# ROADS ASSET MANAGEMENT PLAN 2015

## ASSET MANAGEMENT PLAN (AMP)

The AMP shows how we are planning for future management of assets and identifies ways to fund the repair & maintenance of current assets. **SEE ALSO CSP 2013 & 2104.**

The main change to the **AMP is for Roads** where Council has now decided to include funds each year for sealing of around 1km to 2km of the Unsealed Rural Road Network.

A change has also been made to reflect the IPART approval for a Special Rate Variation to the General Rates which is to be used mainly for improving the more heavily utilised rural freight transport routes – see list of roads below:

In March 2015 following community consultations it was decided to submit an application for a Special Rate Variation (SRV) for the Ordinary (General) Rates only for a 5 year period commencing 1 July 2015.

This SRV, which includes the Rate Pegging Limit for each year (assumed to be 2.4% for 2015/16 and then 3% each year from 2016/17 to 2019/20), was approved by IPART as follows:

| 2015/16 | 2016/17 | 2017/18 | 2018/19 | 2019/20 |
|---|---|---|---|---|
| 6.50% | 6.90% | 6.95% | 7.00% | 7.00% |

The SRV will be used to enhance financial sustainability and reduce infrastructure backlog.

In 2015/16 we anticipate generating an additional $136,174 in income which will be used to:

| | |
|---|---|
| *Provide additional funds to supplement grading on all rural unsealed roads* | $20,426 (15%) |
| ***Upgrade and improve heavily utilised rural freight transport routes as identified during the Special Rate Variation application.*** | **$108,939 (80%)** |
| *Develop asset based data sets* | $1,362 (1%) |
| *Repayment of Local Infrastructure Renewal Scheme* | $5,447 (4%) |

**The transport routes identified are:**

Dog Rocks Road
Lowes Mount Road
Hazelgrove Road
Beaconsfield Road
Sewells Creek Road
Campbells River Road
Burraga Road
Abercrombie Road

Following is an extract from the Roads Asset Management Plan adopted in June 2014, which will be amended prior to finalising in June 2015.

# 1. EXECUTIVE SUMMARY

## Context

The Oberon Local Government Area (LGA) is located adjacent to the Blue Mountains of New South Wales on the Great Dividing Range, 196 km west (two-hour drive) of Sydney. Much of the area is considered to be sub-alpine with the Oberon township 1,113 metres above sea level.

The sub-alpine climate creates challenges for Oberon Council in effectively managing the road network. Minimal road work can be undertaken in the winter and sub-surface water erupts from the ground in spring, resulting in localised pavement deterioration.

Oberon Council is committed to maintaining a quality road network for the community and industry. Oberon has a thriving forestry industry, which requires reliable sealed road access.

The major issue facing Oberon Council in maintaining the road network is the aging of the sealed road network. Oberon Council must act promptly to reseal and renew sealed roads across the Shire before they reach the end of their useful life.

**The Road Service**
The Road network comprises:

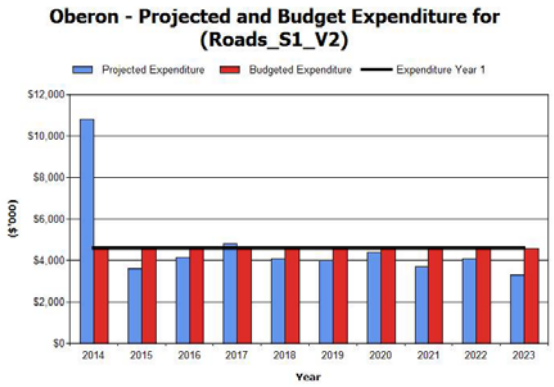
- Bridges
- Sealed roads pavement
- Sealed roads surface
- Kerb and gutter
- Footpaths
- Unsealed roads pavement

These infrastructure assets have a replacement value of $178,411,418.

## What does it Cost?

The projected outlays necessary to provide the services covered by this Asset Management Plan (AM Plan) includes operations, maintenance, renewal and upgrade of existing assets over the 10 year planning period is $46,900,000 or $4,690,000 on average per year.

Estimated available funding for this period is $45,620,000 or $4,562,000 on average per year which is 97% of the cost to provide the service. This is a funding shortfall of $128,000 on average per year. Projected expenditure required to provide services in the AM Plan compared with planned expenditure currently included in the Long Term Financial Plan are shown in the graph below.




## What we will do

We plan to provide road services for the following:

- Operation, maintenance, renewal and upgrade of bridges, roads and footpaths to meet service levels set in annual budgets.
- Plan to reconstruct urban roads before the pavement and seal reach end of life within the 10 year planning period.

## What we cannot do

We do **not** have enough funding to provide all services at the desired service levels or provide new services. Works and services that cannot be provided under present funding levels are:

- Seal all of the unsealed roads across the Shire which the community would like to see sealed.
- Repair all of the road defects across the road network.

## Managing the Risks

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

- Again infrastructure requiring renewal or replacement
- Rising costs of managing infrastructure
- Managing the community expectations for levels of service
- Impact of climate change on road assets

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

- Assessing the condition of road assets and renewing/ replacing as funding becomes available.
- Move towards planned and proactive asset management, which is more cost-effective than reactive management

- Work with the community to determine achievable performance targets for levels of service.

## Confidence Levels

This AM Plan is based on medium level of confidence information.

## The Next Steps

The actions resulting from this asset management plan are:

- Maintain road assets in a safe condition within available funding
- Continue to assess and rate the condition of assets to better inform future versions of this AM Plan
- Define the maintenance standards and levels of service which can be delivered to the community at various funding levels
- Improve the analysis of options so that an informed discussion can be had with the community about priorities and future levels of service and funding,
- Prioritise renewal and upgrade works based on risk,
- Continue to improve asset information and knowledge,
- Monitor the provision of road infrastructure in line with community expectations as expressed in the Oberon Community Strategic Plan.
- Increase knowledge of asset management within the community and elected Council with respect to road maintenance, renewal, replacement and upgrades.

## Questions you may have

### What is this plan about?

This asset management plan covers the infrastructure assets that serve the Oberon community's road needs. These assets include bridges, roads and footpaths throughout the community area that enable people to get to where they would like to go.

### What is an Asset Management Plan?

Asset management planning is a comprehensive process to ensure delivery of services from infrastructure is provided in a financially sustainable manner.

An asset management plan details information about infrastructure assets including actions required to provide an agreed level of service in the most cost effective manner. The plan defines the services to be provided, how the services are provided and what funds are required to provide the services.

### Why is there a funding shortfall?

Most of the organisation's road network was constructed by developers and from government grants, often provided and accepted without consideration of ongoing operations, maintenance and replacement needs.

Many of these assets are approaching the later years of their life and require replacement, services from the assets are decreasing and maintenance costs are increasing.

Our present funding levels are insufficient to continue to provide existing services at current levels in the medium term.

### What options do we have?

Resolving the funding shortfall involves several steps:

1. Improving asset knowledge so that data accurately records the asset inventory, how assets are performing and when assets are not able to provide the required service levels,
2. Improving our efficiency in operating, maintaining, renewing and replacing existing assets to optimise life cycle costs,
3. Identifying and managing risks associated with providing services from infrastructure,
4. Making trade-offs between service levels and costs to ensure that the community receives the best return from infrastructure,
5. Identifying assets surplus to needs for disposal to make saving in future operations and maintenance costs,
6. Consulting with the community to ensure that road services and costs meet community needs and are affordable,
7. Developing partnership with other bodies, where available to provide services,
8. Seeking additional funding from governments and other bodies to better reflect a 'whole of government' funding approach to infrastructure services.

### What happens if we don't manage the shortfall?

It is likely that we will have to reduce service levels in some areas, unless new sources of revenue are found. For roads, the service level reduction may include allowing the condition of some roads to deteriorate to failure.

Horace Street, Oberon

### What can we do?

We can develop options, costs and priorities for future roads services, consult with the community to plan future services to match the community service needs with ability to pay for services and maximise community benefits against costs.

### What can you do?

We will be pleased to consider your thoughts on the issues raised in this asset management plan and suggestions on how we may change or reduce the mix of services to ensure that the appropriate level of service can be provided to the community within available funding.

# 2. INTRODUCTION

## 2.1 Background

This asset management plan is to demonstrate responsive management of assets (and services provided from assets), compliance with regulatory requirements, and to communicate funding needed to provide the required levels of service over a 20 year planning period.

The asset management plan follows the format for AM Plans recommended in Section 4.2.6 of the International Infrastructure Management Manual[1]. The asset management plan is to be read with the organisation's Asset Management Policy, Asset Management Strategy and the following associated planning documents:

- Oberon Community Strategic Plan 2013
- Oberon Community Engagement Strategy May 2013

The infrastructure assets covered by this asset management plan are shown in Table 2.1. These assets are used to provide road services to its community.

***Table 2.1: Assets covered by this Plan***

| Asset category | Dimension | Replacement Value |
|---|---|---|
| Bridges | 29 | $7,363,626 |
| Footpaths | 21.4km | $2,860,239 |
| Kerb and gutter | 33.8km | $3,289,569 |
| Road formation | 966m | $18,398,793 |
| Road pavement | 966km | $129,848,003 |
| Sealed road surface | 437km | $16,650,688 |
| **TOTAL** | | **$178,411,418** |

Key stakeholders in the preparation and implementation of this asset management plan are: Shown in Table 2.1.1.

***Table 2.1.1: Key Stakeholders in the AM Plan***

| Key Stakeholder | Role in Asset Management Plan |
|---|---|
| Councillors/Board Members | • Represent needs of community/shareholders,<br>• Allocate resources to meet the organisation's objectives in providing services while managing risks,<br>• Ensure organisation is financial sustainable. |
| CEO/General Manager | • Supporting implementation of best practice asset management at Oberon,<br>• Ensuring that staff are provided with appropriate systems, training and resources because it is difficult to develop a long term vision when crisis management and short term asset development are stretching resources. |
| Rate payers and residents | Consumer of the services provided by road assets |
| Business and industry | Consumer (and funder in some circumstances i.e. timber industry funds some roads) |
| NSW Roads and Maritime Services | **Funder**<br>• Confident that their investment is secure and economic returns are being maximised<br>• Operational capability of roads is being maintained<br>**Regulator** -Ensuring that Council complies with service performance, risk management and network access requirements. |

[1] IPWEA, 2011, Sec 4.2.6, Example of an Asset Management Plan Structure, pp 4|24 – 27.

## 2.2 Goals and Objectives of Asset Management

The organisation exists to provide services to its community. Some of these services are provided by infrastructure assets. We have acquired infrastructure assets by 'purchase', by contract, construction by our staff and by donation of assets constructed by developers and others to meet increased levels of service.

Our goal in managing infrastructure assets is to meet the defined level of service (as amended from time to time) in the most cost effective manner for present and future consumers. The key elements of infrastructure asset management are:

- Providing a defined level of service and monitoring performance,
- Managing the impact of growth through demand management and infrastructure investment,
- Taking a lifecycle approach to developing cost-effective management strategies for the long-term that meet the defined level of service,
- Identifying, assessing and appropriately controlling risks, and
- Having a long-term financial plan which identifies required, affordable expenditure and how it will be financed.[2]

## 2.3 Plan Framework

Key elements of the plan are

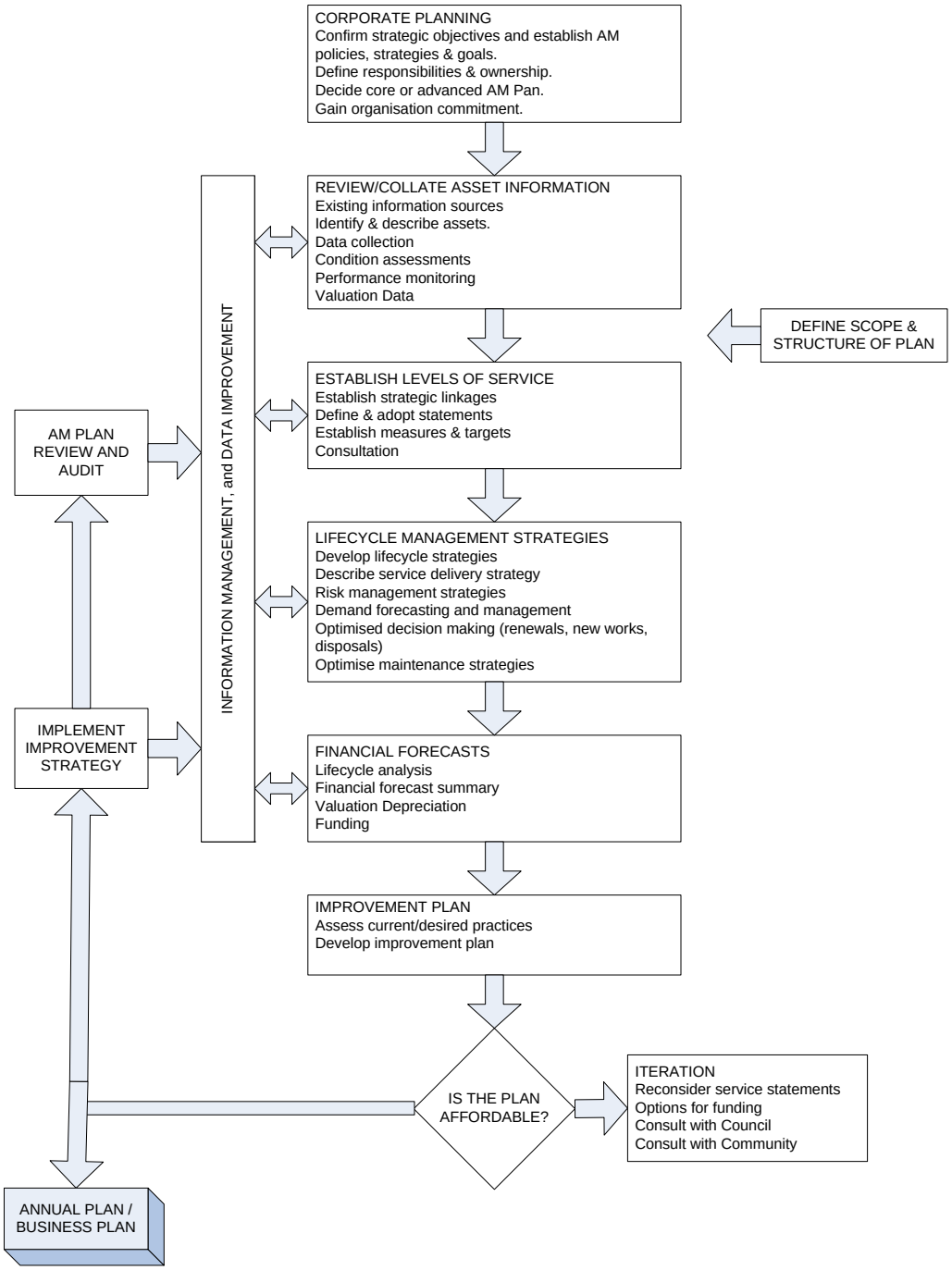
- Levels of service – specifies the services and levels of service to be provided by the organisation,
- Future demand – how this will impact on future service delivery and how this is to be met,
- Life cycle management – how we will manage our existing and future assets to provide defined levels of service,
- Financial summary – what funds are required to provide the defined services,
- Asset management practices,
- Monitoring – how the plan will be monitored to ensure it is meeting the organisation's objectives,
- Asset management improvement plan.

A road map for preparing an asset management plan is shown on the following page.

[2] Based on IPWEA, 2011, IIMM, Sec 1.2 p 1|7.

***Road Map for preparing an Asset Management Plan***

*Source: IPWEA, 2006, IIMM, Fig 1.5.1, p 1.11.*



## 2.4 Core and Advanced Asset Management

This asset management plan is prepared as a 'core' asset management plan over a 20 year planning period in accordance with the International Infrastructure Management Manual[3]. It is prepared to meet minimum legislative and organisational requirements for sustainable service delivery and long term financial planning and reporting. Core asset management is a 'top down' approach where analysis is applied at the 'system' or 'network' level.

Future revisions of this asset management plan will move towards 'advanced' asset management using a 'bottom up' approach for gathering asset information for individual assets to support the optimisation of activities and programs to meet agreed service levels.

## 2.5 Community Consultation

This 'core' asset management plan is prepared to facilitate community consultation initially through feedback on public display of draft asset management plans prior to adoption by the Council. Future revisions of the asset management plan will incorporate community consultation on service levels and costs of providing the service. This will assist the Council and the community in matching the level of service needed by the community, service risks and consequences with the community's ability and willingness to pay for the service.

[3] IPWEA, 2011, IIMM.

## 3. LEVELS OF SERVICE

### 3.1 Customer Research and Expectations

The organisation has not carried out any research on customer expectations. This will be investigated for future updates of the asset management plan.

### 3.2 Strategic and Corporate Goals

This asset management plan is prepared under the direction of the organisation's vision, mission, goals and objectives.

Our vision is:

*A prosperous town, villages and rural communities set amongst the rolling hills, rivers, forests, mountains and caves of the Great Divide. A breath of fresh air in a landscape of light, colour and seasonal beauty. Life as it should be!*

# FUTURE DIRECTIONS

There are six FUTURE DIRECTIONS Council will follow to achieve our preferred future

| |
|---|
| OUR COMMUNITY |
| BASIC SERVICES |
| ECONOMIC PROSPERITY |
| RESPONSIVE and CARING |
| OPEN COMMUNICATION |
| NATURAL ENVIRONMENT |

Relevant organisation goals and objectives and how these are addressed in this asset management plan are:

***Table 3.2: Organisation Goals and how these are addressed in this Plan***

| Goal | Objective | How Goal and Objectives are addressed in AM Plan |
|---|---|---|
| Basic Services | A useful and safe local, regional and state road network that connects communities | This AM will enable Oberon Council to plan more effectively the sustainable management of road assets and allocate funding to road works in a manner that achieves the most value for the community. |
| Open communication | Well-informed communities whose views are heard | This AM plan sets out transparently how Oberon Council will manage road assets. The input and feedback of the community is sought. |
| Open communication | Sound governance and leadership across the community | In implementing asset management practices, Oberon Council is seeking to make improvements in the management of its road asset portfolio, across the whole of the asset lifecycle. |

The Council will exercise its duty of care to ensure public safety in accordance with the infrastructure risk management plan prepared in conjunction with this AM Plan. Management of infrastructure risks is covered in Section 5.2

## 3.3 Legislative Requirements

We have to meet many legislative requirements including Australian and State legislation and State regulations. These include:

***Table 3.3: Legislative Requirements***

| Legislation | Requirement |
|---|---|
| Local Government Act | Sets out role, purpose, responsibilities and powers of local governments including the preparation of a long term financial plan supported by asset management plans for sustainable service delivery. |
| Roads Act, 1993 | Sets out the rules to be followed and responsibilities of users of the roads system and how the rules are enforced |
| Work Health and Safety Act 2011 | This Act aims to secure and promote the health, safety and welfare of people at work and to protect people at a place of work against risks to health or safety arising out of the activities at work. |
| Environmental Planning and Assessment Act, 1979 | Provides for the protection of the environment, established the Department of the Environment and defines its functions and powers |
| Australian Standards and RTA Traffic Control at Worksites Manual, 2010 | Provides guidance for transport asset managers in use of transport services such as AS 1742; Manual of Uniform Traffic Control Devices |
| Australian Road Rules | The Australian Roads Rules are incorporated into State Traffic Regulations under the Road Traffic Act |

## 3.4 Current Levels of Service

We have defined service levels in two terms.

**Community Levels of Service** measure how the community receives the service and whether the organisation is providing community value.

Community levels of service measures used in the asset management plan are:

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

**Technical Levels of Service** - Supporting the community service levels are operational or technical measures of performance. These technical measures relate to the allocation of resources to service activities that the organisation undertakes to best achieve the desired community outcomes and demonstrate effective organisational performance.

Technical service measures are linked to annual budgets covering:

- Operations – the regular activities to provide services such as opening hours, cleansing frequency, mowing frequency, etc.
- Maintenance – the activities necessary to retain an asset as near as practicable to an appropriate service condition (e.g. road patching, unsealed road grading, building and structure repairs),
- Renewal – the activities that return the service capability of an asset up to that which it had originally (e.g. frequency and cost of road resurfacing and pavement reconstruction, pipeline replacement and building component replacement),
- Upgrade – the activities to provide an higher level of service (e.g. widening a road, sealing an unsealed road, replacing a pipeline with a larger size) or a new service that did not exist previously (e.g. a new library).

Asset managers plan, implement and control technical service levels to influence the customer service levels.[4]

Our current service levels are detailed in Tables 3.4.a to 3.4.g. Levels of Service for road assets were workshopped by Councillors on Tuesday 12 November 2013.

***Table 3.4a***

***Levels of Service- Bridges***

| Key Performance Measure | Level of Service | Performance Measure Process | Current Performance | Performance Target |
|---|---|---|---|---|
| COMMUNITY LEVELS OF SERVICE | | | | |
| Quality | Bridges and culverts will provide on-going, uninterrupted and safe access for the community across the Shire. | Number of bridges in unserviceable condition that have been closed for safety reasons. | No bridges closed in Oberon due to poor condition for safety reasons. | No "closed" bridges. |
| Function | Bridges and culverts are fit for purpose (i.e. satisfy minimum width requirements for road users, with no restrictive height or weight limits) | Monitor and track customer requests and complaints. | No complaints | No requests or complaints about the poor Council maintenance or management of bridges |
| Capacity/ utilisation | Bridges and culverts can be used by all traffic | Number of bridges with load restrictions/ weight limits | No bridges with load restrictions | No bridges with inappropriate local restrictions |
| TECHNICAL LEVELS OF SERVICE | | | | |
| Operations | Bridges and culverts will be renewed and replaced as they age and their condition deteriorates. | Condition assessment of bridges to be undertaken every three years. | Of 23 bridges, 3 are in fair condition and 4 in poor condition. | No bridges in "poor" condition. Less than 50% of bridges to be in "fair" condition |
| Maintenance | Bridges and culverts are maintained in the most cost effective manner. | Maintenance expenditure to be tracked against bridge and culvert condition ratings. | Bridge maintenance expenditure within budget. Bridge maintenance performed by a contractor. | Bridges and culverts with high maintenance costs and poor condition to be identified and targeted for replacement |
| Renewal | Bridges are fit for purpose | Useful life of assets | No bridges failing before useful life is reached | 100 years |
| Upgrade | Bridges are replaced with modern structures before they reach the end of their useful life | Useful life of assets | No bridges older than 100 years | 100 years |

[4] IPWEA, 2011, IIMM, p 2.22

***Table 3.4b***

***Levels of Service- Regional Roads***

| Key Performance Measure | Level of Service | Performance Measure Process | Current Performance | Performance Target |
|---|---|---|---|---|
| COMMUNITY LEVELS OF SERVICE | | | | |
| Quality | Provide smooth ride. | Customer service requests | 3 per month or less | 2 per month |
| Function | Meets user requirements for<br>-Road width<br>-accessibility<br>-use of traffic control device | Customer service requests relating to width, access and traffic control | 1 per month | 5 per year |
| Capacity/ Utilisation | Regional roads meet users needs | Customer requests relating to road capacity | 1 per month | 5 per year |
| TECHNICAL LEVELS OF SERVICE | | | | |
| Operations | Regional roads are closed when conditions are unsafe. Council responds promptly. | Time taken to close the road following notification | Closure occurs within 4 hours of Council becoming aware that conditions are unsafe | Closure occurs within 2 hours of Council becoming aware that conditions are unsafe. Road reopened promptly once safe. |
| | Provide a safe suitable road, free from hazards | Inspection frequency | Once a month | Once a month |
| Maintenance | Ensure facilities are safe-clear signage, good traffic control devices and facilities, no major surface defects | On-going program of regional road maintenance | Road maintenance budget is inadequate | Road maintenance budget is adequate to meet needs. |
| Renewal | Condition of road is acceptable to drivers | Number of kilometres of regional road resealed each year | 1km (2012/13) | 10km |
| Upgrade | Roads are reconstructed to a higher standard where need exists. | Number of kilometres of regional road reconstructed each year | 1km (2012/13) | 4km |

***Table 3.4c***
***Levels of Service- Urban Roads Sealed***

| Key Performance Measure | Level of Service | Performance Measure Process | Current Performance | Performance Target |
|---|---|---|---|---|
| COMMUNITY LEVELS OF SERVICE | | | | |
| Quality | Provide smooth ride. | Customer service requests | 3 per month | 6 per year |
| Function | Meets user requirements for<br>-Road width<br>-accessibility<br>-use of traffic control device | Customer service requests relating to width, access and traffic control | 3 per month | 6 per year |
| Capacity/ utilisation | Streets are appropriate for usage | Customer service requests relating to road capacity | 0 per month | 0 per month |
| TECHNICAL LEVELS OF SERVICE | | | | |
| Operations | Streets are clean | Street sweeping frequency | 3 blocks around Main St swept daily. Occasional sweeping of industrial area. | 3 blocks around Main St swept daily. Occasional sweeping of industrial area. |
| Maintenance | Streets are suitable for purpose | On-going program of urban road maintenance. | Road maintenance budget is inadequate | Road maintenance budget is adequate to meet needs. |
| Renewal | Streets are fit for use | Condition of sealed pavements | Less than 5% with condition | Less than 5% with condition 5 |
| | | Reseal program | 1km per year | 3km per year |
| Upgrade | Streets are reconstructed before they fail | Budget for sealed urban road reconstruction. | Nil. No budget. | 500m per year |

***Table 3.4d***
***Levels of Service- Rural Roads Sealed***

| Key Performance Measure | Level of Service | Performance Measure Process | Current Performance | Performance Target |
|---|---|---|---|---|
| COMMUNITY LEVELS OF SERVICE | | | | |
| Quality | Provide smooth ride. | Customer service requests relating to road condition | 6 per month | 3 per month |
| Function | Meets user requirements for<br>-Road width<br>-accessibility | Customer service requests relating to width, access and traffic control | 3 per month | 1 per month |
| Capacity/ utilisation | Rural roads are appropriate for usage | Customer service requests relating to road capacity | 1 per month | 0 per month |
| TECHNICAL LEVELS OF SERVICE | | | | |
| Operations | Rural roads are safe | Inspection frequency | Inspections are per Council's Road Response Risk Management Policy | Inspections are per Council's Road Response Risk Management Policy |
| Maintenance | Rural Roads are suitable for purpose | On-going program of rural sealed road maintenance within budget. | Road maintenance budget is inadequate | Road maintenance budget is adequate to meet needs. |
| Renewal | Rural roads are fit for use | Condition of sealed pavements | Less than 5% with condition 5 | Less than 5% with condition 5 |
| | | Reseal program | 4.7km (2012/13) | 28 km |
| Upgrade | Roads are reconstructed before they fail | Budget for sealed rural road reconstruction. | Nil (2012/13) | 5km |

***Table 3.4e***
***Levels of Service- Rural Roads Unsealed***

| Key Performance Measure | Level of Service | Performance Measure Process | Current Performance | Performance Target |
|---|---|---|---|---|
| COMMUNITY LEVELS OF SERVICE | | | | |
| Quality | Provide smooth all weather access | Customer service requests | 6-10 per month | 1-3 per month |
| Function | Access is available at all times | Customer service requests | 6-10 per month | 1-3 per month |
| Capacity/ Utilisation | Roads are appropriate for usage | Customer service requests relating to road capacity | 2 per month | 1 per month |
| TECHNICAL LEVELS OF SERVICE | | | | |
| Operation | Unsealed roads meet users needs | Annual condition and defects inspection | Inspections carried out in accordance with Council's road Response Risk Management Policy | Inspections carried out in accordance with Council's road Response Risk Management Policy |
| Maintenance | Unsealed roads are fit for purpose | Grading frequency | 3 graders in constant use around the Shire when moisture conditions are suitable for grading | Dedicated wet grading crew with water cart working all year round and a supplementary grader in use when moisture conditions are suitable. |
| | | Budget | All maintenance is reactive | Implement planned maintenance schedule for unsealed rural roads. |
| Renewal | Unsealed roads are fit for purpose | Number of kilometres of unsealed road resheeted per year | 4km (2012/13) | 5% of network (approximately 26km) = 20 year useful life. |
| Upgrade | Residents have sheeted road access | Number of dwellings without sheeted road access | Less than 50 (approximate) | All dwellings are served by a sheeted road. |

***Table 3.4f***
***Levels of Service- Kerb and Gutter***

| Key Performance Measure | Level of Service | Performance Measure Process | Current Performance | Performance Target |
|---|---|---|---|---|
| COMMUNITY LEVELS OF SERVICE | | | | |
| Quality | Provide road drainage and collection system | Customer service requests | Less than 1 per month | 2 per year |
| Function | Ensure that road drainage is fully operational and meets users requirements | Customer service requests relating to lack of kerb and gutter | Less than 1 per month | 2 per year |
| Capacity/ Utilisation | Kerbs are appropriate for water flow | Customer service requests relating to kerb capacity. | Less than 1 per month | 1 per year |
| TECHNICAL LEVELS OF SERVICE | | | | |
| Operation | Kerb and gutter meets users needs | Cleaning to remove blockages from kerb and gutter. | Upon request – as required | Issues to be investigated within 24 hours, work prioritised, and resident notified accordingly |
| Maintenance | Kerb and gutter is suitable for purpose | Reactive service requests are completed within adopted timeframe | To be measured | 100% |
| Upgrade | Urban residents have kerb and gutter at their frontage | Number of urban dwellings without kerb and gutter | Less than 10% | Less than 10% |

***Table 3.4g***
***Levels of Service- Footpaths***

| Key Performance Measure | Level of Service | Performance Measure Process | Current Performance | Performance Target |
|---|---|---|---|---|
| COMMUNITY LEVELS OF SERVICE | | | | |
| Quality | Provide an even surface for pedestrians | Customer service requests relating to surface condition | 1-2 per year | Nil |
| Function | Meets users needs for accessibility | Customer service requests relating to lack of footpath | Nil | Nil |
| Capacity/ Utilisation | Footpaths are appropriate for usage | Customer service requests relating to footpath capacity and/ or usage. | Nil | Nil |
| TECHNICAL LEVELS OF SERVICE | | | | |
| Operation | Footpaths meet the user's needs | Six monthly condition and defects inspection | Inspections carried out | Inspections carried out. |
| Maintenance | Footpaths are fit for purpose | Maintenance budget | All footpath maintenance is reactive. | Implement planned maintenance schedule for footpaths. |
| Upgrade | Urban residents have paved footpath access to shops and schools | Number of urban residences without access to a footpath | 33% approximately | Urban residences are within 100m of a paved footpath |

## 3.5 Desired Levels of Service

Indications of desired levels of service are obtained from community consultation/engagement. The asset management planning process includes the development of 3 scenarios to develop levels of service that are financially sustainable.

# 4. FUTURE DEMAND

## 4.1 Demand Drivers

Drivers affecting demand include population change, changes in demographics, seasonal factors, vehicle ownership rates, consumer preferences and expectations, technological changes, economic factors, agricultural practices, environmental awareness, etc.

## 4.2 Demand Forecast

The present position and projections for demand drivers that may impact future service delivery and utilisation of assets were identified and are documented in Table 4.3.

## 4.3 Demand Impact on Assets

The impact of demand drivers that may affect future service delivery and utilisation of assets are shown in Table 4.3.

***Table 4.3: Demand Drivers, Projections and Impact on Services***

| Demand drivers | Present position | Projection | Impact on services |
|---|---|---|---|
| Population change | Population has fluctuated between 5238 (2007) and 5207 (2011). Relatively static.<br>Population is aging. Median age during this period has risen from 39.2 (2007) to 41.5 (2011). | Population will remain constant but continue to age. | Community expectations may change. Older residents may be more vocal in expressing their opinions to Council regarding road related matters. |
| Industry | Highest employers in Oberon are agriculture, forestry and fishing 17.4% and electricity, gas, water and waste services 18.9%. (2011) | Forestry industry in particular will demand better road access to tree plantations, and improved road to transport freight. | Pressure on Council to seal unsealed roads and upgrade existing sealed roads. Industry may be willing to contribute to costs. |
| Climate change | Sub-surface water rises to ground level via springs. Water damages road pavement and seal. | Changes in climate may lead to changes in the frequency of springs causing road pavement defects. | Regular condition assessment of roads will be required to identify hazards. |
| Vehicle ownership | Number of registered motor vehicles has increased from 813 (2007) to 875 (2011). | Number of registered motor vehicles will continue to rise as public transport options in Oberon are limited. | Increased traffic on roads leading to more rapid deterioration of road surfaces. |

## 4.4 Demand Management Plan

Demand for new services will be managed through a combination of managing existing assets, upgrading of existing assets and providing new assets to meet demand and demand management. Demand management practices include non-asset solutions, insuring against risks and managing failures.

Non-asset solutions focus on providing the required service without the need for the organisation to own the assets and management actions including reducing demand for the service, reducing the level of service (allowing some assets to deteriorate beyond current service levels) or educating customers to accept appropriate asset failures5. Examples of non-asset solutions include providing services from existing infrastructure such as aquatic centres and libraries that may be in another community area or public toilets provided in commercial premises.

[5] IPWEA, 2011, IIMM, Table 3.4.1, p 3|58.

Opportunities identified to date for demand management are shown in Table 4.4. Further opportunities will be developed in future revisions of this asset management plan.

***Table 4.4: Demand Management Plan Summary***

| Demand Driver | Impact on Services | Demand Management Plan |
|---|---|---|
| Population change | Changes to community expectations. | Council to publicise draft levels of services for roads and see community feedback. Levels of service only to be adopted after thorough community consultation. |
| Industry | Pressure on Council to seal unsealed roads and upgrade existing sealed roads. | Council to liaise with Forestry NSW to identify candidate roads, then negotiate funding contributions for targeted works. |
| Climate change | Regular condition assessment of roads will be required to identify hazards. | Hazards caused by underground springs to be identified and rectified in accordance with Council's Road Response Policy. |
| Vehicle ownership | Increased traffic on roads leading to more rapid deterioration of road surfaces. | Council to facilitate community transport and support public transport, to give residents, particularly aging residents, transport options. |