



OPEN SPACES Asset Management Plan



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Open Spaces Asset Management Plan

1. Executive Summary

Council's intention is to provide the Shire with an Open Spaces network that serviced and maintained to a level, which reflects the community's expectations, while operating in a manner that is both functional and cost effective. Open Spaces assets, including those surrounding buildings, had a reported fair value of **\$18.93 million** on the 30 June 2017. During the establishment of this asset management plan advancements have been made in the componentisation of Council's Open Spaces assets and values given in this plan will be derived from this advanced data set. Note that the management of buildings is included in the Buildings AMP.

This plan assists Council in the decision making process and is presented at a high level to provide key information that can be used in the determination of levels of service and funding required. The following table identifies the asset categories in this plan, the twenty (20) year average costs, and the funding gap if one exists. Figure 1.1 indicates the proposed expenditure over the next 20 years.

Table 1.1: Parks Asset Portfolio Overview (2018 \$, 000)

Asset	Operation & Maintenance	Renewal Budget	Upgrade & New*	Funding Gap	Backlog (2018/19)	Backlog (2028/29)
Furniture		6	0	346	84	4,929
Fencing		3	60	473	43	2,359
Services		0	51	196	395	1,074
Sport & Play	4,977	206	296	96	334	-3
Pools		123	133	-26	-79	-981
Structures		301	58	-134	-690	-2,921
Transport Infrastructure		4	128	513	1,547	3,433
Earthworks and Landscaping		221	166	-209	-604	-2,756
TOTAL	4,977	863	891	1,255	1,030	5,133

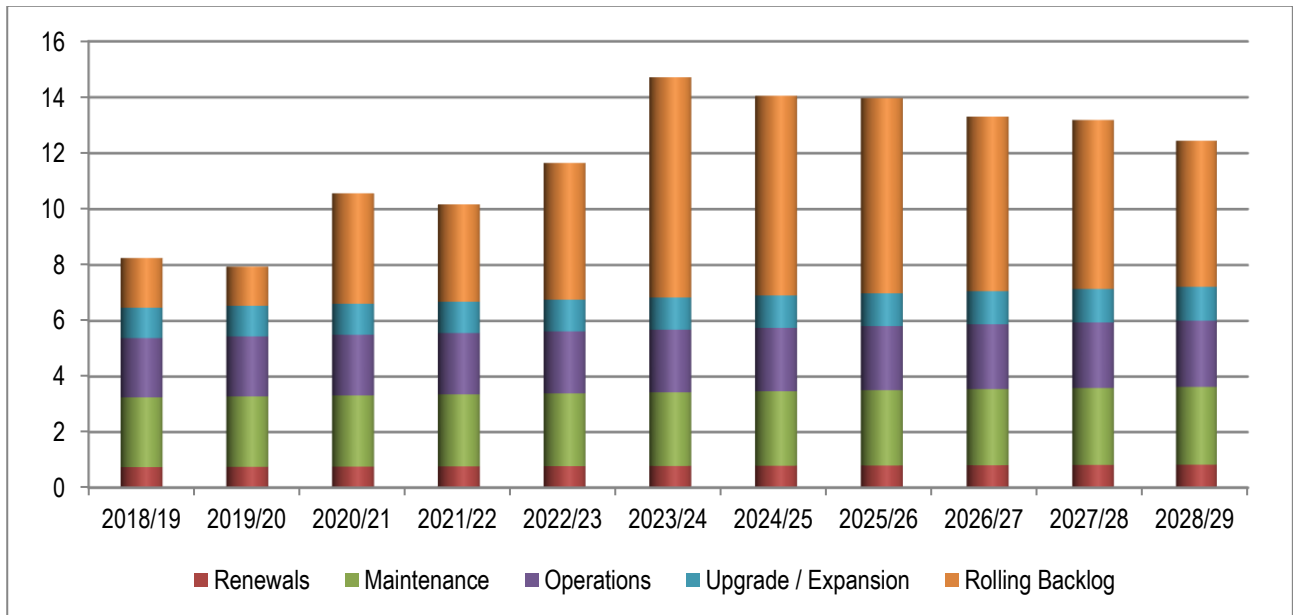
Notes:

1. Budget Figures are the 20 year annual average amounts
2. The O&M budget includes inspections, mowing, gardening, tree maintenance, litter collection, irrigation & spraying

Figure 1.1 identifies the proposed expenditure over the next 10 years together with any backlog that may exist. The projected budget amounts are based on 2018 dollars.

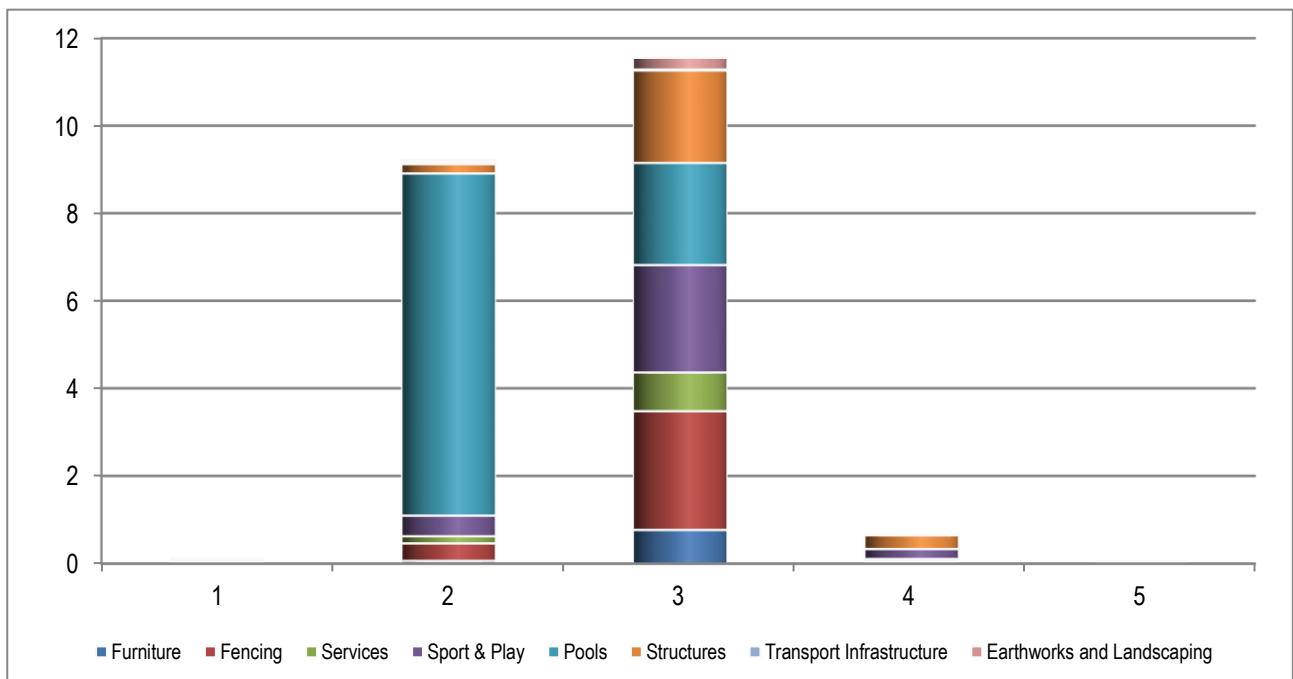
Open Spaces Asset Management Plan

Figure 1.1: What will we spend over the next 10 years (2018 \$M)?



The current condition of our assets is shown in the following graph based on the value of each asset. The condition of an asset ranges from 1 to 5; 1 for near new assets and 5 for assets that have completely failed.

Figure 1.2: What condition are our assets in (\$,000)?



The process of managing our Open Spaces assets is one of continually improving the knowledge Council has. This includes maintaining up to date asset registers, condition ratings, the cost of work on the asset and the rate at which assets deteriorate and reach their intervention level. Section 12 details improvements that can be made in proceeding plans.

Open Spaces Asset Management Plan

2. Strategic Objectives

Council operates and maintains the Open Space assets to achieve the following strategic objectives.

1. Provide Open Spaces to a standard that supports the outcomes identified in the Council Community Strategic Plan.
2. Ensure that Open Spaces are maintained at a safe and functional standard as set out in this asset management plan.
3. Ensure that Open Spaces are managed to deliver the requirements of Council's Asset Management Policy and Asset Management Strategy.

Cabonne Council developed a comprehensive community engagement strategy to ensure a broad range of opinions; ideas and visions were captured to help shape the Cabonne Community Strategic Plan. The outcomes & strategies supported by that plan are detailed in the Asset Management Strategy.

To assist in the delivery of the objectives in this plan, a number of key documents & systems have been prepared and should be referred to in considering the findings presented:

Table 2.1: Where can I find additional information?

Document / System	Content
Community Strategic Plan	Outcomes and Strategies identified by the community
Council Asset Policy	How we manage assets
Asset Management Strategy	Overall direction of asset management and portfolio summary
Asset Management Manual	Procedures and Processes that guide the management of assets (currently drafting)
Condition Assessment Manual	Details on the process of assessing condition, including photographic examples of various conditions (currently drafting)
Enterprise Risk Management Plan	The identification and management of risks across Council operations
Asset Class Definitions	How assets are grouped into their classes
Site Based Management Plans	Detailed operational and maintenance activities for specific sites
Asset Management System (Asstetic)	Electronic system that contains the asset register, condition ratings and used to model future renewals
GIS (MapInfo Professional)	Geographical information system that produces maps of assets
Recreation Strategy	Outcomes and Strategies identified by the community

Cabonne Council developed a comprehensive community engagement strategy to ensure a broad range of opinions; ideas and visions were captured to help shape the Cabonne Community Strategic Plan. The strategies supported by this plan, and relevant Delivery Program actions are:

- 3.3 Sporting, recreational, Council and community facilities and services are maintained and developed
 - Maintain and manage public cemeteries
 - Maintain existing sporting, recreational, cultural, council and community facilities
 - Meet the changing need of the community for new upgraded sporting, recreational, Council and community facilities
- 4.3 Beautiful towns and villages with historic assets are cared for and preserved
 - Manage Council's urban maintenance and improvement programs

Open Spaces Asset Management Plan

3. Services Provided & Classification

Council provides Cabonne and its various communities with a network of Open Spaces, including sports grounds, regional attractions, passive parks, drainage reserves and linkages. They are serviced and maintained to ensure a constant level of service of Open Spaces infrastructure above the intervention levels (refer Section 5.1), which reflects the community's expectations and operates in a manner that is both functional and cost effective.

The Open Spaces Asset Management Plan includes assets from the Financial Reporting asset classes Land Improvements, Other Structures and Swimming Pools. Assets have been grouped into classes in accordance with Note 9a of the Financial Statements.

This Asset Management Plan is a flow-on from Council's overall Asset Management Policy and Strategy, which details the need for Council to prioritise the development of Asset Management Plans for its entire asset database. This plan has been developed on best available information at this time and will be further refined over the coming year, as updated condition rating information is obtained and used to update renewal modelling to project remaining useful lives and renewal cash flow requirements.

This Open Spaces Asset Management Plan focuses on the Regional, District, Local and Community Parks as well as the network of walkways and bushland reserves.

Cabonne Council manages 346 sites with an area of 188.9 hectares. This includes 3 caravan parks, 7 swimming pools, 7 recreational grounds and 5 showgrounds, as well as various parks and land parcels throughout Cabonne. The replacement value of Open Spaces assets in each classification is detailed in Table 3.1.

Table 3.1: What is provided?

Classification	Asset Type	Number of Assets
Transport Infrastructure	Transport Infrastructure	187
Services	Irrigation	7
	Services	126
	Tanks	59
Sport & Play	Play Equipment	19
	Sporting Equipment	89
	Tennis Courts	14
Furniture	Art / Water / Monument	35
	BBQ	18
	Furniture	347
	Lighting	114
	Other Structures	119
Structures	Signs	28
	Shade Structures	130
	Sheds	85
Fencing	Small Buildings	27
	Fencing	324
Pools	Pool Equipment	33
Earthworks & Landscaping	Landscaping	19
	Earthworks	54
TOTAL		1834

Open Spaces Asset Management Plan

4. Levels of Service & Key Performance Measures

One of the basic tenets of sound asset management practice is to provide the level of service the current and future community want and are prepared to pay for in the most cost effective way (NZ NAMS 2007).

Open Spaces assets have been categorised into classes to assist in the determination of Levels of Service (LOS), which are grouped into:

- Community LOS – relates to how the community receives the service in terms of safety, quality, quantity, reliability, responsiveness, cost efficiency and legislative compliance; and
- Technical LOS – are the technical measures of performance developed to ensure the minimum community levels of service are met.

Development of Key Performance Measures based on condition have been developed by considering IPWEA – NAMS.AU 'Building Condition & Performance Assessment Guidelines – Practice Note 3 – Buildings'.

Table 4.1 outlines what the community desires for each asset Category and how Council will deliver it.

Table 4.1: What does the Community want?

CSP Ref	Category	The Community Wants (Community LOS)	How we Deliver this (Technical LOS)	How they are Measured	Target	Current
3.3 4.3	Safety	Provide safe, suitable facilities free from hazards	Grass length meets users' needs Defect/risk inspection conducted at adopted frequency	Reported injury incidents	No reported injury incidents	No reported injury incidents
3.3 4.3	Quality / Amenity	Provide quality recreation services	Urban residents have access to a playground Response to service requests within adopted time frame	Customer service requests relating to service quality	< 2 per month	Average of 3.75 requests per month in the last year
3.3 4.3	Function / Capacity	Ensure that recreation facilities meet user requirements	Infrastructure meets users' needs Condition inspections conducted at adopted frequency	Average condition of assets	No assets or asset components have a condition less than intervention level as defined in Section 5	6.2% of assets / components have a condition less than intervention level

Note: The CSP reference number relates to the Community Strategic Plan outcome that are supported by the Community LOS identified.

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5. Condition of Our Assets

Council is developing a Condition Assessment Manual that will detail the frequency of inspections and condition assessments to be used for all assets. This data will be recorded in the Council Asset Management System and used to predict the timing of renewal / maintenance requirements in the Long Term Financial Plan.

Assets are rated on a 1 (Excellent) to 5 (Very Poor) scale consistent with the requirements for Integrated Planning & Reporting (pg. 90, 2013). Details on how Council assesses condition and further information on the rating scale will be contained in the Condition Assessment Manual.

The intent of Council is not to undertake renewal on an asset until it reaches its 'Intervention Level', that is the condition at which the community has determined renewal is required based on the LOS analysis. Typically, assets will be renewed between condition 4 & 5, which ranges from fair/poor to very poor depending on their classification.

Straight-line deterioration profiles will be used to determine when an asset is expected to be due for renewal, until such time historical data can be used to define a more accurate reflection of the deterioration curves for each material type in an asset group.

Table 5.1: What are our Intervention Levels to Renew an Asset?

Component	Class / Classification	Intervention Level
Art / Water / Monument	Furniture	4
BBQ	Furniture	4
Fencing	Fencing	4
Furniture	Furniture	4
Irrigation	Services	4
Landscaping	Earthworks & Landscaping	4
Lighting	Furniture	4
Other Structures	Furniture	4
Play Equipment	Play & Sport	4
Pool Equipment	Pools	4
Services	Services	4
Shade Structures	Structures	4
Sheds	Structures	4
Signs	Furniture	4
Small Buildings	Structures	4
Sporting Equipment	Play & Sport	4
Tanks	Services	4
Tennis Courts	Play & Sport	4
Transport Infrastructure	Transport Infrastructure	4

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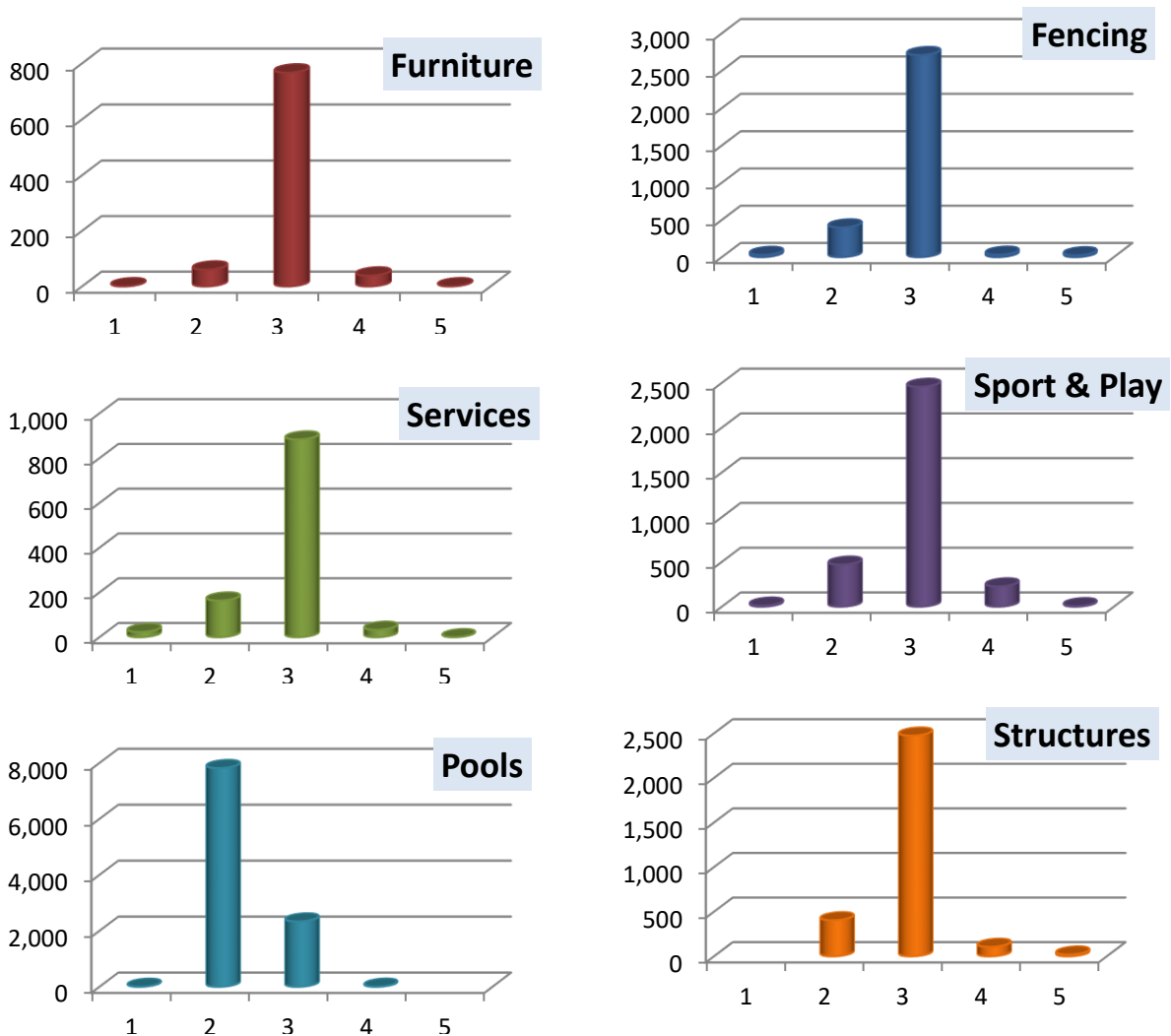
The estimated useful life for some asset components are detailed below:

Table 5.2: What are the expected useful lives of our assets (years)?

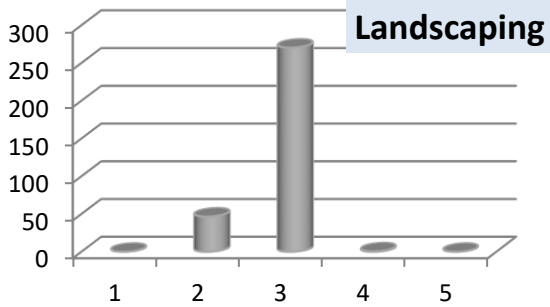
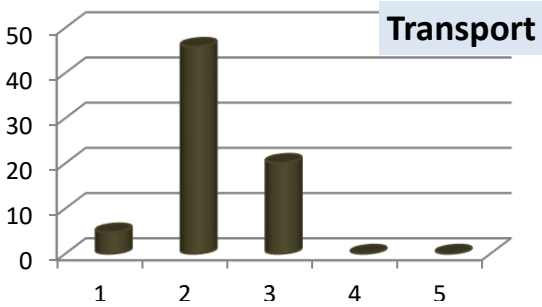
Component	Useful Life
BBQ	20
Fencing	40
Irrigation	32
Lighting	40
Playgrounds	40
Tennis Courts	32
Picnic Shelters	48
Water Tanks (polyethylene)	80
Footpaths	176

Each asset's condition is maintained in the Asset Register and the graphs below give a summary of Council's current asset conditions, based on the dollar value of the assets in each condition.

Figure 5.1: What Conditions are our assets in (\$,000)?



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6. Operations

Operational activities are those regular activities that are required to ensure the asset provides its intended service, including asset inspection, electricity costs, fuel and overheads. Site Based Management Plans have been prepared for specific sites, detailing operational activities undertaken and respective frequencies.

Table 6.1: When do we undertake Inspections?

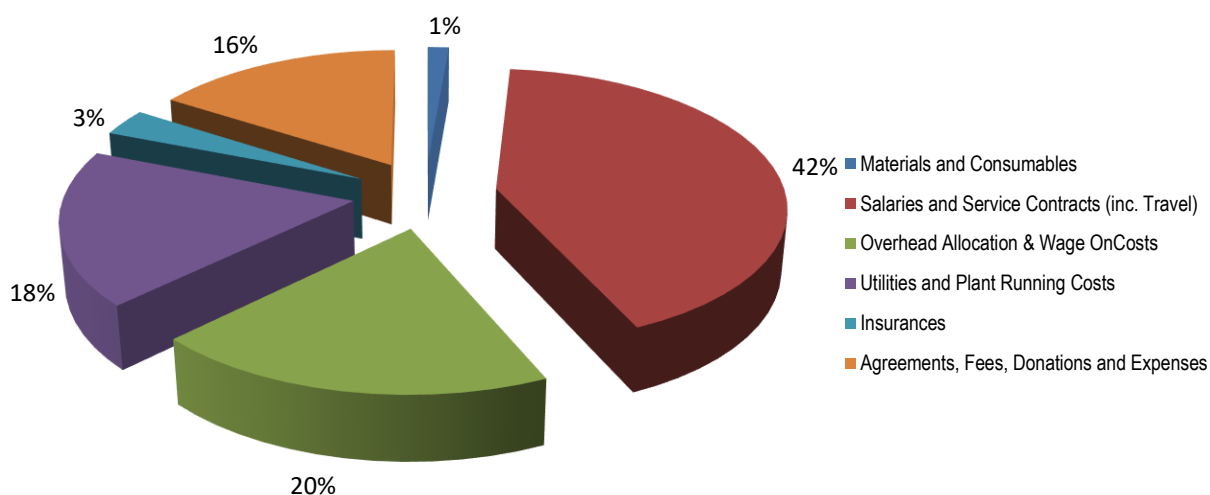
Inspection	Frequency
Condition Assessments	Annually
BBQ's	Weekly
Playgrounds	Weekly
Picnic Shelters	Annually
Sporting Surfaces ¹	Weekly (Summer) Fortnightly (Winter)
Irrigation ¹	Daily (Summer) Weekly (Winter)

1. Sporting surfaces are inspected when irrigation or mowing is done (refer to Table 7.1)

Table 6.2: What are our Operational Costs?

Activity	20 year average (2018 \$,000)
Materials & Consumables	31
Salaries and Service Contracts (Inc. Travel)	980
Overhead Allocation & Wages On Costs	454
Utilities & Plant Running Costs	432
Insurances	73
Agreements, Fees, Donations & Expenses	372
TOTAL	2,336

Figure 6.1: What is the breakup of our Operational Costs?



7. Maintenance

Routine maintenance is the regular on-going work that is necessary to keep assets operational and ensure they reach their useful life. It includes work on an asset where a portion has failed, and immediate work is required in order to make it operational again. It may be proactive, whereby the need for maintenance is cyclic or predictable in nature, or reactive in response to a sudden, unpredictable event such as storm damage or vandalism.

One of the main operations undertaken by Council (directly by staff or through the provision of contracted services) and one which is highly recognisable to the community is mowing and tidying of public open spaces. In summary, mowing activities are generally performed between September (spring) and April (autumn) with schedules changing during the drier and warmer summer months. Facilities that are expected to be regularly visited such as regional parklands and sports fields are mowed fortnightly as a minimum. Many sports fields are mowed weekly during the summer sports season and fortnightly during the off-seasons.

Site Based Management Plans have been prepared for specific sites, detailing maintenance activities undertaken and respective frequencies for varying months in the year. A schedule for mowing operations, as well as other necessary operations, has been developed and is included in the Site Based Management Plans, with approximate frequencies provided in Table 2.1. The significance of each activity is split into two categories: Regional Community for sites that are more utilised by communities throughout the region and Local Communities for sites that are more utilised by the community within the area the site is located.

Table 7.1: What are our Maintenance Activities and the current frequency we undertake them?

Activity	Regional Community	Local Community
Mowing	Weekly (Summer) Fortnightly (Winter)	Bimonthly
Gardening / Landscaping	Fortnightly	Reactive
Tree Maintenance	Annually / Reactive	Reactive
Litter Collection	Twice Weekly	
Irrigation	Daily (Summer) Weekly (Winter)	None
Spraying	Quarterly	
Inspection	Weekly	Reactive

Table 7.2 highlights the gap between current maintenance frequencies and the recommended levels of maintenance to deliver the desired level of service to the community.

Table 7.2: What are our Maintenance Activities and the recommended frequency to undertake them?

Activity	Regional Community	Local Community
Mowing	Weekly (Summer) Fortnightly (Winter)	Bimonthly
Gardening / Landscaping	Fortnightly	6 Monthly
Tree Maintenance	6 Monthly	
Litter Collection	Twice Weekly	
Irrigation	Daily (Summer) Weekly (Winter)	None
Spraying	Quarterly	
Inspection	Weekly	Quarterly

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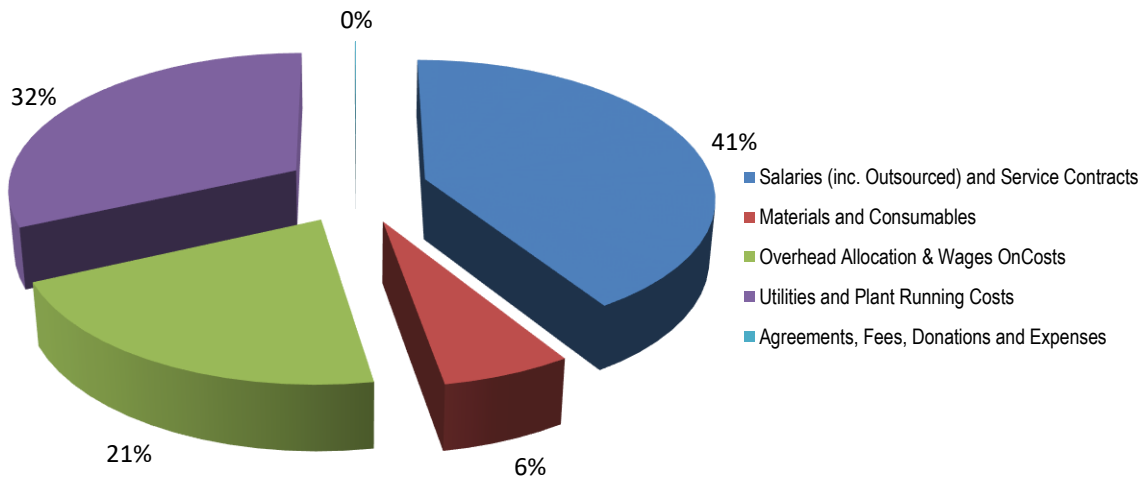
Adjusting Levels of Service

The opportunity to adjust the level of service provided is primarily through decreasing the mowing and maintenance cycles or frequencies for public open space, or reducing the area of open space maintained. Council’s Site Based Management Plans outline the frequency for maintenance activities as well as the associated cost.

Table 7.3: What are our Maintenance Costs?

Activity	20 year average (2018 \$,000)
Salaries (Inc. Outsourced) and Service Contracts	1,128
Materials and Consumables	171
Overhead Allocation and Wages On Costs	576
Utilities and Plant Running Costs	871
Agreements, Fees, Donations and Expenses	1
TOTAL	2,650

Figure 7.1: What is the breakup of our Maintenance Costs?



8. Capital Renewal / Rehabilitation

Capital Renewal is the work on an existing asset to replace or rehabilitate it to a condition that restores the asset to its original capability. The intervention level and estimated useful lives are contained in Table 5.1.

Renewal will be undertaken using 'low-cost' renewal methods where practical. The aim of 'low-cost' renewals is to restore the service potential or future economic benefits of the asset, by renewing them at a cost less than the full replacement cost.

This Asset Management Plan contains an analysis based on broad assumptions and best available knowledge to date. Modelling is not an exact science so we deal with long term averages across the entire asset stock. Work will continue on improving the quality of our asset registers and systems to increase the accuracy of our renewal models.

Assets requiring renewal will be generally identified from estimates of remaining life and condition assessments obtained from the asset register and models. Candidate proposals will be inspected to verify the accuracy of the remaining life estimate and to develop a preliminary renewal estimate. Verified proposals are ranked by priority and available funds and scheduled in future works programmes.

Details of planned renewal activities proposed in the current Delivery Program are contained in Appendix B for each asset category. The first year of the program will be considered in the development of the next Operational Plan and the remaining 3 years of work will be assessed each year to confirm that the asset has reached its intervention level prior to the work being scheduled.

The costs presented in the following table identifies the current level of funding for the required renewal programs and the funding required to maintain the asset to what is considered an appropriate standard. The required funding in that table is based on the intervention specified in Section 5.

For this asset group, an analysis has been undertaken to determine assets that are already at or above intervention level that have not had funding allocated to them. This work is quantified in the 'Backlog' column.

Table 8.1: What are our Renewal Costs, Gap and Backlog (2018 \$, 000)?

Activity	Budget	Required	Gap	Backlog (2018/19)	Backlog (2028/29)
Furniture	6	352	346	84	4,929
Fencing	3	475	473	43	2,359
Services	0	196	196	395	1,074
Sport & Play	206	303	96	334	-3
Pools	123	97	-26	-79	-981
Structures	301	167	-134	-690	-2,921
Transport Infrastructure	4	517	513	1,547	3,433
Earthworks and Landscaping	221	12	-209	-604	-2,756
TOTAL	863	2,119	1,255	1,030	5,133

1. *Figures are based on the 20 year annual average amounts*

The following graphs show the proposed expenditure on renewals over the next 10 years and the rolling backlog in any one year over that period. Two graphs are presented due to the high impact of the rolling backlog. Figure 8.1 indicates that, based on current projections, Council's assets will require an annual renewal expenditure of **\$706,225** per annum.

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Figure 8.1: What will we spend over the next 10 years on Renewal (2018 \$,000)?

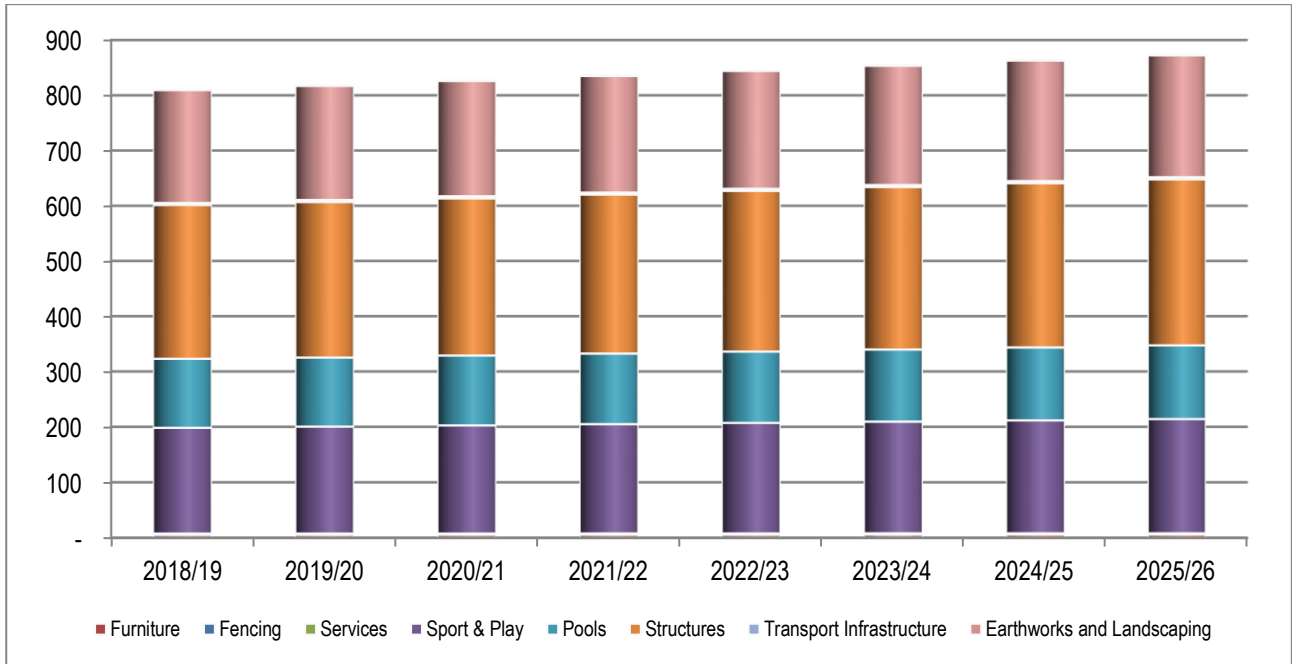
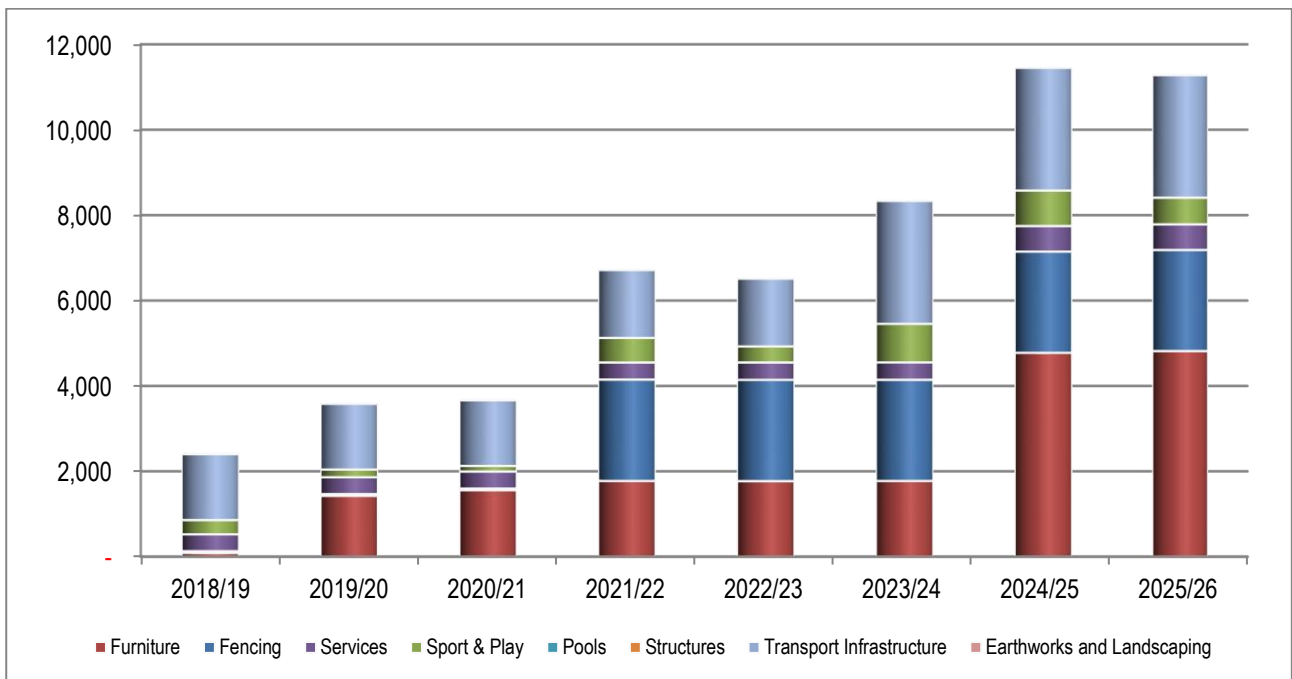


Figure 8.2 indicates that in any year the value of work exceeding the intervention levels set in this Asset Plan will reach **\$7.58M** at the end of 10 years. However, from Table 8.1, when considering the renewals required over the next 20 years, an additional **\$402,545** per year would be required to ensure no backlog of works in 2035/36.

Figure 8.2: What are the projected rolling backlog splits (2018 \$,000)?



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Lifecycle costs

The lifecycle costs are determined based on the total cost of ownership of each asset including operations, maintenance, renewal and disposal costs. Life Cycle costs (or Whole of Life Costs) are the average costs that are required to sustain the service levels over the longest asset life. These include the cost of operating the asset, as well as maintaining it to ensure it reaches its expected useful life.

Life cycle costs can be compared to current life cycle expenditure to give an indicator of life cycle sustainability in service provision. Life cycle expenditure includes current maintenance and capital renewal expenditure. Over time, actual renewal expenditure will vary depending on the timing of asset renewals.

A gap between long-term life cycle costs and long-term life cycle expenditure gives an indication as to whether Council's assets are currently being serviced adequately. The purpose of this plan is to identify levels of service that the community needs and can afford and develop the necessary Long Term Financial Plans to provide the service in a sustainable manner.

Table 8.2 provides an example of life cycle costs applied to playgrounds within Cabonne. The cost provided have been taken from Council's 2018/2019 budget.

Table 8.2: What are our Lifecycle Costs?

Category or Component	Useful Life	Action	Cost	Annual Average
Playgrounds	40	Inspections (Weekly for 14 playgrounds)	\$1356 per year	\$5882
		Maintenance	\$4027 per year	
		Renewal	\$20 000 at end of useful life	

9. Capital Upgrades & New Assets

Upgrades enhance an existing asset to provide a higher level of service, for example installation of a new Playground or Grandstand. New assets are those created to meet an additional service level requirement or increase the size of a network, for example new land acquisitions or extension of the Open Space network.

The requirements for new assets may result from growth, social or environmental needs. The impact from growth is included in the demand analysis within the Asset Management Strategy.

Section 94 Contributions or Development contributions are payments or in-kind works, facilities or services provided by developers towards the supply of infrastructure required by the community, which the development affects or forms part of, in order to meet its future needs.

Levies can be raised through Development Contribution Plans (DCPs) for a range of State and local government-provided infrastructure including roads, public transport, storm water and urban run-off management systems, open space and community facilities.

Both capital types may be funded at least in part through Developer Contributions in the form of a Section 64 or 94 Contribution, a Voluntary Planning Agreement, or as part of a subdivision development.

Selection criteria

New assets and upgrade/expansion of existing assets are identified from various sources such as councillor or community requests, proposals identified by strategic plans or partnerships with other organisations. Candidate proposals are inspected to verify need and to develop a preliminary renewal estimate. Verified proposals are ranked by priority and available funds, and scheduled in future works programmes.

Council has developed a framework for the prioritisation of capital projects and that information is used in the consideration of all new projects above the threshold set in the framework. Included in the analysis is the identification of life cycle costs as outlined in the Asset Management Strategy?

Council has an adopted strategy for the expansion of open spaces assets with the available funds after replacement, operational and maintenance costs for current assets are accounted for. Once the condition & requirements of existing assets are developed, further investigation can be given to a program of new / upgraded assets for the coming 10 years. This forecast will enable building assets to continuously meet demand and safety improvement requirements.

Table 9.1: What upgraded / new assets are proposed over the next 10 years?

Project / Group	Source	Year(s)	Possible External Funding	Priority	Council Cost
Manildra Truck Stop & Facilities	Truck stop bay on Carlisle St/Dederang St for heavy vehicles accessing the Wheat Mill, Canola Mill and Graincorp facilities	208/19	FCR HVSP	1	\$450,000
Molong Swimming Pool	Converting the existing 33m outdoor pool to a 25m indoor pool so users can access pool facilities all year round	2018/19		3	\$4,000,000
Molong Hunter Caldwell Park	Installation of lighting for sport fields and upgrades to fencing, lightweight goalposts, amenities and new multipurpose sport facility	2018	MAG	1	\$770,000
Canowindra Recreation Ground	Upgrade of the Canowindra Recreation including resurfacing of basketball and tennis courts	2018/19		2	\$325,000
Molong Recreation Ground	Construct 200 seat grandstand for recreation ground	2018/19		2	\$3,200,000

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Project / Group	Source	Year(s)	Possible External Funding	Priority	Council Cost
Molong Recreation Ground	Install irrigation system	2018/19		3	\$100,000
Canowindra Recreation Ground	Install irrigation system and seal carpark	2018/19		3	\$280,000
Yeoval Recreation Ground	Reseal of access road	2018/19		3	\$15,000
TOTAL					\$9,140,000

The amounts in Table 9.1 above are strategic estimates that require further investigation for more refined cost estimates. This proposed upgrade list has been derived from service requests, Councillor input & community consultation.

10. Disposal Plan

Disposal is any activity associated with disposal of a decommissioned asset including sale, demolition or relocation. Assets with a condition rating of 5 (very poor condition) where Council has received no contact through the Customer Request System may be considered redundant or not utilised. Contact through the Customer Request System indicates the community is unhappy about the current state of the asset and are keen for it to be renewed. If no contact is received and the asset/s are not considered critical to Council's operations or to the community, then decommissioning or disposal may be considered.

No Open Spaces assets are currently identified for Disposal. All assets are due for renewal or replacement as adopted for the 20 year Asset Plan.

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11. Financial Plan

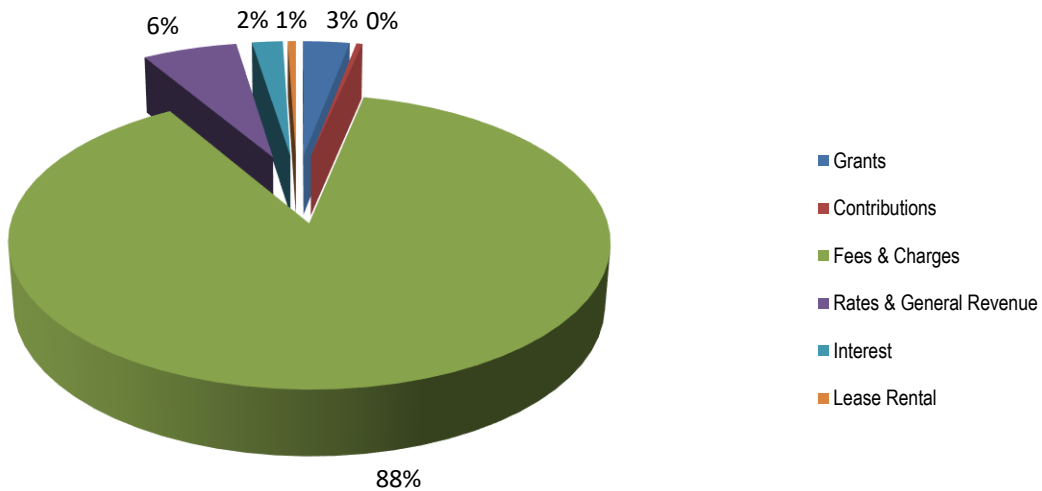
There are several methods that are available, to which Council can fund current or new proposals for Open Spaces,

Including borrowing some or all the required amount. Funding can also come from the various incomes available to Council, as outlined in Table 11.1. A summary of the funding requirements and expenditure over the next 20 years is included in Appendix C.

Table 11.1: Where does our Income come from?

Activity	20 year average (2018 \$,000)
Grants	53
Contributions	7
Fees & Charges	1,563
Rates & General Revenue	108
Interest	35
Lease Rental	9
TOTAL	1,731

Figure 11.1: What is the breakup of our income streams?



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12. Plan Improvements

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

In addition to the Asset Management Strategy improvements, activities to be undertaken to improve our strategic planning for Open Spaces assets are as follows:

Table 12.1 Program of Improvements

Action	Timeframe
Utilise and develop Asset Information System (Assetic), providing deterioration modelling and other analysis tools	Ongoing
Review and develop performance measures and reporting	Ongoing
Use collected data to define acceptable asset deterioration profiles	Ongoing
Review and modify intervention levels for assets of different classifications	Ongoing
Record asset and budget data to ensure accurate monitoring of asset conditions and life cycle costs	Ongoing
Develop and adopt Asset Management Policy and Strategy	July 2018
Restructure finance ledgers so as to separate operation, maintenance and renewal/upgrade costs at asset class levels	January 2019
Revalue Open Spaces assets and update the asset register to ensure the financial and operational technical asset register reflect the same recreation inventory	May 2017
Develop and implement data capture and conditioning process	May 2019
Define open spaces asset responsibilities of Council and any community groups, and alter any renewed lease agreements to reflect operational, maintenance & renewal accountabilities	February 2019
Identify deficiencies in current maintenance activities and develop measures to recover them	May 2019
Review and modify classifications & intervention levels for assets to accurately reflect varying desired levels of service	May 2019
Undertake targeted engagement with the community to resolve acceptable and achievable levels of service	November 2019
Carry out Infrastructure Risk Management Planning process to consider the consequences of failure for each asset group, and impact of failure on the community	May 2019

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13. Risk Management Plan

Council is committed to the identification and elimination or reduction of risks associated with hazards that arise throughout Council operations as far as reasonably practicable. To facilitate this process an Enterprise Risk Management Plan has been developed which includes the management of risks for each of its assets. From this Plan, the following key Risks have been identified:

Table 13.1 Critical Risks and Treatment Plans

Asset at Risk	What can Happen	Impact Rating	Risk Treatment Plan
Playgrounds	Structural failure	High	Repair structural faults or hazards that may injure an occupant.
	Little or no soft fall	High	Ensure adequate soft fall is available at play sights in order to avoid injury.
Irrigation	Failure to irrigate turf	Medium	Ensure all irrigation systems are working before use. Ensure irrigation system is maintained and any faults addressed.
Furniture	Vandalism	Low	Ensure damaged assets are repaired to a satisfactory standard
Lighting	Electrical failure	Medium	Replace or repair fittings to ensure activities or travel in the area of the lighting can be completed without issue.
Transport Infrastructure	Structural failure	High	Ensure transport infrastructure is maintained to a satisfactory standard, and alternate routes are available where practicable.

It should be noted that regular inspection ensures that issues can be identified before they can become a hazard.

One of the outcomes of this assessment is the determination of **Critical Assets**. Critical assets are specific assets which have a high consequence of failure but not necessarily a high likelihood of failure. By identifying critical assets and critical failure modes, Council can appropriately target and refine inspection regimes, maintenance plans and capital expenditure plans.

Operations and maintenance activities may also be targeted to mitigate critical asset failure and maintain service levels. These activities may include increased inspection frequency or higher maintenance intervention levels.

The factors in Table 13.2 have been used to determine the most critical assets, with those scoring more than 30 being listed in Table 13.3.

Table 13.2 Critical Assets

Factor	High Score (9)	Medium Score (6)	Low Score (3)
Park Classification	Regional Premium	District Medium	Local Low
Number of playgrounds	>1	1	0
Number of amenity buildings	>1	1	0
Adjacent to waterway	Yes		
Usage – Criticality to the community	Sporting facility	Passive recreation	Civic garden
Frequency of Use	Daily	>Daily	<Weekly

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Table 13.3 Critical Assets

Critical Assets	Score	Critical Failure Mode
Molong Recreation Ground	51	BBQ unclean and not maintained to an acceptable standard Pathway to amenities hazardous to users
Canowindra Recreation Ground	48	Playing surface of sports field unfit for use Playground needs improvement Exercise footpath needs improvement Pathway to amenities needs improvement
Canowindra Morris Park	33	Pathway to amenities needs improvement Carparks unfit for vehicular use Shelters structurally unsound/unfit for use
Canowindra Memorial Park	33	Pathway to amenities needs improvement Shelters structurally unsound/unfit for use Playground needs improvement
Molong Rotary Park	39	Pathway to amenities needs improvement Carpark unfit for vehicular use Shelters structurally unsound/unfit for use
Molong Fairbridge Park	30	Driveway unfit for use Water damage due to flooding Shelters structurally unsound/unfit for use
Cargo Park	39	Playground hazardous to users Pathway to amenities needs improvement Pathway to amenities needs improvement BBQ unclean and not maintained to an acceptable standard
Cumnock Crossroads	45	Pathway to amenities needs improvement Playground needs improvement Shelters unfit for use
Manildra Lions Club Park	39	Pathway to amenities needs improvement Playground needs improvement
Cudal Memorial Park	39	Pathway to amenities needs improvement Playground needs improvement BBQ unclean and not maintained to an acceptable standard
Manildra Recreation Ground	48	Playing surface of sports field unfit for use Poor/no access to grounds Playground needs improvement Shelters structurally unsound/unfit for use
Eugowra Pioneer Park	39	Pathway to amenities needs improvement BBQ unclean and not maintained to an acceptable standard Shelters unfit for use
Eugowra Memorial Park	33	Pathway to amenities needs improvement Shelters structurally needs improvement Playground needs improvement

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14. Appendix A: Delivery Program Renewals

14.1 Budgeted Works

The following works have been identified in the 2018/2019 Budget, and works identified in the 2018/2019 Budget will be added when the final budget is confirmed. No forecasted works have been budgeted for the 2019/2020 and 2020/2021 financial years, since renewal works prior to the advancement of this Asset Management Plan have been on a reactive basis.

Project	2018/2019 Budget	2019/2020 Budget	2020/2021 Forecast	2021/2022 Forecast
11903150 – Tip Rehabilitation Expenses	\$103,500			
519314 – Hire Site Offices – For the 6 Landfill/Transfer Stations	\$37,490			
519315 – Cumnock Landfill – Rehabilitate ad Cap	\$92,000			
522209 – Canowindra Cemetery – Restore Memorial Cain	\$2,300			
610061 – Water Reservoir Maintenance	\$4,025			
610062 – Weirs Maintenance	\$5,750			
610063 – Molong High Level Reservoir	\$12,650			
710048 – Canowindra Pump Station 4 (Moyne Pump Station) – Protect asset from further damage	\$2,415			
710049 – Canowindra Pump Station 4 (Moyne Pump Station) – Repair and Replace	\$1,725			
710050 – Canowindra Pump Station 1 (Anzac Road) – Re coating of rising main connection	\$3,450			
710051 – Canowindra Pump Station 1 (Anzac Road) – Replace Inlet valve, gate valve, bolt and gasket	\$8,740			
710052 – Canowindra Pump Station 3 (East Street) – Repair and Replace	\$132,250			
710053 – Canowindra Pump Station 3 (South Canowindra) – Protect asset from further damage	\$2,300			
710062 – Eugowra Pump Station 1 – Protect from further damage	\$7,372			
710063 – Eugowra Pump Station 2 – Protect from further damage	\$7,372			
710064 – Molong Thistle Street Pump Station – Repair in accordance with AMP	\$22,111			
528643 – Cudal Pool – Replace 4 pumps	\$9,200			
528645 – Manildra Pool – Replace 4 pumps	\$9,200			
528647 – Yeoval Pool – Replace chlorine booster	\$2,875			
528650 – Cumnock Pool – Replace 5” control valves	\$5,175			
528653 – Manildra Pool – Replace shade cover	\$8,625			
528655 – Eugowra Pool – Replace shade cover	\$15,250			
528657 – Eugowra Pool – Replace pool pump	\$3,450			
528658 – Eugowra Pool – Replace pool cleaner	\$5,750			
528662 – Cudal Pool – Replace pool cleaner	\$5,750			
528665 – Molong Pool – Replace and reinstate gate, roof guttering, and concrete under shade structure	\$9,775			
528666 – Cudal Pool – Replace 2 shade covers	\$17,250			

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Project	2018/2019 Budget	2019/2020 Budget	2020/2021 Forecast	2021/2022 Forecast
528668 – Cudal Pool – Repair man proof fencing	\$8,625			
528669 – Molong Pool – Replace chlorine booster	\$2,300			
528718 – Eugowra Recreational Ground – Replace table and seating	\$1,725			
528722 – Cargo Park – Replace cisterns and repair boundary fence	\$2,300			
528725 – Canowindra Recreational Ground – Tennis Courts - Paint internal walls	\$1,725			
528726 – Canowindra Recreational Ground – Basketball Court – 178,250Renew surfaces, repaint backboards and nets.	\$178,250			
528723 – Canowindra Memorial Park – Replace wooden bench and seating	\$3,220			
528930 – Manildra Recreational Ground – Playground – Replace senior swing	\$4,600			
528150 – Eugowra Urban Area – Repaint footbridge	\$3,450			
Renewal Works yet to be identified / finalised		\$706,225	\$706,225	\$706,225
TOTAL	\$706,225	\$706,225	\$706,225	\$706,225

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14.2 Identified Works

The following works are been identified by Assetic as being required over the current and next 4 years. Works have been grouped based on financial component breakdowns for simplicity; however, more comprehensive works lists are available at the full componentisation level.

Please note that 2018/19 works identified are derived through modelling, and includes works that are due for renewal in 2018/19 as well as any current backlog works.

Property	2018/19	2019/20	2020/21	2021/22	2020/23
Borenore Creek Dam					\$ 4,551.14
Sheds					\$ 4,551.14
Borenore Gaylawn Park				\$ 1,445.38	
Furniture				\$ 1,445.38	
Canobolas John Williams Park	\$ 37,301.01			\$ 14,682.63	
Furniture	\$ 14,726.67			\$ 14,682.63	
Shade Structures	\$ 22,574.34				
Canowindra Age of Fishes Museum			\$ 600.00	\$ 26,433.33	
Art / Water / Monument				\$ 1,533.33	
Furniture				\$ 17,500.00	
Lighting				\$ 7,400.00	
Signs			\$ 600.00		
Canowindra Caravan Park				\$ 23,048.18	\$ 3,952.28
BBQ				\$ 5,408.70	
Furniture				\$ 17,239.48	
Lighting				\$ 400.00	
Other Structures					\$ 300.00
Services					\$ 3,652.28
Canowindra Cemetery	\$ 57,500.00				
Transport Infrastructure	\$ 57,500.00				
Canowindra Gaskill Street Carpark	\$ 24,399.41				
Transport Infrastructure	\$ 24,399.41				
Canowindra Historical Society				\$ 4,200.00	
Lighting				\$ 4,200.00	
Canowindra Memorial Park			\$ 400.00	\$ 35,772.61	\$ 243.49
Furniture				\$ 25,670.35	\$ 243.49
Play Equipment				\$ 9,694.25	
Shade Structures				\$ 408.00	

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Signs			\$ 400.00		
Canowindra Morris Park	\$ 400.00			\$ 42,211.88	\$ 5,942.39
Art / Water / Monument					\$ 149.81
BBQ				\$ 3,385.80	
Furniture				\$ 38,826.08	\$ 5,331.90
Lighting	\$ 400.00				
Play Equipment					\$ 460.68
Canowindra Old Saleyards	\$ 2,030.00				
Fencing	\$ 2,030.00				
Canowindra Pool	\$ 161,000.00		\$ 1,590.51	\$ 11,716.98	
BBQ				\$ 6,771.60	
Furniture	\$ 103,500.00			\$ 4,945.38	
Structures	\$ 57,500.00		\$ 1,590.51		
Canowindra Preschool			\$ 817.25	\$ 808.00	
Lighting				\$ 400.00	
Shade Structures				\$ 408.00	
Sheds			\$ 817.25		
Canowindra Public Pound	\$ 17,533.89				
Fencing	\$ 3,292.85				
Services	\$ 10,000.00				
Shade Structures	\$ 4,241.03				
Canowindra Recreation Ground	\$ 214,287.96			\$ 148,035.91	\$ 51,667.57
Fencing	\$ 14,306.95				
Furniture	\$ 350.00			\$ 35,345.76	\$ 1,066.67
Irrigation	\$ 68,146.46				
Lighting				\$ 108,000.00	
Play Equipment				\$ 4,175.15	
Services	\$ 23,000.00				
Shade Structures				\$ 515.00	
Sporting Equipment	\$ 93,865.56				\$ 50,600.90
Transport Infrastructure	\$ 14,619.00				
Canowindra Showground & Golf Course	\$ 169,027.68				\$ 33,006.31
Irrigation	\$ 169,027.68				
Sheds					\$ 33,006.31

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Canowindra South Rodeo Grounds				\$ 682.63	\$ 670.60
Furniture				\$ 682.63	
Play Equipment					\$ 670.60
Canowindra STP	\$ 22,987.95				\$ 6,340.59
Sheds					\$ 6,340.59
Transport Infrastructure	\$ 22,987.95				
Canowindra Tip			\$ 226,661.21		
Transport Infrastructure			\$ 226,661.21		
Cargo Cemetery	\$ 10,884.59				
Transport Infrastructure	\$ 2,067.92				
Fencing	\$ 8,816.67				
Cargo Community Hall				\$ 13,297.53	
Furniture				\$ 13,297.53	
Cargo Health Centre	\$ 5,000.00			\$ 1,365.62	\$ 2,699.00
Furniture				\$ 682.63	\$ 1,445.38
Play Equipment					\$ 1,253.62
Shade Structures				\$ 682.99	
Signs	\$ 5,000.00				
Cargo Park	\$ 133,710.08			\$ 24,154.23	
BBQ				\$ 6,771.60	
Furniture				\$ 11,182.63	
Lighting				\$ 6,200.00	
Sheds	\$ 1,270.61				
Tennis Courts	\$ 132,439.47				
Cargo Recreation Ground	\$ 4,834.15			\$ 59,968.25	\$ 14,318.25
BBQ				\$ 3,385.80	
Furniture				\$ 13,056.85	\$ 2,318.25
Lighting				\$ 42,000.00	
Shade Structures	\$ 4,834.15			\$ 1,525.60	
Sporting Equipment					\$ 12,000.00
Cudal Apex Park				\$ 4,182.63	
Furniture				\$ 4,182.63	
Cudal Boree Lodge	\$ 5,275.73				\$ 2,713.53
Other Structures					\$ 600.00

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Sheds					\$ 2,113.53
Transport Infrastructure	\$ 5,275.73				
Cudal Caravan Park	\$ 930.08		\$ 600.00	\$ 6,885.80	\$ 6,448.63
BBQ				\$ 3,385.80	
Furniture				\$ 3,500.00	\$ 2,678.34
Other Structures					\$ 600.00
Shade Structures	\$ 930.08				
Sheds					\$ 3,170.30
Signs			\$ 600.00		
Cudal Cemetery	\$ 8816.67				
Fencing	\$ 8816.67				
Cudal Corden's Store	\$ 9,197.22			\$ 3,500.00	\$ 6,340.59
Fencing	\$ 9,197.22				
Furniture				\$ 3,500.00	
Sheds					\$ 6,340.59
Cudal Council Chambers & Office				\$ 7,000.00	\$ 2,113.53
Furniture				\$ 7,000.00	
Sheds					\$ 2,113.53
Cudal Depot	\$ 63,525.00		\$ 234,132.29		
Transport Infrastructure	\$ 63,525.00		\$ 234,132.29		
Cudal Doctor's Residence					\$ 300.00
Other Structures					\$ 300.00
Cudal Memorial Park				\$ 10,954.23	\$ 1,429.88
BBQ				\$ 6,771.60	
Furniture				\$ 4,182.63	
Play Equipment					\$ 1,429.88
Cudal Pool	\$ 5,212.69			\$ 18,261.95	\$ 38,310.46
Furniture				\$ 9,047.90	\$ 38,310.46
Lighting				\$ 8,000.00	
Shade Structures	\$ 5,212.69			\$ 1,214.06	
Cudal Recreation Ground (Dean Park)	\$ 11,760.26			\$ 14,771.60	\$ 4,800.00
BBQ				\$ 6,771.60	
Lighting				\$ 8,000.00	
Sheds	\$ 9,249.10				

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Sporting Equipment	\$ 2,511.16				\$ 4,800.00
Cudal Showground	\$ 8,942.00		\$ 3,000.00	\$ 45,662.05	\$ 3,568.30
Furniture	\$ 243.49			\$ 20,478.96	\$ 2,863.79
Lighting	\$ 200.00				
Other Structures			\$ 3,000.00		
Sheds	\$ 8,498.51				\$ 704.51
Sporting Equipment				\$ 25,183.10	
Cudal Tennis Courts	\$ 139,769.23		\$ 402.62	\$ 22,000.00	
Fencing	\$ 6,849.30				
Lighting				\$ 22,000.00	
Sporting Equipment			\$ 402.62		
Tennis Courts	\$ 132,439.47				
Transport Infrastructure	\$ 480.45				
Cumnock Cemetery	\$ 4,254.57				
Transport Infrastructure	\$ 4,254.57				
Cumnock Memorial Park (Cumnock Crossroads)				\$ 14,454.23	
BBQ				\$ 6,771.60	
Furniture				\$ 7,682.63	
Cumnock Pool			\$ 39,014.90	\$ 30,650.86	\$ 5,781.54
Furniture				\$ 22,365.26	\$ 5,781.54
Lighting				\$ 8,000.00	
Pool Equipment			\$ 39,014.90		
Shade Structures				\$ 285.60	
Cumnock Recreation Ground	\$ 98,537.91		\$ 265,264.10	\$ 48,434.76	\$ 16,415.17
BBQ				\$ 6,771.60	
Furniture				\$ 6,913.16	\$ 3,240.77
Lighting				\$ 32,000.00	
Play Equipment					\$ 1,174.40
Services	\$ 2,806.27				
Sheds	\$ 3,779.83			\$ 2,750.00	
Sporting Equipment			\$ 385.17		\$ 12,000.00
Tennis Courts			\$ 264,878.93		
Transport Infrastructure	\$ 91,951.81				
Cumnock Showground	\$ 41,676.56				

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Other Structures	\$	78.84				
Sheds	\$	1,346.92				
Sporting Equipment	\$	40,250.81				
Cumnock Tip	\$	15,077.51				
Transport Infrastructure	\$	15,077.51				
Cumnock Water Pumping Station				\$ 504.39	\$ 200.00	
Lighting					\$ 200.00	
Sheds				\$ 504.39		
Egowra Doctors Surgery	\$	14,804.15				\$ 3,712.77
Sheds						\$ 3,712.77
Small Buildings	\$	14,804.15				
Egowra Escort Rock	\$	1,516.70		\$ 180.00	\$ 13,230.53	\$ 748.34
Furniture					\$ 13,230.53	
Other Structures						\$ 600.00
Play Equipment						\$ 148.34
Shade Structures	\$	809.50				
Signs				\$ 180.00		
Tanks	\$	707.20				
Egowra Memorial Park	\$	7,569.36		\$ 200.00	\$ 4,182.63	\$ 1,072.56
Furniture					\$ 4,182.63	
Play Equipment						\$ 1,072.56
Signs				\$ 200.00		
Small Buildings	\$	7,569.36				
Egowra Pioneer Park	\$	2,369.83			\$ 7,682.63	
Furniture					\$ 7,682.63	
Shade Structures	\$	2,369.83				
Egowra Pool	\$	51,750.00		\$ 21,955.33	\$ 7,050.60	
Lighting					\$ 6,000.00	
Pool Equipment				\$ 21,955.33		
Structures	\$	51,750.00			\$ 1,050.60	
Egowra Recreation Ground	\$	7,604.80		\$ 200.00	\$ 50,339.53	\$ 12,000.00
Furniture					\$ 26,339.53	
Lighting					\$ 22,000.00	
Other Structures					\$ 2,000.00	

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Signs			\$ 200.00		
Sporting Equipment	\$ 150.00				\$ 12,000.00
Transport Infrastructure	\$ 7,454.80				
Eugowra Self Care Units			\$ 761.40		
Small Buildings			\$ 761.40		
Eugowra Showground	\$ 2,587.18			\$ 29,825.45	\$ 776.82
Furniture				\$ 28,433.69	\$ 776.82
Other Structures	\$ 750.75				
Sheds				\$ 786.93	
Small Buildings	\$ 1,836.44			\$ 604.83	
Eugowra STP	\$ 2,413.09			\$ 307.89	
Sheds	\$ 2,413.09			\$ 307.89	
Eugowra Tip			\$ 99,652.77		
Transport Infrastructure			\$ 99,652.77		
Fair bridge Park	\$ 43,674.00				
Lewis Ponds Tennis Courts	\$ 77,661.11				
Fencing	\$ 10,941.38				
Sporting Equipment	\$ 500.00				
Tennis Courts	\$ 66,219.73				
Lidster Tennis Courts	\$ 66,219.73	\$ 2,000.00			
Play Equipment		\$ 2,000.00			
Tennis Courts	\$ 66,219.73				
Manildra Adventure Park				\$ 17,230.29	
Furniture				\$ 17,230.29	
Manildra Amusu Theatre & Toms Garage					\$ 6,100.00
Small Buildings					\$ 6,100.00
Manildra Cemetery	\$ 2,923.80				
Transport Infrastructure	\$ 2,923.80				
Manildra Honan Reserve	\$ 8,192.88			\$ 14,454.23	\$ 243.49
BBQ				\$ 6,771.60	
Furniture				\$ 7,682.63	\$ 243.49
Services	\$ 363.47				
Shade Structures	\$ 7,829.41				
Manildra Kiewa Street Carpark	\$ 7,668.33				

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Transport Infrastructure	\$ 7,668.33				
Manildra Lions Club Park	\$ 376.53			\$ 8,365.26	\$ 5,018.99
Furniture				\$ 8,365.26	\$ 3,870.99
Play Equipment					\$ 1,148.00
Shade Structures	\$ 376.53				
Manildra Pool	\$ 18,522.94	\$ 72,290.92	\$ 858.04	\$ 47,870.76	
BBQ				\$ 6,771.60	
Furniture	\$ 10,000.00			\$ 27,620.51	
Lighting				\$ 12,400.00	
Pool Equipment		\$ 72,290.92			
Shade Structures			\$ 858.04	\$ 1,078.65	
Sheds	\$ 1,222.94				
Irrigation	\$ 7,300.00				
Manildra Recreation Ground (Jack Huxley Oval)	\$ 31,840.36		\$ 3,140.50	\$ 152,496.42	\$ 243.49
BBQ				\$ 6,771.60	
Fencing	\$ 1,979.32				
Furniture				\$ 113,724.82	\$ 243.49
Lighting	\$ 400.00			\$ 32,000.00	
Services	\$ 20,000.00				
Sheds	\$ 5,929.12				
Small Buildings	\$ 3,531.92		\$ 3,140.50		
Manildra Tip	\$ 2,485.70				
Services	\$ 2,485.70				
Molong Acacia Lodge					\$ 1,600.00
Other Structures					\$ 1,600.00
Molong Bike Path			\$ 75,014.61	\$ 19,095.31	
Furniture				\$ 19,095.31	
Transport Infrastructure			\$ 75,014.61		
Molong Caravan Park	\$ 1,050.84		\$ 180.00	\$ 14,171.60	\$ 3,278.34
BBQ				\$ 6,771.60	
Furniture				\$ 7,000.00	\$ 2,678.34
Lighting				\$ 400.00	
Other Structures					\$ 600.00
Services	\$ 1,050.84				

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Signs			\$ 180.00		
Molong Cemetery	\$ 24,806.61				
Services	\$ 4,042.40				
Infrastructure	\$ 13,225.00				
Transport Infrastructure	\$ 7,539.21				
Molong Connelly's Store	\$ 1,388.44				
Small Buildings	\$ 1,388.44				
Molong Council Chambers & Office			\$ 200.00		
Signs			\$ 200.00		
Molong Depot			\$ 298,550.28	\$ 7,500.00	
Furniture				\$ 3,500.00	
Lighting				\$ 4,000.00	
Transport Infrastructure			\$ 298,550.28		
Molong Doctor's Surgery	\$ 2,717.95				\$ 2,113.53
Landscaping	\$ 2,717.95				
Sheds					\$ 2,113.53
Molong Fairbridge Park				\$ 4,182.63	
Furniture				\$ 4,182.63	
Molong Gidley Street Water Reservoir			\$ 365.51	\$ 1,347.09	
Sheds			\$ 365.51	\$ 1,149.33	
Small Buildings				\$ 197.75	
Molong Green waste Tip	\$ 6,782.28				
Transport Infrastructure	\$ 6,782.28				
Molong Hockey Fields				\$ 14,654.67	\$ 12,000.00
Furniture				\$ 14,654.67	
Sporting Equipment					\$ 12,000.00
Molong Hunter Caldwell Park	\$ 74,316.83			\$ 40,893.08	\$ 4,336.15
Furniture	\$ 1,084.60			\$ 24,893.08	\$ 4,336.15
Irrigation	\$ 10,208.09				
Lighting	\$ 200.00			\$ 16,000.00	
Other Structures	\$ 29,084.74				
Services	\$ 20,000.00				
Small Buildings	\$ 2,832.63				
Transport Infrastructure	\$ 10,906.78				

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Molong Multipurpose Sports Facility	\$ 184,000.00				
Infrastructure	\$ 184,000.00				
Molong Pillans Park				\$ 4,182.63	\$ 922.75
Furniture				\$ 4,182.63	
Play Equipment					\$ 922.75
Molong Pool			\$ 2,354.55	\$ 20,439.88	\$ 13,541.80
Furniture				\$ 14,000.00	\$ 13,541.80
Lighting				\$ 6,000.00	
Other Structures			\$ 1,000.00		
Pool Equipment			\$ 1,354.55		
Shade Structures				\$ 439.88	
Molong Public Pound	\$ 3,083.97				
Small Buildings	\$ 3,083.97				
Molong Recreation Ground (Dr Ross Memorial Park)	\$ 93,198.92		\$ 105,125.64	\$ 99,259.54	\$ 56,925.39
BBQ				\$ 6,771.60	
Furniture	\$ 2,000.00		\$ 2,500.00	\$ 79,882.06	\$ 39,025.39
Lighting				\$ 12,000.00	
Services	\$ 5,678.94				
Shade Structures				\$ 605.88	
Sheds			\$ 2,628.05		
Sporting Equipment	\$ 5,519.98				\$ 17,900.00
Transport Infrastructure			\$ 99,997.59		
Irrigation	\$ 80,500.00				
Molong RFS & SES Shed	\$ 3,987.00				
Transport Infrastructure	\$ 3,987.00				
Molong Rotary Park	\$ 60,969.88			\$ 12,547.90	
Furniture	\$ 3,500.00			\$ 12,547.90	
Transport Infrastructure	\$ 57,469.88				
Molong Showground	\$ 24,622.18				
Fencing	\$ 1,470.00				
Services	\$ 21,823.18				
Transport Infrastructure	\$ 1,329.00				
Molong STP	\$ 3,031.80		\$ 63,906.51		
Services	\$ 3,031.80				

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Transport Infrastructure			\$ 63,906.51		
Molong Street Stall	\$ 1,075.02				
Shade Structures	\$ 1,075.02				
Molong Village Green				\$ 23,512.02	\$ 3,870.99
Furniture				\$ 23,512.02	\$ 3,870.99
Molong Walawin Health Centre & Day-care				\$ 4,172.38	
Lighting				\$ 4,000.00	
Shade Structures				\$ 172.38	
Molong Waratah Cottage					\$ 300.00
Other Structures					\$ 300.00
Molong Water Filtration Plant			\$ 5,453.16	\$ 574.67	
Sheds			\$ 142.94	\$ 574.67	
Transport Infrastructure			\$ 5,310.22		
Moorbel Blue Jacket Lookout	\$ 4,452.37			\$ 4,182.63	
Furniture				\$ 4,182.63	
Other Structures	\$ 4,452.37				
Mullion Creek Delgany Water Bore & Reservoir				\$ 4,000.00	
Lighting				\$ 4,000.00	
Mullion Creek Recreation Ground	\$ 37,114.76		\$ 66,219.73	\$ 17,283.84	\$ 1,800.53
BBQ				\$ 6,771.60	
Furniture	\$ 8,146.63			\$ 10,500.00	\$ 350.00
Lighting	\$ 2,400.00				
Other Structures	\$ 1,417.70			\$ 12.24	
Play Equipment					\$ 393.76
Services	\$ 20,000.00				
Shade Structures	\$ 3,533.31				
Sheds					\$ 1,056.77
Small Buildings	\$ 1,617.12				
Tennis Courts			\$ 66,219.73		
Orange Depot	\$ 164,942.78				
Services	\$ 101.92				
Transport Infrastructure	\$ 164,840.86				
Reedy Creek Tennis Courts	\$ 28,657.28			\$ 7,000.00	\$ 7,531.18

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Furniture				\$ 7,000.00	
Play Equipment	\$ 26,184.99				\$ 133.82
Sheds					\$ 7,397.36
Tanks	\$ 2,472.30				
The Ponds RFS			\$ 417.29	\$ 650.00	
Lighting				\$ 650.00	
Small Buildings			\$ 417.29		
Toogong Cemetery	\$ 2,333.28				
Transport Infrastructure	\$ 2,333.28				
Yeoval O'Hallorans Cottage				\$ 8,813.29	
Furniture				\$ 4,182.63	
Sheds				\$ 4,630.66	
Yeoval Pool				\$ 22,433.42	
Furniture				\$ 21,287.86	
Shade Structures				\$ 1,145.56	
Yeoval Recreation Ground	\$ 112,845.53			\$ 86,963.39	\$ 15,322.50
BBQ				\$ 6,771.60	
Furniture	\$ 15,076.84			\$ 56,191.79	
Lighting	\$ 200.00			\$ 24,000.00	
Play Equipment					\$ 922.50
Services	\$ 10,000.00				
Sheds	\$ 1,318.69				
Irrigation	\$ 86,250.00				
Sporting Equipment					\$ 14,400.00
Yeoval Showground				\$ 200.00	\$ 1,828.63
Furniture					\$ 243.49
Lighting				\$ 200.00	
Sheds					\$ 1,585.15
TOTAL	\$ 1,683,573.03	\$ 74,290.92	\$ 1,517,722.59	\$ 1,405,877.48	\$ 366,901.47

15. Appendix B: Upgrade / New Capital Works Program

Program for Upgrade / New Capital Works will be included in future revisions of this asset management plan.

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16. Appendix C: 20 Year Financial Plan (2018 \$,000)

Year	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36	2036/37	2037/38
Income																				
Grants	54	54	55	55	56	57	57	58	59	59	60	61	61	62	63	63	64	65	65	65
Contributions	7	7	7	7	7	7	8	8	8	8	8	8	8	8	8	8	8	9	9	9
Fees & Charges	1,580	1,598	1,615	1,633	1,651	1,669	1,688	1,706	1,725	1,744	1,763	1,782	1,802	1,822	1,842	1,862	1,883	1,903	1,924	1,944
Rates & General Revenue	109	110	112	113	114	115	117	118	119	120	122	123	124	126	127	129	130	131	133	135
Interest	35	36	36	37	37	37	38	38	39	39	39	40	40	41	41	42	42	43	43	44
Lease Rental	9	10	10	10	10	10	10	10	10	10	11	11	11	11	11	11	11	11	12	12
Sub-Total	1,795	1,815	1,835	1,855	1,875	1,896	1,917	1,938	1,959	1,981	2,003	2,025	2,047	2,069	2,092	2,115	2,138	2,162	2,186	2,210
Renewals																				
Furniture	5	5	5	5	5	5	5	5	5	6	6	6	6	6	6	6	6	6	6	6
Fencing	2	2	2	2	2	2	2	3	3	3	3	3	3	3	3	3	3	3	3	3
Services	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Sport & Play	187	189	191	193	195	197	199	201	204	206	208	210	213	215	217	220	222	225	227	229
Pools	44	45	45	46	46	47	47	48	48	49	49	50	50	51	51	52	53	53	54	54
Structures	272	275	278	282	285	288	291	294	297	301	304	307	311	314	318	321	325	328	332	335
Transport Infrastructure	3	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4	4
Earthworks and Landscaping	200	202	204	207	209	211	214	216	218	221	223	226	228	231	233	236	238	241	243	245
Sub-Total	714	722	730	738	746	754	762	771	779	788	797	805	814	823	832	841	851	860	869	878
Maintenance																				
Salaries (inc. Outsourced) and Service Contracts	998	1,009	1,020	1,032	1,043	1,054	1,066	1,078	1,090	1,101	1,114	1,126	1,138	1,151	1,163	1,176	1,189	1,202	1,215	1,228
Materials and Consumables	152	154	155	157	159	160	162	164	166	168	170	171	173	175	177	179	181	183	185	187
Overhead Allocation & Wages OnCosts	510	516	522	527	533	539	545	551	557	563	569	576	582	588	595	601	608	615	621	628
Utilities and Plant Running Costs	771	780	788	797	806	814	823	832	842	851	860	870	879	889	899	909	919	929	939	949
Agreements, Fees, Donations and Expenses	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2
Sub-Total	2,433	2,460	2,487	2,514	2,542	2,570	2,598	2,627	2,656	2,685	2,714	2,744	2,774	2,805	2,836	2,867	2,898	2,930	2,963	2,996
Operations																				
Materials and Consumables	28	28	29	29	29	30	30	30	31	31	31	32	32	32	33	33	33	34	34	34
Salaries and Service Contracts (inc. Travel)	868	877	887	897	907	917	927	937	947	958	968	979	990	1,000	1,012	1,023	1,034	1,045	1,057	1,068
Overhead Allocation & Wage OnCosts	402	406	411	415	420	424	429	434	439	443	448	453	458	463	468	474	479	484	489	494
Utilities and Plant Running Costs	375	379	383	387	391	396	400	404	409	413	418	422	427	432	437	441	446	451	456	461
Insurances	65	66	67	67	68	69	70	70	71	72	73	74	74	75	76	77	78	79	79	80
Agreements, Fees, Donations and Expenses	329	333	337	340	344	348	352	356	360	364	368	372	376	380	384	388	392	397	401	405
Sub-Total	2,067	2,090	2,113	2,136	2,160	2,183	2,207	2,232	2,256	2,281	2,306	2,331	2,357	2,383	2,409	2,436	2,463	2,490	2,517	2,544
Upgrade / Expansion																				
Furniture	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Fencing	81	82	83	84	85	86	87	88	89	90	91	92	93	94	95	96	97	98	99	100
Services	45	46	46	47	47	48	48	49	49	50	51	51	52	52	53	53	54	55	55	56
Sport & Play	640	647	654	662	669	676	684	691	699	706	714	722	730	738	746	754	763	771	779	787
Pools	6	6	6	6	6	6	6	6	6	6	6	7	7	7	7	7	7	7	7	7
Structures	132	133	135	136	138	139	141	142	144	145	147	149	150	152	154	155	157	159	161	163
Transport Infrastructure	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

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Earthworks and Landscaping	146	148	150	151	153	155	156	158	160	162	163	165	167	169	171	173	175	176	178
Sub-Total	1,051	1,063	1,074	1,086	1,098	1,110	1,122	1,135	1,147	1,160	1,173	1,185	1,198	1,212	1,225	1,238	1,252	1,266	1,280
Total Expenditure	6,265	6,334	6,404	6,474	6,545	6,617	6,690	6,764	6,838	6,913	6,989	7,066	7,144	7,223	7,302	7,382	7,464	7,546	7,629
Rolling Backlog	970	322	1,110	1,778	1,399	3,949	3,481	4,886	7,876	7,139	6,978	6,243	6,044	5,220	4,487	4,315	3,475	4,203	3,469