

PYRENEES SHIRE COUNCIL

Long Term Financial Plan

10 Year Financial Plan

2017-2018 to 2026-2027

2.0% rate rise

Budgeted Income Statement

for years ended 2017-2018 to 2026-2027

	Budget	Forecast										
	2016/2017	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
Revenue												
Rates	7,540	7,591	7,755	7,951	8,152	8,358	8,611	8,872	9,141	9,418	9,703	9,997
Rates - Higher CAP 2016-17	98	98	100	102	104	106	109	112	115	118	121	124
Garbage charges	1,113	1,182	1,189	1,219	1,250	1,282	1,321	1,361	1,402	1,444	1,488	1,533
Rates Wind Farms - Waubra	211	217	219	224	230	236	242	248	254	260	267	273
Rates Wind Farms - Chepstowe	43	43	44	45	46	48	49	50	51	52	54	55
Rates Wind Farms - Stockyard Hill	0	0	0	0	0	655	671	688	705	723	741	760
Interest on Rates	29	29	40	40	40	41	41	41	42	42	42	43
Statutory fees and fines	113	138	143	147	151	155	159	163	167	171	175	179
User charges	776	784	868	890	912	935	958	982	1,007	1,032	1,058	1,084
Grants - operating recurrent	1,031	919	954	978	1,002	1,027	1,053	1,079	1,106	1,134	1,162	1,191
Grants - operating recurrent - FAG General	2,871	2,907	2,943	3,031	3,122	3,216	3,312	3,411	3,513	3,618	3,727	3,839
Grants - operating recurrent - FAG Roads	2,023	2,001	2,026	2,077	2,129	2,182	2,237	2,293	2,350	2,409	2,469	2,531
Grants - operating non-recurrent	127	184	137	140	144	148	152	156	160	164	168	172
Grants - operating non-recurrent - Land Develop	0	0	0	107	108	136	135	0	0	0	0	0
Grants - operating non-recurrent - Moon Water	200	230	0	3,000	3,000	0	0	0	0	0	0	0
Grants - operating non-recurrent - Flood	0	259	0									
Grants - capital recurrent - R2R	2,281	2,336	1,976	988	1,100	1,100	1,100	1,100	1,300	1,300	1,300	1,300
Grants - capital non recurrent - Federal	500	500	0	0	0	0	0	0	0	0	0	0
Grants - capital non recurrent - State	832	1,232	187	0	225	1,450	0	0	0	0	0	1,000
Grants - capital non-recurrent - Flood	0	8,465	0									
Contributions - Capital	50	198	0	1,000	1,000	50	0	0	0	0	0	0
Contributions - operating	0	23	0	10	10	10	11	11	11	11	12	12
Interest on Cash Invested	131	131	136	143	150	158	166	174	183	192	202	212
Other Revenue	95	205	118	121	124	127	130	133	136	139	142	146
Sale of Assets	731	772	841	1,158	1,285	589	782	910	1,423	812	280	280
Less Carrying Value of Assets Sold	(650)	(650)	(757)	(1,042)	(1,157)	(530)	(704)	(819)	(1,281)	(731)	(252)	(252)
Total Revenue	20,145	29,794	18,919	22,329	23,127	21,479	20,535	20,965	21,785	22,308	22,859	24,479
Expenses												
Employee Costs	(6,648)	(6,704)	(6,793)	(6,963)	(7,137)	(7,315)	(7,498)	(7,685)	(7,877)	(8,074)	(8,276)	(8,483)
Capital Projects Expensed	(336)	(2,012)	(277)	(4,429)	(4,534)	(151)	(165)	(173)	(222)	(170)	(119)	-
Contracts, materials & services - ex Waste	(4,718)	(5,828)	(4,756)	(4,875)	(4,997)	(5,122)	(5,250)	(5,381)	(5,516)	(5,654)	(5,795)	(5,940)
Contracts, materials & services - Waste	(1,113)	(1,113)	(1,189)	(1,219)	(1,250)	(1,282)	(1,321)	(1,361)	(1,402)	(1,444)	(1,488)	(1,533)
Bad and doubtful debts	(1)	(1)	-	(1)	(1)	(1)	(1)	(1)	(1)	(1)	(1)	(1)
Depreciation	(6,873)	(6,873)	(6,702)	(6,870)	(7,042)	(7,218)	(7,398)	(7,583)	(7,773)	(7,967)	(8,166)	(8,370)
Borrowing costs	(12)	(6)	0	0	0	0	(23)	(17)	(11)	(1)	0	0
Other expenses	(306)	(318)	(328)	(336)	(344)	(353)	(362)	(371)	(380)	(390)	(400)	(410)
Total Expenses	(20,007)	(22,855)	(20,045)	(24,693)	(25,305)	(21,442)	(22,018)	(22,572)	(23,182)	(23,701)	(24,245)	(24,737)
Surplus (deficit) for the year	138	6,939	(1,126)	(2,364)	(2,178)	37	(1,483)	(1,607)	(1,397)	(1,393)	(1,386)	(258)
Net asset revaluation increment /(decrement)	200	200	0	800	250							
Comprehensive result	338	7,139	(1,126)	(1,564)	(1,928)	37	(1,483)	(1,607)	(1,397)	(1,393)	(1,386)	(258)
Escalation Factors												
Rates - Capped			2.00%	2.00%	2.00%	2.00%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Garbage Charges/Costs			3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Assessment growth			0.53%	0.53%	0.53%	0.53%	0.53%	0.53%	0.53%	0.53%	0.53%	0.53%
Victoria Grants Commission			0.00%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Grants			2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Fees, Charges, Other Income			2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Wages			2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
CPI			1.00%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
VGC Grant Growth			2.50%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Compounded CPI			1.00%	3.53%	6.11%	8.77%	11.49%	14.27%	17.13%	20.06%	23.06%	26.14%
Depreciation			4.00%	3.00%	6.00%	4.00%	3.00%	6.00%	4.00%	3.00%	6.00%	4.00%
Other Expenses			2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
CPI Compounded for Capex Present Values	100.00		101.00	103.53	106.11	108.77	111.49	114.27	117.13	120.06	123.06	126.14

Balance Sheet

for years ended 2017-2018 to 2026-2027

	Budget		Forecast									
	2016/2017	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
Assets												
Current assets												
Cash and cash equivalents	2,538	2,315	2,315	2,315	2,315	2,315	2,315	2,315	2,315	2,315	2,315	2,315
Trade and other receivables	857	882	908	935	963	992	1,022	1,053	1,085	1,118	1,152	1,187
Land held for resale	1,656	1,497	1,487	1,342	955	1,197	1,124	821	517	12	12	12
Other assets	158	137	140	143	146	149	152	155	158	161	164	167
Total current assets	5,209	4,831	4,850	4,735	4,379	4,653	4,613	4,344	4,075	3,606	3,643	3,681
Non-current assets												
Trade and other receivables	99	101	88	74	59	43	26	9	6	4	2	0
Property, infrastructure, plant & equipment	284,167	237,978	236,906	235,573	234,080	234,354	232,950	231,669	230,566	229,409	228,062	227,844
Total non-current assets	284,266	238,079	236,994	235,647	234,139	234,397	232,976	231,678	230,572	229,413	228,064	227,844
Total assets	289,475	242,910	241,844	240,382	238,518	239,050	237,589	236,022	234,647	233,019	231,707	231,525
Liabilities												
Current liabilities												
Trade and other payables	912	948	976	1,005	1,035	1,066	1,098	1,131	1,165	1,200	1,236	1,273
Trust funds and deposits	184	188	192	196	200	204	208	212	216	220	224	228
Provisions	1,796	1,765	1,785	1,846	1,867	1,888	1,909	1,931	1,953	1,975	1,997	2,020
Interest-bearing loans and borrowings	300	0	0	0	0	430	385	356	307	0	0	0
Total current liabilities	3,192	2,901	2,953	3,047	3,102	3,588	3,600	3,630	3,641	3,395	3,457	3,521
Non-current liabilities												
Provisions	176	160	168	176	185	194	204	214	225	236	248	260
Total non-current liabilities	176	160	168	176	185	194	204	214	225	236	248	260
Total liabilities	3,368	3,061	3,121	3,223	3,287	3,782	3,804	3,844	3,866	3,631	3,705	3,781
Net assets	286,107	239,849	238,723	237,159	235,231	235,268	233,785	232,178	230,781	229,388	228,002	227,744
Equity												
Accumulated surplus	82,652	90,229	89,103	86,739	84,561	84,598	83,115	81,508	80,111	78,718	77,332	77,074
Statutory reserve (recreational land)	9	9	9	9	9	9	9	9	9	9	9	9
Asset revaluation reserve	203,446	149,611	149,611	150,411	150,661	150,661	150,661	150,661	150,661	150,661	150,661	150,661
Total equity	286,107	239,849	238,723	237,159	235,231	235,268	233,785	232,178	230,781	229,388	228,002	227,744

Budgeted Cash Flow Statement

for years ended 2017-2018 to 2026-2027

	Budget		Forecast									
	2016/2017	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
Cash flows from operating activities												
Rates and charges	9,034	9,160	9,347	9,581	9,822	10,726	11,044	11,372	11,710	12,057	12,416	12,785
Statutory fees and fines	113	138	143	147	151	155	159	163	167	171	175	179
User charges	854	862	955	979	1,003	1,029	1,054	1,080	1,108	1,135	1,164	1,192
Grants - operating	4,229	12,705	4,034	7,256	7,376	4,527	4,652	4,646	4,779	4,916	5,057	5,202
Grants - capital	5,636	6,069	4,189	3,065	3,454	4,732	3,337	3,393	3,650	3,709	3,769	4,831
Contributions - cash	55	243	-	1,111	1,111	66	12	12	12	12	13	13
Interest on cash invested	131	131	136	143	150	158	166	174	183	192	202	212
Trust funds and deposits taken	25	25	25	25	25	25	25	25	25	25	25	25
Other receipts	95	205	118	121	124	127	130	133	136	139	142	146
Net GST refund / payment	1,207	2,483	1,169	1,406	1,450	1,408	1,231	1,244	1,344	1,268	1,334	1,473
Employee costs	(6,664)	(6,719)	(6,807)	(6,976)	(7,149)	(7,326)	(7,508)	(7,694)	(7,885)	(8,081)	(8,282)	(8,488)
Materials and services	(6,784)	(9,848)	(6,844)	(11,575)	(11,859)	(7,211)	(7,410)	(7,607)	(7,854)	(7,995)	(8,142)	(8,220)
Trust funds and deposits repaid	(25)	(25)	(25)	(25)	(25)	(25)	(25)	(25)	(25)	(25)	(25)	(25)
Other payments	(321)	(334)	(344)	(353)	(361)	(371)	(380)	(390)	(399)	(410)	(420)	(431)
Net cash provided by operating activities	7,585	15,095	6,096	4,905	5,272	8,020	6,487	6,526	6,951	7,113	7,428	8,894
Cash flows from investing activities												
Payments for property, infrastructure, plant and equipment	(7,619)	(17,405)	(6,404)	(5,352)	(5,996)	(8,432)	(6,760)	(7,070)	(7,497)	(7,699)	(7,736)	(9,202)
Payments for land held for resale	(259)	(875)	(618)	(827)	(690)	(666)	(520)	(411)	(960)	-	-	-
Proceeds from sale of property, infrastructure, plant and equipment	303	346	352	341	341	330	330	319	319	308	308	308
Proceeds from sale of land held for resale	502	504	574	933	1,073	318	531	682	1,247	586	-	-
Payments for financial assets	(12,000)	(12,000)	(12,000)	(12,000)	(12,000)	(12,000)	(12,000)	(12,000)	(12,000)	(12,000)	(12,000)	(12,000)
Proceeds from sale of financial assets	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000
Net cash used in investing activities	(7,073)	(17,430)	(6,096)	(4,905)	(5,272)	(8,450)	(6,419)	(6,480)	(6,891)	(6,805)	(7,428)	(8,894)
Cash flows from financing activities												
Borrowing costs	(12)	(6)	-	-	-	-	(23)	(17)	(11)	(1)	-	-
Proceeds from borrowings	-	-	-	-	-	430	-	-	-	-	-	-
Repayment of borrowings	(500)	(500)	-	-	-	-	(45)	(29)	(49)	(307)	-	-
Net cash provided by (used in) financing activities	(512)	(506)	-	-	-	430	(68)	(46)	(60)	(308)	-	-
Net (decrease) increase in cash & cash equivalents	-	(2,841)	-	-	-	-	-	-	-	-	-	-
Cash and cash equivalents at beginning of the financial year	2,538	5,156	2,315	2,315	2,315	2,315	2,315	2,315	2,315	2,315	2,315	2,315
Cash and cash equivalents at end of the financial year	2,538	2,315	2,315	2,315	2,315	2,315	2,315	2,315	2,315	2,315	2,315	2,315

Budgeted Standard Capital Works Statement

for years ended 2017-2018 to 2026-2027

				Budget	Forecast	Forecast updated with Current Budget as at 13.02.2017									
				2016/2017	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
Land Development															
Avoca Industrial Land Sales - Stage 1 (3 Lots)	Land Sales	Land Inc		-80,500	-80,500	-41,000	0	0	0	0	0	0	0	0	0
Avoca Industrial Land Purchase - Stage 2	Land	Inventory		0	0	0	0	0	0	0	0	0	0	0	0
Avoca Industrial Land Construct - Stage 2	Land	Inventory		0	86,136	0	402,000	412,000	0	0	0	0	0	0	0
Avoca Industrial Land Development - Grant State	Grant Land	Land Inc		0	0	0	-107,000	-108,000	0	0	0	0	0	0	0
Avoca Industrial Land Sales - Stage 2 (19 Lots)	Land Sales	Land Inc		0	0	0	-55,000	-55,000	-220,000	-138,000	-138,000	-83,000	0	0	0
Beaufort Industrial Land Purchase - McVilly Stage 1 & 2	Land	Inventory		0	1,799	0	0	0	0	0	0	0	0	0	0
Beaufort Industrial Land Construct - McVilly Stage 1	Land	Inventory		0	0	0	0	103,000	606,000	0	0	0	0	0	0
Beaufort Industrial Land Development - Grant State	Grant Land	Land Inc		0	0	0	0	0	-136,000	0	0	0	0	0	0
Beaufort Industrial Land - Sales McVilly Stage 1 (8 Lots)	Land Sales	Land Inc		0	0	0	0	0	-69,000	-275,000	-207,000	0	0	0	0
Beaufort Industrial Land Construct - McVilly Stage 2	Land	Inventory		0	0	0	0	0	0	473,000	0	0	0	0	0
Beaufort Industrial Land Development - Grant State	Grant Land	Land Inc		0	0	0	0	0	0	-135,000	0	0	0	0	0
Beaufort Industrial Land - Sales McVilly Stage 2 (8 Lots)	Land Sales	Land Inc		0	0	0	0	0	0	-69,000	-275,000	-214,000	0	0	0
Beaufort Residential Land Stage 1 Sales (Lot 13)	Land Sales	Land Inc		-90,000	-90,000	0	0	0	0	0	0	0	0	0	0
Beaufort Residential Land Sales - Stage 2A (3 Lots)	Land Sales	Land Inc		-168,000	0	0	0	0	0	0	0	0	0	0	0
Beaufort Residential Land Sales - Stage 2B (6 Lots)	Land Sales	Land Inc		0	0	0	0	0	0	0	0	0	0	0	0
Beaufort Residential Land Purchase - Stage 3	Land	Inventory		0	0	0	0	0	0	0	0	0	0	0	0
Beaufort Residential Land Construct - Stage 3	Land	Inventory		0	472,014	0	0	0	0	0	0	0	0	0	0
Beaufort Residential Land Sales - Stage 3 (18 Lots)	Land Sales	Land Inc		-117,500	-287,299	-480,000	-120,000	-180,000	0	0	0	0	0	0	0
Beaufort Residential Land Purchase - Stage 4	Land	Inventory		236,000	236,000	213,000	0	0	0	0	0	0	0	0	0
Beaufort Residential Land Construct - Stage 4	Land	Inventory		0	0	349,000	350,000	113,000	0	0	0	0	0	0	0
Beaufort Residential Land Sales - Stage 4 (21 Lots)	Land Sales	Land Inc		0	0	0	-673,000	-740,000	0	0	0	0	0	0	0
Beaufort Residential Land Purchase - Stage 5	Land	Inventory		0	0	0	0	0	0	0	374,000	0	0	0	0
Beaufort Residential Land Construct - Stage 5	Land	Inventory		0	0	0	0	0	0	0	0	873,000	0	0	0
Beaufort Residential Land Sales - Stage 5 (18 Lots)	Land Sales	Land Inc		0	0	0	0	0	0	0	0	-836,000	-532,000	0	0
Land Sales Selling Costs	Non-Capital	Non-Capital	Non-Capital	20,000	20,000	59,000	64,000	65,000	25,000	41,000	50,000	100,000	50,000	0	0
Vison Super Defined Benefits Call															
Land Development Loan Borrowing				0	0	0	0	0	-430,000	0	0	0	0	0	0
Land Development Loan Repayment				0	0	0	0	0	0	45,000	29,000	49,000	307,000	0	0
Land Development Loan Interest				0	0	0	0	0	0	23,000	17,000	11,000	1,000	0	0
Total Land Development				-200,000	358,150	100,000	-139,000	-390,000	-224,000	-35,000	-150,000	-100,000	-174,000	0	0
Capital Expenditure Summary															
Infrastructure Roads - Roads to Recovery Projects	R2R			2,281,192	2,336,192	1,976,000	988,000	1,100,000	1,100,000	1,100,000	1,100,000	1,300,000	1,300,000	1,300,000	1,300,000
Infrastructure Roads - Council Projects	Council Roads			1,852,500	9,117,025	2,150,000	2,341,000	2,448,000	2,869,000	3,062,000	3,353,000	3,469,000	3,565,000	3,757,000	3,760,000
Recreational Projects	Recreation			316,000	1,342,009	362,000	115,000	448,000	221,000	274,000	218,000	211,000	315,000	113,000	1,415,000
Land Projects	Land Improve			55,000	55,000	55,000	55,000	55,000	55,000	55,000	55,000	55,000	55,000	55,000	55,000
Buildings	Buildings			1,492,000	1,613,550	100,000	129,000	145,000	2,128,000	340,000	361,000	359,000	382,000	381,000	384,000
Plant, machinery and equipment	Plant & Equipment			929,000	1,286,488	1,128,000	1,169,000	1,198,000	1,237,000	1,271,000	1,306,000	1,342,000	1,382,000	1,427,000	1,451,000
Capital Projects Expensed	Non-Capital			336,000	1,906,969	277,000	4,429,000	4,534,000	151,000	165,000	173,000	222,000	170,000	119,000	0
Land Development	Land			236,000	795,949	562,000	752,000	628,000	606,000	473,000	374,000	873,000	0	0	0
Loan Repayments	Debt Redemption			500,000	500,000	0	0	0	0	45,000	29,000	49,000	307,000	0	0
Total Capital Expenditure				7,997,692	18,953,182	6,610,000	9,978,000	10,556,000	8,367,000	6,785,000	6,969,000	7,880,000	7,476,000	7,152,000	8,365,000
Capital Income Summary															
Moonambel Water Supply Federal & State Grants	Grant Moon			-200,000	-230,000	0	-3,000,000	-3,000,000	0	0	0	0	0	0	0
Contributions	Contribution			-50,000	-230,900	0	-1,000,000	-1,000,000	0	0	0	0	0	0	0
Garbage Charges to Fund Transfer Station Improvements	Garbage Charges			-55,000	-55,000	-55,000	-55,000	-55,000	-55,000	-55,000	-55,000	-55,000	-55,000	-55,000	-55,000
State Government Grant	State Grant			-757,000	-1,324,076	-187,000	0	0	-500,000	0	0	0	0	0	0
State Government Grant - Flood Recovery	Flood			0	-8,465,000	0	0	0	0	0	0	0	0	0	0
Federal Government Grant	Fed Grant			-500,000	-500,000	0	0	0	0	0	0	0	0	0	0
Roads to Recovery Grant	R2R Grant			-2,281,192	-2,336,192	-1,976,000	-988,000	-1,100,000	-1,100,000	-1,100,000	-1,100,000	-1,300,000	-1,300,000	-1,300,000	-1,300,000
Federal Black Spot Grant	Black Spot Grant			0	0	0	0	0	0	0	0	0	0	0	0
Country Roads & Bridges Grant	CRB Grant			0	0	0	0	0	0	0	0	0	0	0	0
Pool Upgrade - SR Pools Program	Grant Pools			-75,000	-75,000	0	0	-225,000	0	0	0	0	0	0	-1,000,000
Snake Valley Multi Services Hub Grant	Grant SV Hub			0	0	0	0	0	-950,000	0	0	0	0	0	0
Snake Valley Multi Services Hub Bendigo Bank Contribution	BEN Contribution			0	0	0	0	0	-50,000	0	0	0	0	0	0
Sale of Land	Land Sales			-456,000	-457,799	-521,000	-848,000	-975,000	-289,000	-482,000	-620,000	-1,133,000	-532,000	0	0
Industrial Land Development Grant	Grant Land			0	0	0	-107,000	-108,000	-136,000	-135,000	0	0	0	0	0
Sale of Plant & Vehicles	Asset Sales			-275,000	-314,600	-320,000	-310,000	-310,000	-300,000	-300,000	-290,000	-290,000	-280,000	-280,000	-280,000
Total Capital Income Summary				-4,649,192	-13,988,567	-3,059,000	-6,308,000	-6,773,000	-3,380,000	-2,072,000	-2,065,000	-2,778,000	-2,167,000	-1,635,000	-2,635,000
Own Source Spend on Capital				3,348,500	4,964,615	3,551,000	3,670,000	3,783,000	4,987,000	4,713,000	4,904,000	5,102,000	5,309,000	5,517,000	5,730,000
Own Source Spend on Capital/Rates (excluding Windfarms)				43.8%	64.6%	45.2%	45.6%	45.8%	58.9%	54.0%	54.6%	55.1%	55.7%	56.2%	56.6%
Land Improvements															
Moonambel Water Supply Business Case	Non-Capital	Non-Capital	Non-Capital	0	42,565	0	0	0	0	0	0	0	0	0	0
Moonambel Water Supply Construction	Non-Capital	Non-Capital	Non-Capital	0	0	0	4,182,000	4,287,000	0	0	0	0	0	0	0
Moonambel Water Supply Concept Plan	Non-Capital	Non-Capital	Non-Capital	260,000	260,000	0	0	0	0	0	0	0	0	0	0
Moonambel Water Supply State Grant	Grant Moon			-200,000	-50,000	0	-1,000,000	-1,000,000	0	0	0	0	0	0	0
Moonambel Water Supply Federal Grant	Grant Moon			0	-180,000	0	-2,000,000	-2,000,000	0	0	0	0	0	0	0
Moonambel Water Supply Private Investment	Contribution			0	0	0	-1,000,000	-1,000,000	0	0	0	0	0	0	0

Budgeted Standard Capital Works Statement

for years ended 2017-2018 to 2026-2027

				Budget	Forecast	Forecast updated with Current Budget as at 13.02.2017									
				2016/2017	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
Township Streetscapes - Solar Lighting of Town Entrances	Expansion	Recreation	Recreation	0	0	10,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000
Signage Upgrades - Directional Signage	Upgrade	Recreation	Recreation	0	0	35,000	40,000	43,000	46,000	44,000	43,000	41,000	40,000	38,000	35,000
Flood Study Planning and Works Beaufort, Avoca, Waubra and Lexto	Non-Capital	Non-Capital	Non-Capital	31,000	31,000	63,000	54,000	55,000	0	0	0	0	0	0	0
Transfer Station Improvements	Upgrade	Land Improve	Waste	55,000	55,000	55,000	55,000	55,000	55,000	55,000	55,000	55,000	55,000	55,000	55,000
Garbage Charges to Fund Transfer Station Improvements		Garbage Charges		-55,000	-55,000	-55,000	-55,000	-55,000	-55,000	-55,000	-55,000	-55,000	-55,000	-55,000	-55,000
Avoca High St Shade	New Assets	Recreation	Recreation	0	40,000	0	0	0	0	0	0	0	0	0	0
Avoca High St Shade		Contribution		0	-40,000	0	0	0	0	0	0	0	0	0	0
Raglan & Redbank S/C & Raglan, Redbank & Barkley Hall Upgrade	Upgrade	Recreation	Recreation	0	343,200	0	0	0	0	0	0	0	0	0	0
Raglan & Redbank S/C & Raglan, Redbank & Barkley Hall Upgrade		State Grant		0	-227,400	0	0	0	0	0	0	0	0	0	0
Raglan & Redbank S/C & Raglan, Redbank & Barkley Hall Upgrade		Contribution		0	-65,900	0	0	0	0	0	0	0	0	0	0
Living Landsborough Streetscape & Hall Upgrade	Upgrade	Recreation	Recreation	0	472,633	0	0	0	0	0	0	0	0	0	0
Living Landsborough Streetscape & Hall Upgrade - State Grant		State Grant		0	-150,000	0	0	0	0	0	0	0	0	0	0
Living Landsborough Streetscape & Hall Upgrade - Contribution		Contribution		0	-75,000	0	0	0	0	0	0	0	0	0	0
Total Land Improvements				91,000	401,098	108,000	291,000	400,000	61,000	59,000	58,000	56,000	55,000	53,000	50,000

Infrastructure Roads - Roads to Recovery Projects

Roads - link and collectors R2R	Renewal	R2R	Roads	1,463,887	1,606,392	1,373,000	557,000	631,000	625,000	618,000	611,000	768,000	760,000	753,000	753,000
Roads - link and collectors R2R	Upgrade	R2R	Roads	321,000	353,000	302,000	122,000	139,000	137,000	136,000	134,000	168,000	167,000	165,000	165,000
Major Culverts - link and collectors R2R	Renewal	R2R	Drainage	184,982	184,982	200,000	0	0	0	0	0	0	0	0	0
Bridges - link and collectors R2R	Renewal	R2R	Bridges	311,323	191,818	101,000	309,000	330,000	338,000	346,000	355,000	364,000	373,000	382,000	382,000
Roads to Recovery Auslink Etc		R2R Grant		-2,281,192	-2,336,192	-1,976,000	-988,000	-1,100,000	-1,100,000	-1,100,000	-1,100,000	-1,300,000	-1,300,000	-1,300,000	-1,300,000
Total Roads to Recovery				0	0	0	0	0	0	0	0	0	0	0	0

	M2	Rate	Council Plan	Life													
Roads - resheets	4,646,589	\$	4.63	2.9%	30.0	2.8%	3.1%	3.6%	3.6%	4.1%	4.5%	4.6%	4.7%	4.8%	4.9%	4.9%	
Roads - reseals	3,926,254	\$	4.34	4.5%	16.8	5.1%	4.9%	5.0%	5.1%	5.9%	6.0%	6.1%	6.3%	6.4%	6.6%	6.6%	

Infrastructure Roads - Council Projects

Roads - pavement	Renewal	Council Roads	Roads	56,000	56,000	73,000	104,000	127,000	207,000	263,000	288,000	503,000	509,000	522,000	522,000
Roads - pavement	Upgrade	Council Roads	Roads	12,000	12,000	16,000	23,000	28,000	45,000	58,000	63,000	110,000	112,000	115,000	115,000
Roads - resheets	Renewal	Council Roads	Roads	600,000	600,000	658,000	778,000	775,000	879,000	959,000	983,000	1,009,000	1,034,000	1,061,000	1,061,000
Roads - reseals - MAMS	Renewal	Council Roads	Roads	770,000	770,000	735,000	754,000	773,000	892,000	912,000	932,000	953,000	974,000	996,000	996,000
Roads - reseals - Extra Rates Variation	Renewal	Council Roads	Roads	98,000	98,000	100,000	102,000	104,000	106,000	109,000	112,000	115,000	118,000	121,000	124,000
Roads - forward survey & design	Renewal	Council Roads	Roads	50,000	68,250	50,000	54,000	55,000	56,000	58,000	59,000	61,000	62,000	64,000	64,000
Roads - State Government Blackspot Program	Upgrade	Council Roads	Roads	0	7,257	0	0	0	0	0	0	0	0	0	0
Avoca Lions Park Seal	Upgrade	Council Roads	Roads	0	30,000	0	0	0	0	0	0	0	0	0	0
Avoca Lions Park Seal		State Grant		0	-22,500	0	0	0	0	0	0	0	0	0	0
Bridges	Renewal	Council Roads	Bridges	0	0	0	178,000	228,000	259,000	267,000	467,000	255,000	282,000	389,000	389,000
Drainage	Renewal	Council Roads	Drainage	0	0	178,000	0	0	56,000	58,000	59,000	61,000	62,000	64,000	64,000
Major Culverts	Renewal	Council Roads	Drainage	75,000	93,243	135,000	139,000	143,000	147,000	151,000	155,000	160,000	164,000	169,000	169,000
Footpaths - Renewal	Renewal	Council Roads	Footpaths	18,000	28,135	19,000	20,000	21,000	22,000	22,000	24,000	25,000	26,000	27,000	27,000
Footpaths - New	New Assets	Council Roads	Footpaths	0	0	5,000	5,000	5,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000
Kerb & Channel	Renewal	Council Roads	Roads	21,000	30,044	22,000	23,000	24,000	25,000	26,000	28,000	29,000	30,000	32,000	32,000
Sealed Road Shoulder Rehabilitation	Renewal	Council Roads	Roads	50,000	50,000	54,000	54,000	55,000	56,000	58,000	59,000	61,000	62,000	64,000	64,000
Roads Other - Major Patch	Renewal	Council Roads	Roads	102,500	102,500	105,000	107,000	110,000	113,000	115,000	118,000	121,000	124,000	127,000	127,000
Total Council Roads				1,852,500	1,922,929	2,150,000	2,341,000	2,448,000	2,869,000	3,062,000	3,353,000	3,469,000	3,565,000	3,757,000	3,760,000

Recreational Projects

Beaufort Pool - Refurbishment	Renewal	Recreation	Recreation	102,000	102,000	0	0	0	100,000	155,000	100,000	0	0	0	1,305,000
Beaufort Pool - SV Pools Program		Grant Pools		-75,000	-75,000	0	0	0	0	0	0	0	0	-1,000,000	
Croquet Club Development	New Assets	Recreation	Recreation	0	3,000	0	0	0	0	0	0	0	0	0	
Avoca Pool - Refurbishment	Renewal	Recreation	Recreation	0	0	0	0	330,000	0	0	0	95,000	200,000	0	
Avoca Pool - SV Pools Program		Grant Pools		0	0	0	0	-225,000	0	0	0	0	0	0	
Waubra Oval Watering & Surface	Upgrade	Recreation	Recreation	0	99,685	0	0	0	0	0	0	0	0	0	
Waubra Oval Watering & Surface		State Grant		0	-99,685	0	0	0	0	0	0	0	0	0	
Beaufort Golf & Bowls Desalination	Upgrade	Recreation	Recreation	0	67,491	0	0	0	0	0	0	0	0	0	
Beaufort Golf & Bowls Desalination		State Grant		0	-67,491	0	0	0	0	0	0	0	0	0	
Hard Court Renewal	Renewal	Recreation	Recreation	102,000	102,000	157,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	
Hard Court Renewal Government Grants - State		State Grant		-75,000	-75,000	-112,000	0	0	0	0	0	0	0	0	
Playground Equipment Replacement	Renewal	Recreation	Recreation	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	
Beaufort Walkability	Expansion	Recreation	Footpaths	102,000	102,000	150,000	0	0	0	0	0	0	0	0	
Government Grants - State		State Grant		0	0	-75,000	0	0	0	0	0	0	0	0	
Implementation of the Recreation Strategy	Non-Capital	Non-Capital	Non-Capital	0	0	130,000	129,000	127,000	126,000	124,000	123,000	122,000	120,000	119,000	
Total Recreational Projects				166,000	169,000	260,000	189,000	292,000	286,000	339,000	283,000	277,000	380,000	179,000	365,000

September 2016 Flood Event

Flood Repairs - Gravel Pavements	Renewal	Council Roads	Roads	0	3,000,000	0	0	0	0	0	0	0	0	0	0
Flood Repairs - Sealed Pavements	Renewal	Council Roads	Roads	0	2,001,109	0	0	0	0	0	0	0	0	0	0
Flood Repairs - Road Seals	Renewal	Council Roads	Roads	0	500,000	0	0	0	0	0	0	0	0	0	0
Flood Repairs - Bridges	Renewal	Council Roads	Bridges	0	1,000,000	0	0	0	0	0	0	0	0	0	0
Flood Repairs - Major Culverts	Renewal	Council Roads	Drainage	0	500,000	0	0	0	0	0	0	0	0	0	0
Flood Repairs - Minor Culverts	Renewal	Council Roads	Drainage	0	75,000	0	0	0	0	0	0	0	0	0	0

Budgeted Standard Capital Works Statement

for years ended 2017-2018 to 2026-2027

				Budget	Forecast	Forecast updated with Current Budget as at 13.02.2017									
				2016/2017	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
Flood Repairs - Floodways/Causeways	Renewal	Council Roads	Roads	0	95,487	0	0	0	0	0	0	0	0	0	0
Flood Repairs - Tree Removal	Non-Capital	Non-Capital	Non-Capital	0	1,001,604	0	0	0	0	0	0	0	0	0	0
Flood Repairs - Parks & Reserves	Non-Capital	Non-Capital	Non-Capital	0	100,000	0	0	0	0	0	0	0	0	0	0
Flood Repairs - Other	Non-Capital	Non-Capital	Non-Capital	0	25,000	0	0	0	0	0	0	0	0	0	0
Flood Repairs - Project Management	Non-Capital	Non-Capital	Non-Capital	0	201,800	0	0	0	0	0	0	0	0	0	0
Flood Repairs Reimbursement		Flood		0	-8,465,000	0	0	0	0	0	0	0	0	0	0
Total September Flood Event				0	35,000	0	0	0	0	0	0	0	0	0	0
Buildings															
Snake Valley Multi Services Hub (Kindergarten)	New Assets	Buildings	Buildings	0	0	0	0	0	1,970,000	0	0	0	0	0	0
Snake Valley Multi Services Hub - Early Child S Govt		Grant SV Hub		0	0	0	0	0	-750,000	0	0	0	0	0	0
Snake Valley Multi Services Hub - State Grant		Grant SV Hub		0	0	0	0	0	-200,000	0	0	0	0	0	0
Snake Valley Multi Services Hub - State Grant		State Grant		0	0	0	0	0	-500,000	0	0	0	0	0	0
Snake Valley Multi Services Hub - B Bank		BEN Contribution		0	0	0	0	0	-50,000	0	0	0	0	0	0
Beaufort Depot - Pratt Street House Precinct Dev	Upgrade	Buildings	Build Impr	0	0	0	0	0	0	0	0	0	0	0	0
Beaufort Depot - Plan	Upgrade	Buildings	Build Impr	0	5,000	0	0	0	0	0	0	0	0	0	0
Avoca Depot - Plan	Upgrade	Buildings	Build Impr	0	5,000	0	0	0	0	0	0	0	0	0	0
Avoca Depot - Upgrade	Upgrade	Buildings	Build Impr	50,000	50,000	0	0	0	0	0	0	0	0	0	0
Lexton Community Facility	Renewal	Buildings	Buildings	1,122,000	1,122,000	0	0	0	0	0	0	0	0	0	0
Lexton Community Facility - State Grant		State Grant		-500,000	-500,000	0	0	0	0	0	0	0	0	0	0
Lexton Community Facility - Federal		Fed Grant		-500,000	-500,000	0	0	0	0	0	0	0	0	0	0
Lexton Community Facility - Community		Contribution		-50,000	-50,000	0	0	0	0	0	0	0	0	0	0
Avoca Hall - State Grant		State Grant		0	0	0	0	0	0	0	0	0	0	0	0
Beaufort Town Hall - Change Rooms	Renewal	Buildings	Build Impr	0	0	0	0	0	0	0	0	0	0	0	0
Avoca Caravan Park Improvements	Upgrade	Buildings	Lease Impr	108,000	204,000	0	0	0	0	0	0	0	0	0	0
Avoca Caravan Park - State Grant		State Grant		-79,500	-79,500	0	0	0	0	0	0	0	0	0	0
Beaufort Caravan Park Improvements	Upgrade	Buildings	Build Impr	140,000	140,000	0	0	0	0	0	0	0	0	0	0
Beaufort Caravan Park - State Grant		State Grant		-102,500	-102,500	0	0	0	0	0	0	0	0	0	0
Beaufort Caravan Park - State Grant		State Grant		0	0	0	0	0	0	0	0	0	0	0	0
Landsborough Caravan Park Improvements - Cabins	Upgrade	Buildings	Lease Impr	0	0	0	0	0	0	0	0	0	0	0	0
Landsborough - C Park Contribution		Contribution		0	0	0	0	0	0	0	0	0	0	0	0
Landsborough - LG Inf F Round 2		State Grant		0	0	0	0	0	0	0	0	0	0	0	0
Telecommunication Improvements	Non-Capital	Non-Capital	Non-Capital	25,000	225,000	25,000	0	0	0	0	0	0	0	0	0
Beaufort Town Hall - Change Rooms Exp	Renewal	Buildings	Build Impr	0	10,000	0	0	0	0	0	0	0	0	0	0
Building Renewal Program	Renewal	Buildings	Buildings	72,000	77,550	100,000	129,000	145,000	158,000	340,000	361,000	359,000	382,000	381,000	384,000
Total Buildings				285,000	606,550	125,000	129,000	145,000	628,000	340,000	361,000	359,000	382,000	381,000	384,000
Plant & Equipment															
Plant Purchases	Renewal	Plant & Equipment	Plant	400,000	723,169	565,000	574,000	589,000	604,000	620,000	636,000	652,000	669,000	686,000	686,000
Minor Plant Purchases	Renewal	Plant & Equipment	Plant	10,000	10,000	10,000	11,000	11,000	11,000	12,000	12,000	12,000	12,000	13,000	13,000
Bore Refurbishment	Renewal	Plant & Equipment	Plant	0	0	10,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000
Plant Sales		Asset Sales		-75,000	-114,600	-120,000	-120,000	-120,000	-120,000	-120,000	-120,000	-120,000	-120,000	-120,000	-120,000
Vehicle Purchases	Renewal	Plant & Equipment	Plant	375,000	389,319	382,000	382,000	382,000	382,000	382,000	382,000	382,000	382,000	382,000	382,000
Vehicle Sales		Asset Sales		-200,000	-200,000	-200,000	-190,000	-190,000	-180,000	-180,000	-170,000	-170,000	-160,000	-160,000	-160,000
Fixtures, Furniture & Fitting Purchases	Renewal	Plant & Equipment	Furn & Fit	15,000	15,000	21,000	21,000	22,000	23,000	23,000	24,000	24,000	25,000	25,000	26,000
Computer Equipment Purchases	Renewal	Plant & Equipment	Computer	77,000	97,000	90,000	114,000	125,000	146,000	161,000	177,000	195,000	215,000	240,000	261,000
Library Collection Purchases	Renewal	Plant & Equipment	Library	52,000	52,000	50,000	52,000	54,000	56,000	58,000	60,000	62,000	64,000	66,000	68,000
Total Plant & Equipment				654,000	971,888	808,000	859,000	888,000	937,000	971,000	1,016,000	1,052,000	1,102,000	1,147,000	1,171,000
Expenditure summarised as:															
Renewal	Renewal		Renewal	6,137,692	13,760,998	5,198,000	4,537,000	5,109,000	5,336,000	5,788,000	6,077,000	6,341,000	6,604,000	6,639,000	7,974,000
Expansion	Expansion		Expansion	102,000	102,000	160,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000
Upgrade	Upgrade		Upgrade	686,000	1,844,266	408,000	240,000	265,000	283,000	293,000	295,000	374,000	374,000	373,000	370,000
New Assets	New Assets		New Assets	0	43,000	5,000	5,000	5,000	1,976,000	6,000	6,000	6,000	6,000	6,000	6,000
Expensed Capital Projects	Non-Capital	Non-Capital	Non-Capital	336,000	1,906,969	277,000	4,429,000	4,534,000	151,000	165,000	173,000	222,000	170,000	119,000	0
Total Capital Expenditure				7,261,692	17,657,233	6,048,000	9,226,000	9,928,000	7,761,000	6,267,000	6,566,000	6,958,000	7,169,000	7,152,000	8,365,000
Loan Repayments		Debt Redemption		500,000	500,000	0	0	0	0	45,000	29,000	49,000	307,000	0	0
Land Development		Land		236,000	795,949	562,000	752,000	628,000	606,000	473,000	374,000	873,000	0	0	0
Grand Total Capital Outlays				7,997,692	18,953,182	6,610,000	9,978,000	10,556,000	8,367,000	6,785,000	6,969,000	7,880,000	7,476,000	7,152,000	8,365,000
LESS Expensed Capital Projects				-336,000	-1,906,969	-277,000	-4,429,000	-4,534,000	-151,000	-165,000	-173,000	-222,000	-170,000	-119,000	0
LESS Loan Repayments				-500,000	-500,000	0	0	0	0	-45,000	-29,000	-49,000	-307,000	0	0
TOTAL Capital to Balance Sheet				7,161,692	16,546,213	6,333,000	5,549,000	6,022,000	8,216,000	6,575,000	6,767,000	7,609,000	6,999,000	7,033,000	8,365,000

Financial Ratios

for years ended 2017-2018 to 2026-2027

			Budget	Forecast										
		Note	2016/2017	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
Operating position														
Adjusted underlying result	Adjusted underlying surplus (deficit) / Adjusted underlying revenue	1	-6.6%	18.0%	-7.0%	-15.8%	-15.5%	-7.3%	-7.2%	-7.7%	-6.4%	-6.2%	-6.1%	-5.4%
Liquidity														
Working Capital	Current assets / current liabilities	2	163.2%	166.5%	164.2%	155.4%	141.2%	129.7%	128.1%	119.7%	111.9%	106.2%	105.4%	104.5%
Unrestricted cash	Unrestricted cash / current liabilities		73.5%	73.0%	71.6%	69.2%	67.9%	58.6%	58.3%	57.7%	57.4%	61.4%	60.2%	59.0%
Obligations														
Loans and borrowings	Interest bearing loans and borrowings / rate revenue	3	3.3%	0.0%	0.0%	0.0%	0.0%	4.0%	3.5%	3.1%	2.6%	0.0%	0.0%	0.0%
Loans and borrowings	Interest and principal repayments / rate revenue		5.7%	5.5%	0.0%	0.0%	0.0%	0.0%	0.6%	0.4%	0.5%	2.6%	0.0%	0.0%
Indebtedness	Non-current liabilities / own source revenue		1.7%	1.5%	1.6%	1.6%	1.6%	1.6%	1.6%	1.7%	1.7%	1.7%	1.8%	1.8%
Asset renewal	Asset renewal expenditure / depreciation	4	89.3%	200.2%	77.6%	66.0%	72.6%	73.9%	78.2%	80.1%	81.6%	82.9%	81.3%	95.3%
Stability														
Rates concentration	Rate revenue / adjusted underlying revenue	5	48.1%	32.9%	49.9%	44.9%	44.8%	53.7%	53.8%	54.2%	53.8%	54.0%	54.3%	54.5%
Rates effort	Rate revenue / property values (CIV)		0.57%	0.54%	0.55%	0.53%	0.55%	0.56%	0.57%	0.55%	0.56%	0.54%	0.55%	0.54%

Notes to indicators

1 Adjusted underlying result – An indicator of the sustainable operating result required to enable Council to continue to provide core services and meet its objectives. Trend is relatively stable over the life of the plan, despite swings between years.

2 Working Capital – The proportion of current liabilities represented by current assets. Working capital is forecast to improve steadily over the life of the plan.

3 Debt compared to rates - Trend indicates Council's desire to retire all current debt and use the money saved to reinvest in capital expenditure.

4 Asset renewal - This percentage indicates the extent of Council's renewal expenditure against its depreciation charge (an indication of the decline in value of its existing capital assets). A percentage greater than 100 indicates Council is maintaining its existing assets, while a percentage less than 100 means its assets are deteriorating faster than they are being renewed and increased future capital expenditure will be required to renew assets.

5 Rates concentration - Reflects extent of reliance on rate revenues to fund all of Council's ongoing services. Trend indicates Council will become more reliant on rate revenue compared to all other revenue sources.

PYRENEES SHIRE COUNCIL

Long Term Financial Plan

10 Year Financial Plan

2017-2018 to 2026-2027

3.5% rate rise

Budgeted Income Statement

for years ended 2017-2018 to 2026-2027

	Budget	Forecast										
	2016/2017	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
Revenue												
Rates	7,540	7,591	7,754	7,945	8,146	8,352	8,605	8,866	9,135	9,412	9,697	9,991
Rates - Higher CAP 2016-17	98	98	101	105	107	109	112	115	118	121	124	127
Rates - Higher CAP 2017-19	0	0	116	236	243	250	258	266	274	282	290	299
Garbage charges	1,113	1,182	1,189	1,237	1,268	1,300	1,339	1,380	1,422	1,465	1,509	1,555
Rates Wind Farms - Waubra	211	217	219	224	230	236	242	248	254	260	267	273
Rates Wind Farms - Chepstowe	43	43	44	45	46	48	49	50	51	52	54	55
Rates Wind Farms - Stockyard Hill	0	0	0	0	0	655	671	688	705	723	741	760
Interest on Rates	29	29	40	40	40	41	41	41	42	42	42	43
Statutory fees and fines	113	138	143	147	151	155	159	163	167	171	175	179
User charges	776	784	868	890	912	935	958	982	1,007	1,032	1,058	1,084
Grants - operating recurrent	1,031	919	954	978	1,002	1,027	1,053	1,079	1,106	1,134	1,162	1,191
Grants - operating recurrent - FAG General	2,871	2,907	2,943	3,031	3,122	3,216	3,312	3,411	3,513	3,618	3,727	3,839
Grants - operating recurrent - FAG Roads	2,023	2,001	2,026	2,077	2,129	2,182	2,237	2,293	2,350	2,409	2,469	2,531
Grants - operating non-recurrent	127	184	137	140	144	148	152	156	160	164	168	172
Grants - operating non-recurrent - Land Develop	0	0	0	107	108	136	135	0	0	0	0	0
Grants - operating non-recurrent - Moon Water	200	230	0	3,000	3,000	0	0	0	0	0	0	0
Grants - operating non-recurrent - Flood	0	259	0									
Grants - capital recurrent - R2R	2,281	2,336	1,976	988	1,100	1,100	1,100	1,100	1,300	1,300	1,300	1,300
Grants - capital non recurrent - Federal	500	500	0	0	0	0	0	0	0	0	0	0
Grants - capital non recurrent - State	832	1,232	187	0	225	1,450	0	0	0	0	0	1,000
Grants - capital non-recurrent - Flood	0	8,465	0									
Contributions - Capital	50	198	0	1,000	1,000	50	0	0	0	0	0	0
Contributions - operating	0	23	0	10	10	10	11	11	11	11	12	12
Interest on Cash Invested	131	131	136	143	150	158	166	174	183	192	202	212
Other Revenue	95	205	118	121	124	127	130	133	136	139	142	146
Sale of Assets	731	772	841	1,158	1,285	589	782	910	1,423	812	280	280
Less Carrying Value of Assets Sold	(650)	(650)	(757)	(1,042)	(1,157)	(530)	(704)	(819)	(1,281)	(731)	(252)	(252)
Total Revenue	20,145	29,794	19,035	22,580	23,385	21,744	20,808	21,247	22,076	22,608	23,167	24,797
Expenses												
Employee Costs	(6,648)	(6,704)	(6,793)	(6,963)	(7,137)	(7,315)	(7,498)	(7,685)	(7,877)	(8,074)	(8,276)	(8,483)
Capital Projects Expensed	(336)	(2,012)	(277)	(4,429)	(4,534)	(151)	(165)	(173)	(222)	(170)	(119)	-
Contracts, materials & services - ex Waste	(4,718)	(5,828)	(4,756)	(4,875)	(4,997)	(5,122)	(5,250)	(5,381)	(5,516)	(5,654)	(5,795)	(5,940)
Contracts, materials & services - Waste	(1,113)	(1,113)	(1,189)	(1,237)	(1,268)	(1,300)	(1,339)	(1,380)	(1,422)	(1,465)	(1,509)	(1,555)
Bad and doubtful debts	(1)	(1)	-	(1)	(1)	(1)	(1)	(1)	(1)	(1)	(1)	(1)
Depreciation	(6,873)	(6,873)	(6,702)	(6,870)	(7,042)	(7,218)	(7,398)	(7,583)	(7,773)	(7,967)	(8,166)	(8,370)
Borrowing costs	(12)	(6)	0	0	0	0	(23)	(17)	(11)	(1)	0	0
Other expenses	(306)	(318)	(328)	(336)	(344)	(353)	(362)	(371)	(380)	(390)	(400)	(410)
Total Expenses	(20,007)	(22,855)	(20,045)	(24,711)	(25,323)	(21,460)	(22,036)	(22,591)	(23,202)	(23,722)	(24,266)	(24,759)
Surplus (deficit) for the year	138	6,939	(1,010)	(2,131)	(1,938)	284	(1,228)	(1,344)	(1,126)	(1,114)	(1,099)	38
Net asset revaluation increment /(decrement)	200	200	0	800	250							
Comprehensive result	338	7,139	(1,010)	(1,331)	(1,688)	284	(1,228)	(1,344)	(1,126)	(1,114)	(1,099)	38
Escalation Factors												
Rates - Capped			3.50%	3.50%	2.00%	2.00%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Garbage Charges/Costs			3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Assessment growth			0.53%	0.53%	0.53%	0.53%	0.53%	0.53%	0.53%	0.53%	0.53%	0.53%
Victoria Grants Commission			0.00%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Grants			2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Fees, Charges, Other Income			2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Wages			2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
CPI			1.00%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
VGC Grant Growth			2.50%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Compounded CPI			1.00%	3.53%	6.11%	8.77%	11.49%	14.27%	17.13%	20.06%	23.06%	26.14%
Depreciation			4.00%	3.00%	6.00%	4.00%	3.00%	6.00%	4.00%	3.00%	6.00%	4.00%
Other Expenses			2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
CPI Compounded for Capex Present Values	100.00		101.00	103.53	106.11	108.77	111.49	114.27	117.13	120.06	123.06	126.14

Balance Sheet

for years ended 2017-2018 to 2026-2027

	Budget		Forecast									
	2016/2017	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
Assets												
Current assets												
Cash and cash equivalents	2,538	2,315	2,315	2,315	2,315	2,315	2,315	2,315	2,315	2,315	2,315	2,315
Trade and other receivables	857	882	908	935	963	992	1,022	1,053	1,085	1,118	1,152	1,187
Land held for resale	1,656	1,497	1,487	1,342	955	1,197	1,124	821	517	12	12	12
Other assets	158	137	140	143	146	149	152	155	158	161	164	167
Total current assets	5,209	4,831	4,850	4,735	4,379	4,653	4,613	4,344	4,075	3,606	3,643	3,681
Non-current assets												
Trade and other receivables	99	101	88	74	59	43	26	9	6	4	2	0
Property, infrastructure, plant & equipment	284,167	237,978	237,022	235,922	234,669	235,190	234,041	233,023	232,191	231,313	230,253	230,331
Total non-current assets	284,266	238,079	237,110	235,996	234,728	235,233	234,067	233,032	232,197	231,317	230,255	230,331
Total assets	289,475	242,910	241,960	240,731	239,107	239,886	238,680	237,376	236,272	234,923	233,898	234,012
Liabilities												
Current liabilities												
Trade and other payables	912	948	976	1,005	1,035	1,066	1,098	1,131	1,165	1,200	1,236	1,273
Trust funds and deposits	184	188	192	196	200	204	208	212	216	220	224	228
Provisions	1,796	1,765	1,785	1,846	1,867	1,888	1,909	1,931	1,953	1,975	1,997	2,020
Interest-bearing loans and borrowings	300	0	0	0	0	430	385	356	307	0	0	0
Total current liabilities	3,192	2,901	2,953	3,047	3,102	3,588	3,600	3,630	3,641	3,395	3,457	3,521
Non-current liabilities												
Provisions	176	160	168	176	185	194	204	214	225	236	248	260
Total non-current liabilities	176	160	168	176	185	194	204	214	225	236	248	260
Total liabilities	3,368	3,061	3,121	3,223	3,287	3,782	3,804	3,844	3,866	3,631	3,705	3,781
Net assets	286,107	239,849	238,839	237,508	235,820	236,104	234,876	233,532	232,406	231,292	230,193	230,231
Equity												
Accumulated surplus	82,652	90,229	89,219	87,088	85,150	85,434	84,206	82,862	81,736	80,622	79,523	79,561
Statutory reserve (recreational land)	9	9	9	9	9	9	9	9	9	9	9	9
Asset revaluation reserve	203,446	149,611	149,611	150,411	150,661	150,661	150,661	150,661	150,661	150,661	150,661	150,661
Total equity	286,107	239,849	238,839	237,508	235,820	236,104	234,876	233,532	232,406	231,292	230,193	230,231

Budgeted Cash Flow Statement

for years ended 2017-2018 to 2026-2027

	Budget		Forecast									
	2016/2017	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
Cash flows from operating activities												
Rates and charges	9,034	9,160	9,463	9,832	10,080	10,991	11,317	11,654	12,001	12,357	12,724	13,103
Statutory fees and fines	113	138	143	147	151	155	159	163	167	171	175	179
User charges	854	862	955	979	1,003	1,029	1,054	1,080	1,108	1,135	1,164	1,192
Grants - operating	4,229	12,705	4,034	7,256	7,376	4,527	4,652	4,646	4,779	4,916	5,057	5,202
Grants - capital	5,636	6,069	4,189	3,065	3,454	4,732	3,337	3,393	3,650	3,709	3,769	4,831
Contributions - cash	55	243	-	1,111	1,111	66	12	12	12	12	13	13
Interest on cash invested	131	131	136	143	150	158	166	174	183	192	202	212
Trust funds and deposits taken	25	25	25	25	25	25	25	25	25	25	25	25
Other receipts	95	205	118	121	124	127	130	133	136	139	142	146
Net GST refund / payment	1,207	2,483	1,180	1,431	1,476	1,433	1,257	1,271	1,373	1,298	1,365	1,505
Employee costs	(6,664)	(6,719)	(6,807)	(6,976)	(7,149)	(7,326)	(7,508)	(7,694)	(7,885)	(8,081)	(8,282)	(8,488)
Materials and services	(6,784)	(9,848)	(6,844)	(11,595)	(11,879)	(7,230)	(7,429)	(7,627)	(7,876)	(8,018)	(8,165)	(8,245)
Trust funds and deposits repaid	(25)	(25)	(25)	(25)	(25)	(25)	(25)	(25)	(25)	(25)	(25)	(25)
Other payments	(321)	(334)	(344)	(353)	(361)	(371)	(380)	(390)	(399)	(410)	(420)	(431)
Net cash provided by operating activities	7,585	15,095	6,223	5,161	5,536	8,291	6,767	6,815	7,249	7,420	7,744	9,219
Cash flows from investing activities												
Payments for property, infrastructure, plant and equipment	(7,619)	(17,405)	(6,531)	(5,608)	(6,260)	(8,703)	(7,040)	(7,359)	(7,795)	(8,006)	(8,052)	(9,527)
Payments for land held for resale	(259)	(875)	(618)	(827)	(690)	(666)	(520)	(411)	(960)	-	-	-
Proceeds from sale of property, infrastructure, plant and equipment	303	346	352	341	341	330	330	319	319	308	308	308
Proceeds from sale of land held for resale	502	504	574	933	1,073	318	531	682	1,247	586	-	-
Payments for financial assets	(12,000)	(12,000)	(12,000)	(12,000)	(12,000)	(12,000)	(12,000)	(12,000)	(12,000)	(12,000)	(12,000)	(12,000)
Proceeds from sale of financial assets	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000	12,000
Net cash used in investing activities	(7,073)	(17,430)	(6,223)	(5,161)	(5,536)	(8,721)	(6,699)	(6,769)	(7,189)	(7,112)	(7,744)	(9,219)
Cash flows from financing activities												
Borrowing costs	(12)	(6)	-	-	-	-	(23)	(17)	(11)	(1)	-	-
Proceeds from borrowings	-	-	-	-	-	430	-	-	-	-	-	-
Repayment of borrowings	(500)	(500)	-	-	-	-	(45)	(29)	(49)	(307)	-	-
Net cash provided by (used in) financing activities	(512)	(506)	-	-	-	430	(68)	(46)	(60)	(308)	-	-
Net (decrease) increase in cash & cash equivalents	-	(2,841)	-	-	-	-	-	-	-	-	-	-
Cash and cash equivalents at beginning of the financial year	2,538	5,156	2,315	2,315	2,315	2,315	2,315	2,315	2,315	2,315	2,315	2,315
Cash and cash equivalents at end of the financial year	2,538	2,315	2,315	2,315	2,315	2,315	2,315	2,315	2,315	2,315	2,315	2,315

Budgeted Standard Capital Works Statement

for years ended 2017-2018 to 2026-2027

				Budget	Forecast	Forecast updated with Current Budget as at 13.02.2017									
				2016/2017	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
Land Development															
Avoca Industrial Land Sales - Stage 1 (3 Lots)	Land Sales	Land Inc		-80,500	-80,500	-41,000	0	0	0	0	0	0	0	0	0
Avoca Industrial Land Purchase - Stage 2	Land	Inventory		0	0	0	0	0	0	0	0	0	0	0	0
Avoca Industrial Land Construct - Stage 2	Land	Inventory		0	86,136	0	402,000	412,000	0	0	0	0	0	0	0
Avoca Industrial Land Development - Grant State	Grant Land	Land Inc		0	0	0	-107,000	-108,000	0	0	0	0	0	0	0
Avoca Industrial Land Sales - Stage 2 (19 Lots)	Land Sales	Land Inc		0	0	0	-55,000	-55,000	-220,000	-138,000	-138,000	-83,000	0	0	0
Beaufort Industrial Land Purchase - McVilly Stage 1 & 2	Land	Inventory		0	1,799	0	0	0	0	0	0	0	0	0	0
Beaufort Industrial Land Construct - McVilly Stage 1	Land	Inventory		0	0	0	0	103,000	606,000	0	0	0	0	0	0
Beaufort Industrial Land Development - Grant State	Grant Land	Land Inc		0	0	0	0	0	-136,000	0	0	0	0	0	0
Beaufort Industrial Land - Sales McVilly Stage 1 (8 Lots)	Land Sales	Land Inc		0	0	0	0	0	-69,000	-275,000	-207,000	0	0	0	0
Beaufort Industrial Land Construct - McVilly Stage 2	Land	Inventory		0	0	0	0	0	0	473,000	0	0	0	0	0
Beaufort Industrial Land Development - Grant State	Grant Land	Land Inc		0	0	0	0	0	0	-135,000	0	0	0	0	0
Beaufort Industrial Land - Sales McVilly Stage 2 (8 Lots)	Land Sales	Land Inc		0	0	0	0	0	0	-69,000	-275,000	-214,000	0	0	0
Beaufort Residential Land Stage 1 Sales (Lot 13)	Land Sales	Land Inc		-90,000	-90,000	0	0	0	0	0	0	0	0	0	0
Beaufort Residential Land Sales - Stage 2A (3 Lots)	Land Sales	Land Inc		-168,000	0	0	0	0	0	0	0	0	0	0	0
Beaufort Residential Land Sales - Stage 2B (6 Lots)	Land Sales	Land Inc		0	0	0	0	0	0	0	0	0	0	0	0
Beaufort Residential Land Purchase - Stage 3	Land	Inventory		0	0	0	0	0	0	0	0	0	0	0	0
Beaufort Residential Land Construct - Stage 3	Land	Inventory		0	472,014	0	0	0	0	0	0	0	0	0	0
Beaufort Residential Land Sales - Stage 3 (18 Lots)	Land Sales	Land Inc		-117,500	-287,299	-480,000	-120,000	-180,000	0	0	0	0	0	0	0
Beaufort Residential Land Purchase - Stage 4	Land	Inventory		236,000	236,000	213,000	0	0	0	0	0	0	0	0	0
Beaufort Residential Land Construct - Stage 4	Land	Inventory		0	0	349,000	350,000	113,000	0	0	0	0	0	0	0
Beaufort Residential Land Sales - Stage 4 (21 Lots)	Land Sales	Land Inc		0	0	0	-673,000	-740,000	0	0	0	0	0	0	0
Beaufort Residential Land Purchase - Stage 5	Land	Inventory		0	0	0	0	0	0	0	374,000	0	0	0	0
Beaufort Residential Land Construct - Stage 5	Land	Inventory		0	0	0	0	0	0	0	0	873,000	0	0	0
Beaufort Residential Land Sales - Stage 5 (18 Lots)	Land Sales	Land Inc		0	0	0	0	0	0	0	0	-836,000	-532,000	0	0
Land Sales Selling Costs	Non-Capital	Non-Capital	Non-Capital	20,000	20,000	59,000	64,000	65,000	25,000	41,000	50,000	100,000	50,000	0	0
Vison Super Defined Benefits Call															
Land Development Loan Borrowing				0	0	0	0	0	-430,000	0	0	0	0	0	0
Land Development Loan Repayment				0	0	0	0	0	0	45,000	29,000	49,000	307,000	0	0
Land Development Loan Interest				0	0	0	0	0	0	23,000	17,000	11,000	1,000	0	0
Total Land Development				-200,000	358,150	100,000	-139,000	-390,000	-224,000	-35,000	-150,000	-100,000	-174,000	0	0
Capital Expenditure Summary															
Infrastructure Roads - Roads to Recovery Projects	R2R			2,281,192	2,336,192	1,976,000	988,000	1,100,000	1,100,000	1,100,000	1,100,000	1,300,000	1,300,000	1,300,000	1,300,000
Infrastructure Roads - Council Projects	Council Roads			1,852,500	9,117,025	2,266,000	2,574,000	2,688,000	3,116,000	3,317,000	3,616,000	3,740,000	3,844,000	4,044,000	4,056,000
Recreational Projects	Recreation			316,000	1,342,009	362,000	115,000	448,000	221,000	274,000	218,000	211,000	315,000	113,000	1,415,000
Land Projects	Land Improve			55,000	55,000	55,000	55,000	55,000	55,000	55,000	55,000	55,000	55,000	55,000	55,000
Buildings	Buildings			1,492,000	1,613,550	100,000	129,000	145,000	2,128,000	340,000	361,000	359,000	382,000	381,000	384,000
Plant, machinery and equipment	Plant & Equipment			929,000	1,286,488	1,128,000	1,169,000	1,198,000	1,237,000	1,271,000	1,306,000	1,342,000	1,382,000	1,427,000	1,451,000
Capital Projects Expensed	Non-Capital			336,000	1,906,969	277,000	4,429,000	4,534,000	151,000	165,000	173,000	222,000	170,000	119,000	0
Land Development	Land			236,000	795,949	562,000	752,000	628,000	606,000	473,000	374,000	873,000	0	0	0
Loan Repayments	Debt Redemption			500,000	500,000	0	0	0	0	45,000	29,000	49,000	307,000	0	0
Total Capital Expenditure				7,997,692	18,953,182	6,726,000	10,211,000	10,796,000	8,614,000	7,040,000	7,232,000	8,151,000	7,755,000	7,439,000	8,661,000
					15,750,264	5,887,000	6,449,000								
Capital Income Summary															
Moonambel Water Supply Federal & State Grants	Grant Moon			-200,000	-230,000	0	-3,000,000	-3,000,000	0	0	0	0	0	0	0
Contributions	Contribution			-50,000	-230,900	0	-1,000,000	-1,000,000	0	0	0	0	0	0	0
Garbage Charges to Fund Transfer Station Improvements	Garbage Charges			-55,000	-55,000	-55,000	-55,000	-55,000	-55,000	-55,000	-55,000	-55,000	-55,000	-55,000	-55,000
State Government Grant	State Grant			-757,000	-1,324,076	-187,000	0	0	-500,000	0	0	0	0	0	0
State Government Grant - Flood Recovery	Flood			0	-8,465,000	0	0	0	0	0	0	0	0	0	0
Federal Government Grant	Fed Grant			-500,000	-500,000	0	0	0	0	0	0	0	0	0	0
Roads to Recovery Grant	R2R Grant			-2,281,192	-2,336,192	-1,976,000	-988,000	-1,100,000	-1,100,000	-1,100,000	-1,100,000	-1,300,000	-1,300,000	-1,300,000	-1,300,000
Federal Black Spot Grant	Black Spot Grant			0	0	0	0	0	0	0	0	0	0	0	0
Country Roads & Bridges Grant	CRB Grant			0	0	0	0	0	0	0	0	0	0	0	0
Pool Upgrade - SR Pools Program	Grant Pools			-75,000	-75,000	0	0	-225,000	0	0	0	0	0	0	-1,000,000
Snake Valley Multi Services Hub Grant	Grant SV Hub			0	0	0	0	0	-950,000	0	0	0	0	0	0
Snake Valley Multi Services Hub Bendigo Bank Contribution	BEN Contribution			0	0	0	0	0	-50,000	0	0	0	0	0	0
Sale of Land	Land Sales			-456,000	-457,799	-521,000	-848,000	-975,000	-289,000	-482,000	-620,000	-1,133,000	-532,000	0	0
Industrial Land Development Grant	Grant Land			0	0	0	-107,000	-108,000	-136,000	-135,000	0	0	0	0	0
Sale of Plant & Vehicles	Asset Sales			-275,000	-314,600	-320,000	-310,000	-310,000	-300,000	-300,000	-290,000	-290,000	-280,000	-280,000	-280,000
Total Capital Income Summary				-4,649,192	-13,988,567	-3,059,000	-6,308,000	-6,773,000	-3,380,000	-2,072,000	-2,065,000	-2,778,000	-2,167,000	-1,635,000	-2,635,000
Own Source Spend on Capital				3,348,500	4,964,615	3,667,000	3,903,000	4,023,000	5,234,000	4,968,000	5,167,000	5,373,000	5,588,000	5,804,000	6,026,000
Own Source Spend on Capital/Rates (excluding Windfarms)				43.8%	64.6%	46.7%	48.5%	48.7%	61.9%	57.0%	57.5%	58.1%	58.6%	59.1%	59.6%
Land Improvements															
Moonambel Water Supply Business Case	Non-Capital	Non-Capital	Non-Capital	0	42,565	0	0	0	0	0	0	0	0	0	0
Moonambel Water Supply Construction	Non-Capital	Non-Capital	Non-Capital	0	0	0	4,182,000	4,287,000	0	0	0	0	0	0	0
Moonambel Water Supply Concept Plan	Non-Capital	Non-Capital	Non-Capital	260,000	260,000	0	0	0	0	0	0	0	0	0	0
Moonambel Water Supply State Grant	Grant Moon			-200,000	-50,000	0	-1,000,000	-1,000,000	0	0	0	0	0	0	0
Moonambel Water Supply Federal Grant	Grant Moon			0	-180,000	0	-2,000,000	-2,000,000	0	0	0	0	0	0	0
Moonambel Water Supply Private Investment	Contribution			0	0	0	-1,000,000	-1,000,000	0	0	0	0	0	0	0

Budgeted Standard Capital Works Statement

for years ended 2017-2018 to 2026-2027

				Budget	Forecast	Forecast updated with Current Budget as at 13.02.2017									
				2016/2017	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
Township Streetscapes - Solar Lighting of Town Entrances	Expansion	Recreation	Recreation	0	0	10,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000
Signage Upgrades - Directional Signage	Upgrade	Recreation	Recreation	0	0	35,000	40,000	43,000	46,000	44,000	43,000	41,000	40,000	38,000	35,000
Flood Study Planning and Works Beaufort, Avoca, Waubra and Lexto	Non-Capital	Non-Capital	Non-Capital	31,000	31,000	63,000	54,000	55,000	0	0	0	0	0	0	0
Transfer Station Improvements	Upgrade	Land Improve	Waste	55,000	55,000	55,000	55,000	55,000	55,000	55,000	55,000	55,000	55,000	55,000	55,000
Garbage Charges to Fund Transfer Station Improvements		Garbage Charges		-55,000	-55,000	-55,000	-55,000	-55,000	-55,000	-55,000	-55,000	-55,000	-55,000	-55,000	-55,000
Avoca High St Shade	New Assets	Recreation	Recreation	0	40,000	0	0	0	0	0	0	0	0	0	0
Avoca High St Shade		Contribution		0	-40,000	0	0	0	0	0	0	0	0	0	0
Raglan & Redbank S/C & Raglan, Redbank & Barkley Hall Upgrade	Upgrade	Recreation	Recreation	0	343,200	0	0	0	0	0	0	0	0	0	0
Raglan & Redbank S/C & Raglan, Redbank & Barkley Hall Upgrade		State Grant		0	-227,400	0	0	0	0	0	0	0	0	0	0
Raglan & Redbank S/C & Raglan, Redbank & Barkley Hall Upgrade		Contribution		0	-65,900	0	0	0	0	0	0	0	0	0	0
Living Landsborough Streetscape & Hall Upgrade	Upgrade	Recreation	Recreation	0	472,633	0	0	0	0	0	0	0	0	0	0
Living Landsborough Streetscape & Hall Upgrade - State Grant		State Grant		0	-150,000	0	0	0	0	0	0	0	0	0	0
Living Landsborough Streetscape & Hall Upgrade - Contribution		Contribution		0	-75,000	0	0	0	0	0	0	0	0	0	0
Total Land Improvements				91,000	401,098	108,000	291,000	400,000	61,000	59,000	58,000	56,000	55,000	53,000	50,000

Infrastructure Roads - Roads to Recovery Projects

Roads - link and collectors R2R	Renewal	R2R	Roads	1,463,887	1,606,392	1,373,000	557,000	631,000	625,000	618,000	611,000	768,000	760,000	753,000	753,000
Roads - link and collectors R2R	Upgrade	R2R	Roads	321,000	353,000	302,000	122,000	139,000	137,000	136,000	134,000	168,000	167,000	165,000	165,000
Major Culverts - link and collectors R2R	Renewal	R2R	Drainage	184,982	184,982	200,000	0	0	0	0	0	0	0	0	0
Bridges - link and collectors R2R	Renewal	R2R	Bridges	311,323	191,818	101,000	309,000	330,000	338,000	346,000	355,000	364,000	373,000	382,000	382,000
Roads to Recovery Auslink Etc		R2R Grant		-2,281,192	-2,336,192	-1,976,000	-988,000	-1,100,000	-1,100,000	-1,100,000	-1,100,000	-1,300,000	-1,300,000	-1,300,000	-1,300,000
Total Roads to Recovery				0	0	0	0	0	0	0	0	0	0	0	0

	M2	Rate	Council Plan	Life												
Roads - resheets	4,646,589	\$	4.63	2.9%	30.0	2.8%	3.1%	3.6%	3.6%	4.1%	4.5%	4.6%	4.7%	4.8%	4.9%	4.9%
Roads - reseals	3,926,254	\$	4.34	4.5%	16.8	5.1%	4.9%	5.0%	5.1%	5.8%	6.0%	6.1%	6.3%	6.4%	6.5%	6.6%

Infrastructure Roads - Council Projects

Roads - pavement	Renewal	Council Roads	Roads	56,000	56,000	73,000	104,000	127,000	207,000	263,000	288,000	503,000	509,000	522,000	522,000
Roads - pavement	Upgrade	Council Roads	Roads	12,000	12,000	16,000	23,000	28,000	45,000	58,000	63,000	110,000	112,000	115,000	115,000
Roads - resheets	Renewal	Council Roads	Roads	600,000	600,000	658,000	778,000	775,000	879,000	959,000	983,000	1,009,000	1,034,000	1,061,000	1,061,000
Roads - reseals - MAMS	Renewal	Council Roads	Roads	770,000	770,000	734,000	748,000	767,000	886,000	906,000	926,000	947,000	968,000	990,000	990,000
Roads - reseals - Extra Rates Variation	Renewal	Council Roads	Roads	98,000	98,000	101,000	105,000	107,000	109,000	112,000	115,000	118,000	121,000	124,000	127,000
Road Infrastructure Renewal - Extra Rates Variation	Renewal	Council Roads	Roads	0	0	116,000	236,000	243,000	250,000	258,000	266,000	274,000	282,000	290,000	299,000
Roads - forward survey & design	Renewal	Council Roads	Roads	50,000	68,250	50,000	54,000	55,000	56,000	58,000	59,000	61,000	62,000	64,000	64,000
Roads - State Government Blackspot Program	Upgrade	Council Roads	Roads	0	7,257	0	0	0	0	0	0	0	0	0	0
Avoca Lions Park Seal	Upgrade	Council Roads	Roads	0	30,000	0	0	0	0	0	0	0	0	0	0
Avoca Lions Park Seal		State Grant		0	-22,500	0	0	0	0	0	0	0	0	0	0
Bridges	Renewal	Council Roads	Bridges	0	0	0	178,000	228,000	259,000	267,000	467,000	255,000	282,000	389,000	389,000
Drainage	Renewal	Council Roads	Drainage	0	0	178,000	0	0	56,000	58,000	59,000	61,000	62,000	64,000	64,000
Major Culverts	Renewal	Council Roads	Drainage	75,000	93,243	135,000	139,000	143,000	147,000	151,000	155,000	160,000	164,000	169,000	169,000
Footpaths - Renewal	Renewal	Council Roads	Footpaths	18,000	28,135	19,000	20,000	21,000	22,000	22,000	24,000	25,000	26,000	27,000	27,000
Footpaths - New	New Assets	Council Roads	Footpaths	0	0	5,000	5,000	5,000	6,000	6,000	6,000	6,000	6,000	6,000	6,000
Kerb & Channel	Renewal	Council Roads	Roads	21,000	30,044	22,000	23,000	24,000	25,000	26,000	28,000	29,000	30,000	32,000	32,000
Sealed Road Shoulder Rehabilitation	Renewal	Council Roads	Roads	50,000	50,000	54,000	54,000	55,000	56,000	58,000	59,000	61,000	62,000	64,000	64,000
Roads Other - Major Patch	Renewal	Council Roads	Roads	102,500	102,500	105,000	107,000	110,000	113,000	115,000	118,000	121,000	124,000	127,000	127,000
Total Council Roads				1,852,500	1,922,929	2,266,000	2,574,000	2,688,000	3,116,000	3,317,000	3,616,000	3,740,000	3,844,000	4,044,000	4,056,000

Recreational Projects

Beaufort Pool - Refurbishment	Renewal	Recreation	Recreation	102,000	102,000	0	0	0	100,000	155,000	100,000	0	0	0	1,305,000
Beaufort Pool - SV Pools Program		Grant Pools		-75,000	-75,000	0	0	0	0	0	0	0	0	0	-1,000,000
Croquet Club Development	New Assets	Recreation	Recreation	0	3,000	0	0	0	0	0	0	0	0	0	0
Avoca Pool - Refurbishment	Renewal	Recreation	Recreation	0	0	0	0	330,000	0	0	0	95,000	200,000	0	0
Avoca Pool - SV Pools Program		Grant Pools		0	0	0	0	-225,000	0	0	0	0	0	0	0
Waubra Oval Watering & Surface	Upgrade	Recreation	Recreation	0	99,685	0	0	0	0	0	0	0	0	0	0
Waubra Oval Watering & Surface		State Grant		0	-99,685	0	0	0	0	0	0	0	0	0	0
Beaufort Golf & Bowls Desalination	Upgrade	Recreation	Recreation	0	67,491	0	0	0	0	0	0	0	0	0	0
Beaufort Golf & Bowls Desalination		State Grant		0	-67,491	0	0	0	0	0	0	0	0	0	0
Hard Court Renewal	Renewal	Recreation	Recreation	102,000	102,000	157,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Hard Court Renewal Government Grants - State		State Grant		-75,000	-75,000	-112,000	0	0	0	0	0	0	0	0	0
Playground Equipment Replacement	Renewal	Recreation	Recreation	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Beaufort Walkability	Expansion	Recreation	Footpaths	102,000	102,000	150,000	0	0	0	0	0	0	0	0	0
Government Grants - State		State Grant		0	0	-75,000	0	0	0	0	0	0	0	0	0
Implementation of the Recreation Strategy	Non-Capital	Non-Capital	Non-Capital	0	0	130,000	129,000	127,000	126,000	124,000	123,000	122,000	120,000	119,000	0
Total Recreational Projects				166,000	169,000	260,000	189,000	292,000	286,000	339,000	283,000	277,000	380,000	179,000	365,000

September 2016 Flood Event

Flood Repairs - Gravel Pavements	Renewal	Council Roads	Roads	0	3,000,000	0	0	0	0	0	0	0	0	0	0
Flood Repairs - Sealed Pavements	Renewal	Council Roads	Roads	0	2,001,109	0	0	0	0	0	0	0	0	0	0
Flood Repairs - Road Seals	Renewal	Council Roads	Roads	0	500,000	0	0	0	0	0	0	0	0	0	0
Flood Repairs - Bridges	Renewal	Council Roads	Bridges	0	1,000,000	0	0	0	0	0	0	0	0	0	0
Flood Repairs - Major Culverts	Renewal	Council Roads	Drainage	0	500,000	0	0	0	0	0	0	0	0	0	0

Budgeted Standard Capital Works Statement

for years ended 2017-2018 to 2026-2027

				Budget	Forecast	Forecast updated with Current Budget as at 13.02.2017									
				2016/2017	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
Flood Repairs - Minor Culverts	Renewal	Council Roads	Drainage	0	75,000	0	0	0	0	0	0	0	0	0	0
Flood Repairs - Floodways/Causeways	Renewal	Council Roads	Roads	0	95,487	0	0	0	0	0	0	0	0	0	0
Flood Repairs - Tree Removal	Non-Capital	Non-Capital	Non-Capital	0	1,001,604	0	0	0	0	0	0	0	0	0	0
Flood Repairs - Parks & Reserves	Non-Capital	Non-Capital	Non-Capital	0	100,000	0	0	0	0	0	0	0	0	0	0
Flood Repairs - Other	Non-Capital	Non-Capital	Non-Capital	0	25,000	0	0	0	0	0	0	0	0	0	0
Flood Repairs - Project Management	Non-Capital	Non-Capital	Non-Capital	0	201,800	0	0	0	0	0	0	0	0	0	0
Flood Repairs Reimbursement		Flood		0	-8,465,000	0	0	0	0	0	0	0	0	0	0
Total September Flood Event				0	35,000	0	0	0	0	0	0	0	0	0	0
Buildings															
Snake Valley Multi Services Hub (Kindergarten)	New Assets	Buildings	Buildings	0	0	0	0	0	1,970,000	0	0	0	0	0	0
Snake Valley Multi Services Hub - Early Child S Govt		Grant SV Hub		0	0	0	0	0	-750,000	0	0	0	0	0	0
Snake Valley Multi Services Hub - State Grant		Grant SV Hub		0	0	0	0	0	-200,000	0	0	0	0	0	0
Snake Valley Multi Services Hub - State Grant		State Grant		0	0	0	0	0	-500,000	0	0	0	0	0	0
Snake Valley Multi Services Hub - B Bank		BEN Contribution		0	0	0	0	0	-50,000	0	0	0	0	0	0
Beaufort Depot - Pratt Street House Precinct Dev	Upgrade	Buildings	Build Impr	0	0	0	0	0	0	0	0	0	0	0	0
Beaufort Depot - Plan	Upgrade	Buildings	Build Impr	0	5,000	0	0	0	0	0	0	0	0	0	0
Avoca Depot - Plan	Upgrade	Buildings	Build Impr	0	5,000	0	0	0	0	0	0	0	0	0	0
Avoca Depot - Upgrade	Upgrade	Buildings	Build Impr	50,000	50,000	0	0	0	0	0	0	0	0	0	0
Lexton Community Facility	Renewal	Buildings	Buildings	1,122,000	1,122,000	0	0	0	0	0	0	0	0	0	0
Lexton Community Facility - State Grant		State Grant		-500,000	-500,000	0	0	0	0	0	0	0	0	0	0
Lexton Community Facility - Federal		Fed Grant		-500,000	-500,000	0	0	0	0	0	0	0	0	0	0
Lexton Community Facility - Community		Contribution		-50,000	-50,000	0	0	0	0	0	0	0	0	0	0
Avoca Hall - State Grant		State Grant		0	0	0	0	0	0	0	0	0	0	0	0
Beaufort Town Hall - Change Rooms	Renewal	Buildings	Build Impr	0	0	0	0	0	0	0	0	0	0	0	0
Avoca Caravan Park Improvements	Upgrade	Buildings	Lease Impr	108,000	204,000	0	0	0	0	0	0	0	0	0	0
Avoca Caravan Park - State Grant		State Grant		-79,500	-79,500	0	0	0	0	0	0	0	0	0	0
Beaufort Caravan Park Improvements	Upgrade	Buildings	Build Impr	140,000	140,000	0	0	0	0	0	0	0	0	0	0
Beaufort Caravan Park - State Grant		State Grant		-102,500	-102,500	0	0	0	0	0	0	0	0	0	0
Beaufort Caravan Park - State Grant		State Grant		0	0	0	0	0	0	0	0	0	0	0	0
Landsborough Caravan Park Improvements - Cabins	Upgrade	Buildings	Lease Impr	0	0	0	0	0	0	0	0	0	0	0	0
Landsborough - C Park Contribution		Contribution		0	0	0	0	0	0	0	0	0	0	0	0
Landsborough - LG Inf F Round 2		State Grant		0	0	0	0	0	0	0	0	0	0	0	0
Telecommunication Improvements	Non-Capital	Non-Capital	Non-Capital	25,000	225,000	25,000	0	0	0	0	0	0	0	0	0
Beaufort Town Hall - Change Rooms Exp	Renewal	Buildings	Build Impr	0	10,000	0	0	0	0	0	0	0	0	0	0
Building Renewal Program	Renewal	Buildings	Buildings	72,000	77,550	100,000	129,000	145,000	158,000	340,000	361,000	359,000	382,000	381,000	384,000
Total Buildings				285,000	606,550	125,000	129,000	145,000	628,000	340,000	361,000	359,000	382,000	381,000	384,000
Plant & Equipment															
Plant Purchases	Renewal	Plant & Equipment	Plant	400,000	723,169	565,000	574,000	589,000	604,000	620,000	636,000	652,000	669,000	686,000	686,000
Minor Plant Purchases	Renewal	Plant & Equipment	Plant	10,000	10,000	10,000	11,000	11,000	11,000	12,000	12,000	12,000	12,000	13,000	13,000
Bore Refurbishment	Renewal	Plant & Equipment	Plant	0	0	10,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000
Plant Sales		Asset Sales		-75,000	-114,600	-120,000	-120,000	-120,000	-120,000	-120,000	-120,000	-120,000	-120,000	-120,000	-120,000
Vehicle Purchases	Renewal	Plant & Equipment	Plant	375,000	389,319	382,000	382,000	382,000	382,000	382,000	382,000	382,000	382,000	382,000	382,000
Vehicle Sales		Asset Sales		-200,000	-200,000	-200,000	-190,000	-190,000	-180,000	-180,000	-170,000	-170,000	-160,000	-160,000	-160,000
Fixtures, Furniture & Fitting Purchases	Renewal	Plant & Equipment	Furn & Fit	15,000	15,000	21,000	21,000	22,000	23,000	23,000	24,000	24,000	25,000	25,000	26,000
Computer Equipment Purchases	Renewal	Plant & Equipment	Computer	77,000	97,000	90,000	114,000	125,000	146,000	161,000	177,000	195,000	215,000	240,000	261,000
Library Collection Purchases	Renewal	Plant & Equipment	Library	52,000	52,000	50,000	52,000	54,000	56,000	58,000	60,000	62,000	64,000	66,000	68,000
Total Plant & Equipment				654,000	971,888	808,000	859,000	888,000	937,000	971,000	1,016,000	1,052,000	1,102,000	1,147,000	1,171,000
Expenditure summarised as:															
Renewal	Renewal		Renewal	6,137,692	13,760,998	5,314,000	4,770,000	5,349,000	5,583,000	6,043,000	6,340,000	6,612,000	6,883,000	6,926,000	8,270,000
Expansion	Expansion		Expansion	102,000	102,000	160,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000
Upgrade	Upgrade		Upgrade	686,000	1,844,266	408,000	240,000	265,000	283,000	293,000	295,000	374,000	374,000	373,000	370,000
New Assets	New Assets		New Assets	0	43,000	5,000	5,000	5,000	1,976,000	6,000	6,000	6,000	6,000	6,000	6,000
Expensed Capital Projects	Non-Capital	Non-Capital	Non-Capital	336,000	1,906,969	277,000	4,429,000	4,534,000	151,000	165,000	173,000	222,000	170,000	119,000	0
Total Capital Expenditure				7,261,692	17,657,233	6,164,000	9,459,000	10,168,000	8,008,000	6,522,000	6,829,000	7,229,000	7,448,000	7,439,000	8,661,000
Loan Repayments		Debt Redemption		500,000	500,000	0	0	0	0	45,000	29,000	49,000	307,000	0	0
Land Development		Land		236,000	795,949	562,000	752,000	628,000	606,000	473,000	374,000	873,000	0	0	0
Grand Total Capital Outlays				7,997,692	18,953,182	6,726,000	10,211,000	10,796,000	8,614,000	7,040,000	7,232,000	8,151,000	7,755,000	7,439,000	8,661,000
LESS Expensed Capital Projects				-336,000	-1,906,969	-277,000	-4,429,000	-4,534,000	-151,000	-165,000	-173,000	-222,000	-170,000	-119,000	0
LESS Loan Repayments				-500,000	-500,000	0	0	0	0	-45,000	-29,000	-49,000	-307,000	0	0
TOTAL Capital to Balance Sheet				7,161,692	16,546,213	6,449,000	5,782,000	6,262,000	8,463,000	6,830,000	7,030,000	7,880,000	7,278,000	7,320,000	8,661,000

Financial Ratios

for years ended 2017-2018 to 2026-2027

			Budget	Forecast										
		Note	2016/2017	2016/2017	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
Operating position														
Adjusted underlying result	Adjusted underlying surplus (deficit) / Adjusted underlying revenue	1	-6.6%	18.0%	-6.4%	-14.5%	-14.3%	-6.0%	-5.9%	-6.3%	-5.1%	-4.9%	-4.7%	-4.0%
Liquidity														
Working Capital	Current assets / current liabilities	2	163.2%	166.5%	164.2%	155.4%	141.2%	129.7%	128.1%	119.7%	111.9%	106.2%	105.4%	104.5%
Unrestricted cash	Unrestricted cash / current liabilities		73.5%	73.0%	71.6%	69.2%	67.9%	58.6%	58.3%	57.7%	57.4%	61.4%	60.2%	59.0%
Obligations														
Loans and borrowings	Interest bearing loans and borrowings / rate revenue	3	3.3%	0.0%	0.0%	0.0%	0.0%	3.9%	3.4%	3.1%	2.6%	0.0%	0.0%	0.0%
Loans and borrowings	Interest and principal repayments / rate revenue		5.7%	5.5%	0.0%	0.0%	0.0%	0.0%	0.6%	0.4%	0.5%	2.5%	0.0%	0.0%
Indebtedness	Non-current liabilities / own source revenue		1.7%	1.5%	1.6%	1.6%	1.6%	1.6%	1.6%	1.6%	1.7%	1.7%	1.7%	1.8%
Asset renewal	Asset renewal expenditure / depreciation	4	89.3%	200.2%	79.3%	69.4%	76.0%	77.3%	81.7%	83.6%	85.1%	86.4%	84.8%	98.8%
Stability														
Rates concentration	Rate revenue / adjusted underlying revenue	5	48.1%	32.9%	50.2%	45.6%	45.5%	54.3%	54.4%	54.9%	54.4%	54.7%	54.9%	55.1%
Rates effort	Rate revenue / property values (CIV)		0.57%	0.54%	0.56%	0.55%	0.56%	0.57%	0.58%	0.56%	0.58%	0.55%	0.57%	0.55%

Notes to indicators

1 Adjusted underlying result – An indicator of the sustainable operating result required to enable Council to continue to provide core services and meet its objectives. Trend is relatively stable over the life of the plan, despite swings between years.

2 Working Capital – The proportion of current liabilities represented by current assets. Working capital is forecast to improve steadily over the life of the plan.

3 Debt compared to rates - Trend indicates Council's desire to retire all current debt and use the money saved to reinvest in capital expenditure.

4 Asset renewal - This percentage indicates the extent of Council's renewal expenditure against its depreciation charge (an indication of the decline in value of its existing capital assets). A percentage greater than 100 indicates Council is maintaining its existing assets, while a percentage less than 100 means its assets are deteriorating faster than they are being renewed and increased future capital expenditure will be required to renew assets.

5 Rates concentration - Reflects extent of reliance on rate revenues to fund all of Council's ongoing services. Trend indicates Council will become more reliant on rate revenue compared to all other revenue sources.

10 GRAVEL ROADS

Director Asset and Development

File No: 58/08/02

Declaration of Interest: As author of this report I have no disclosable interest in this item.

PURPOSE

The purpose of this report is to provide Council a summary of the issues raised and results of online surveys following the five gravel roads consultation sessions in August 2016. This report recommends that the collated feedback be presented to Council for the development of the new Council Plan following council elections. The information will also be used to prepare a gravel roads strategy.

BACKGROUND

During August 2016 five consultation sessions were held in relation to gravel roads. The purpose of these sessions was to obtain a view from the community on how council delivers its gravel road maintenance, and to explain to the community some of the constraints on council in relation to gravel roads maintenance.

The following consultation sessions were held:

- Wednesday 24 August 2016 – Raglan Hall, 9 community members attended
- Thursday 25 August 2016 – Moonambel Pavilion, 21 community members attended
- Monday 29 August 2016 – Amphitheatre Community Centre, 13 community members attended
- Tuesday 30 August 2016 – Waubra Community Hub, 4 community members attended
- Wednesday 31 August 2016 – Snake Valley Hall, 19 community members attended

ISSUE / DISCUSSION

The following questions were presented to the community members during the presentation at the consultation session:

- Are there gravel road works that you would like to see more of?
- Are there roads that you consider that should be moved from their current category to a higher or lower category?
- Are there any roads that are only used by one or two ratepayers that could be returned to private roads? eg. fenced and gated.
- Could you identify any ways Council could undertake gravel road maintenance work in a more efficient manner?
- Would you be prepared to pay an additional amount in rates for the next 4 years to improve the maintenance condition of the shire's gravel roads?

These questions were reflected in the online surveys.

Attendees participated in a group activity which allowed them to make notes on locality maps raising areas of concern; from this data 106 concerns were noted. The common issues raised included a higher frequency and standard of grading maintenance, greater drainage and vegetation maintenance, consideration for changes in categorisation of roads, and potential of upgrading some gravel roads to sealed roads.

Attendees were given the opportunity to provide feedback directly at the sessions and via a survey. The survey was available at the sessions as well as at customer service centres in

Beaufort and Avoca, on council's website, and on council's facebook page. The survey was due to close on 16 September 2016.

At the time of writing this report, 32 survey responses had been received with the following feedback provided:

- 74% of respondents are not satisfied with current gravel road maintenance.
- 43% of respondents believe that maintaining high use gravel roads more frequently than lower use gravel roads is an acceptable management practice.
- 76% of respondents think council does not spend enough money on gravel roads
- 65% of respondents think council should spend more to grade road all year round to improve response times to customer action requests.
- 30% of respondents would be willing to pay more rates to help cover the cost of unsealed road grading.
- 89% of respondents would like to see more grading
- 44% of respondents would like to see more maintenance and upgrading of culverts
- 41% of respondents would like to see more trimming of trees.

During the consultation sessions attendees were encouraged to submit customer actions requests if they had any particular issues they would like addressed. At the time of writing this report, 13 Customer Action Requests had been submitted as a result of the consultation sessions.

COUNCIL PLAN / LEGISLATIVE COMPLIANCE

Strategic Objective 3 - Roads

3.1 – Maintain and enhance the road network in line with the Road Asset Management Plan level of service.

ATTACHMENTS

- 10.1 Map notes
- 10.2 Group notes
- 10.3 Survey summary – *circulated separately to this report*

FINANCIAL / RISK IMPLICATIONS

Council currently spends \$9.9m of its \$20m budget on road renewal and maintenance. The combined gravel road maintenance and renewal currently utilises approximately \$1.5m of the total road spend. Council is currently constrained in its total budget pool to provide additional financial resources to gravel road, notwithstanding the ability for Council to reprioritise other expenditure to this important asset class.

CONCLUSION

The community have clearly stated that they desire a higher level of service for gravel roads and in order to address this, greater expenditure would need to be committed.

CRS CLARK / KEHOE

That Council:

1. reviews its gravel roads strategic and maintenance priorities as part of the Council Plan review
2. utilises the feedback from the recent community consultations to assist in development of a Gravel Roads Strategy.

CARRIED

11. GRAVEL ROAD STRATEGY

Douglas Gowans, Director Asset and Development

File No: 58/08/02

Declaration of Interest: As author of this report I have no disclosable interest in this item.

PURPOSE

The purpose of this report is to present Council with a draft Gravel Roads Strategy following the gravel roads consultation sessions in August 2016.

BACKGROUND

During August 2016 consultation sessions were held in relation to gravel roads. The purpose of these sessions was to obtain a view from the community on how council delivers its gravel road maintenance, and to explain to the community some of the constraints on council in relation to gravel roads maintenance.

At the September 2016 Council meeting Council resolved to:

1. review its gravel roads strategic and maintenance priorities as part of the Council Plan review
2. utilise the feedback from the community consultations to assist in development of a Gravel Roads Strategy.

ISSUE / DISCUSSION

A number of questions were presented to the community members as part of the consultation sessions.

The common issues raised included a higher frequency and standard of grading maintenance, greater drainage and vegetation maintenance, consideration for changes in categorisation of roads, and potential of upgrading some gravel roads to sealed roads.

Following a review of the feedback from the community council officers developed a draft Gravel Roads Strategy.

The strategy focuses on:

- increased levels of gravel road resheeting
- utilisation of high quality gravels that are resilient to adverse conditions
- increases in the amount of gravel maintenance including grading, drainage and vegetation management to create equity for shire residents
- further use of gat seals as a method of decreasing gravel road maintenance.

COUNCIL PLAN / LEGISLATIVE COMPLIANCE

Strategic Objective 3 - Roads

3.1 – Maintain and enhance the road network in line with the Road Asset Management Plan level of service.

ATTACHMENTS

11.1 Draft Gravel Roads Strategy - *circulated separately to this report*

FINANCIAL / RISK IMPLICATIONS

Council currently spends \$9.9m of its \$20m budget on road and bridge upgrades, renewal and maintenance. The combined gravel road maintenance and renewal currently utilises approximately \$1.5m of the total road spend. Council is currently constrained in its total budget pool to provide additional financial resources to gravel road, notwithstanding the ability for Council to reprioritise other expenditure to this important asset class.

The strategy quantifies additional financial resources that would be required to meet community service levels; Council should consider these resources as part of Council's planning and budgetary processes.

CONCLUSION

The community has clearly stated that they desire a higher level of service for gravel roads and in order to address this, greater expenditure would need to be committed.

The Gravel Roads Strategy provides Council's response on how to meet Pyrenees Shire community's expectations in relation to gravel road management.

CRS KEHOE / O'CONNOR

1. That Council provides in principle support for the draft Gravel Roads Strategy.
2. That Council actively advocate to relevant state and federal government leaders for additional ongoing and untied funding for local roads to meet community needs, as reflected in the draft Gravel Roads Strategy.
3. That Council considers the recommendations contained in the draft Gravel Roads Strategy as part of Council's Long Term Financial Plan review and the development of the 2017/18 Budget.
4. That respondents and participants in the gravel roads consultation receive a copy of the Gravel Roads Strategy and the Strategy is placed on Council's website.

CARRIED

12. ADOPTION OF GRAVEL ROADS STRATEGY

Douglas Gowans, Director Asset and Development Services

File No: 58/08/12

Declaration of Interest: As author of this report I have no disclosable interest in this item.

PURPOSE

The purpose of this report is to present Council with the two submissions received on the draft Gravel Roads Strategy and to adopt the strategy.

BACKGROUND

A report was presented to Council on Gravel Roads Strategy at the December 2016 Council meeting. At this meeting Council provided in principle support for the draft Gravel Roads Strategy.

On 23 December 2016 a copy of the draft Gravel Roads Strategy was provided to respondents and participants in the gravel roads consultation sessions held in August. An advertisement was placed in the Pyrenees Advocate providing a link to the draft strategy on Council's website and provided an opportunity for feedback on the draft strategy. All feedback was to be received by Friday 27 January 2017.

ISSUE / DISCUSSION

As at 30 January 2017, two submissions were received on the draft Strategy.

The key points raised in the two submissions received are as follows:

- Grader downtime.
- Pre grading vegetation clean up works.
- Grader travelling time.
- Vegetation and table drain maintenance.
- Impact of increased tourism on many of the gravel roads within the Shire.
- Classification of low traffic volume roads that are the only access and egress in the event of an emergency.
- Efficient utilisation of Council's resources.

Council officers believe that the points raised by the community have merit and that the strategy addresses the points raised using different terminology. Council officers would point to the following recommendations that essentially cover the key points raised in the submissions:

Recommendation 5 - That Council seeks \$168,000 of funding to double the current maintenance output for roadside drainage annually.

Recommendation 6 - That Council seeks \$200,000 of funding to increase by 50% of the current maintenance output for vegetation control to address roadside vegetation issues.

Recommendation 7 - That Council commit to reviewing the gravel road hierarchy as part of Council's road management plan review to reflect how community use the road network and to reflect the changing status of road importance.

Therefore it is the view of Council officers that no changes to draft strategy are required as the draft strategy already addresses the issues raised.

COUNCIL PLAN / LEGISLATIVE COMPLIANCE

Strategic Objective 3 - Roads

3.1 – Maintain and enhance the road network in line with the Road Asset Management Plan level of service.

ATTACHMENTS

12.1 S. Jones Feedback

12.2 T&J Curtis Feedback

FINANCIAL / RISK IMPLICATIONS

Council is currently constrained in its total budget pool to provide additional financial resources to gravel road, notwithstanding the ability for Council to reprioritise other expenditure to this important asset class.

The strategy quantifies additional financial resources that would be required to meet community service levels; Council should consider these resources as part of Council's planning and budgetary processes.

CONCLUSION

The community has clearly stated that they desire a higher level of service for gravel roads and in order to address this, greater expenditure would need to be committed.

The Gravel Roads Strategy provides Council's response on how to meet Pyrenees Shire community's expectations in relation to gravel road management.

CRS KEHOE / VANCE

1. That Council acknowledges the feedback received regarding the draft Gravel Roads Strategy.
2. That Council has considered the points raised in the feedback and confirms that these are sufficiently addressed in the strategy.
3. That Council adopts the Gravel Roads Strategy with the understanding that the recommendations contained within the strategy need to be considered in the context of Council's overall financial considerations.

CARRIED

PYRENEES
— S H I R E —



Pyrenees Gravel Roads Have Your Say



What can we do to improve the service level of the gravel road network in Pyrenees Shire?

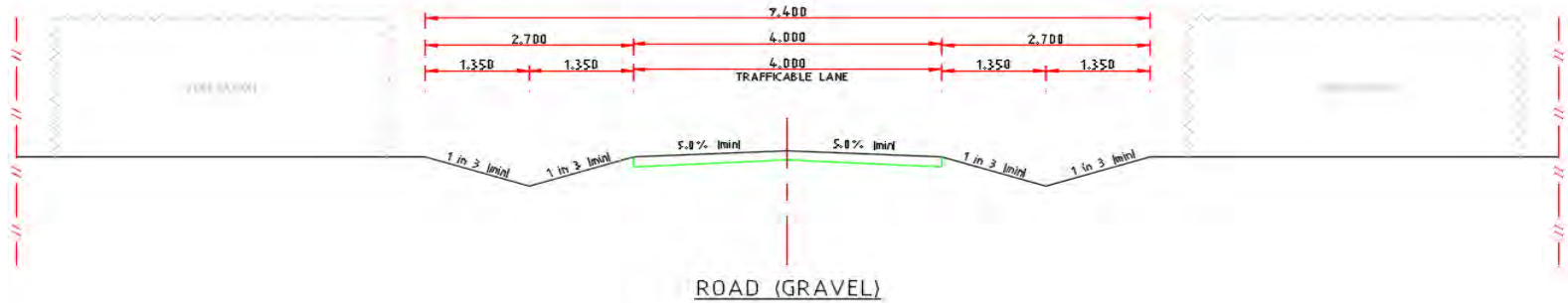
- 2016 Community Satisfaction Survey
 - Importance of maintenance of unsealed roads
82/100
 - Satisfaction with unsealed local roads
45/100



Road Infrastructure Data

Asset	Length/Quantity
Sealed Road - Seal	723km
Unsealed Roads	1,292km
Fire Tracks	61km
Formed Only Roads	21km
Bridges	159
Major Culverts	136
Minor Culverts	4000+
Roadside vegetation	4100km

What Makes Up A Gravel Road



Gravel Collector Roads

- Carry moderate volumes of traffic
- Provide access by connecting local areas to link and arterial roads
- Provide connections between the various collector roads
- Formed and drained
- Crossfall - 5%
- Gravel pavement width 5m
- Typical resheet frequency 10-15 years
- Resheet depth - 100mm
- Typical grading frequency - 2/year



Gravel Local Access 1 Roads

- Provide access to properties
- Cater for relatively short distance travel to higher level roads
- Formed and drained
- Typically serve 3 or more dwellings
- Gravel pavement width - 3.7m
- Crossfall - 5%
- Typical resheet frequency 20-25 years
- Resheet depth - 100mm
- Typical grading frequency - 1/year



Gravel Local Access 2 Roads

- Provide access to private properties
- Have less traffic than Local Access 1 gravel roads
- Typically serve three dwellings or fewer
- Cater for relatively short distance travel to higher level roads
- Single vehicle access and low speed
- Gravel pavement width - 3.7m
- Crossfall - 5%
- Typical resheet frequency 50+ years
or spot patching as required
- Resheet depth - 75mm
- Typical grading infrequent, less than annual





Fire Access Track

- Typically dry weather access only
- Presence of gravel variable
- Rarely graded or renewed
- Only maintained by Council where Council has agreed to do so as a community emergency service



Road Hierarchy & Maintenance

Class	Gravel km	Maintenance
Link	0 km	
Collector	365km	2 grades/year
Local Access 1	373km	1 grade/year
Local Access 2	493km	Less than annually
Fire Access	61km	Rarely graded



Factors effecting gravel road maintenance

- Moisture conditions – Too Dry, Too Wet, Goldilocks
 - Grading program is approximately 6 months (Autumn - Spring)
- Availability of personnel and equipment
 - Council has 4 graders and 4 tractors with rollers
- Roadside vegetation
 - Need to abide by Federal and State vegetation removal rules
- Drainage and Geography
 - Diverse topography including upper catchment terrain

Gravel Road Maintenance Costings

Task	Length/year	Avg Cost/km	Total Budget
Grading	1300km	\$670	\$888,000
Resheeting	26km	\$23,000	\$600,000
Rural Drainage			\$168,000
Roadside Slashing & Tree Maintenance			\$395,000

Gravel materials and source localities

- Lamplough Quarry - Poorly graded material with high clay content resulting in issues with compaction and roughness. Larger marginal strength stones remain as smaller material breaks down under traffic - \$16.90 p/tonne up 50km haul.
- Skipton Quarry - High performance gravels from Skipton quarry. Well graded material low clay content resulting in acceptable plasticity, excellent compaction, low water penetration and a long lasting surface - \$21.95 p/tonne up to 50km haul.



- Bealiba Gravel – Difficult to source a reliable supply. Cartage issues due to distance.
- Carisbrook Quarry has also been used (Similar to Skipton Material but higher plasticity).
- Crowlands Quarry is being considered (Ideal for pavement below a seal but no binding properties).

Gravel Rd Pavement Condition Rating –

Renewal Intervention Level 8





Road & Bridge Condition

Asset Description	Asset Condition Change between the 2011 and 2015 surveys
Sealed Pavements	Worse (-1.7%)
Sealed Surfaces	Worse (-4.3%)
Unsealed Pavements	Better (+4.7%)
Kerbs	Better (+4.0%)
Footpaths	Worse (-4.8%)
Bridges	Better (+12%)

Questions/Feedback

- Are there gravel road works that you would like to see more of?
- Are there roads that you consider that should be moved from there current category to a higher or lower category?
- Are there any roads that are only used by one or two ratepayers that could be returned to private roads? Eg Fenced and gated.
- Could you identify any ways Council could undertake gravel road maintenance work in a more efficient manner?
- Would you be prepared to pay an additional amount in rates for the next 4 years to improve the maintenance condition of the shires gravel roads?

PYRENEES
SHIRE



Where to From Here





Condition Rating

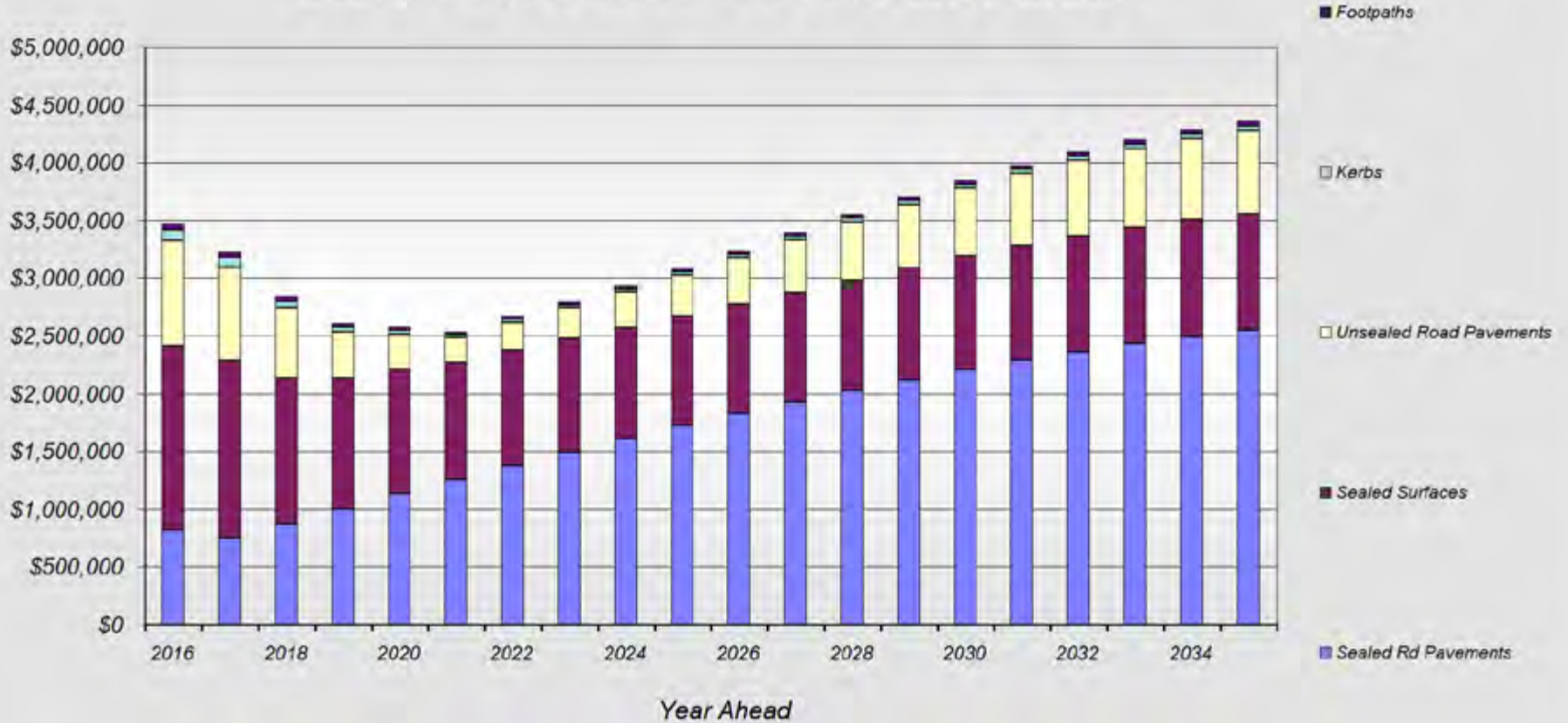
Condition	Generalised Generic Description of Asset Condition
0	<i>A new asset or recently rehabilitated back to new condition</i>
1	<i>A near new asset with no visible signs of deterioration often moved to condition 1 based upon the time since construction rather than observed condition decline</i>
2	<i>An asset in excellent overall condition. There would be only slight condition decline but it would be obvious that the asset was no longer in new condition</i>
3	<i>An asset in very good overall condition but with some early stages of deterioration evident, but the deterioration is minor in nature and causing no serviceability problems</i>
4	<i>An asset in good overall condition but with some obvious deterioration evident, serviceability would be very slightly impaired</i>
5	<i>An asset in fair overall condition. Deterioration in condition would be obvious and there would be some serviceability loss</i>
6	<i>An asset in fair to poor overall condition. The condition deterioration would be quite obvious. Asset serviceability would now be affected and maintenance costs would be rising</i>
7	<i>An asset in poor overall condition. Deterioration would be quite severe and would be starting to limit the serviceability of the asset. Maintenance costs would be high.</i>
8	<i>An asset in very poor overall condition with serviceability now being heavily impacted upon by the poor condition. Maintenance costs would be very high and the asset would be at the point where it needed to be rehabilitated .</i>
9	<i>An asset in extremely poor condition with severe serviceability problems and needing rehabilitation immediately. Could also be a risk to remain in service.</i>
10	<i>An asset that has failed and is no longer serviceable and should not remain in service. There would be an extreme risk in leaving the asset in service</i>



Renewal Demand

Graph AA 2 Asset Group Displayed: - **All Asset Groups** Present % of Over Intervention Assets **2.38%** Present Value of Over Intervention Assets **\$4,192,637**

**PREDICTED ANNUAL CAPITAL REQUIREMENT IN \$
To Treat All Assets that Reach Intervention - Separated by Asset Group**



ROAD CATEGORIES

- MR
- Link 1
- Link 2
- Collector Sealed
- Collector Gravel
- Local Access Seal
- Local Access Gravel 1
- Local Access Gravel 2
- Local Access Fire
- Private / Crown Road

RURAL CITY OF ARARAT

HEPBURN SHIRE

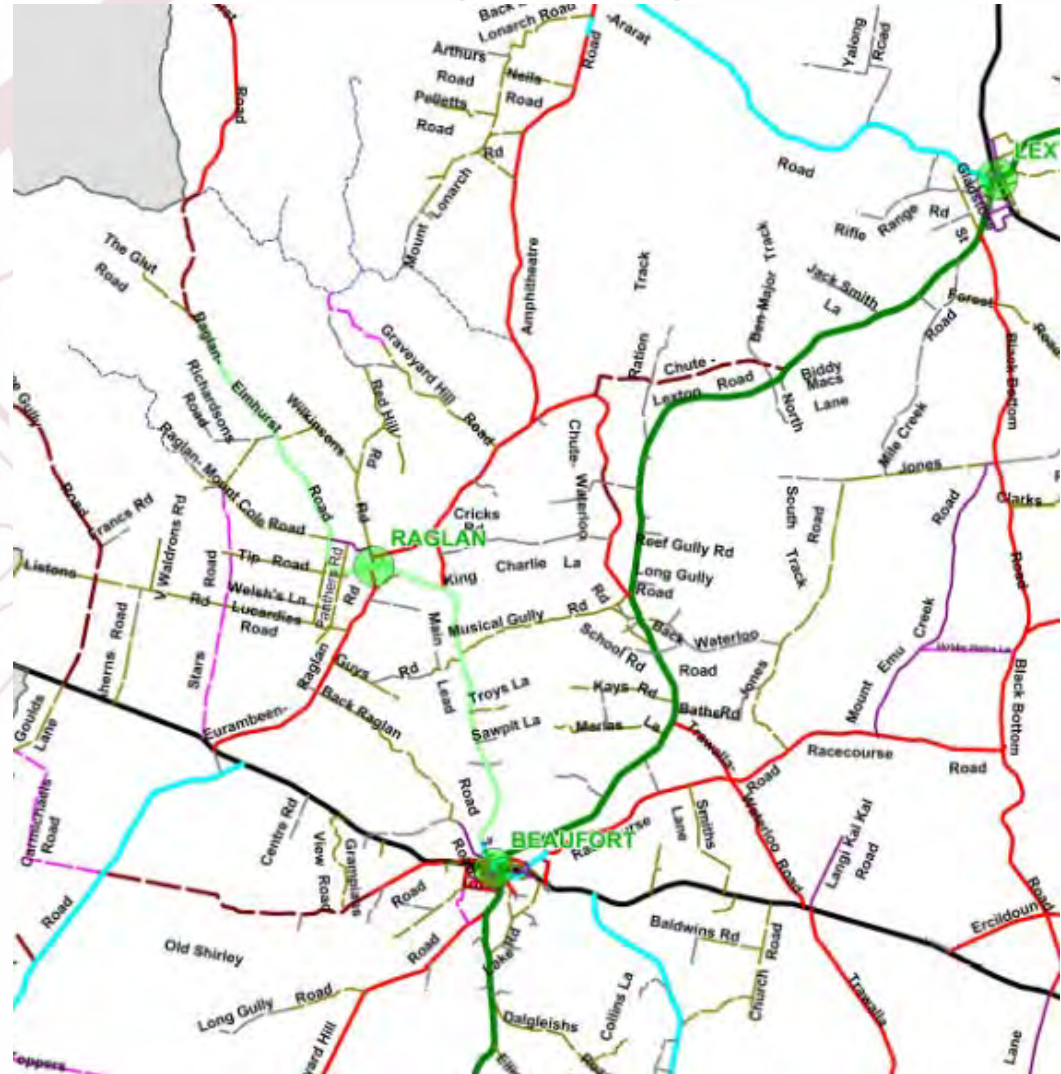
CITY OF BALLARAT

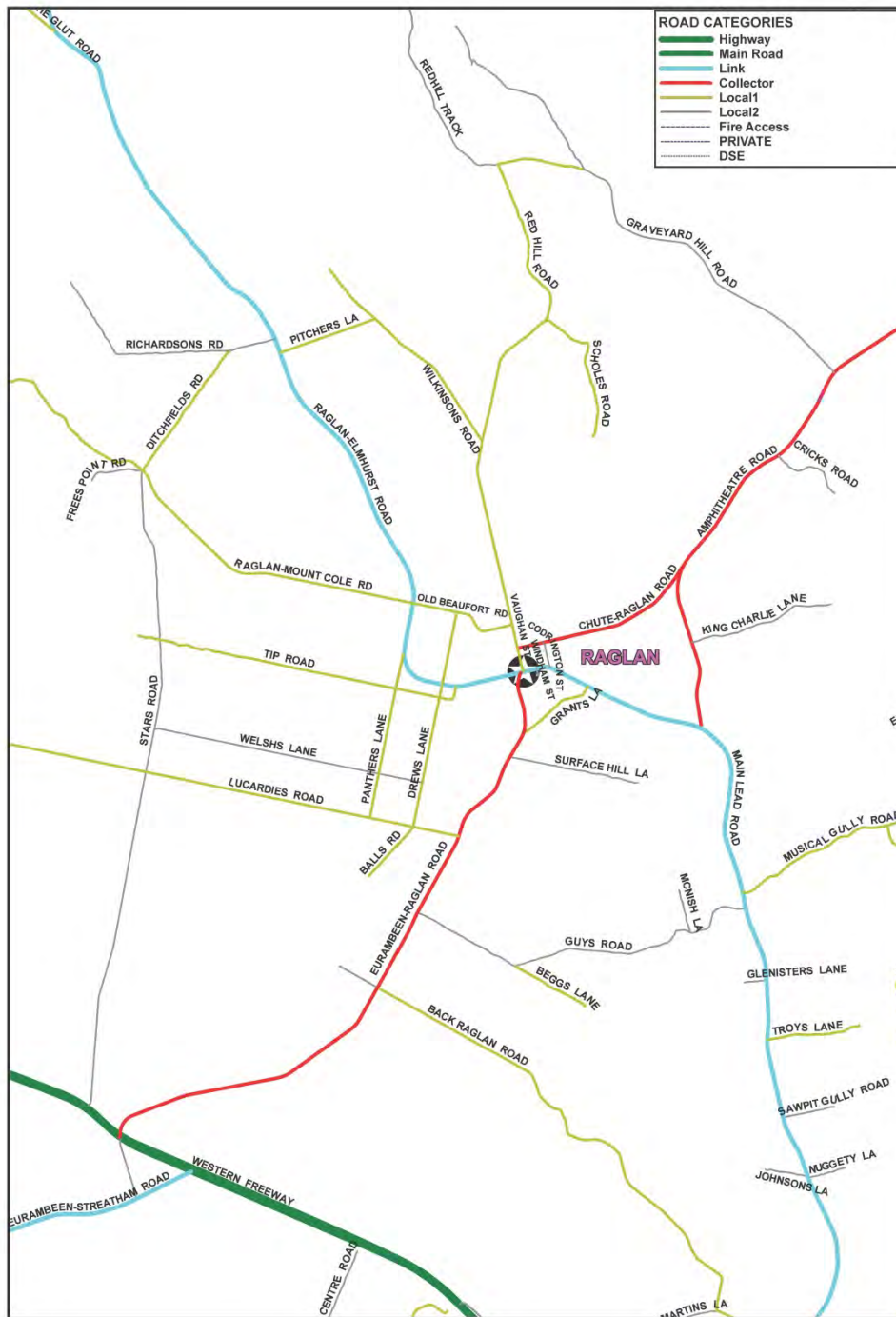


Road Hierarchy Map

ROAD CATEGORIES

-  MR
-  Link 1
-  Link 2
-  Collector Sealed
-  Collector Gravel
-  Local Access Seal
-  Local Access Gravel 1
-  Local Access Gravel 2
-  Local Access Fire
-  Private / Crown Road





Road Hierarchy Map

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Road Hierarchy Map

ROAD CATEGORIES

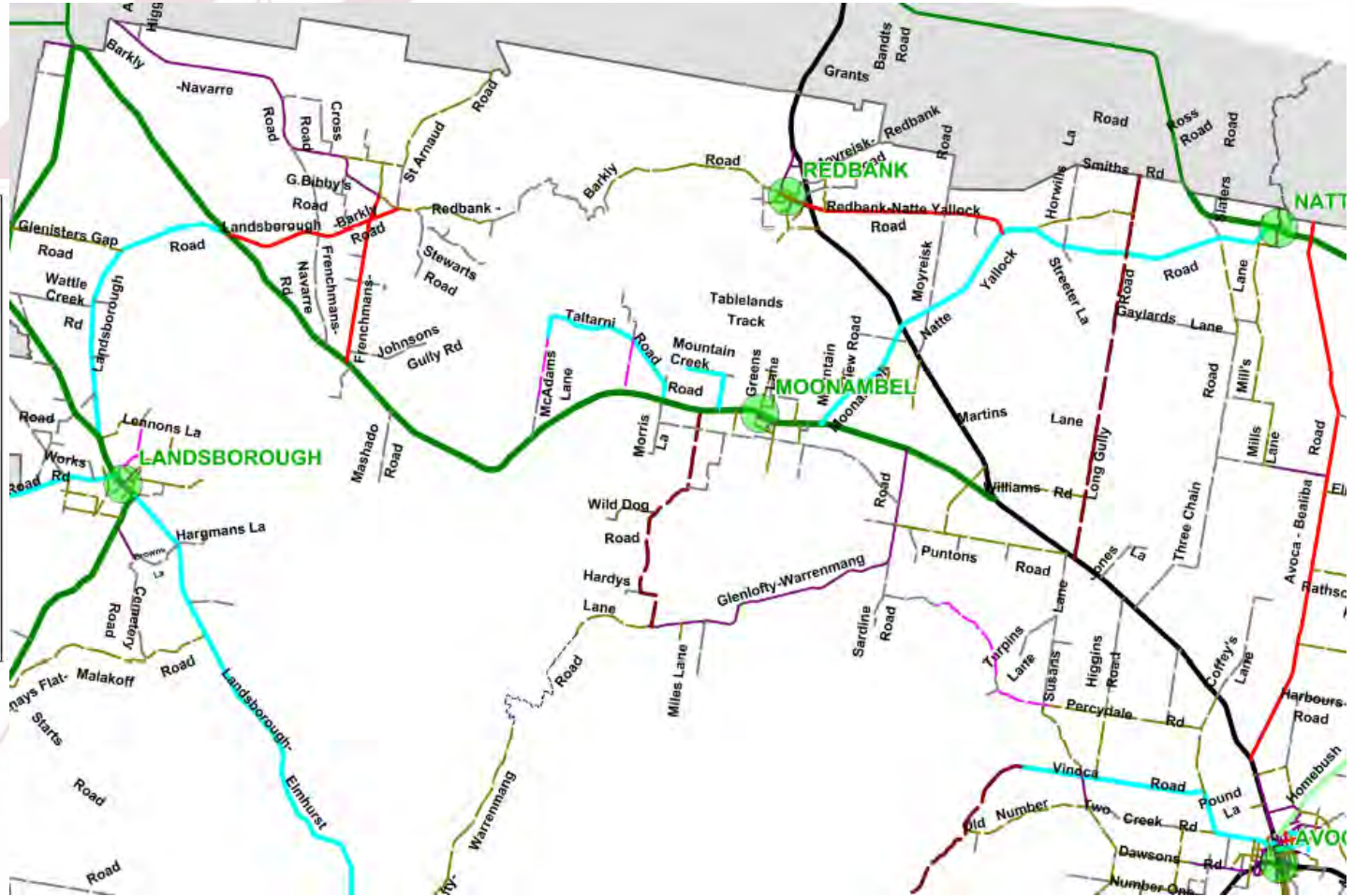
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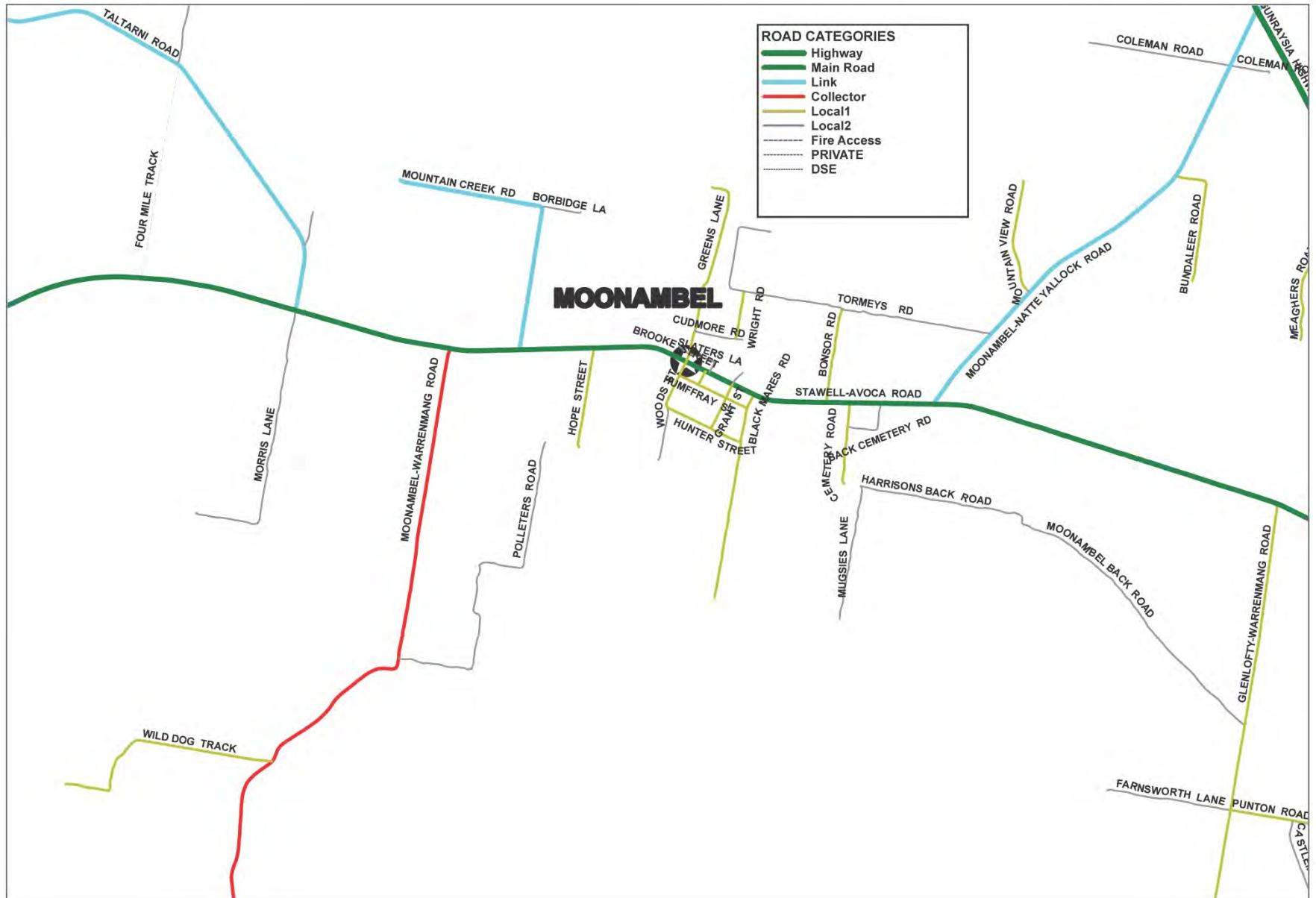


Road Hierarchy Map

ROAD CATEGORIES

- MR
- Link 1
- Link 2
- Collector Sealed
- Collector Gravel
- Local Access Seal
- Local Access Gravel 1
- Local Access Gravel 2
- Local Access Fire
- - - Private / Crown Road





Policy Name: Treasury Management Policy

Policy No:



Council Policy

DATE OF NEXT REVIEW: September 2020
DATE ADOPTED: September 2016
RESPONSIBLE OFFICER: Manager Finance

Best Value Principles

Pyrenees Shire Council has the responsibility to provide its ratepayers with best value, with all services provided by Council meeting the expectations in terms of quality and cost. In providing this, all services need to be accessible, responsive to the needs of the community, considerate of the natural environment and subject to continuous improvement.

To achieve the best over life outcome for Council's expenditures, which meets quality and service expectations, there will be periodic review of services against best on offer in both the public and private sectors.

All Council staff members are responsible for supporting best value principles in their normal day to day actions to ensure services are recognised by the community as delivering best value.

Signed

JIM NOLAN
Chief Executive Officer

Introduction

Treasury Management in a local government context is the process of managing the financial assets and debt obligations of Council.

Purpose

This policy guides Council in the management of surplus cash and the use of loans as a source of financing.

Objective

This objective of this policy is to ensure that Council makes treasury management decisions that maximise the net interest income of Council and ensure that Council funds are invested in accordance with the Local Government Act.

Definitions

Debt – obligation to repay money owed under a loan agreement

Financing – how Council provides the money to pay for something

Loan – money borrowed from a lending institution

Income – revenue streams owned and controlled by Council

Surplus Cash – cash above the level required to meet the day-to-day financial obligations of Council.

Legislative direction

Section 136 (1) of the Local Government Act 1989 (the Act) states that:

“A Council must implement the principles of sound financial management.”

Section 143 of the Act sets out what investment products that a Council can invest money in.

The Banking Act 1959 defines “Approved Deposit Taking Institutions”.

Guiding principles

1. The nature of debt

Debt is a financing option, not an income option.

Raising debt does not produce income. Additional debt does not allow a Council to acquire things that it could not otherwise afford. Debt merely allows Council to bring forward the timing of expenditure.

In instances where the interest rate paid on the debt is higher than the price inflation of the capital expenditure item that is being financed by that debt, where Council raises debt to finance capital expenditure the aggregate level of Council’s capital expenditure over time will be reduced by using debt financing. This is because the interest paid on the debt will consume a portion of the income that Council has available to finance capital expenditure.

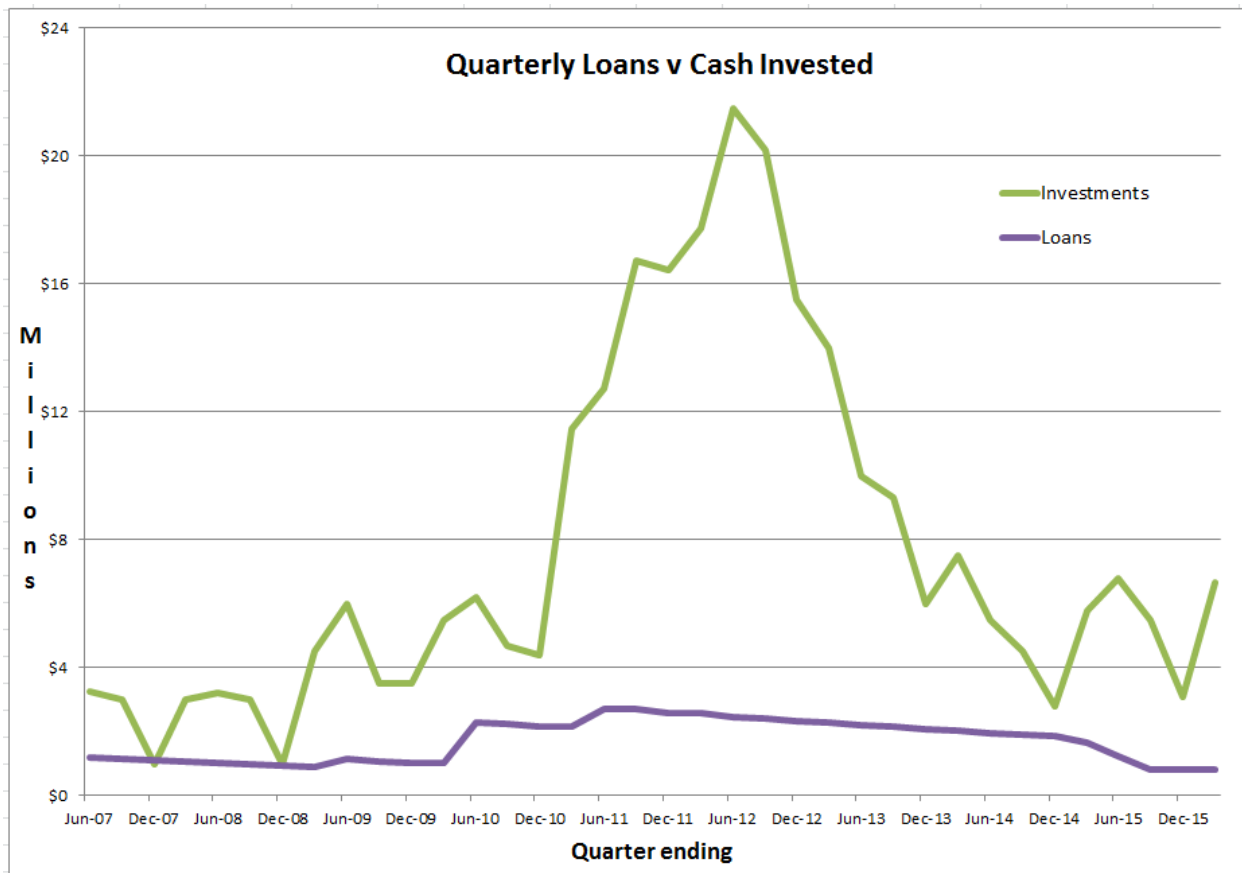
2. Sound cash management

The banking business model dictates that at any point in time the interest rate charged by a bank to loan borrowers is always higher than the interest rate paid to depositors who invest cash with that bank.

Notwithstanding there will be some instances of where the fixed interest rate on a loan taken out several years ago is lower than the current term deposit investment interest rate with the same bank. At such time Council would be making a profit on the borrowed money that it currently has invested. However, that this situation is possible is not a sound reason for Council to engage in speculation on the change in long-term interest rates over time.

Given the banking business model, it is poor business for Council to hold high levels of invested surplus cash whilst simultaneously holding loan borrowing debt. This is because Council is essentially investing money that it has borrowed from the bank, and the interest rate on the debt will in the majority of cases be higher than the interest rate on the term deposit. In this situation Council has a net interest expense on the amount borrowed which could be avoided if Council paid out the debt with its surplus cash.

The following table indicates that at every point during the past seven years Council has had more surplus cash invested than loan borrowings. It is absolutely certain that the net interest received by Council during this period would have been higher had Council not had any loan borrowings at all. This lost revenue represents income that Council could have invested in additional works and services.



In the majority of situations Council's best investment option for surplus cash will be the reduction or elimination of debt.

3. Future loan raising

Given that debt financing only brings forward the timing of expenditure, under what circumstances would it make sense to borrow money?

- Council will only borrow when it is faced with a cash flow deficiency.
- Council will only borrow when all other financing options have been exhausted.
- Borrowing to finance a project that is so large that it cannot be financed from income in a single year. Loan borrowing could be used as a last resort to spread the cost of such a project over two or more years.
- Borrowing to finance expenditure that produces a cash return is one instance of a possible use of debt financing. (The development of residential or industrial land for resale is an example of expenditure that generates a cash return at a later date.) However, borrowing for such a purpose will only be used as a last resort in order to address a cash flow timing mismatch.

Given that debt does not allow Council to purchase additional things, rather it merely changes the timing of the purchase; under what circumstances would it not make sense for Council to borrow money?

- Borrowing when Council has surplus cash invested is not prudent, for the reasons outlined earlier.
- Borrowing to finance operating expenditure. At this point Council's problem is that it is spending beyond the level of income that it generates, which is totally unsustainable. Borrowing in these circumstances will only exacerbate the situation and delay the addressing of the underlying problem.
- Borrowing to finance road infrastructure renewal, because this is recurrent capital expenditure. Council must invest in the renewal of its road infrastructure each and every year. If Council is unable to invest in this renewal expenditure at the long-term level required then it has a sustainability problem not an investment timing problem. Borrowing in these circumstances will only exacerbate the situation and delay the addressing of the underlying problem.

4. Types of loans

Council has traditionally raised loans over medium terms (three to seven years). At many points during the extended life of such a loan Council will have surplus cash to invest. In this instance Council will essentially be investing the borrowed money at a negative net interest rate which is not a prudent business decision. It is something akin to a private person simultaneously having a low interest rate term deposit investment and a high interest rate credit card debt.

In the instances where Council needs to borrow because of a cash flow deficiency, first preference will be given to using a short-term loan facility such as a line of credit or an overdraft, rather than a fixed term loan. This will allow Council to utilise any surplus cash to offset the debt. By doing this Council's interest rate on invested surplus cash is effectively the interest rate on the debt.

5. Investment Products

Section 143 of the Act sets out what investment products Council can invest money in.

Notwithstanding the broad range of investment products available to it under the Act, Council will only invest surplus cash in at call accounts or term deposits with

Australian banks that are Approved Deposit Taking Institutions, as defined in the Banking Act 1959.

6. Investment Principles

When making an investment decision Council will take into account the following factors:

Cash flow

Term of investment

Investment interest rates

Credit rating of the bank that Council is investing with

7. Investment Register

The Assistant Accountant will maintain an Investment Register which contains complete details of each investment transaction and will be reconciled to Council's general ledger at the end of each month.

Treasury Management Policy

Council's treasury management policy is that it:

- Recognises that debt does not allow Council to acquire things that it cannot otherwise afford, it merely allows Council to bring forward the timing of expenditure.
- Utilises surplus cash to repay all debt at the first available opportunity.
- Aims to maintain a debt-free status except in very exceptional circumstances.
- Only borrows when it is faced with a cash flow deficiency.
- Only borrows when all other financing options have been exhausted.
- Only borrows to finance capital expenditure.
- Only borrows to finance projects that produce a cash return, or projects that are so expensive that they cannot be financed from income in a single year.
- Utilises borrowing facilities that allow surplus cash to be offset against the debt, thus keeping net interest expense to a minimum.
- Repays any future borrowings expediently, preferably in the year following the raising of the debt.
- Invests surplus cash in at call accounts or term deposits with Australian banks.
- Maintains an investment register.

Implementation

The Manager Finance shall act and make recommendations to Council consistent with this policy.

Review

This policy shall be reviewed in four years from the date of adoption.

PYRENEES
— S H I R E —



Pyrenees Shire Council Municipal Road Management Plan

(June 2013 Review, Adopted 20 August 2013)

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Municipal Road Management Plan

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1. EXECUTIVE SUMMARY

As a road authority, Council has a duty of care to road users and the community to maintain all public roads for which it is responsible in a safe condition and to specified maintenance standards that meet community expectations having regard to relevant government transport and other policies, and available funds.

The Shire is custodian of an extensive range of community assets that it provides to facilitate delivery of its services to the community. Specifically for road assets, it has responsibility for 2,009 km's of roads varying from sealed roads to access tracks and fire-tracks, 319 bridges and major culverts, 27.6 km's of kerb and channel and 12 km's of footpaths.

Typical Council infrastructure assets are found in the following:

- the road and street network, including footpaths, kerb and channel, culverts, bridges, traffic facilities, guard rails, street furniture, bus shelters, street lighting, street name signs, regulatory signs, and car parks both on and off-street
- flood protection and stormwater drainage systems
- waste management facilities, including landfills and waste transfer stations
- buildings and facilities of various types that provide a focus for services, such as administrative facilities, child care centres, health centres, youth centre, kindergartens, community halls, etc.
- parks and recreation facilities, including active and passive recreation areas, sport centres, lighting, etc.
- plant and equipment, including workshop and depot facilities to undertake specific services
- information technology networks, including computer and telecommunication systems.

As for all levels of Governments, there is increasing demand for resources to provide the various services for which it has a statutory responsibility as well as those services, which its community expects it to provide. At the same time, the ability to adequately fund these assets and services is becoming increasingly difficult due to competing demands.

Strategic directions may be implemented whereby the service levels or a particular asset group may be increased or decreased depending on the competing priorities of Council and the expectations of the community. The means by which Council achieves the delivery of such strategies is the process of 'asset management'.

The Road Management Plan, with its supporting documents, has been developed to establish a management system for the public road functions that are the responsibility of the Council. The management system is based on policy and operational objectives and at the same time recognises resource limitations in undertaking the necessary levels of service and performance standards outlined in the plan.

2. INTRODUCTION

2.1 Legislative Basis for the Plan

This Municipal Road Management Plan (referred to hereafter as the 'Plan') has been prepared in accordance with the following Acts, Regulations and Codes of Practice:

- Local Government Act, 1989
- Local Government (Best Value Principles) Act 1999
- Road Management Act, 2004
- Road Management Act 2004 Regulations – Road Management (Works and Infrastructure) – July 2005
- Ministerial Code of Practice – Road Management Plans - September 2004
- Road Management Act 2004 Code of Practice – Operational Responsibilities for Public Roads – December 2004
- Road Management Act 2004 Code of Practice – Management of Road & Utility Infrastructure in Road Reserves – December 2004

The Pyrenees Shire Council is the designated 'Co-ordinating Road Authority' for municipal roads within the Shire and is responsible for their care and management.

Council must ensure that if a road is required for public traffic, it is kept open for public use, and may carry out work on the road. The Council is not obliged to do any specific work on the road and in particular is not obliged to carry out any surface or drainage work on an unmade road.

2.2 Purpose of the Plan

The purpose of the Road Management Plan is to establish a management system for Council to inspect, maintain and repair its public roads based on policy and operational objectives having regard to available resources.

Through supporting documents it also sets the relevant standard in relation to discharge of duties in the performance of those road management functions.

The key elements of the Plan include:

- The Register of Public Local Roads for which Council is responsible
- The system and approach that Council uses to manage maintenance and renewals of its public road network
- Schedules of maintenance standards and processes used by Council.

Road asset management involves the management of both physical assets and the aspects of the use and operation of those assets that affects the condition of the asset. To complement the Road Management Plan, a Road Asset Management Plan has been developed to outline the key elements involved in managing that asset to those people who need to understand the detail. It combines management, financial, engineering and technical practices to ensure that the level of service required by user groups is provided at the lowest long-term cost to the community within the limits of any fiscal constraints that may be imposed by Council.

See reference 11.3 - The Road Asset Management Plan.

Attachment 6 - Schedules of Assets in the Road Reserve summarises the various asset types included in the Council road network within the road reserve. It is not practical at

this stage to develop management plans for all components of the road asset. Consideration will be given to their development in the future.

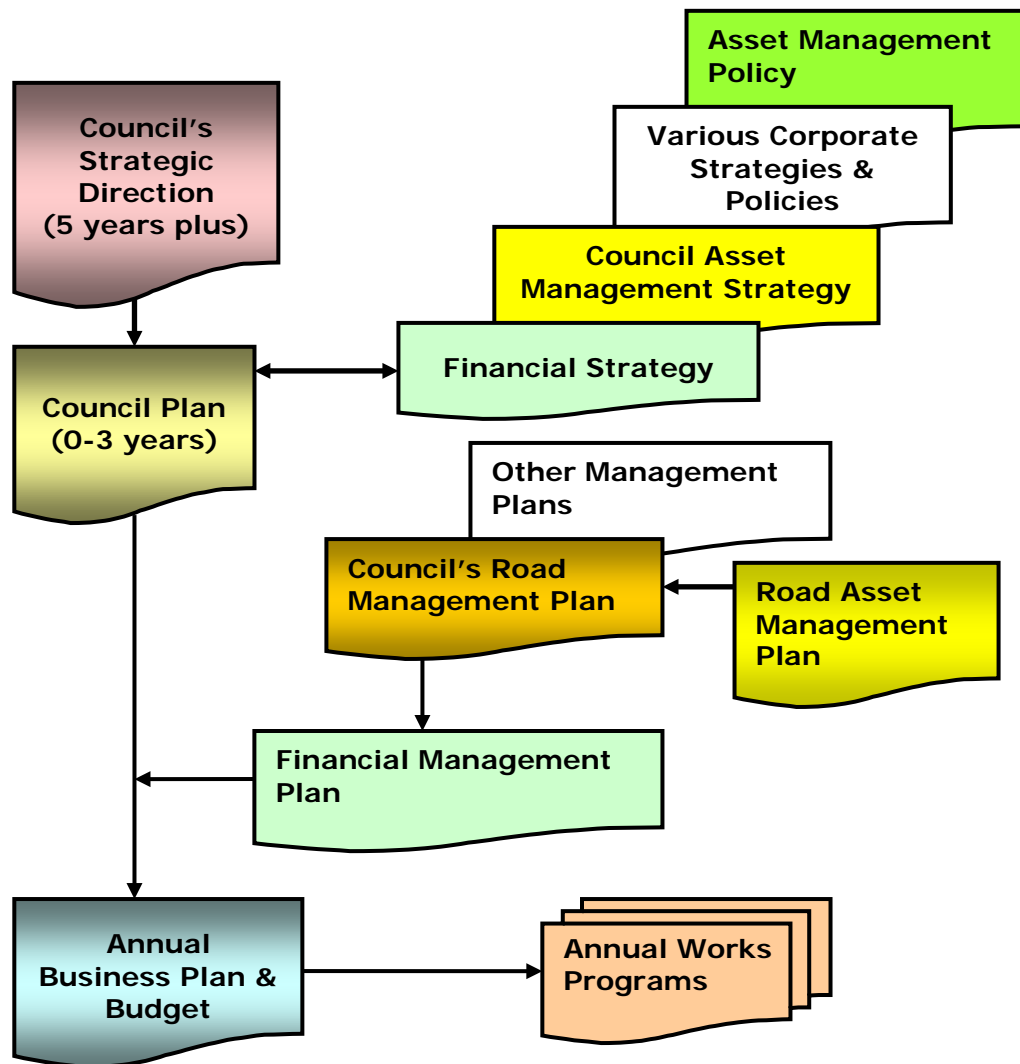
2.3 Council’s Strategic Planning Process - Linkages

The following chart outlines the linkages between the various components involved in Council’s strategic planning process.

The Asset Management Strategy provides guidance to Council’s Financial Strategy and to the Council Plan. The Road Asset Management Plan in turn provides input to the Road Management Plan, Financial Management Plan and the Annual Business Plan and Budget. From this the Annual Works Programs for infrastructure maintenance and renewals are developed.

The Road Asset Management Plan provides more information on Council’s Asset Management Policy Framework and the linkages to key corporate strategies, plans and system.

In terms of relationship with the annual budget decision making process, a 3-Year capital roads expenditure program has been developed and is reviewed annually. Works are prioritised on a basis of road category, traffic type & volume, road condition and associated risk.



3. PUBLIC ROADS, USER RIGHTS AND RESPONSIBILITIES

3.1 Public Roads

A “road” by definition in the Local Government Act 1989 includes a street, right of way, cul de sac, by-pass, bridge or ford, footpath, bicycle path or nature strip, any culvert or kerbing or other land or works forming part of the road.

“Arterial Roads” are Freeways, Highways and Declared Main Roads that are managed by the State Government through VicRoads.

“Municipal Roads” are roads for which the municipal council is the responsible Road Authority. The Road Management Act imposes specific duties on a Council with respect to the inspection, repair and maintenance of its Municipal public roads that are reasonably required for general public use.

“Other Roads” include roads in State forests and reserves, and roads on private property. The municipal council is not responsible for the care and maintenance of these.

3.2 Key Stakeholders

The key stakeholder groups of the community who are both users of the road network and/or are affected by it include:

- The community in general (for recreation, sport, leisure and business)
- Residents and businesses adjoining the road network
- Pedestrians (including the very young, those with disabilities, and the elderly with somewhat limited mobility)
- Users of a range of miscellaneous smaller and lightweight vehicles such as pedal cyclists, motorised buggies, wheel chairs, prams, etc.
- Vehicle users using motorised vehicles such as trucks, buses, commercial vehicles, cars and motor cyclists
- Wine Producers, farmers (crops and livestock), timber production
- Tourists and visitors to the area
- Emergency agencies (police, fire, ambulance, VICSES)
- Traffic and Transportation managers
- Managers of the asset that is the road network
- Construction and maintenance personnel who build and maintain asset components
- Utility agencies that utilise the road reserve for their infrastructure (water, sewerage, gas, electricity, telecommunications)
- Council as custodian of the asset
- State and Federal Government that periodically provide support funding to assist with management of the network.

3.3 Obligations of road users

3.3.1 General Usage

The Road Management Act 2004 requires that:

- (1) A person who drives a motor vehicle on a highway must drive in a safe manner having regard to all the relevant factors, including (without limiting the generality) the —
 - physical characteristics of the road
 - prevailing weather conditions
 - level of visibility
 - condition of the motor vehicle

- prevailing traffic conditions
 - relevant road laws and advisory signs
 - physical and mental condition of the driver.
- (2) A road user other than a person driving a motor vehicle must use a highway in a safe manner having regard to all the relevant factors.
- (3) A road user must—
- have regard to the rights of other road users and take reasonable care to avoid any conduct that may endanger the safety or welfare of other road users
 - have regard to the rights of the community and infrastructure managers in relation to road infrastructure and non-road infrastructure on the road reserve and take reasonable care to avoid any conduct that may damage road infrastructure and non-road infrastructure on the road reserve
 - have regard to the rights of the community in relation to the road reserve and take reasonable care to avoid conduct that may harm the environment of the road reserve.

3.3.2 Incident Claims

If a person proposes to commence a proceeding in a court based on a claim in relation to an incident arising out of the condition of a public road or infrastructure, the person must give written notice of the incident to the responsible road authority within the prescribed period of the incident occurring [clause 115(1) of the Road Management Act].

3.3.3 Council Road Opening/Crossing Permit

Council requires permits where a member of the public or organisation proposes to undertake activities within the road reserve that may in any way impede access by the public or interfere with road infrastructure.

3.3.4 Obligation to Maintain & Keep Safe

In relation to provision of access to the road reserve from adjoining properties, there are several assets within the road reserve that council does not have an obligation to maintain. These include:

- (1) **Vehicle driveways** where the portion of a vehicle crossing located between the carriageway and the property boundary is the responsibility of the adjoining property owner to maintain.
- (2) **Nature strips and infill areas within urban areas** which are those residual areas between the edge of the road or back of the kerb and the property boundary not occupied by the footpath and private road crossings. These are normally sown to grass with responsibility for maintenance of the grass generally being left to the property owner. Street trees however are controlled by Council.
- (3) **Single property stormwater drains** that are constructed within the reserve from the property boundary to a discharge outlet in the kerb or into the drain. They are there to benefit the property and as such are the responsibility of the owner of the property being served to maintain.

Regardless of its maintenance obligations, Council has a duty of care to ensure that these assets are in a safe condition for the public in general and may serve a notice on the property owner to have defects repaired. They will be inspected as part of Council's formal inspection process.

4. REGISTER OF PUBLIC ROADS

4.1 Road Asset Components & the Register

The **Municipal Public Road Register, Attachment 7**, is a part of Council's road asset register, a computer database. The asset register also records information such as the type, capacity, condition, configuration and quantity of road assets for which it is responsible, together with a history of the assets including any additions, deletions and changes to those assets. The road asset register also records details of the valuation of infrastructure assets (eg. replacement value, depreciation) in accordance with relevant accounting standards.

Assets within the Public Road Network for which Council is responsible include the following component groupings:

- Road Pavement (base material)
- Road Surface (bitumen or asphalt seal)
- Footpath
- Kerb and Channel
- Bridges
- Street Trees
- Furniture such as traffic facilities (roundabouts, traffic humps, etc) guard rails and signs.

4.2 Municipal Road Map

The **Municipal Road Map** (Reference 11.1) shows the location of all the Municipal roads listed in the Council's Register of Public Roads and is stored on Council's Geographic Information System, MapInfo. It shows the following:

- Road names
- Hierarchy classifications
- May identify major traffic generators including extractive industries, bulk grain storage & handling facilities and also potential future generators such as timber plantations.

4.3 Availability of & Updating the Register & Map

A hard-copy of both the Public Road Register and Municipal Road Map is available for inspection at each of the Council's Customer Service Centres.

Updating the Municipal Public Road Register & Road Map will be effected in the following manner within 30 days of notification of any changes:

- (a) The necessary amendment will be made to the asset databases from which the Register & Map are derived.
- (b) Each hard copy of the Register available at Customer Service Centres will have a loose-leaf insertion applied to it for the balance of the year showing any changes made during the year.
- (c) Annually a new hard copy of the Register and Map will be provided to each Customer Service Centre.

Currently Council have a number of Roads and Lanes which will be renamed in the near future following the appropriate process through public consultation and

Council approval. These roads which need to be changed are indicated on the road register.

4.4 Maintenance Demarcation Agreements

Where there are maintenance demarcation agreements defining limits of responsibility on municipal roads between Pyrenees Shire Council and other Road Authorities or any private organisation, the schedule of roads affected and details of these agreements are listed in the Road Register. Details are also contained in the **Road Asset Management Plan**.

The agreements with the following Authorities, currently under review, include:

- VicRoads
- Rural City of Ararat
- Northern Grampians Shire
- Central Goldfields Shire
- Hepburn Shire
- Greater City of Ballarat
- Golden Plains Shire
- Corangamite Shire
- State Rail Authority
- Department of Sustainability & Environment

Issues relating to VicRoads are outlined in general in the Ministerial Code for Operational responsibilities for Declared Freeways and Arterial Roads and for specific arrangements with Pyrenees Shire and VicRoads, in the Instrument of Delegation between VicRoads and Council.

Typical demarcation issues where council is often thought to have sole responsibility are listed in the following table:

Issue	Agreement with	Responsibilities
Street Lighting	Electricity Supply Authority	Asset owned by the Authority; Council pays annual charge.
Municipal Roadside Vegetation	Dept. Environment and Primary Industry , DEPI	Remnant vegetation controlled by DEPI not Council.

Council is currently reviewing the network of railway crossings through the establishment of ALCAM agreements with the State Rail Authorities. These agreements or Memorandums of Understanding document the responsibility of both Council and the Rail authorities where road reserves cross railway lines.

While Council have a Memorandum of Understanding with the Department of Environment and Primary Industries (DEPI) regarding maintenance safety works on roads under its control, any programmed works for rehabilitation will need to be assessed for environmental sensitivity by an appropriately qualified person and the information regarding the site be reported to the Manager of Design and Assets. The appropriate action relative to Federal and State Law will need to be incorporated into design and construction methods. Areas of National Environmental Significance will be identified and dealt with as the highest priority.

The DEPI MOU Managing native vegetation on roadsides provides Council exemptions for removal of vegetation within the road envelope under outlined benchmarks for safety and maintenance works. Document link:

http://www.dse.vic.gov.au/_data/assets/pdf_file/0007/102310/Managing_native_vegetation_on_roadsides.pdf

4.5 Non-Council Assets on the Road Reserve

Non-council assets on the road reserve (eg rail crossings, telecommunications structures, street lighting, etc) will need to be identified in the asset register along with the name of the responsible body as information becomes available. This is an ongoing process.

5. MANAGEMENT OF MUNICIPAL ROAD ASSETS

5.1 Road Hierarchy Categories

Hierarchy categories were developed during 2003 for the key road network assets of urban roads, rural roads and footpaths. Categories within the hierarchy have been based on the specific function of that category, the user types and numbers, and location.

The purpose of developing hierarchy categories is to enable works to be prioritised and programmed in a rational manner when undertaking maintenance and defect remedial work. It provides a framework in which data are collected, information reported, and decisions made.

5.1.1 Road Hierarchy Categories

In the case of roads, the hierarchy has been divided into five prime categories four of which are Council's responsibility. Within these categories there are some sub-categories.

Road Hierarchy

Road Category	Function
Arterial	VicRoads Arterials – Function is to carry the heaviest volumes of traffic, including commercial vehicles, and provide the principal routes for traffic flows in and around the municipality. These come under the jurisdiction of VicRoads and as such are not the responsibility of Council for maintenance of the road pavement and surface.
Category 1: Link	These provide the linkage between centres and they are supplementary to the arterial road system within the Shire. They generally have a relatively high truck count and provide access to major industries.
Category 2: Collector	Carry moderate volumes of traffic and provide access to local areas. They should have limited through non-local traffic (this is not promoted or encouraged).
Category 3 and 4: Local Access	Primary function is to provide access to properties and they cater for relatively short distance travel to higher level roads.
Non-Council Roads	These are private and crown roads not maintained by Council.

Note: For the footpath hierarchy pedestrian traffic is the basis of usage volume.

Attachment 1 details the road hierarchy for the Shire

5.1.2 Footpath Hierarchy Categories

The footpath hierarchy is divided into three categories, with Category 3 being the highest ranked as it has the highest user profile.

Footpath Hierarchy

Category	Function
Category 1 High & Commercial Use Areas	These are footpaths within rural town and village centres where public footpaths have been constructed. Included in this category is any footpath specifically constructed as access to a school.
Category 2 Infrequently used	These are in residential areas and have less use than Category 1 footpaths.
Category 3 Unconstructed / Informal	These include unformed paths and tracks that are known to be regularly used by pedestrians.

5.2 Complaints/Action Process & Tracking System

Pyrenees Shire records all incoming customer requests or complaints using its Record Management Software, Recfind Version 5.0.

The process is as follows:

- The Customer Action Request (CAR) is fed into Recfind by the actual person receiving the request
- The CAR is given a Unique Identifier and then placed within Recfind
- It is recorded by name, date, type of request, officer actioning the request and a description of request/actions to be taken
- This is then printed off and work flowed manually around the organisation
- A letter of receipt is sent out to the customer stating a time frame of works, if and when it may take place
- When the CAR workflow is signed off and all action has been completed it is then sent to Corporate Records to be filed.

5.3 Suspension of the Road Management Plan

Council will make every endeavour to meet all aspects of its Road Management Plan. However, in the event of natural disasters and other emergency events including but not limited to, fires, drought, floods, and the like, together with human factors, including but not limited to lack of Council staff or suitably qualified contractors, because of Section 83 of the Victorian Wrongs Act, 1958, as amended, Council reserves the right to suspend compliance with its Road Management Plan.

In the event that the Chief Executive Officer of Council, has to, pursuant to Section 83 of the said Act, consider the limited financial resources of Council and its other conflicting priorities, meaning Council's Plan cannot be met, they will write to Council's officer in charge of its Plan and inform them that some, or all of the timeframes and responses in Council's Plan, are to be suspended. Once the events beyond the control of Council have abated, or if the events have partly abated, Council's Chief Executive Officer will write to Council's officer responsible for Council's Plan and inform them which parts of Council's Plan are to be reactivated and when.

6. ROAD MAINTENANCE MANAGEMENT

The Maintenance Management System for the municipal public road network within Pyrenees Shire is a combination of standards, codes, guidelines and data management systems. Key components are outlined as follows:

6.1 Technical Levels of Service

The technical levels of service covering road function, target design and construction parameters are outlined in **Attachment 1 – Road Hierarchy**. It should be noted that many roads are not at the target level but the intention is that when they are reconstructed, it will be to the target level where practicable.

6.2 Maintenance Levels of Service

The Level of Service (LOS) set out in the **Attachment 4** specifies the requirements for management of the municipal public road asset. The LOS takes into account:

- Community views and values
- Industry standards
- The need to provide a road network that is safe for all users
- Ability of Council to fund maintenance activities.

The following matters have been taken into account with development of the maintenance standards:

- (a) **Road condition surveys** – periodic surveys to monitor road pavement, road surfacing, structure, and roadside condition at specified intervals depending on the asset, its condition at the previous survey, the volume and nature of road usage (hierarchy classification), and any risk to safety.
- (b) **Routine maintenance inspections** – regular inspections, as part of the day-to-day maintenance of the road network, to monitor asset condition against intervention standards and asset safety. Inspection intervals have been determined having regard to the particular road asset element, the type, volume and nature of road usage, and the resources available.
- (c) **Routine maintenance standards** – routine maintenance and repair functions and standards, based on agreed asset performance targets, and intervention standards and actions (based on risk assessment) for a particular asset element (eg. road, footpath, bridge) and road type. Standards vary across the road network in line with the designated road hierarchy and relevant risk factors such as traffic volumes, composition of traffic, operating speed, the susceptibility of assets to deterioration, the cost effectiveness of repairs, and competing priorities for funding.
- (d) **Repair and maintenance works** – routine maintenance and repair works are undertaken within a specified reasonable period of time having regard to intervention action priorities, and to specified standards.
- (e) **Temporary measures** – temporary works to be undertaken to reduce the risk of an incident until such time as maintenance or repair works can be completed. Response times and measures (eg. warning signs, flashing lights, and safety barriers) are determined based on the risk to safety and the type, volume and nature of road usage.

- (f) **Emergency works** – works required to be undertaken immediately outside routine works programs to ensure the safety of road users and the public as a result of emergency incidents. Emergency works include traffic incident management, responses to fires, floods, storms and spillages, and assistance under the Victorian State Emergency Response Plan and Municipal Emergency Management Plan.

The **Road Asset Management Plan**, having regard to the matters (a) to (f) above, establishes schedules of asset defect intervention levels for different categories of public roads and footpaths for which Council has operational and/or maintenance responsibility.

The hierarchy of roads and footpaths is used as the basis for determining the various standards across the road network in line with relevant risk factors, while having regard to the type, volume and nature of road usage.

Where there has been under-funding of maintenance and it continues for any length of time, it will result in more rapid deterioration of the asset therefore reducing its intended life span. This will bring forward the need to fund replacement or renewal. Generally, the unit cost of replacement or renewal of an asset is considerably more expensive than the cost to maintain it. This will place greater demand on Council's financial resources or alternatively Council will need to reduce the level of service.

6.3 Asset Inspection Process

Survey and inspection processes are required for competent management of the road network assets. A four-tier inspection regime has been implemented covering safety, incidents, defects and condition.

Ad Hoc Reactive/Safety Inspections – identify defects outside the tolerable level and likely to create danger or serious inconvenience to users of the network or the wider community. They are ad hoc by nature and are undertaken following notification to council by members of the community through the Public Request Service or by council employees while undertaking their normal work duties. These notifications are of defects and safety deficiencies. The subsequent inspection will be conducted by an appropriate council representative.

Programmed Inspections – determine if the road asset complies with the levels of service in terms of being within tolerable level of defects as specified in the Asset Management Plan & Road Asset Inspection Frequencies.

Incident Inspections – enables an incident condition report to be prepared for use in legal proceedings and the gathering of information for the analysis of the causes of accidents and the planning and implementation of road management and safety measures;

Condition Inspections - identify deficiencies in the structural integrity of the road infrastructure assets which if untreated, are likely to adversely affect network values. The deficiencies may well impact short-term serviceability as well as the ability of the component to continue to perform for the duration of its intended life span.

Programmed and Condition Inspections are undertaken by way of a formal timetable. Condition inspections are taken at a lesser frequency than programmed inspections that are designed to find defects due for rectification works.

Safety issues may be detected either as the result of the programmed defect inspection or by observation followed by notification to council by members of the community or council employees while undertaking their normal work duties. A subsequent safety inspection will then be conducted by an appropriate council officer.

In determining the frequency of programmed inspections Council has taken into account the functional hierarchy classification of the road or footpath and its construction type. As a further degree of protection, the ad hoc safety inspections will be arranged when they are reported for defects that may occur outside the programmed schedule timeframe.

Attachments 2 & 3 list the inspection requirements in detail and also their frequencies.

6.4 Risk Assessment & Prioritisation of Remedial Works

An inspection process has been developed to enable detection of those defects that have reached the point at which they are no longer “tolerable” require intervention. This will result in remedial work being undertaken on a risk prioritisation basis.

The point where intervention is required has been determined from historic information used by Council in its Maintenance Procedure AID-09-60 (refer to Road Asset Management Plan). Some adjustments have been made to these intervention levels for the Road Management Plan to meet current service and affordability levels. This Maintenance Procedure has been modified further using Aus-Spec #4 - Technical Specification Guidelines 2000.

The process of risk assessment follows principles outlined in the 2002 document from Civic Mutual Plus “**Road Reserve Risk Management – Statement of Principles**”. This document utilises principles established in the Australian & New Zealand **Risk Management Standard AS/NZS 4360:1999**.

For footpaths, the risk assessment is determined by size of tripping hazards, slipperiness, unevenness and the location of the defect in terms of its asset hierarchy classification. Hierarchy itself is determined by function, types of users and user numbers. For roads, the risk assessment is determined by the size of various modes of failure and hierarchy classification of the location.

To facilitate this, it is intended that the field inspection recording process will involve the use of hand-held electronic Personal Digital Assistants (PDA’s) which utilise the risk assessment process to automatically determine level of a defect’s safety risk as it recorded. In the interim, a paper based record system will be used.

Once the data has been recorded at the end of each day’s round of inspections, the priority works are reviewed and the program of remedial works is developed and passed on to works crews on the following and subsequent work days.

6.5 Condition Standards

The Asset Management Plan details the requirements for determining and recording structural integrity condition of each of the road asset components.

This includes the following:

- Physical description of the actual data being recorded
- Background and/or qualification, where relevant to the data
- Differentiating between maintenance and capital renewals

- Backlog of works where under-funding has occurred in recent years
- Development of the annual works replacement program.

The annual review of the strategic asset renewal/replacement needs utilising this condition information on the various asset components, undertaken through the Asset Management Plan, provides the input for the development of the annual capital renewal/replacement works program for consideration with the annual budget.

6.6 Roadside Management Plan

The Roadside Management Plan is a reference document divided into sections to guide Council environmental decision making and on-ground processes. The sections include:

- Management, framework and legislation
- Council responsibilities
- Functional issues
- Farming and associated activities
- Roadside management – operations and works

The strategic objective in developing the Roadside Management plan was for council to put a process in place for sustainable environmental roadside management including to:

- Integrate management of native vegetation into roadside planning
- Identify and protect significant plant and animal communities and their roadside habitat
- Integrate improved water quality values into unsealed road planning and maintenance
- Maintain the road formation to ensure safe function
- Minimise the risk and impact from fire

Legislation designating management responsibilities is outlined for Council, community and contractor processes to increase awareness of roadside vegetation values and promote best practice standards for Council and service provider (Attachment – Pyrenees Shire Roadside Management Plan 2011.)

7. ROAD RENEWAL/REHABILITATION MANAGEMENT

A Renewal/Rehabilitation Management Plan, which is part of the **Road Asset Management Plan** (Reference 11.3), supports the Municipal Road Management Plan & Shire maintenance management processes.

The Road Renewal Management Plan covers the general requirements for development of long term asset renewal programs & their funding requirements into the future in more detail than can be outlined in the Municipal Road Management Plan.

Sections within the Plans include:

- Levels of service (standards, construction materials, unit costs of work);
- Asset hierarchies for both roads & footpaths;
- Inspection frequencies;
- Intervention levels & response times for when defects are outside the ‘tolerable’ level;
- Condition assessments, used to determine what renewals are required;
- Management of risks;
- Asset growth/future demand;
- Financial management of renewal programs including long-term financial projections & modelling;
- Rolling renewal works programs;

- Appendices of relevant documentation supporting the documents

The annual review of the strategic asset renewal/replacement needs, undertaken through the Road Asset Management Plan, provides the input for the development of the annual capital renewal/replacement works program for consideration with the annual budget.

The Road Asset Management Plan also covers the general requirements for routine ongoing day-to-day maintenance and operations of these infrastructure assets, including their funding requirements into the future. It outlines the development of asset maintenance strategies, maintenance standards and levels of service including defect intervention levels and response times. These elements have been developed on the basis of management of risk.

The outcome of the assessment of the various maintenance factors results in the preparation of the annual program for road maintenance, setting out the level of activities and resources to be considered with the Annual Recurrent Budget. By developing the long term renewal and maintenance programs, Council is better able to strategically plan its finances.

8. TECHNICAL REFERENCES

Key standards, manuals and guidelines include:

- International Infrastructure Management Manual (IIMM) 2006, IPWEA.
- Sustaining Local Assets – Policy Statement 2003, DVC
- Accounting for Infrastructure Assets – Guidelines 2003, DVC
- Australian Accounting Standard AASB116
- Risk Management Standard, AS/NZS 4360:1999 & 2004 Editions
- MAV Asset Management Improvement STEP Program – Road Asset Management Plan Framework 2003.
- Civic Mutual Plus (CMP) Draft Road and Path Maintenance Manual 2001.
- CMP Road Reserve Risk Management Statement of Principles 2002.
- Ministerial Code of Practice – Road Management Plans, June 2004.

9. COUNCIL DOCUMENTS, POLICIES & PROCEDURES

Relevant Council engineering drawings and standards for design and construction are listed in the appropriate Asset Management Plan.

Other relevant Council documents, Policies and Procedures include:

- (a) Council Plan 2013-17
- (b) Asset Management Policy 2010
- (c) Asset Management Strategy
- (d) Draft Risk Management Strategy 2007
- (e) Road Asset Management Plan
- (f) Environmental Sustainability Strategy 2011

10. REFERENCES

Note:

The references listed are separate documents and are available for public inspection at the office of Council's Engineering Department, located at the Council Offices, Lawrence Street, Beaufort.

- 11.1: Municipal Road Map
- 11.2: Road Asset Management Plan

11. ATTACHMENTS

The attachments are support documents that provide a more detailed explanation of points made within the Road Management Plan.

Attachment 1: - Road Hierarchy

Road Hierarchy Categories	Sub-Categories for Pyrenees Shire	Description of Categories	Target Design Standards
Arterial VicRoads Responsibility			
Category 1: Link Roads (Currently named: 'Strategic Routes')	Link	<ul style="list-style-type: none"> These provide the linkage between centres and they are supplementary to the arterial road system within the Shire. They generally have a relatively high truck count and provide access to major industries. Generally > 100 vpd 	<ul style="list-style-type: none"> 6.2m wide seal; 1.5m wide shoulders; Pavement designed in accordance with VicRoads Guide to Pavement Design, Technical Bulletin No.37
Category 2: Collector Roads	Collector – Sealed	<ul style="list-style-type: none"> Carry moderate volumes of traffic and provide access by linking local areas to link and arterial roads. They also provide links between the various collector roads. Non continuous connector (do not cross arterial roads) Limited through traffic (not promoted or encouraged) 	<ul style="list-style-type: none"> 3.8m. wide seal; Rehabilitation to existing standard; Pavement depth in accordance with Technical Bulletin No.37
	Collector – Gravel	<ul style="list-style-type: none"> Function as above but generally lesser traffic volumes and require higher level of maintenance than lesser gravel categories. 	<ul style="list-style-type: none"> 5.0m width pavement; Pavement depth 100 mm
Category 3: Local Access Roads	Sealed Road	<ul style="list-style-type: none"> Relatively short distance travel to higher level roads Their primary function is to provide access to private properties. 	<ul style="list-style-type: none"> 3.8m wide seal; Rehabilitation to existing standard; Pavement depth in accordance with Technical Bulletin No.37
	Gravel Road Class 1	<ul style="list-style-type: none"> Their primary function is to provide access to private properties. 	<ul style="list-style-type: none"> 2.5m width pavement; Pavement depth 75 mm
Category 4: Low Maintenance Local Access Roads & Tracks	Gravel Road Class 2	<ul style="list-style-type: none"> Their primary function is to provide access to private properties but they have less traffic than Gravel Roads Class 1 (typically serving 3 dwellings or less); Maintained infrequently (less than annual); Single vehicle access and low speed, generally 30 kph 	<ul style="list-style-type: none"> No design as road follows natural formation; Minimal gravel pavement; Maintenance simply to facilitate low speed access only.
	Limited Access Track	<ul style="list-style-type: none"> Perform a very low order function as a limited use public access track; Maintained infrequently (less than annual) Single vehicle access and low speed, generally 10 kph 	<ul style="list-style-type: none"> No design provided as tracks follow natural formation; Maintenance simply to facilitate low speed access only.
	Fire Track	<ul style="list-style-type: none"> Only maintained by Council where Council has agreed to do so as a community emergency service; Each road so designated will be agreed by Council decision and listed in a schedule on the Road Register as a Council maintained fire track 	<ul style="list-style-type: none"> Design as per CFA Guidelines where practical - tracks follow natural formation; Not intended as property access routes other than for emergency fire purposes
Others – Not a Council Responsibility	Fire Track & Crown Roads	<ul style="list-style-type: none"> In Crown or private ownership, so not a Council responsibility. 	
	Private Roads & Lanes	<ul style="list-style-type: none"> In private ownership/control, so not a Council responsibility. 	

Attachment 2: - Inspection Requirements

Inspection Type	Purpose	Inspection Performed by & Reporting Requirements
Reactive/Safety Inspection	<ul style="list-style-type: none"> ▪ Safety inspections are designed to identify all defects likely to create danger or serious inconvenience to users of the network or the wider community. ▪ Safety issues may be detected as the result of: <ul style="list-style-type: none"> (a) formal programmed defect inspection; or (b) observation followed by notification to council by members of the community or council employees while undertaking their normal work duties with a subsequent safety inspection to be conducted by an appropriate council officer. 	<ul style="list-style-type: none"> ▪ Council representative with some knowledge of road maintenance techniques who may then call in a higher level of expertise if necessary. ▪ Recording to identify specific safety defect, time first reported, time inspected & by whom, subsequent action & time of completion.
Incident Inspection	<ul style="list-style-type: none"> ▪ An inspection carried out to comply with the requirements the Road Management Act [Division 5 – Claims Procedure, Clause 116]; ▪ This inspection enables an incident condition report to be prepared for use in legal proceedings and the gathering of information for the analysis of the causes of accidents and the planning and implementation of road management and safety measures. 	<ul style="list-style-type: none"> ▪ Qualified engineer or experienced technical officer with extensive knowledge and experience in road construction and maintenance practices. ▪ Formal Incident Report required, as described.
Programmed Inspection	<ul style="list-style-type: none"> ▪ Inspection undertaken in accordance with a formal programmed inspection schedule to determine if the road asset complies with the levels of service as specified in the Maintenance Service Agreement; ▪ A record of each street/road is to be completed detailing the name of the inspector, the inspection date and street/road name and a description of any defects found that are at the specified intervention levels defined in the Maintenance Service Agreement; ▪ In addition, a notation must to be recorded of any street/road inspected where no defect was apparent under the specific rigour of the inspection. 	<ul style="list-style-type: none"> ▪ Engineer or technical officer with knowledge of road maintenance techniques; ▪ A record of the inspection is to be signed by the inspector for placing on council's asset database for reference purposes (NB: this may include insurance or litigation requirements).
Condition Inspection	<ul style="list-style-type: none"> ▪ An inspection specifically to identify deficiencies in the structural integrity of the various components of the road infrastructure assets which if untreated, are likely to adversely affect network values. The deficiencies may well impact short-term serviceability as well as the ability of the component to continue to perform for the duration of its intended life span; ▪ The condition inspection process must also meet the requirements for accounting regulations and asset management; ▪ Regular or periodic assessment, measurement and interpretation of the resulting condition data is required so as to determine the need for any preventive or remedial action then development of relevant programs of rehabilitation or renewal works. 	<ul style="list-style-type: none"> ▪ Inspection undertaken under the direction of a qualified engineer or experienced technical officer with extensive knowledge and experience in road construction and maintenance practices; ▪ Specific data to be recorded is determined by requirements of the Maintenance Service Agreement & the Asset Information System used to assess asset component needs.

Reference sources for descriptions:

- *Road Management Act 2004*
- *International Infrastructure Management Manual – Australia/NZ Edition 2002*
- *UK Highway Code of Practice for Maintenance Management 2001*

Attachment 3: - Road Asset Inspection Frequencies

Asset Group Category		Inspection Interval	
Hierarchy Category	Sub-Category	Condition Inspections (for Structural & Physical Integrity)	Programmed Inspections
Roads			
	Primary Arterial	VicRoads responsibility	VicRoads responsibility
Category 1:	Link Roads	3 Years for all categories	8 weeks
Category 2:	Collector Road – Sealed		16 weeks
	Collector Road – Gravel		16 weeks
Category 3:	Local Access Road – Sealed		16 weeks
	Local Access Road – Gravel 1		16 weeks
Category 4:	Local Access Road – Gravel 2		No inspection, respond to complaints only
	Limited Access Track		No inspection, respond to complaints only
	Fire Track		No inspection, respond to complaints only
Footpaths			
Category 1:	Moderately used urban areas	5 Years for categories 2 & 3	6 months
Category 2:	Infrequently used		12 months
Category 3:	Unconstructed/Informal	No structure to inspect.	No inspection, respond to complaints only
Kerb & Channel			
Category 1 Roads:	Link Roads	5 Years for all categories	8 weeks
Category 2 Roads:	Collector		16 weeks
Category 3&4 Roads:	Local Access Roads		16 weeks
Bridges/Major Culverts			
Category 1 Roads:	Link Roads	5 Years for all categories	12 months all categories
Category 2 Roads:	Collector Roads		
Category 3 Roads:	Local Access Roads		
Category 4 Roads:	Limited Access Tracks		

Attachment 4: - Defect Tolerance Levels

INTERVENTION LEVELS – ROADS GENERAL					
Service Code	Item	Defect Levels when Intervention is Required	Cat.	Target Rectification Response Time	Unit
R	Rubbish	Free road carriageway of all domestic, commercial rubbish, waste, animal carcasses.	1	48 hours	hours
			2	48 hours	hours
			3	5 working days	hours
			4	4 weeks	hours
CC	Culverts	Waterway to be free, water build up less 50mm below obverts level.	1	8 weeks	m
			2	16 weeks	m
			3	32 weeks	m
			4	32 weeks	m
TDR	Table, Mitre & Open Drains	Covers all unlined open drains, catch drains, spoon drains, table drains and waterways that contribute to the structural integrity of the roadway. No build up of debris - free to drain.	1	32 weeks	m
			2	52 weeks	m
			3	52 weeks	m
			4	52 weeks	m
WL	Weed & sucker Control	Weeds & suckers obstructing vision of motorists at intersections and curves to be removed.	1	4 weeks	m ²
			2	12 weeks	m ²
			3	12 weeks	m ²
			4	16 weeks	m ²
E	Emergency	When any call is received which reports public safety in jeopardy. Includes all work arising from emergency incidents including flood, fires, storms, traffic accidents to ensure the safety of the public and protection of the asset.	1	4 hours	hours
			2	4 hours	hours
			3	4 hours	hours
			4	4 hours	hours
B	Bridges	Damage affecting its structural integrity or creating a hazard to the public.	1	2 months	m
			2	2 months	m
			3	6 months	m
			4	6months	m

Attachment 4 – Defect Tolerance Levels continued

INTERVENTION LEVELS – ROADS GENERAL					
Service Code	Item	Defect Levels when Intervention is Required	Cat.	Target Rectification Response Time	Unit
WR	Wheel Rutting	Rutting concentration for a length of road & average depth not exceeding 75mm for 10% of road area in any 100m length.	1	8 weeks	m ²
			2	16 weeks	m ²
			3	16 weeks	m ²
			4	6 months	m ²
PL	Pit Lids	Severely damaged or missing pit lids or surrounds.	1	4 hours	hours
			2	4 hours	hours
			3	4 hours	hours
			4	4 hours	hours
S	Signage	Regulatory, warning and hazard signs missing, illegible or damaged, making them substantially ineffective.	1	20 days	No
			2	30 days	No
			3	30 days	No
			4	30 days	No
GP	Guide Posts	Existing guide posts missing or damaged at critical locations making them substantially ineffective.	1	20 days	No
			2	30 days	No
			3	30 days	No
			4	30 days	No
GR	Guard Rail	Any damaged or defective guardrail making it substantially ineffective	1	2 months	m
			2	2 months	m
			3	6 months	m
			4	6 months	m
TT	Tree Trimming	Any trees or branches within a 4.9m (Cat 1) or 4.0m (Cat 2/3) canopy above the traffic lane and within 2.4m (Cat 1) or 1.0m (Cat 2/3) of a traffic lane and is causing a hazard.	1	When and if resources available.	hours
			2		
			3		
			4		

Attachment 4 – Defect Tolerance Levels continued

INTERVENTION LEVELS – SEALED ROADS					
Service Code	Item	Defect Levels when Intervention is Required	Cat.	Target Rectification Response Time	Unit
PH	Pothole Patching	Repair if hole >35mm deep or 400mm diam.	1	20 working days	m ²
			2	25 working days	m ²
			3	30 working days	m ²
			4	No sealed Category 4	
ER	Edge Repair	Repair Edge of break >150mm laterally.	1	8 weeks	m
			2	16 weeks	m
			3	16 weeks	m
			4	No sealed Category 4	
CSR	Crack Sealing	Fill cracks >10mm wide and a length > 2.0m	1	8 weeks	m ²
			2	16 weeks	m ²
			3	16 weeks	m ²
			4	No sealed Category 4	
PM	Pavement Markings	When existing pavement markings are missing, illegible or confusing at a critical location.	1	16 weeks	m
			2	16 weeks	m
			3	16 weeks	m
			4	No sealed Category 4	
BLB	Bleeding	When “bleeding” bitumen is sticking to tyres or shoes.	1	4 hours	hours
			2	4 hours	hours
			3	4 hours	hours
			4	No sealed Category 4	hours
SW	Sweeping	Any area > 40m ² that has build up that is visible in the travel path and/or is a potential hazard to vehicles or pedestrians.	1	8 weeks	m
			2	16 weeks	m
			3	16 weeks	m
			4	No sealed Category 4	

Attachment 4 – Defect Tolerance Levels continued

INTERVENTION LEVELS – SEALED ROADS					
Service Code	Item	Defect Levels when Intervention is Required	Cat.	Target Rectification Response Time	Unit
DP	Depressions	Regulate if > 50mm (Cat 1) or 75mm (Cat 2/3) deep under a 1.2m straight edge. Areas > 24m ²	1	8 weeks	m ²
			2	16 weeks	m ²
			3	16 weeks	m ²
			4	No sealed Category 4	
PF	Pavement Failure (Digouts)	When an area is cracked and deformed and likely to deteriorate. Areas <25m ² and >50mm deep (Cat 1), 75mm deep (Cat 2/3) under a 1.2m straight edge.	1	8 weeks	m
			2	16 weeks	m
			3	16 weeks	m
			4	No sealed Category 4	
USS	Unsealed Shoulders	Drop off from edges of seal to unsealed shoulder > 100mm over 2m length	1	8 weeks	m ²
			2	16 weeks	m ²
			3	16 weeks	m ²
			4	No sealed Category 4	
SP	Shoulder Potholes	Repair if hole >75mm deep or 400mm diam.	1	8 weeks	m ²
			2	16 weeks	m ²
			3	16 weeks	m ²
			4	No sealed Category 4	

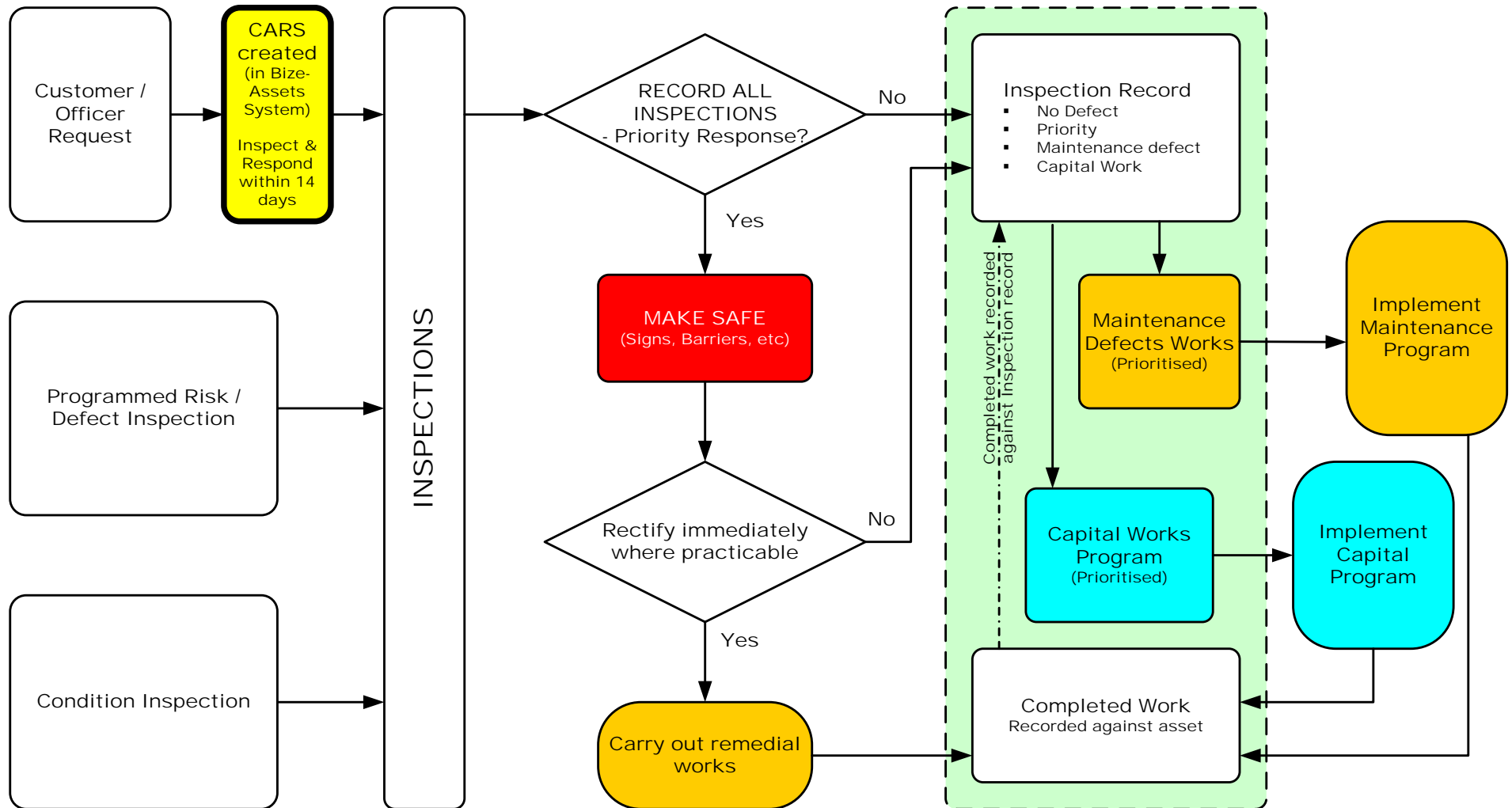
Attachment 4 – Defect Tolerance Levels continued

INTERVENTION LEVELS –UNSEALED ROADS					
Service Code	Item	Defect Levels when Intervention is Required	Cat.	Target Rectification Response Time	Unit
GPP	Pot Holes	Frequency of holes 75mm deep or 400mm diameter is equal to or greater than: <ul style="list-style-type: none"> ▪ Category 2 roads - 5% of road area in any 100m section; ▪ Category 3 roads - 10% of road area in any 250m section 	1	No gravel Category 1	
			2	16 weeks	m ²
			3	16 weeks	m ²
			4	32 weeks	m ²
FD	Foundation Defects	Heaving or settlement of road surface area: <ul style="list-style-type: none"> ▪ Category 2 roads > 100mm deep or high for >5m²; ▪ Category 3 roads > 100mm deep or high for >10m² 	1	No gravel Category 1	
			2	16 weeks	m ²
			3	16 weeks	m ²
			4	32 weeks	m ²
C	Corrugations	Corrugation concentration for a length of road & average depth not exceeding: <ul style="list-style-type: none"> ▪ Category 2 roads - 75mm for 10% of road area in any 100m length & within 30 m of an intersection; ▪ Category 3 roads - 75mm for 20% of road area in any 100m 	1	No gravel Category 1	
			2	16 weeks	m ²
			3	16 weeks	m ²
			4	52 weeks	m ²
SS	Slippery Surface	Any Part	1	No gravel Category 1	
			2	10 working days	m ²
			3	4 weeks	m ²
			4	4 weeks	m ²
SC	Surface Scour	Area if long or transverse scouring exceeds 75mm depth: <ul style="list-style-type: none"> ▪ Urban gravel roads 25 m² ▪ Category 2 rural roads 25 m² ▪ Category 3 rural roads 50 m² 	1	No gravel Category 1	
			2	16 weeks	m ²
			3	16 weeks	m ²
			4	16 weeks	m ²
LOM	Loss of Material	Subgrade with 20% or more of area showing loss of material in any 100m length:	1	No gravel Category 1	
			2	16 weeks	m ²
			3	16 weeks	m ²
			4	No action	m ²

Attachment 4 – Defect Tolerance Levels continued

INTERVENTION LEVELS – CONCRETE					
Service Code	Item	Defect Levels when Intervention is Required	Cat.	Target Rectification Response Time	Unit
KC	Kerb and Channel	Where kerb and channel can hold water > 75mm deep or where kerb adjacent to a traffic lane has a horizontal deviation from alignment > 250mm	1	When and if resources are available	m
			2		
			3		
			4		
FP	Footpath	Footpath lips or trip hazards > 40mm in height. Mounds or depressions > 100mm under a straight edge. Cross fall steeper than 1 in 20.	1	4 weeks	m
			2	20 weeks	m
			3	20 weeks	m

Attachment 5 : Inspection Management System



Attachment 6: - Schedules of Assets in the Road Reserve**Table 1: – Summary of Council Assets**

Asset Type	Quantity	Included in the current RM Plan
Pavements – Sealed Roads	711.3km	Yes
Pavements – Gravel Roads	743.19km	Yes
Footpaths including shared paths	11.98km	Yes
Kerb & Channel	27.65km	Yes
Bridges & Major Culverts	319 No.	Yes
Traffic Management facilities (include road humps, speed cushions, roundabouts, medians and traffic islands)	N/A	Yes
Signage (includes a range of regulatory, warning, street, direction, tourist & services, and information signs)	N/A	Yes
Public street lighting (only where owned by Council)	N/A	No
Road & Street Furniture – Bus Shelters	N/A	No
Road & Street Furniture - Other (includes litter bins, benches/seats, tables, bicycle racks and planter boxes)	N/A	No
Guard rails & safety fences	N/A	Yes
Car Parks – Off Street / On Street	N/A	No
Roadside Vegetation	N/A	Yes
Street Trees	N/A	Yes
School Crossings	2	No

NB: N/A means that detailed information is not currently available

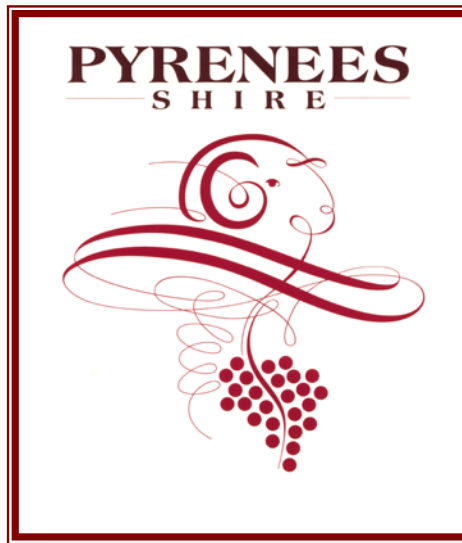
Table 2: – Summary of Specific VicRoads Assets Maintained by Council

Asset Type	Quantity	Maintenance Responsibility
Median Reserves		Vegetation maintenance
Road Reserves		Vegetation maintenance
Declared Main Roads (until 31 Dec 2004)		Road maintenance

Table 3: – Summary of Non-Council Assets on the Road Reserve

Asset Type	Quantity	Responsible Infrastructure Manager
Street Lights		Powercor
Traffic Signal Installations – VicRoads assets		VicRoads
Telecommunications infrastructure Assets		Telstra & Optus
Water & Sewerage infrastructure assets		Central Highlands Water
Electricity infrastructure assets		SPI Powernet & Powercor
Gas infrastructure assets		Authorised Gas Supplier
Rail Crossings		VicTrack

Attachment 7: - Municipal Public Road Register



Municipal Public Road Register

Last Amendment	July 2012
Issue Date	11 - 11 - 2004
Adopted Date by Council	
Gazetted Date	

Attachment 8: - Roadside Management Plan

PYRENEES
— S H I R E —



ASSET MANAGEMENT PLAN

PART B – ROADS

Amendment Register

Issue	Date	Details	By
Draft		Draft prepared in August 2007 by Design & Asset Manager & Council officers.	
V1.00	24/08/2007	Endorsed by Council at its meeting 21 st August 2007	
V2.0	May 2012	Major revision. Layout converted to Regional Asset Service AMP template.	RR. DP
		Endorsed by AM&SSG	DP
V2.1	Aug 2013	Delete references to high risk assets.	RR
V3.0	Aug 2016	Review commenced	RR

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1 EXECUTIVE SUMMARY

2 INTRODUCTION

2.1 Background

The network of public roads, including footpaths, is infrastructure provided to the community to facilitate a safe, convenient and defined means for transporting people & goods around and through the municipal area.

This type of infrastructure represents a significant investment by the community and is vital to its health and well-being. The road network constitutes the most expensive of the infrastructure assets maintained by the Council for the community.

This Asset Management Plan and its companion, the Road Management Plan, are key elements of Council's strategic road management planning.

Authorities such as municipal councils exist principally to supply various core and non-core services that meet the needs of their communities. The type of services provided and how they are provided depends on the level of service required by the community.

In non-capital city areas, the prime means for service delivery for road assets is through Council ownership of them, although maybe at some time in the future Council may be able to support private sector developers/landowners in the provision of infrastructure through development of various components of the road network in accordance with engineering standards and planning objectives.

2.1.1 Plan Format

This plan is part of Council's overall asset management plan as described below:

- Part A - General Information: Background or information common to all assets.
- **Part B - Roads**
- Part C – Bridges & Major Culverts
- Part D – Buildings & Structures
- Part E – Footpaths
- Part F – Drainage
- Part G – Recreation
- Part H - Open Space

2.1.2 Relationship with Other Planning Documents

The following documents have a direct relationship with this plan:

2.1.2.1 Road Management Plan

The purpose of the companion Road Management Plan is to establish a management system for Council to inspect, maintain and repair its public roads based on policy and operational objectives having regard to available resources.

2.1.3 Infrastructure assets included in the plan

Assets included in this plan are (this table is a directly extracted from Part A – General Information):

Asset Group	Asset Category	Assets Component	Assets Included
Roads	Urban Sealed Roads	Urban Sealed Pavement	
		Urban Sealed surface	
		Kerb & channel	
	Rural Sealed Roads	Road Formation	
		Rural Sealed Pavement	Minor culverts
		Shoulders	
		Rural Sealed surface	
	Unsealed Roads	Unsealed Road Pavement	
	Traffic control / Road Related Infrastructure	Traffic control / Road Related Infrastructure	Signs, rails, linemarking, rail crossings
	Car Parks	Car park pavement	
Car park seal			

2.1.4 Assets Not Included in this Plan

There are several assets within the road reserve that council does not have an obligation to maintain. However Council has a duty of care to ensure that these assets are in a safe condition for the public in general and may serve a notice on the property owner to have defects repaired. They are often a point of conflict with residents who have an expectation that Council will maintain them as they are within the road reserve.

These assets and the responsibility for addressing their defects are as follows:

Assets not included in this plan are described in Council's Road Management Plan – Demarcation of Responsibility, consisting of:

- Boundary roads
- Arterial roads
- Crown land
- Rail crossings and approaches
- Utility services
- Private vehicle crossings/driveways
- Private overhanging vegetation
- Nature strips

A. Vehicle crossings/driveways

The portion of a vehicle crossing located between the carriageway and the property boundary is the responsibility of the adjoining property owner to maintain.

This area should only be repaired by council if council activities have caused damage to it or it is part of a reinstatement operation. Works carried out on a vehicle crossing at the owners' request shall be treated as private works (i.e. at the resident's cost.)

B. Single property storm water drains

These stormwater drains are constructed within the reserve from the property boundary to a discharge outlet in the kerb or into the drain. They are there to benefit the property and as such are the responsibility of the owner of the property being served to maintain.

C. Nature strip & infill areas within urban areas

These are those residual areas between the edge of the road or back of the kerb and the property boundary not occupied by the footpath and private road crossings. These are normally sown to grass with responsibility for maintenance of the grass generally being left to the property owner. Street trees are controlled by Council.

Where the adjoining property owner has 'landscaped' or otherwise created a situation that is hazardous to the public using the nature strip area Council may after inspection require the property owner to rectify it.

D. Responsibility for defect rectification

Where, on any of these areas within the road reserve for which Council has a responsibility, there is a defect that is liable to cause any injury to a member of the public it must be repaired.

In such instances, the owner must be notified and directed to make the area safe and repair the defect within a period of 2 weeks and that in the event that the defect is not repaired Council will repair it as a charge against the property.

Where the owner does not undertake the work in the timeframe allowed, appropriate remedial measures action must be followed up as a matter of urgency.

2.1.5 Key Stakeholders in the Plan

The key stakeholder groups of the community who are both users of the road network and/or are affected by it include:

- The community in general (for recreation, sport, leisure & business);
- Residents & businesses adjoining the road network;
- Pedestrians (including the very young, those with disabilities, and the elderly with somewhat limited mobility);
- Users of a range of miscellaneous smaller and lightweight vehicles such as pedal cyclists, motorised buggies, wheel chairs, prams, etc;
- Vehicle users using motorised vehicles such as trucks, buses, commercial vehicles, cars and motor cyclists;
- Wine Producers, Farmers (Crops and Livestock), Timber Production;
- Tourists & visitors to the area;
- Emergency agencies (Police, Fire, Ambulance, VICSES);
- Traffic & Transportation managers;
- Managers of the asset that is the road network;
- Construction & maintenance personnel who build and maintain asset components;
- Utility agencies that utilise the road reserve for their infrastructure (Water, sewerage, gas, electricity, telecommunications);
- Council as custodian of the asset;

- State & Federal Government that periodically provide support funding to assist with management of the network.

2.1.6 Asset Responsibility

2.1.6.1 Road Asset Management Staff Structure

Director Assets & Development Services

- Strategic direction including development and enhancement of the assets (and services offered) to meet the needs of the community (including community liaison);
- Management reporting and prime advisor to management on issues that must be resolved at a “higher” level

Manager Design & Assets

The Asset Manager for the Road Network is the Manager Design & Assets. Critical management responsibilities include

- Optimising performance of assets and management of the function or activity for which the assets are used;
- Determination of asset levels of service and asset rationalisation strategies;
- Provision of the asset systems and technical expertise to assist Road Information Management
- Development of asset management plans including referral of issues to ‘experts’ for examination as and when required;
- Determination of the quantity and quality of asset related data required to be loaded into and maintained in the asset system

Works Manager

The Works Manager is responsible for maintenance management activities associated with the road network.

Road maintenance management responsibilities are performed through the **Works Manager** who is responsible for management of maintenance programs including budget preparation and management issues to ensure that the objectives and levels of service as designated in the Road Maintenance Management Plan are met.

Asset Technical Officer

The Asset Technical Officer is responsible for:

- Undertaking Asset data collection;
- Assistance with maintaining database records that reflect works undertaken.

Road Management Systems Officer

The Officer is responsible for:

- Developing the Road Management System;
- Management and operation of programmed and reactive inspections.

2.1.6.2 Functional Responsibility Matrix

Council's Asset and Service Responsibility Matrix defines the responsibilities in regards to asset activities.

Services utilizing assets included in this plan are:

- Sealed Roads
- Unsealed Roads
- Traffic Control
- Street Cleaning
- Gravel Pits
- Bridges

2.2 Goals & Objectives of Asset Ownership

Pyrenees Shire Council has a number of key missions in the delivery of a transportation system, including:

- Ensuring cost-effective lifecycle management of assets
- Providing levels of service that satisfy users and meet demand needs

Meeting all of these responsibilities effectively requires the availability and allocation of asset management resources.

2.2.1 Links to Organisation Vision, Mission, Goals & Objectives

Other council document strategies that may influence this plan are:

Document	Section	Strategy	Measures of Success
Council Plan 20013-17	Road Infrastructure	Update the road safety strategy by 2011.	Asset Management Strategy adopted by Council June 2011.
		Review the Road Management Plan annually (including engagement with communities), ensuring that intervention levels and levels of service are appropriate for the prevailing road network conditions (including response to natural events).	Ensure a timely response to programmed and reactive maintenance program in compliance with the Road Management Plan. Customer requests for maintenance will receive a response within the timeframes documented in the Council Road Management Plan and the Customer Service Charter.
		Seek external funding to support road renewal programs within the shire.	
		Pursue funding commitments from VicRoads, Auslink, Roads to Recovery, Regional Development Victoria and	

		other funding bodies.	
		Inform the community of the management of the gravel road network.	Improved community satisfaction ratings for local roads and footpaths.

3 LEVELS OF SERVICE

3.1 Community Engagement and Expectations

3.1.1 Background and Customer Engagement Undertaken

3.1.1.1 Relevant Community Satisfaction Survey

The last community satisfaction survey undertaken by the Department of Victorian Communities (DVC)

Some of the key outcomes from the survey which were relative to rural shires were:

- Traffic Management - for country councils 70% of respondents rated councils as “excellent and good and adequate”.
-

The results point towards a steady performance in the management of Roads and footpaths, but leave room for improvement by Councils.

3.1.1.2 Best value Consultation

Attachment 6 of the Municipal Road Management Plan outlines the community views expressed at a public forum in December 2001.

These issues have been taken into account when Council developed the Road Management Plan & this associated Road Asset Management Plan.

Key issues raised were:

- Programmed road maintenance is an efficient and effective arrangement of resources however more flexibility is required.
- Minimum standards should apply for gravel roads.
- Possibility of dry weather access only on some roads where access is not imperative - dispose of others where not required at all.
- Generally well maintained and standards acceptable (some obvious exceptions)
- Narrow sealed pavements a concern only on heavy truck routes.
- Minimum standards, applied by Council currently, are appropriate.
- Continuing development of heavy vehicle generators a concern e.g. timber, grain etc. concentration likely to impact on pavements.
- Life cycles of asset/years could be reviewed to impact on frequency of rehabilitation and stretch current \$ further in short term.
- Need to manage assets so that the fine line between reducing quality of constructed pavements and accelerated depreciation of the total sealed road asset is not breached.

- Group was unanimous that sealed surfaces should not revert to gravel when condition is beyond repair. In certain instances this needs to remain a temporary option where safety is the primary consideration.
- Continue to lobby for external funding.
- Develop lobby strategies based on user patterns, asset depreciation patterns, funding shortfalls, financial and social implications etc.
- User pays option for developmental road works should continue to be considered as a policy.

3.1.1.3 Current and Previous Community Engagement

Current engagement undertaken by Council includes:

Audience/Technique
Customer requests
Community Satisfaction Survey
Budget information sessions
Community Action Plan

3.1.1.4 Community Engagement Plan

The community engagement proposed for the assets included in this plan is:

Audience/Technique
Customer requests
Community Satisfaction Survey
Budget information sessions
Community Action Plan

The outcomes from the engagement process are summarized below:

Audience/ Technique /Date	Expectations/comments/outcomes/issues
Customer requests	
Community Satisfaction Survey	Refer below

Community Satisfaction Survey Highest Ranking Responses:

Local Roads & Footpaths

- Roads
 - More frequent/ better re-surfacing of roads 40
 - More frequent/ better slashing of roadside verges 29
 - Improve the quality of maintenance on roads and footpaths 28
 - Improve standard of unsealed roads (loose gravel, dust, corrugations) 21
 - Improve/More frequent grading etc of unsealed roads 19
 - More frequent maintenance/ cleaning of roadside drains and culverts 15

- Quicker response for repairs to roads, footpaths or gutters 12
- More/ better roadside drains and culverts 9

Appearance of public areas

- More frequent/better street cleaning 47

Traffic management & parking facilities

- Parking
 - More parking facilities adjacent to shopping and business centres 43
 - More parking facilities/capacity 31
 - Poor traffic/parking management 12
 - More free parking/cheaper parking 10
 - More parking specifically allocated for residents 2
 - Improved parking management /more parking around schools 2
 - Less parking restrictions 2
- Traffic Control
 - Improve road signage - general (parking/speed/road works) 24
 - Improve traffic management at intersections 12
 - Improve traffic flow/congestion 5

3.1.2 Details of How Engagement Translates into Levels of Service

From the engagement process the key customer expectations relating to the assets included in this plan are:

- *Reasonably direct traffic routes between important centers of community interest;*
- *Ease of access to major traffic routes;*
- *Normal heavy vehicle traffic to be limited to Arterial Roads managed by VicRoads;*
- *Access to the Shire's road network by heavy vehicles to be limited to those necessarily using the Shire's roads and then for them to use only Link and Collector Roads other than when immediately accessing properties.*
- *Limited through access directed along residential streets;*
- *Minimal conflict between various road user groups/vehicle types (eg cars, trucks, motor cyclists, bicyclists, pedestrians, children and people with disabilities);*
- *Provision of suitable traffic control devices in dangerous locations especially where there is potential conflict between user groups (eg pedestrian crossings, road & street intersections);*
- *Adequate provision for people with disabilities, the aged, mothers with children, etc in relation to potential hazards and obstructions such as road crossings, location of street furniture, light poles, sign posts, etc.*
- *Road surfaces that create minimal adverse noise conditions in residential areas, are smooth riding, accessible & safe in all the prevailing local weather conditions (i.e. non-slippery when wet) and free-draining;*
- *Street lighting in urban areas provides good visibility at night;*
- *All road structures (eg. pavement base, surface, bridges, and traffic devices) to be maintained in a safe, workable condition;*

- *Street & roadside trees to be selected to maximise aesthetic benefit but with minimal ongoing problems with hazards caused by root movement & droppings (eg berries);*
- *Nature strips to be suitable for easy maintenance by adjoining property owners;*
- *Adequate provision of street signing to facilitate access for non-locals.*

Council engineers and technical officers in Local Government have traditionally worked to the provision of a level of service that is assumed to be expected by the community. During any future consultation process Council will test this assumption to make sure that it is correct or amend it accordingly.

3.2 Legislative Requirements

The Road Asset Management Plan and the Municipal Road Management Plan have been prepared in accordance with the following Acts, Regulations & Codes of Practice:

- Local Government Act, 1989
- Local Government (Best Value Principles) Act 1999
- Road Management Act, 2004
- Road Management Act 2004 Regulations – Road Management (Works and Infrastructure) – July 2005
- Ministerial Code of Practice – Road Management Plans - September 2004
- Road Management Act 2004 Code of Practice – Operational Responsibilities for Public Roads – December 2004
- Road Management Act 2004 Code of Practice – Management of Road & Utility Infrastructure in Road Reserves – December 2004

Pyrenees Shire Council is the designated ‘Co-coordinating Road Authority’ for municipal roads within the municipality and is responsible for their care and management.

Council must ensure that if a road is required for public traffic, it is kept open for public use, and may carry out work on the road. The Council is not obliged to do any specific work on the road and in particular is not obliged to carry out any surface or drainage work on an unmade road.

The Municipal Road Management Plan details the various legislative requirements, standards and codes of practice applicable to management of the road network. In addition, Legislation & Regulations impacting the levels of service provided and as a consequence incur additional cost in meeting their requirements include:

- Occupational Health & Safety Regulations
- Transport Act 1983
- Road Safety Act 1986
- Electricity Safety Act 1998
- Occupational Health & Safety Regulations
- Worksite Traffic Management (Roadwork’s Signing)
- Working at Heights
- Confined Spaces
- ‘No Go’ Zone
- Plant Regulations

- Manual Handling
- Noise Regulations

Vegetation & Planning Controls

There are three levels of vegetation management controls in place, i.e. Federal, State and Local Government, and some of these requirements place a significant protection framework around native vegetation and more specifically remnant and indigenous species. As they stand, they create conflict between the Department of Sustainability & Environment's desire to retain environmentally important vegetation and road safety issues. This conflict will need to be addressed, most likely at State level as it impacts most if not all municipalities.

3.3 Current Levels of Service

3.3.1 Asset Functional Hierarchy

Hierarchy categories were developed during 2003 for the key road network assets of urban roads, rural roads and footpaths. Categories within the hierarchy have been based on the specific function of that category, the user types & numbers, and location.

(The need for a hierarchy review is necessary at this time and forms part of the Improvement Plan).

The purpose of developing hierarchy categories is to enable works to be prioritised & programmed in a rational manner when undertaking maintenance and defect remedial work. It provides a framework in which data are collected, information reported, and decisions made.

Road Hierarchy

Road Hierarchy Categories	Sub-Categories for Pyrenees Shire	Description of Categories
Category 5: Arterial VicRoads Responsibility		
Category 4: Link Roads (Currently named: 'Strategic Routes')	Link 1	<ul style="list-style-type: none"> • These provide the linkage between centres and they are supplementary to the arterial road system within the Shire. They generally have a relatively high truck count and provide access to major industries. • Generally > 100 vpd
	Link 2	<ul style="list-style-type: none"> • Carry moderate volumes of traffic and provide access by linking local areas to Link 1 and Arterial roads. • Caters for, but may restrain, Service & Heavy Vehicles.
Category 3: Collector Roads	Collector – Sealed	<ul style="list-style-type: none"> • Carry moderate volumes of traffic and provide access by linking local areas to link and arterial roads. They also provide links between the various collector roads. • Non continuous connector (do not cross arterial roads) • Limited through traffic (not promoted or encouraged)
	Collector – Gravel	<ul style="list-style-type: none"> • Function as above but generally lesser traffic volumes and require higher level of maintenance than lesser gravel categories.
	Sealed Road	<ul style="list-style-type: none"> • Relatively short distance travel to higher level roads • Their primary function is to provide access to private properties.

Category 2: Local Access Roads	Gravel Road Class 1	<ul style="list-style-type: none"> Their primary function is to provide access to private properties.
Category 1: Low Maintenance Local Access Roads & Tracks	Gravel Road Class 2	<ul style="list-style-type: none"> Their primary function is to provide access to private properties but they have less traffic than Gravel Roads Class 1 (typically serving 3 dwellings or less); Maintained infrequently (less than annual); Single vehicle access and low speed, generally 30 kph
	Limited Access Track	<ul style="list-style-type: none"> Perform a very low order function as a limited use public access track; Maintained infrequently (less than annual) Single vehicle access and low speed, generally 10 kph
	Fire Track	<ul style="list-style-type: none"> Only maintained by Council where Council has agreed to do so as a community emergency service; Each road so designated will be agreed by Council decision and listed in a schedule on the Road Register as a Council maintained fire track
Others – Not a Council Responsibility	Fire Track & Crown Roads	<ul style="list-style-type: none"> In Crown or private ownership, so not a Council responsibility.
	Private Roads & Lanes	<ul style="list-style-type: none"> In private ownership/control, so not a Council responsibility.

Road Category	Function
Category 5: Arterial	VicRoads Arterials – Function is to carry the heaviest volumes of traffic, including commercial vehicles, and provides the principal routes for traffic flows in and around the municipality. These come under the jurisdiction of VicRoads and as such are not the responsibility of Council for maintenance of the road pavement & surface.
Category 4: Link	These provide the linkage between centres and they are supplementary to the arterial road system within the Shire. They generally have a relatively high truck count and provide access to major industries.
Category 3: Collector	Carry moderate volumes of traffic and provide access by linking local areas to link and arterial roads. They also provide links between the various collector roads. They should have limited through traffic (this is not promoted or encouraged).
Category 2 & 1: Local Access	Primary function is to provide access to properties and they cater for relatively short distance travel to higher level roads.
Non-Council Roads	These are private and crown roads not maintained by Council.

Note: Bridges, culverts, traffic facilities and kerb & channel have their hierarchies based on the road hierarchy with vehicular traffic. For the footpath hierarchy pedestrian traffic is the basis of usage volume.

Functional hierarchies applicable to assets included in this plan are:

Road Classification By Use:

Type	Description
High Traffic	N/A
Low Traffic	N/A

Roads Classification by Type:

Classification	Description
Urban	Roads with urban type cross section consisting of seal, kerb and channel and nature strip
Rural	Roads with rural type cross section consisting of seal, shoulders and table drains

3.3.2 Community and Technical Service Levels

Current asset based service levels are:

Customer Expectation	Indicator	Community Levels of Service		Technical Levels of Service	
		Community Measure	Target	Technical Measure	Target
Provide all weather access	Accessibility	Duration and frequency of road being impassable	Less than 4 hours when road is impassable at no more than 2 locations per year	Duration and frequency of road being impassable	Provide all weather access to link collector and local access 1 roads
Resident satisfaction of service	Service Quality	Annual Community Satisfaction Survey conducted by the Office of Local Government Periodic Customer Surveys undertaken by Council	TBA TBA	Carry out routine maintenance grading as per service level agreement Grading frequency (times per year) Provide services in cost-effective manner	<ul style="list-style-type: none"> Collector Gravel - 3 per year Local Access Gravel 1 – 2 per year Local Access Gravel 2 – 1 per year Maintenance cost \$/km To be reviewed annually with budget process.
Provide safe suitable roads, free from hazards	Safety	Number of injury accidents Reduction in the number of injury vehicle crashes recorded	Less than 20 per annum VicRoads Crash Statistics Annual reduction in recorded injury crashes	Regular defect & condition survey Provide clear safety signage	Less than 5% of signs with defects
Ensure that the road meets user requirements for travel time and availability	Function	Customer service requests relating to travel time and availability	Less than 2 per month		
Council's response to various community raised issues ranging from calls about	Responsiveness	(a) Provision of a 24 hour, 7 day per week call-out service to attend to issues;	(a) Available 100% of time (b) 100% (c) 100%	Maintenance work is undertaken in compliance with the standards of service specified within the RM Plan, including the	Full compliance <ul style="list-style-type: none"> Audits of the various programs; Analysis of response times in Public Request System database

problems, response to and repair of problems, handling correspondence and service applications		<p>(b) percentage of calls that were responded to within the set time-frame;</p> <p>(c) percentage of repairs that are completed, including reinstatement, within the set time-frame;</p> <p>(d) acknowledge receipt of correspondence within 5 working days;</p> <p>(e) substantive response to correspondence within 10 days 95% of the time</p>	<p>(d) 100%</p> <p>(e) 100%</p>	inspection programs and addressing defects in the prescribed manner	
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At the same time, the community may well be strong advocates of the process if it can see a minimisation of maintenance costs arising from users groups that may be contributing little or nothing to the community which bears the cost.

4 FUTURE DEMAND

4.1 Demand Forecast

As stated in Section 4.1 on Demand Forecasting, population growth in the Shire resulting in an increase in any of the road infrastructure assets is unlikely under present circumstances for the foreseeable future.

What is a concern is the potential for development of new commercial and industrial sites that generate significantly increased volumes of heavy vehicles on specific roads.

The issue is that while the generation of new jobs and income for some within the community is important, the impact of increased maintenance on those roads can cause a significant financial burden to all ratepayers if these organisations do not contribute to the maintenance costs.

The additional loadings being placed on some of the road network is of real concern because it results in increased maintenance costs and premature failure of pavements, especially in wet periods

Businesses & industries that are traffic generators include:

- Forest Plantation harvesting – log trucks, intensive but finite duration each harvest;
- Grain storage & wine production – trucks, intensive but seasonal;
- Changes in cropping practices;
- Quarries – regular truck usage;
- Tourist buses

Council is currently under-funding the road network and to add to the burden is unreasonable. It is evident that new means of financing such traffic generators should be given serious consideration unless the community is prepared to accept a general rate increase for the additional maintenance burden or alternatively a reallocation of funds.

Means that have been utilised elsewhere in rural areas within Australia is by way of a road toll for specific road users (such as gravel hauliers & timber trucks) or industry controlled levies that are directed by that industry towards maintenance of the roads under pressure. The community may well seek higher levels of maintenance than currently provided. The community consultation process will establish this.

4.2 Demand Management Planning

4.2.1 The Need to Manage Demand

Council has to be able to sustain the level of maintenance & renewals of the road asset over the long term if it is to provide the community with the road network it wants. The community has to recognise that to do so requires funding.

Opportunities for funding are generally limited to income from Government Grants and from Council rates. Where practicable an alternative is perhaps an imposition of road tolls for special use groups that may be causing damage outside what is reasonable for the type of road being used.

The other alternative is to reduce maintenance costs. Reductions can result from use of improved work techniques and practices, new technology & materials, and also by reducing the level of service being provided.

If there is little opportunity to improve funding through the various sources, then the only practical option is to reduce levels of service.

Where new development or redevelopment is proposed within the Shire, any impacts that they may have on Council's infrastructure assets are considered with the development process, including application of appropriate infrastructure design standards. Input is sought from the Engineering Department so that conditions can be applied to address the impacts wherever practicable. It is vital that neighbouring Councils do consult with Pyrenees Shire when developments adjoining the municipal boundary may impact Pyrenees Shire infrastructure.

Other external factors & influences that may arise from Government actions, such as highway realignment proposals, are usually undertaken with consultation with the Shire so

that impacts on Council's infrastructure assets can be addressed with the development and processing of the proposal.

External factors can also impact maintenance of Council operations such as changing environmental standards, community safety standards, OH&S, etc. These can all add to the cost of maintaining and operating Council infrastructure assets and must be accounted for in the annual budget process.

4.3 Future Demand Strategy

Council will take a proposal to the community, by way of a consultative process, with the premise that it should downgrade the hierarchy of specific roads within the Shire where it can be clearly demonstrated that there is a net financial benefit to Council, and therefore the community, of this downgrading.

The process of downgrading, if approved, will involve the implementation and enforcing of load limits as well as installation of some traffic devices to deter the passage of through traffic while still allowing full local access.

Any new developments will be examined closely as to their impact on the road network. In particular, input will be sought into development proposals in neighbouring municipalities that will use Pyrenees Shire roads in an endeavour to minimise or remove any negative impacts. Input is not intended to halt such developments but instead to seek to come to suitable arrangements to protect Pyrenees Shire ratepayers from subsidising developments where there is little or no return to offset costs of road maintenance arising from the proposed development. Such arrangements could include an annual payment to Council, a fee/toll levied against the usage, or perhaps a maintenance agreement whereby the business concerned takes over responsibility to maintain particular lengths of road to the standards as specified in the Pyrenees Shire Road Management Plan.

The actions are summarized:

Asset Category	Factor Influencing Demand	Impact on the service, cost, timing	Demand Management Plan: Actions

Identified actions requiring new and upgrade works are referred to the New & Upgrade Plan.

5 RISK MANAGEMENT

The identified risks associated with the assets included in this plan and the assessment of that risk and the controls proposed are listed in the Infrastructure Risk Register below:

VicRoads provides a regular report, updated on the Internet, of serious and fatal crashes on arterial as well as local Council roads. Council has no specifically dedicated traffic engineers to analyse this information so it undertakes any reviews in conjunction with VicRoads in order to determine remedial measure where required.

5.1 Risk Identification

5.1.1 Roads

Risk Event	Cause	Main Area of Impact	Controls
Early pavement failure	<ul style="list-style-type: none"> • Lack maintenance (reseals) • Flooding/water across road • Poor design (drainage/materials) 	Financial	<ul style="list-style-type: none"> • Maintenance programs for reseals and drainage maintained • Materials availability and knowledge • Pavement design • Specification standards • Works supervision and testing regimes • Load limits
Intersection accident	<ul style="list-style-type: none"> • Poor sight distance/injury • Ineffective/missing signs/devices • Inappropriate speed, priority or control (give way, stop) • Driver behaviour (speed, fatigue, drugs, alcohol) 	Public health & safety	<ul style="list-style-type: none"> • Risk assessment of street lighting • Speed limits in compliance with standards • Intersection control in compliance with standards • Participation in road safety programs (Roads Safety Plan, Road Safety Council) •
Customer complaints	<ul style="list-style-type: none"> • Maintenance • Road condition 	Image & reputation	<ul style="list-style-type: none"> • Customer request process • Maintenance inspections and works programming • Funding • Grant opportunities
Road closure and delays/diversions	<ul style="list-style-type: none"> • Flooding or water across the road • Fallen limb • Road works • land slippage • Wash outs 	Financial	<ul style="list-style-type: none"> • Maintenance programs for drainage maintained • Customer request process •
Emergency vehicle getting lost	<ul style="list-style-type: none"> • Ineffective, confusing, duplicated names, missing signs • Signs illegible 	Public health & safety	<ul style="list-style-type: none"> • Maintenance inspections and works programming • Introduce sign proliferation program • Introduce road safety audit/review program
Rural rail crossings	<ul style="list-style-type: none"> • Inadequate crossing control 	Public health &	<ul style="list-style-type: none"> • ALCAM inspections

accident	<ul style="list-style-type: none"> • Sight distance 	safety	<ul style="list-style-type: none"> • Road Management Plan compliance • Maintenance inspections and works programming • Define responsibilities through interface agreement, • Seek funding upgrades
Vehicle damage	<ul style="list-style-type: none"> • Potholes, • Corrugated or rough surface • Edges, • Debris • Vegetation on road • Driveway entries • Endwalls • Speed humps 	Financial	<ul style="list-style-type: none"> • Maintenance inspections and works programming. • Customer request process • Compliance with design standards.
Off road accident (consider urban and rural level of risk separately)	<ul style="list-style-type: none"> • Shoulder drop-off • Road roughness/corrugations • Road design • Slippery material • Large stones/debris • Embankment • Ineffective/missing signs/devices • Slippery surface • Potholes • Road flooding, water across road 	Public health & safety	<ul style="list-style-type: none"> • Risk assessment road side barrier program undertaken • Maintenance inspections and works programming. • Participation in road safety programs (Roads Safety Plan, Road Safety Council) • •
Traffic delays	<ul style="list-style-type: none"> • Slow oversize vehicles 	Service delivery	<ul style="list-style-type: none"> • Network planning for truck routes. • Overtaking lanes.
Single on road vehicle damage or accident (consider urban and rural level of risk separately)	<ul style="list-style-type: none"> • Falling limbs • Straying stock • Water across road • Driver behaviour 	Public health & safety	<ul style="list-style-type: none"> • Participation in road safety programs (Roads Safety Plan, Road Safety Council) • Customer request process
Repairs required to bleeding sections of seal	<ul style="list-style-type: none"> • Reseal practices • Unexpected hot weather • Inaccurate traffic counts 	Financial	<ul style="list-style-type: none"> • Accurate, recent traffic counts program • Contract specifications includes timing of work in warmer months
Ill health	<ul style="list-style-type: none"> • Drifting dust • Dwelling location • Prevailing winds • Truck volumes 	Public health & safety	<ul style="list-style-type: none"> • Risk assessment with dust suppression maintenance program. •
Property damage	<ul style="list-style-type: none"> • Drifting dust 	Financial	<ul style="list-style-type: none"> • Risk assessment with dust suppression maintenance

			program.
Hazard from roadside dams	<ul style="list-style-type: none"> • Dam location • Road alignment • Dam depth 	Public health & safety	<ul style="list-style-type: none"> • Planning controls. • Risk assessment roadside barrier program.
Pedestrian crossing accident	<ul style="list-style-type: none"> • Unauthorised crossing • School crossing supervision • Ineffective/missing signs/devices • 	Public health & safety	<ul style="list-style-type: none"> • Compliance with current design standards. • Risk assessment with crossing upgrade undertaken. • Sign maintenance inspections and works programming.

5.1.2 Kerb and Channel

Risk Event	Cause	Main Area of Impact	Controls
Road damage from water not flooding	<ul style="list-style-type: none"> • Water on road 	Service Delivery	<ul style="list-style-type: none"> • Design standards, pit spacing, design flow calculations.
Bicycle hazard	<ul style="list-style-type: none"> • Edge drop off from asphalt surfacing • Movement of kerb and channel 	Public health & safety	<ul style="list-style-type: none"> • Asphalt overlay procedure
Scrapping from vehicle crossing	<ul style="list-style-type: none"> • Low vehicles • Non conforming crossing design 	Service delivery	<ul style="list-style-type: none"> • Procedure for correction of driveway.
Bicycle or pedestrian hazard	<ul style="list-style-type: none"> • Displacement of channel sections 	Public health & safety	<ul style="list-style-type: none"> • Maintenance inspections and works programming. • Condition survey and renewal program.
Property water damage	<ul style="list-style-type: none"> • Channel lack of capacity • Misalignment from trees, garbage trucks • 	Financial	<ul style="list-style-type: none"> • Design standards, pit spacing, design flow calculations. • Pre-inspection of building works and follow up. • Street tree selection options appropriate for location.

For the identified risks the assessment of that risk, the controls proposed and the treatment actions are detailed in the Infrastructure Risk Register Attachment.

5.2 Asset Criticality

Asset criticality addresses assets that are:

- Critical Assets: Assets with a high consequence (impact Major or Catastrophic) of failure

For the assets included in this plan:

5.2.1 Critical Assets

Description	Area of Impact	Actions to Address
None identified.		

5.2.1.1 List of Critical Assets:

- Nil

6 LIFECYCLE MANAGEMENT PLANS

6.1 Physical Parameters

6.1.1 Current Issues

Current issues influencing the assets included in this plan are:

- The satisfactory control of excavations and works on the road reserve by utility operators and contractors
- Management systems for controlling access to the network by over-weight / over-dimensional vehicles
- A key issue relates to varying pavement widths within each of the hierarchy categories. Historically, for whatever reason, pavement widths have varied along a length of road. As an example, the Beaufort-Carranballac Road, a Collector by category, has sealed pavement varying from 3.8 metres to 4.2 to 4.8 to 5.2 to 5.8 and finally 6.2 metres

6.1.2 Asset Quantities

The current quantity of assets is:

Summary of the quantum of road asset components

Asset Component	Length (km's)
Roads – Sealed	711.3
Roads – Gravel	743.19
Low Maintenance Roads & Tracks	554.88
Sub-Total Roads	2,009.7
Kerb & Channel	27.65
Road Component Total	

Road Lengths by Hierarchy Classification

Road Hierarchy Classification	Grade	Length	Percent Overall
Link Roads	4	260.07	12.9%
Collector Roads	3	455.96	22.8%
Local Access Roads	2	738.46	36.7%
Low Maintenance Roads & Tracks	1	554.88	27.6%
Total Seals across all classes		709.1	

Total		2,009.7	100.0%
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Road Lengths by Surface Type

Road Surface Type	Length	Percent Overall
Roads – Sealed	711.3	35.4%
Roads – Gravel	743.19	37.0%
Low Maintenance Roads & Tracks	554.88	27.6%
Total	2009.7	100.0%

6.2 Asset Capacity/Performance

6.2.1 Assets Under-Capacity

Assets which are not achieving the current level of service are listed are:

Asset Category/Component	Level of Service Measure	Current Assets Under-Capacity

Identified assets are referred to the New and Upgrade Plan and Financial Summary for consideration in the Long Term New & Upgrade Works Program.

6.3 Asset Condition

6.3.1 Condition Monitoring - Asset Condition Survey Frequency & Responsibility

Condition surveys are conducting in accordance with the following program:

Asset Group Category		Inspection Interval
Hierarchy Category	Sub-Category	Condition Inspections (for Structural & Physical Integrity)
Roads		
Category 4:	Link Roads	3 Years for all categories
Category 3:	Collector Road – Sealed	
	Collector Road – Gravel	
Category 2:	Local Access Road – Sealed	
	Local Access Road – Gravel 1	
Category 1	Local Access Road – Gravel 2	
	Limited Access Track	
	Fire Track	
Kerb & Channel		
Category 4 Roads:	Link Roads	5 Years for all categories

6.3.4 Deterioration Curves

The basis for the adoption of the deterioration curves are:

Asset Component	Basis for Adoption of Deterioration Curve
All	Moloney default

6.3.5 Asset Useful Lives & Intervention Level & Basis For Adopting Useful Lives

The adopted intervention levels and useful life of the asset components are stated below, including the basis by which each was adopted:

Asset Component	Intervention level	Physical Life (years)	Useful Life (years)	Basis for Useful Life
Urban Roads Group - All Kerbs	8	70	67.9	Refer to Annual Valuations Justification Attachment
Rural Roads Group - Pavement (Low Traffic) Rural	8	70	66.5	
Rural Roads Group - Spray Seals (Low Traffic) Rural	8	15	14.6	
Rural Roads Group - Shoulder Pavement (Low Traffic)	8	20	19	
Unseal Road Group - Pavement (High Traffic) Unsealed	8	20	19	
Unseal Road Group - Pavement (Low Traffic) Unsealed	8.5	30	29.1	

6.3.6 Historical Asset Condition

The results of previous condition surveys plus comments and the trend are:

Asset Component	Survey Year/Result	Survey Year/Result	Survey Year/Result	Comments/Trend

6.3.7 Age Profile

Age profile graphs are provided:

Summarized below

Insert graphs

Note: The quantities listed are correct only at the time of the development of this plan. Up to date information is obtained from the asset register.

Detailed in the following document:

6.4 Asset Valuations

The valuation, or replacement cost, of the assets used for financial reporting are:

Asset Component	Brownfield rate \$/unit	Unit	Fair value rate \$	Brownfield Differs Fair Value?	Basis for difference/ comments
Urban Sealed Pavement	Refer section 6.7.4.1				Refer to Annual Valuations Justification Attachment
Urban Sealed surface					
Kerb & channel					
Road Formation					
Rural Sealed Pavement					
Rural Sealed surface					
Shoulders					
Unsealed Road Pavement					
Traffic control / Road Related Infrastructure					
Car park pavement					
Car park seal					

6.4.1 Total Asset Valuation

Asset Component	Brownfield \$	Greenfield \$
Urban Sealed Pavement		
Urban Sealed surface		
Kerb & channel		
Road Formation		
Rural Sealed Pavement		
Rural Sealed surface		
Shoulders		
Unsealed Road Pavement		
Traffic control / Road Related Infrastructure		
Car park pavement		
Car park seal		

6.5 Historical Data

Important or relevant historical data applicable to the assets included in this plan are:

Asset Category/Component	Available Historical Data	Location

6.6 Routine Maintenance Plan

Council Procedure No. AID-09-60, lists the various defects that are likely to occur in the road network.

Roads maintenance activities included in the budget:

- Sealed Roads
 - Sealed Routine Maintenance
 - Sealed Shoulder Grading
- Unsealed Roads
 - Unsealed routine Maintenance
 - Unsealed Dust Suppression
- Traffic Control
 - Traffic Sign Maintenance
- Footpaths Kerb & Channel & Shared Walkways
 - Kerb & Channel Exp
- Other Local Roads
 - Bus Shelter Exp

Maintenance Service Agreement

Council has a Road Maintenance Service Agreement, the purpose of which is to establish the key parameters relating to the management of maintenance of the Shire's roads.

The Technical Specification adopted in 2005 was Aus-Spec #4 and it is the basis of the Maintenance Service Agreement document for maintenance of municipal infrastructure assets within the road reserve.

The Aus-Spec document outlines:

- Location and description of maintenance work;
- Assigns maintenance responsibilities;
- Defines the extent of the work;
- Defines the period of the Agreement;
- Defines the standards to be used.

Prior to the introduction of Aus-Spec #4, Council Procedure AID-09-60 was the operative document.

Maintenance Activities

This section in the Agreement outlines traffic management practices relating to handling of traffic in the vicinity of the work, environment and heritage protection management and also exception reporting of incidents and emergencies.

Activity specifications outline the detail of what is required to undertake the specific work activity. It includes the following: Activity definition (what work is included)

- Performance distress & defects (what we look for)
- Performance criteria (why we do it)
- Performance standards (what is required)
- Work unit (the measurement of the work undertaken such as sq. metre)
- Special requirements (if necessary)
- Checklist
- Comments (anything of relevance to good performance of the work)
- Work locations (for site identification & costing purposes)

- Intervention levels for defects & response times in accordance with the relevant hierarchy classification.

Administrative Arrangements – Service Level Agreement

Currently there is no audit process to ensure that maintenance works are being conducted in accordance with the Maintenance Service Level Agreement. This needs to be addressed as soon as practicable.

Demarcations with Other Road Authorities

Where there are maintenance demarcation agreements defining limits of responsibility on municipal roads between Pyrenees Shire Council and VicRoads, neighbouring Council areas, Department of Sustainability & Environment or any private organisation, the following schedules list the roads affected.

Details of these agreements will be listed in the Road Register as they are finalised. In the case of shared municipal assets such as bridges/major culverts, half the cost of required capital works or periodic maintenance is provided from each Municipality. The contributing Council is to be notified in advance in order to be able to program its share of funding in the annual budget. Routine maintenance costs are absorbed by the responsible Council.

In the instance of maintenance of shared boundary roads (i.e. boundary line runs down the centre of the road), the preferred practice of Pyrenees Shire Council is that the various road lengths are divided on an equitable costing and accessibility basis to one or other council who will then be responsible for the maintenance of that length.

Issues relating to VicRoads are generally outlined in the Ministerial Code for Operational Responsibilities for Declared Freeways and Arterial Roads and for specific arrangements with Pyrenees Shire and VicRoads, in the Instrument of Delegation between VicRoads and Council.

Typical demarcation issues where council is often thought to have sole responsibility are listed in the following table:

Issue	Agreement with	Responsibilities
Street Lighting	Electricity Supply Authority	Asset owned by the Authority; Council pays annual charge.
Municipal Roadside Vegetation	Dept. Sustainability & Environment, DSE	Remnant vegetation controlled by DSE not Council.

Agreements with other bodies are as shown in the following tables.

Table A. Neighbouring Councils

Road	Asset	Size	Joint Council	Maintenance Responsibility
Middle Creek Rd Nth from Ballyrogan Road to Fiery Ck	Road	Ch 0.00 - 1.64km	Ararat Rural City Council	Ararat Rural City Council
Middle Creek Road @ Fiery Creek	Bridge	16.5 x 4.7m 1 Span Composite	Ararat Rural City Council	Ararat Rural City Council
Willowtree Rd, @ Middle Creek	Bridge	9.0 x 5.3m 1 Span Concrete	Ararat Rural City Council	Pyrenees Shire Council
Waldrens Rd, north from Western Hwy	Road	Ch 0.00 - 2.80km	Ararat Rural City Council	Pyrenees Shire Council
Coxs Rd off Mile Post Rd to Andersons Rd	Road	0.61km	Ararat Rural City Council	Ararat Rural City Council
Andersons Rd, Mile Post Rd to Entry of National Park	Road	Ch 0.00 - 3.40km	Ararat Rural City Council	Ararat Rural City Council
Elmhurst - Glenpatrick Rd @ Wimmera River	Bridge	13.1x 4.2m 1 Span Concrete	Ararat Rural City Council	Ararat Rural City Council
Crowlands-Eversley Rd @ Wimmera River	Bridge	42 x 3.55m 3 Span Composite	Ararat Rural City Council	Ararat Rural City Council
Nerrin Nerrin Rd South from Glenelg Hwy	Road	Ch 0.00 - 4.40km	Ararat Rural City Council	Ararat Rural City Council
Eurambien Streatham Road south of Meadows Lane	Road	Ch 17.65 - 28.12km	Ararat Rural City Council	Pyrenees Shire Council
Eurambien Streatham Road North of Glenelg Hwy	Road	Ch 28.12 - 38.56km	Ararat Rural City Council	Ararat Rural City Council
Waubra - Beaufort Rd	Road	Ch 00 - 2.15km	Ballarat City Council	Pyrenees Shire Council
Waubra-Talbot Rd	Road	Ch 00 - 4.33km	Ballarat City Council	Pyrenees Shire Council
Waubra-Talbot Rd	Road	Ch 4.33 - 7.94km	Hepburn Shire Council	Pyrenees Shire Council
Wilsons Rd	Road	Ch 4.40 - 4.59km	Central Goldfields Shire	Cntrl Goldfields Shire
Mia Mia Rd	Road	Ch 0.00 - 1.61km	Central Goldfields Shire	Cntrl Goldfields Shire
Lillicur Rd @ Bet Bet Creek	Bridge	Ch 1.62km	Central Goldfields Shire	Cntrl Goldfields Shire
Wareek - Homebush Rd	Road	Ch 2.18 - 3.37km	Central Goldfields Shire	Cntrl Goldfields Shire
Gordon Rd	Road	Ch 0.0 - 1.40km	Central Goldfields Shire	Pyrenees Shire Council
Avoca - Dunolly Rd	Road	Ch 1.70 - 2.8km	Central Goldfields Shire	Pyrenees Shire Council
Avoca - Dunolly Rd	Road	Ch 2.80 - 3.90km	Central Goldfields Shire	Cntrl Goldfields Shire
McArdles Lane	Road	Ch 2.78 - 3.35km	Central Goldfields Shire	Pyrenees Shire Council
Ross Boundary Rd	Road	Ch 0.00 - 2.24km	Central Goldfields Shire	Pyrenees Shire Council
Smiths Rd	Road	Ch 0.00 - 1.70km	Northern Grampians Shire	Pyrenees Shire Council
Moyeresk Rd	Road	Ch 4.39 - 5.30km	Northern Grampians Shire	Pyrenees Shire Council
Bandts Rd	Road	Ch 0.00 - 1.00km	Northern Grampians Shire	Nth.Grampians Shire
Hines Rd	Road	Ch 0.00 - 1.60km	Northern Grampians Shire	Nth.Grampians Shire
Baines Rd	Road	Ch 0.00 - 0.74km	Northern Grampians	Nth.Grampians Shire

			Shire	
Nobys Lane	Road	Ch 0.00 - 4.39km	Northern Grampians Shire	Nth.Grampians Shire
Wattle Creek Rd (West)	Road	Ch 0.00 - 0.49km	Northern Grampians Shire	Pyrenees Shire Council
Traevan Rd	Road	Ch 0.00 - 0.54km	Northern Grampians Shire	Nth.Grampians Shire
Slorachs Rd	Road	Ch 0.00 - 1.19km	Northern Grampians Shire	Pyrenees Shire Council
Joel Joel Rd	Road	Ch 1.53 - 3.54km	Northern Grampians Shire	Pyrenees Shire Council

Table B. VicRoads

Road	Asset	Length (km's)	Maintenance Responsibility
Western Highway	Road		VicRoads
Glenelg Highway	Road		VicRoads
Sunraysia Highway	Road		VicRoads
Maryborough - St Arnaud Rd	Road		VicRoads
Stawell - Avoca Rd	Road	30.16	VicRoads
Ararat - St Arnaud Rd	Road	31.17	VicRoads
Lexton - Talbot Rd	Road	14.57	VicRoads
Beaufort - Lexton Rd	Road	24.5	VicRoads
Beaufort - Skipton Rd	Road	28	VicRoads
Ballarat - Carngham Rd	Road	7.11	VicRoads

Table C. Department of Sustainability & Environment, DSE

Notification of intention to clarify responsibility with DSE to resolve maintenance responsibilities between Council and the Department have been instigated by Council and we are waiting of a response.

Road	Asset	Length (km's)	Maintenance Responsibility
Glenlofty Warrenmang Rd	Road	4.95	DSE

* This table to expanded as information becomes available from DSE

Table D. Private Organisations/Businesses

Investigations will be undertaken to identify any relevant organisations with who Council need to resolve maintenance responsibilities between Council and these organisations.

Road	Asset	Length (km's)	Maintenance Responsibility

6.6.1 Defect Inspections

In conjunction with the inspection programs, Council has robust risk management policies and processes in place to mitigate against public liability claims. This is outlined in Council's Risk Management Strategy.

Inspections shall be undertaken in accordance with the requirements outlined below in terms of inspection type, purpose, who it is to be performed by and the reporting requirements.

In instances such as unsealed pavements of Category 1 roads, inspections are only undertaken after a request has been received through the Public request system advising of a particular problem. If the request is deemed to be of a significantly serious nature, an inspection will be made and a risk assessment made to ascertain whether or not remedial action is required, including placement of warning signs.

Maintenance defect inspections are scheduled as below:

Asset Group Category		Inspection Interval
Hierarchy Category	Sub-Category	Programmed Inspections
Roads		
Category 5:	Primary Arterial	VicRoads responsibility
Category 4:	Link Roads	8 weeks
Category 3:	Collector Road – Sealed	16 weeks
	Collector Road – Gravel	16 weeks
Category 2:	Local Access Road – Sealed	16 weeks
	Local Access Road – Gravel 1	16 weeks
Category 1	Local Access Road – Gravel 2	No inspection, respond to complaints only
	Limited Access Track	No inspection, respond to complaints only
	Fire Track	No inspection, respond to complaints only
Kerb & Channel		
Category 4 Roads:	Link Roads	
Category 3 Roads:	Collector	12 months all categories
Category 2 & 1	Local Access Roads	

Roads:		
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Inspection of Signs

The following are the normal types of signs erected within the Shire:

- Regulatory Signs
- Warning Signs:
- Direction Signs:
- Tourist and Services Signs:
- Traffic Instructions Signs:
- Information Signs:
- Pavement Markings

The current limitations on resources available place limitations on undertaking formal, documented inspections of signs. However signs are inspected as part of the routine road inspection program and any that are observed as being outside limits of tolerance are programmed for attention.

It is necessary for the Shire to rely on advice from the community or council personnel, by way of the Public Request System, of locations where it has been observed that a sign may not be performing to the level of service for which it was intended.

6.6.2 Prioritisation of Maintenance Works

Defects are prioritized in accordance with the established criteria. The criteria for prioritising defects is:

Summarised below.

Detailed in the Appendices.

Detailed in Council's Maintenance Management System.

6.6.3 Defect Response Times

Defects will appear although for a period they will be within the range that is considered "tolerable". Funding simply will not allow every defect to be remedied as soon as it appears therefore in time that defect will go beyond the tolerable stage. The point of transition from tolerable is called the "intervention level".

Response times will vary in accordance with the hierarchy classification of the asset in which the defect lies.

Defect response times are applicable to the following defects:

Asset Component	Defect	Response Times Apply
		<i>Refer to RMP/not applicable/target only applies</i>
		Refer Standards & Specification Table below

6.6.4 Standards and Specifications

The Level of Service (LOS) set out in the **Road Maintenance Service Agreement** specifies the requirements for management of the municipal public road asset. The LOS takes into account: Delete as reference to LOS

- Community views and values
- Industry standards
- The need to provide a road network that is safe for all users
- Ability of Council to fund maintenance activities.

The following matters have been taken into account with development of the maintenance standards:

- (a) **Road condition surveys** – periodic surveys to monitor road pavement, road surfacing, structure, and roadside condition at specified intervals depending on the asset, its condition at the previous survey, the volume and nature of road usage (hierarchy classification), and any risk to safety.
- (b) **Routine maintenance inspections** – regular inspections, as part of the day-to-day maintenance of the road network, to monitor asset condition against intervention standards and asset safety. Inspection intervals have been determined having regard to the particular road asset element, the type, volume and nature of road usage, and the resources available.
- (c) **Routine maintenance standards** – routine maintenance and repair functions and standards, based on agreed asset performance targets, and intervention standards and actions (based on risk assessment) for a particular asset element (eg. road, footpath, bridge) and road type. Standards vary across the road network in line with the designated road hierarchy and relevant risk factors such as traffic volumes, composition of traffic, operating speed, the susceptibility of assets to deterioration, the cost effectiveness of repairs, and competing priorities for funding.
- (d) **Repair and maintenance works** – routine maintenance and repair works are undertaken within a specified reasonable period of time having regard to intervention action priorities, and to specified standards.
- (e) **Temporary measures** – temporary works to be undertaken to reduce the risk of an incident until such time as maintenance or repair works can be completed. Response times and measures (eg. warning signs, flashing lights, and safety barriers) are determined based on the risk to safety and the type, volume and nature of road usage.
- (f) **Emergency works** – works required to be undertaken immediately outside routine works programs to ensure the safety of road users and the public as a result of emergency incidents. Emergency works include traffic incident management, responses to fires, floods, storms and spillages, and assistance under the Victorian State Emergency Response Plan & Municipal Emergency Management Plan.

This **Road Asset Management Plan**, having regard to the matters (a) to (f) above, establishes schedules of asset defect intervention levels for different categories of public roads & footpaths for which Council has operational and/or maintenance responsibility.

The hierarchy of roads & footpaths is used as the basis for determining the various standards across the road network in line with relevant risk factors, while having regard to the type, volume and nature of road usage.

Where there has been under-funding of maintenance and it continues for any length of time, it will result in more rapid deterioration of the asset therefore reducing its intended life-span. This will bring forward the need to fund replacement or renewal. Generally the unit cost of replacement or renewal of an asset is considerably more expensive than the cost to maintain it. This will place greater demand on Council's financial resources or alternatively Council will need to reduce the level of service.

NB: Intervention Levels shown must conform to those in the Road Management Plan and within Council Procedure No. AID-09-60.

INTERVENTION LEVELS – SEALED ROADS					
Service Code	Item	Defect Levels when Intervention is Required	Cat.	Target Rectification Response Time	Unit
PH	Pothole Patching	Repair if conditions are wet and the hole is unsafe or likely to deteriorate. In dry conditions, repair if hole >35mm deep or 400mm diameter.	4	Within 5 working days	m ²
			3	10 working days	m ²
			2	15 working days	m ²
			1	No sealed Category 1	
WR	Wheel Rutting	Regulate if >50mm (Cat 4) or 75mm (Cat 3/2) deep under a 1.2m straight edge. Areas >25m ²	4	8 weeks	m ²
			3	16 weeks	m ²
			2	16 weeks	m ²
			1	No sealed Category 1	
CSR	Crack Sealing	Fill all cracks >10 mm wide and a length > 2.0m	4	6 weeks	M
			3	12 weeks	M
			2	12 weeks	M
			1	No sealed Category 1	
MR	Minor Reseals	If stripping >10m ² & stone loss >50% without pavement failure.	4	4 weeks	m ²
			3	12 weeks	m ²
			2	12 weeks	m ²
			1	No sealed Category 1	
DP	Depressions	Regulate if >50mm (Cat 4) or 75mm (Cat 3/2) deep under a 1.2m straight edge. Areas >25m ² .	4	8 weeks	m ²
			3	16 weeks	m ²
			2	16 weeks	m ²
			1	No sealed Category 1	
SW	Sweeping	Any area > 40m ² that has built up that is visible in the travel path and/or is a potential hazard to vehicles or pedestrians.	4	4 weeks	hours
			3	16 weeks	hours
			2	16 weeks	hours
			1	No sealed Category 1	
ER	Edge Repair	Repair Edge of break >150mm laterally.	4	10 working days	m
			3	3 weeks	m
			2	4 weeks	m
			1	No sealed Category 1	
PF	Pavement Failure (digouts)	When area is cracked & deformed and likely to deteriorate. Areas <25m ² and > 50mm deep (Cat 4), > 75mm deep (Cat 3/ 2) under a 1.2m straight edge.	4	4 weeks	m ²
			3	12 weeks	m ²
			2	16 weeks	m ²
			1	No sealed Category 1	
WL	Weed & sucker Control	Weeds & suckers obstructing vision of motorists at intersections and	4	4 weeks	m ²
			3	12 weeks	m ²

		curves to be removed.	2	12 weeks	m ²
			1	No sealed Category 1	
TR	Tree Removal	Any trees or branches within a 4.9m (Cat 4) or 4.0m (Cat 3/2) canopy above the traffic lane and within 2.4m (Cat 4) or 1.0m (Cat 3/2) of a traffic lane and is causing a hazard.	4	4 weeks	hours
			3	16 weeks	hours
			2	16 weeks	hours
			1	No sealed Category 1	
R	Rubbish	Free road carriageway of all domestic, commercial rubbish, waste, animal carcasses.	4	No gravel Category 4	
			3	48 hours	hours
			2	5 working days	hours
			1	No action	hours
E	Emergency	When any call is received which reports public safety in jeopardy. Includes all work arising from emergency incidents including flood, fires, storms, traffic accidents to ensure the safety of the public and protection of the asset.	4	4 hours	hours
			3	4 hours	hours
			2	4 hours	hours
			1	No sealed Category 1	

INTERVENTION LEVELS – GRAVEL ROADS INCLUDING UNSEALED URBAN ROADS					
Service Code	Item	Defect Levels when Intervention is Required	Cat .	Target Rectification Response Time	Unit
GPP	Pot Holes	Frequency of holes 75mm deep or 400mm diameter is equal to or greater than: <ul style="list-style-type: none"> ▪ Category 3 roads - 5% of road area in any 100m section; ▪ Category 2 roads - 10% of road area in any 250m section 	4	No gravel Category 4	
			3	4 weeks	m ²
			2	12 weeks	m ²
			1	Annual	m ²
WR	Rutting	Rutting concentration for a length of road & average depth not exceeding 75mm: <ul style="list-style-type: none"> ▪ Category 3 roads - 5% of road area of 10m² in any 100m²; ▪ Category 2 roads - 10% of road area of 50m² in any 100m² 	4	No gravel Category 4	
			3	4 weeks	m ²
			2	16 weeks (grader cycle)	m ²
			1	Annual	m ²
C	Corrugations	Corrugation concentration for a length of road & average depth not exceeding: <ul style="list-style-type: none"> ▪ Category 3 roads - 75mm for 10% of road area in any 100m length & within 30 m of an intersection; ▪ Category 2 roads - 75mm for 20% of road area in any 100m 	4	No gravel Category 4	
			3	4 weeks	m ²
			2	16 weeks (grader cycle)	m ²
			1	Annual	m ²
SS	Slippery Surface	Any Part	4	No gravel Category 4	
			3	5 working days	m ²
			2	4 weeks	m ²
			1	No action	m ²

SC	Surface Scour	Area if long or transverse scouring exceeds 75mm depth: <ul style="list-style-type: none"> ▪ Urban gravel roads 25 m² ▪ Category 3 rural roads 25 m² ▪ Category 2 rural roads 50 m² 	4	No gravel Category 4	
			3	4 weeks	m ²
			2	16 weeks	m ²
			1	No action	m ²
LOM	Loss of Material	Subgrade with 20% or more of area showing loss of material in any 100m length:	4	No gravel Category 4	
			3	16 weeks	m ²
			2	16 weeks	m ²
			1	No action	m ²
IH	Isolate Hazards	All hazards to be marked – devices Hazards Include flood, fires, storms, traffic accidents to ensure the safety of the public and protection of the asset.	4	No gravel Category 4	
			3	4 hours	hours
			2	4 hours	hours
			1	4 hours	hours
FD	Foundation Defects	Heaving or settlement of road surface area: <ul style="list-style-type: none"> ▪ Category 2 roads > 100mm deep or high for >5m²; ▪ Category 3 roads > 100mm deep or high for >10m² 	4	No gravel Category 4	
			3	4 weeks	m ²
			2	8 weeks	m ²
			1	No action	m ²
CC	Culverts	Waterway to be free, water build up less 50mm above I.L.	4	No gravel Category 4	
			3	Annually	m
			2	Annually	m
			1	As required	m
TDR	Table, Mitre & Open Drains	Covers all unlined open drains, catch drains, spoon drains, table drains and waterways that contribute to the structural integrity of the roadway. No build up - free to drain.	4	No gravel Category 4	
			3	Annually	m
			2	Annually	m
			1	As required	m
R	Rubbish	Free road carriageway of all domestic, commercial rubbish, waste, animal carcasses.	4	No gravel Category 4	
			3	48 hours	hours
			2	5 working days	hours
			1	No action	hours
TB	Trees & Branches	Any trees or branches within a 4.9m (Cat 4) or 4.0m (Cat 3/2) canopy above the traffic lane and within 2.4m (Cat 4) or 1.0m (Cat 3/2) of a traffic lane and is causing a hazard.	4	No gravel Category 4	
			3	16 weeks	km
			2	16 weeks	km
			1	As required	km

6.6.5 Basis for Future Maintenance Costs

Identification of Maintenance Costs by Hierarchy

With the introduction of the hierarchy classification of assets, the General Ledger's Chart of Accounts should be restructured as soon as practicable to allocate funds to specific key maintenance activities in order to monitor expenditure.

Improvement Action: 1 Restructure the chart of accounts to allocate funds to specific key maintenance activities

These allocations can be monitored by Council through the budget process to ensure the community is getting the best from its assets.

Future maintenance costs are extracted directly from the model Asset Graphs results and are summarized in the Financial Projections Attachment.

6.7 Renewal Plan

6.7.1 Renewal Capital Works Programs

Current renewal capital works programs listed in the general ledger are:

- Rural Sealed Road Rehabilitation Program (R2R Program & Country Roads & Bridges Initiative)
- Reseals Program
- Gravel Resheet

6.7.2 Renewal Priority Ranking

The criteria for ranking renewal projects is stated below:

6.7.2.1 Rural Sealed Road Rehabilitation Program (R2R Program & Country Roads & Bridges Initiative)

Priority: Projects are prioritized on a basis of:

- Condition above intervention
- Hierarchy

6.7.2.2 Reseals Program

Priority: Reseals on sealed roads are prioritized on a basis of:

- Condition rating above intervention
- Hierarchy

6.7.2.3 Gravel Resheet

Priority: Projects are prioritized on a basis of:

- Condition (depth of gravel)
- Hierarchy
- Safety considerations (location, alignment)

6.7.3 Treatment Options

Treatment options that are available are summarized below:

Asset Component	Treatment Option	Comments (why used, not used)
Gravel roads	The current method over recent years of addressing rehabilitation of gravel roads has arisen as a consequence of funding constraints.	As the life of a gravel road pavement within the Shire is limited to a range of from 10 to 20 years, the means used for rehabilitating the pavement is by utilization of the gravel resheeting program. When gravel resheeting work occurs, the opportunity is taken to also provide some limited

		additional work. This includes improving the road profile & roadside drainage. Resheeting is funded as a Capital expenditure.
Local Access Roads & Fire Tracks	There is no rehabilitation involved with local access tracks & fire tracks. Any work on these is limited to maintenance work.	
Sealed roads	Stabilization	It can be cheaper to replace than to provide new construction. An example of this is where stabilization techniques can be used in conjunction with recycling the existing pavement. This minimizes the volume of gravel to be carted to the site.

6.7.4 Basis for Future Renewal Costs

6.7.4.1 Renewal Modeling - Renewal Rates

The Moloney Asset Sets used and the renewal rate and the basis and assumptions by which the rate has been adopted are detailed below.

Asset Component	Corresponding Standard Moloney Set	Renewal Rate/unit	Basis for Renewal Rate
Urban Sealed Pavement	Included in Rural	N/a	Refer to Annual Valuations Justification Attachment
Urban Sealed surface	Included in Rural	N/a	
Kerb & channel	Urban Roads Group - All Kerbs	\$82.10	
Road Formation	Not modeled	N/a	
Rural Sealed Pavement	Rural Roads Group - Pavement (Low Traffic) Rural	\$39.80	
Rural Sealed surface	Rural Roads Group - Spray Seals (Low Traffic) Rural	\$4.10	
Shoulders	Rural Roads Group - Shoulder Pavement (Low Traffic)	\$0.70	
Unsealed Road Pavement	Unseal Road Group - Pavement (High Traffic) Unsealed	\$19.00	
	Unseal Road Group - Pavement (Low Traffic) Unsealed	\$9.00	
Traffic control / Road Related Infrastructure	Costs included in Pavement	N/a	
Car park pavement	Costs included in Pavement	N/a	
Car park seal	Costs included in Sealed Surface	N/a	

The Moloney Asset Sets are not used:

Standard Moloney Set Not Used	Reasons for Not Being Used
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Urban Roads Group - Pavement (High Traffic) Urban	Small quantities of urban roads, asphalt and car parks does not warrant separate assessment. No High Traffic roads.
Urban Roads Group - Pavement (Low Traffic) Urban	
Urban Roads Group - Asphalt Seal (High Traffic) Urban	
Urban Roads Group - Asphalt Seal (Low Traffic) Urban	
Urban Roads Group - Spray Seal (High Traffic) Urban	
Urban Roads Group - Spray Seal (Low Traffic) Urban	
Rural Roads Group - Pavement (High Traffic) Rural	
Rural Roads Group - Spray Seals (High Traffic) Rural	
Rural Roads Group - Shoulder Pavement (High Traffic or Narrow Seal)	
Carparks - Carpark Pavements	
Carparks - Carpark Seal	

6.7.4.2 Renewal Demand and Renewal Gap

The current renewal demand and renewal gap is detailed in the Financial Projections Attachment.

6.7.4.3 Proposed Renewal Funding Solution

Based on the advice of the available funding the renewal funding solution is detailed in the Financial Projections Attachment.

6.8 New and Upgrade Plan

The Shire is cognisant of the difficulty for funding the existing road network asset, both maintenance and renewals, therefore is very cautious about undertaking creation of new assets. Provision of new works fall into the following categories depending upon the extent and type of works:

- Council funded, or
- Developer funded as part of subdivisional development, or
- Contribution to the cost by either the developer and/or Council.

Where possible, developers of new subdivisions are required, as part of the development approvals process, to provide the basic road infrastructure to the standard appropriate for that development.

There are occasions when Council is required to upgrade an asset because of changed usage requirements. In such instances, the project is scrutinised closely by officers and is dealt with as part of the annual budget process.

New and Upgrade programs may be identified:

- From a relevant Service Plan,
- Current issues discussion,
- Under-capacity analysis,
- Assessment of future demand, and
- Risk assessment.

6.8.1 Future New and Upgrade Programs Identified in this Plan

Potential programs are:

- ~~Urban Gravel to Seal~~
- ~~Rural Gravel to Seal Program~~
- ~~Kerb and Channel New Construction~~
- ~~New Roads Program~~
- Road Safety Improvements
- On-Road Bicycle Paths
- ~~New/upgrade Car Parks~~
- New Signs
- Minor Works

All new and upgrade projects are initially prioritized based on the Capital Evaluation Model assessment.

6.8.2 Future New and Upgrade Costs

Summary:

Asset	Project/Program Identified/source	Timing	Cost

6.9 Operations Plan

Operations activities listed in the general ledger are:

- Sealed Roads
 - Sealed roads inspections
- Unsealed Roads
 - Unsealed Roads inspections
- Traffic Control
 - Traffic Control
 - School Crossings
- Street Cleaning
 - Street Cleaning
- Gravel Pits
 - Gravel Restoration

Operational activities and costs are included in with maintenance costs.

Based on the low cost and impact of the operational activities there is no benefit in separately costing operations.

6.9.1 Current Operations Programs

Current asset operations costs are:

Operations Cost	Annual Cost
Current Operations Programs	N/a

6.9.2 Operations Future Costs

Identified potential changes in operating costs are detailed in the Financial projections Summary.

6.10 Disposal Plan

There are at present no road, footpath or kerb & channel assets within the Shire under Council jurisdiction that are proposed for disposal without replacement.

Disposal of roads could occur where they are:-

- Requested by residents and approved by Council;
- Handed over or back to a private interest of other authority; or
- Where utilisation studies specifically demonstrates that insufficient or no use is occurring, and the continuing existence of the asset is not justified.

Generally a road, including the seal and base material, is 'disposed of' at the time of reconstruction. At that time, some or all of the material is removed and recycled or disposed of as part of the reconstruction process.

Council's asset records are adjusted to reflect the change in asset value as a result of reconstruction and the creation of a 'new' asset with a higher value than the one replaced. The costs of disposal are included in the renewal works cost projections. There is generally no income stream from disposal as there is a limited market for used road materials which may be recycled into construction material.

6.10.1 Forecast Disposal of Assets

Potential rationalisation/disposals identified are:

Asset	Source/Justification for Disposal	Timing
	Nil	

Disposal Costs are summarized in the Financial Projections Summary.

7 FINANCIAL PLAN

7.1 Financial Statements and Projections

Financial projections are summarized in this section for:

- Maintenance
- Renewal
- Operations, and
- Disposal

The predicted projections are summarized in the Financial Projections Attachment.

New and Upgrade projects listed in 6.9.1 are referred to Capital Evaluation.

7.2 Funding Strategy

Council's funding capacity is heavily reliant on Federal and State funding through such bodies as Auslink, Roads to Recovery, Better Roads etc. which enhance the funds received through the municipal rates base. Council will continue to work with the above mentioned bodies, as well as provide appropriate information linked to funding agencies such as;

- DOTARS
- Vic Roads
- Department of Victorian Communities
- Victorian Grants Commission

In addition to the above conventional methods, any upgrade of existing infrastructure should be investigated as possible shared cost initiative with relevant stakeholders

Benefit of Reducing Road Network Costs

- Extends the life of the pavement/surface;
- Reduces replacement cost;
- Reduces maintenance cost;

Ideally while still performing to the community's expectation

Means of Reducing Costs

If the Hierarchy classification of a road is reduced it will cause a corresponding reduction in maintenance costs as well as renewal costs. However any downgrading of hierarchy needs to be considered in conjunction with the introduction of load limits.

Placing of load limits has the following consequences:

- Causes heavy trucks to move to more suitable roads, preferably VicRoads maintained roads intended for heavy vehicles
- Local users can get permits and that is controlled by the Shire
- On boundary roads with traffic generators in neighbouring Council areas, negotiate a more agreeable maintenance arrangement
- Reduces maintenance costs

Failure to consider load limits in conjunction with downgrading of hierarchy classification results in no impediment to traffic that may be causing the increased maintenance costs, especially consistent frequency of heavy traffic usage.

Community Input into Potential Changes

It is important that there is community input into any proposal to downgrade a road hierarchy classification as there may well be impacts on the community of which Council is unaware.

7.2.1 Recommended Financial Strategy

Currently, due to the commitment of Council to fund the resealing program to address a backlog of works, Council find itself in a strong position to meet the outlook period of 5

years; however the longer period should be consistently monitored, as the estimated gap will increase with physical depreciation of road assets 10 to 15 years into the future. Ideally Council would at least sustain total budgetary levels, but maneuver funding into areas which are still below recommended funding levels.

At the time of this document being drafted, with this awareness regarding current renewal funding differences, the Infrastructure & Development section, Council Executive and Council, will further analyze the budget forecasts affecting the Long Term Financial Strategy.

Part of this analysis will be the formation of Long Term Capital Works Program, addressing any proposed future works, the timelines predicted, and the funding which will be required to maintain or upgrade the infrastructure in question.

It is proposed that by maintaining the culture of identifying areas of need, and injecting funding or treatments in a strategic manner (as has been done in recent years with the spray sealing program), steps will be taken to allow Council to meet the renewal gap which is predicted to widen in eight to ten years' time.

As part of the recommended improvement plan, the strategic financial work relating to the above will need to be undertaken.

7.2.2 Amended Financial Projections

As part of the Long Term Financial Plan Process it may not be possible to fully fund the predicted costs and the predicted financial projections must be amended.

The description of the amendment and amended financial projections is included in the Financial Projections Attachment.

7.3 Key Assumptions Made in the Financial Forecast

7.3.1 Accuracy of the Information

The following assumptions have been made in developing the financial forecast:

- Nil

7.3.2 Actions for Improving Future Financial Forecasts

Future financial forecast may be improved by the following Improvement Actions:

- Nil

8 ASSET MANAGEMENT PRACTICES

8.1 Asset Management Systems

Details on Asset Management Systems used by Council are summarized below:

Asset Category	Software/Asset Management System	Data Collection/Review
Roads, K&C	Assetic MyData	As part of scheduled Condition Surveys

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The asset systems have the following link to the financial/accounting system:

- Nil

8.2 Standards & Guidelines

8.2.1 Construction Standards

Standard drawings and technical standards applicable to the assets included in this plan are:

Listed below:

-

Detailed in the Appendices.

Council is a participant in the Infrastructure Design manual project (IDM). The IDM will specify Council's design standards.

8.2.2 Target Widths and Pavement Design

The intention of the Road Asset Management Plan is that each Road Category will have a target minimum width. Although a section of the road is currently below the target level, it will only be upgraded to that minimum standard at the time it is reconstructed.

In addition, there may be specific traffic generators on a road, such as a quarry, where Council may deem it important to exceed that minimum width for local safety & structural reasons. How that higher standard is funded is another issue.

Road Hierarchy Categories	Sub-Categories for Pyrenees Shire	Target Design Standards
Category 4: Link Roads (Currently named: 'Strategic Routes')	Link 1	6.2m wide seal; 1.5m wide shoulders; Pavement designed in accordance with VicRoads Guide to Pavement Design, Technical Bulletin No.37
	Link 2	6.2m wide seal; 1.5m wide shoulders; Pavement depth in accordance with Technical Bulletin No.37
Category 3: Collector Roads	Collector – Sealed	3.8m. wide seal; Rehabilitation to existing standard; Pavement depth in accordance with Technical Bulletin No.37
	Collector – Gravel	5.0m width pavement; Pavement depth 100 mm
Category 2: Local Access Roads	Sealed Road	3.8m wide seal; Rehabilitation to existing standard; Pavement depth in accordance with Technical Bulletin No.37
	Gravel Road Class 1	2.5m width pavement; Pavement depth 75 mm
Category 1: Low Maintenance Local Access Roads & Tracks	Gravel Road Class 2	No design as road follows natural formation; Minimal gravel pavement; Maintenance simply to facilitate low speed access only.
	Limited Access Track	No design provided as tracks follow natural formation; Maintenance simply to facilitate low speed access only.

	Fire Track	Design as per CFA Guidelines where practical - tracks follow natural formation; Not intended as property access routes other than for emergency fire purposes
Others – Not a Council	Fire Track & Crown Roads	
Responsibility	Private Roads & Lanes	

9 PLAN IMPROVEMENTS AND MONITORING

9.1 Improvement Program

Improvement actions identified during the development of this plan are summarized below:

It is intended that the Road Asset Management Plan be updated periodically to reflect changes to management of the road network. It is to be a 'living' document that should always reflect as closely as practicable actual practices used in managing the network. Only in this way will Council be best able to ascertain its long term financial needs for the network.

Through the MAV STEP asset management program, extensive analysis of the Council's Asset Management practices has been undertaken, and through this analysis an Improvement Plan has been documented to provide strategic direction for Asset Management within Council.

The following table details the activity and timetables proposed to achieve these objectives.

Activity	Action	Target Date
Review AM Policy	Review and condense existing AM policy ensuring relevant links to Council Plans, Strategies and Road Hierarchies.	12/2012
Update and Review Council Asset Management Strategy	Ensure links between Council strategic documents and overall direction of Council Asset Management. Associate and update relevant information as required.	12/2012
Review Road segmentation within MapInfo / Biz-E-assets.	Create a road map layer identifying single road lengths and correct road names to enable the further development of data collection required to meet the Road Management Act.	Ongoing
Develop specialised training for technical staff undertaking condition inspections of road assets.	Source facilitators or expertise to provide training to all staff that undertake road condition inspections, and ensure that delivery of information to the appropriate areas of the Biz-e-Assets program.	Ongoing
Capital Works Evaluation Model.	Develop a capital works evaluation model which incorporates risk, whole of life costings, and hierarchy strategies.	12/2012
Charts of accounts – Road Assets	Work with Finance area to develop a detailed chart of accounts within the new Synergy Soft system to	12/2012

	ensure accurate reporting of transactions regarding road assets.	
Review Road Hierarchy	As part of the road layer review/update, analyse the road hierarchy, and recommend any changes to classification and level of service associated.	Ongoing
Footpath and Kerb & Channel inventories	Establish a map based database of Kerb & Channel and Footpaths through the use of GPS location to allow maintenance and condition information to be tracked accurately.	12/2012

The status of the identified improvement actions is reported Annual Improvement Action Attachment.

10 REFERENCES

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11 APPENDICES

11.1 CONDITION RATING GUIDELINES

11.1.1 Gravel Pavement

Rating	% Of Design Resheet Pavement Remaining
0	100%
1	90
2	80
3	70
4	60
5	50
6	40
7	30
8	20
9	10
10	0

11.1.2 Sealed Pavement

Guidelines for Condition Rating of a sealed pavement (Moloney):

		Description	Pavement Failures	Roughness/ NAASRA Count	Rutting	Profile
0 & 1	New Near new	No signs of pavement problems or wear		Very Smooth. 0-20 20-40		No evidence of movement

2	Excellent		No signs of distress	Excellent ride. Minimal roughness. 40-50		No signs of unwanted movement.
3	Very good	30% of life spent	None evident	Minor signs of roughness. 50-70		Minimal deformation
4	Good	50% of life remaining. Structurally sound	Some signs of distress. Some minimal and localised failures but not extensive.	Degree of roughness. 70-80		Some loss of shape.
5	Fair	Not feel like immediate attention is required. If both failure and roughness defects at this level then consider as a 6.	Obvious signs of distress. 15-20% of area some form of potential failure.	Reasonable rough. Aware at 100km/h. 80-90		
6	Fair to poor	Reasonable life in front of it. If both failures and roughness at this level then consider as a 7.	>30% of pavement area.	Noticeably rough but not uncomfortable in a sedan car. 90-110		
7	Poor.	Approaching time when scheduled for reconstruction or major rehabilitation. Serious and obvious structural flaws.	Obvious signs of pavement failure. 40-50% of pavement area exhibiting failure or potential failure.	Very rough. Speed restricted. 110-140		
8	Very poor	Exhibiting severe problems. In need of immediate rehabilitation Would have some degree of failure.	>50% of pavement area with failure.	Extreme roughness and driveability a problem. Starting to be dangerous at design speed. 140-170		
9 & 10	Extremely poor Failed	Very dangerous state. Not subject to traffic movements		170-200 200+		

11.1.3 Sealed Surfaces

SEALED SURFACE						
	SEAL CRACKING EXTENT	SEAL CRACKING SEVERITY	SEAL STRIPPING	BITUMEN OXIDISATION	SURFACE PATCHING	SURFACE TEXTURE
0	No cracking visible	No cracking visible	No stripping or stone loss	Up to 3 years old. Full depth lively bitumen	No patching	Flush
1	Isolated or very small number of locations	Fine <0.5mm width	Minor	Up to 3 years old. Full depth lively bitumen	Very little.	Oversupply of bitumen. 70-80 5 up full depth of aggregate.
2	10-30%	Fine up to 1mm width	Isolated at several locations or major in isolated area	Up to 5 years of age. Up to 30% of full depth bitumen oxidised.	Heavy isolated in one or two locations or light patching scattered at isolated locations.	Bitumen rich. 50-60% full.
3	30-50%	1-5 mm width	Light stripping on all or major stripping in multiple isolated areas	Up to 7 years old. Up to 60% of full depth bitumen oxidised.	Heavy isolated at several locations or light over most.	Optimum level. 30-40% full.
4	50-70%	5-10 mm	General and severe.	Over 7 years old. Up to 80% of full depth bitumen oxidised.	Heavy at frequent over most or light over majority.	Low level. 20% full.
5	cracking or block cracking >70%	Severe >10mm width	General and extreme.	Fully oxidised, past retreatment	Extensive heavy or light at very close intervals.	Very low level. 10% full.

WHERE CONDITION RATING = (4*Bitumen Oxidisation + 2*Surface Texture (if >3) + Seal Cracking Extent + Seal Cracking Severity + Seal Stripping + Surface Patching)/10

11.1.4 Kerb & Channel

KERB & CHANNEL					
RATING		DESCRIPTION	WEAR	MOVEMENT FROM ORIGINAL ALIGNMENT	TRANSFER WATER
0 = GOOD	New	Functioning	No signs	Nil	
1	Near new				
2	Excellent	No other defects	Very little, barely visible	None	
3	Very good		Very little	Very little, true alignment	
4	Good	Functioning well	Some. Obvious but not severe	Very minor. Very good alignment.	Holds water in places only to very limited extent
5	Fair	Functioning reasonable well,	Obvious or if the only defect severe wear	Obvious	Holding water in places but limited extent

		some minor problems			
6	Fair to poor	Starting to not function well	Obvious or if the only defect extreme wear	Obvious	Holds water at flat spots at several locations.
7	Poor.	Obvious functional or structural problems	Obvious	Obvious	Holding water at several locations
8	Very poor.	No longer fulfilling function	Extreme	Excessive	No longer drain the pavement
9	Extremely poor	Not functioning	Extreme	Excessive	No longer draining.
10 = POOR	Failed.	No longer functional. Dangerous state.			

Isolated kerb failures that need replacing may result from:

- Kerb rotation
- Lifting and separating of adjacent kerb segments
- Sinking of the kerb
- Structural failure

Reference sources for descriptions:

- Road Management Act 2004
- International Infrastructure Management Manual – Australia/NZ Edition 2002
- UK Highway Code of Practice for Maintenance Management 2001

11.2 Attachment 2: - Inspection Requirements

Inspection Type	Purpose	Inspection Performed by & Reporting Requirements
Reactive/Safety Inspection	<ul style="list-style-type: none"> ▪ Safety inspections are designed to identify all defects likely to create danger or serious inconvenience to users of the network or the wider community. ▪ Safety issues may be detected as the result of: <ul style="list-style-type: none"> (a) formal programmed defect inspection; or (b) observation followed by notification to council by members of the community or council employees while undertaking their normal work duties with a subsequent safety inspection to be conducted by an appropriate council officer. 	<ul style="list-style-type: none"> ▪ Council representative with some knowledge of road maintenance techniques who may then call in a higher level of expertise if necessary. ▪ Recording to identify specific safety defect, time first reported, time inspected & by whom, subsequent action & time of completion.
Incident Inspection	<ul style="list-style-type: none"> ▪ An inspection carried out to comply with the requirements the Road Management Act [Division 5 – Claims Procedure, Clause 116]; ▪ This inspection enables an incident condition report to be prepared for use in legal proceedings and the gathering of information for the analysis of the causes of accidents and the planning and implementation of road management and safety measures. 	<ul style="list-style-type: none"> ▪ Qualified engineer or experienced technical officer with extensive knowledge and experience in road construction and maintenance practices. ▪ Formal Incident Report required, as described.
Programmed Inspection	<ul style="list-style-type: none"> ▪ Inspection undertaken in accordance with a formal programmed inspection schedule to determine if the road asset complies with the levels of service as specified in the Maintenance Service Agreement; ▪ A record of each street/road is to be completed detailing the name of the inspector, the inspection date, time and street/road name and a description of any defects found that are at the specified intervention levels defined in the Maintenance Service Agreement; ▪ In addition, a notation must be recorded of any street/road inspected where no defect was apparent under the specific rigour of the inspection. 	<ul style="list-style-type: none"> ▪ Engineer or technical officer with knowledge of road maintenance techniques; ▪ A record of the inspection is to be signed by the inspector for placing on council’s asset database for reference purposes (NB: this may include insurance or litigation requirements).

<p>Condition Inspection</p>	<ul style="list-style-type: none"> ▪ An inspection specifically to identify deficiencies in the structural integrity of the various components of the road infrastructure assets which if untreated, are likely to adversely affect network values. The deficiencies may well impact short-term serviceability as well as the ability of the component to continue to perform for the duration of its intended life span; ▪ The condition inspection process must also meet the requirements for accounting regulations and asset management; ▪ Regular or periodic assessment, measurement and interpretation of the resulting condition data is required so as to determine the need for any preventive or remedial action then development of relevant programs of rehabilitation or renewal works. 	<ul style="list-style-type: none"> ▪ Inspection undertaken under the direction of a qualified engineer or experienced technical officer with extensive knowledge and experience in road construction and maintenance practices; ▪ Specific data to be recorded is determined by requirements of the Maintenance Service Agreement & the Asset Information System used to assess asset component needs.
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11.3 Attachment 8: - Risk Assessment for Roads & Footpaths

Defect Type	Level of Defect	Location	Risk Event & Potential Consequence	Consequence Rating	Road Cat.	Likelihood Ranking	Assessed Risk
Pothole	Beyond the point where intervention is required – maintenance is now a priority.	Urban (lower speeds)	Loss of control causing vehicle crash, serious injuries to several people	4 - Major	4	C Possible -	H
					3	D Unlikely -	H
					2	VH Rare -	M
					1	VH Rare -	M
		Rural (higher speeds)	Loss of control causing multiple fatalities	5 Catastrophic -	4	C Possible -	H
					3	C Possible -	H
					2	D Unlikely -	M
					1	D Unlikely -	L
		Urban (lower speeds)	Loss of control causing vehicle crash, minor injuries to several people	3 Moderate -	4	C Possible -	H
					3	D Unlikely -	M
					2	VH Rare -	L
					1	VH Rare -	L
Rural	Loss of control causing	4 - Major	4	C -	H		

		(higher speeds)	vehicle crash, serious injuries to several people			Possible		
					3	C Possible	-	H
					2	D Unlikely	-	M
					1	D Unlikely	-	L
	At intervention level	Urban (lower speeds)	Vehicle sustains damage	2 - Low	4	C Possible	-	H
					3	C Possible	-	H
					2	D Unlikely	-	M
					1	VH Rare	-	L
		Rural (higher speeds)	Vehicle sustains damage	2 - Low	4	B - Likely		E
					3	B - Likely		H
2					C Possible	-	M	
1					D Unlikely	-	L	

Attachment 8 continued: Risk Assessment – Roads & Footpaths

Defect Type	Level of Defect	Location	Risk Event & Potential Consequence	Consequence Rating	Road Cat.	Likelihood Ranking	Assessed Risk
Edge Breaks, Drop offs, Wheel Ruts & Depressions, and Pavement Shoving	Beyond the point where intervention is required – maintenance is now a priority.	Urban (lower speeds)	Loss of control causing vehicle crash, serious injuries to several people	4 - Major	4	D - Unlikely	H
					3	D - Unlikely	M
					2	VH - Rare	L
					1	VH - Rare	L
		Rural (higher speeds)	Loss of control causing vehicle crash, multiple fatalities	5 - Catastrophic	4	C - Possible	H
					3	C - Possible	H
					2	D - Unlikely	M
					1	D - Unlikely	L
		Urban (lower speeds)	Loss of control causing vehicle crash, minor injuries to several people	3 - Moderate	4	D - Unlikely	H
					3	D - Unlikely	M
					2	VH - Rare	L
					1	VH - Rare	L
	Rural (higher speeds)	Loss of control causing vehicle crash, serious injuries to several people	4 - Major	4	C - Possible	H	
				3	C - Possible	H	
				2	D - Unlikely	M	
				1	D - Unlikely	L	
	At intervention level	Urban (lower speeds)	Vehicle sustains damage	2 - Low	4	C - Possible	H
					3	C - Possible	H
					2	D - Unlikely	M
					1	VH - Rare	L
Rural (higher speeds)		Vehicle sustains damage	2 - Low	4	B - Likely	E	
				3	B - Likely	H	
				2	C - Possible	M	
				1	D - Unlikely	L	
Crack Sealing	Risk is assessed as being the same whether at or beyond the Intervention Level	Urban (lower speeds)	Structural risk only	2 - Low	4	D - Unlikely	H
		Rural (higher speeds)	Structural risk only	2 - Low	4	D - Unlikely	H

Attachment 8 continued: Risk Assessment – Roads & Footpaths

Defect Type	Level of Defect	Location	Risk Event & Potential Consequence	Consequence Rating	Road Cat.	Likelihood Ranking	Assessed Risk
Delamination	Risk is assessed as being the same whether at or beyond the Intervention Level	Urban (lower speeds)	Vehicle sustains damage	2 - Low	4	VH - Rare	M
		Rural (higher speeds)	Vehicle sustains damage	2 - Low	4	VH - Rare	M
Stripped Seals & Slick Surfaces	Risk is assessed as being the same whether at or beyond the Intervention Level	Urban (lower speeds)	Loss of control causing vehicle crash, serious injuries to several people	4 - Major	4	D - Unlikely	H
		Rural (higher speeds)	Loss of control causing vehicle crash, multiple fatalities	5 - Catastrophic	4	D - Unlikely	H
Bleeding Seals	Risk is assessed as being the same whether at or beyond the Intervention Level	Urban (lower speeds)	Loss of control causing vehicle crash, serious injuries to several people; also a public nuisance in urban areas	4 - Major	4	VH - Rare	M
		Rural (higher speeds)	Loss of control causing vehicle crash, serious injuries to several people	4 - Major	4	VH - Rare	M

Attachment 8 continued: Risk Assessment – Roads & Footpaths

Defect Type	Level of Defect	Location	Risk Event & Potential Consequence	Consequence Rating	Road Cat.	Likelihood Ranking	Assessed Risk
Potholes, rutting and scouring	Beyond the point where intervention is required – maintenance is now a priority.	Urban (lower speeds)	Loss of control causing vehicle crash, serious injuries to several people	4 - Major	4	N/A	
					3	N/A	
					2	VH - Rare	L
					1	VH - Rare	L
		Rural (higher speeds)	Loss of control causing vehicle crash, multiple fatalities	5 - Catastrophic	4	C - Possible	H
					3	C - Possible	H
					2	D - Unlikely	M
					1	VH - Rare	L
		Urban (lower speeds)	Loss of control causing vehicle crash, minor injuries to several people	3 - Moderate	4	N/A	
					3	N/A	
					2	D - Unlikely	M
					1	D - Unlikely	L
	Rural (higher speeds)	Loss of control causing vehicle crash, serious injuries to several people	4 - Major	4	C - Possible	H	
				3	C - Possible	H	
				2	D - Unlikely	M	
				1	VH - Rare	L	
	At intervention level	Urban (lower speeds)	Vehicle sustains damage	2 - Low	4	N/A	
					3	N/A	
2					D - Unlikely	M	
1					VH - Rare	L	
Rural (higher speeds)		Vehicle sustains damage	2 - Low	4	B - Likely	E	
				3	B - Likely	H	
				2	C - Possible	M	
				1	D - Unlikely	L	

Attachment 8 continued: Risk Assessment – Roads & Footpaths

Defect Type	Level of Defect	Location	Risk Event & Potential Consequence	Consequence Rating	Cat.	Likelihood Ranking	Assessed Risk
Edge lips, pavers dislocated, concrete bays raised or broken - where repairs can be undertaken by lip grinding	Risk is assessed as being the same whether at or beyond the Intervention Level	Urban	Person falls and sustains serious injury	3 - Moderate	5	A - Almost Certain	E
					4	A - Almost Certain	E
					3	A - Almost Certain	E
					2	B - Likely	H
					1	VH - Rare	L
Pavers dislocated or missing, concrete bays cracked, raised or broken, asphalt lifted by roots, depressed, cracked or potholes - where minor works & repairs can be undertaken	Risk is assessed as being the same whether at or beyond the Intervention Level	Urban	Person falls and sustains serious injury	3 - Moderate	5	A - Almost Certain	E
					4	A - Almost Certain	E
					3	A - Almost Certain	E
					2	B - Likely	H
					1	VH - Rare	L



Pyrenees Shire Council Council Plan 2013-2017

Updated 30th November 2015



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Our Shire



Our Vision and Mission

Council's Vision is:

We want the Pyrenees Shire to be a healthy, vibrant, prosperous and connected community.

Council's Mission is:

The role Pyrenees Shire Council will take to achieve this vision is to:

- *Provide quality road and built infrastructure for the community*
- *Work with others to provide services to maintain the wellbeing of the community, and*
- *Operate an efficient, forward looking organisation.*

Council's Strategic Objectives for 2013-2017 are:

1. Leadership

We will provide community leadership and advocacy to ensure we are a financially sustainable organisation, working hard to improve the economic, social and environmental wellbeing of the Pyrenees Shire.

2. Community

We will provide safe, functional and well utilised assets and services, to enhance the quality of life of residents and promote connected, active and resilient communities.

3. Roads

We will maintain a safe and effective road system that caters for all road users within the Shire.

4. Commerce

We will develop the local economy and increase the population of the Pyrenees Shire.

5. Environment

We will show effective leadership in managing our own environmental impacts as well as in the management of the local natural and built environment.

Introduction to Council Plan

Council met and reviewed its plan for the coming four years in late 2015, prior to the formal announcement of a CPI based rate cap by the Minister for Local Government late in 2015. A rate cap significantly alters the power Council can exercise in terms of determining its future, particularly for a small rural Council like ourselves.

For Pyrenees Shire there are limited “non rate” opportunities to fund Councils ordinary operations on behalf of the community, as well as minimal organic growth opportunities available through farm intensification and residential development.

Council accepts that the Minister has the right to provide a level of guidance regarding the level of rate increases across the state and will work within the established guidelines to seek a variation if applicable.

It is important however for Council to headline the key issues from the Council plan that no matter the financial environment, Council wishes to continue to pursue as they provide a logical path forward for the community and for the services Council wishes to provide both now and in the future.

1. Maintain road spending in real terms

A significant percentage of our community consistently rates the quality of our road network as needing improvement, and Council recognises the need to respond to this with further investment, both from within the organisation and externally. To this end Council is committed to maintaining it's spending in real terms each year, plus stepping up spending as specific opportunities arise, see point 5. Council sees roads as an asset to be paid for year on year, based on the income Council can generate. Council is extremely reluctant to pursue debt as a source of funds for road maintenance and renewal.

2. Continue to manage costs within the organisation

In response to the need for more funding for roads and the loss of CPI indexation for Council's Financial Assistance grants, Council has identified savings in operations to offset the loss of income from its budget in the past two years. Council will continue to attempt to do this with an emphasis on efficient service delivery before cuts to services.

3. Grow the Municipalities rate base

Following Councils inability to secure a developer for residential land in Beaufort, Council has itself become the developer, to date opening up 41 blocks of a potential 98 in the Correa Park Estate. To date 25 blocks have been developed, providing a long term boost to Councils rate base in real terms. The project seeks to have blocks developed on a cost neutral basis over the life of the project.

4. Continue to provide modern facilities for multiple uses within communities

Over the past 12 years Council has been able to provide new modern facilities or major facilities upgrades for seven of its ten significant communities, through funds from Council, State and Federal Government. The locality of Lexton is currently planning and fund raising for such a facility in its town as Councils next priority community. In the coming ten years Council will need to plan and consider constructing community facilities such as new pools at both Avoca and Beaufort, which will be a significant investment.

5. Repay debt to free up cash flow for road infrastructure

Council is currently three years into a five year plan to repay all its debt which has been accumulated for a range of projects over the years. From 2018-19 this repayment will free up in the order of \$500,000 to invest directly into road infrastructure, significantly increasing Council's capacity to maintain its road network as per point 1. Council is not adverse to taking on debt and sees it as a likely option for community infrastructure like pools as identified in point 4 above.

Conclusion

Council's long term financial plan sets out the completion of stages of Correa Park and the repayment of debt enables funds to be freed up for increased work on road infrastructure. In current terms Council has a road infrastructure renewal gap in the order of \$1.5 million annually which impacts on its ability to maintain and renew its road and associated infrastructure in the long term.

Rate capping brings into much starker reality, the underlying issue for small Rural Councils such as Pyrenees, which is that funds from other levels of Government, sufficient for it to provide its services to the community and maintain road infrastructure are essential. An appropriate funding model for small rural Council's will mean that the State's goals of minimising the impact of rates across the community can be met by all municipalities across the State.

Shire Profile

Location

Pyrenees Shire is located in the Central West of Victoria, about 130 kilometers North West of Melbourne. It is heavily dependent on primary industry and is renowned for its, wool, viticulture and forestry activity. Thirty percent of the workforce is involved in agriculture. Key areas of production are wool, cereal, hay crops and meat. Grape and wine production has recently expanded significantly. Gold, along with sand, gravel and slate all contribute to the economy.

Characteristics

The Pyrenees Shire comprises an area of nearly 3,500 square kilometres and a population of 6,885 residents. The Shire takes its name from the ranges in the north that hold similarity to the Pyrenees Ranges in Europe.

Council administration is based in the township of Beaufort, and a number of Council services also operate from the township of Avoca. These services include health and aged care, library and information centres.

Excellent educational facilities are available in Pyrenees Shire, including integrated children's centres, primary schools, a secondary college and Community Resource and Information Centres incorporating adult education and library services.

Recreational activities are available in abundance in the region, giving community members and visitors wonderful opportunities to experience new pastimes. Most townships in the Shire have their own sporting facilities, such as football fields and netball courts. Avoca and Beaufort also have skate parks.

Tourism is ever growing throughout the region. Hang-gliding from Mount Cole and the French game of Petanque in Avoca, attract large numbers of visitors year round. In recent years, the action sport of mountain bike riding has risen in popularity.

In addition to the sporting opportunities, the Pyrenees is known for its wineries and culinary delights. Community markets are a popular attraction, as are the region's antique fairs, picnic horse races and music festivals.

PYRENEES

— S H I R E —



Our Councillors

Cr Robert Vance

De Cameron Ward

Phone: 0447 384 500

Email: decameron@pyrenees.vic.gov.au

First Elected: 1987, re-elected 1996,1999 re-elected,2008 and 2012



Cr David Clark

Ercildoune Ward

Phone: 0417 374 704

Email: ercildoune@pyrenees.vic.gov.au

First Elected: 1992,1996, 1999 re-elected 2008 and 2012



Cr Michael O'Connor - Mayor

Beaufort Ward

Phone: 0437 662 295

Email: beaufort@pyrenees.vic.gov.au

First Elected: 2008, re-elected 2012



Cr Ron Eason

Avoca Ward

Phone: 0417 508 471

Email: avoca@pyrenees.vic.gov.au

First Elected: 2012



Cr Tanya Kehoe

Mount Emu Ward

Phone: 0439 571 480

Email: mountemu@pyrenees.vic.gov.au

First Elected: 2012



Our Senior Management Team

Jim Nolan - B.Eng (Civil) Chief Executive Officer

Jim was appointed Chief Executive Officer with Pyrenees Shire Council in December 2014. He has 25 years' experience in local government at Glenelg, Southern Grampians and Northern Grampians. Jim has experience across infrastructure, project delivery, community and economic development.



As CEO, Jim is responsible for the day to day operations of Council, the delivery of the Council Plan and the implementation of Council decisions. Jim also has direct responsibility for economic development and communications.

Evan King – B. Bus (Acc), CPA, GAICD Director Corporate and Community Services

Evan joined Pyrenees Shire Council in June 2014. He has over 20 years of experience in financial management and community services gained in local government with Hepburn Shire Council and the social services and manufacturing industries.



Evan is responsible for the strategic management of the Corporate and Community Services Department, which includes finance and administration, information technology, governance, human resources, customer services and community wellbeing.

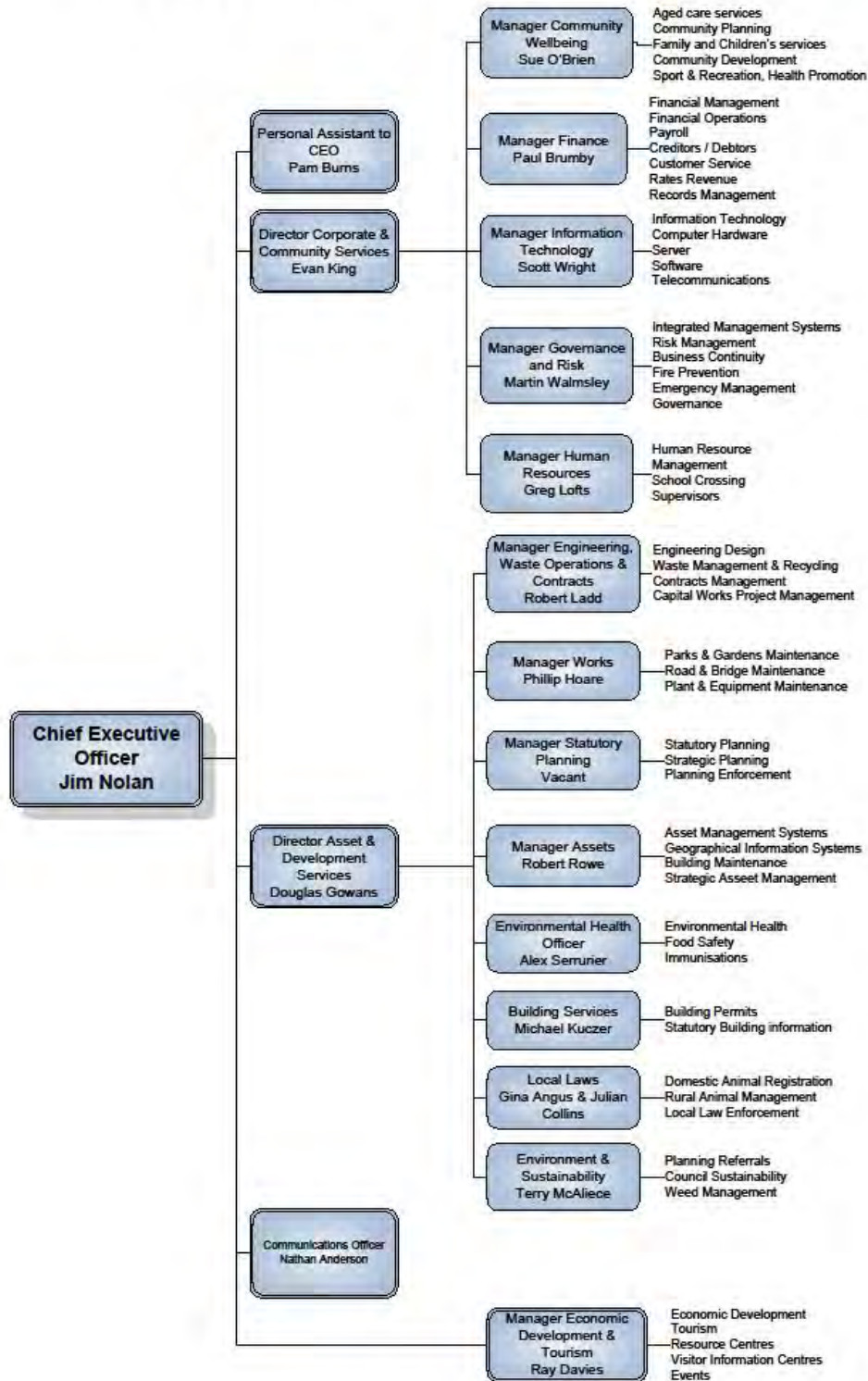
Douglas Gowans – B.Eng Director Assets and Development

Douglas joined Pyrenees Shire Council in August 2015. He has over 13 years' experience in local government, including Golden Plains and Hindmarsh Shire Councils.

Douglas manages the operations and asset areas of Council. His responsibilities include the construction and maintenance of roads and bridges, waste management and recycling, parks and gardens, town planning and building services, local laws, fire prevention and emergency management.



Organisational Structure



Strategic Objective 1: Leadership

We will provide community leadership and advocacy to ensure we are a financially sustainable organisation, working hard to improve the economic, social and environmental wellbeing of the Pyrenees Shire.

Service	Measure	Source	16/17 Target
Governance	Community Consultation	LGPR – Community Satisfaction Survey	57
Governance	Overall Council Direction	LGPR – Community Satisfaction Survey	53
Governance	Councillor Conduct – no breaches of the Councillor Code of Conduct.	Internal	0
Financial	Maintain a Rate to debt ratio below 35%	Internal	<35%
Financial	Maintain a working capital ratio above 150%	Internal	>150%

Leadership - Strategies

1.1	Manage risk effectively at all levels within the organisation.
1.2	Continue Councillor training and development and ensure adherence to the Councillor Code of Conduct.
1.3	Work with the state and federal governments and the Municipal Association of Victoria (MAV) on a new and sustainable funding model for local government.
1.4	Advocate to ensure adequate grant funding to provide and improve infrastructure, such as telecommunications, housing, water, sewerage and energy in alignment with the Central Highlands Regional Investment Plan.
1.5	Continue to enhance Council's emergency management and recovery capacity and response.
1.6	Explore opportunities for shared services.
1.7	Work with state government departments and the MAV to bring about improvements in guidelines and regulations regarding wind farm development.
1.8	Drive long term financial sustainability through innovative and prudent financial management.
1.9	Continually demonstrate good governance and improve the transparency, quality and consistency of our decisions.
1.10	Provide timely targeted and relevant internal and external communication and advocate on behalf of the community for important community concerns, projects and initiatives.

Specific Initiatives	16/17
Develop and implement priority shared services.	✓
Undertake a strategic review of the Long Term Financial Plan in the context of rate capping.	✓
Undertake community engagement in the process of developing and communicating the Annual Budget.	✓
Implement agreed recommendations from the CARS Review.	✓
Seek to repay debt as quickly as possible. Review the use of debt in the context of rate capping.	✓
Lobby for federal and state government funding to construct the Beaufort By-pass.	✓

Implement the agreed recommendations of the review to assess the cost benefit of gaining quality accreditation for: <ul style="list-style-type: none"> - AS4801 - Occupational Health & Safety - ISO9001 – Quality Systems - ISO14001 – Environmental Management. 	
Develop the Moonambel Water, Beaufort By-pass, and telecommunications upgrade priority projects, to the stage of 'shovel ready' to attract government funding.	✓
Review strategic planning priorities.	✓
Advocate for a fairer funding model for local government.	✓
Advocate to state and federal governments and work with other agencies to ensure support is provided for those impacted by drought.	✓
Undertake the interim secretariat role for RCV and investigate the cost/ benefit of providing the ongoing secretariat support.	✓
Fulfil all governance obligations in relation to the 2016 Council elections.	✓
Develop a handover plan for the next Council prior to the 2016 Council election.	✓

Ongoing Initiatives	16/17
Review the Long Term Financial Plan twice a year.	✓
Distribute monthly management and quarterly Council finance reports to ensure financial accountability.	✓
Undertake an annual staff climate survey and implement recommendations.	✓
Conduct four internal audits each year and implement recommendations.	✓
Develop a new audit program to ensure ongoing accountability.	✓
Conduct effective strategic consultation with two key sectors of community on specific issues.	✓
In conjunction with the MAV and RCV advocate for continuance of roads, bridges and other infrastructure funding.	✓

Strategic Objective 2: Community

We will provide safe, functional and well utilised assets and services, to enhance the quality of life of residents and promote connected, active and resilient communities.

Service	Measure	Source	16/17 Target
Home & Community Care	Participation in HACC service (Percentage of the municipal target population that receive a HACC service)	LGPR	100%
Maternal & Child Health	Participation in MCH key ages and stages visits (Percentage of children attending the MCH key ages and stages visits)	LGPR	85%
Maternal & Child Health	Participation in community immunisation programs	Internal	95%
Libraries	Active library members (Percentage of the municipal population that are active library members)	LGPR	21%
Pool Facilities	Utilisation of pool facilities (The number of visits to pool facilities per head of municipal population)	LGPR	30%
Animal Management	Animal management prosecutions (Number of successful animal management prosecutions)	LGPR	100%
Food Safety	Critical and major non-compliance notifications (Percentage of critical and major non-compliance notifications that are followed up by Council)	LGPR	100%
Community	Ensure the most up to date version of Community Action Plans is on the website by 31 October to be considered in the budget process.	Internal	Loaded onto the Website

Community - Strategies

2.1	Ensure Council assets and infrastructure support current and future service provision.
2.2	Facilitate greater participation in passive and active recreational activities.
2.3	Utilise Community Action Plans to inform project support by Council.
2.4	Promote, develop and maintain tidy, attractive and functional streetscapes that encourage tourism, town pride and new residents.
2.5	Provide responsive and sustainable community services in aged care, child care and maternal and child health.
2.6	Promote and facilitate youth involvement in community activities.
2.7	Support arts and cultural initiatives within the Shire to enhance community participation and wellbeing.
2.8	Promote the use of community hubs and resource centres to enhance the community's educational, training and social networking opportunities to maximise the utilisation of community assets.
2.9	Improve the health and wellbeing of the community through active participation in health initiatives identified in the Pyrenees Shire Council Health and Wellbeing Plan.

Specific Initiatives	16/17
Develop an action plan from the Building Asset Management Plan to address both maintenance and long term utilisation of Council's non-road assets.	✓
Implement streetscape and hall improvements for Redbank, Raglan and Barkly.	✓
Develop and implement a Council Recreation Strategy to ensure our communities have access to resources and facilities that encourage participation.	✓
Report to Council on the implementation of the Community Action Plans.	✓
Continue to investigate and implement current youth services and activities offered by the Shire and other providers and explore potential further activities.	✓
Review the Community Grants policy and consider developing a grants rating system with alignment to Community Action Plans.	✓
Lobby for funding for the construction of the Lexton Hub.	✓
Lobby state and federal government for an equitable funding model in the transition of HACC services to federal government.	✓
Implement the Living Landsborough project.	✓
Develop a masterplan for Avoca including community infrastructure such as (but not limited to) accessibility, arts precinct, BBQ shelter, Dundas St.	✓

Ongoing Initiatives	16/17
Implement the Asset Management Strategy and review the policy bi-annually.	✓
Actively participate in the Regional Children and Youth Area Partnership.	✓
Continue to provide high quality library services to our local communities through our facilities in Avoca, Beaufort, Landsborough, Lexton and Snake Valley.	✓
Implement priority recommendations from Council's Health and Wellbeing Plan.	✓

Strategic Objective 3: Roads

We will maintain a safe and effective road system that caters for all road users within the Shire.

Service	Measure	Source	16/17 Target
Roads	Satisfaction with sealed local roads (Community satisfaction rating out of 100 with how Council has performed on the condition of sealed local roads)	LGPR – Community Satisfaction Survey	58
Roads	Sealed roads resealed	Internal	4.5% Of Network
Roads	Unsealed roads resheeted	Internal	2.9% Of Network
Roads	% of roads capital works budget expended	Internal	95%

Roads - Strategies

3.1	Maintain and enhance the road network in line with the Road Asset Management Plan level of service.
3.2	Utilise Moloney Asset Management System to strategically prioritise road network maintenance, renewal and upgrade.

Specific Initiatives	16/17
Implement priority bridge restoration works based on the triennial condition assessment.	✓
Complete street trees risk assessment and implement the ongoing maintenance program.	✓
Utilise asset planning to implement a renewal and improvement plan for footpaths and drains.	✓
Review the Asset Management Strategy through community focus groups and consultation, and communicate and educate the community regarding road management and future works.	✓

Ongoing Initiatives	16/17
Implement the gravel road maintenance and renewal strategy.	✓
Communicate weekly through a Pyrenees Advocate column and website regarding road closures, works and maintenance, in particular grading.	✓
Work with other local government organisations to ensure that asset management is on a continuous improvement path.	✓
Undertake two internal audits per annum on compliance with the Road Management Plan.	✓

Strategic Objective 4: Commerce

We will develop the local economy and increase the population of the Pyrenees Shire.

Service	Measure	Source	16/17 Target
Economic Development	Growth in Shire output	External	Increase
Economic Development	Change in number of businesses (Percentage change in the number of businesses with an ABN in the municipality)	LGPR	Increase
Population	Population Growth	Internal	1%

Commerce - Strategies

4.1	Work with government and key stakeholders to implement the priority initiatives in the Economic Growth Strategy.
4.2	Provide adequate industrial land to facilitate the development of new businesses and the enhancement of existing businesses.
4.3	Provide residential land that attracts new residents to the Shire.
4.4	Continue Council's participation in the Central Highlands Regional Planning Committee, the Regional Management Forum and continue to work with Regional Development Australia, to maintain and expand the regional development focus.

Specific Initiatives	16/17
Drive economic growth and prosperity through advocacy for the provision of telecommunications under the Federal Government Blackspot funding.	✓
Support economic development in the agricultural sector in particular intensive and irrigated agriculture by undertaking further strategic work.	✓
Implement the agreed recommendations from the Tourism Strategy.	✓
Manage the impacts of the reopening of the rail line from Maryborough to Ararat.	✓
Review the RV Friendly trial in Beaufort.	✓
Lobby for funding to identify the social and economic impacts of the Beaufort By-pass.	✓

Ongoing Initiatives	16/17
Work with telecommunications companies and government representatives to improve mobile phone and broadband internet access throughout the Shire.	✓
Improve economic growth and prosperity through the provision of water, and other essential services.	✓
Continue to support and promote existing and future events in the Shire.	✓
Continue to explore opportunities for the take up of industrial land in Beaufort and Avoca.	✓
Continue to promote investment in residential land in Beaufort, Avoca and in townships across the Shire.	✓
Implement the recommendations from the Master Plans for the Beaufort, Avoca and Landsborough Caravan Tourist Parks.	✓
Capitalise on opportunities for the Avoca Industrial Estate from gas connection.	✓
Implement the key initiatives from the Pyrenees Growth Strategy.	✓

Strategic Objective 5 - Environment

We will show effective leadership in managing our own environmental impacts as well as in the management of the local natural and built environment.

Service	Measure	Source	16/17 Target
Environment and Health	% of required septics inspected as prescribed by the Domestic Wastewater Management Plan	Internal	100%
Planning	Number of VCAT decisions that overturn Council decisions	Internal	Nil
Planning	Planning permits processed within statutory time limits	Internal	90%
Planning	Planning decisions deferred by Council	Internal	0%
Waste	Reduce waste to 280 kilograms per assessment per annum.	Internal	280

Environment - Strategies	
5.1	Support the health and biodiversity of our natural environment for current and future generations.
5.2	Provide efficient and effective waste management.
5.3	Plan and provide a built environment that reflects the needs, values and aspirations of the community.
5.4	Ensure appropriate land use planning for public, private and community facilities.
5.5	Encourage environmental best practice and the reduction of resource and energy consumption.
5.6	Support the development of renewable energy projects in appropriate areas.
5.7	Minimise the transportation impacts of industry on infrastructure and the environment.

Specific Initiatives	16/17
Work with the Central Victorian Greenhouse Alliance on sustainability initiatives which seek to reduce Council's environmental footprint and build community resilience.	✓
Implement the Roadside Weed and Pest Management Plan and advocate for funding beyond 2017.	✓
Implement the priority recommendations of the State Planning Process Review report.	✓
Continue to participate in the Beaufort By-pass EES through involvement in the Technical Reference Group.	✓

Ongoing Initiatives	16/17
Manage significant native vegetation on sites where works are undertaken.	✓
Review and implement the priority actions from the Pyrenees Planning Scheme.	✓
Implement and audit the agreed actions from the Domestic Wastewater Management Plan.	✓
Implement the agreed recommendations from the 2015 Municipal Waste Services Review.	✓
Work collaboratively with other authorities to prepare and implement Council's flood plain management plans.	✓
Implement the Environmental and Sustainability Strategy.	✓
Manage the planning issues arising from wind farm operations.	✓



Cr Robert Vance, Cr David Clark, Cr Michael O'Connor, Cr Ron Eason, Cr Tanya Kehoe

