levels of service. The next step is to develop the Civica Authority system to track maintenance expenditure.

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Current Risks

Council has identified several risks for the infrastructure assets. Most risks under road infrastructure are safety related.

Conclusion

The forecast expenditure on Council's Transport is based on the use of default values and estimated data. The levels of funding are provided to inform the development of a Long-Term Financial Plan that will form the basis of sustainability forecasts.

Sustainability

		Target	Value
Consumption Ratio	Indicates the Written Down Value of Council's Depreciable assets relative to their 'as new' value in up-to-date prices (highlights aged conditions)	**40%-80%**	**75%**
10-year service Sustainability	Indicates whether Council's funding for Infrastructure asset class is sufficient for the long-term delivery of current service levels.	**>90%**	**100%**
New/Upgrade Funding Ratio	Indicates the extent to which the planned new/upgrade projects are funded in the long-term budget allocation.	**100%**	**100%**
Renewal Funding Ratio	Indicates the extent to which the proposed renewal works are funded in the long-term budget allocation.	**100%**	**100%**
Operations & maintenance	Assumed that current expenditure levels for operations and maintenance activities will be maintained for the 10-year planning period.	**100%**	**100%**

Council's Infrastructure services are sustainable (Assuming Expenditure forecasts are fully funded)
The funding ratios indicate the level of funding for the 10-year planning period to operate and maintain the infrastructure assets.

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Introduction

Purpose

The purpose of this Asset Management Plan (AMP or Plan) is to:

- Consolidate Hay Shire Council's (Council's) understanding of its assets within the transport asset class
- Document levels of Service and risk
- Provide short and medium – term capital works plans
- Support informed decision making and guide Long-Term Financial Planning budget requirements
- Provide a plan to work towards improved accuracy and confidence in future iterations of this Plan.

Scope

This Asset Management Plan (AMP) relates to the management of Transport Infrastructure assets (the Assets) which are recognised assets owned by Council. Assets in this class typically comprise of the following classes:

- Bridge Assets
- Carpark
- Footpath Assets
- Kerb Assets
- Regional Road
- Rural Road
- Urban Street

Corporate Context

In 2009 a new Integrated Planning Reporting (IP&R) framework for NSW local government was introduced. The IP&R framework requires councils to prepare a suit of long-term strategic documents, including a Community Strategic Plan, Resourcing Strategy and Delivery Plan Program, as well as an annual Operational Plan. Integration of these strategic documents is key to effective long-term planning and assist us in providing ratepayers with the best level of service that we can.

Table 4 illustrates how the IP&R framework ensures that local planning and reporting is informed, relevant and responsive to community needs.

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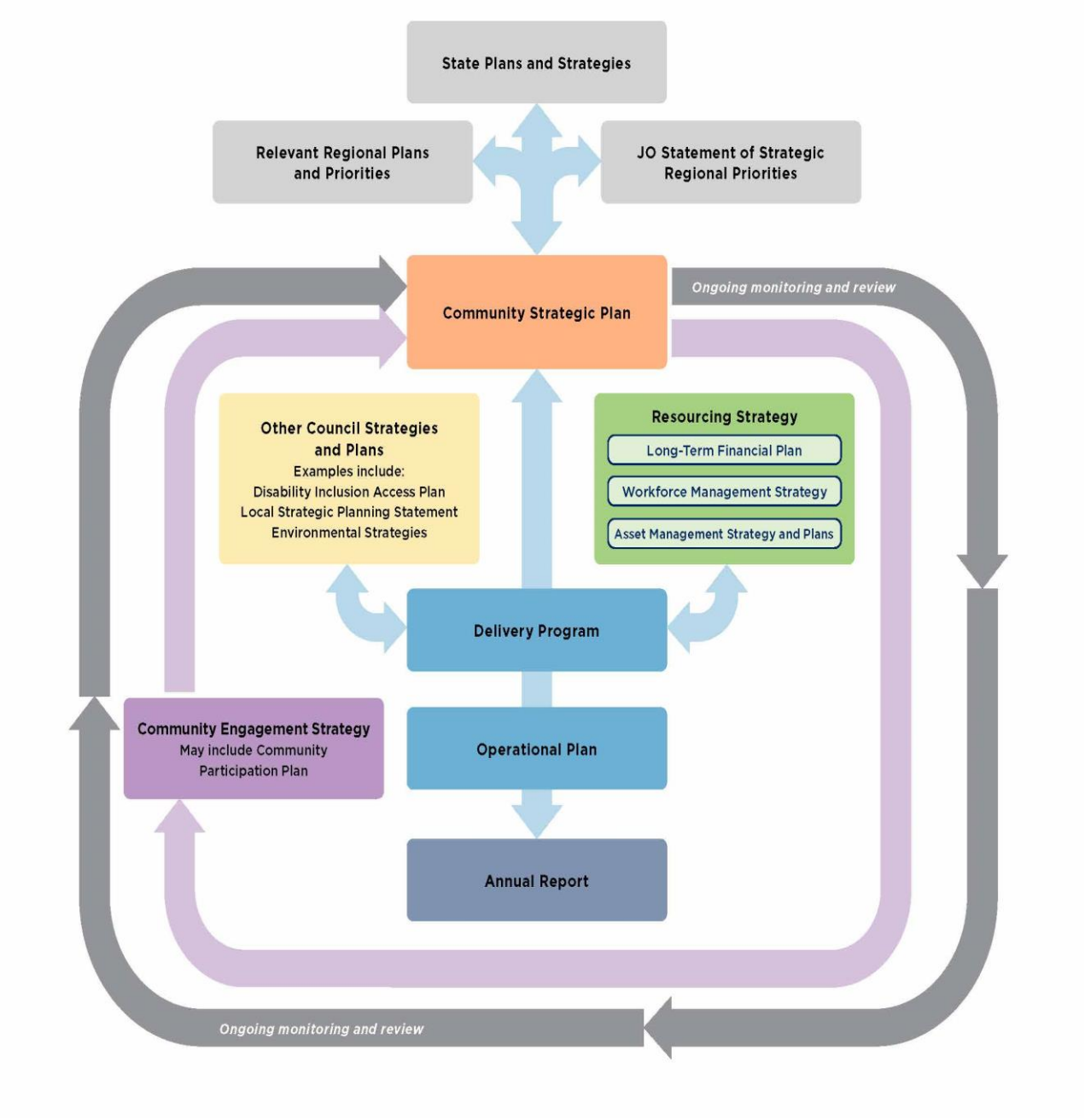
Table 4: Integrated Planning & Reporting flow chart



Community Strategic Plan

The Community Strategic Plan is the highest-level plan that Council prepares. The purpose of the Plan is to identify our community's main priorities and aspirations for the future and to plan strategies for achieving these goals. In doing this, the planning process considers the issues and pressures that may impact the community and the level of resources that will realistically be available to achieve its aspirations.

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Informed by extensive community and stakeholder consultation, the Hay Shire Council 2022-2032 Community Strategic Plan seeks to answer four key questions:

- Where are we now?
- Where do we want to be in 10 years?
- How will we get there?
- How will we know when we have arrived?

At an operational level, the Community Strategic Plan is implemented through Council's Delivery Plan and annual Operations Plans, which outlines the activities and actions that are the responsibility of Council in achieving our shared vision.

Resourcing Strategy

The Hay Shire 2022-2032 Community Strategic Plan (CSP) provides vehicle for expressing our community 's long-term aspirations. However, the vision set out in this Plan will not be achieved without sufficient resources – time, money, assets and people – to carry them out.

The Resourcing Strategy comprises the following components:

- Asset Management Planning: Council's asset management planning is supported by a governance model that includes an Asset Management Policy, Asset Management Strategy, and individual Asset Management Plans for all assets under Council's control. The Asset Management Plans are based on 'whole of life' asset management from planning, purchase, operation, and maintenance - to disposal of assets. These plans support the Asset Management Strategy in forecasting community requirements and the capacity to meet them on a short -, medium -, and long-term basis.

- Long-Term Financial Planning: The Long-Term Financial Plan (LTFP) tests community aspirations as contained in the Community Plan against the financial realities of the delivering on those aspirations. The LTFP integrated with Hay Shire 2022-2032 CSP through the Delivery Program and one-year Operational Plan.

- Workforce Management Planning: The Workforce Management Plan addresses the human resourcing requirements of the Community Strategic Plan, including what people, skills, experience and expertise are required to achieve its strategic objectives.

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This AMP is prepared under the above hierarchy and direction of Council's mission, values goals and objectives.

Through consultation with government, community, business, and industry, we have developed a clear vision as to what we want the Hay Shire Council region to look like in 2032.

"We are people are resilient, healthy and safe, living together with a strong sense of community in a vibrant and prosperous economy "

The vision is designed to encourage commitment to our future and engender a sense of common purpose and responsibility in all stakeholders responsible for delivering Hay Shire 2022-2032.

In 2032, our community wants the Hay shire Council region to be:

- Resilient
- Health & Safe
- Strong sense of community
- Vibrant & Prosperous economy

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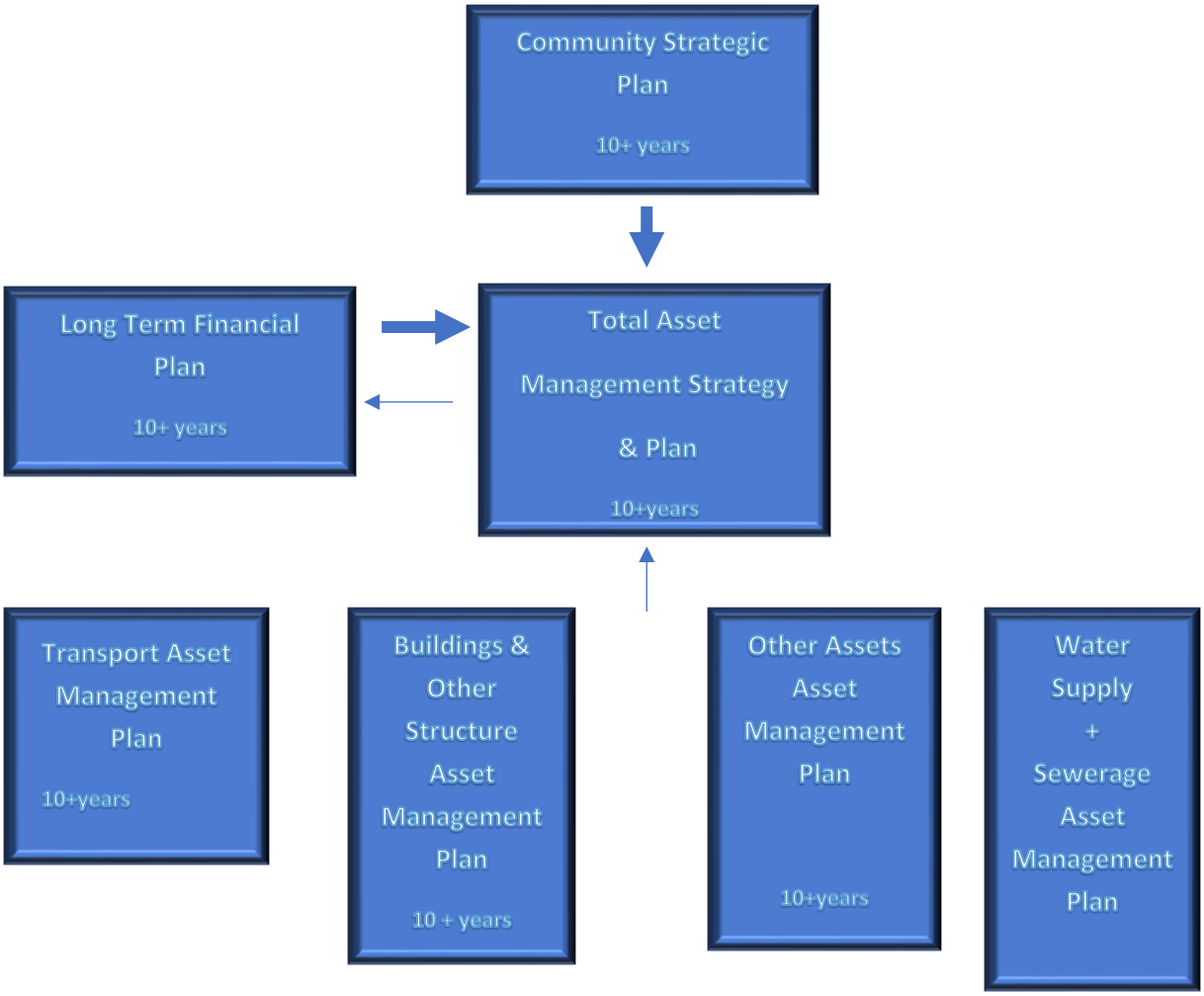
Relationship to Other Asset Related Council Documents

This AMP aligns and should be read in conjunction with framework of Council documents as shown.

Asset Management Document Hierarchy



The table 5: below shows the key documents that support this AMP

Document	How Related	Reference
AMP Related Documents		
Asset Management Policy	The Asset Management Policy includes the defining principles of asset management within Council. This AMP supports such as by • Considering the entire life cycle of the assets • Supporting the development of cost-effective management strategies for the long term	

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	• Providing a defined level of service which can be monitored and used as the basis for aligning affordability with community aspirations • Understanding and meeting the demands of growth through demand management and asset investments.	

Document	How Related	Reference
	• Managing risk associated with the assets: and • Defining actions required to support continuous improvement in asset management practices.	
Condition Assessment Plan	Contains the methodologies, defect assessment procedures, and the condition rating system used to formally assess the structural integrity and appearance of assets.	
Service Level Agreement (including Maintenance Specifications)	Contains all maintenance and operational specification requirements for assets under this AMP.	
Risk Registers	Contains all identified asset related risks applicable to this AMP.	
Maintenance Manual	Contains design and construction details for new assets.	
Other Related Documents		
Land Development Guidelines	Contains design and construction details for new assets	Council Website
External/Specialist Reports	Catchment Analysis, etc.	

Stakeholder Input

Various stakeholders were considered in the preparation of this AMP who will have different roles in implementing its outcomes. These stakeholders and their role are shown in Table 6.

Table 6: Key Stakeholders

Key Stakeholder	Role
Councillors	• Represent needs of community. • Allocate resources to meet Council's objectives in providing services while managing risks. • Ensure the organisation is financially sustainable • Custodians of the assets and services, providing the interface with the community regarding the levels of service, good governance, and management practices.
General Manager	• Manager organisation operational activities and future planning strategic direction.
Director Corporate & Community	• Long-Term Financial Plans and operational financial data

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	• Defining information requirements for audit and reporting purposes
Director Corporate & Planning	• Manage delivery of the AMP and initiative. • Capital works projects planning and deliver. • Operational and service levels, data information and analysis.
Community and Ratepayers	• User of services • Source of funding
State and Commonwealth Government	• Active in the management of assets and services across the region.
Council Staff	• Directly involved with the renewal, maintenance and operation of the network and the management framework, both operationally and financially. • Delivery of operations plans informed by this AMP.
Emergency Services	• Respond to community needs and emergency situations.

Legislative Requirements

Council is required to meet many legislative requirements including Federal and State legislation and regulations. Key relevant legislation is shown in Table 7.

Table 7: Legislative Requirements

Legislation	Requirement
Local Government Act NSW (1993)	**8B Principles of sound financial management** The following principles of sound financial management apply to councils: (c) Councils should heave effective financial and asset management, including sound policies and processes for the following: (i) Performance management and reporting, (ii) Asset maintenance and enhancement **403 Resourcing strategy** (1) A Council must have a long-term strategy (called its **"resourcing strategy")** for the provision of the resources required to implement the strategies established by the community Strategic Plan that the Council is responsible for. (2) The resourcing strategy is to include long-term financial planning, workforce management planning and asset management planning.
Roads Act 1993	Sets out the rights for the use of public roads, confers certain road related functions on road authorities and regulated the carrying out of various activities.
Work Health and Safety Act 2011	Sets out an employee's obligations to provide a safe work environment for all users, including processes and documents.
Environment Planning & Assessment Act 1979	Encourages the proper management, development and conservation of natural and artificial resources, for the purpose of promoting the social and economic welfare of the community and better environment.

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Civil Liability Amendment Personal Responsibility Act 2002	Sets out a road authority's responsibility in the development and implementation of appropriate inspection and maintenance programs subject to the availability of financial and other resources.
Native Vegetation Act	The responsibilities and powers of Council in providing protection for native vegetation.
Australian Accounting Standards	AASB116, AASB1031 Accounting rules setting out Council requirements for maintaining accounting standards and the financial reporting of assets.

This Transport AMP contributes to supporting Council's legislative requirements.

Plan Maturity

This AMP is targeted at a first cut, 'core-level' AMP as defined in the International Infrastructure Management Manual. Detailed information is in Table 8 below.

Core level AMP's are developed to meet minimum legislative and organisational requirements and provide basic technical management outputs, including:

- Statements on current levels or aspirational levels of service
- Forward asset flow programs
- Associated cash flow

Table 8: Core Level Asset Management Capabilities

AM Category	Core Assessment requirements
Asset Management Plans	• Plan contains basic information on assets, service levels, planned works, and financial forecasts (5-10 years) and future improvements. • The plan also includes executive summary, description of services and key/critical assets, top-down condition and performance description of supporting AM processes, 10-year financial forecasts, and 3-year AM improvements plan.

Table 9: Other "Core" Assessment requirements that can be included in the AMP include the following:

Risk Management	• Risk framework developed • Critical assets and high risks identified • Documented risk management strategies for critical assets and high risks
Quality Management	• Defined quality policy and basic Quality Management System • All critical activity processes documented.
Levels of Service and Performance Management	• Customer groups defined, and requirements informally understood. • Levels of service and performance measures in place covering a range of service attributes. • Annual reporting against performance targets.
Demand Forecasting	• Demand forecasts based on robust projection of a primary demand factor (e.g. population growth) and extrapolation of historic trends. • Risk associated with demand change broadly understood and documented. • Demand management is considered in major asset planning.
Operating Planning	• Emergency response plan is developed

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	• Asset utilisation is measured for critical asset groups and its routinely analysed.
Maintenance Planning	• Asset critically considered in response processes. • Fault tracking and closure process • Strategy for prescriptive versus performance-based maintenance developed. • Key maintenance objective established and measured.
Capital Works Planning	• Projects have been collated from a wide range of sources such as hydraulic models, operational staff, and risk processes.
Financial and Funding Strategies	• 10+ year financial forecasts based on current AMP outputs. • Significant assumptions are specific and well-reasoned. • Expenditure captured at a level useful for AM analysis.
Asset Register Data	• Sufficient information to complete asset valuation – basic physical information recorded in a spreadsheet or similar (e.g location, size, type) but may be based on broad assumptions or not complete. • Replacement costs and asset age/life. • Asset hierarchy, asset identification and asset attribute system documented.
Asset Condition	• Condition assessment programme in place for major asset types, prioritised based on assets risk. • Data supports asset life assessment • Data management standards and processes documented • Programme for data improvement developed.
Information Systems	• Asset registered enables hierarchical reporting (at component to facility level). • Customer request tracking and planned maintenance functionally enabled • System enables manual reports to be generated for valuation, renewal forecasting.
Service Delivery Mechanisms	• Service delivery roles clearly allocated (internal and external), with contracts in place for external service provision.

Existing Infrastructure Base

The section provides an overview of the infrastructure assets covered by this AMP. The overview provides an understanding of the age, value, and condition of Council's existing infrastructure asset base.

Asset Summary

A summary of the Transport assets covered by the AMP are included in table 10.

Table 10: Asset Summary

Asset type	Quantity	Gross or Mv
Bridge Assets	19	$10,190,530
Carpark	6	$926,067
Footpath Assets	176	$5,830,048
Kerb Assets	334	$6,243,828
Regional Road	200	$32,930,045
Rural Road	596	$42,965,236

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Urban Street	804	$16,130,977
Total		*$115,216,732*

The total Lengths for Transport assets are shown in Table 11: Transport network lengths with 99% of the footpath and kerb & Gutter assets being located in Hay.

Table 11: Transport network lengths

Asset or Component Type	Length (klms)
Urban Roads	42.55
Non Urban -sealed	142.95
Non Urban – unsealed	591.63
Regional Roads	155.89
Other -highway	8.34
Kerb & Guttering	42.19
Footpath	22.46

Asset Hierarchy and Useful Life

Implementing an asset hierarchy is one of the most important steps in building an effective asset management program. Such a hierarchy provides both contact and organisation to the asset register.

The asset register is the fundamental building block for asset management and when organised in hierarchical order is the vehicle by which the information system most effectively enables the assessment of the assets as individual components, composite assets, or groups if assets.

While it is not absolutely necessary to organise asset records in a hierarchical structure (they could simply be listed in date of creation order for example), doing so greatly simplifies the search for the proper record when entering data and greatly facilitates the roll up/drill down concept for data reporting.

An asset's useful life is the period over which a depreciable asset is expected to be fully consumed. This period can be significantly impacted by Council's maintenance practices.

The useful life of an asset is initially based on the manufacturer's recommended (expected) life. This is subject to change however, based on historical evidence of the impact of the local environment on the expected life.

The hierarchy and useful lives of Council's assets are provided in Table 12: Asset Lives and Hierarchy.

Table 12: Asset Lives and Hierarchy

Asset Class	Asset type	Component Type	Standard Life
Bridge	Bridge	Complete	100
Footpaths	Footpath	Complete	60
Kerb & Channel	Kerb & Channel	Complete	Range 80-130 Adopt 100
Other Road Assets	Fence	Fence	50
	Car Park	Formation	200
		Pavement	80
		Surface – Sealed	20

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	Truckalizer	Formation	200
		Surface -Sealed	20
	Access Track	Formation	200
Roads	Sealed Road	Formation	200
		Pavement	80
		Surface - Sealed	20
	Unsealed Road	Formation	200
		Pavement	20
Traffic Signs	Traffic Sign	All Signs	25

Asset Condition

Hay Shire Council engaged APV to undertake the condition assessment survey, which involved the visual inspection of all the Council network to assess the condition and durability of the sealed and unsealed surfaces.

Each road segment was assessed individually and scored in accordance with pre-defined defect criteria. Condition assessments were completed for the road segments the investments and intersections, based on the original asset schedules provided. The total length of the network surveyed was 780 klm.

Condition Assessment

Condition scores for the assessment criteria were recorded in the field based on the rating framework presented in the following Table. The five-point condition rating scale is used to give adequate spread/definition to the condition rating, because the assessment criteria are not considered equal in terms of the 'scoring' process. The critical defects are weighted to provide the emphasis on the criteria that could lead to the rapid deterioration of the sealed surface, (and the underlying pavement).

Table 13: Condition Assessment Weightings

Survey Score	Cracking	Stone Loss	Binder Condition	Patching	Texture Loss	Binder Level
0	0	0	0	0	0	0
1	4	4	9	4	4	4
3	11	9	27	9	9	9
5	15	11	40	12	11	11

An overall score out of 100 is generated based on the summation of defected scores and can be sorted from best to worst condition to determine the overall network condition profile. The following is a small example.

Condition Profile

The condition assessment undertaken for each road segment provides a tool to prioritise the specified segments for retreatment in the recommended treatment year. The following chart presents the condition profile information on a 0-5 scale, with '0' score being in a "as new" condition and "5" being 'unserviceable', (recorded by area).

The chart indicates that 0% of the surveyed network, was assessed as being at the end of its useful life (Cond 5) and short-term intervention will be required to preserve the integrity of the road and maintain adequate service levels.

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The results of the seal condition assessment with recommended treatments and renewal timetable have been incorporated into the transport Asset Register with the condition assessments aligned with Council's standard condition rating as indicated in Table 14: Structural Condition Grading Model.

Table 14: Structural Condition Grading Model

Grade	Condition	% Remaining Useful Life	Description
1	Very Good	>70%	Sound physical condition. No signs of deterioration Only normal maintenance required
2	Good	70%->50%	Acceptable physical condition; minor deterioration visible, no short-term failure risk. Minor defects only. Only minor work required, if any.
3	Fair	50%->10%	Acceptable physical condition; minimal short-term failure risk but potential for deterioration in long-term. Minor defects only. Minor components or isolated sections of the asset may need replacement or repair now but asset functions safely at adequate level of service. Work may be required but asset is serviceable. Maintenance required to restore the asset to an acceptable level of service.
4	Poor	10%-4%	Significant deterioration evident. Failure likely in short-term. Likely need to replace most or all of the asset. No immediate risk to health or safety work required in short-term, asset barley serviceable. Asset requires renewal – works to be programmed.
5	Very Poor	<4%	Failed or failure imminent. Immediate need to replace most or the entire asset. Health and safety hazards exist which present a possible risk to public safety, or asset cannot be serviced/operated without risk to personnel. Asset is effectively unserviceable. Major work or replacement required urgently.

Most of the transport assets 95% are in "as New", "good" to "Fair" condition. Of the remaining assets 5% of the transport asset base is in poor condition.

The summary of assets condition by asset type shown indicated that the two major areas contributing to the failing assets and deserving further consideration are the Roads and the footpath assets however these are only minor in terms of overall assets and Council can conclude that its assets are being well managed.

Table 15: Asset Condition Profile (as a percentage of the Asset Base)

Asset Type	Condition (% of Asset Base)					
	As New	Good	Fair	Poor	Very Poor	Total
Bridges	90	8	2			100
Footpath	6	80	8	6		100
Kerb & Gutter	5	79	16			100
Roads	35	58	5	2		100

1 – IPWEA, 2011, IIMM, p2.22

Assets Criticality

A critical asset is an asset for which the financial, business or service level consequences of failure are sufficiently severe to justify proactive inspection and rehabilitation. Critical assets have a lower threshold for action than non-critical assets.

Although critical assets have a high consequence of failure, they don't necessarily have a high likelihood of failure.

Asset Criticality is a measure of how critical an asset is to the functioning of and/or the services provided by Council.

The importance or degree of asset critically has been proposed to be based on the consequences of failure i.e. consequences of failure are assigned a criticality factor.

Elements that may impact on asset criticality include:

- Safety
- Cost of Failure
- Complexity
- Severity of Duty
- Impact of failure
- Impact on Environment
- Location
- Loss of Service
- Number of Customers Serviced
- Site function
- Public image impact

Social, environmental & economic factors may be considered.
Social may include

- Community disruption
- Health and safety
- Litigation

Environment factors that may need to be considered are

- Natural waterways
- Parks
- National parks
- Recreational grounds

Economic

- Business and commercial activities being disrupted
- Costs to the community

Criticality has been assigned using the rating in

1 – IPWEA, 2011, IIMM, p2.22

Table 16: Criticality Rating

Criticality Rating				
1	2	3	4	5
Insignificant	Minor	Moderate	Major	Extreme

Asset Criticality levels are to be defined

Levels of Service

Level of Service Documents Hierarchy

- Hay Shire 2022-2032 CSP
  The Community Strategy establishes, through community consultation, Council's aspirational goals and objectives for the delivery of Transport services.

- Asset Management Plan
  This asset Management Plan (AMP) develops technical measures against which the aspirational goals and objectives can be measured (Technical Levels of Service)

- Delivery Plan
  The Delivery Plan (DP) allocated those responsible for the assets and the services they deliver, and the operational areas of Council charged with maintaining, operating, and upgrading existing assets or construction new infrastructure.

- Activity Specification
  The activity specification defines the target performance measures for maintenance, operations, or construction activities. It sets routine inspection and maintenance frequencies and for reactive maintenance sets intervention levels, response times, activity duration targets.

- Maintenance Management Plan
  The Maintenance Management Plan (MMP) details how each activity is to be completed and may include the following:
    - Standard Operating Procedures
    - Work Instructions
    - Hazards Risk Assessment
    - Reference to Equipment Maintenance Manuals (particularly fleet, plant, mechanical and electrical assets)

Community Strategy 2022-2032 (Community Levels of Service)

The Community Strategy relevant to this AMP is:-

Outcome 5: Our Infrastructure – Sustainable infrastructure provision that is adaptive to changing and funding levels.

1 – IPWEA, 2011, IIMM, p2.22

Table 17: Council's Goals

Council Role
• Effectively maintain Council roads and footpaths. • Undertake sound asset management planning and asset mapping. • Focus on reducing our asset backlog with our road network as a target area for improvement • Where appropriate, upgrade existing or provide new infrastructure. • Implement streetscape improvement projects across our town centres and town entrances.

In addition to Council's transport aspirational goal and roles as detailed the outcome target relevant to transport services:

Our road network is a source of pride

Table 18: Council Goals

Council Role
• Effectively maintain Council roads and footpaths. • Undertake sound asset management planning and asset mapping. • Focus on reducing our asset backlog with our road network as a target area for improvement • Where appropriate, upgrade existing or provide new infrastructure. • Implement streetscape improvement projects across our town centres and town entrances.

Above, the Community Levels of Service relate to subjective service delivery outcomes that the community wants in terms of safety, quality, quantity, reliability, responsiveness, value and legislative compliance.

Community levels of service measures used in this service management plan are:

- Quality – How good is the service?
- Function – Does it meet users' needs?
- Capacity/Utilisation – Is the service over or under use?

These community levels of service promised by Council are outlined in Table 19.

Table 19: Community Levels of Service

Service Level Outcome	Principle Activity	Strategic Elements	Performance Outcome	Assessed by
Reliability	Effectively maintained Council Roads and Footpaths	Roads, drains, footpaths, bridges and cycleways are high quality, free flowing and safe	A well-connected, well designed and free flowing road network	Number of Complaints
Quality		Transport network is of	Long-term asset management planning of	Compliance with standards and guidelines.

1 – IPWEA, 2011, IIMM, p2.22

		good quality and safe	roads and road-related infrastructure	Condition of roads & associated assets. Number of Complaints
Function		People can access what they need. Stormwater dissipates	Appropriate infrastructure to support access to services, information and facilities	Survey of travel times within standards Number of Complaints
Condition		Roads, drains, footpaths, bridges and cycleways are in good condition	Stewardship of assets through effective planning for asset provision, maintenance and renewal.	

Technical Levels of Service

Technical levels of service support the community levels of service by turning subjective requirements of the Community Levels of Service into objective assessments. These technical measures aim to quality the performance of the assets and service they provide and relate to the allocation of resources to services activities that the organisation undertakes to best achieve the desired community outcomes and demonstrates effective organisational performance.

Technical service measures are linked to annual budgets covering:

- Operations – the regular activities to provide services such as opening hours, cleansing frequency, mowing frequency, etc.

- Maintenance – the activities necessary to retain an asset near as practicable to an appropriate service condition (e.g. road patching, unsealed road grading, building and structure repairs).

- Renewal – the activities that return the service capability of an asset to that which it has originally (e.g. frequency and cost of road resurfacing and pavement reconstruction, pipeline replacement and building component replacement).

- Upgrade – the activities to provide an higher level of service (e.g widening a road, sealing tan unsealed road, replacing a pipeline with a larger size) or;

- New – a new service that did not exist previously (e.g. a new library).

1 – IPWEA, 2011, IIMM, p2.22

Asset managers plan, implement and control technical service levels to influence the community service levels. [1]

These technical Levels of Service are outlined in Table 19 by asset classification

1 – IPWEA, 2011, IIMM, p2.22

Table 20: Technical Levels of Service

Asset Class	Transport		
Service Statement	Council has Effectively maintained Roads and Footpaths that are fit for purpose		
Performance Measure	Community feedback through surveys or complaints and the average condition of the road network.		
Service Factors	Community Levels of Service	Technical Level of Service	Performance Measures
Quality			
Condition	Well maintained roads. Do not pond water	Operations Maintenance • Inspect assets on a routine basis to identify their condition • Inspect asset on a routine basis to identify and address any defect and safety concerns • Maintain assets in a tidy, safe and functional condition	30% of asset base condition assessed annually. Defect inspect 90% of roads <1 complaint per month.
		Renewal • Renew/replace when the ride ability becomes unacceptable, and maintenance becomes more expensive than reseal/rehabilitation. • Renew/replace road pavement at or nearing its end of useful life.	Road condition. 90% delivery of renewal programs
Function			
Access	Road design complies with applicable standards. Adequate Capacity	New/Upgrade • Provide new/upgrade infrastructure to cater for community growth in accordance with community demand. • Provide new/upgraded infrastructure as required to comply and constructed in accordance with Council Guidelines	90% delivery of CAPEX programs. 100% Compliance with design standards and guidelines.

1 – IPWEA, 2011, IIMM, p2.22

Capacity /Utilisation			
Cost Effectiveness	Maintenance delivered as scheduled and on budget. Re-use of materials Use highly productive road construction techniques and machinery	New/upgraded • Ensure new/upgrade infrastructure is designed and constructed in accordance with Council's Guidelines	Maintenance delivered to budget. 90% compliance with SDP and activity Specification. 100% Compliance with design standards and guidelines Customer surveys.

1 – IPWEA, 2011, IIMM, p2.22

Growth

Development

The new assets required to meet development growth will be acquired free of cost from land developments and constructed/acquired by Council.

Acquiring these new assets will commit Council to fund on-going operations, maintenance and renewal costs for the period that the service provided from the assets is required. These future costs are identified and considered in developing forecasts of future operations, maintenance and renewal costs.

Demand

Factors affecting demand include population change, changes in demographics, seasonals factors, vehicle ownership, consumer preferences and expectations, economic factors, agricultural practices and environmental.

Specific to Council, the demand factor that may impact on service delivery are summarised in Table 21.

Table 21: Demand Impact

Demand Driver	Current Position	Projected Position	Potential Impact	Response Required
Community Growth	2946 residents	• No current prediction available	Population growth will result in an increase in asset use and have an impact on lifecycle cost if the assets.	There is not enough growth to have a significant impact on services.
Demographic	Median age 45	• No current prediction available	Increases in the median age increases the importance for service accessibility.	The average population being relatively young will increase the need for community Transport infrastructure.
Tourism	Tourism and related industries account for 16.6% of the total employed in the Council area.	• No current prediction available	An increase in visitors to the area will have a larger effect on infrastructure services	Council will not have to increase size of the asset base specially for tourism increases

Growth/Demand Response

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

1 – IPWEA, 2011, IIMM, p2.22

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

Non-asset solutions focus on providing the required service without the need for Council to own the assets and management actions including reducing demand for the service, reducing the level of service (allowing some assets to deteriorate beyond current service levels) or education customers to accept appropriate assets failures.

Opportunities for demand will be developed in future revisions of this asset management plan.

Council's current adopted growth rate is 1% per annum. There is existing capacity in the transport network to cater for this level of growth for the foreseeable future.

Risk Management

Risk Management Objectives

Council has a 'duty of care' to the community in relation to management of the assets and appropriate management of risk. Council must reduce risk where it is reasonable to do so. Risks that affect Council include:

- Risks associated with the loss of service by the failure of critical assets
- Financial risks from a lack of due diligence in the management of funding for the renewal, maintenance, and operation and management outputs.

The objectives to be achieved in managing risks under the AMP are:

- Identify high risk assets
- Maintain Levels of Service
- Mitigate risks to the public
- Reduce the number and magnitude of unplanned asset failures.

Managing risks involves identifying, assessing and determining risk management option.

Risk options vary depending on several factors, including but not limited to:

- Available resources and funding
- Risk assessment level and
- Network demand

In this way, it may be reasonable to mitigate a lower risk when it is not practical to mitigate a high risk.

For each identified risk Council can elect to adopt one of the following positions:

- Take the risk
- Transfer the risk
- Treat the risk
- Terminate the risk

1 – IPWEA, 2011, IIMM, p2.22

Risk Assessment Method

Risks vary on both likelihood and consequence. Analysing risks in a risk matrix can help to quantify the risk to then identify necessary treatment actions. The risk matrix used to assess Council's risk is shown below.

LIKELIHOOD		CONSEQUENCES				
		1 Negligible	2 Minor	3 Moderate	4 Major	5 Catastrophic
Likelihood	A. Rare	Low	Low	Low	Moderate	High
	B. Unlikely	Low	Low	Moderate	High	High
	C. Possible	Low	Moderate	Moderate	High	Extreme
	D. Likely	Moderate	Moderate	High	Extreme	Extreme
	E. Almost Certain	Moderate	High	High	Extreme	Extreme

Risk Assessment	Treatment Options
Low(L)	Acceptable Risk • Unlikely to require specific application of resources • Manage by routine procedures • Monitor, review and react
Moderate (M)	Acceptable Risk • Unlikely to cause much damage and/or threaten the efficiency and effectiveness of the activity • Treatment plans to be developed and implemented by operational managers. • Manage by specific monitoring or response procedures
High Risk (H)	Generally unacceptable • Likely to cause some damage, disruption, or breach of controls • Senior management attention needed, and management responsibility specified • Treatment plans to be developed and reported to executives
Extreme (E)	Not acceptable • Likely to threaten the survival or continued effective function of the organisation, either financially or politically • Must be managed by senior management with detailed treatment plan in place • Immediate action required.

1 – IPWEA, 2011, IIMM, p2.22

Risk Analysis - Asset Failure

The asset risk has been calculated using the critically of the asset as a measure of the consequence of failure and the condition rating as the likelihood of the asset failing. A risk was assigned to every Transport asset.

Table 22 qualify the number of assets at each level of risk, Council's risk exposure to asset failure in the transport network, and the assets assessed as having an extreme risk of failure.

1 – IPWEA, 2011, IIMM, p2.22

Rick Analysis – Operational Activities

Table 22: Transport Operational Risk Assessment

Asset at Risk	Risk ID	Critical Incident	Cause	Likelihood	Consequences	Rating
Transport	T1	Insufficient knowledge of infrastructure	Poor capitalisation and data capture processes.	Almost Certain	Moderate	High
Transport	T2	Failure to deliver CAPEX and OPEX programs	Insufficient forward planning and design	Almost Certain	Moderate	High
Transport	T3	Barrier or railing damage	Traffic Accident	Possible	Major	High
Transport	T4	Cracking - expansion and contraction	Seasonal Temperature and humidity variations	Possible	Moderate	Moderate
Transport	T5	Impact Defects	Falling trees, falling truck loads	Unlikely	Minor	Low
Transport	T6	Lifting	Earth movement	Likely	Moderate	High
Transport	T7	Potholes	• Extreme weather events • Heavy Vehicles	Almost Certain	Moderate	High
Transport	T8	Rutting	• Heavy weather • Increase in Traffic	Almost Certain	Moderate	High
Transport	T9	Edge breaks	Heavy vehicles	Almost Certain	Moderate	High
Transport	T10	Road Becomes Unusable	Road not renewed in time as the data against that road was not recorded correctly	Likely	Major	Extreme

1 – IPWEA, 2011, IIMM, p2.22

Operational Risk Report

The risk report resulting from the assessment is included as Table 23 below.

Table 23: Risk Reporting

ID	Risk Description	Risk Assessment	Action	Proposed Treatment Options	Estimated Cost	Target Risk Result
T2	Assets are being acquired or created and recorded in the asset register. The information recorded is not appropriate. (e.g., Asset Name: "Capital works")	High	Treat	Improve processes and procedure documentation Train Staff Improve data recording of Ops & Maint. Exp Improve asset data recording, capitalisation and management.	$TBA	Moderate
T3	Annual works program is not being delivered. (Plan, design and construction within a single year)	High	Treat	Amend budgets to include Forward Planning and Forward Design allocations.	NIL	Moderate
T4	Broken Barriers or railing will no longer function correctly in the event of another accident.	High	Treat	Renew/replace damaged barrier reactively	NIL	NIL
T5	Cracking makes the road more difficult to drive on	Moderate	Treat	Address under routine maintenance	NIL	NIL
T6	Impact defects make the road more difficult to drive on	Low	Treat	Address under routine maintenance	NIL	NIL
T7	Lifting of road surface causes an uneven road surface potentially causing an accident	High	Treat	Renew road segment only if the lifting is considered significant and dangerous	NIL	NIL
T8	Potholes continue to erode away and affect the condition of the pavement and formation of the road	High	Treat	Addressed under routine maintenance.	NIL	NIL

1 – IPWEA, 2011, IIMM, p2.22

T9	Rutting significantly affects the steering of the vehicle and could cause an accident	High	Treat	Addresses under routine maintenance	NIL	NIL
T10	Edge breaks of the pavement erode more of the road	High	Treat	Addressed under routine maintenance	NIL	NIL
T11	Delayed renewals leaving roads in useable condition	Extreme	Treat	Improve processes and documentation Train Staff	$TBA	Low

1 – IPWEA, 2011, IIMM, p2.22

Long Term Funding

The available funding was estimated based on the financial model provided by Council. The Capital expenditure has been extracted from Council's Financial Model, however the operations and maintenance expenditure funding forecasts are imbedded in the model data and not clearly identified by asset class. Therefore, these operational expenditure funding forecasts are based on current levels of expenditure. The assumption being that this level of funding is enough to deliver the current service levels.

The forecasts estimate in this AMP should be used as an indication of expenditure levels and distribution required for the Long-Term Financial Plan.

Long -Term Financial Plan Summary

The LTFP funding available for operations, maintenance and CAPEX (new, upgrade, renewals) projects is shown in table 24: - The total allocation over the term of the LTFP is $24.6M or $2.46M per annum.

Table 24: Long-Term Financial Plan Summary

Financial Year Ending	Renewals/New	Operations & Maintenance	Total
2022/23	$1,305,614	$1,290,000	$2,595,614
20223/24	$1,250,450	$1,285,502	$2,535,952
2024/25	$1,141,112	$1,297,639	$2,438,751
2025/26	$1,101,899	$1,310,080	$2,411,979
2026/27	$1,092,739	$1,322,830	$2,415,596
2027/28	$1,102,725	$1,315,830	$2,148,626
2028/29	$1,119,357	$1,328,800	$2,448,157
2029/30	$1,147,901	$1,303,153	$2,451,054
2030/31	$1,138,295	$1,315,734	$2,454,054
2031/32	$1,137,447	$1,328,628	$2,466,075
Total	$11,537,539	$13,098,267	$24,635,806

This has been verified with the assistance of Cumberland City Council asset team, confirming LTFP allocation required is $23,058,899 (Operations/maintenance - $1,152,136 per annum and 10-year asset renewal of $11,537,539).

Operations & Maintenance

Operations and Maintenance activities relate to the day to day running and upkeep of assets, the costs of which are particularly significant for dynamic/short-lived assets.

Operations expenditure is recurrent expenditure, which is continuously required to provide a service. In common use the term typically includes, e.g. power, fuel, plant equipment, street sweeping, mowing, on-costs and overheads but excludes maintenance and depreciation.

Maintenance activities are those necessary for retaining as asset as near as practicable to its original condition, including regular ongoing day-to-day work necessary to keep assets functioning and in good repair. It is operating expenditure required to ensure that the asset reaches its expected useful life.

1 – IPWEA, 2011, IIMM, p2.22

Operations & Maintenance Program

Currently maintenance is managed based on historical information and trends. The maintenance service objectives are to:

- Maintain Council's infrastructure in a safe, serviceable and aesthetic condition to the satisfaction of Council and the community;
- Maintain and preserve the functionality and value of the existing assets;
- To provide and maintain a safe environment of the community within the constraints of Council's financial capacity and resource capability, while displaying a reasonable 'duty of care'; and
- Ensure the provision of a high standard of customer service and that customer requests are responded to quickly efficiently.

Council's future operations and maintenance expenditure is based on last financial year's financial statements. This data only provided very limited granularity and insight into the operations and maintenance work it represents. The operations and maintenance expenditure are not broken down into specific task. From this data it is not possible to assess whether the level of operations and maintenance being conducted is appropriate or how it will change over the planning period.

The associated increase in required operations and maintenance expenditure has been included

The projected operations and maintenance expenditure can be seen in Table 25

Table 25 Forecast Operations and Maintenance expenditure

Financial Year Ending	Operations/Maintenance
2022/23	$1,290,000
2023/24	$1,285,502
2024/25	$1,297,639
2025/26	$1,310,080
2026/27	$1,322,830
2027/28	$1,315,901
2028/29	$1,328,800
2029/30	$1,303,153
2030/31	$1,315,734
2031/32	$1,328,628
Totals	$13,098,267

The annualised expenditure on operations and maintenance activities for the next 10 years is $1.309M per annum. This has been verified with the assistance of Cumberland City Council asset team, confirming LTFP allocation required is $1,152,136 per annum.

During the condition assessment survey, immediate road maintenance remedial works were identified, as well as any preparatory works required prior to future resealing treatments. These works include any significant shape correction, crack filling and pavement repairs.

In addition, shoulder grading has also been identified on road segments to lower or reshape the road shoulder and improve drainage from the road surface. Ponding of water at the road edge can expedite the deterioration of the road pavement, and significantly increase maintenance costs, as well as brining forward the timeliness of rehabilitation to renew the road pavement.

These maintenance works have been listed in the Condition Assessment report; however, the additional maintenance expenditure has not been quantified and will require inclusion as non-current expenditure in the budget submission documents.

1 – IPWEA, 2011, IIMM, p2.22

Maintenance Expenditure Ratio

A following ratio is calculated based on the current transport maintenance expenditure as a percentage of the current replacement value of the transport assets.

Table 26: Operations & Maintenance Funding Ratio – to be assessed.

Maintenance Expenditure Ratio	1.00

This compares favourably to the estimated maintenance expenditure levels based on the depreciation of assets with a condition greater than or equal to 3. The estimated expenditure level is shown in Table 27 Depreciation Expense Levels.

Table 27: Depreciation Expense levels

Asset Class	No of Asset	Depreciation Expense
Bridge Assets	19	$60,193
Carpark	6	$13,498
Footpath	176	$122,034
Kerb Assets	334	$75,040
Regional Road	200	$551,252
Rural Road	596	$646,216
Urban Road	804	$261,297
Total		*$1,729,529*

The annual depreciation total represents 1.5% of the current replacement cost of the asset base.

Renewals Planning

Renewals expenditure does not increase the asset's design capacity but restores, rehabilitates, replaces, or renews an existing asset to its original or lesser required service potential. Work over and above restoring and asset to original service potential is classed as upgrade or new works expenditure.

The renewals are based on the asset valuation data. Additionally, the assets that had been programmed in Council's capital works program have been included for comparison.

Renewals Program

This renewal requirement does not include any amount dedicated to a renewal project which upgrades or increases the level of service. Any additional amount for this is to be reported through the New and Upgraded Requirement within the New and Upgrade chapter of this AMP.

This plan provides an indicative program information for the renewal of the assets.

The renewal plan based on the condition and remaining life data held against each asset in the asset register has been prepared and is attached in Appendix D – Renewal Plan.

Prior to the adoption of the renewal plan, a review of individual projects and the data held in the register will be validated by inspection and where discrepancies exist the Plan and the record data will be amended.

1 – IPWEA, 2011, IIMM, p2.22

An important outcome from the condition assessments was the development of an indicative retreatment program, the detailed reseal program is included in Appendix D– Renewal Plan. This reseal program is based on raw information from the data analysis with no effort for 'smoothing' of the program peaks or troughs.

The selection of difference types of treatments for each individual road are vital to the durability and "whole of life cost" of the road surface, reference was made to the Australian Flexible Pavements Association, (AFPA), publication, Advisory Note No:7, to support the selection of products of the retreatments based on climatic conditions and traffic circumstances.

Selections of roadway that have significant pavement and surface defects such as patching, wheel path rutting, and fatigue cracking have been identified for future rehabilitation instead of recommending further surface retreatments. These sections of roadway should be inspected for severity and have listed in the 10-year works program.

Comparative Renewals Funding Ratio

A following ration is calculated based on the available renewal funding in the LTFP against the condition based and depreciation-based renewal expenditure forecasts. The Ration for the different assessment methods is included in Table 28 Renewal Funding Ration.

Table 28: Renewal Funding Ratio – To be assessed.

Expenditure Type	Condition Based
Asset Renewal Funding Ratio	1.28

A ratio above indicates that Council has allocated funds in the LTFP sufficient to renew transport assets as they reach the end of their useful life.

Renewal Conclusion

Review of the condition assessment information and the dataset shows that the sealed surfaces have been managed in the past. The assessment represents an opportunity to move from a cyclical reseal program to a condition and needs based program, offering potential to improve the investment in a durability of the sealed surfaces. The changes will mean little impact on the Level of Service, but the management of the assets will be more succinct.

The outcomes should provide and improved overall perception by the road users of the quality of service provided. It will be imperative to maintain the currency of the dataset, and there must be a commitment to the resources for the data updates for reseal program and costs as completed, so that data can be used to inform future estimates.

New and Upgrade

The considerations taken into account when prioritising new/upgrade Projects. The discussion may include some example criteria as documented below:

- New/upgrade projects that involved legislative drivers were prioritised over others that did not, to ensure compliance with statutory requirements.
- Once the legislation assessment was completed, projects were assessed against alignment with approved Council plans, policies, and strategies. This was essential to ensure projects were not being developed outside the scope of strategic Council documents.
- A risk assessment was undertaken, to identify projects with higher risk. This was necessary to identify the consequences and impacts If projects were nit undertaken. Projects identified as higher risk were prioritised over those with a lower risk.

1 – IPWEA, 2011, IIMM, p2.22

- An assessment of community growth and demand based on technical levels of service within the Council area was undertaken. This highlighted that projects associated with growth areas such as the northern growth corridor warranted being prioritised over those not located in such an area.
- For projects concerning the upgrade of existing assets, these were given priority over new assets in order to maximise/enhance existing infrastructure before investing in new, additional assets.
- Include evidence of a value management approach taking into consideration the hole of Life costs of each project.

New/Upgrade Program

It is an objective of the Community Strategy to undertake projects that generate new infrastructure or upgrade existing infrastructure; therefore, Council is currently reviewing its Long-Term Financial Plan to determine if after funding asset operations, maintenance and renewal there us funding available for these works.

Planned New/Upgrade works: To be confirmed

These works are fully funded in the LTFP

Disposal/Rationalisation

Council has undertaken a review of the configuration, type and location of Transport assets and the service process relevant to the activity, when an asset becomes uneconomical to maintain or rehabilitate, or is no longer required.

There is currently no information regarding any assets that may have been disposed of. It has been assumed that all assets on the register are in use.

Asset Values

The valuation is based on:

- A comprehensive valuation of Council's assets including inspections of all components.

Table 29: Asset Valuations

Asset Class	Replacement Cost	Accumulated Depreciation	Fair Value	Annual Depreciation
Transport	$115,216,732	$25,584,458	$89,632,274	$1,729,528

Asset values are forecast to remain the same no new/upgrade capital works are planned at this stage.

The value of the depreciation assets will vary over the planning period depending on the rates of addition of new assets, disposal of old assets and consumption and renewal of existing assets. The projected value of the depreciated assets is expected to increase as the expenditure on renewals is more than the depreciations rate.

Performance Ratios and Sustainability

Annual Ratios

The sustainability outputs are provided to demonstrate the trends that the currently anticipated expenditure will have on key measures. Capital Expenditure for 2022-2023 shown in Table 30.

1 – IPWEA, 2011, IIMM, p2.22

Table 30: Capital Expenditure

Year	Capital Renewal Expenditure	Capital New/Upgrade Expenditure	Total Capital Expenditure
2022-2023	$1,305,614	------	$1,305,614

Consumption Ratio

The consumption ratio provides a measure of the percentage of the asset base consumed to date and an indication of how fast the assets are being consumed each year and whether investment may require adjustment.

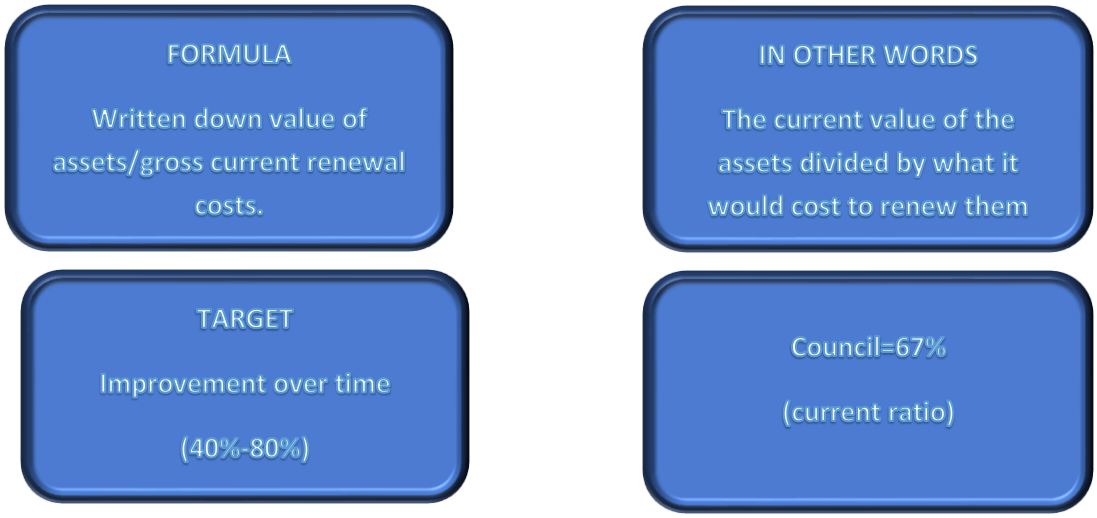


Table 31: Annual Asset Consumption

Annual Asset Consumption (Depreciation/Depreciable Amount)	1.5%

The Annual Asset Renewal Ratio provides a measure of the rate of investment in renewals.

Table 32: Annual Asset Renewal

Annual Asset Renewal (Capital Renewal Expenditure/Depreciable Amount)	127 % - average of LTFP

The Annual New & Upgrade ratio provides an indication of the rate of growth of the asset base.

Table 33: Annual New & Upgrade Ratio

Annual New/Upgrade (Capital New & Upgrade/Depreciable Amount)	Bridges to be upgraded

Sustainability Ratio (Levels of Service)

Knowing the extent and timing of any required increase in funding will assist Council in providing services to their communities in a financially sustainable manner.

There are three key indicators for service delivery sustainability that have been considered in the analysis of the services provided by this asset class. These indicators are:

- Medium term rations 5and 10year.

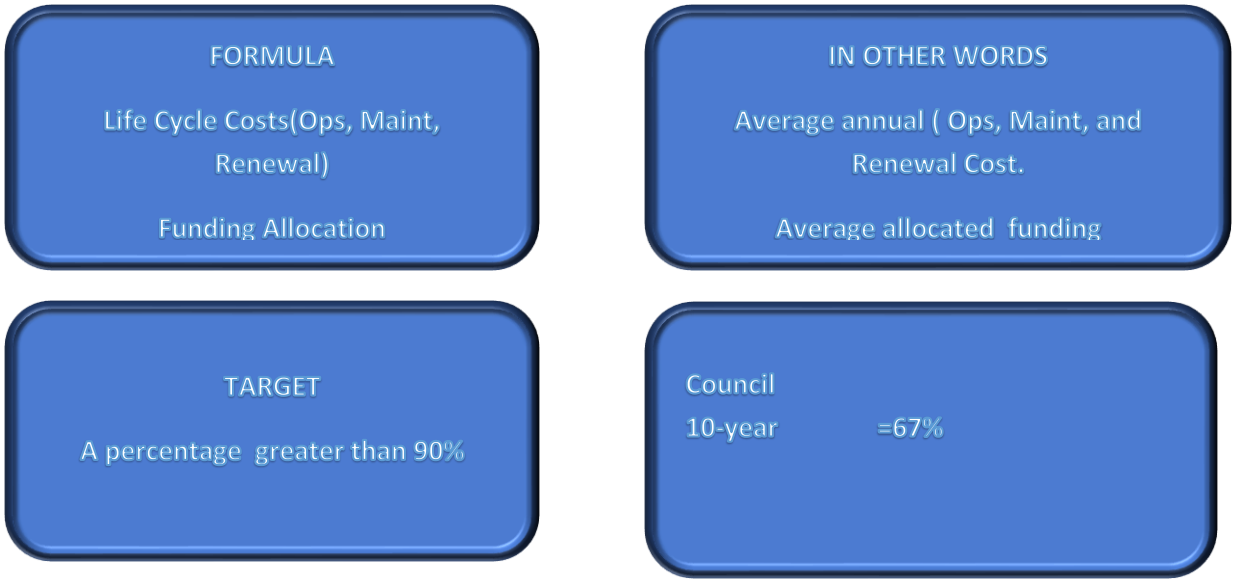
1 – IPWEA, 2011, IIMM, p2.22

This ration compares the projected operations, maintenance and capital renewal expenditures to the available funding. The Capital renewal estimate is based on the condition of the asset base. This also includes the operations and maintenance expenditure incurred because of planned new and upgraded assets. It is an indication of the expenditure required to deliver current levels of service to existing customers and cater for growth.

- Whole of life ration

  This ratio compares the projected operations, maintenance and capital renewal estimate is based on the average annual costs modelled over 100 years.
  It is an indication of the expenditure required to deliver current levels of service to the current customer base over the life of the current asset base.

These forecast expenditures have been compared to funding allocations for the same expenditure types in the 10-year period to identify any funding discrepancies.



Plan Improvement

Performance Measures

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

- The degree to which the required cash flows identified in the development of the final plan are incorporated into Council's long-term financial plan and Community/Strategic Planning processes and documents.
- The degree to which 1–5-year detailed works programs, budgets, business plans and organisational structures take into account the 'global' works program trends provided by the asset management plan:
- The degree to which the exiting and projected services levels and service consequences (what we cannot do), risks and residual risks are incorporated into the Council's Strategic Plan Associated plans,
- The Asset Renewal Funding Ratio maintaining the target of 1.0.

Monitoring and Review Procedures

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

1 – IPWEA, 2011, IIMM, p2.22

This plan has a life of three years and is due for major review in 2024.

Evaluation of findings

The vast majority of Council's transport assets are in New, Good or fair condition. Of the remaining assets that are in poor condition they relate to culverts. On this basis it is considered that the road and transport assets are in good condition and that the assets are being effectively managed having regard to our resources and the use of the asset.

Going forward Council will be heavily reliant on external funding to fund its required renewal program with an asset renewal ratio of 127% over life of the Long-Term Financial Plan.

Way Forward

1) Comprehensive risk analysis be conducted on assets in relation to criticality and asset condition
2) Evaluation of Maintenance and Operational costs are requirements to assess maintenance ratio
3) Further development of asset inspection, conditional analysis and asset management techniques
4) Establish asset management planning regime & responsibilities
5) Update asset renewal & improvement requirements

1 – IPWEA, 2011, IIMM, p2.22

Appendix A – Asset Management Practices

Council is currently using Civica Authority financial system for asset accounting processes and related reporting functions. Asset data included in the system is directly integrated with the financial system.

The intention is to record, further develop and consolidate the processes used for asset and services management, and then review the systems available which will complement those processes. The timeframe for that review will be establish in the Asset and Services Management Practices Improvement Strategy.

The finance module is the responsibility of the finance department. The engineering and finance departments are jointly responsible for ensuring the integrity of the system and asset financial information overall.

Authority has an asset database module that Council uses to monitor their assets. In this way the asset and financial data bases can be aligned. The key information flows into this asset management plan are:

- Council corporate and operational plans;
- Service request from the community;
- Network assets information;
- The unit rates for categories of work/materials;
- Current levels of service and expenditures;
- Projections of various factors affecting future demand for services and new assets acquired by Council;
- Future capital works programs; and
- Financial asset values.

The key information flows from this asset management plan are:

- The project works program and trends;
- The resulting budget and long-term financial plan expenditure projections; and
- Financial sustainability indicators.

These will impact the Long-Term Financial Plan, Strategic Long-Term Plan, Annual Budget and Departmental Business Plans and Budgets.

1 – IPWEA, 2011, IIMM, p2.22

Appendix B - Abbreviations

AAAC	**Average annual asset consumption**
AMP	**Asset Management Plan**
ARI	**Average Recurrence Interval**
CRC	**Current Replacement Cost**
CWMS	**Community Wastewater Management Systems**
DA	**Depreciable Amount**
EF	**Earthworks/Formation**
IRMP	**Infrastructure Risk Management Plan**
LCC	**Life Cycle Cost**
LCE	**Life Cycle Expenditure**
LGIS	**Local Government Infrastructure Services**
MMS	**Maintenance Management System**
PCI	**Pavement Condition Index**
RV	**Residual Value**
Vph	**Vehicles per hour**

1 – IPWEA, 2011, IIMM, p2.22

Appendix C – Glossary

Annual Service Cost (ASC)

1. Reporting actual cost. The annual accrual Cost of providing a service including operations, maintenance, depreciation, finance/opportunity and disposal costs less revenue.
2. For investment analysis and budgeting. An estimate of the cost that would be tendered, per annum, if tenders were called for the supply of a service to a performance specification for a fixed term. The Annual Service Cost included operations, maintenance, depreciation, finance/opportunity and disposal costs, less revenue.

Asset

A resource controlled by an entity as a result of past events and from which future economic benefits are expected to flow to the entity. Infrastructure assets are a sub-class of property, plant and equipment which are non-current assets with a life greater than 12 months and enable services to be provided.

Asset class

A group asset having a similar nature or function in the operations of an entity, and which, for purpose of disclosure, is shown as a single item without supplementary disclosure.

Asset condition assessment

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

Asset management (AM)

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

Average annual asset consumption (AAAC)*

The amount of an Council's asset base consumed during a reporting period (generally a year). This may be calculated by dividing the depreciable amount by the useful life) or total future economic benefits/service potential) and totalled for each and every asset OR by dividing the carrying amount (depreciated useful life (or remaining future economic benefits/service potential) and totalled for each and every asset in an asset category or class.

Borrowings

A borrowings or loan is a contractual obligation of the borrowing entity to deliver cash or another financial asset to the lending entity over a specified period of time or at a specified point in time, to cover both the initial capital provided and the cost of the interest incurred for providing this capital. A borrowing or loan provides the means for the borrowing entity to finance outlays (typically physical assets) when it has insufficient funds of its own to do so, and for the lending entity to make a financial return, normally in the form of interest revenue, on the funding provided.

Capital expenditure

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

Capital expenditure – expansion

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

Capital Expenditure – new

Expenditure which creates a new asset providing a new service/output that did not exist beforehand. As it increases service potential it may impact revenue and will increase future operations and maintenance expenditure.

Capital expenditure – renewal

Expenditure on an existing asset or on replacing an existing asset, which returns the service capability of the asset up to that which it had originally. It is periodically required expenditure, relatively large (material) in value compared with the value of the asset being renewed. As it reinstates exiting service potential, it generally has no impact on

1 – IPWEA, 2011, IIMM, p2.22

revenue, but may reduce future operations and maintenance expenditure if completed as the optimum time, e.g. resurfacing or resheeting a material part of a road network, replacing a material section of a drainage network with pipes of the same capacity, resurfacing an oval.

Capital expenditure - upgrade
Expenditure, which enhances an existing asset to provide a higher level of service or expenditure that will increase the life of the asset beyond that which it has originally. Upgrade expenditure is discretionary and often does not result in additional revenue unless direct user charges apply. I will increase operations and maintenance expenditure in the future because of the increase in Council's asset base. E.g. widening the sealed area of an existing roads, replacing drainage pipes with pipes of a greater capacity, enlarging a grandstand at a sporting facility.

Capital funding
Funding to pay for capital expenditure.

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

Capital investment expenditure
See capital expenditure definition

Capitalisation threshold
The value of expenditure on non-current assets above which the expenditure and below which the expenditure is charged as an expense in the year of acquisition.

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

Component
Specific parts of an asset having independent physical or functional identity and having specific attributes such as different life expectancy, maintenance regimes, risk or criticality.

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

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

Depreciable amount
The cost of an asset, or other amount substituted for its cost, less its residual value.

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

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

Economic life
See useful life definition

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

Fair value
The amount for which an asset could be exchanged, or a liability settled, between knowledgeable, willing parties, in an arm's length transaction.

Funding gap
A funding gap exists whenever an entity has insufficient capacity to fund asset renewal and other expenditure necessary to be able to appropriately maintain the range and level of services its existing asset stock was originally designed and intended to deliver. The service capability of the existing asset stock should be

1 – IPWEA, 2011, IIMM, p2.22

determined assuming no additional operating revenue liabilities above levels currently planned or projected. A current funding gap means service levels have already or are currently falling. A projected funding gap if not addressed will result in future diminution of existing service levels.

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

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

Investment property
Property held to earn rentals or for capital appreciation or both, rather than for;

a) Use in the production or supply of goods or services or for administrative purposes; or
b) Sale in the ordinary course of business

Key performance indicator
A qualitative or quantitative measure if a service or activity used to compare actual performance against a standard or other target. Performance indicators commonly relate to statutory limits, safety, responsiveness, cost, comfort, asset performance, reliability, efficiency, environmental protection and customer satisfaction.

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

Life cycle cost

1. Total LCC. The total cost of an asset throughout its life including planning, design, construction, acquisition, operation maintenance, rehabilitation and disposal costs.
2. Average LCC. The life cycle cost (LCC) is average cost to provide the service over the longest asset life cycle. It comprises annual operations, maintenance and asset consumption expense, represented by depreciation expense. The Life Cycle Cost does not indicate the funds required to provide the service in a particular year.

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

Maintenance
All actions necessary for retaining an asset near as practicable to its original condition, including regular ongoing day-today work necessary to keep assets operating, eg road patching but excluding rehabilitation or renewal. It is operating expenditure required to ensure that the asset reaches its expected useful life.

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

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

Significant maintenance
Maintenance work to repair components or replace sub-components that needs to be identified as a specific maintenance item in the maintenance budget.

Unplanned maintenance
Corrective work required in the short-term to restore an asset to working condition so it can continue to deliver the required services or to maintain its level of security and integrity.

Maintenance and renewal gap
Difference between estimated budgets and projected required expenditures for maintenance and renewal of assets to achieve/maintain specified levels, totalled over a defined time (e.g 5,10 and 15 years).

1 – IPWEA, 2011, IIMM, p2.22

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

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

Materiality
The notion of materiality guides the margin of error acceptable, the degree of precision required, and the extent of the disclosure required when preparing general purpose financial reports. Information is material if its omission, misstatement or non-disclosure has the potential, individually or collectively, to influence the economic decisions of users taken on the basis of the financial report or affect the discharge of accountability by the management or governing body of the entity.

Modern equivalent asset
Assets that replicate what is in existence with the most cost-effective asset performing the same level of service. It is the most cost efficient, currently available asset which will provide the same stream of services as the existing asset is capable of producing. It allows for technology changes and, improvements and efficiencies in production and installation techniques.

Net present value (NPV)
The value to the Council of the cash flows associated with an assets, liability, activity or event calculated using a discount rate to reflect the time value of money. It is the net amount of discounted total cash inflows arising from e.g. the continued use and subsequent disposal of the asset after deducting the value of the discounted total cash outflows.

Non-revenue generating investments
Investments for the provision of goods and services to sustain or improve services to the community that are not expected to generate any savings or revenue to Council, e.g. parks and playgrounds, footpaths, roads and bridges, libraries tec

Operations expenditure
Recurrent expenditure, which is continuously required to provide a service. In common use the term typically includes eg power, fuel, staff, plant equipment, on-costs and overheads but excludes maintenance and depreciation. Maintenance and depreciation are on the other hand included in operating expenses.

Operating expense
The gross outflow of economic benefits, being cash and non-cash items, during the period arising in the course of ordinary activities of an entity when those outflows results in decreases relating to distributions to equity participants.

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

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

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

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

Recurrent funding
Funding to pay for recurrent expenditure.

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

Residual value
The estimated amount that an entity would currently obtain from disposal of the asset, after deducting the estimated costs of disposal, if the asset were already of age and in the condition expected at the end of its useful life.

1 – IPWEA, 2011, IIMM, p2.22

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

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

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

Service potential
The total future service capacity of an asset. It is normally determined by reference to the operating capacity and economic life of an asset. A measure of service potential is used in the not-for-profit sector/public sector to value assets, particularly those not producing a cash flow.

Service potential remaining
A measure of the future economic benefits remaining in assets. It may be expressed in dollar values (Fair Value) or as a percentage of total anticipated future economic benefits.
It is also a measure of the percentage of the asset's potential to provide services that is still available for use in providing in providing services (Depreciated Replacement Cots/Depreciable Amount)

Strategic Longer-Term Plan
A plan covering the term of office of councillors (4years minimum) reflecting the needs of the community for the foreseeable future. It brings together the detailed requirements in Councils longer-term plans such as the service management plan and the long-term financial plan. The plan is prepared in consultation with the community and details where Council is at that point in time, where it wants to go, how it is going to get there, mechanisms for monitoring the achievement of the outcomes and how the plan will be resourced.

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

Sub-component
Smaller individual parts that make up a component part.

Useful life
Either:

a) The period over which an asset is expected to be available for use by an entity or
b) The number of production or similar units expected to be obtained front he asset by the entity.

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

Value in use
The present value of future cash flows expected to be derived from an asset or cash generating unit. It is deemed to be depreciated replacement costs (DRC) for those assets whose future economic benefits are not primary dependent on the asset's 'an ability to generate net cash inflows, where the entity would, if deprived of the asset, replace its remaining future economic benefits

1 – IPWEA, 2011, IIMM, p2.22

1 – IPWEA, 2011, IIMM, p2.22

Appendix D – Renewal Plan

Asset Class: Transport

Asset Name	WAvg-RUL (Rounded)	Year (base 2022)	Asset Class	Asset Type	Component	Component Type	Component Sub Type	Gross	Cumulative Total	Financial Year (AMP Budget)	Consumption Score
* Lachlan St	0	2022	Urban Street	Sealed	Surface	2 Coat Chip Seal	Standard Cost - Standard Life	$0	$0	2022/23	4.9
* Lachlan St	150	2172	Urban Street	Sealed	Pavement	Standard	Standard Cost - Standard Life	$20,664	$20,664	2022/23	4.9
* Mathews Bridge	0	2022	Bridge Assets	Bridge	Bridge	Timber	High Cost - Standard Life	$0	$20,664	2022/23	4.5
* University Road	24	2046	Rural Road	Sealed	Pavement	PSG	Standard Cost - Standard Life	$22,062	$42,726	2022/23	4.5
* Lignum Ck No1 Bridge	27	2049	Bridge Assets	Bridge	Major Culvert	4 RCBC 2700X1600	Standard Cost - Standard Life	$99,891	$142,617	2022/23	4.5
* Sandy Creek Bridge	27	2049	Bridge Assets	Bridge	Bridge	Timber	Standard Cost - Standard Life	$198,413	$341,030	2022/23	4.5
* MR319	0	2022	Regional Road	Sealed	Surface	2 Coat Bit	Standard Cost - Standard Life	$3,094	$344,124	2022/23	4
* Willurah Rd	1	2023	Rural Road	Sealed	Surface	2 Coat Chip Seal	Standard Cost - Standard Life	$5,565	$349,690	2022/23	4
* Old Common Road	8	2030	Rural Road	Unsealed	Pavement	PSG	Standard Cost - Standard Life	$7,519	$357,208	2022/23	4
* MR319	29	2051	Regional Road	Sealed	Pavement	PSG	Standard Cost - Standard Life	$8,887	$366,095	2022/23	4
* University Road	1	2023	Rural Road	Sealed	Surface	2 Coat Chip Seal	Standard Cost - Standard Life	$10,324	$376,419	2022/23	4
* Alma Road	8	2030	Rural Road	Unsealed	Pavement	PSG	Standard Cost - Standard Life	$33,901	$410,320	2022/23	4
* Jerilderie Road	1	2023	Rural Road	Sealed	Surface	2 Coat Chip Seal	Standard Cost - Standard Life	$152,437	$562,757	2022/23	4
* Church Lane	11	2033	Footpath Assets	Footpath	Footpath	Concrete	Standard Cost - Standard Life	$3,213	$565,970	2022/23	3.5
* Jerilderie Road	3	2025	Rural Road	Sealed	Surface	2 Coat Bit	Standard Cost - Standard Life	$12,467	$578,436	2022/23	3.5
* River Street	11	2033	Footpath Assets	Footpath	Footpath	Concrete	Standard Cost - Standard Life	$21,687	$600,123	2022/23	3.5
* Leonard St	19	2041	Kerb Assets	Kerb & Gutter	Kerb & Gutter	Concrete	Standard Cost - Standard Life	$25,957	$626,080	2022/23	3.5
* MR514	2	2024	Regional Road	Sealed	Surface	2 Coat Bit	Standard Cost - Standard Life	$69,149	$695,230	2022/23	3.5
* Lignum Ck No2 Bridge	48	2070	Bridge Assets	Bridge	Major Culvert	3 RCBC 2700X1600	Standard Cost - Standard Life	$79,774	$775,003	2022/23	3.5
* Ti Tree Road	9	2031	Rural Road	Unsealed	Pavement	PSG	Standard Cost - Standard Life	$92,966	$867,969	2022/23	3.5
* MR514	2	2024	Regional Road	Sealed	Surface	2 Coat Bit	Standard Cost - Standard Life	$140,015	$1,007,984	2022/23	3.5

1 – IPWEA, 2011, IIMM, p2.22

Asset Name	WAvg-RUL (Rounded)	Year (base 2022)	Asset Class	Asset Type	Component	Component Type	Component Sub Type	Gross	Cumulative Total	Financial Year (AMP Budget)	Consumption Score
* Lignum Ck No5 Bridge	48	2070	Bridge Assets	Bridge	Major Culvert	5 RCBC 3000X1200	Standard Cost - Standard Life	$147,408	$1,155,392	2022/23	3
* Unnamed Ln between Lachlan & Edward	11	2033	Urban Street	Unsealed	Pavement	Gravel	Standard Cost - Standard Life	$708	$1,156,100	2022/23	3
* Park Ln	11	2033	Urban Street	Unsealed	Pavement	Gravel	Standard Cost - Standard Life	$867	$1,156,967	2022/23	3
* Hay St	6	2028	Urban Street	Sealed	Surface	2 Coat Chip Seal	Standard Cost - Standard Life	$1,113	$1,158,080	2022/23	3
* Walls Ln	11	2033	Urban Street	Unsealed	Pavement	Gravel	Standard Cost - Standard Life	$1,150	$1,159,230	2022/23	3
* Russell Street	6	2028	Urban Street	Sealed	Surface	2 Coat Chip Seal	Standard Cost - Standard Life	$1,447	$1,160,677	2022/23	3
* Harvey St	6	2028	Urban Street	Sealed	Surface	2 Coat Chip Seal	Standard Cost - Standard Life	$1,692	$1,162,369	2022/23	3
* Nap Nap Road	11	2033	Rural Road	Unsealed	Pavement	PSG	Standard Cost - Standard Life	$1,693	$1,164,062	2022/23	3
* Nap Nap Road	11	2033	Rural Road	Unsealed	Pavement	PSG	Standard Cost - Standard Life	$1,693	$1,165,755	2022/23	3
* Lachlan St	6	2028	Urban Street	Sealed	Surface	2 Coat Chip Seal	Standard Cost - Standard Life	$1,823	$1,167,579	2022/23	3
* Unnamed Ln between Murray & Macauley	11	2033	Urban Street	Unsealed	Pavement	Gravel	Standard Cost - Standard Life	$2,134	$1,169,712	2022/23	3
* Lachlan Street	6	2028	Urban Street	Sealed	Surface	2 Coat Chip Seal	Standard Cost - Standard Life	$2,253	$1,171,965	2022/23	3
* Unnamed Ln between Church & Cadell	11	2033	Urban Street	Unsealed	Pavement	Gravel	Standard Cost - Standard Life	$2,489	$1,174,454	2022/23	3
* Sturt Place	6	2028	Urban Street	Sealed	Surface	2 Coat Chip Seal	Standard Cost - Standard Life	$2,720	$1,177,174	2022/23	3
* Unnamed Ln between Church & Cadell	11	2033	Urban Street	Unsealed	Pavement	Gravel	Standard Cost - Standard Life	$2,757	$1,179,931	2022/23	3
* Unnamed Ln between Church & Cadell	11	2033	Urban Street	Unsealed	Pavement	Gravel	Standard Cost - Standard Life	$2,845	$1,182,776	2022/23	3
* Unnamed Ln between Murray & Macauley	11	2033	Urban Street	Unsealed	Pavement	Gravel	Standard Cost - Standard Life	$3,030	$1,185,806	2022/23	3
* Jerilderie Road	6	2028	Rural Road	Sealed	Surface	2 Coat Bit	Standard Cost - Standard Life	$3,117	$1,188,922	2022/23	3

1 – IPWEA, 2011, IIMM, p2.22

Asset Name	WAvg-RUL (Rounded)	Year (base 2022)	Asset Class	Asset Type	Component	Component Type	Component Sub Type	Gross	Cumulative Total	Financial Year (AMP Budget)	Consumption Score
* Glencoe Road	6	2028	Rural Road	Sealed	Surface	2 Coat Bit	Standard Cost - Standard Life	$3,339	$1,192,262	2022/23	3
* Nap Nap Road	11	2033	Rural Road	Unsealed	Pavement	PSG	Standard Cost - Standard Life	$3,353	$1,195,615	2022/23	3
* Nap Nap Road	11	2033	Rural Road	Unsealed	Pavement	PSG	Standard Cost - Standard Life	$3,353	$1,198,967	2022/23	3
* Nap Nap Road	11	2033	Rural Road	Unsealed	Pavement	PSG	Standard Cost - Standard Life	$3,387	$1,202,354	2022/23	3
* Nap Nap Road	11	2033	Rural Road	Unsealed	Pavement	PSG	Standard Cost - Standard Life	$3,387	$1,205,741	2022/23	3
* Lachlan St	6	2028	Urban Street	Sealed	Surface	2 Coat Chip Seal	Standard Cost - Standard Life	$3,618	$1,209,358	2022/23	3
* Lachlan Street	6	2028	Urban Street	Sealed	Surface	2 Coat Chip Seal	Standard Cost - Standard Life	$3,695	$1,213,054	2022/23	3
* Stephen Street	6	2028	Urban Street	Sealed	Surface	2 Coat Chip Seal	Standard Cost - Standard Life	$3,865	$1,216,919	2022/23	3
* Russell Street	6	2028	Urban Street	Sealed	Surface	2 Coat Chip Seal	Standard Cost - Standard Life	$3,866	$1,220,784	2022/23	3
* Lachlan Street	6	2028	Urban Street	Sealed	Surface	2 Coat Chip Seal	Standard Cost - Standard Life	$4,288	$1,225,073	2022/23	3
* Lachlan Street	6	2028	Urban Street	Sealed	Surface	2 Coat Chip Seal	Standard Cost - Standard Life	$4,355	$1,229,427	2022/23	3
* Nap Nap Road	11	2033	Rural Road	Unsealed	Pavement	PSG	Standard Cost - Standard Life	$5,080	$1,234,507	2022/23	3
* Adelaide St	27	2049	Kerb Assets	Kerb & Gutter	Kerb & Gutter	Concrete	Standard Cost - Standard Life	$5,239	$1,239,746	2022/23	3
* Romani Road	41	2063	Rural Road	Sealed	Pavement	PSG	Standard Cost - Standard Life	$6,573	$1,246,319	2022/23	3
* Cadell St	6	2028	Urban Street	Sealed	Surface	2 Coat Chip Seal	Standard Cost - Standard Life	$6,662	$1,252,981	2022/23	3
* Jerilderie Road	6	2028	Rural Road	Sealed	Surface	2 Coat Bit	Standard Cost - Standard Life	$6,876	$1,259,856	2022/23	3
* Lachlan Street	6	2028	Urban Street	Sealed	Surface	2 Coat Chip Seal	Standard Cost - Standard Life	$7,309	$1,267,166	2022/23	3
* Russell Street	6	2028	Urban Street	Sealed	Surface	2 Coat Chip Seal	Standard Cost - Standard Life	$7,647	$1,274,813	2022/23	3
* Willoughby Lane	11	2033	Rural Road	Unsealed	Pavement	PSG	Standard Cost - Standard Life	$7,654	$1,282,467	2022/23	3
* Lachlan St	27	2049	Kerb Assets	Kerb & Gutter	Kerb & Gutter	Concrete	Standard Cost - Standard Life	$7,978	$1,290,445	2022/23	3
* Moore Street	17	2039	Footpath Assets	Footpath	Footpath	Concrete	Standard Cost - Standard Life	$8,787	$1,299,232	2022/23	3
* Corrong Road	6	2028	Rural Road	Sealed	Surface	2 Coat Bit	Standard Cost - Standard Life	$9,662	$1,308,894	2023/24	3
* Bidgee Drive	27	2049	Kerb Assets	Kerb & Gutter	Kerb & Gutter	Concrete	Standard Cost - Standard Life	$9,764	$1,318,657	2023/24	3
* Pine Street	6	2028	Urban Street	Sealed	Surface	2 Coat Chip Seal	Standard Cost - Standard Life	$10,215	$1,328,872	2023/24	3
* Nap Nap Road	11	2033	Rural Road	Unsealed	Pavement	PSG	Standard Cost - Standard Life	$10,465	$1,339,337	2023/24	3

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	Asset Name	WAvg-RUL (Rounded)	Year (base 2022)	Asset Class	Asset Type	Component	Component Type	Component Sub Type	Gross	Cumulative Total	Financial Year (AMP Budget)	Consumption Score
*	Leonard St	6	2028	Urban Street	Sealed	Surface	2 Coat Chip Seal	Standard Cost - Standard Life	$10,677	$1,350,014	2023/24	3
*	Russell Street	6	2028	Urban Street	Sealed	Surface	2 Coat Chip Seal	Standard Cost - Standard Life	$12,731	$1,362,745	2023/24	3
*	Belmore Street	6	2028	Urban Street	Sealed	Surface	2 Coat Chip Seal	Standard Cost - Standard Life	$12,856	$1,375,601	2023/24	3
*	Willurah Rd	41	2063	Rural Road	Sealed	Pavement	PSG	Standard Cost - Standard Life	$13,145	$1,388,746	2023/24	3
*	Yang Yang St	27	2049	Kerb Assets	Kerb & Gutter	Kerb & Gutter	Concrete	Standard Cost - Standard Life	$13,217	$1,401,963	2023/24	3
*	Russell Street	27	2049	Kerb Assets	Kerb & Gutter	Kerb & Gutter	Concrete	Standard Cost - Standard Life	$14,050	$1,416,013	2023/24	3
*	Piper Street	27	2049	Kerb Assets	Kerb & Gutter	Kerb & Gutter	Concrete	Standard Cost - Standard Life	$14,407	$1,430,420	2023/24	3
*	Piper Street	27	2049	Kerb Assets	Kerb & Gutter	Kerb & Gutter	Concrete	Standard Cost - Standard Life	$14,645	$1,445,066	2023/24	3
*	Piper Street	27	2049	Kerb Assets	Kerb & Gutter	Kerb & Gutter	Concrete	Standard Cost - Standard Life	$14,645	$1,459,711	2023/24	3
*	Lachlan Street	6	2028	Urban Street	Sealed	Surface	2 Coat Chip Seal	Standard Cost - Standard Life	$14,714	$1,474,425	2023/24	3
*	Wastewater Treatment Plant Access Rd	6	2028	Rural Road	Sealed	Surface	2 Coat Chip Seal	Standard Cost - Standard Life	$15,338	$1,489,763	2023/24	3
*	Hatty Street	6	2028	Urban Street	Sealed	Surface	2 Coat Chip Seal	Standard Cost - Standard Life	$15,528	$1,505,291	2023/24	3
*	Leonard St	17	2039	Footpath Assets	Footpath	Footpath	Concrete	Standard Cost - Standard Life	$15,817	$1,521,108	2023/24	3
*	Lachlan Street	17	2039	Footpath Assets	Footpath	Footpath	Concrete	Standard Cost - Standard Life	$15,867	$1,536,975	2023/24	3
*	Randall Street	17	2039	Footpath Assets	Footpath	Footpath	Concrete	Standard Cost - Standard Life	$16,147	$1,553,122	2023/24	3
*	MR319	4	2026	Regional Road	Sealed	Surface	2 Coat Bit	Standard Cost - Standard Life	$16,229	$1,569,351	2023/24	3
*	Booligal-Gunbar Road	11	2033	Rural Road	Unsealed	Pavement	PSG	Standard Cost - Standard Life	$16,934	$1,586,285	2023/24	3
*	MR319	4	2026	Regional Road	Sealed	Surface	2 Coat Bit	Standard Cost - Standard Life	$18,255	$1,604,539	2023/24	3
*	Corrong Road	6	2028	Rural Road	Sealed	Surface	2 Coat Bit	Standard Cost - Standard Life	$18,310	$1,622,850	2023/24	3
*	Old Thelangerin Road	6	2028	Rural Road	Sealed	Surface	2 Coat Bit	Standard Cost - Standard Life	$18,357	$1,641,207	2023/24	3
*	Jerilderie Road	6	2028	Rural Road	Sealed	Surface	2 Coat Bit	Standard Cost - Standard Life	$18,672	$1,659,879	2023/24	3

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	Asset Name	WAvg-RUL (Rounded)	Year (base 2022)	Asset Class	Asset Type	Component	Component Type	Component Sub Type	Gross	Cumulative Total	Financial Year (AMP Budget)	Consumption Score
*	Lachlan Street	9	2031	Footpath Assets	Footpath	Footpath	Brick Paved	Standard Cost - Standard Life	$20,653	$1,680,531	2023/24	3
*	Moore Street	17	2039	Footpath Assets	Footpath	Footpath	Concrete	Standard Cost - Standard Life	$21,090	$1,701,621	2023/24	3
*	Alma Road	11	2033	Rural Road	Unsealed	Pavement	PSG	Standard Cost - Standard Life	$22,166	$1,723,787	2023/24	3
*	Clay Street	27	2049	Kerb Assets	Kerb & Gutter	Kerb & Gutter	Concrete	Standard Cost - Standard Life	$23,337	$1,747,125	2023/24	3
*	Corrong Road	6	2028	Rural Road	Sealed	Surface	2 Coat Bit	Standard Cost - Standard Life	$24,621	$1,771,746	2023/24	3
*	Pine Street	6	2028	Urban Street	Sealed	Surface	2 Coat Chip Seal	Standard Cost - Standard Life	$24,865	$1,796,611	2023/24	3
*	Moss Street	27	2049	Kerb Assets	Kerb & Gutter	Kerb & Gutter	Concrete	Standard Cost - Standard Life	$25,004	$1,821,616	2023/24	3
*	Cadell St	27	2049	Kerb Assets	Kerb & Gutter	Kerb & Gutter	Concrete	Standard Cost - Standard Life	$25,242	$1,846,858	2023/24	3
*	Cadell St	27	2049	Kerb Assets	Kerb & Gutter	Kerb & Gutter	Concrete	Standard Cost - Standard Life	$25,242	$1,872,100	2023/24	3
*	Church	27	2049	Kerb Assets	Kerb & Gutter	Kerb & Gutter	Concrete	Standard Cost - Standard Life	$25,242	$1,897,343	2023/24	3
*	Church	27	2049	Kerb Assets	Kerb & Gutter	Kerb & Gutter	Concrete	Standard Cost - Standard Life	$25,242	$1,922,585	2023/24	3
*	Jerilderie Road	41	2063	Rural Road	Sealed	Pavement	PSG	Standard Cost - Standard Life	$25,414	$1,948,000	2023/24	3
*	Leonard St	27	2049	Kerb Assets	Kerb & Gutter	Kerb & Gutter	Concrete	Standard Cost - Standard Life	$25,957	$1,973,956	2023/24	3
*	Alma Road	11	2033	Rural Road	Unsealed	Pavement	PSG	Standard Cost - Standard Life	$26,078	$2,000,034	2023/24	3
*	Archer Street	27	2049	Kerb Assets	Kerb & Gutter	Kerb & Gutter	Concrete	Standard Cost - Standard Life	$26,195	$2,026,229	2023/24	3
*	Moppett Street	27	2049	Kerb Assets	Kerb & Gutter	Kerb & Gutter	Concrete	Standard Cost - Standard Life	$26,314	$2,052,543	2023/24	3
*	Moppett Street	27	2049	Kerb Assets	Kerb & Gutter	Kerb & Gutter	Concrete	Standard Cost - Standard Life	$26,314	$2,078,857	2023/24	3
*	Pine Street	17	2039	Footpath Assets	Footpath	Footpath	Concrete	Standard Cost - Standard Life	$27,186	$2,106,044	2023/24	3
*	MR514	4	2026	Regional Road	Sealed	Surface	2 Coat Bit	Standard Cost - Standard Life	$27,227	$2,133,271	2023/24	3
*	Nap Nap Road	11	2033	Rural Road	Unsealed	Pavement	PSG	Standard Cost - Standard Life	$28,686	$2,161,956	2023/24	3

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	Asset Name	WAvg-RUL (Rounded)	Year (base 2022)	Asset Class	Asset Type	Component	Component Type	Component Sub Type	Gross	Cumulative Total	Financial Year (AMP Budget)	Consumption Score
*	Pine Street	27	2049	Kerb Assets	Kerb & Gutter	Kerb & Gutter	Concrete	Standard Cost - Standard Life	$28,934	$2,190,890	2023/24	3
*	Leonard St	17	2039	Footpath Assets	Footpath	Footpath	Concrete	Standard Cost - Standard Life	$29,163	$2,220,053	2023/24	3
*	Jerilderie Road	6	2028	Rural Road	Sealed	Surface	2 Coat Bit	Standard Cost - Standard Life	$29,753	$2,249,806	2023/24	3
*	Coke Street	27	2049	Kerb Assets	Kerb & Gutter	Kerb & Gutter	Concrete	Standard Cost - Standard Life	$30,243	$2,280,049	2023/24	3
*	Coke Street	27	2049	Kerb Assets	Kerb & Gutter	Kerb & Gutter	Concrete	Standard Cost - Standard Life	$30,243	$2,310,293	2023/24	3
*	Nap Nap Road	11	2033	Rural Road	Unsealed	Pavement	PSG	Standard Cost - Standard Life	$30,311	$2,340,604	2023/24	3
*	University Road	41	2063	Rural Road	Sealed	Pavement	PSG	Standard Cost - Standard Life	$31,330	$2,371,934	2023/24	3
*	Murrumbidgee River Road	6	2028	Rural Road	Sealed	Surface	2 Coat Bit	Standard Cost - Standard Life	$33,571	$2,405,504	2023/24	3
*	Old Thelangerin Road	6	2028	Rural Road	Sealed	Surface	2 Coat Bit	Standard Cost - Standard Life	$33,700	$2,439,204	2023/24	3
*	Leonard St	17	2039	Footpath Assets	Footpath	Footpath	Concrete	Standard Cost - Standard Life	$34,601	$2,473,805	2023/24	3
*	Murray St	17	2039	Footpath Assets	Footpath	Footpath	Concrete	Standard Cost - Standard Life	$34,601	$2,508,405	2023/24	3
*	Moppett Street	6	2028	Urban Street	Sealed	Surface	2 Coat Chip Seal	Standard Cost - Standard Life	$37,266	$2,545,671	2023/24	3
*	Glencoe Road	11	2033	Rural Road	Unsealed	Pavement	PSG	Standard Cost - Standard Life	$38,185	$2,583,857	2024/25	3
*	Corrong Road	41	2063	Rural Road	Sealed	Pavement	PSG	Standard Cost - Standard Life	$38,614	$2,622,471	2024/25	3
*	Jerilderie Road	41	2063	Rural Road	Sealed	Pavement	PSG	Standard Cost - Standard Life	$40,093	$2,662,564	2024/25	3
*	Edward St	17	2039	Footpath Assets	Footpath	Footpath	Concrete	Standard Cost - Standard Life	$40,450	$2,703,014	2024/25	3
*	Nap Nap Road	11	2033	Rural Road	Unsealed	Pavement	PSG	Standard Cost - Standard Life	$40,488	$2,743,502	2024/25	3
*	MR514	4	2026	Regional Road	Sealed	Surface	2 Coat Bit	Standard Cost - Standard Life	$42,215	$2,785,717	2024/25	3
*	Romani Road	6	2028	Rural Road	Sealed	Surface	2 Coat Bit	Standard Cost - Standard Life	$43,602	$2,829,319	2024/25	3
*	MR319	41	2063	Regional Road	Sealed	Pavement	PSG	Standard Cost - Standard Life	$43,987	$2,873,306	2024/25	3
*	Pine Street	41	2063	Urban Street	Sealed	Pavement	Standard	Standard Cost - Standard Life	$44,463	$2,917,769	2024/25	3
*	Lachlan Street	9	2031	Footpath Assets	Footpath	Footpath	Brick Paved	Standard Cost - Standard Life	$45,596	$2,963,364	2024/25	3
*	Pine Street	41	2063	Urban Street	Sealed	Pavement	Standard	Standard Cost - Standard Life	$47,527	$3,010,891	2024/25	3

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	Asset Name	WAvg-RUL (Rounded)	Year (base 2022)	Asset Class	Asset Type	Component	Component Type	Component Sub Type	Gross	Cumulative Total	Financial Year (AMP Budget)	Consumption Score
*	Belmore Street	27	2049	Kerb Assets	Kerb & Gutter	Kerb & Gutter	Concrete	Standard Cost - Standard Life	$47,865	$3,058,756	2024/25	3
*	Clay Street	27	2049	Kerb Assets	Kerb & Gutter	Kerb & Gutter	Concrete	Standard Cost - Standard Life	$48,818	$3,107,574	2024/25	3
*	Ti Tree Road	11	2033	Rural Road	Unsealed	Pavement	PSG	Standard Cost - Standard Life	$50,632	$3,158,206	2024/25	3
*	Orson Street	27	2049	Kerb Assets	Kerb & Gutter	Kerb & Gutter	Concrete	Standard Cost - Standard Life	$53,104	$3,211,310	2024/25	3
*	Orson Street	27	2049	Kerb Assets	Kerb & Gutter	Kerb & Gutter	Concrete	Standard Cost - Standard Life	$53,104	$3,264,415	2024/25	3
*	Moppett Street	27	2049	Kerb Assets	Kerb & Gutter	Kerb & Gutter	Concrete	Standard Cost - Standard Life	$54,771	$3,319,186	2024/25	3
*	Farlows Lane	6	2028	Rural Road	Sealed	Surface	2 Coat Bit	Standard Cost - Standard Life	$56,486	$3,375,672	2024/25	3
*	Moppett Street	17	2039	Footpath Assets	Footpath	Footpath	Concrete	Standard Cost - Standard Life	$61,952	$3,437,624	2024/25	3
*	Jerilderie Road	41	2063	Rural Road	Sealed	Pavement	PSG	Standard Cost - Standard Life	$65,069	$3,502,693	2024/25	3
*	MR514	4	2026	Regional Road	Sealed	Surface	2 Coat Bit	Standard Cost - Standard Life	$66,209	$3,568,902	2024/25	3
*	Murrumbidgee River Road	6	2028	Rural Road	Sealed	Surface	2 Coat Bit	Standard Cost - Standard Life	$67,586	$3,636,488	2024/25	3
*	Lachlan Street	41	2063	Urban Street	Sealed	Pavement	Standard	Standard Cost - Standard Life	$69,772	$3,706,261	2025/26	3
*	MR319	4	2026	Regional Road	Sealed	Surface	2 Coat Bit	Standard Cost - Standard Life	$78,290	$3,784,550	2025/26	3
*	Old Thelangerin Road	6	2028	Rural Road	Sealed	Surface	2 Coat Bit	Standard Cost - Standard Life	$78,757	$3,863,308	2025/26	3
*	Booligal-Gunbar Road	11	2033	Rural Road	Unsealed	Pavement	PSG	Standard Cost - Standard Life	$84,668	$3,947,976	2025/26	3
*	MR514	4	2026	Regional Road	Sealed	Surface	2 Coat Bit	Standard Cost - Standard Life	$85,160	$4,033,136	2025/26	3
*	SES Car Park	34	2056	Carpark	Sealed	Standard	Type 1	Standard Cost - Standard Life	$89,299	$4,122,435	2025/26	3
*	Corrong Road	6	2028	Rural Road	Sealed	Surface	2 Coat Bit	Standard Cost - Standard Life	$94,434	$4,216,869	2025/26	3
*	Nap Nap Road	11	2033	Rural Road	Unsealed	Pavement	PSG	Standard Cost - Standard Life	$106,174	$4,323,043	2025/26	3
*	MR501	4	2026	Regional Road	Sealed	Surface	2 Coat Bit	Standard Cost - Standard Life	$108,621	$4,431,664	2025/26	3
*	Corrong Road	6	2028	Rural Road	Sealed	Surface	2 Coat Bit	Standard Cost - Standard Life	$109,082	$4,540,746	2025/26	3
*	MR319	4	2026	Regional Road	Sealed	Surface	2 Coat Bit	Standard Cost - Standard Life	$112,644	$4,653,390	2025/26	3

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Asset Name	WAvg-RUL (Rounded)	Year (base 2022)	Asset Class	Asset Type	Component	Component Type	Component Sub Type	Gross	Cumulative Total	Financial Year (AMP Budget)	Consumption Score
* Pine Street	41	2063	Urban Street	Sealed	Pavement	Standard	Standard Cost - Standard Life	$113,271	$4,766,661	2025/26	3
* Corrong Road	6	2028	Rural Road	Sealed	Surface	2 Coat Bit	Standard Cost - Standard Life	$115,204	$4,881,865	2026/27	3
* Clay Street	41	2063	Urban Street	Sealed	Pavement	Standard	Standard Cost - Standard Life	$120,125	$5,001,990	2026/27	3
* Pine Street	41	2063	Urban Street	Sealed	Pavement	Standard	Standard Cost - Standard Life	$120,263	$5,122,253	2026/27	3
* Boxyards Road	11	2033	Rural Road	Unsealed	Pavement	PSG	Standard Cost - Standard Life	$120,432	$5,242,685	2026/27	3
* Sidonia Road	11	2033	Rural Road	Unsealed	Pavement	PSG	Standard Cost - Standard Life	$121,922	$5,364,608	2026/27	3
* Corrong Road	6	2028	Rural Road	Sealed	Surface	2 Coat Bit	Standard Cost - Standard Life	$126,535	$5,491,143	2026/27	3
* Nap Nap Road	11	2033	Rural Road	Unsealed	Pavement	PSG	Standard Cost - Standard Life	$151,438	$5,642,581	2026/27	3
* MR514	41	2063	Regional Road	Sealed	Pavement	PSG	Standard Cost - Standard Life	$179,375	$5,821,956	2026/27	3
* Jerilderie Road	6	2028	Rural Road	Sealed	Surface	2 Coat Bit	Standard Cost - Standard Life	$186,593	$6,008,548	2027/28	3
* Jerilderie Road	6	2028	Rural Road	Sealed	Surface	2 Coat Bit	Standard Cost - Standard Life	$192,341	$6,200,889	2027/28	3
* Corrong Road	6	2028	Rural Road	Sealed	Surface	2 Coat Bit	Standard Cost - Standard Life	$196,971	$6,397,860	2027/28	3
* Corrong Road	41	2063	Rural Road	Sealed	Pavement	PSG	Standard Cost - Standard Life	$215,747	$6,613,607	2027/28	3
* MR514	4	2026	Regional Road	Sealed	Surface	2 Coat Bit	Standard Cost - Standard Life	$251,846	$6,865,453	2027/28	3
* Jerilderie Road	41	2063	Rural Road	Sealed	Pavement	PSG	Standard Cost - Standard Life	$308,256	$7,173,709	2028/29	3
* Jerilderie Road	41	2063	Rural Road	Sealed	Pavement	PSG	Standard Cost - Standard Life	$310,951	$7,484,660	2028/29	3
* Jerilderie Road	41	2063	Rural Road	Sealed	Pavement	PSG	Standard Cost - Standard Life	$414,076	$7,898,736	2028/29	3
* Lignum Ck No4 Bridge	94	2116	Bridge Assets	Bridge	Major Culvert	3 RCBC 2700X900	Standard Cost - Standard Life	$65,696	$7,964,432	2028/29	3
* Lignum Ck No3 Bridge	94	2116	Bridge Assets	Bridge	Major Culvert	3 RCBC 2700X1200	Standard Cost - Standard Life	$70,389	$8,034,821	2028/29	3
* Lignum Ck No6 Bridge	94	2116	Bridge Assets	Bridge	Major Culvert	5 RCBC 3000X1500	Standard Cost - Standard Life	$164,750	$8,199,571	2029/30	3
* Fiddlers Creek No3 Bridge	94	2116	Bridge Assets	Bridge	Major Culvert	4 RCBC 3600X2200	Standard Cost - Standard Life	$173,421	$8,372,992	2029/30	3
* Nimmie Creek Bridge	111	2133	Bridge Assets	Bridge	Bridge	Concrete	Standard Cost - Standard Life	$363,167	$8,736,159	2029/30	3
* Pimpara Creek Bridge	118	2140	Bridge Assets	Bridge	Major Culvert	5 RCBC 3000X1200	Standard Cost - Standard Life	$143,073	$8,879,232	2029/30	3

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Asset Name	WAvg-RUL (Rounded)	Year (base 2022)	Asset Class	Asset Type	Component	Component Type	Component Sub Type	Gross	Cumulative Total	Financial Year (AMP Budget)	Consumption Score
* Fiddlers Creek No1 Bridge	135	2157	Bridge Assets	Bridge	Major Culvert	2 RCBC 3600X2200	Standard Cost - Standard Life	$72,274	$8,951,506	2029/30	3
* Fiddlers Creek No2 Bridge	135	2157	Bridge Assets	Bridge	Major Culvert	2 RCBC 4200X1600	Standard Cost - Standard Life	$79,325	$9,030,830	2029/30	3

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