

9.4.3 Adoption of Corporate Business Plan 2017-2021*

Report date	17 October 2018
Applicant	Shire of Chittering
File ref	04/01/1
Prepared by	Chief Executive Officer
Supervised by	Shire President
Disclosure of interest	Nil
Voting requirements	Absolute Majority
Attachments	1. Corporate Business Plan 2017-2021

Executive Summary

At the Ordinary Council Meeting on 20 June 2018, Council resolved to receive the Draft Corporate Business Plan 2017-2021 and to adopt a final version of the plan following a review of the long term financial plan. Finalisation of the plan has been delayed while a way forward has been identified for the major projects contained within the plan; principally the Lower Chittering Sports and Recreation Facility and the Lifestyle Village / Caravan Park development in Bindoon.

In respect of the Lower Chittering Sports Facility, it is proposed that a significant proportion of the funding is derived from other funding partners, with 40-50% of the project costs being subject to successful Federal Government Grants Applications. In addition, Council has reserve funds which would be allocated to the project. Overall, the level of loan borrowings would be quite modest.

In relation to the Lifestyle Village Development it is proposed to seek expressions of interest from the Private sector for the delivery and operation of the facility. Under such an arrangement, Council would provide the land on a long term lease arrangement, resulting in a future revenue stream. As a result, the up-front capital investment is restricted to the re-purchasing the WA retirees site.

The Corporate Business Plan is therefore focused largely on meeting the requirements as identified in the various Asset Management Plans (Roads, Buildings and Fleet), with other more modest and affordable projects making up the balance of the Plan.

The review of the Long Term Financial Plan has not been finalised at this time; the consultant who is assisting with this work is not in a position to finalise the review prior to the October Council Meeting. It is proposed that the Long Term Financial Plan be presented to Council at its November Meeting, including a pre-briefing on the day of the Agenda Forum.

This presents no issues for Council as the current year of the plan is already encompassed in the budget. Any modifications to the Corporate Business Plan, which are expected to be minor in nature, can be dealt with in the lead-up to the 2019/20 budget process.

Council is therefore requested to adopt the Shire of Chittering Corporate Business Plan 2017-2021. The Plan has been prepared on the basis of what is considered both practical and affordable.

Background

Under the *Local Government Act 1995*, Councils have the general power to provide for the good governance of the people in their district. An essential part of the governance process is for Councils to determine exactly what services and infrastructure is required by residents and ratepayers through the process of preparing and enacting a Strategic Community Plan. Council's Strategic Community Plan 2012-2022 was reviewed in late 2016 / early 2017 and covers the ten year period from 2017 to 2027.

Council is required to update and review its planning documents on a regular basis and this review of the 'Corporate Business Plan 2015-2019' is part of that process. Council's Corporate Business Plan is a medium term (2017-2021) plan, which sets out the medium term priorities for Council based on the strategic direction and goals as articulated in the 'Strategic Community Plan 2017-2027'.

This version of the Corporate Business Plan is based on detailed 10 year asset plans (roads, buildings and fleet) and the development of a 10 year capital program based on dialogue and discussion with a range of community groups, associations and Council. Formal and informal dialogue has occurred as part of the Community Strategic Plan process and as an integral part of ongoing community engagement.

In terms of asset management, it is important to note that the Road Network Program has been reduced from \$25.2m to \$21.1m over the next 10 years through better asset management practices and more efficient use of resources. Similarly, fleet replacement costs have been reduced from \$12.3m over the next 10 years to \$3.7m through improved fleet management systems and procurement. This has provided the ability for Council to invest in community building infrastructure which will assist in securing a sustainable future for current and future generations.

The Corporate Business Plan guides the formation of the annual budget and is reflective of community aspirations with regard to the provision and maintenance of services and facilities within the Shire. However, the Corporate Business Plan does not commit the Council to funding or proceeding with a particular project; that can only be done through the annual budget process. Nonetheless, it is a very important tool for planning and shaping future investment priorities.

Considerable time and effort has gone into preparing an affordable and realistic Plan with real project activities that reflect the aspirations and priorities of the community. In the future, it is intended that the Corporate Business Plan be updated on an annual basis as part of the budget process; ensuring that it remains relevant and current in terms of setting a future investment path and priorities for Council.

Consultation/Communication Implications

Local

Community consultation associated with the 'Strategic Community Plan 2017-2027' was undertaken between September and December 2016. A range of formal and informal consultation processes have been underway since that time. Councillors have been consulted via a number of briefing sessions, the most recent of these being held in June 2018.

Legislative Implications

State

- Local Government Act 1995
5.56. Planning for the future
 - (1) A local government is to plan for the future of the district.
 - (2) A local government is to ensure that plans made under subsection (1) are in accordance with any regulations made about planning for the future of the district.

- Local Government (Administration) Regulations 1996
19DA. Corporate business plans, requirements for (Acts. 5.56)
 - (1) A local government is to ensure that a corporate business plan is made for its district in accordance with this regulation in respect of each financial year after the financial year ending 30 June 2013.
 - (2) A corporate business plan for a district is to cover the period specified in the plan, which is to be at least 4 financial years.

- (3) A corporate business plan for a district is to—
- set out, consistently with any relevant priorities set out in the strategic community plan for the district, a local government's priorities for dealing with the objectives and aspirations of the community in the district; and
 - govern a local government's internal business planning by expressing a local government's priorities by reference to operations that are within the capacity of the local government's resources; and
 - develop and integrate matters relating to resources, including asset management, workforce planning and long-term financial planning.
- (4) A local government is to review the current corporate business plan for its district every year.
- (5) A local government may modify a corporate business plan, including extending the period the plan is made in respect of and modifying the plan if required because of modification of the local government's strategic community plan.
- (6) A council is to consider a corporate business plan, or modifications of such a plan, submitted to it and is to determine* whether or not to adopt the plan or the modifications.
- *Absolute majority required.
- (7) If a corporate business plan is, or modifications of a corporate business plan are, adopted by the council, the plan or modified plan applies to the district for the period specified in the plan.

[Regulation 19DA inserted in Gazette 26 Aug 2011 p. 3484-5.]

Local

Nil

Policy Implications

There are no direct policy implications. The effect of a Corporate Business Plan is to set the direction for the organisation and to determine the medium term priorities for the future.

Financial Implications

There is no direct financial implication from the adoption of a Corporate Business Plan, however the purpose of such a plan is to guide the allocation of resources and assist Council with its annual budget process.

Strategic Implications

This Corporate Business Plan sets the medium term strategic direction for Council and provides guidance for the allocation of priorities and resources. The 'Corporate Business Plan 2017-2027' is based on the longer term strategies as articulated in the 'Strategic Community Plan 2017-2027' and a number of supporting plans previously adopted by Council such as the:

- Community Development Plan 2014-2024
- Sport and Recreation Plan 2012-2022
- Chittering Trails Network Master Plan 2012-2023
- Community Safety and Crime Prevention Plan 2016-2019
- Disability Access and Inclusion Plan 2017-2022
- Communication Plan 2012
- Aged Friendly Community Plan 2016-2019.

Site Inspection

Not applicable

Triple Bottom Line Assessment

Economic implications

Economic development and job creation is a strong focus in the revised plan.

Social implications

An inclusive, safe and healthy community is a strategic priority within the plan.

Environmental implications

Protection of the environment and biodiversity continues to be a strong focus.

Officer Comment/Details

While the Corporate Business Plan is an essential medium term (5 Year) planning document, it is important to note that the adoption of such a plan does not commit Council to funding particular projects or initiatives; that can only occur as part of the annual budget process or specific project reports.

9.4.3 OFFICER RECOMMENDATION/COUNCIL RESOLUTION 091018

Moved Cr Osborn/Seconded Cr Ross

That Council resolves to adopt the Corporate Business Plan 2017-2021 as per Attachment 1.

**THE RECOMMENDATION WAS PUT AND DECLARED CARRIED 7/0
BY AN ABSOLUTE MAJORITY**

7:38PM



Corporate Business Plan 2017-2021



Chittering - from Muchea through Bindoon to Wannamal

INTRODUCTION

Under the Local Government Act 1995, Councils have the general power to provide for the good governance of the people in their district. They generally do this through the provision of a range of services along with investment in new and existing community infrastructure (roads, parks, sporting and community facilities). Local Governments are also required to assess and regulate planning and development and to provide for Emergency Services management and preparedness.

An essential part of the governance process is for Councils to determine exactly what services and infrastructure is required by residents and ratepayers through the process of preparing and enacting a Strategic Community Plan. Council's Community Strategic Plan was reviewed in late 2016 / early 2017 and covers the ten year period from 2017 to 2027.

Council is required to update and review its planning documents on a regular basis and this review of the Corporate Business Plan is part of that process. Council's Corporate Business Plan is a medium term (2017-2021) plan, which sets out the shorter term priorities for Council based on the strategic direction and goals as articulated in the ten year Strategic Community Plan.

The Corporate Business Plan also guides the formation of the annual budget and is reflective of community aspirations with regard to the provision and maintenance of services and facilities within the Shire. A number of internal planning documents inform the development of the Corporate Business Plan including:

- Long Term Financial Plan
- Asset Management Plans (Roads, Buildings an Open Space)
- Fleet Management Plan
- Community Development Plan
- Sports and Recreation Plan
- Trails Network Masterplan
- Community Safety and Crime Prevention Plan
- Communication Plan
- Disability Access and Inclusion Plan
- Workforce Plan
- Age Friendly Community Plan
- Bushfire Risk Management Plan

MESSAGE (Shire President & CEO)

The Shire of Chittering Corporate Business Plan 2017-2021 is an important part Council's plan for the future. The plan reflects both our short and medium term operational needs, and covers off on significant projects or service improvements identified by both Council and the community in the years ahead. Major projects such as the new medical centre and the upgrade of Binda Place have been completed since the last plan was adopted and this revised plan has been updated accordingly.

Importantly, the end of the mining boom, subdued economic growth and rising unemployment has impacted on all communities. In tough economic times, people naturally find it more difficult to make ends meet. Council has responded by exploring opportunities for improving the efficiency of its own operations and reducing costs. As a result, Council is in a position to adopt responsible and measured rate increases, and will continue to do so while tough economic times persist.

However, services still have to be provided and assets maintained and renewed. In some cases, service levels have to increase to meet community expectations or to maintain and preserve new infrastructure. New or emerging ways of generating economic activity will be important to the long term sustainability of the Shire. Private investment in the creation of jobs and economic activity will be increasingly important, as will Council's advocacy role with other levels of government. Above all, whatever we do has to be both affordable and realistic.

Despite the tough economic times, the Shire is entering an exciting period over the next few years with major highway linkages (Northlink and the Great Northern Highway upgrade) to be delivered between now and the end of 2019. The Muchea Employment Node (MEN), a 1,100 hectare industrial area in the south of the Shire, will benefit from having these major transport upgrades at its doorstep. The jobs that are created through both the development and operation of the MEN will be vital to the economy of the region in the years ahead.

The Corporate Business Plan has been developed around the following five major themes as identified in the Strategic Community Plan:

- Community - *An inclusive, active, safe and healthy community*
- Natural Environment - *A protected and bio-diverse environment which community and visitors enjoy*
- Built Environment - *Well-planned built landscapes that are progressive, vibrant, diverse and reflect the Shire's unique country lifestyle*
- Economic Growth - *Thriving, sustainable and diverse economic investment and local employment opportunities from cottage to large-scale industry*
- Strong Leadership - *A responsive and empowering Council which values consultation, accountability and consistency*

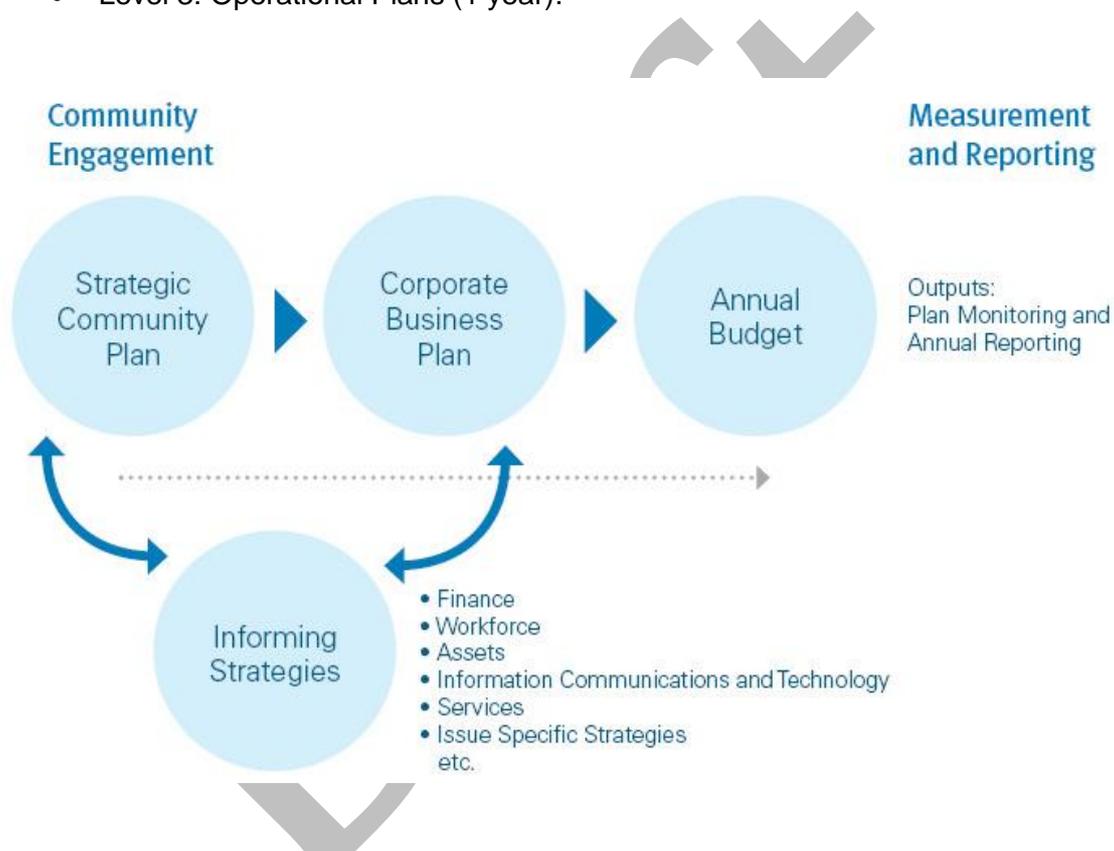
We look forward to working with the community in the years ahead to deliver a future for the region which builds on its natural strengths and which provides a range of employment and investment opportunities for both individuals and the broader business sector.

INTEGRATED PLANNING FRAMEWORK

The Integrated Strategic Planning Framework provides the basis for improving the practice of strategic planning in local government. Its purpose is to ensure integration of community priorities into strategic planning for Councils, in addition to delivering the objectives that have been set from these priorities.

Specifically, the Framework sets out the requirements for three levels of integrated strategic planning:

- Level 1: Strategic Community Plan (10+ years);
- Level 2: Corporate Business Plan (4+ years); and
- Level 3: Operational Plans (1 year).



The **Strategic Community Plan** sets out our vision and aspirations for our community for the next ten years. The SCP addresses the questions:

- Where are we now?
- Where do we want to be?
- How do we get there?

The **Corporate Business Plan** sets out the Shire of Chittering's shorter-term priorities and "activates" and enables the community to monitor the Council's progress towards achieving these aspirations.

The Shire of Chittering needs to work with key stakeholders and partners, such as the State and Federal Government, to achieve the community vision, objectives and strategies. The Shire also needs to work within its financial capability in order to leave a legacy for future generations.

BACKGROUND

Key Statistics

The Shire of Chittering covers an area of 1,220km with its southern boundary being only 55km from the Perth CBD. There are three gazetted townships in Chittering - Bindoon, Muchea to the South of Bindoon and Wannamal to the North. There are also two districts - Upper Chittering and Lower Chittering, both south of Bindoon.

Key Statistics

Population: 5,472 residents (2016 census)

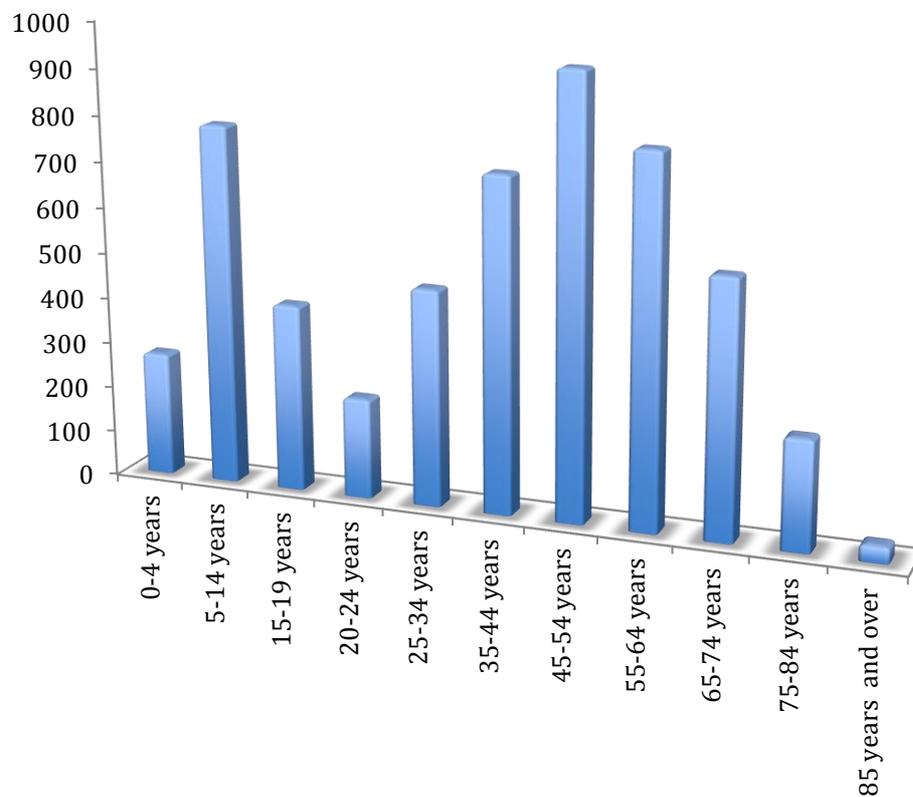
Number of Rateable Properties: 2,834

Median age: 43.5

Geographical area: 1,220 km²

Distance from Perth: 55 km (to southern border)

Length of Roads: 280km of sealed roads and 150km of unsealed roads



Population by Age Group

Future Growth

The Shire of Chittering continues to enjoy high growth rates as a peri-urban local government showing a population growth of 54% since 2006 and 24% since 2011 (ABS 2016). This represents the greatest population growth of all local government areas in the Wheatbelt planning regions. Most population growth is occurring in the southern part of the Shire with people choosing a semi-rural lifestyle.

Population forecasts for the Shire (WA Tomorrow Report using Band B projections) estimate that 8,000 people will live in the Shire by 2026, which represents a 48% increase from the 2016 census.

Currently, 15% of the population is aged 65 and over. It is expected that the Shire's aged population profile will increase significantly over the next ten years which will in turn increase the demand for healthcare and diversity of housing and land options.

At the other end of the age spectrum, there is a comparatively large number of children aged 0-14 years (19.3% of the population), but this figure drops significantly for the 15-24 age bracket (11.5% of the population).

There is a tendency for young people (15 to 19 year olds) to leave the Shire. This is a result of limited local employment, education and training opportunities and restricted transport.

Social Context

Socially the Shire's communities tend to live and socialize within their own areas e.g. Wannamal, Bindoon, Muchea, Upper and Lower Chittering. However, there are some events e.g. Bindoon and Districts Agricultural Society Show Day and ANZAC Day in which the communities do get together. Local business associations have also served to bring people together.

Community events and activities are an important aspect of living in the Shire of Chittering, as is the provision of sport and recreation opportunities. Both these elements will continue to be an important part of our social fabric and provide enjoyment and generate community cohesion.

Services which are taken for granted in more populated areas are more difficult to attract and maintain. This, combined with our aging population, puts a greater emphasis on the range and scope of health services, provision of housing diversity and assisted transport. This trend is likely to continue in the future.

Within this setting, the provision of local community services is managed through complex funding and regulatory circumstances. In the future, it is anticipated that local government will be expected to play an even greater role in coordinating community service provision at the local level.

In addition to community programs and services, the provision and facilitation of adequate infrastructure is a key responsibility of local government. Public infrastructure, including drainage, streetscaping, parks, community buildings, recreation facilities and public areas, form a significant portion of local government budgets.

Economic Context

The Wheatbelt Development Commission (WDC) is working with member Shires of the Northern Growth Alliance (NGA) on the development phase of Perth's peri-urban northern growth corridor including the current industry investment, jobs in the pipeline and additional jobs that can be created with innovative partnerships with the private sector.

The Northern Growth region is a dynamic and growing area located on Perth's Northern Fringes incorporating a range of opportunities for large and boutique scale pursuits in agriculture, horticulture, fisheries and tourism, with affordable and strategically placed industrial land adjacent to major national and state transport links. Key facts about the region are as summarized as follows:

- 11,150 km² covering the Shires of Chittering, Dandaragan & Gingin
- Established industries include intensive agriculture, horticulture, fisheries, aquaculture, associated transport and logistics and tourism
- Two major highway links to Perth and northern Western Australia
- Only 1 to 2.5 hours drive from Perth Airport
- 11 coastal and hinterland towns
- Home to 21,000 people by 2021
- 17,000 new residential land lots ready to be released
- \$450M Gross Regional Product in 2012/13
- NBN Digital Connectivity
- Significant ground water supplies

The Shire's economy is based predominately on broad-acre farming and orchards / vineyards, semi-rural cottage based industries and a growing mix of tourism based ventures including farm stays and B&B's. At present there is limited industry, being extractive industry operations (gravel, clay and sand), the State livestock yards (WAMIA) and a mineral sands processing factory (Tronox). Local businesses include the Bindoon Bakehaus and Cafe, IGA supermarket, specialty shops, local accommodation and farmstay options as well as viticulture, nurseries, wineries and boutique food producers.

There is an large scale (1,100 ha) industrial area in the south of the Shire (the Muchea Employment Node) which is set aside for industry uses such as transport, agribusiness, fabrication, warehousing, wholesaling and general industry. The Structure Plan for this area has been in place since 2011 and the first development parcel (160 ha) is in the planning approval stage. New development in the employment node will provide a concentration of employment opportunities for people living in and around the Shire of Chittering. In Muchea, private sector investment is increasing rapidly. Examples include:

- Ingham's Chickens investment of \$70M will relocate its Wanneroo production facility resulting in 400 direct and 1,000 indirect jobs;
- BP is investing \$15M in a major service centre and truck-stop to be completed by 2019;
- Western Australian Meat Industry Association (WAMIA) Muchea Livestock Centre processed a record 108,830 head of cattle and 557,713 head of sheep in 2015/16; and
- Sirona Capital has invested \$48M to begin the 350ha Northern Gateway Industrial Estate in Muchea and Bullsbrook.

Government investment of \$1.5B in NorthLink WA and Great Northern Highway will realise a convergence of an estimated 14 million tonnes of freight at Muchea by 2022. Funding of \$20M will plan for the Bindoon Bypass. When the \$200M Bindoon Bypass is complete, Great Northern Highway's Restricted Access Vehicle (RAV) will increase to RAV10 permitting 53.5m road trains to terminate at Muchea, well south of the current restrictions to Wubin.

Heavy industry areas at Muchea and an Intermodal Freight Terminal planned in Bullsbrook will combine to be the State's major transport and logistics hub surrounded by an estimated 1.3 million people by 2050. These developments will deliver 1,000's of jobs within 20kms of Ellenbrook and other northern suburbs. Other private investment in the Shire of Chittering is creating jobs. For example, the \$7M Moora Citrus Packers Pty Ltd state-of-the-art citrus packing facility north of Bindoon has created 15 local jobs. In full production Moora Citrus and Moora Citrus Packers will turn over \$24M, produce 13,000 tonnes of fruit and create 50-60 jobs in the supply chain. A large scale resort development south of Bindoon will create a similar number of new jobs, as well as adding significant new amenity for the town and surrounding area.

The agriculture industry in the Shire of Chittering is valued at \$48.9M. This is made up of edible food products (\$28.4M) and uneatable agricultural products (e.g. turf, flower) (\$20.5M). The future Bindoon Bypass is part of the overall upgrade of the Great Northern Highway from Muchea to Wubin. One of the stated aims of the upgrade is to allow for 53m road trains to travel south as far as Muchea. Three major arterial transport links (Brand Highway, Great Northern Highway and Northlink) will intersect at the site of the Muchea Employment Node (MEN) making this a central hub for transport logistics, agribusiness related industry and general industry on the north side of Perth.

A route for the Great Northern Highway bypass of Bindoon has been announced by the State Government with funding set aside for design and property acquisition. The bypass presents both benefits and challenges for the town of Bindoon; improvements to safety and amenity on the one hand and potential negative impacts for local businesses on the other. Council and the community have been working on a Bindoon Deviation Strategy which is aimed at mitigating any negative impacts on the local community.

The future of Bindoon depends, to a large extent, on the infrastructure which is available to support growth and economic development. The population of the town (at around 800) is currently insufficient to support a sustainable future. The town will need to grow to provide for a more sustainable population base and will need to include a mix of housing choice which is more suited to an aging population. A more compact form of urban development will not be possible without supporting infrastructure, including piped sewerage.

Council has an "Open for Business" approach to attracting and realising the potential of new development and assisting with the development process. While Council has a strong focus on economic development and job creation within the Shire, the preservation of natural assets and amenity remains a high priority. The focus is therefore on responsible and sustainable development which creates opportunities and which provides for a diverse and robust local economy.

CONTROLLING COSTS

Overall, debt levels remain low, cash reserves are healthy and Council has a strong Financial Health Indicator of 94. The FHI is a measure of a Local Government's financial health as calculated from seven financial ratios. The measure is calculated and published by the Department of Local Government.

A score of 70 indicates sound financial health - the maximum score is 100. The FHI is one factor to consider in assessing overall performance. Other factors include: the range of services offered; efficiency of services and customer satisfaction.

Employee Costs

Shire staffing levels are relatively low in comparison to similar size Council's. In addition, the number of full time staff has remained constant for a number of years. At the same time, the community is growing (at an average rate of 4-5% per year); equating to 1,000 additional residents over the last five years. During the same period, employee costs have remained constant.

Population growth leads to asset growth and service growth which either results in increased costs or an efficiency dividend. In this case, Council has delivered a considerable efficiency dividend to its residents over recent years. While this is admirable, future decisions regarding staffing levels will need to account for the growth in assets and service provision over time.

The preparation of a new Workforce Plan will commence shortly with consideration being given to further efficiencies which can be delivered through streamlined processes and systems and the adoption of industry standard practices (such as a new Chart of Accounts which streamlines financial accounting and reporting practices).

In addition, Council has delivered significant infrastructure over recent years, and investment is now required to preserve and maintain that infrastructure. As a result, a review of the Workforce Plan is required to identify appropriate staffing levels, particularly in the Parks, Planning and Finance areas. Additional resources would also be necessary to cater for new initiatives such as expanding the range and extent of community events as it is no longer possible to do more with less.

Fleet Costs

A recent Fleet Management review has identified net savings of around \$115,000 per year in fleet costs. This has been achieved through:

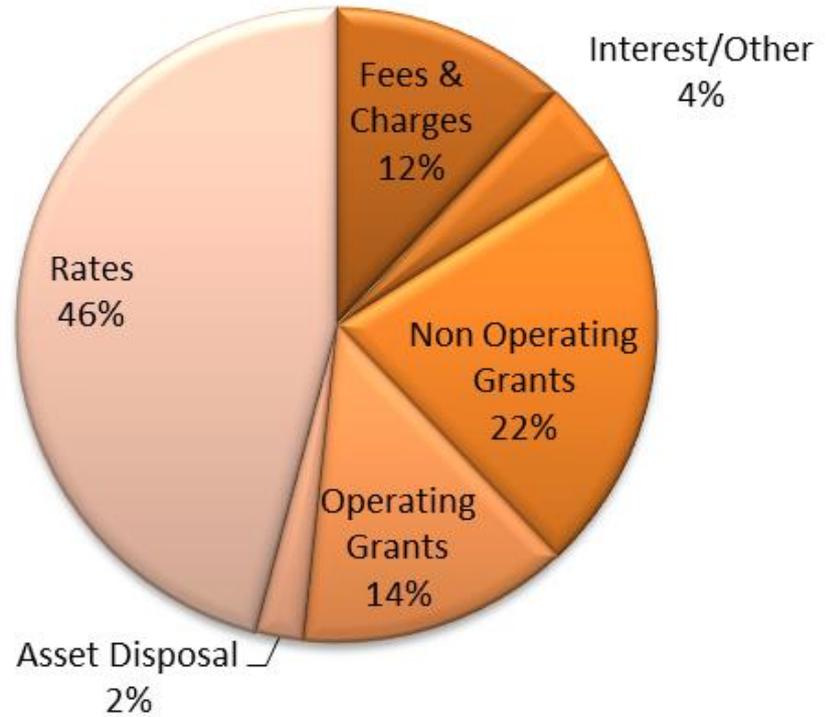
- Optimisation of fleet change-over for both light fleet and heavy fleet
- Extending the life of low utilised plant
- Best value analysis for all light fleet and heavy plant procurement
- Operational KPI reporting to mitigate risk and drive efficiency
- Performance management of mechanical maintenance activities
- Disposal of some light vehicles and plant
- Reducing the number of private use vehicles
- Fringe Benefit Tax and operating cost savings
- Transitioning to a more efficient, 4 cylinder light vehicle fleet.

THE ANNUAL BUDGET

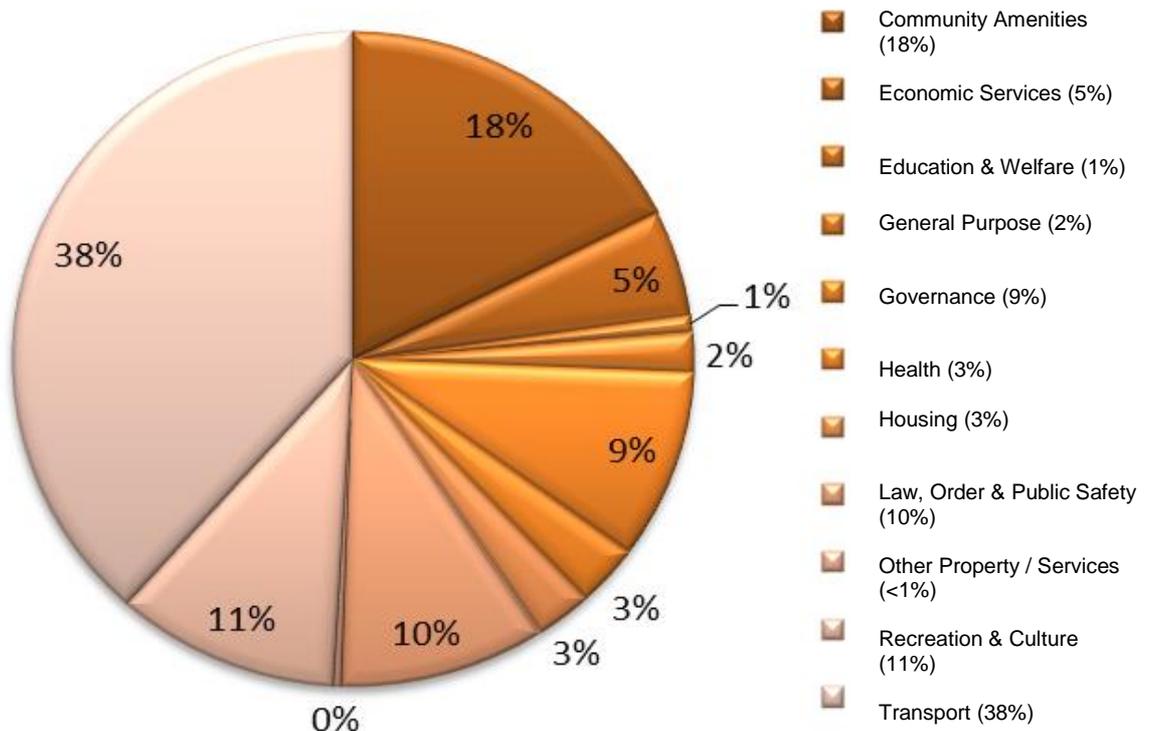
Where Does the Money Come From?

In 2016-2017 the Shire of Chittering had an operating budget of approximately \$11.5r

Revenue is raised in a number of ways, including the issuing of rates notices to property owners, however rates income only accounts for about half of the total revenue.



Where is the Money Spent?



Council services include the following:

- Transport: Roads, Footpaths, Bridges and Crossovers
- Community Amenities: Landfill, Recycling, Waste Collection, Litter Control, Stormwater Drainage, Septic Inspections, Landcare, Town Planning, Cemetery, Toilets
- Recreation & Culture: Public Building (5) Maintenance, Reserves (6), Ovals (4), Public Open Spaces (5), Parks (5), Library, Heritage Precinct, Community Grants and Australia Day Awards & Celebrations
- Law, Order & Public Safety: Ranger Services and Fire Services
- Governance: Elected Members (Councillors), Regional Group Membership & Collaboration, Business Plans, Legal & Audit Fees, Administration Costs
- Economic Services: Weed Control, Events, Tourist Information, Regional Collaboration, Signage, Building Control, Economic Development, Local Business Support, Club & Community Group Support, Community Bus
- Health: Environmental Health Officer and Chittering Health Centre
- Housing: Community and Staff Housing
- General Purpose: Rates expenses, including salaries
- Education & Welfare: Education Scholarships, School Bus Shelters, Youth Services, Community Events and Ferguson House Maintenance
- Other Property / Services: Private and Public Works

ASSET MANAGEMENT

Asset management planning is a comprehensive process to ensure that delivery of services from infrastructure is provided in a financially sustainable manner. Council has the following Asset Management Plans in place:

- Road Asset Management Plan (updated in November 2017)
- Buildings and Structures (updated in November 2017)
- Parks, Ovals & Reserves (developed in 2016)

The existing Asset Plans have been recently updated with current valuations and asset inspection data and are valid for the purpose of forward planning (preservation of existing assets and investment in new infrastructure). The update and review of asset management plans is an ongoing and continual process.

The collection of asset data and condition assessments over time allows for predictive asset models to be refined so that they more closely match what is actually occurring in practice; resulting in more accurate budget forecasts and improved investment decisions.

Roads Asset Management Plan

The road network comprises 280 km of sealed roads, 150 km of unsealed roads and 464 km of kerbing. The current pavement management model, which was field validated in late 2016, requires further work to refine the treatments and units rates which apply to various classes and segments of road throughout the network. As outlined above, this is part of an ongoing process and will continue into the future.

The Roads Asset Management Plan (refer Attachment 3) indicates that Council should invest between \$1.6m per annum (short term / 5yr investment profile) and \$1.8m per annum (mid-term / 10yr investment profile) in operations, maintenance

and capital renewal funding. This would maintain the road network at a satisfactory level of service and prevent excessive deterioration through programmed works (reseals and overlays). Council is currently investing within this band and as a result, the projected level of funding over the first ten years of the plan is satisfactory. The Whole of Life modelling however indicates a shortfall in the outer years (ie. beyond ten years). This will need to be monitored over time and may change based on updated and refined asset data and further field verification. The more data that is collected and verified, the more accurate the system becomes in terms of predicting future expenditure levels.

Replacement value of the road network is \$124m, with \$27m being the value of the formation. However, the formation is not depreciable and does not form part of the Depreciable Value when undertaking financial modelling. Logically, when a road segment is renewed, the formation generally remains unchanged, so the true replacement value of the road network is closer to \$97m. Council is currently investing about 2% of the asset value per year to renew and upgrade the road network.

In relation to its unsealed network, Council is currently investing \$200,000/year. The model recommends an annual expenditure of \$285,000 per year on maintenance grading (not including re-gravelling). It may therefore be appropriate to consider increased investment in this program in order to improve the overall road network; principally through re-gravelling of unsealed roads with higher traffic volumes.

Buildings Asset Management Plan

The buildings and structures network comprises 7 amenities buildings, 14 civic and corporate buildings, 18 residential buildings, 12 recreation buildings, 1 heritage building, 7 waste buildings and 107 other structures (fire sheds, water tanks, bus shelters etc). The replacement value of these facilities is \$25.3m. The Asset Management Plan suggests that the level of investment required to maintain the service is around \$1.4m per annum over the life of the plan.

In FY 16/17, Council allocated a total of \$1.2m for all costs associated with its building and structures asset portfolio (including depreciation of \$400,000). Excluding depreciation, insurance and utilities, the annual amount allocated for the operation, maintenance and upgrade of Council buildings is about \$570,000 per annum (about 2.2% of the asset replacement value).

The asset model indicates that Council should invest between \$730,000 per annum (short term / 5yr investment profile) to \$894,000 per annum (mid-term / 10yr investment profile) in operations, maintenance and capital renewal funding in order to maintain the buildings to a satisfactory level of standard and prevent excessive deterioration over time.

The Buildings Asset Management Plan (refer Attachment 4) indicates that Council's current investment is insufficient to maintain the asset over the medium to long term. Council will need to monitor this closely over the next few years.

Parks, Ovals and Reserves

The Parks, Ovals and Reserves Asset Management Plan consists of 254 individual asset items (eg. amenities, carparks, fencing, irrigation, lighting). The assets have a replacement value of \$3.0m (excluding non-depreciable assets such as passive parks, sports fields and natural reserves).

The projected cost to provide the service is \$770,000 per year over the life of the plan. Council presently invests \$570,000 per year on this asset class. While this is \$200,000 short of the finding level as indicated in the asset plan, the current expenditure is considered adequate to provide for a satisfactory level of service.

However, the plan indicates that renewal funding levels are insufficient to renew all parks, ovals and reserves over the medium term. This will be monitored and reviewed as part of ongoing asset plan updates.

COMMUNITY STRATEGIC PLAN

In 2012, Council developed its first Community Strategic Plan covering the period from 2012 to 2022. The community was engaged in the development of the plan through survey, written feedback and workshops. The Community Strategic Plan was reviewed in late 2016 with the final version being adopted in June 2017. The review involved a community engagement process from Sep to Dec 2016 including:

- two open invitation workshops in October,
- a Community Planning Advisory Group (CPAG) workshop in November; and
- a Youth Krew workshop also in November.

The aim of the workshops was to hear from a wide variety of residents and businesses. Community members were also encouraged to provide feedback through the website and also at the Shire offices.

Council considered the community vision and aspirations within the context of this consultation and within local constraints and opportunities. Council member concerns and priorities were well aligned to those of the community.

A summary of those projects and activities with a direct linkage to the Community Strategic Plan is at Attachment 6. Note that this is not a comprehensive listing of all activities undertaken by Council which impact positively on the delivery of Community Strategic Plan Priorities. It is simply a listing of relevant projects which have been considered in terms of developing this Corporate Business Plan.

CAPITAL WORKS PROGRAM

The Capital Works Program (Attachment 1) is developed based on the following:

- Roads Asset Management Plan (Attachment 3)
- Buildings Asset Management Plan (Attachment 4)
- Ten Year Road Network Program (Attachment 5)
- Ten Year Building Program (Attachment 6)
- Ten Year Fleet Replacement Program (Attachment 7)
- Strategic Community Plan Priorities (Attachment 8)
- Community Development Plan
- Sports and Recreation Plan
- Trails Network Master Plan
- Community Safety and Crime Prevention Plan
- Youth Development Plan
- Disability Access and Inclusion Plan

The Capital Works Program is structured to align with historical funding levels and to reflect those projects identified within the various plans and programs as indicated above. Proposed new initiatives or increased allocations to particular programs are funded from either increased revenue (rates and grants/subsidies), loan borrowings, drawing down of existing reserves or disposal of surplus assets.

Summary of Proposed New Initiatives

The Five Year Capital Program includes a number of new / revised initiatives Subject to affordability and viability (including development of a business case where appropriate), the following new initiatives are proposed over the next five years:

- Regional Sports Facility in Lower Chittering
- Independent Living Unit Development / Lifestyle Village
- Low cost caravan / camping facility
- Place making plan for local townsites
- Youth facilities (BMX / Skate Park) in Muchea
- Continued upgrade / enhancement of existing recreational facilities
- Continued upgrade of historical precinct (new arts building)
- Community Gymnasiums in Bindoon and Muchea
- New trails and upgrades of existing trails
- Mountain bike trail facility
- Chittering Lake - Lakeview Park
- Ongoing enhancements to Binda Place
- Cricket Practice Nets in Muchea
- Upgrade Sports Change Rooms in Muchea

FINANCING

Long Term Financial Plan

Council's Long Term Financial Plan (LTFP) is currently a 15-year rolling plan that informs the Corporate Business Plan and the annual budget process. The most recent LTFP was prepared in 2013 (with the assistance of consultants UHY Haines Norton) for the period from 2013 to 2028.

The 2013-2028 LTFP was based on a number of assumptions including:

- 4.3% annual population growth
- 4.0% return on investments
- 3.2% inflation
- 7.5% rate revenue increase (including 4.3% population & 2% service growth)
- \$1.5m in operating grants, increasing in-line with inflation
- Reducing loan borrowings over the life of the plan

While population growth remains on track, inflation and investment returns are down on those which were forecast in the 2013-2028 LTFP. As a result of subdued economic activity and low inflation, Council has delivered a series of rate rises for the last three financial years which are lower than those as required by the LTFP. This has been partially mitigated by a decision (in the 2016/17 Financial Year) to move from Unimproved Value (UV) to Gross Rental Value (GRV) for the rating of a number of residential and rural residential properties.

The LTFP is currently under review with updated assumptions including:

- 4.3% annual population growth
- 2.0% return on investments
- 2.0% inflation
- 5.0% rate revenue increase (including 2% inflation & 2% service growth)
- Loan borrowings as per the Capital Program (Appendix 1)
- Property disposals and acquisitions as per the Capital Program

A separate briefing on the Long Term Financial Plan will be as provided to Council in November 2018. In summary, the operational activities and capital projects as outlined Draft Corporate Business Plan are considered affordable, with modest and responsible rate increases over the life of the plan.

Cash Backed Reserves

Council is in the fortunate position of having modest loan borrowings and a healthy cash reserve of around \$2m. A number of the reserves pre-date comprehensive asset planning and long term financial planning and it is evident that Council has the opportunity to draw down some of the reserves and rationalise others.

Reserve	Current Balance (\$)	Purpose	Recm
Employee Entitlements	137,438	Accumulated leave entitlements	Retain/Grow
Plant Replacement	733,250	Plant purchases	Retain/Grow
Community Housing	72,327	Repairs / improvements	Review
Seniors Housing	7,463	Repairs / improvements	Review
Public Open Space	271,035	Public open space development	Review
Cemetery Development	33,979	Future improvements	Retain
Recreation Development	333,601	Develop or acquire land & facilities	Retain/Grow
Ambulance Replacement	4,345	Council contribution	Review
Waste Management	292,537	Replacement / rehab of landfill	Retain/Grow
Contributions to Roadworks	37,383	Maintenance of Mooliabeenee Rd	Retain
Sewerage Services	101,995	Connection of Properties	Retain/Grow
TOTAL	2,025,353		

VISION

Based on feedback from the Community Strategic Plan engagement process, the Council supports the following vision for the Shire:

“A connected thriving community”

This has been developed based on clear messages from the community that focus on living, working and playing in a thriving, diverse community in harmony with the natural environment.

- We will plan for our growing communities.
- We will value and look after our natural environment and habitat.
- We will advocate and partner with government and service providers ensuring future services in the local community.
- We will connect our diverse communities.

Values

Excellence - a culture of achieving high quality outputs and service delivery

Customer Focus - catering for the needs of our customers, and to achieve positive outcomes

Integrity - acting with honesty, respect, and in a transparent manner

Respect - recognising and acknowledge individuals, their opinions, and contributions

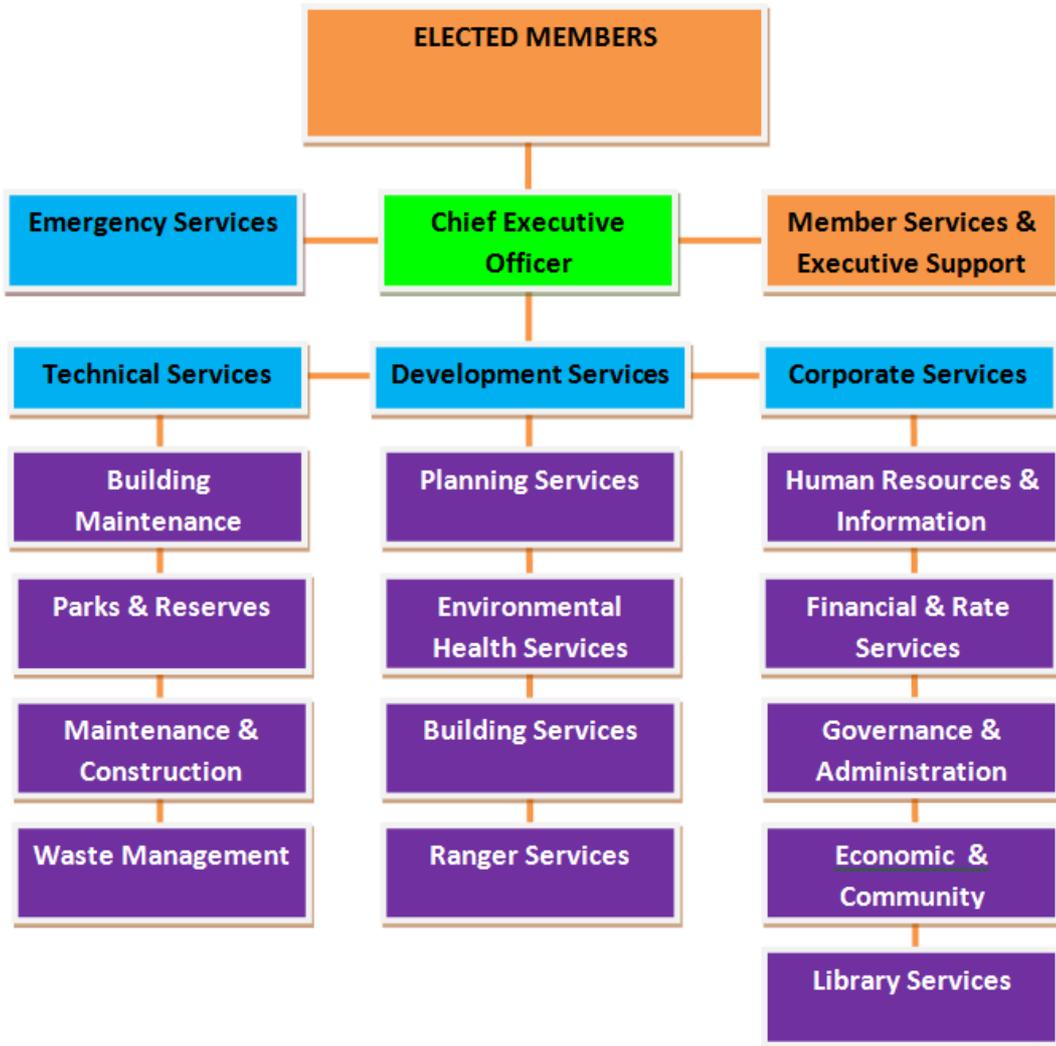
Valuing our Staff – a commitment to fostering an enthusiastic, dedicated workforce, with appropriate skills to carry out tasks and to provide services to our community

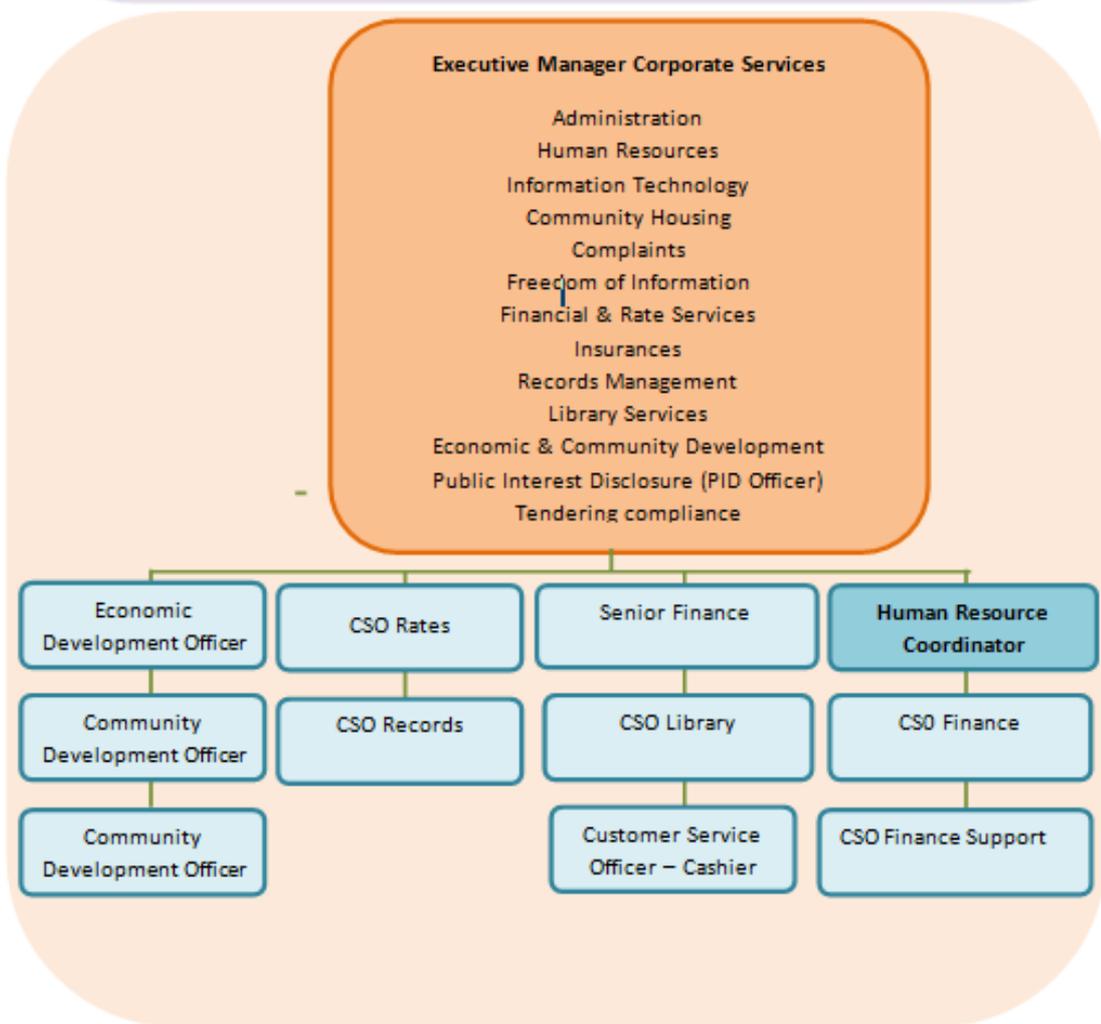
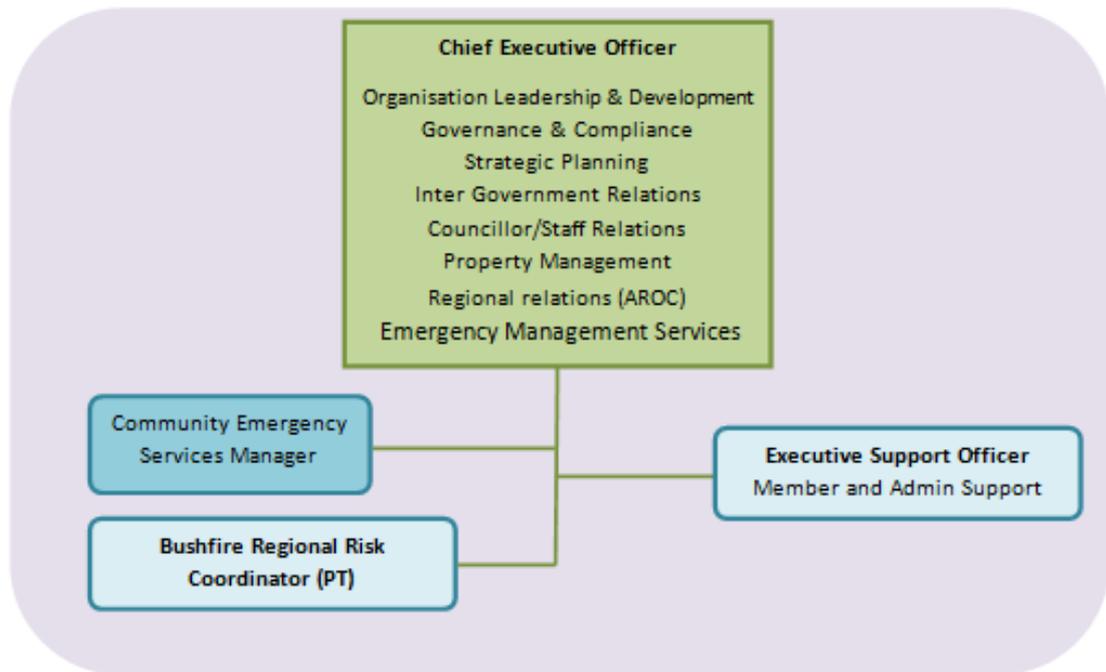
Consistency - consistency in dealings with all persons and organisations

Communication - plain and clear exchange of information, in a timely manner; open and effective communication; aiming for a non-adversarial approach to dispute resolution

Continuous Improvement - continue to pursue innovation and stay abreast of change.

Organisation Structure





Attachments

The following supporting documents are attached:

Attachment 1. Ten Year Capital Works Program

Attachment 2. Five Year Financial Forecast

Attachment 3. Roads Asset Management Plan – Summary Document

Attachment 4. Buildings Asset Management Plan – Summary Document

Attachment 5. Ten Year Road Network Program

Attachment 6. Ten Year Buildings Program

Attachment 7. Ten Year Fleet Replacement Program

Attachment 8. Strategic Community Plan Priorities

ATTACHMENT 1

Capital Works Program - Corporate Business Plan (2017-2021)															
Combined Listing sourced from Sport and Recreation Plan, Trails Network Masterplan, Roads Program, Buildings Program, Fleet Program, Long Term Financial Plan and Proposed New Initiatives															
Infrastructure Type / Location	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	Total	Funding Dissection			Check Total
												Shire	Grant	Other	
Road Network Program															
Rural Road Gravel Reconstruction	93,700	177,627	148,012	160,542	180,304	226,658	203,481	192,256	203,310	201,607	1,787,497	1,787,497			1,787,497
Rural Road/Town Street Reseal	295,526	373,015	339,754	315,752	328,648	336,060	353,908	336,541	400,708	304,271	3,384,182	3,384,182			3,384,182
Rural Road Reconstruction	1,776,404	991,601	988,804	874,166	487,818	424,503	881,829	731,273	745,898	760,816	8,663,112	3,663,112	5,000,000		8,663,112
Town Streets Reconstruction	352,079	475,148	700,051	768,979	672,307	857,192	676,153	713,458	727,727	804,138	6,747,232	3,047,232	3,700,000		6,747,232
Bridges	160,629	-	150,000	250,000	-						560,629	560,629			560,629
<i>Roads Sub-Total</i>	<i>2,678,338</i>	<i>2,017,391</i>	<i>2,326,620</i>	<i>2,369,439</i>	<i>1,669,077</i>	<i>1,844,413</i>	<i>2,115,371</i>	<i>1,973,528</i>	<i>2,077,643</i>	<i>2,070,832</i>	<i>21,142,651</i>	<i>12,442,651</i>	<i>8,700,000</i>		<i>21,142,651</i>
Plant Replacement Program	27,727	548,955	345,273	621,364	127,636	629,682	582,364	316,091	358,364	122,727	3,680,183	3,680,183			3,680,183
Building Asset Preservation Program	58,526	57,000	80,600	71,016	110,000	127,720	206,075	141,151	205,188	38,139	1,095,415	1,095,415			1,095,415
Council Facilities															
New Customer Service / Office Refit	48,000	48,000									96,000	96,000			96,000
Records Storage	20,000										20,000	20,000			20,000
IT server / IT systems upgrade	100,000	30,000									130,000	130,000			130,000
Depot Relocation							100,000	1,000,000			1,100,000	1,100,000			1,100,000
Bindoon															
Acquire land - Binda Place Access	665,000										665,000	665,000			665,000
CCTV - Binda Place / Admin Building	44,128														
Place Making Plan for Bindoon	28,000										28,000	28,000			28,000
Clune Park Upgrade		40,000				40,000				40,000	120,000	120,000			120,000
Trail upgrade - rear of businesses		40,000													
Pop-up Park		20,000													
Caravan Park / Lifestyle Village															
Lifestyle Village Feasibility	10,000										10,000	10,000			10,000
Caravan Park Feasibility		10,000													
Re-purchase of Land		500,000									500,000	500,000			500,000
Expression of Interest / Legals		20,000									20,000	20,000			20,000
Lease payments (Income)			-50,000	-50,000	-50,000	-50,000	-50,000	-50,000	-50,000	-50,000	-400,000	-400,000			-400,000

Infrastructure Type / Location	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	Total	Shire	Grant	Other	Check Total
Chinkabee Sporting Complex															
Acquire land for expansion	62,500	68,125	66,250	64,375							261,250	261,250			261,250
Resurface Outdoor Courts	40,000								40,000						
Community Gymnasium			10,000	150,000							160,000	50,000	50,000	50,000	150,000
Minor New Works Allocation			10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000					
Cricket pitch resurface		10,000							10,000		20,000	20,000			20,000
Masterplan for Sport & Rec Facilities		10,000													
Implementation of Masterplan				250,000	250,000							250,000	250,000		500,000
Brockman Centre															
Access ramps and paths		38,000									38,000	10,000	20,000	8,000	38,000
Minor New Works Allocation			10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	80,000	80,000			80,000
Replace Arts Building				20,000	300,000	200,000					520,000	320,000	200,000		520,000
Muchea															
Ablution Block (Sandown Park)	240,000										240,000	120,000		120,000	240,000
Pavillion	78,000										78,000	78,000			78,000
Resurface Netball Courts	30,000								30,000		60,000	60,000			60,000
CCTV for Hall and Park	6,950														
BMX / Skate Park (John Glenn Park)		10,000	80,000								90,000	90,000	70,000		160,000
Cricket Practice Nets		75,000									75,000	29,000	23,000	23,000	75,000
Changeroom Extension		10,000	90,000								100,000	40,000	30,000	30,000	100,000
Equipment Upgrades							10,000				10,000	10,000			10,000
Community Gymnasium				10,000	150,000						160,000	60,000	50,000	50,000	160,000
Retic and Lighting (Sandown Park)				50,000	100,000						150,000	50,000	50,000	50,000	150,000
Muchea Entrance Signage		20,000									20,000	20,000			20,000
Minor New Works Allocation				10,000	10,000	10,000	10,000	10,000	10,000	10,000	70,000	70,000			70,000
Lower Chittering															
CCTV for Hall	7,582										7,582	3,700	14,800		18,500
Equipment Upgrades		10,000					10,000				20,000	20,000			20,000
Sports & Rec Facility Concept Design		60,000									60,000	60,000			60,000
Regional Sports Facility - St 1 #			300,000	9,300,000							9,600,000	3,000,000	4,600,000	2,000,000	9,600,000
Regional Sports Facility - St 2					100,000	6,000,000					6,100,000	2,600,000	2,000,000	1,500,000	6,100,000
Wannamal															
Lock-up Storage Shed for Rest Area		5,000									5,000	5,000			5,000
Minor Works Allocation			5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	45,000			45,000
Resurface tennis courts					180,000						180,000	120,000	60,000		180,000
Equipment Upgrades							10,000				10,000	20,000			20,000
Trail Enhancement		20,940									20,940	20,940			20,940

- Shire funding includes \$1,000,000 from reserves and \$2,000,000 in new loan borrowings

Infrastructure Type / Location	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	Total	Shire	Grant	Other	Check Total
Trails / Reserves															
Memorial Gardens at Cemetary	5,000	20,000									25,000	25,000			25,000
Black Boy Ridge Trail Upgrades	20,000	30,000									50,000	50,000			50,000
Blackboy Ridge New Trails						20,000	30,000				50,000	50,000			50,000
Carty Reserve to Bindoon Trail - St 1	10,000	20,000	50,000	50,000	50,000						180,000	120,000	60,000		180,000
Carty Reserve to Bindoon Trail - St 2						10,000	20,000	50,000	50,000	50,000	180,000	120,000	60,000		180,000
Chittering Lake - Lakeview Park				20,000	150,000	150,000					320,000	320,000			320,000
Mountain Bike Park - ##		10,000	100,000	100,000	100,000	100,000	100,000	100,000			610,000	310,000	300,000		610,000
Madden Road POS - Nature Park		5,000	50,000												
Ongoing Reserve Allocations															
Rec Development (Lower Chittering)	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	2,000,000	2,000,000			2,000,000
Waste Management	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	1,000,000	1,000,000			1,000,000
Sewerage	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	500,000	500,000			500,000
Sub-Total	4,529,751	4,103,411	3,823,743	13,411,194	3,621,713	9,456,815	3,518,810	3,915,770	3,106,195	2,656,698	51,263,021	31,515,139	16,537,800	3,831,000	51,883,939

Land Disposals															
Lot 168 Binda Place (Subdivision)		40,000									40,000				
Lot 168 Binda Place (Disposal)		-350,000									-350,000				
6169 Great Northern Highway		-300,000									-300,000				
Lot 14 Wells Glover Rd		-120,000									-120,000				
Lot 104 Gray Rd (Highway Resumption)		-200,000									-200,000				
Lot 104 Gray Rd (Subdivision)		30,000									30,000				
Lot 104 Gray Road (Disposal)			-300,000								-300,000				
131 Muecha East Road (Remediation)		40,000									40,000				
131 Muecha East Road (Disposal)			-400,000								-400,000				
Lot 8017 on DP400412 (IHC) - Purchase		20,000									20,000				
Lot 8017 on DP400412 (IHC) - Disposal			-280,000								-280,000				
Existing Depot in Bindoon - Disposal								-600,000			-600,000				
Sub-Total		-840,000	-980,000								-2,420,000				

TOTAL	4,529,751	3,263,411	2,843,743	13,411,194	3,621,713	9,456,815	3,518,810	3,915,770	3,106,195	2,656,698	48,843,021	31,515,139	16,537,800	3,831,000	49,463,939
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Average Annual Expenditure for Ten Years 2017-18 to 2026-27 **4,884,302**

Average Annual Expenditure less Grants and Other Sources of Funding **3,151,514**

- Includes 50% Grant Funding in every year from 19/20 onwards

Statement of Comprehensive Income by Program – for the period 2017-2022

ATTACHMENT 2

	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
	\$	\$	\$	\$	\$	\$
Revenue						
Governance	33,958	12,558	12,935	13,323	13,722	14,134
General purpose funding	6,652,481	6,277,067	6,465,379	6,659,340	6,859,121	7,064,894
Law, order, public safety	388,940	509,060	524,332	540,062	556,264	572,952
Health	47,275	57,265	58,983	60,752	62,575	64,452
Education and welfare	22,550	26,775	27,578	28,406	29,258	30,135
Housing	161,617	170,155	175,260	180,517	185,933	191,511
Community amenities	955,106	971,199	1,000,335	1,030,345	1,061,255	1,093,093
Recreation and culture	102,038	47,999	49,439	50,922	52,450	54,023
Transport	106,446	107,728	110,960	114,289	117,717	121,249
Economic services	108,528	258,058	265,800	273,774	281,987	290,447
Other property and services	106,312	42,500	43,775	45,088	46,441	47,834
	8,685,251	8,480,364	8,734,775	8,996,818	9,266,723	9,544,724
Expenses Excluding Finance Costs						
Governance	-1,095,485	-815,758	-840,231	-865,438	-891,401	-918,143
General purpose funding	-224,504	-227,186	-234,002	-241,022	-248,252	-255,700
Law, order, public safety	-1,133,802	-1,236,403	-1,273,495	-1,311,700	-1,351,051	-1,391,582
Health	-352,386	-350,694	-361,215	-372,051	-383,213	-394,709
Education and welfare	-93,686	-106,108	-109,291	-112,570	-115,947	-119,425
Housing	-301,833	-328,509	-338,364	-348,515	-358,971	-369,740
Community amenities	-2,046,022	-2,164,242	-2,229,169	-2,296,044	-2,364,926	-2,435,873
Recreation and culture	-1,235,039	-1,301,602	-1,340,650	-1,380,870	-1,422,296	-1,464,965
Transport	-4,446,816	-4,486,902	-4,621,509	-4,760,154	-4,902,959	-5,050,048
Economic services	-616,195	-920,888	-653,721	-673,333	-693,533	-714,339
Other property and services	-46,104	-28,452	-29,306	-30,185	-31,090	-32,023
	-11,564,872	-11,966,744	-12,030,953	-12,391,882	-12,763,638	-13,146,547
Finance Costs						
Governance	0	-2,000	-2,592	-2,073	-1,540	-993
Health	-26,785	-25,676	-24,529	-21,187	-20,037	-18,836
Housing	-11,220	-9,127	-7,045	-4,989	-5,196	-129
Recreation and culture	-5,512	-3,589	-4,013	-3,688	-1,808	-717
Transport	-12,489	-11,972	-11,437	-12,985	-12,280	-11,544
Economic Services	0	-14,900	-39,294	-45,915	-36,666	-27,791
Other Property and Services	0	0	-1,100	0	0	0
	-56,006	-67,264	-90,010	-90,837	-77,527	-60,010
Non-operating Grants, subsidies	2,515,944	1,337,484	1,377,609	1,418,937	1,461,505	1,505,350
Other Comprehensive Income	280,000	0				
(Loss) on disposal of assets	-8,936	-62,706	1,000,000	500,000	0	0
	2,787,008	1,274,778	2,377,609	1,918,937	1,461,505	1,505,350
TOTAL COMPREHENSIVE INCOME	-148,619	-2,278,866	-1,008,580	-1,566,964	-2,112,937	-2,156,483

Forecast Statement of Comprehensive Income by Type - for the period 2017 - 2022

	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
	\$	\$	\$	\$	\$	\$
FUNDING FROM OPERATIONAL ACTIVITIES						
Revenues						
Rates	5,268,496	5,435,077	5,598,129	5,766,073	5,939,055	6,117,227
Operating grants, subsidies & contributions	1,574,733	1,271,542	1,309,688	1,348,979	1,389,448	1,431,132
Fees and charges	1,367,224	1,389,012	1,430,682	1,473,603	1,517,811	1,563,345
Interest earnings	142,700	140,602	144,820	149,165	153,640	158,249
Other revenue	332,098	244,131	251,455	258,999	266,769	274,772
	8,685,251	8,480,364	8,734,775	8,996,818	9,266,723	9,544,724
Expenses						
Employee costs	-3,648,634	-3,204,609	-3,300,747	-3,399,770	-3,501,763	-3,606,816
Materials and contracts	-2,642,221	-3,433,471	-3,536,475	-3,642,569	-3,751,846	-3,864,402
Utility charges (electricity, gas, water etc.)	-130,933	-143,934	-148,252	-152,700	-157,281	-161,999
Depreciation on non-current assets	-4,564,872	-4,629,753	-4,768,646	-4,911,705	-5,059,056	-5,210,828
Interest expense	-56,006	-67,264	-69,282	-71,360	-73,501	-75,706
Insurance expense	-197,442	-177,206	-182,522	-187,998	-193,638	-199,447
Other expenditure	-380,770	-377,781	-389,114	-400,788	-412,811	-425,196
	-11,620,878	-12,034,018	-12,395,039	-12,766,890	-13,149,896	-13,544,393
	-2,935,627	-3,553,654	-3,660,264	-3,770,072	-3,883,174	-3,999,669
Non-operating grants, subsidies	2,515,944	1,337,484	1,377,609	1,418,937	1,461,505	1,505,350
Profit on asset disposals	280,000	0	1,000,000	500,000	0	0
Loss on asset disposals	-8,936	-62,706				
Loss on revaluation of non-current assets	0	0				
Net Result	-148,619	-2,278,876	-1,282,655	-1,851,135	-2,421,669	-2,494,319
Other comprehensive income	0	0	0	0	0	0
TOTAL COMPREHENSIVE INCOME	-148,619	-2,278,876	-1,282,655	-1,851,135	-2,421,669	-2,494,319

Forecast Statement of Financial Position - for the period 2017 - 2022

	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
	\$	\$	\$	\$	\$	\$
CURRENT ASSETS						
Cash and Equivalents	3,151,551	3,753,114	1,731,630	1,818,212	1,909,122	2,004,578
Trade and Other Receivables	389,372	888,720	645,840	678,132	712,039	747,641
Inventories	3,540	5,706	3,676	3,860	4,053	4,255
TOTAL CURRENT ASSETS	3,544,463	4,647,540	2,381,146	2,500,203	2,625,213	2,756,474
NON-CURRENT ASSETS						
Investments	42,500	42,500	42,500	42,500	42,500	42,500
Other Receivables	34,957	51,449	56,593	59,423	62,394	65,513
Property Plant and Equipment	29,984,906	30,358,930	31,003,082	32,553,236	34,180,898	35,889,943
Infrastructure	103,130,874	103,874,306	58,524,335	61,450,552	64,523,079	67,749,233
TOTAL NON-CURRENT ASSETS	133,193,237	134,327,185	89,626,510	94,105,711	98,808,871	103,747,190
TOTAL ASSETS	136,737,700	138,974,725	92,007,656	96,605,914	101,434,084	106,503,664
CURRENT LIABILITIES						
Trade and Other Payables	187,755	222,018	277,426	291,297	305,862	321,155
Current Portion of Long-term Liabilities	85,892	82,355	275,085	388,168	397,740	297,578
Provisions	472,933	497,807	524,792	551,032	578,583	607,512
TOTAL CURRENT LIABILITIES	746,580	802,180	1,077,303	1,230,497	1,282,185	1,226,246
NON-CURRENT LIABILITIES						
Long-term Borrowings	1,097,595	1,018,765	2,198,841	2,000,847	1,583,103	1,274,083
Provisions	147,099	151,975	156,534	164,361	172,579	181,208
TOTAL NON-CURRENT LIABILITIES	1,244,694	1,170,740	2,355,375	2,165,208	1,755,682	1,455,291
TOTAL LIABILITIES	1,991,274	1,972,920	3,432,678	3,395,705	3,037,867	2,681,536
NET ASSETS	134,746,426	137,001,805	88,574,978	93,210,209	98,396,217	103,822,127
EQUITY						
Retained Surplus	55,992,517	56,361,998	53,941,357	54,211,064	54,482,119	54,754,530
Reserves - Cash Backed	1,336,877	1,590,116	1,716,263	1,724,844	1,733,469	1,742,136
Revaluation surplus	77,417,032	79,049,691	44,334,890	44,556,564	44,779,347	45,003,244
TOTAL EQUITY	134,746,426	137,001,805	99,992,510	100,492,473	100,994,935	101,499,910

SHIRE OF CHITTERING



Roads

Asset Management Plan

Summary Document



Extracts from Version 2.0 of the Roads Asset Management Plan dated October 2017

Background

This document contains relevant extracts from the Shire of Chittering Roads Asset Management Plan which was updated in October 2017 and discussed with Council at a Briefing Session on 1 November 2017. Council was briefed regarding the draft asset plan and road network model on 29 Nov 2016. However, they form an important part of the long term planning process and are a critical part of the Long Term Financial Planning process.

The Road Asset Management Plan has been developed to promote and establish sustainable financial management and continuous improvement of the Shires' infrastructure assets. It covers roads, culverts, car parks, storm water channel (kerbing) and drainage. The data utilised in the creation of the Asset Management Plan is based on the Shires operational asset register contained within RAMM that was subject to management evaluation with future renewals be determined based on the Shire's road hierarchy and associated service levels. The condition ratings were established as a result of a full network assessment conducted by Talis Consultants in February 2017.

The AMP covers a 10 year period from 2017-2018 to 2026-2027.

The Road Infrastructure asset category is the Shire's highest value asset class. The road network consists of 280 km of sealed roads and 150 km of unsealed roads. The table below provides further information on the various asset groups within this class.

ASSET GROUP	2016-17 REPLACEMENT COST
Roads – Subgrade ¹	\$27.28m
Roads – Pavement	\$57.87m
Roads – Seal	\$30.20m
Roads – Concrete/Asphalt	\$0.06m
Kerbing	\$3.62m
Drainage	\$3.12m
Culverts	\$3.06m
	\$125.21m

Future Growth and Demand

The major factor impacting demand for Shire transport assets is increasing population. Census statistics released by ABS indicate that the Shires population in 2016 was 5,472 persons, an increase of 941 persons since 2011 (4,531), being an increase of 20.77% per annum over the five years since 2011, or 4.15% per annum.

The WA Tomorrow 2012 Report, using Band B projections, forecasts that the Shires population will reach 8,000 by 2026. The projected increase in population levels indicate that there will be further development and subdivision of land for residential and lifestyle lots. This development will result in increased local road network infrastructure over the next 10 years, which the Shire will be responsible for servicing and renewing.

Lifecycle Management

The lifecycle management section details how the Shire plans to manage and operate both current and future assets to the agreed levels of service whilst optimising life cycle costs.

- Maintenance expenditure levels are considered to be adequate to meet current service levels
- Maintenance work represents 70% of the total roads maintenance expenditure for 2016/17.
- Current expenditure for Operations and Maintenance is \$1,066,417 per year.
- By 2026/27 required expenditure for Operations and Maintenance is expected to be around \$1,378,0500 per year.

¹ The subgrade or formation of the road network has not be condition rated and is not depreciable.

Routine Maintenance Plan

Routine maintenance is the regular on-going work that is necessary to keep assets operating, including instances where portions of the asset fail and need immediate repair to make the asset operational again.

Maintenance includes reactive, planned and specific maintenance work activities. Reactive maintenance is unplanned repair work carried out in response to service requests and management/supervisory directions.

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

Specific maintenance is replacement of higher value components/sub-components of assets that is undertaken on a regular cycle including culverts and pipes, etc. This work may generally falls below the capital/maintenance threshold but may require a specific budget allocation. Actual past maintenance expenditure is shown below.

Maintenance Expenditure Trends

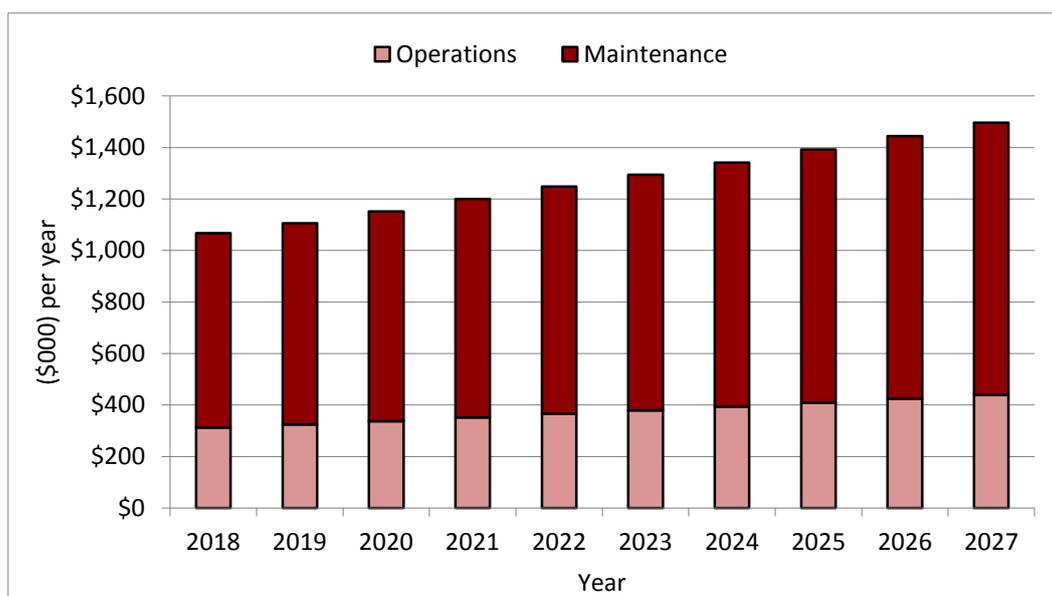
Year	Maintenance Expenditure
2014/2015	\$1,135,760
2015/2016	\$1,111,851
2016/2017	\$1,066,417

Current maintenance expenditure levels are based on historical data to meet the basic level of service, and are considered to be inadequate to meet required service levels. Future revision of this asset management plan will include linking required maintenance expenditures with required service levels. Assessment and prioritisation of reactive maintenance is undertaken by operational staff using experience and judgement.

Summary of future operations and maintenance expenditures

Future operations and maintenance expenditure is forecast to trend in line with the value of the asset stock as shown in Figure 1. Note that all costs are shown in 2017 dollar values.

Figure 1: Projected Operations and Maintenance Expenditure



Renewal/Replacement Plan

Renewal expenditure is major work that does not increase the asset's design capacity but restores, rehabilitates, replaces or renews an existing asset to its original service potential. Work over and above restoring an asset to original service potential is upgrade/expansion or new works expenditure.

Renewal plan

Assets requiring renewal are identified from one of three methods provided in the 'Expenditure Template'.

- Method 1 uses Asset Register data to project the renewal costs for renewal years using acquisition year and useful life, or
- Method 2 uses capital renewal expenditure projections from external condition modelling systems (such as Pavement Management Systems), or
- Method 3 uses a combination of average *network renewals* plus *defect repairs* in the *Renewal Plan* and *Defect Repair Plan* worksheets on the 'Expenditure template'.

Method 2 was used for this asset management plan.

The Shire is currently developing the ranking criteria to be used to determine priority of identified renewal proposals and will be included in future revisions of this Plan.

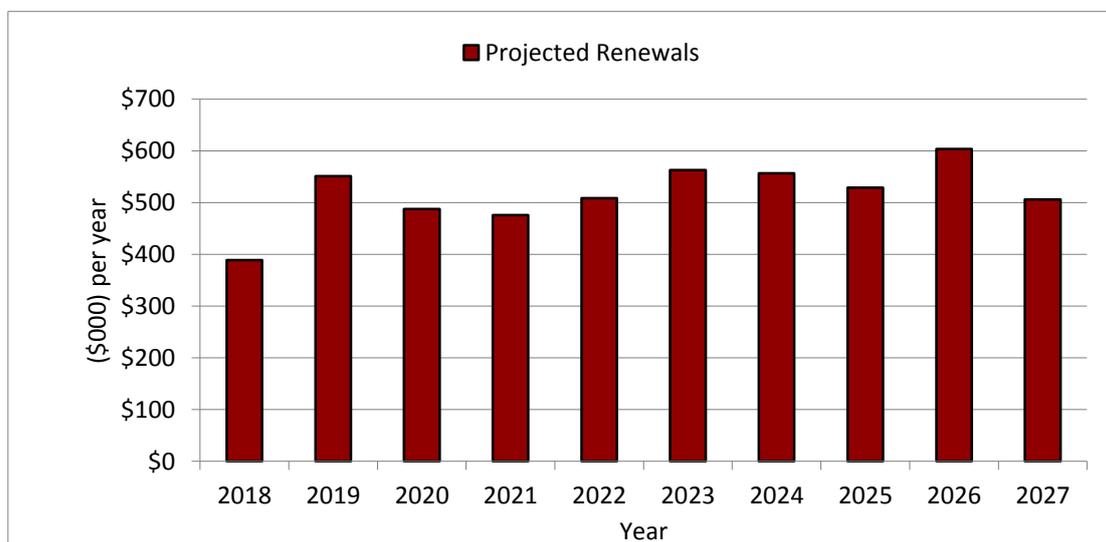
Renewals are funded from capital works programs and grants where available.

Summary of projected renewal expenditure

Projected future renewal expenditures are forecast to increase over time as the asset stock ages. The costs are summarised in Figure 2. Note that all costs are shown in 2017 dollar values.

The projected capital renewal program is shown in Appendix B.

Figure 2: Projected Capital Renewal Expenditure



Creation/Acquisition/Upgrade Plan

New works are those works that create a new asset that did not previously exist, or works, which upgrade or improve an existing asset beyond its existing capacity. They may result from growth, social or environmental needs. Assets may also be acquired at no cost to the Shire from land development. These assets from growth are considered in Section 4.4.

Selection criteria

New assets and upgrade/expansion of existing assets are identified from various sources such as councillor or community requests, proposals identified by strategic plans or partnerships with other organisations. Candidate proposals are inspected to verify need and to develop a preliminary estimate. Verified proposals are ranked by priority and available funds and scheduled in future works programmes. The Shire is currently developing the ranking criteria to be used to determine priority of future upgrade and new assets, and will be included in future revisions of this Plan.

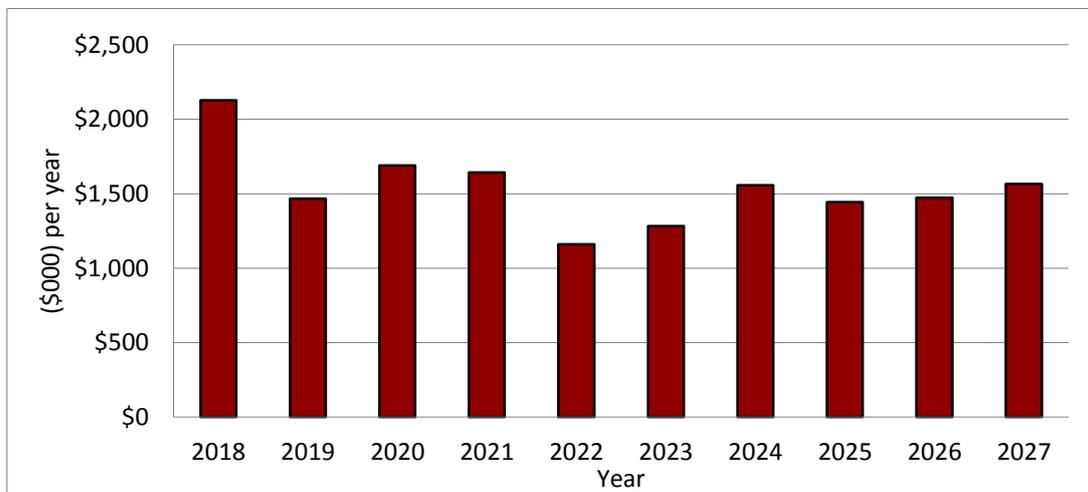
Standards and specifications

Standards and specifications for new assets and for upgrade/expansion of existing assets are the same as those for renewal shown in Section 5.4.2.

Summary of projected upgrade/new assets expenditure

Projected upgrade/new asset expenditures are summarised in Figure 3. The projected upgrade/new capital works program is shown in Appendix C. All costs are shown in current 2017 dollar values.

Figure 3: Projected Capital Upgrade/New Asset Expenditure



Financial Summary

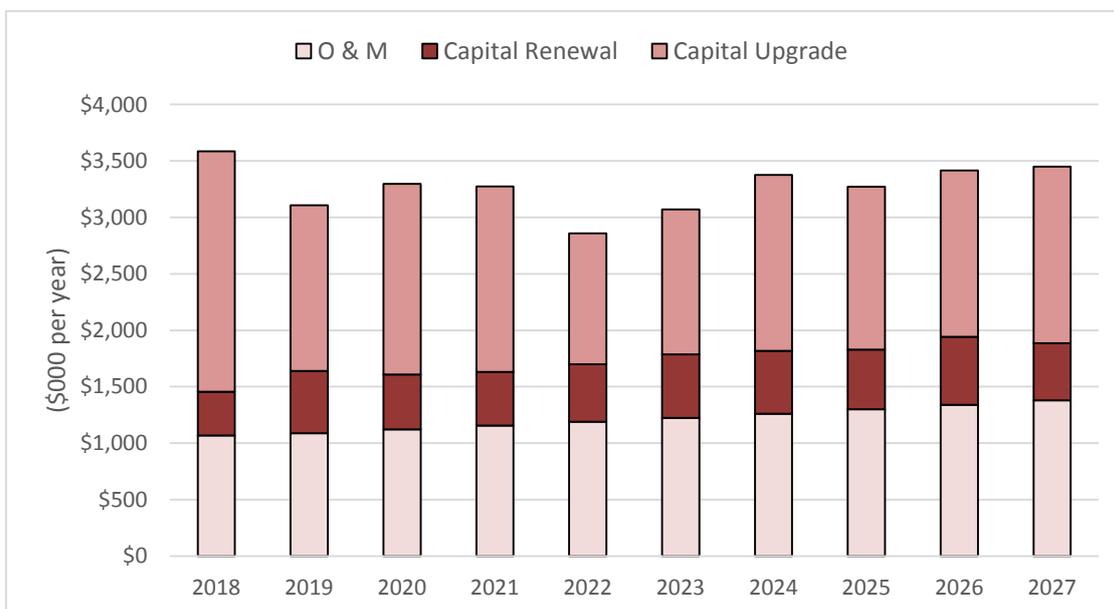
This section contains the financial requirements resulting from all the information presented in the previous sections of this asset management plan. The financial projections will be improved as further information becomes available on desired levels of service and current and projected future asset performance.

Financial Statements and Projections

The financial projections are shown in Figure 4 for projected operating (operations and maintenance), capital renewal expenditure and capital upgrade/expansion/new assets, net disposal expenditure and estimated budget funding.

Note that all costs are shown in 2017 dollar values.

Figure 4: Projected Operating and Capital Expenditure and Budget



Financial sustainability in service delivery

There are three key indicators for financial sustainability that have been considered in the analysis of the services provided by this asset category, these being long term life cycle costs/expenditures and medium term projected/budgeted expenditures over 5 and 10 years of the planning period.

Short Term – 5 year financial planning period

The projected operations, maintenance and capital renewal expenditure required over the first 5 years of the planning period is \$1,637,000 per year.

Estimated (budget) operations, maintenance and capital renewal funding is \$1,917,000 per year giving a 5 year funding surplus of \$280,000 per year. This is 117% of projected expenditures giving a 5 year sustainability indicator of 1.17.

Medium term – 10 year financial planning period

This asset management plan identifies the projected operations, maintenance and capital renewal expenditures required to provide an agreed level of service to the community over a 10 year period. This provides input into 10 year financial and funding plans aimed at providing the required services in a sustainable manner.

These projected expenditures may be compared to budgeted expenditures in the 10 year period to identify any funding shortfall. In a core asset management plan, a gap is generally due to increasing asset renewals for ageing assets.

The projected operations, maintenance and capital renewal expenditure required over the 10 year planning period is \$1,791,000 per year.

Estimated (budget) operations, maintenance and capital renewal funding is \$1,779,000 per year giving a 10 year funding shortfall of **(\$13,000)** per year and a 10 year sustainability indicator of 0.99. This indicates that the Shire has 99% of the projected expenditures needed to provide the services documented in the asset management plan.

Long term - Life Cycle Cost

Life cycle costs (or whole of life costs) are the average costs that are required to sustain the service levels over the longest asset life. Life cycle costs include operations and maintenance expenditure and asset consumption (depreciation expense). The life cycle cost for the services covered in this asset management plan is \$4,042,000 per year (operations and maintenance expenditure plus depreciation expense in year 1).

Life cycle costs can be compared to life cycle expenditure to give an indicator of sustainability in service provision. Life cycle expenditure includes operations, maintenance and capital renewal expenditure in year 1. Life cycle expenditure will vary depending on the timing of asset renewals. The life cycle expenditure at the start of the plan is \$1,618,000 (operations and maintenance expenditure plus budgeted capital renewal expenditure in year 1).

A shortfall between life cycle cost and life cycle expenditure is the life cycle gap.

The long term life cycle gap for services covered by this asset management plan is **-\$2,424,000** per year (-ve = gap, +ve = surplus). Life cycle expenditure is 40% of life cycle costs giving a life cycle sustainability index of 0.40.

The life cycle costs and life cycle expenditure comparison highlights any difference between present outlays and the average cost of providing the service over the long term. If the life cycle expenditure is less than that life cycle cost, it is most likely that outlays will need to be increased or cuts in services made in the future.

Based on current expenditure trends, depreciation methodologies employed, and investment levels in renewal of transport assets, the long term life cycle cost analysis predicts that the Shires transport asset base will deteriorate, or be consumed, at a faster rate than what it is being renewed/replaced.

Knowing the extent and timing of any required increase in outlays and the service consequences if funding is not available will assist the Shire in providing services to their communities in a financially sustainable manner. This is the purpose of the asset management plans and long term financial plan.

Sustainability of Service**Asset Consumption Ratio**

This ratio shows the written down current value of the Shire's depreciable assets relative to their 'as new' value in up to date prices. It is calculated by dividing the written down value by the current replacement cost from the corporate operational asset register in 2016. The target ratio should be between 50% and 75%. A ratio of less than 50% indicates a rapid deterioration of the asset base, whilst a ratio greater than 75% may indicate an over investment in the asset base. Integrated Planning and Reporting Advisory Standard KPI targets for this ratio are outlined below.

Standard is not met if ratio data cannot be identified or ratio is less than 50%.

Standard is met if ratio data can be identified and ratio is 50% or greater.

Standard is improving if this ratio is between 60% and 75%.

These figures are shown in table below.

Asset Class	2016-17 Asset Consumption Ratio
Road Assets Depreciated Replacement Cost	\$94,776,824
Road Assets Current Replacement Cost	\$125,209,974
Road Assets	75.70%

The ratio above of 75.70% indicates the **Standard is improving**.

Asset Sustainability Ratio

This ratio indicates whether assets are being replaced or renewed at the same rate that the overall asset stock is wearing out. It is calculated by dividing the annual capital expenditure spent on replacement and renewals by the annual depreciation expense. If capital expenditure on renewing or replacing assets is at least equal to depreciation on average over time, then the value of the existing stock will be maintained. If capital expenditure on existing assets is less than depreciation then underspending on renewal or replacement of assets will occur and this is likely to result in additional maintenance costs for assets that have exceeded their useful life that may exceed the cost of renewal or replacement. Integrated Planning and Reporting Advisory Standard KPI targets for this ratio are outlined below.

Standard is not met if ratio data cannot be identified or ratio is less than 90%.

Standard is met if ratio data can be calculated and ratio is 90% or greater.

Standard is improving if this ratio is between 90% and 110%

Asset Class	2016-17 Asset Sustainability Ratio
Road Assets Capital Renewals 2016/17	\$1,655,671
Annual Depreciation	\$3,179,858 ²
Road Assets	52.10%

The ratio above of 52.10% above indicates the **Standard is not met**.

² The Shire is currently reviewing annual depreciation rates to ensure they are reflective of remaining useful life and residual values.

Asset Renewal Funding Ratio

This is an indicator as to the ability of the Shire to fund the projected asset renewals and replacements in the future and therefore continue to provide existing levels of service, without additional operating income or reductions in operating expenses, or an increase in net financial liabilities above that currently projected.

It is calculated by dividing the 'Net Present Value' of the Long Term Financial Plan allocations for building renewals by the 'Net Present Value' of the Asset Management Plan projected capital expenditure on renewals over the same 10 year period, 2017/18 to 2026/27.

Integrated Planning and Reporting Advisory Standard KPI targets for this ratio are outlined below.

Standard is not met if ratio data cannot be identified or ratio is less than 75%

Standard is met if ratio data can be identified and ratio is between 75% and 95%.

Standard is improving if this ratio is between 95% and 105% and the ASR falls within the range 90% to 110% and ACR falls within the range of 50% to 75%.

Asset Class	Current Values	Asset Renewal Funding Ratio NPV ³
Road Assets NPV 10 Year Planned Renewals funded in LTFP	\$18,832,770	\$15,424,078
Road Assets NPV 10 Year Required Renewals in required Asset Management Plan	\$19,788,993	\$16,167,297
Road Assets		95.40%

The ratio of 95.40% above indicates the **Standard is met**.

³ NPV was calculated using a discount rate of 3.9%.

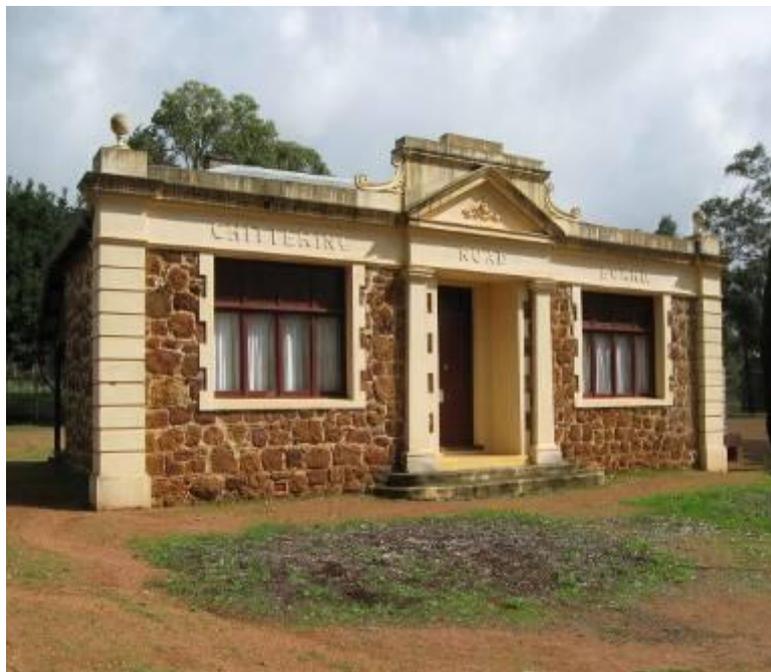
SHIRE OF CHITTERING



Buildings

Asset Management Plan

Summary Document



Extracts from Version 3.0 of the Buildings Asset Management Plan dated October 2017

Background

This document contains relevant extracts from the Shire of Chittering Buildings Asset Management Plan which was updated in October 2017 and discussed with Council at a Briefing Session on 1 November 2017. Council was briefed regarding the draft asset plan and road network model on 29 Nov 2016. However, they form an important part of the long term planning process and are a critical part of the Long Term Financial Planning process.

This Asset Management Plan covers all Council buildings. The data utilised in the development of the Buildings Asset Management Plan was based on a condition and data inventory undertaken in April 2017 and is considered to be approximately 98% accurate. The AMP covers a 10 year period from 2017-2018 to 2026-2027.

The Buildings asset portfolio consists of 86 individual asset items, and is the second largest asset portfolio by value.

The table below classifies the assets into eight key groups.

Asset Group	Number	2016-17 Replacement Cost
Civic and Corporate	4	\$3,362,000
Community	23	\$16,206,587
Heritage	1	\$524,000
Operational	13	\$518,446
Parks & Reserves	9	\$700,300
Recreation	10	\$512,077
Residential	18	\$4,759,000
Waste	13	\$521,778
TOTAL	86	\$27,104,188

Future growth and demand

The major factor impacting demand for community and Council building assets is increasing population. Recent 2016 Census statistics released by ABS indicate that the Shires population is 5,472 persons, an increase of 941 persons since 2011 or 20.77% increase per annum, or 4.15% per annum over the 5 years.

WA Tomorrow 2012 Report, using Band B projections, forecasts that the Shires population will reach 8,000 by 2026. Ensuring the number and level of facilities are available to meet increasing population levels over the next 10 years will be a challenge for the Shire.

Lifecycle Management

The lifecycle management section details how the Shire plans to manage and operate both current and future assets to the agreed levels of service whilst optimising life cycle costs.

- Maintenance expenditure levels are considered to be adequate to meet current service levels.
- Reactive maintenance work represents 100% of the total buildings maintenance expenditure for 2016/17.
- Current expenditure for Operations and Maintenance is \$590,594 per year.
- By 2026-27 required expenditure for Operations and Maintenance is expected to be around \$752,400 per year.

The Buildings assets shown in the Shire’s Buildings.Plus asset register and covered by this asset management plan are shown below.

Table: Assets covered by this Plan

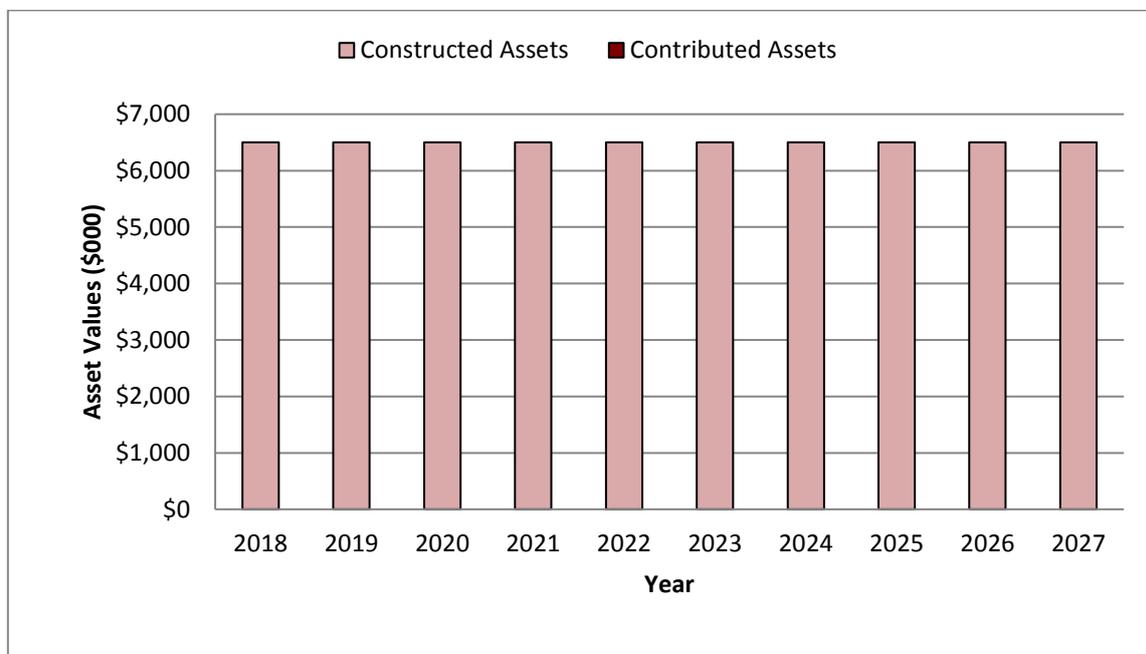
Asset Group	Number	2016-17 Replacement Cost
Civic and Corporate	4	\$3,362,000
Community	23	\$16,206,587
Heritage	1	\$524,000
Operational	13	\$518,446
Parks & Reserves	9	\$700,300
Recreation	10	\$512,077
Residential	18	\$4,759,000
Waste	13	\$521,778
TOTAL	86	\$27,104,188

New Assets and Asset Upgrades

There are no projected new contributed building assets as a result of growth.

The current Long Term Financial Plan lists a Regional Recreation Facility project for Lower Chittering in 2018, however this project will not proceed until funding has been secured. Council is currently reviewing its Long Term Financial Plan and will re-assessing the estimated timing of this project including funding options.

Figure 1: New Assets (cumulative)



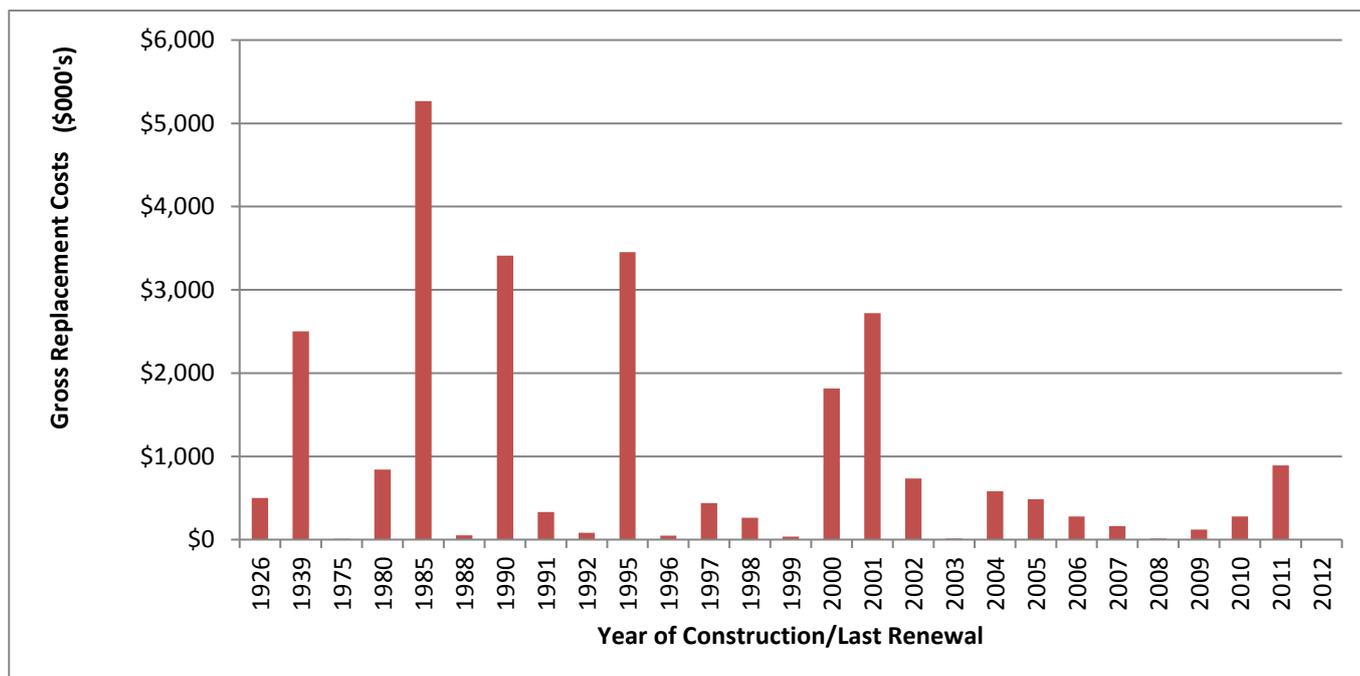
Lifecycle Management Plan

The lifecycle management plan details how the Shire plans to manage and operate the assets at the agreed levels of service while optimising life cycle costs.

Asset age profile

The age profile of the assets included in this Buildings Asset Management Plan is shown in Figure 1.

Figure 1: Asset Age Profile



Note: The asset age profile has been determined from the information provided by AVP Valuers in relation to the condition assessment of each building incorporated in the Plan.

Asset condition

Condition is measured using a 1 – 5 rating system¹ as detailed in the Table below.

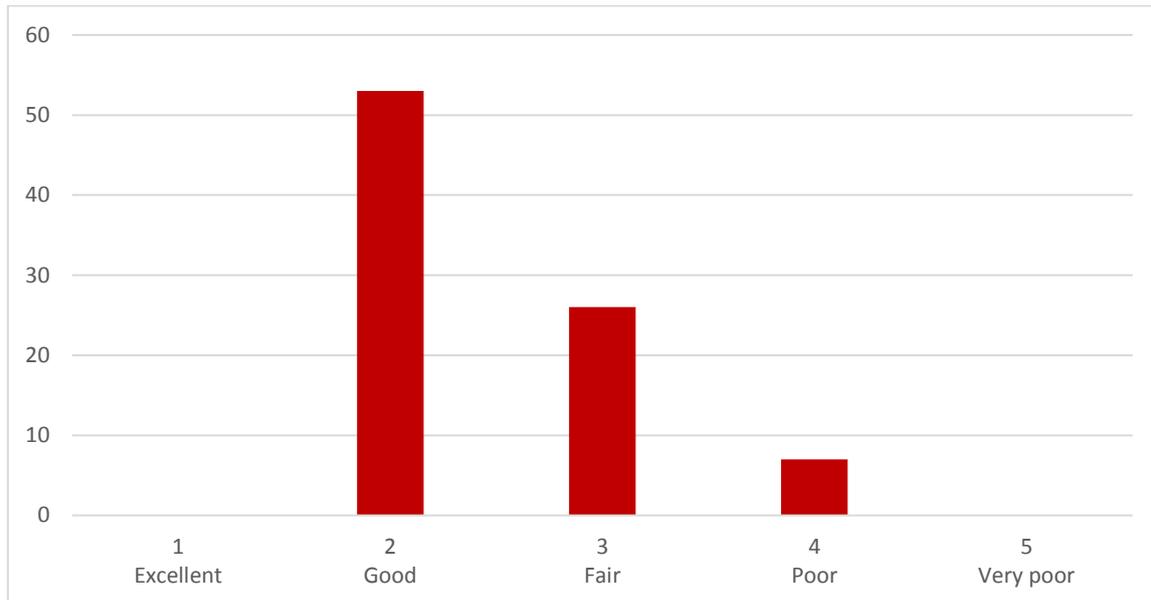
Table: Condition Rating Description

Condition Rating	Description	
1	Excellent	A new asset or an asset in overall excellent condition, with only a slight condition decline. Only planned maintenance required.
2	Good	An asset in an overall good condition but with minor signs of deterioration evident, serviceability may be slightly impaired. Minor maintenance is required.
3	Fair	An asset with obvious signs of deterioration. Significant maintenance and some renewal is required.
4	Poor	An asset with severe condition deterioration. Serviceability is becoming limited. Significant renewal is required.
5	Very Poor	An asset that has failed and is no longer serviceable. There is risk in leaving the asset in service. Replacement is required.

¹ IIMM 2006, Appendix B, p B:1-3 ('cyclic' modified to 'planned', 'average' changed to 'fair')

The condition profile of assets included within this AM Plan is shown in Figures 2 and 3.

Figure 2: Asset Condition Profile



Asset valuations

The value of assets recorded in the asset register as at 30 June 2017 covered by this asset management plan is:

Current Replacement Cost	\$27,104,188 ²
Depreciable Amount	\$15,225,854
Depreciated Replacement Cost	\$15,225,854
Annual Depreciation Expense	\$573,026

Routine Maintenance Plan

Routine maintenance is the regular on-going work that is necessary to keep assets operating, including instances where portions of the asset fail and need immediate repair to make the asset operational again.

Maintenance plan

Maintenance includes reactive, planned and specific maintenance work activities.

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

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

² This figure includes \$427,388 of small building structures not included in the Fair Value Report from NS Advisory Services, dated 30 June 2017.

Specific maintenance is replacement of higher value components/sub-components of assets that is undertaken on a regular cycle including repainting, building roof replacement, etc. This work generally falls below the capital/maintenance threshold but may require a specific budget allocation.

Actual past operations and maintenance expenditure is shown in the Table below.

Table: Operations and Maintenance Expenditure Trends

Year	Operations & Maintenance Expenditure
2013/2014	\$609,955
2014/2015	\$558,253
2015/2016	\$583,250
2016/2017	\$590,594

Current maintenance expenditure levels are considered to be inadequate to meet required service levels. Future revision of this asset management plan will include linking required maintenance expenditures with required service levels.

Assessment and prioritisation of reactive maintenance is undertaken by operational staff using experience and judgement.

Standards and specifications

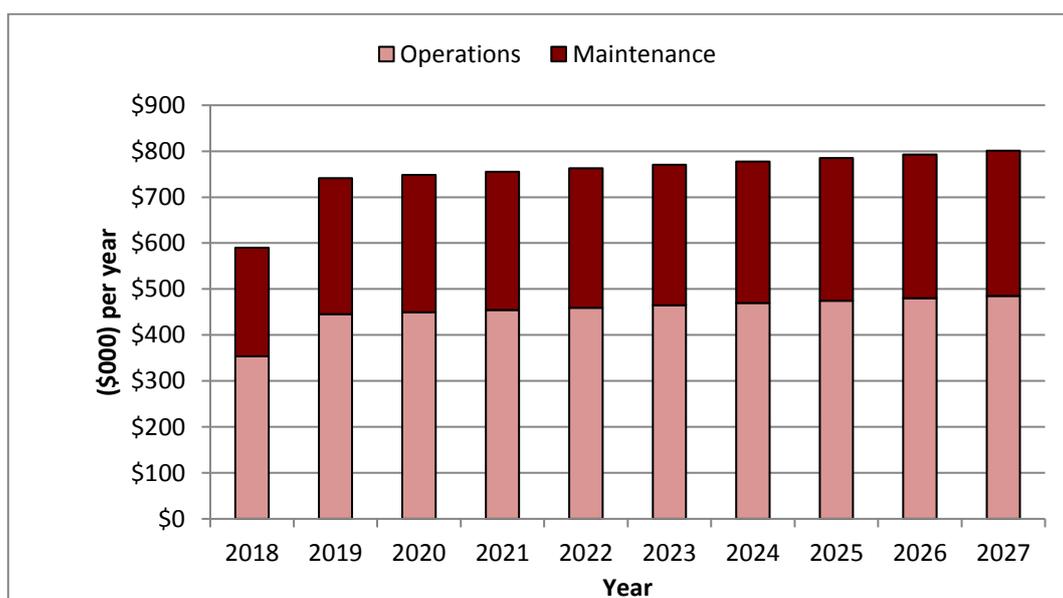
Maintenance work is carried out in accordance with the following Standards and Specifications.

- Applicable Australian Standards
- Building Code of Australia; and
- Acceptable standards of construction.

Operations and maintenance expenditures

Future operations and maintenance expenditure is forecast to trend in line with the value of the asset stock as shown in Figure 4. Note that all costs are shown in 2017 dollar values.

Figure 4: Projected Operations and Maintenance Expenditure



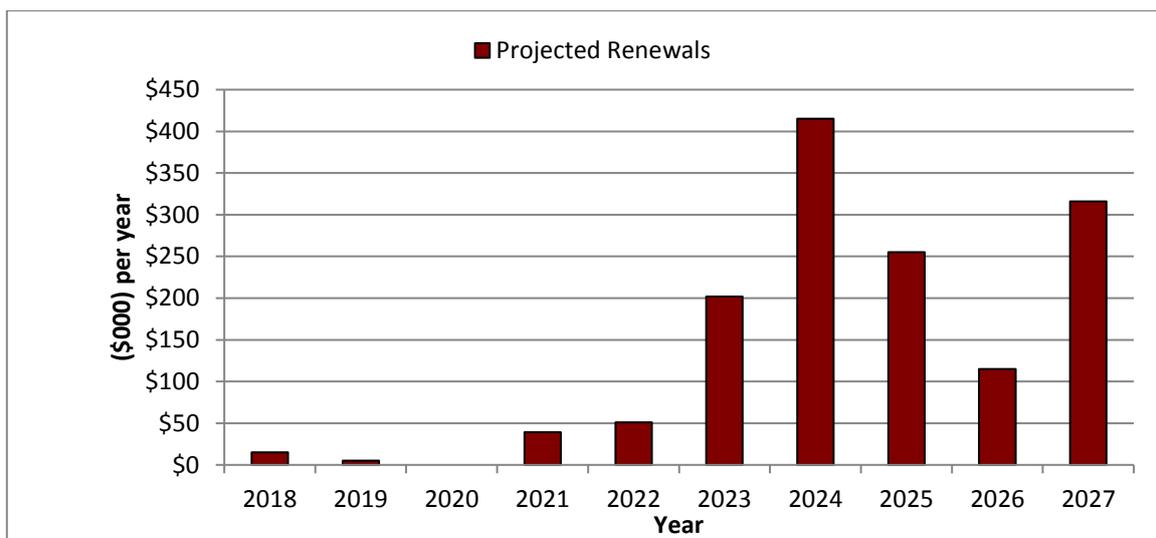
Renewal/Replacement Plan

Renewal expenditure is major work which does not increase the asset’s design capacity but restores, rehabilitates, replaces or renews an existing asset to its original service potential. Renewal will be undertaken using ‘low-cost’ renewal methods where practical. Assets requiring renewal have been identified from capital renewal expenditure projections from an external condition modelling system, Buildings.Plus.

Summary of projected renewal expenditure

Projected future renewal expenditures are forecast to increase over time as the asset stock ages. The costs are summarised in Figure 5. Note that all costs are shown in 2017 dollar values.

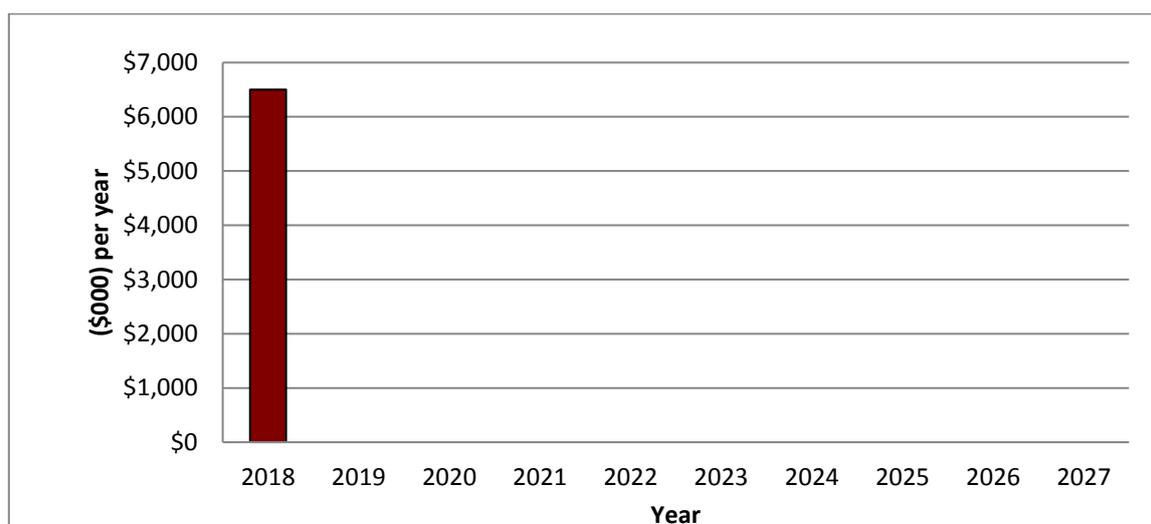
Figure 5: Projected Capital Renewal Expenditure



Creation/Acquisition/Upgrade Plan

Projected upgrade/new asset expenditures are summarised in Figure 6.

Figure 6: Projected Capital Upgrade/New Asset Expenditure



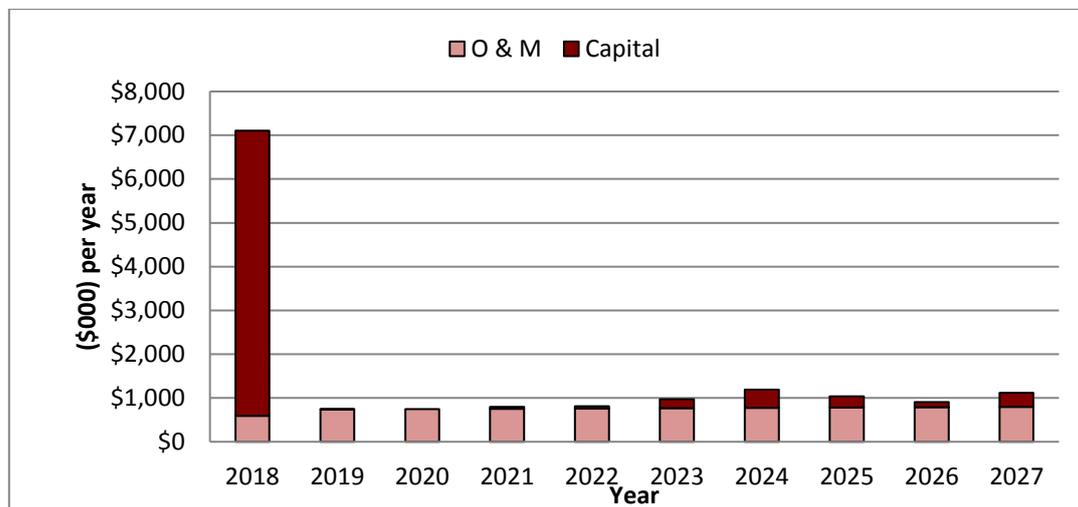
Note: The proposed project in 2018 was a Regional Recreational Facility for Lower Chittering, which is listed in the Shire’s current Long Term Financial Plan. This project will not proceed at this time as funding has not been secured for its construction. The Shire is currently reviewing its Long Term Financial Plan and will re-assessing the timing of this project including funding options.

FINANCIAL SUMMARY

The financial projections are shown in Figure 7 for projected operating (operations and maintenance) and capital expenditure (renewal and upgrade/expansion/new assets), net disposal expenditure and estimated budget funding.

Note that all costs are shown in 2017 dollar values.

Figure 7: Projected Operating and Capital Expenditure



Note: The proposed capital project in 2018 was a Regional Recreational Facility for Lower Chittering, which is listed in the Shire's current Long Term Financial Plan. This project will not proceed as funding has not been secured for its construction. The Shire is currently reviewing its Long Term Financial Plan and will re-assessing the estimated timing of this project including funding options.

Financial sustainability in service delivery

There are three key indicators for financial sustainability that have been considered in the analysis of the services provided by this asset category, these being long term life cycle costs/expenditures and medium term projected/budgeted expenditures over 5 and 10 years of the planning period.

Short term – 5 year financial planning period

The projected operations, maintenance and capital renewal expenditure required over the first 5 years of the planning period is \$741,000 per year.

Estimated (budget) operations, maintenance and capital renewal funding is \$730,000 per year giving a 5 year funding shortfall of **(\$11,000)**. This is 98% of projected expenditures giving a 5 year sustainability indicator of 0.98.

Medium term – 10 year financial planning period

This asset management plan identifies the projected operations, maintenance and capital renewal expenditures required to provide an agreed level of service to the community over a 10 year period. This provides input into 10 year financial and funding plans aimed at providing the required services in a sustainable manner.

These projected expenditures may be compared to budgeted expenditures in the 10 year period to identify any funding shortfall. In a core asset management plan, a gap is generally due to increasing asset renewals for ageing assets.

The projected operations, maintenance and capital renewal expenditure required over the 10 year planning period is \$894,000 per year.

Estimated (budget) operations, maintenance and capital renewal funding is \$693,000 per year giving a 10 year funding shortfall of **(\$201,000)** per year and a 10 year sustainability indicator of 0.78. This indicates that Council has 78% of the projected expenditures needed to provide the services documented in the asset management plan.

Long term - Life Cycle Cost

Life cycle costs (or whole of life costs) are the average costs that are required to sustain the service levels over the longest asset life. Life cycle costs include operations and maintenance expenditure and asset consumption (depreciation expense). The life cycle cost for the services covered in this asset management plan is \$1,163,000 per year (operations and maintenance expenditure plus depreciation expense in year 1). Life cycle costs can be compared to life cycle expenditure to give an indicator of sustainability in service provision. Life cycle expenditure includes operations, maintenance and capital renewal expenditure in year 1. Life cycle expenditure will vary depending on the timing of asset renewals. The life cycle expenditure at the start of the plan is \$812,000 (operations and maintenance expenditure plus budgeted capital renewal expenditure in year 1).

A shortfall between life cycle cost and life cycle expenditure is the life cycle gap.

The life cycle gap for services covered by this asset management plan is **(\$351,000)** per year (-ve = gap, +ve = surplus). Life cycle expenditure is 70% of life cycle costs giving a life cycle sustainability index of 0.70.

The life cycle costs and life cycle expenditure comparison highlights any difference between present outlays and the average cost of providing the service over the long term. If the life cycle expenditure is less than that life cycle cost, it is most likely that outlays will need to be increased or cuts in services made in the future. Knowing the extent and timing of any required increase in outlays and the service consequences if funding is not available will assist organisations in providing services to their communities in a financially sustainable manner. This is the purpose of the asset management plans and long term financial plan.

Based on current expenditure trends, depreciation methodologies employed, and investment levels in renewal of building assets, the long term life cycle cost analysis predicts that the Shires buildings asset base will deteriorate, or be consumed, at a faster rate than what it is currently being renewed/replaced.

Sustainability of Service

There are three key performance indicators for financial sustainability as recommended in the Department of Local Government (LG) Asset Management National Framework and Guidelines that have been considered in the analysis of the buildings financial data. The aim of the Framework is to enhance the sustainable management of local government assets by encouraging 'whole of life' and 'whole of organisation' approaches.

Asset Consumption Ratio

This ratio shows the written down current value of the Shire's depreciable assets relative to their 'as new' value in up to date prices. It is calculated by dividing the written down value by the current replacement cost from the corporate operational asset register in 2017. The target ratio should be between 50% and 75%. A ratio of less than 50% indicates a rapid deterioration of the asset base, whilst a ratio greater than 75% may indicate an over investment in the asset base. Integrated Planning and Reporting Advisory Standard KPI targets for this ratio are outlined below.

Standard is not met if ratio data cannot be identified or ratio is less than 50%.

Standard is met if ratio data can be identified and ratio is 50% or greater.

Standard is improving if this ratio is between 60% and 75%.

Asset Class	Asset Consumption Ratio
Buildings Depreciated Replacement Cost	\$15,225,854
Buildings Current Replacement Cost	\$27,104,188
Buildings	56.2%

The calculated ratio of 56.2% above indicates the **Standard is met**.

Asset Sustainability Ratio

This ratio indicates whether assets are being replaced or renewed at the same rate that the overall asset stock is wearing out. It is calculated by dividing the annual capital expenditure spent on replacement and renewals by the annual depreciation expense. If capital expenditure on renewing or replacing assets is at least equal to depreciation on average over time, then the value of the existing stock will be maintained. Integrated Planning and Reporting Advisory Standard KPI targets for this ratio are outlined below.

Standard is not met if ratio data cannot be identified or ratio is less than 90%.

Standard is met if ratio data can be calculated and ratio is 90% or greater.

Standard is improving if this ratio is between 90% and 110% Asset Class	Asset Sustainability Ratio
Buildings Capital Renewals 2016/17	\$0
Annual Depreciation	\$573,026
Buildings	0.0%

The calculated ratio of 0.0% indicates that the **Standard is not met**. This ratio can only be measured accurately if an assessment is made of the amount spent on capital renewal and replacement.

Asset Renewal Funding Ratio

This ratio is an indicator as to the ability of the Shire to fund the projected asset renewals and replacements in the future and therefore continue to provide existing levels of service, without additional operating income or reductions in operating expenses, or an increase in net financial liabilities above that currently projected.

It is calculated by dividing the 'Net Present Value' of the Long Term Financial Plan allocations for building renewals by the 'Net Present Value' of the Asset Management Plan projected capital expenditure on renewals over the same 10 year period, 2016/17 to 2025/26.

Integrated Planning and Reporting Advisory Standard KPI targets for this ratio are outlined below.

Standard is not met if ratio data cannot be identified or ratio is less than 75%

Standard is met if ratio data can be identified and ratio is between 75% and 95%.

Standard is improving if this ratio is between 95% and 105% and the ASR falls within the range 90% to 110% and ACR falls within the range of 50% to 75%.

Asset Class	Current Values	Asset Renewal Funding Ratio NPV³
Buildings NPV 10 Year Planned Renewals funded in LTFP	\$702,800	\$630,883
Buildings NPV 10 Year Required Capital Renewals from Asset Management Plan	\$1,414,675	\$1,058,770
Buildings		59.6%

The calculated ratio of 59.6% indicates that the **Standard is not met**.

³ NPV was calculated using a discount rate of 3.9%.

ATTACHMENT 5

Ten Year Road Network Program

ROAD PROGRAMME	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Rural Road Gravel Reconstruction	\$ 93,700	\$ 177,627	\$ 148,012	\$ 160,542	\$ 180,304	\$ 226,658	\$ 203,481	\$ 192,256	\$ 203,310	\$ 201,607
Rural Road/Town Street Reseal	\$ 295,526	\$ 373,015	\$ 339,754	\$ 315,752	\$ 328,648	\$ 336,060	\$ 353,908	\$ 336,542	\$ 400,708	\$ 304,271
Rural Road Reconstruction	\$ 1,776,404	\$ 991,601	\$ 988,804	\$ 874,166	\$ 487,818	\$ 424,503	\$ 881,829	\$ 731,273	\$ 745,898	\$ 760,816
Town Streets Reconstruction	\$ 352,079	\$ 475,148	\$ 700,051	\$ 768,979	\$ 672,307	\$ 857,192	\$ 676,153	\$ 713,458	\$ 727,727	\$ 804,138
Bridges	\$ 160,629	\$ -	\$ 150,000	\$ 250,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL	\$ 2,678,338	\$ 2,017,391	\$ 2,326,620	\$ 2,369,439	\$ 1,669,077	\$ 1,844,413	\$ 2,115,370	\$ 1,973,528	\$ 2,077,643	\$ 2,070,832

FUNDING SOURCES	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Regional Road Group	\$ 338,532	\$ 653,061	\$ 659,592	\$ 666,188	\$ 672,849	\$ 679,578	\$ 686,374	\$ 693,237	\$ 776,426	\$ 784,190
Road 2 Recovery			\$ 387,600	\$ 387,600	\$ 387,600	\$ 387,600	\$ 387,600	\$ 395,352	\$ 395,392	\$ 395,392
Black Spot	\$ 614,357									
Regional Road runoff funds										
MRWA Bridge funds	\$ 219,629	\$ -	\$ 150,000	\$ 250,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Own Resources	\$ 1,505,820	\$ 1,364,330	\$ 1,129,429	\$ 1,065,651	\$ 608,628	\$ 777,235	\$ 1,041,397	\$ 884,938	\$ 905,825	\$ 891,249
TOTAL	\$ 2,678,338	\$ 2,017,391	\$ 2,326,620	\$ 2,369,439	\$ 1,669,077	\$ 1,844,413	\$ 2,115,370	\$ 1,973,528	\$ 2,077,643	\$ 2,070,832

ASSUMPTIONS

Road to Recovery funds will continue till 2026/27 at a 2% increase every five year.

Regional Road Group funds will increase by 1% each year. The Shire is successful in receiving the full allocation of 20% of the Moora Sub group Regional Road Group funds.

MRWA Bridge funding is an estimate supplied by Main Roads
No funding available till after 2016/17 water flow testing completed

	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Unsealed Road Grading	\$ 112,280	\$ 112,280	\$ 112,280	\$ 112,280	\$ 112,280	\$ 112,280	\$ 112,280	\$ 112,280	\$ 112,280	\$ 112,280
Renewal	\$ 389,226	\$ 550,642	\$ 487,766	\$ 476,293	\$ 508,952	\$ 562,718	\$ 557,389	\$ 528,797	\$ 604,018	\$ 505,877
Upgrade	\$ 2,289,112	\$ 1,466,749	\$ 1,838,854	\$ 1,893,145	\$ 1,160,125	\$ 1,281,695	\$ 1,557,981	\$ 1,444,730	\$ 1,473,625	\$ 1,564,954
TOTAL	\$ 2,790,618	\$ 2,129,671	\$ 2,438,900	\$ 2,481,719	\$ 1,781,357	\$ 1,956,693	\$ 2,227,650	\$ 2,085,808	\$ 2,189,923	\$ 2,183,112
Bridges	-\$ 160,629	\$ -	-\$ 150,000	-\$ 250,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Upgrade (less Bridges)	\$ 2,128,483	\$ 1,466,749	\$ 1,688,854	\$ 1,643,145	\$ 1,160,125	\$ 1,281,695	\$ 1,557,981	\$ 1,444,730	\$ 1,473,625	\$ 1,564,954

Gravel Road Reconstruct

Road Name	SLK	Project Leng	2017/18		2018/19		2019/20		2020/21	
			SLK	PROJECT LENGTH BUDGET	SLK	PROJECT LENGTH BUDGET	SLK	PROJECT LENGTH BUDGET	SLK	PROJECT LENGTH BUDGET
Ashman Road	0.0 to 2.7	2.23		\$ -		\$ -		\$ -		\$ -
Atkinson Road	0.03 to 0	0.3		\$ -		\$ -		\$ -		\$ -
Barn Road	0.87 to 6	5.67		\$ -		\$ -		\$ -	0.83 to 2.33	1.5 \$ 69,197
Blizzard Road	0.0 to 0.9	0.35		\$ -		\$ -		\$ -		\$ -
Bore Road	0.02 to 1	1.1		\$ -		\$ -		\$ -		\$ -
Brennan Road	0.0 to 2.9	2.57		\$ -		\$ -		\$ -		\$ -
Bryne Road	0.05 to 1	1.61		\$ -		\$ -		\$ -		\$ -
Clune Road	0.0 to 0.4	0.47		\$ -		\$ -		\$ -		\$ -
Cook Road	3.24 to 5	1.83		\$ -		\$ -		\$ -		\$ -
Cray Road	0.0 to 0.6	0.66		\$ -		\$ -		\$ -		\$ -
Davern Street	0.36 to 0	0.48		\$ -		\$ -		\$ -		\$ -
Davis Road	0.26 to 3	3.1		\$ -	0.26 to 2.36	2 \$ 81,294		\$ -		\$ -
Densley Road	0.0 to 1.7	1.7		\$ -		\$ -		\$ -		\$ -
Dewars Road	0.0 to 0.6	0.61		\$ -		\$ -		\$ -		\$ -
Flat Rocks Road	0.0 to 7.4	7.44		\$ -	2.32 to 3.69	1.37 \$ 55,686	0.31 to 0.96	0.65 \$ 26,949		\$ -
Ioppollo Road	0.0 to 6.0	6.02		\$ -		\$ -		\$ -		\$ -
Gingilling Road	0.0 to 2.0	2.01		\$ -		\$ -		\$ -		\$ -
Gray Road	3.44 to 6	3.35		\$ -		\$ -		\$ -	5.82 to 6.82	1 \$ 42,289
Harris Road	0.17 to 1	1.76		\$ -		\$ -		\$ -		\$ -
Head Road	1.5 to 2.9	0.87		\$ -		\$ -		\$ -		\$ -
Kangaroo Gully Road	0.0 to 1.9	1.94		\$ -		\$ -		\$ -		\$ -
Kay Road	1.34 to 2	0.77		\$ -		\$ -		\$ -		\$ -
Kinkella Road	0.0 to 0	0.85		\$ -		\$ -		\$ -		\$ -
Lewis Road	0.0 to 0.9	7.96		\$ -		\$ -		\$ -		\$ -
Maddern Road	3.85 to 8	5.06		\$ -		\$ -		\$ -		\$ -
Martin Road	0.0 to 0.9	0.36		\$ -		\$ -		\$ -		\$ -
McGlew Road	0.0 to 3.0	3.02		\$ -		\$ -		\$ -		\$ -
Moss Road	0.0 to 0.9	0.37		\$ -		\$ -		\$ -		\$ -
Nolan Road	0.05 to 1	1.18		\$ -		\$ -		\$ -		\$ -
North Road	1.29 to 1	8.99	0	0 \$ -		\$ -		\$ -		\$ -
Old Gin Gin Road	1.31 to 2	1.64		\$ -		\$ -		\$ -		\$ -
Owen Road	0.3 to 3.7	3.45		\$ -		\$ -		\$ -	0.49 to 1.65	1.16 \$ 49,055
Perry Road	0.0 to 2.8	2.85		\$ -		\$ -		\$ -		\$ -
Phillmore Street	0.01 to 0	0.25		\$ -		\$ -		\$ -		\$ -
Pines Road	0.0 to 3.7	3.22		\$ -		\$ -		\$ -		\$ -
Reserve Road	1.08 to 5	4.82		\$ -		\$ -		\$ -		\$ -
Sadow Road	0.0 to 0.8	0.8		\$ -		\$ -		\$ -		\$ -
Settlement Road	0.47 to 1	0.72		\$ -		\$ -	0.68 to 1.19	0.51 \$ 21,145		\$ -
Settlement South Road	0.05 to 0	0.4		\$ -		\$ -		\$ -		\$ -
Snake Spring Road	0.0 to 0.8	0.88		\$ -		\$ -		\$ -		\$ -
Spice Road	0.4 to 1.9	1.52		\$ -		\$ -		\$ -		\$ -
Spillman Road	0.04 to 5	5.11	0	2 \$ 93,700		\$ -		\$ -		\$ -
Stephens Road	0.1 to 2.8	2.7		\$ -		\$ -		\$ -		\$ -
Tea Tree North Road	0.0 to 5.8	5.8		\$ -		\$ -		\$ -		\$ -
Tea Tree Road	4.4 to 8.0	3.62		\$ -		\$ -	5.32 to 7.73	2.41 \$ 99,918		\$ -
Timaru Road	2.35 to 4	2.11		\$ -		\$ -		\$ -		\$ -
Toy Road	1.01 to 1	0.39		\$ -		\$ -		\$ -		\$ -
Valley View Drive	0.05 to 1	1.39		\$ -		\$ -		\$ -		\$ -
Waldeck East Road	0.4 to 3.0	2.63		\$ -		\$ -		\$ -		\$ -
Waldeck West Road	0.04 to 2	2.14		\$ -		\$ -		\$ -		\$ -
Wandena Road	3.27 to 8	5.42		\$ -	3.29 to 4.29	1 \$ 40,647		\$ -		\$ -
		88.34		2 \$ 93,700		4.37 \$ 177,627		2.92 \$ 148,012		3.66 \$ 160,542

Gravel Road Reconstruct

Road Name	SLK	Project Length	2021/22		2022/23		2023/24		2024/25								
			SLK	PROJECT LENGTH	BUDGET	SLK	PROJECT LENGTH	BUDGET	SLK	PROJECT LENGTH	BUDGET						
Ashman Road	0.0 to 2.1	2.23			\$ -			\$ -		\$ -							
Atkinson Road	0.03 to 0	0.3			\$ -			\$ -		\$ -							
Barn Road	0.87 to 6	5.67			\$ -		2.33 to 3.29	0.35	\$ 18,691	\$ -							
Blizzard Road	0.0 to 0.1	0.35			\$ -				\$ -	\$ -							
Bore Road	0.02 to 1	1.1			\$ -				\$ -	\$ -							
Brennan Road	0.0 to 2.1	2.57			\$ -				\$ -	\$ -							
Bryne Road	0.05 to 1	1.61			\$ -				\$ -	\$ -							
Clune Road	0.0 to 0.4	0.47			\$ -				\$ -	\$ -							
Cook Road	3.24 to 5	1.83			\$ -	3.24 to 4.74	1.5	\$ 76,290		\$ -							
Cray Road	0.0 to 0.6	0.66			\$ -				\$ -	\$ -							
Davern Street	0.36 to 0	0.48			\$ -				\$ -	\$ -							
Davis Road	0.26 to 3	3.1			\$ -				\$ -	\$ -							
Densley Road	0.0 to 1.1	1.7			\$ -				\$ -	\$ -							
Dewars Road	0.0 to 0.1	0.61			\$ -				\$ -	\$ -							
Flat Rocks Road	0.0 to 7.4	7.44			\$ -				3.69 to 5.45	1.76	\$ 82,934						
Ioppollo Road	0.0 to 6.0	6.02	1.14 to 1.93	0.79	\$ 34,077						\$ -						
Gingilling Road	0.0 to 2.0	2.01			\$ -						\$ -						
Gray Road	3.44 to 6	3.35			\$ -						\$ -						
Harris Road	0.17 to 1	1.76			\$ -						\$ -						
Head Road	1.5 to 2.1	0.87			\$ -						\$ -						
Kangaroo Gully Road	0.0 to 1.1	1.94			\$ -						\$ -						
Kay Road	1.34 to 2	0.77			\$ -						\$ -						
Kinkella Road	0.0 to 0	0.85			\$ -						\$ -						
Lewis Road	0.0 to 0.1	7.96			\$ -						\$ -						
Maddern Road	3.85 to 8	5.06			\$ -	3.89 to 5.89	2	\$ 90,583			\$ -						
Martin Road	0.0 to 0.1	0.36			\$ -						\$ -						
McGlew Road	0.0 to 3.0	3.02			\$ -			0.0 to 1.0	1	\$ 46,198	1.0 to 2.0	1	\$ 47,121				
Moss Road	0.0 to 0.1	0.37			\$ -						\$ -						
Nolan Road	0.05 to 1	1.18			\$ -						\$ -						
North Road	1.29 to 1	8.99			\$ -						\$ -						
Old Gin Gin Road	1.31 to 2	1.64			\$ -						\$ -						
Owen Road	0.3 to 3.1	3.45			\$ -						\$ -						
Perry Road	0.0 to 2.1	2.85			\$ -						\$ -						
Phillmore Street	0.01 to 0	0.25			\$ -						\$ -						
Pines Road	0.0 to 3.1	3.22			\$ -						\$ -						
Reserve Road	1.08 to 5	4.82			\$ -						\$ -						
Sandow Road	0.0 to 0.1	0.8			\$ -						\$ -						
Settlement Road	0.47 to 1	0.72			\$ -						\$ -						
Settlement South Road	0.05 to 0	0.4			\$ -						\$ -						
Snake Spring Road	0.0 to 0.1	0.88			\$ -						\$ -						
Spice Road	0.4 to 1.1	1.52			\$ -						\$ -						
Spillman Road	0.04 to 5	5.11			\$ -	2.53 to 3.85	1.32	\$ 59,785			\$ -						
Stephens Road	0.1 to 2.1	2.7	2.28 to 3.67	1.39	\$ 59,958						\$ -						
Tea Tree North Road	0.0 to 5.1	5.8			\$ -						\$ -						
Tea Tree Road	4.4 to 8.0	3.62	5.32 to 3.32	2	\$ 86,270			1.32 to 3.32	2	\$ 92,395	0.0 to 1.32	1.32	\$ 62,200				
Timaru Road	2.35 to 4	2.11			\$ -			3.46 to 4.46	1	\$ 46,198			\$ -				
Toy Road	1.01 to 1	0.39			\$ -						\$ -						
Valley View Drive	0.05 to 1	1.39			\$ -						\$ -						
Waldeck East Road	0.4 to 3.0	2.63			\$ -						\$ -						
Waldeck West Road	0.04 to 2	2.14			\$ -						\$ -						
Wandena Road	3.27 to 8	5.42			\$ -						\$ -						
		88.34			\$ 180,304			4.82	\$ 226,658			4.35	\$ 203,481			4.08	\$ 192,256

Gravel Road Reconstruct

Road Name	Slk	Project Length	2025/26		2026/27		2027/28	
			SLK	BUDGET	SLK	BUDGET	SLK	BUDGET
Ashman Road	0.0 to 2.7	2.23		\$ -		\$ -		\$ -
Atkinson Road	0.03 to 0	0.3		\$ -		\$ -		\$ -
Barn Road	0.87 to 6	5.67		\$ -		\$ -		\$ -
Blizzard Road	0.0 to 0.3	0.35		\$ -		\$ -		\$ -
Bore Road	0.02 to 1	1.1		\$ -	0.02 to 1.12	1.12	\$ 69,239	\$ -
Brennan Road	0.0 to 2.4	2.57		\$ -		\$ -		\$ -
Bryne Road	0.05 to 1	1.61		\$ -		\$ -		\$ -
Clune Road	0.0 to 0.4	0.47		\$ -		\$ -		\$ -
Cook Road	3.24 to 5	1.83		\$ -		\$ -		\$ -
Cray Road	0.0 to 0.6	0.66		\$ -		\$ -		\$ -
Davern Street	0.36 to 0	0.48		\$ -		\$ -		\$ -
Davis Road	0.26 to 3	3.1		\$ -		\$ -		\$ -
Densley Road	0.0 to 1.7	1.7		\$ -	0.0 to 1.7	1.7	\$ 83,343	\$ -
Dewars Road	0.0 to 0.6	0.61		\$ -		\$ -		\$ -
Flat Rocks Road	0.0 to 7.4	7.44		\$ -		\$ -		\$ -
Ioppollo Road	0.0 to 6.0	6.02		\$ -		\$ -		\$ -
Gingilling Road	0.0 to 2.0	2.01		\$ -		\$ -		\$ -
Gray Road	3.44 to 6	3.35		\$ -		\$ -		\$ -
Harris Road	0.17 to 1	1.76		\$ -		\$ -		\$ -
Head Road	1.5 to 2.3	0.87		\$ -		\$ -		\$ -
Kangaroo Gully Road	0.0 to 1.9	1.94		\$ -		\$ -		\$ -
Kay Road	1.34 to 2	0.77		\$ -		\$ -		\$ -
Kinkella Road	0.0 to 0	0.85		\$ -		\$ -		\$ -
Lewis Road	0.0 to 0.9	7.96		\$ -		\$ -		\$ -
Maddern Road	3.85 to 8	5.06		\$ -	2.89 to 3.89	1	\$ 49,025	1.0 to 2.89 1.89 \$ 97,290
Martin Road	0.0 to 0.3	0.36		\$ -		\$ -		\$ -
McGlew Road	0.0 to 3.0	3.02	2.0 to 3.2	1.2 \$ 57,677		\$ -		\$ -
Moss Road	0.0 to 0.3	0.37		\$ -		\$ -		\$ -
Nolan Road	0.05 to 1	1.18		\$ -		\$ -		\$ -
North Road	1.29 to 1	8.99		\$ -		\$ -		\$ -
Old Gin Gin Road	1.31 to 2	1.64		\$ -		\$ -		\$ -
Owen Road	0.3 to 3.7	3.45		\$ -		\$ -		\$ -
Perry Road	0.0 to 2.8	2.85	0.0 to 1.5	1.5 \$ 72,096		\$ -		\$ -
Phillmore Street	0.01 to 0	0.25		\$ -		\$ -		\$ -
Pines Road	0.0 to 3.7	3.22		\$ -		\$ -		\$ -
Reserve Road	1.08 to 5	4.82		\$ -		\$ -		\$ -
Sadow Road	0.0 to 0.8	0.8		\$ -		\$ -		\$ -
Settlement Road	0.47 to 1	0.72		\$ -		\$ -		\$ -
Settlement South Road	0.05 to 0	0.4		\$ -		\$ -		\$ -
Snake Spring Road	0.0 to 0.8	0.88		\$ -		\$ -		\$ -
Spice Road	0.4 to 1.1	1.52		\$ -		\$ -		\$ -
Spillman Road	0.04 to 5	5.11		\$ -		\$ -	1.0 to 2.53 1.53 \$ 78,759	
Stephens Road	0.1 to 2.8	2.7	0.0 to 1.53	1.53 \$ 73,538		\$ -		\$ -
Tea Tree North Road	0.0 to 5.8	5.8		\$ -		\$ -		\$ -
Tea Tree Road	4.4 to 8.0	3.62		\$ -		\$ -		\$ -
Timaru Road	2.35 to 4	2.11		\$ -		\$ -		\$ -
Toy Road	1.01 to 1	0.39		\$ -		\$ -		\$ -
Valley View Drive	0.05 to 1	1.39		\$ -		\$ -		\$ -
Waldeck East Road	0.4 to 3.0	2.63		\$ -		\$ -		\$ -
Waldeck West Road	0.04 to 2	2.14		\$ -		\$ -		\$ -
Wandena Road	3.27 to 8	5.42		\$ -		\$ -		\$ -
		88.34		4.23 \$ 203,310		3.82 \$ 201,607		3.42 \$ 176,049

Road Reseals

Road No.	Road Name	Slk	Project Length	2026/27		
				SLK	PROJECT LENGTH	BUDGET
8	Hay Flat Road	10.0 to 11.4	1.4			
2	Chittering Road	0.0 to 26.72	26.72			\$ -
7	Chittering Valley Road	0.0 to 8.78	8.78	3.38-5.38	2	\$ 90,827
74	Chittering Street	0.0 to 1.65	1.65			
3	Dewars-Pool Road	0.0 to 9.39	9.39	5.39-7.39	2	\$ 90,827
111	Chinkabee Road	0.0 to 0.25	0.25			\$ -
16	Gray Road	1.62 to 5.25	3.63			
9	Wells Glover Road	8.5 to 12.5	4	9.4-10.4	1	\$ 45,414
1	Mooliabeenee Road	0.0 to 6.73	6.73			\$ -
145	Hereford Way	0.0 to .950	0.95			\$ -
146	Murray Grey Circle	0.0 to 3.64	3.64			\$ -
164	Edmonds Place	0.0 to .160	0.97			\$ -
180	Ayrshire Loop	0.0 to 3.340	3.34			\$ -
147	Devon Way	0.0 to 2.03	2.03			\$ -
149	Angus Way	0.0 to .500	0.5			\$ -
150	Santa Gertrudius Drive	0.0 to 4.58	2.11			\$ -
200	Sugar Gum Drive	0.0 to 1.20	1.2			
188	Ghost Gum Ridge	0.0 to 1.91	1.91			
78	Hart Drive	0.0 to 5.24	5.24			\$ -
153	Powderbark Drive	0.0 to 1.30	1.3			\$ -
38	Reserve Road	0.0 to 1.08	1.08			\$ -
13	Crest Hill Road	1.6 to 4.6	3			\$ -
107	Peters Road	0.0 to 0.85	0.85			\$ -
178	Leschenaultia Drive	0.0 to 2.18	2.18			
49	West Point Road	0.0 to 3.730	3.73	3.0 - 4.7	1.7	\$ 77,203
52	Maddern Road	0.0 - 2.235	2.235			
Total			98.815	6.7		\$ 304,271

Bridges

Bridge N°	Scope of works	Road Name	Slk	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
4025	Substructure repairs	Chittering Road	9.25						
4026	Substructure repairs	Chittering Road	11.2					\$ 150,000	
4027	Replace with culvert	Chittering Road	11.34						\$ 250,000
4030	Substructure repairs	Chittering Valley Road	0.32						\$ 150,000
4031	Substructure repairs	Chittering Valley Road	1.05						\$ 150,000
4701	Replace with Culvert	Blizzard Road	0.32			\$ 200,000			
4868	Replace with Culvert	Chittering Valley Road	0.07						
5063	Substructure repairs	Valley View Drive	0.06				\$ 150,000		
5064	Substructure repairs	Valley View Drive	0.28				\$ 150,000		
			Totals	\$ -	\$ -	\$ 200,000	\$ 300,000	\$ 150,000	\$ 550,000
4852	substructure works	Keating Road							
5374	replace with culvert	Flat Rocks Road						\$ 280,000	

Bridge N°	Scope of works	Road Name	Slk	2019/20	2020/21	2021/22	2022/23	2023/24
4025	Substructure repairs	Chittering Road	9.25	\$ 150,000				
4026	Substructure repairs	Chittering Road	11.2					
4027	Replace with culvert	Chittering Road	11.34					
4030	Substructure repairs	Chittering Valley Road	0.32					
4031	Substructure repairs	Chittering Valley Road	1.05					
4701	Replace with Culvert	Blizzard Road	0.32					
4868	Replace with Culvert	Chittering Valley Road	0.07		\$ 250,000			
5063	Substructure repairs	Valley View Drive	0.06					
5064	Substructure repairs	Valley View Drive	0.28					
			Totals	\$ 150,000	\$ 250,000	\$ -	\$ -	
4852	substructure works	Keating Road						
5374	replace with culvert	Flat Rocks Road						

carryover to 17/18

TEN YEAR BUILDING PROGRAM

Property Description	2013-2014			2014-2015			2015-2016		
	Operating Expenditure	Asset Preservation	Capital Expenditure	Operating Expenditure	Asset Preservation	Capital Expenditure	Operating Expenditure	Asset Preservation	Capital Expenditure
Bindoon Cemetery Toilet	1,750	0	0	1,740	0	0	2,033	0	0
Bindoon Hall	37,577	0	700,000	28,239	0	0	19,567	0	0
Bindoon Medical Centre	9,210	0	15,000	10,664	0	0	12,699	0	0
Bindoon Toilet	40,100	0	0	27,699	0	0	32,013	0	0
Blackboy Ridge Toilet	7,304	0	0	7,081	2,500	0	3,834	0	0
Brockman Centre Precinct	30,760	2,000	0	23,732	0	0	27,481	0	0
Chinkabee Complex	28,500	0	0	14,143	0	0	16,686	0	0
Chittering Health Centre									
Chittering Hall	25,640	9,000	0	25,798	0	0	29,133	0	0
Chittering Hall Outside Toilet	0	0	0	0	0	0	1,200	0	0
Clune Park Rotunda	3,316	0	10,000	1,470	2,500	0	1,544	0	0
Clune Park Toilets	22,455	0	0	18,819	0	0	18,709	0	0
Community Housing Common	24,790	0	0	7,395	0	0	8,274	0	0
Comm Housing Unit 1/8	4,030	5,000	0	4,881	2,000	0	11,296	0	0
Comm Housing Unit 2/8	4,030	0	0	5,590	3,900	0	6,222	0	0
Comm Housing Unit 3/8	5,630	0	0	4,725	0	0	5,816	0	0
Comm Housing Unit 4/8	4,530	10,000	0	8,324	0	0	9,661	0	0
Comm Housing Unit 5/8	5,630	0	0	4,685	0	0	4,916	0	0
Comm Housing Unit 6/8	4,030	4,000	0	4,296	0	0	5,240	0	0
6169 Great Northern Highway	14,385	0	0	10,191	0	0	12,036	0	0
Council Chambers	11,285	8,000	0	22,765	7,000	0	10,144	0	0
Ferguson House	11,405	0	0	5,867	0	0	8,022	0	0
Fire Station - Bindoon	5,000	0	0	7,577	0	0	8,690	0	0
Fire Station - Lower Chittering	5,000	0	0	7,679	0	0	12,907	0	0
Fire Station - Muchea	5,000	0	0	7,577	0	0	8,690	0	0
Fire Station - Upper Chittering	5,000	0	0	7,577	0	0	12,690	0	0
Fire Station - Wannamal	5,000	0	0	7,577	0	0	7,190	0	0
John Glenn Park Toilet	20,590	0	0	13,500	0	0	15,060	0	0
Library	14,020	0	0	5,180	0	0	7,926	6,000	0
Muchea Hall	37,730	7,000	0	29,603	0	0	37,247	0	0
Muchea Oval Storage Shed	3,500	0	0	0	0	0	0	0	0
Sandown Park	1,840	0	0	1,932	0	0	2,029	0	0
Seniors Housing Common	24,320	0	0	12,394	0	0	9,488	0	0
Sen Housing Unit 1/11	3,960	5,000	0	7,231	0	0	5,911	0	0
Sen Housing Unit 2/11	3,750	0	0	7,081	0	0	5,753	7,700	0
Sen Housing Unit 3/11	3,750	5,000	0	7,081	0	0	5,753	3,500	0
Sen Housing Unit 4/11	3,890	0	0	7,193	0	0	5,871	3,500	0
Sen Housing Unit 5/11	3,795	0	0	7,126	0	0	5,800	0	0
Sen Housing Unit 6/11	3,800	0	0	7,126	0	0	5,800	0	0
Sen Housing Unit 7/11	3,850	6,000	0	7,126	0	0	6,249	0	0
Sen Housing Unit 8/11	4,800	0	0	5,126	0	0	5,800	0	0
Shire Admin Office	54,320	4,500	0	52,045	0	31,780	52,615	0	10,000
Shire Depot	34,680	0	0	24,048	0	0	25,280	0	0
Staff Housing Common	23,823	0	0	11,018	0	0	4,215	0	0
Staff Housing Unit 1/6194	5,175	5,000	0	5,777	0	0	8,132	0	0
Staff Housing Unit 2/6194	4,720	0	0	5,207	7,000	0	5,881	0	0
Staff Housing Unit 3/6194	4,720	18,000	0	4,999	0	0	5,246	0	0
Staff Housing Unit 4/6194	4,720	5,000	0	4,999	7,200	0	5,881	0	0
Sussex Bend Toilet Block									
Tech Services Building	27,970	13,000	3,000	22,219	4,500	0	24,524	0	0
Tourist Bureau	15,050	0	0	13,154	0	0	15,378	0	0
Wannamal Hall	30,092	0	0	17,518	0	0	17,888	9,000	0
Wannamal Rest Area & Toilets	9,120	0	0	15,970	0	0	16,769	0	0
TOTAL:	669,342	106,500	728,000	570,736	36,600	31,780	597,187	29,700	10,000

Property Description	2016-2017			2017-2018			2018-2019		
	Operating Expenditure	Asset Preservation	Capital Expenditure	Operating Expenditure	Asset Preservation	Capital Expenditure	Operating Expenditure	Asset Preservation	Capital Expenditure
Bindoon Cemetery Toilet	1,740	1,400	0	3,342	0	0	1,808	500	0
Bindoon Hall	12,716	0	0	9,665	0	0	10,148	0	0
Bindoon Medical Centre	6,165	0	0	6,473	6,000	0	6,797	12,500	0
Bindoon Toilet	33,629	350	0	34,869	0	0	36,612	0	0
Blackboy Ridge Toilet	5,450	0	0	4,159	0	0	3,975	0	0
Brockman Centre Precinct	28,947	0	0	25,952	0	0	29,050	25,000	0
Chinkabee Complex	14,340	5,000	0	14,235	0	0	14,580	0	0
Chittering Health Centre	8,176	0	0						
Chittering Hall	19,729	0	0	24,808	0	0	20,693	0	25,000
Chittering Hall Outside Toilet	0	0	0	0	0	0	0	0	0
Clune Park Rotunda	1,621	0	0	1,702	3,000	0	1,787	0	0
Clune Park Toilets	23,336	1,584	0	25,156	0	0	25,367	5,000	0
Community Housing Common	8,389	0	0	7,274	0	0	6,508	0	0
Comm Housing Unit 1/8	5,469	3,500	0	4,939	4,200	0	9,020	0	0
Comm Housing Unit 2/8	7,219	0	0	7,126	0	0	5,172	7,400	0
Comm Housing Unit 3/8	5,976	0	0	6,044	3,500	0	8,920	0	0
Comm Housing Unit 4/8	4,933	2,800	0	4,896	10,000	0	5,141	0	0
Comm Housing Unit 5/8	4,589	0	0	3,733	0	0	3,920	0	0
Comm Housing Unit 6/8	5,635	0	0	6,878	0	0	13,219	0	0
6169 Great Northern Highway	4,012	0	0	3,855	0	0	5,448	0	0
Council Chambers	7,348	0	0	7,798	0	0	10,188	0	0
Ferguson House	6,595	2,000	0	6,242	0	0	6,554	0	0
Fire Station - Bindoon	14,749	0	0	13,927	6,000	0	8,324	8,000	0
Fire Station - Lower Chittering	9,396	0	0	8,419	0	0	8,978	0	0
Fire Station - Muchea	9,050	0	0	7,927	0	0	8,324	6,000	0
Fire Station - Upper Chittering	9,050	0	0	13,611	0	0	8,324	8,000	0
Fire Station - Wannamal	7,550	0	0	7,927	0	0	9,824	0	0
John Glenn Park Toilet	18,811	0	0	20,751	0	0	20,739	1,800	0
Library	10,700	6,000	0	11,172	0	0	11,731	0	0
Muchea Hall	27,409	24,500	0	28,685	0	0	26,868	10,000	0
Muchea Oval Storage Shed	0	0	0	0	0	0	0	0	0
Sandown Park	0	0	0	0	0	0	0	0	0
Seniors Housing Common	7,812	400	0	6,232	0	0	6,544	0	0
Sen Housing Unit 1/11	5,015	3,000	0	8,104	0	0	4,999	3,500	0
Sen Housing Unit 2/11	5,708	0	0	6,690	3,500	0	5,764	6,000	0
Sen Housing Unit 3/11	5,015	0	0	4,871	0	0	10,147	0	0
Sen Housing Unit 4/11	5,015	3,000	0	5,962	0	0	5,000	6,000	0
Sen Housing Unit 5/11	5,015	0	0	4,762	3,000	0	5,000	6,000	0
Sen Housing Unit 6/11	5,015	0	0	4,762	3,500	0	6,000	6,000	0
Sen Housing Unit 7/11	6,015	0	0	4,762	0	0	8,834	0	0
Sen Housing Unit 8/11	5,015	3,000	0	4,762	0	0	9,834	6,000	0
Shire Admin Office	43,039	6,700	0	50,022	15,000	9,000	52,498	0	0
Shire Depot	23,093	0	37,000	17,783	0	0	18,790	0	0
Staff Housing Common	4,412	0	0	4,632	0	0	4,864	0	0
Staff Housing Unit 1/6194	6,568	4,200	0	5,821	4,100	0	9,112	5,800	0
Staff Housing Unit 2/6194	7,230	0	0	4,517	8,200	0	13,212	0	0
Staff Housing Unit 3/6194	4,427	0	0	3,587	600	0	3,766	4,200	0
Staff Housing Unit 4/6194	6,776	0	0	6,018	600	0	5,936	0	0
Sussex Bend Toilet Block	12,277	0	0						
Tech Services Building	21,963	0	0	21,080	3,800	0	24,787	0	0
Tourist Bureau	10,472	0	0	8,395	2,000	0	8,814	0	0
Wannamal Hall	12,992	0	0	10,033	5,000	0	13,535	0	0
Wannamal Rest Area & Toilets	17,113	0	0	18,051	3,000	0	18,954	0	0
TOTAL:	542,713	67,434	37,000	522,415	85,000	9,000	564,408	127,700	25,000

Property Description	2019-2020			2020-2021			2021-2022			2022-2023		
	Operating Expenditure	Asset Preservation	Capital Expenditure	Operating Expenditure	Asset Preservation	Capital Expenditure	Operating Expenditure	Asset Preservation	Capital Expenditure	Operating Expenditure	Asset Preservation	Capital Expenditure
Bindoon Cemetery Toilet	2,138	0	0	3,193	0	0	2,358	0	0	2,197	0	0
Bindoon Hall	10,655	2,800	0	11,187	0	0	13,147	0	0	15,655	0	0
Bindoon Medical Centre	7,137	2,000	0	8,403	0	0	8,233	4,200	0	8,645	0	0
Bindoon Toilet	38,443	10,000	0	40,661	0	0	44,183	0	0	44,502	0	0
Blackboy Ridge Toilet	4,174	3,000	0	4,383	0	0	4,947	0	0	4,832	0	0
Brockman Centre Precinct	29,663	14,000	0	30,043	0	0	32,809	5,000	25,000	41,122	10,000	0
Chinkabee Complex	17,079	0	0	19,074	20,000	0	17,987	0	0	17,633	6,000	0
Chittering Health Centre												
Chittering Hall	21,728	0	0	24,401	0	0	23,955	16,000	0	33,152	0	0
Chittering Hall Outside Toilet	0	0	0	1,400	7,000	0	0	0	0	0	0	0
Clune Park Rotunda	1,876	0	0	1,970	0	0	2,068	0	0	2,172	0	0
Clune Park Toilets	26,635	0	0	28,964	0	0	29,368	0	0	30,838	0	0
Community Housing Common	7,959	0	0	7,327	0	0	8,712	0	0	8,118	0	0
Comm Housing Unit 1/8	5,444	2,400	0	7,409	0	0	6,367	0	0	7,350	0	0
Comm Housing Unit 2/8	5,431	0	0	6,398	0	0	6,539	0	0	6,244	0	0
Comm Housing Unit 3/8	5,340	7,400	0	5,608	0	0	6,455	0	0	6,755	6,000	0
Comm Housing Unit 4/8	5,398	2,400	0	5,668	0	0	6,518	0	0	7,049	0	0
Comm Housing Unit 5/8	5,616	0	0	4,322	0	0	5,105	0	0	4,765	0	0
Comm Housing Unit 6/8	13,393	3,800	0	17,382	0	0	23,585	0	0	31,765	0	0
6169 Great Northern Highway	4,250	0	0	4,463	2,500	0	4,844	0	2,000	4,920	0	0
Council Chambers	8,597	4,500	0	9,027	0	0	9,479	0	0	9,953	0	0
Ferguson House	8,082	0	0	8,626	6,000	0	7,587	0	0	7,967	6,300	0
Fire Station - Bindoon	8,740	0	0	12,077	6,000	0	11,136	0	0	10,117	0	0
Fire Station - Lower Chittering	17,364	0	0	11,717	6,000	0	16,403	8,000	0	19,636	0	0
Fire Station - Muchea	16,592	3,000	0	22,677	0	0	11,136	5,000	0	10,118	0	0
Fire Station - Upper Chittering	10,140	0	0	14,677	6,000	0	11,136	7,000	0	10,118	0	0
Fire Station - Wannamal	10,140	0	0	13,177	0	0	9,636	0	0	16,117	8,000	0
John Glenn Park Toilet	21,776	0	0	24,365	0	0	25,208	3,000	0	25,208	0	0
Library	12,318	0	0	12,934	0	0	13,580	0	0	14,259	6,000	0
Muchea Hall	25,975	0	0	25,671	20,000	0	33,164	0	0	27,804	0	0
Muchea Oval Storage Shed	0	0	0	0	0	0	0	0	0	0	0	0
Sandown Park	0	0	0	0	0	0	0	0	0	0	0	0
Seniors Housing Common	6,871	0	0	7,214	0	0	7,575	0	0	7,954	0	0
Sen Housing Unit 1/11	5,249	0	0	5,512	0	0	6,169	2,400	0	6,076	0	0
Sen Housing Unit 2/11	7,853	0	0	6,355	2,400	0	7,054	0	0	7,006	0	0
Sen Housing Unit 3/11	5,365	2,400	0	5,631	4,000	0	6,290	0	0	6,200	0	0
Sen Housing Unit 4/11	9,076	2,400	0	5,513	3,500	0	6,170	0	0	6,078	0	0
Sen Housing Unit 5/11	10,076	3,500	0	7,113	0	0	6,170	2,400	0	6,078	0	0
Sen Housing Unit 6/11	9,076	0	0	5,513	3,500	0	6,170	2,400	0	6,078	0	0
Sen Housing Unit 7/11	5,250	9,000	0	5,513	0	0	6,170	2,400	0	6,077	0	0
Sen Housing Unit 8/11	5,250	0	0	5,513	2,400	0	6,170	4,500	0	6,077	0	0
Shire Admin Office	48,910	9,000	0	51,356	0	0	66,550	30,000	0	56,520	0	0
Shire Depot	21,406	0	0	20,586	0	0	21,672	0	0	25,696	0	0
Staff Housing Common	5,107	0	0	5,362	0	0	5,630	0	0	5,912	0	0
Staff Housing Unit 1/6194	7,818	0	0	8,339	4,800	0	7,792	0	0	7,714	0	0
Staff Housing Unit 2/6194	4,981	0	0	5,230	0	0	6,207	0	0	6,050	0	0
Staff Housing Unit 3/6194	5,155	0	0	11,484	0	0	5,678	0	0	6,364	0	0
Staff Housing Unit 4/6194	4,968	2,400	0	5,808	0	0	7,242	0	0	12,610	0	0
Sussex Bend Toilet Block												
Tech Services Building	24,404	0	0	24,347	1,500	0	26,304	0	0	26,807	0	0
Tourist Bureau	9,255	5,000	0	16,353	6,000	0	10,712	6,000	0	10,715	15,000	0
Wannamal Hall	15,061	54,000	0	11,615	0	0	18,353	0	0	12,823	0	0
Wannamal Rest Area & Toilets	21,302	2,000	0	21,547	0	0	21,942	0	0	30,039	0	0
TOTAL:	584,516	145,000	0	623,108	101,600	0	651,665	98,300	25,000	687,887	57,300	0

Uniqco Operations West
10 Year Replacement Program Report

Plant No : Rego : Group : Make	Estimated Costs		Purchase Date	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
	Budget Replacement Price	Budget Disposal Price											
P0001 0CH : Car 6 Cylinder : Holden			24/11/2015										
	\$51,818	\$24,091		\$27,727	\$0	\$0	\$0	\$0	\$27,727	\$0	\$0	\$0	\$0
P0003 00CH : Car 6 Cylinder : Holden			04/09/2015										
	\$36,364	\$10,000		\$0	\$26,364	\$0	\$0	\$0	\$26,364	\$0	\$0	\$0	\$26,364
P0004 1GME009 : Utility Chassis Cab 4 : Holden			30/07/2015										
	\$43,182	\$14,091		\$0	\$0	\$0	\$29,091	\$0	\$0	\$0	\$0	\$29,091	\$0
P0005 CH1270 : Car 6 Cylinder : Holden			25/08/2015										
	\$36,364	\$13,182		\$0	\$0	\$23,182	\$0	\$0	\$0	\$23,182	\$0	\$0	\$0
P0035 CH354 : Utility Chassis Cab 4 : Holden			11/09/2014										
	\$44,455	\$12,727		\$0	\$31,727	\$0	\$0	\$31,727	\$0	\$0	\$0	\$31,727	\$0
P0042 : Arbor Equipment : [Unknown]			01/07/2011										
	\$50,000	\$9,091		\$0	\$0	\$0	\$40,909	\$0	\$0	\$0	\$0	\$0	\$0
P0177 CH5464 : Bus : Toyota			24/05/2006										
	\$113,636	\$15,000		\$0	\$0	\$98,636	\$0	\$0	\$0	\$0	\$0	\$0	\$0
P0230 CH230 : Utility Chassis Cab 6 : Holden			24/11/2014										
	\$42,727	\$1,364		\$0	\$0	\$0	\$0	\$41,364	\$0	\$0	\$0	\$41,364	\$0
P0231 CH003 : Utility Chassis Cab 4 : Holden			16/01/2014										
	\$42,727	\$10,000		\$0	\$0	\$0	\$32,727	\$0	\$0	\$32,727	\$0	\$0	\$0
P10099 CH10099 : Truck Medium (MR) 6 : Isuzu			30/04/2016										
	\$131,818	\$31,818		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$100,000	\$0
P10178 000CH : Car 4 Cylinder : Holden			25/11/2014										
	\$79,682	\$17,273		\$0	\$62,409	\$0	\$0	\$0	\$62,409	\$0	\$0	\$0	\$0

Uniqco Operations West
10 Year Replacement Program Report

Plant No : Rego : Group : Make	Estimated Costs		Purchase Date	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
	Budget Replacement Price	Budget Disposal Price											
P10555 CH10555 : Motor Grader : Komatsu			30/06/2014										
	\$380,000	\$81,818		\$0	\$0	\$0	\$0	\$0	\$0	\$298,182	\$0	\$0	\$0
P10886 CH10886 : Mower\Slasher : Toro			11/10/2017										
	\$21,364	\$4,545		\$0	\$0	\$0	\$0	\$0	\$16,818	\$0	\$0	\$0	\$0
P1254 CH1254 : Truck Heavy (HR HC) 6 : Fuso			17/06/2015										
	\$203,000	\$64,273		\$0	\$0	\$0	\$0	\$0	\$138,727	\$0	\$0	\$0	\$0
P1255 CH1255 : Truck Heavy (HR HC) 6 : Fuso			10/05/2013										
	\$210,000	\$69,545		\$0	\$0	\$0	\$0	\$0	\$140,455	\$0	\$0	\$0	\$0
P1256 CH1256 : Truck Heavy (HR HC) 6 : Isuzu			24/05/2016										
	\$160,000	\$54,545		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$105,455	\$0
P1257 CH5757 : Truck Medium (MR) 4 : Fuso			17/06/2015										
	\$92,000	\$34,545		\$0	\$0	\$0	\$0	\$0	\$0	\$57,455	\$0	\$0	\$0
P1258 CH1258 : Truck Medium (MR) 4 : Fuso			16/06/2015										
	\$113,636	\$28,909		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$84,727	\$0	\$0
P1261 CH1261 : Motor Grader : Caterpillar			06/02/2004										
	\$336,364	\$35,000		\$0	\$301,364	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
P1262 CH1262 : Car 4 Cylinder : Holden			31/08/2014										
	\$30,909	\$10,000		\$0	\$0	\$20,909	\$0	\$0	\$0	\$0	\$20,909	\$0	\$0
P1263 CH1263 : Roller : Multipac			30/11/2009										
	\$165,000	\$30,000		\$0	\$0	\$135,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0
P1266 CH1266 : Loader Backhoe : JCB			27/05/2016										
	\$203,000	\$44,000		\$0	\$0	\$0	\$0	\$0	\$159,000	\$0	\$0	\$0	\$0

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Plant No : Rego : Group : Make	Estimated Costs		Purchase Date	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
	Budget Replacement Price	Budget Disposal Price											
P0001 0CH : Car 6 Cylinder : Holden			24/11/2015										
	\$51,818	\$24,091		\$27,727	\$0	\$0	\$0	\$0	\$27,727	\$0	\$0	\$0	\$0
P0003 00CH : Car 6 Cylinder : Holden			04/09/2015										
	\$36,364	\$10,000		\$0	\$26,364	\$0	\$0	\$0	\$26,364	\$0	\$0	\$0	\$26,364
P0004 1GME009 : Utility Chassis Cab 4 : Holden			30/07/2015										
	\$43,182	\$14,091		\$0	\$0	\$0	\$29,091	\$0	\$0	\$0	\$0	\$29,091	\$0
P0005 CH1270 : Car 6 Cylinder : Holden			25/08/2015										
	\$36,364	\$13,182		\$0	\$0	\$23,182	\$0	\$0	\$0	\$23,182	\$0	\$0	\$0
P0035 CH354 : Utility Chassis Cab 4 : Holden			11/09/2014										
	\$44,455	\$12,727		\$0	\$31,727	\$0	\$0	\$31,727	\$0	\$0	\$0	\$31,727	\$0
P0042 : Arbor Equipment : [Unknown]			01/07/2011										
	\$50,000	\$9,091		\$0	\$0	\$0	\$40,909	\$0	\$0	\$0	\$0	\$0	\$0
P0177 CH5464 : Bus : Toyota			24/05/2006										
	\$113,636	\$15,000		\$0	\$0	\$98,636	\$0	\$0	\$0	\$0	\$0	\$0	\$0
P0230 CH230 : Utility Chassis Cab 6 : Holden			24/11/2014										
	\$42,727	\$1,364		\$0	\$0	\$0	\$0	\$41,364	\$0	\$0	\$0	\$41,364	\$0
P0231 CH003 : Utility Chassis Cab 4 : Holden			16/01/2014										
	\$42,727	\$10,000		\$0	\$0	\$0	\$32,727	\$0	\$0	\$32,727	\$0	\$0	\$0
P10099 CH10099 : Truck Medium (MR) 6 : Isuzu			30/04/2016										
	\$131,818	\$31,818		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$100,000	\$0
P10178 000CH : Car 4 Cylinder : Holden			25/11/2014										
	\$79,682	\$17,273		\$0	\$62,409	\$0	\$0	\$0	\$62,409	\$0	\$0	\$0	\$0

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Plant No : Rego : Group : Make	Estimated Costs		Purchase Date	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
	Budget Replacement Price	Budget Disposal Price											
P10555 CH10555 : Motor Grader : Komatsu			30/06/2014										
	\$380,000	\$81,818		\$0	\$0	\$0	\$0	\$0	\$0	\$298,182	\$0	\$0	\$0
P10886 CH10886 : Mower\Slasher : Toro			11/10/2017										
	\$21,364	\$4,545		\$0	\$0	\$0	\$0	\$0	\$16,818	\$0	\$0	\$0	\$0
P1254 CH1254 : Truck Heavy (HR HC) 6 : Fuso			17/06/2015										
	\$203,000	\$64,273		\$0	\$0	\$0	\$0	\$0	\$138,727	\$0	\$0	\$0	\$0
P1255 CH1255 : Truck Heavy (HR HC) 6 : Fuso			10/05/2013										
	\$210,000	\$69,545		\$0	\$0	\$0	\$0	\$0	\$140,455	\$0	\$0	\$0	\$0
P1256 CH1256 : Truck Heavy (HR HC) 6 : Isuzu			24/05/2016										
	\$160,000	\$54,545		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$105,455	\$0
P1257 CH5757 : Truck Medium (MR) 4 : Fuso			17/06/2015										
	\$92,000	\$34,545		\$0	\$0	\$0	\$0	\$0	\$0	\$57,455	\$0	\$0	\$0
P1258 CH1258 : Truck Medium (MR) 4 : Fuso			16/06/2015										
	\$113,636	\$28,909		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$84,727	\$0	\$0
P1261 CH1261 : Motor Grader : Caterpillar			06/02/2004										
	\$336,364	\$35,000		\$0	\$301,364	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
P1262 CH1262 : Car 4 Cylinder : Holden			31/08/2014										
	\$30,909	\$10,000		\$0	\$0	\$20,909	\$0	\$0	\$0	\$0	\$20,909	\$0	\$0
P1263 CH1263 : Roller : Multipac			30/11/2009										
	\$165,000	\$30,000		\$0	\$0	\$135,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0
P1266 CH1266 : Loader Backhoe : JCB			27/05/2016										
	\$203,000	\$44,000		\$0	\$0	\$0	\$0	\$0	\$159,000	\$0	\$0	\$0	\$0

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Plant No : Rego : Group : Make	Estimated Costs		Purchase Date	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
	Budget Replacement Price	Budget Disposal Price											
P1270 CH451 : Car 4 Cylinder : Holden			31/08/2014										
	\$30,000	\$10,000		\$0	\$20,000	\$0	\$0	\$0	\$20,000	\$0	\$0	\$0	\$20,000
P1271 CH1271 : Mower\Slasher : Toro			17/01/2017										
	\$36,364	\$4,545		\$0	\$0	\$0	\$31,818	\$0	\$0	\$0	\$31,818	\$0	\$0
P1273 CH1273 : Loader Crawler : Caterpillar			30/11/2012										
	\$450,000	\$50,000		\$0	\$0	\$0	\$400,000	\$0	\$0	\$0	\$0	\$0	\$0
P1277 CH6494 : Trailer : [Unknown]			01/07/2011										
	\$5,909	\$909		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$5,000	\$0
P1278 CH602 : Car 4 Cylinder : Holden			14/09/2015										
	\$24,545	\$8,636		\$0	\$0	\$0	\$15,909	\$0	\$0	\$0	\$0	\$15,909	\$0
P1279 CH6515 : Trailer : [Unknown]			01/07/2011										
	\$7,727	\$1,091		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$6,636	\$0
P1280 : Compactor : Bomag			31/12/2011										
	\$16,364	\$1,818		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$14,545
P1281 CH1260 : Loader Skid Steer : Gehl			11/12/2013										
	\$80,909	\$26,364		\$0	\$0	\$0	\$0	\$54,545	\$0	\$0	\$0	\$0	\$0
P1286 : Generator : Agrison			01/07/2011										
	\$11,364	\$2,273		\$0	\$0	\$0	\$9,091	\$0	\$0	\$0	\$0	\$0	\$0
P1287 1TEL299 : Trailer : Polmac			31/12/2002										
	\$7,727	\$182		\$0	\$0	\$7,545	\$0	\$0	\$0	\$0	\$0	\$0	\$0
P1289 1TQR856 : Trailer : Able			01/07/2011										
	\$7,727	\$1,091		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$6,636	\$0

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Plant No : Rego : Group : Make	Estimated Costs		Purchase Date	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
	Budget Replacement Price	Budget Disposal Price											
P1290 1TQU605 : Trailer : Coastmac			01/07/2011										
	\$7,727	\$1,091		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$6,636	\$0
P1306 CH0 : Utility Chassis Cab 6 : Ford			06/04/2018										
	\$45,455	\$7,273		\$0	\$0	\$0	\$0	\$0	\$38,182	\$0	\$0	\$0	\$0
P1891 CH1891 : Utility Chassis Cab 4 : Holden			31/12/2014										
	\$42,727	\$12,727		\$0	\$0	\$30,000	\$0	\$0	\$0	\$0	\$30,000	\$0	\$0
P1892 CH10648 : Utility Chassis Cab 4 : Holden			01/07/2013										
	\$42,727	\$10,909		\$0	\$31,818	\$0	\$0	\$0	\$0	\$31,818	\$0	\$0	\$0
P305 : Misc Attachment : Miltec			31/12/2009										
	\$31,818	\$4,545		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$27,273	\$0	\$0
P306 : Generator : Mosa			31/12/2009										
	\$8,818	\$1,818		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$7,000	\$0	\$0
P310 CH319 : Utility Chassis Cab 4 : Holden			11/09/2014										
	\$42,727	\$12,727		\$0	\$0	\$0	\$30,000	\$0	\$0	\$30,000	\$0	\$0	\$30,000
P3752 CH3752 : Arbor Equipment : Bandit			22/08/2014										
	\$80,000	\$24,000		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$56,000	\$0	\$0
P3955 CH3955 : Trailer : Custom Made			31/12/2009										
	\$10,000	\$909		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$9,091	\$0	\$0
P5007 CH5007 : Utility Chassis Cab 4 : Holden			31/12/2014										
	\$42,727	\$12,727		\$0	\$0	\$30,000	\$0	\$0	\$0	\$0	\$30,000	\$0	\$0
P5026 CH5026 : Utility Chassis Cab 4 : Ford			10/11/2009										
	\$40,909	\$455		\$0	\$40,455	\$0	\$0	\$0	\$0	\$40,455	\$0	\$0	\$0

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Plant No : Rego : Group : Make	Estimated Costs		Purchase Date	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
	Budget Replacement Price	Budget Disposal Price											
P5987 CH5987 : Tractor : Case			27/02/2014										
	\$52,545	\$23,091		\$0	\$0	\$0	\$0	\$0	\$0	\$29,455	\$0	\$0	\$0
P6084 CH6084 : Trailer : [Unknown]			01/07/2011										
	\$7,727	\$1,364		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$6,364	\$0
P6085 CH6085 : Broom : Pacific			20/06/2005										
	\$36,182	\$1,364		\$0	\$34,818	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
P6333 CH6333 : Trailer : Polmac			31/12/2008										
	\$9,091	\$1,818		\$0	\$0	\$0	\$0	\$0	\$0	\$7,273	\$0	\$0	\$0
P6434 CH6434 : Trailer : Polmac			31/12/2009										
	\$20,909	\$1,636		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$19,273	\$0	\$0
P6535 CH6535 : Trailer : John Papas			31/12/2010										
	\$3,636	\$91		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$3,545	\$0
P784 CH784 : Utility Chassis Cab 4 : Holden			23/04/2014										
	\$42,727	\$10,909		\$0	\$0	\$0	\$31,818	\$0	\$0	\$31,818	\$0	\$0	\$31,818
Grand Total:	\$3,835,136	\$852,182		\$27,727	\$548,955	\$345,273	\$621,364	\$127,636	\$629,682	\$582,364	\$316,091	\$358,364	\$122,727
10 Yr Average:	\$368,018												

Item 9.4.3

Our Community

An inclusive, active, safe and healthy community

Attachment 1

ATTACHMENT 8

Outcome	Strategies	Key Priorities	Supporting Plans	Project Activity / Update	2017/18 \$	2018/19 \$	2019/20 \$	2020/21 \$	2021/22 \$
An Active and supported community <i>Communities will have services and facilities within their local community hubs</i>	S1.1.1 Strengthen aged, youth and children service access	Partner with aged care providers and with youth services	Youth Svcs & Aged Care Plans	Ongoing (dedicated staff – CCDO)					
		Implement ongoing improvements to existing recreation and sporting facilities for local communities	Sport and Rec Plan / Age Friendly Community Plan	Refer S3.1					
	S1.1.2 Develop and enhance existing recreation and social facilities	Acquire land for the expansion of existing sporting and recreational facilities in Bindoon		Acquisition of Land – Lot 215 GNH	\$62,500	\$68,125	\$66,250	\$64,375	
		Develop new recreational and sporting facilities to service the growing population in Lower Chittering	Regional Sports & Community Centre Feasibility Study	Feasibility Study Complete Refer Strategy S3.1.4					
		Biennial review of, and linkages with: <ul style="list-style-type: none"> ○ Youth Plan ○ Aged Care Plan ○ Sport and Rec Plan 		Ongoing activity – propose to consolidate and reduce the number of individual plans					
		Promote a better understanding within the community of the role of Council and communicate service levels	Communications Plan	Review/update of website (refer S5.1.1) More relevant information in Northern Valleys News					
Strong sense of community <i>Our communities will be cohesive and connected through engagement, interaction and participation</i>	S1.2.1 Actively support community, volunteer groups and networks	Provide support for community and volunteer groups		Ongoing (dedicated staff - CCDO)					
		Focus on growing and strengthening existing social events and festivals before embarking on new initiatives	Community Devp Plan	Focus on key events: Wear Ya Wellies, Taste and Show Support for others: Mango Festival, Wildflower Festival, Swag Fest Find a new home for Taste of Chittering	\$52,500	\$52,500	\$52,500	\$52,500	\$52,500
	S1.2.2 Strengthen and grow social events and festivals	Encourage and grow markets with local produce	Community Devp Plan	New Initiative – promotion and marketing					
		Foster links with local communities through established networks, working groups and tourism /business groupings		Strengthen and grow the relationship with Chamber and Tourist Association					

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Outcome	Strategies	Key Priorities	Supporting Plans	Project Activity / Update	2017/18 \$	2018/19 \$	2019/20 \$	2020/21 \$	2021/22 \$
	S1.2.3 Activate our local centres and towns	Develop and formalise an MOU between Council and the Chittering Tourist Association		New initiative – underway (in-house)					
Safe and healthy community <i>Our future generations will be healthy and feel safe in their local community</i>	S1.3.1 Improve the safety of our community	Support and advocate for improved access to education services		NGA Regional initiative					
	S1.3.2 Advocate for improved education and health services	Work with existing education providers in the interest of both the provider and the broader community		Support for development of IHC Progress land swap and the development of joint use facilities with IHC	\$20,000				
		Advocate for the provision of coordinated health services which are adequately communicated to residents	Age Friendly Community Plan	New initiative - Health Services Advisory Group (in-house)					
		Develop a Health Services Plan as required by the new Public Health Legislation		New initiative					
		Extend the CCTV network to provide a deterrent and assist with enforcement	Community Safety & Crime Prevention Plan	CCTV – Binda Place CCTV – Muchea Hall & Park CCTV – Lower Chittering Hall	\$44,128 \$6,950 \$7,582				
		Emergency Services: ○ Bushfire Education and Preparedness ○ Support/assist with the development of a new Ambulance Station	Bushfire Risk Management Plan / CISM Business Plan	AWARE Videos Ongoing activity – continuation of inform and assist approach as opposed to enforcement	\$22,000				
		Biennial review of, and linkages with: ○ Safety and Crime Prevention Plan	Safety & Crime Prevention Plan	Ongoing activity					

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Our Natural Environment

A protected and bio-diverse environment which community and visitors enjoy

Outcome	Strategies	Key Priorities	Supporting Plans	Project Activity / Update	2017/18 \$	2018/19 \$	2019/20 \$	2020/21 \$	2021/22 \$
Protective environment <i>Local Biodiversity is valued, promoted and protected</i>	S2.1.1 Ensure the protection of our local biodiversity	Provide ongoing support and assistance to Chittering Landcare	Local Biodiversity Strategy	Ongoing activity	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000
		Finalise the local planning strategy		Draft LPS to be finalized and advertised for comment in mid-2018 (entirely dependent on WAPC)					
	S2.1.2 Develop an integrated network of walking and cycling trails	Ongoing development / upgrade of the Black Boy Ridge Trail and associated facilities	Trails Network Masterplan	Black Boy Ridge Trail Upgrade	\$20,000	\$30,000			
		Design and develop the Carty Reserve to Bindoon Trail	Trails Network Masterplan	Planning study Implementation of Stage 1 – Bindoon to Brockman	\$10,000		\$50,000	\$50,000	\$50,000
	S2.1.3 Explore opportunities for other eco based opportunities	Explore options for development of a regionally significant cycling trail	Trails Network Masterplan	Revise Mountain Bike Trail Plan Infrastructure Investment		\$15,000	\$100,000	\$100,000	\$100,000
		Explore options for responsible access to environmentally sensitive areas	Trails Network Masterplan	Identify options for a Lakeview Park Infrastructure Investment Wannamal Trail Enhancement	\$20,940			\$20,000	\$150,000
	S2.1.4 Support eco-tourism	Develop a ten year trails network program	Trails Network Masterplan	New initiative					
		Review the Local Biodiversity Strategy	Local Biodiversity Strategy	New initiative					
Sustainable resources <i>Focus on improved water and energy use and recycling</i>	S2.2.1 Education and partnerships	Community education – partner with Landcare and other providers	Local Biodiversity Strategy	Ongoing activity (refer S2.1.1 above)					
		Consider incentives for the installation of solar on leased community facilities		New initiative					
	S2.2.2 Encourage sustainable design	Support for community groups wishing to pursue green energy initiatives		New initiative					
		Improved bulk rubbish disposal	Waste Management Plan	New initiative					
	S2.2.3 Improved waste management outcomes	Better regional waste planning	Waste Management Plan	NGA Regional initiative					

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Outcome	Strategies	Key Priorities	Supporting Plans	Project Activity / Update	2017/18 \$	2018/19 \$	2019/20 \$	2020/21 \$	2021/22 \$
	S2.2.4 Improve the sustainability of Council buildings								
Protection of Life and Property	S2.3.1 Improve bushfire preparedness and recovery	Hazard risk mapping and planning	Bushfire Risk Management Plan	Hazard Risk Mapping Complete – moving into the implementation phase					
		Emphasis on community education before compliance		Ongoing activity					

Our Built Environment

Well-planned built landscapes that are progressive, vibrant, diverse and reflect the Shire’s unique country lifestyle

Outcome	Strategies	Key Priorities	Supporting Plans	Project Activity / Update	2017/18 \$	2018/19 \$	2019/20 \$	2020/21 \$	2021/22 \$	
Develop Local Hubs <i>Development of Town Centres with improved access to housing and to services and facilities</i>	S3.1.1 Plan for new and enhanced community facilities S3.1.2 Activate local town centres to ensure a good mix of residential, commercial and social infrastructure S3.1.3 Plan for and facilitate housing choice S3.1.4 Balance urban development with a focus on natural environment protection and open spaces	Ongoing improvements to recreation and social infrastructure across the region	Sport and Rec Plan	Bindoon						
				Clune Park Upgrade		\$18,000				
				Trail upgrade at rear of shops		\$35,000				
				Pop-up park – Binda Place		\$18,000				
				Chinkabee						
				Resurface Outdoor Courts	\$40,000					
				Community Gym		\$10,000	\$150,000			
				Ongoing Minor Works		\$10,000	\$10,000	\$10,000		
				Cricket Pitch Resurface		\$12,000				
				Muchea						
				Rec Facility – Pavillion Structure	\$78,000	\$9,000				
				Resurface Netball Courts	\$30,000					
				BMX / Skate Park (John Glenn Park)		\$15,000	\$80,000			
				Cricket Practice Nets		\$67,000				
				Changeroom Extension / Renovation		\$10,000	\$90,000			
				Equipment upgrades		\$10,000				
				Community Gym			\$10,000	\$150,000		
				Sandown Park						
Ablution Block / new sewerage	\$240,000	\$9,000								
Reticulation / lighting for fields			\$50,000	\$100,000						
Lower Chittering										
CCTV for Hall	\$6,950									
Equipment upgrades		\$10,000								
Wannamal										
Lock-up shed for rest area		\$5,000								
Resurface Tennis Courts					\$180,000					
Equipment upgrades		\$10,000								
Trail Enhancement		\$20,940								
Brockman Centre										
Access ramps and parks		\$36,000								
Replace Arts Building			\$20,000	\$300,000						
Minor New Works		\$10,000	\$10,000	\$10,000						

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Outcome	Strategies	Key Priorities	Supporting Plans	Project Activity / Update	2017/18 \$	2018/19 \$	2019/20 \$	2020/21 \$	2021/22 \$
		Provide for housing diversity, amenity and growth opportunities (incl infrastructure) in Bindoon	Age Friendly Community Plan / Lot 62 Devp Plan	Lifestyle Village Development Feasibility / Business Case Re-purchase land (offset by sales) Expression of Interest / Lease	\$10,000	\$250,000 \$20,000	\$250,000		
		Investigate options for growing and diversifying the Muecha townsite	Economic Devp Strategy	New Initiative – dependent on infrastructure (refer below)					
		Investigate the need / options for in-fill infrastructure in Muecha		Muecha Groundwater & Soil Assessment Report Options Assessment for Bindoon Sewerage (may also be an option for Muecha)	\$10,000				
		Identify and dispose of surplus land assets		Part Lot 168 Binda Place 6169 Great Northern Highway Lot 14 Well Glover Rd Part Lot 104 Gray Rd 131 Muecha East Rd		(\$310,000) (\$300,000) (\$120,000) (\$200,000) (\$260,000)			
		Identify and purchase strategic land in key locations		Purchase of Lot 168 Binda Place Refer also Strategy S1.1.1 above	\$665,000				
		Advocate and plan for expanded local high school services		NGA Regional initiative					
		New recreation facilities to support the growing population in the south of the Shire	Regional Sports & Community Centre Feasibility Study	Concept Design, Cost Benefit & Funding Application for Stage 1 Stage 1 Facility (indoor facility / rectangular field) Stage 2 Design (AFL field & outdoor facilities)	\$100,000	\$300,000	\$9,300,000		\$100,000
		Investigate opportunities for an urban scale residential development with shops and services in the south	Local Planning Strategy	Limited potential at this stage due to constraints and lack of infrastructure					
Safe access	S3.2.1 Advocate for improved public transport	Support for community transport options	Age Friendly Community Plan	Community Bus Service					
		Advocate for a review of school bus zones which provide for better access to school bus services		New initiative					
		Advocate for improved public transport		New initiative					
		New entrance / gateway statements	Economic Devp	Ongoing project		\$20,000			
	S3.2.2	Improve the safety of local roads	Asset Mngt Plans	Included in Roads Program					

Item 9.4.3

Attachment 1

Outcome	Strategies	Key Priorities	Supporting Plans	Project Activity / Update	2017/18 \$	2018/19 \$	2019/20 \$	2020/21 \$	2021/22 \$
	Improved pedestrian & cycle access	Improved streetscapes, lighting and road verges	Crime prevention Plan	Ongoing					
	S3.2.3 Improve road safety	Implement placemaking strategies for key centres		Prepare a Place Making Strategy for Bindoon which identifies future public infrastructure plan for the town	\$28,000				
		Leverage positive outcomes from the new highways (Northlink / GNH Bypass)	Economic Devp Plan	Implement appropriate actions from the "Bindoon Deviation for Heavy Vehicles Strategy" Advocate for a grade separated interchange at the Southern End of the bypass					
Improved infrastructure and amenities <i>Focus on improved asset management</i>	S3.3.1 Continual improvement of asset management across all asset classes	Document and publish service standards	Community Engagement Plan	New initiative					
		Develop Memorial (native / low maintenance) gardens at the Bindoon cemetery		Memorial Gardens Project	\$5,000	\$25,000			
		Develop standard lease agreements with community groups		Community Facilities Management Review	\$11,000				
		Annual review / update of: <ul style="list-style-type: none"> ○ Road Construction & Maint Program ○ Plant & Equipment Replacement Program ○ Sport & Rec Plan ○ Trail Network Plan ○ Long Term Financial Plan 	Long Term Financial Plan	Annual LTFP review / update	\$13,000	\$10,000	\$10,000	\$10,000	\$10,000
		Biennial review of Asset Management Plans: <ul style="list-style-type: none"> ○ Roads ○ Buildings ○ Parks, Ovals & Reserves 	Long Term Financial Plan	Plans updated in 2017/18 Assess Long Term Cost of potential asset transfers associated with the Bindoon Bypass		\$12,000		\$12,000	

Item 9.4.3

Our Economy

Thriving, sustainable and diverse economic investment and local employment opportunities from cottage to large scale industry

Attachment 1

Outcome	Strategies	Key Priorities	Supporting Plans	Project Activity / Update	2017/18 \$	2018/19 \$	2019/20 \$	2020/21 \$	2021/22 \$
Economic Growth	S4.1.1 Support private investment which stimulates significant and sustainable jobs growth	Support for private investment which stimulates jobs growth		Ongoing activity					
		Develop a strategy / direction for the MEN as a key driver for economic growth and jobs for WA's Northern Growth Corridor	Economic Devp Strategy	MEN Implementation Project Project developed - Federal Govt Funding Support provided under the under the BBRF					
		Engage a Project Officer to progress the Implementation of the MEN Structure Plan	Economic Devp Strategy	Project Officer to commence on 13 March (50% Grant Funded)	\$120,000	\$120,000			
	S4.1.2 Actively pursue development of the Muchea Employment Node (MEN)	Advocate for infrastructure and funding which supports development of the MEN	Economic Devp Strategy	New initiative					
		Annual update / review of the Economic Development Strategy		Update Economic Development Strategy (in-house)					
		Support for development of the development of the NGA (Northern Growth Alliance) 50 year plan		NGA Growth Plan (under development)					
S4.1.3 Support agricultural growth with a focus on local produce and agribusiness									
Local Business Growth	S4.2.1 Encourage and support local businesses and new investments for the future	Support an active and engaged Chamber of Commerce	Economic Devp Strategy	Ongoing activity					
		Support for local retail and local cottage industry in partnership with the Chamber of Commerce	Economic Devp Strategy	Ongoing activity					
		Business mentoring incentives in partnership with the Chamber	Economic Devp Strategy	Ongoing activity					
		Facilitate improved access to the NBN and better mobile coverage	Economic Devp Strategy	Ongoing activity					
Increased	S4.3.1	Supported and promoted		Include appropriate provisions in LPS					

Item 9.4.3

Attachment 1

Outcome	Strategies	Key Priorities	Supporting Plans	Project Activity / Update	2017/18 \$	2018/19 \$	2019/20 \$	2020/21 \$	2021/22 \$
visitors <i>Visitors are welcome to stay /improved access & places to visit</i>	Support and promote accommodation options	accommodation options: resort style facilities, overnight stops, B&B's and farmstays		Supportive Development Assessment Process					
	S4.3.2 Support and grow events to attract visitation	Develop planning controls which support diverse options for short stay accommodation	Local Planning Scheme	As above					
		Explore the feasibility of developing a low cost caravan park in Bindoon		Caravan Park Feasibility Study Planning, design and costing Project Delivery		\$10,000			
	S4.3.3 Facilitate, promote and support ecotourism	Foster and grow existing events: Ag Show, Wear Ya Wellies, Taste of Chittering, Wildflower Festival	Economic Devp Strategy	Ongoing activity					
		Continued commitment to staff and resources in support of economic development							
		Promotion & development of the Chittering trails network	Trails Network Masterplan	Carty Reserve – Bindoon Trail Stage 1 Review of Trails Network Masterplan	\$10,000		\$50,000	\$50,000	\$50,000
		Support for eco-tourism		New initiative Supportive planning environment					
		Subject to resources, explore opportunities for new events	Economic Devp Strategy	New initiative					
	Ongoing investment in tourism infrastructure	Economic Devp Strategy	Mountain Bike Park Improvements to Local Amenity Development of Trails and Parks Development of Cycle Trail/s		\$15,000	\$100,000	\$100,000	\$100,000	

Item 9.4.3

Strong Leadership

A responsive and empowering Council which values consultation, accountability and consistency

Attachment 1

Outcome	Strategies	Key Priorities	Supporting Plan	Project Activity / Update	2017/18 \$	2018/19 \$	2019/20 \$	2020/21 \$	2021/22 \$
An engaged community	S5.1.1 An engaged community	Encourage and promote community engagement	Communication Plan / Community Engagement Plan	Public Information through Chatter Other ongoing engagement activities	\$12,500	\$12,500	\$12,500	\$12,500	\$12,500
		Active communication through mail, email, website, social media and print media	Communication Plan / Community Engagement Plan	Review / update of website					
		Strong advocate for community priorities		Ongoing					
Strong partnerships and relationships	S5.2.1 Build effective partnerships with stakeholders	Continue to strengthen and build relationships with surrounding local governments		Ongoing membership and engagement with NGA Councils (Gingin & Dandaragan)	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000
		Build effective partnerships with stakeholders: NGA, State Govt Depts, WALGA, WAPC, WDC, RDA		Ongoing (in-house activity)					
	S5.2.2 Actively seek Grant Funding to support identified projects	Continue to build relationships with the Chamber of Commerce and Tourist Association	Communication Plan / Community Engagement Plan	Ongoing (in-house activity)					
		Actively seek grant funding opportunities		Ongoing in-house activity for smaller grants Prepare concept plans, funding grant application and cost benefit analysis for Lower Chittering Sports Facility	\$100,000				
Accountable Governance	S5.3.1 Good governance which supports efficient and effective service delivery	Continued focus on efficient and cost effective provision of services		New Customer Service Area New Records Storage Facility Fleet Management / efficiency & safety improvements Continued monitoring of staff costs / efficiencies	\$48,000 \$20,000 \$30,000	\$30,000	\$30,000		
		Upgrade IT systems to ensure sustainability, deliver efficiencies and minimize risk		IT Server and Firewall Upgrade / Phone System Upgrade	\$100,000	\$25,500			
		Better use of IT systems to improve reporting and accountability		In-house project involving IT software upgrades and new internal processes (not yet costed)					

Item 9.4.3

Attachment 1

Outcome	Strategies	Key Priorities	Supporting Plan	Project Activity / Update	2017/18 \$	2018/19 \$	2019/20 \$	2020/21 \$	2021/22 \$
		Continuous improvements to financial systems, processes and controls		External Audits Implement New Chart of Accounts Corporate Business & Long Term Financial Plans	\$41,400 \$11,000 \$13,000	\$41,400	\$41,400 \$13,000	\$41,400	\$41,400 \$13,000
		Broaden the role and scope of the Audit Committee to include risk management		New initiative (in-house activity)					
		On a biennial basis: <ul style="list-style-type: none"> o Bi-annual update of Community Engagement Plan an Communications Plan o Community perception survey 		Plan updates in-house Community perception survey with the assistance of external consultants		\$10,000		\$10,000	

ATTACHMENT 1

Capital Works Program - Corporate Business Plan (2017-2021)															
Combined Listing sourced from Sport and Recreation Plan, Trails Network Masterplan, Roads Program, Buildings Program, Fleet Program, Long Term Financial Plan and Proposed New Initiatives															
Infrastructure Type / Location	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	Total	Funding Dissection			Check Total
												Shire	Grant	Other	
Road Network Program															
Rural Road Gravel Reconstruction	93,700	177,627	148,012	160,542	180,304	226,658	203,481	192,256	203,310	201,607	1,787,497	1,787,497			1,787,497
Rural Road/Town Street Reseal	295,526	373,015	339,754	315,752	328,648	336,060	353,908	336,541	400,708	304,271	3,384,182	3,384,182			3,384,182
Rural Road Reconstruction	1,776,404	991,601	988,804	874,166	487,818	424,503	881,829	731,273	745,898	760,816	8,663,112	3,663,112	5,000,000		8,663,112
Town Streets Reconstruction	352,079	475,148	700,051	768,979	672,307	857,192	676,153	713,458	727,727	804,138	6,747,232	3,047,232	3,700,000		6,747,232
Bridges	160,629	-	150,000	250,000	-						560,629	560,629			560,629
<i>Roads Sub-Total</i>	<i>2,678,338</i>	<i>2,017,391</i>	<i>2,326,620</i>	<i>2,369,439</i>	<i>1,669,077</i>	<i>1,844,413</i>	<i>2,115,371</i>	<i>1,973,528</i>	<i>2,077,643</i>	<i>2,070,832</i>	<i>21,142,651</i>	<i>12,442,651</i>	<i>8,700,000</i>		<i>21,142,651</i>
Plant Replacement Program	27,727	548,955	345,273	621,364	127,636	629,682	582,364	316,091	358,364	122,727	3,680,183	3,680,183			3,680,183
Building Asset Preservation Program	58,526	57,000	80,600	71,016	110,000	127,720	206,075	141,151	205,188	38,139	1,095,415	1,095,415			1,095,415
Council Facilities															
New Customer Service / Office Refit	48,000	48,000									96,000	96,000			96,000
Records Storage	20,000										20,000	20,000			20,000
IT server / IT systems upgrade	100,000	30,000									130,000	130,000			130,000
Depot Relocation							100,000	1,000,000			1,100,000	1,100,000			1,100,000
Bindoon															
Acquire land - Binda Place Access	665,000										665,000	665,000			665,000
CCTV - Binda Place / Admin Building	44,128														
Place Making Plan for Bindoon	28,000										28,000	28,000			28,000
Clune Park Upgrade		40,000				40,000				40,000	120,000	120,000			120,000
Trail upgrade - rear of businesses		40,000													
Pop-up Park		20,000													
Caravan Park / Lifestyle Village															
Lifestyle Village Feasibility	10,000										10,000	10,000			10,000
Caravan Park Feasibility		10,000													
Re-purchase of Land		500,000									500,000	500,000			500,000
Expression of Interest / Legals		20,000									20,000	20,000			20,000
Lease payments (Income)			-50,000	-50,000	-50,000	-50,000	-50,000	-50,000	-50,000	-50,000	-400,000	-400,000			-400,000

Infrastructure Type / Location	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	Total	Shire	Grant	Other	Check Total
Chinkabee Sporting Complex															
Aquire land for expansion	62,500	68,125	66,250	64,375							261,250	261,250			261,250
Resurface Outdoor Courts	40,000								40,000						
Community Gymnasium			10,000	150,000							160,000	50,000	50,000	50,000	150,000
Minor New Works Allocation			10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000					
Cricket pitch resurface		10,000							10,000		20,000	20,000			20,000
Masterplan for Sport & Rec Facilities		10,000													
Implementation of Masterplan				250,000	250,000							250,000	250,000		500,000
Brockman Centre															
Access ramps and paths		38,000									38,000	10,000	20,000	8,000	38,000
Minor New Works Allocation			10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	80,000	80,000			80,000
Replace Arts Building				20,000	300,000	200,000					520,000	320,000	200,000		520,000
Muchea															
Ablution Block (Sandown Park)	240,000										240,000	120,000		120,000	240,000
Pavillion	78,000										78,000	78,000			78,000
Resurface Netball Courts	30,000								30,000		60,000	60,000			60,000
CCTV for Hall and Park	6,950														
BMX / Skate Park (John Glenn Park)		10,000	80,000								90,000	90,000	70,000		160,000
Cricket Practice Nets		75,000									75,000	29,000	23,000	23,000	75,000
Changeroom Extension		10,000	90,000								100,000	40,000	30,000	30,000	100,000
Equipment Upgrades							10,000				10,000	10,000			10,000
Community Gymnasium				10,000	150,000						160,000	60,000	50,000	50,000	160,000
Retic and Lighting (Sandown Park)				50,000	100,000						150,000	50,000	50,000	50,000	150,000
Muchea Entrance Signage		20,000									20,000	20,000			20,000
Minor New Works Allocation				10,000	10,000	10,000	10,000	10,000	10,000	10,000	70,000	70,000			70,000
Lower Chittering															
CCTV for Hall	7,582										7,582	3,700	14,800		18,500
Equipment Upgrades		10,000					10,000				20,000	20,000			20,000
Sports & Rec Facility Concept Design		60,000									60,000	60,000			60,000
Regional Sports Facility - St 1 #			300,000	9,300,000							9,600,000	3,000,000	4,600,000	2,000,000	9,600,000
Regional Sports Facility - St 2					100,000	6,000,000					6,100,000	2,600,000	2,000,000	1,500,000	6,100,000
Wannamal															
Lock-up Storage Shed for Rest Area		5,000									5,000	5,000			5,000
Minor Works Allocation			5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	45,000			45,000
Resurface tennis courts					180,000						180,000	120,000	60,000		180,000
Equipment Upgrades							10,000				10,000	20,000			20,000
Trail Enhancement		20,940									20,940	20,940			20,940

- Shire funding includes \$1,000,000 from reserves and \$2,000,000 in new loan borrowings

Infrastructure Type / Location	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	Total	Shire	Grant	Other	Check Total
Trails / Reserves															
Memorial Gardens at Cemetary	5,000	20,000									25,000	25,000			25,000
Black Boy Ridge Trail Upgrades	20,000	30,000									50,000	50,000			50,000
Blackboy Ridge New Trails						20,000	30,000				50,000	50,000			50,000
Carty Reserve to Bindoon Trail - St 1	10,000	20,000	50,000	50,000	50,000						180,000	120,000	60,000		180,000
Carty Reserve to Bindoon Trail - St 2						10,000	20,000	50,000	50,000	50,000	180,000	120,000	60,000		180,000
Chittering Lake - Lakeview Park				20,000	150,000	150,000					320,000	320,000			320,000
Mountain Bike Park - ##		10,000	100,000	100,000	100,000	100,000	100,000	100,000			610,000	310,000	300,000		610,000
Madden Road POS - Nature Park		5,000	50,000												
Ongoing Reserve Allocations															
Rec Development (Lower Chittering)	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	2,000,000	2,000,000			2,000,000
Waste Management	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	1,000,000	1,000,000			1,000,000
Sewerage	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	500,000	500,000			500,000
Sub-Total	4,529,751	4,103,411	3,823,743	13,411,194	3,621,713	9,456,815	3,518,810	3,915,770	3,106,195	2,656,698	51,263,021	31,515,139	16,537,800	3,831,000	51,883,939

Land Disposals															
Lot 168 Binda Place (Subdivision)		40,000									40,000				
Lot 168 Binda Place (Disposal)		-350,000									-350,000				
6169 Great Northern Highway		-300,000									-300,000				
Lot 14 Wells Glover Rd		-120,000									-120,000				
Lot 104 Gray Rd (Highway Resumption)		-200,000									-200,000				
Lot 104 Gray Rd (Subdivision)		30,000									30,000				
Lot 104 Gray Road (Disposal)			-300,000								-300,000				
131 Muchea East Road (Remediation)		40,000									40,000				
131 Muchea East Road (Disposal)			-400,000								-400,000				
Lot 8017 on DP400412 (IHC) - Purchase		20,000									20,000				
Lot 8017 on DP400412 (IHC) - Disposal			-280,000								-280,000				
Existing Depot in Bindoon - Disposal								-600,000			-600,000				
Sub-Total		-840,000	-980,000								-2,420,000				

TOTAL	4,529,751	3,263,411	2,843,743	13,411,194	3,621,713	9,456,815	3,518,810	3,915,770	3,106,195	2,656,698	48,843,021	31,515,139	16,537,800	3,831,000	49,463,939
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Average Annual Expenditure for Ten Years 2017-18 to 2026-27

4,884,302

Average Annual Expenditure less Grants and Other Sources of Funding

3,151,514

- Includes 50% Grant Funding in every year from 19/20 onwards

	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
	\$	\$	\$	\$	\$	\$
Revenue						
Governance	33,958	12,558	12,935	13,323	13,722	14,134
General purpose funding	6,652,481	6,277,067	6,465,379	6,659,340	6,859,121	7,064,894
Law, order, public safety	388,940	509,060	524,332	540,062	556,264	572,952
Health	47,275	57,265	58,983	60,752	62,575	64,452
Education and welfare	22,550	26,775	27,578	28,406	29,258	30,135
Housing	161,617	170,155	175,260	180,517	185,933	191,511
Community amenities	955,106	971,199	1,000,335	1,030,345	1,061,255	1,093,093
Recreation and culture	102,038	47,999	49,439	50,922	52,450	54,023
Transport	106,446	107,728	110,960	114,289	117,717	121,249
Economic services	108,528	258,058	265,800	273,774	281,987	290,447
Other property and services	106,312	42,500	43,775	45,088	46,441	47,834
	8,685,251	8,480,364	8,734,775	8,996,818	9,266,723	9,544,724
Expenses Excluding Finance Costs						
Governance	-1,095,485	-815,758	-840,231	-865,438	-891,401	-918,143
General purpose funding	-224,504	-227,186	-234,002	-241,022	-248,252	-255,700
Law, order, public safety	-1,133,802	-1,236,403	-1,273,495	-1,311,700	-1,351,051	-1,391,582
Health	-352,386	-350,694	-361,215	-372,051	-383,213	-394,709
Education and welfare	-93,686	-106,108	-109,291	-112,570	-115,947	-119,425
Housing	-301,833	-328,509	-338,364	-348,515	-358,971	-369,740
Community amenities	-2,046,022	-2,164,242	-2,229,169	-2,296,044	-2,364,926	-2,435,873
Recreation and culture	-1,235,039	-1,301,602	-1,340,650	-1,380,870	-1,422,296	-1,464,965
Transport	-4,446,816	-4,486,902	-4,621,509	-4,760,154	-4,902,959	-5,050,048
Economic services	-616,195	-920,888	-653,721	-673,333	-693,533	-714,339
Other property and services	-46,104	-28,452	-29,306	-30,185	-31,090	-32,023
	-11,564,872	-11,966,744	-12,030,953	-12,391,882	-12,763,638	-13,146,547
Finance Costs						
Governance	0	-2,000	-2,592	-2,073	-1,540	-993
Health	-26,785	-25,676	-24,529	-21,187	-20,037	-18,836
Housing	-11,220	-9,127	-7,045	-4,989	-5,196	-129
Recreation and culture	-5,512	-3,589	-4,013	-3,688	-1,808	-717
Transport	-12,489	-11,972	-11,437	-12,985	-12,280	-11,544
Economic Services	0	-14,900	-39,294	-45,915	-36,666	-27,791
Other Property and Services	0	0	-1,100	0	0	0
	-56,006	-67,264	-90,010	-90,837	-77,527	-60,010
Non-operating Grants, subsidies	2,515,944	1,337,484	1,377,609	1,418,937	1,461,505	1,505,350
Other Comprehensive Income	280,000	0				
(Loss) on disposal of assets	-8,936	-62,706	1,000,000	500,000	0	0
	2,787,008	1,274,778	2,377,609	1,918,937	1,461,505	1,505,350
TOTAL COMPREHENSIVE INCOME	-148,619	-2,278,866	-1,008,580	-1,566,964	-2,112,937	-2,156,483

Forecast Statement of Comprehensive Income by Type - for the period 2017 - 2022

	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
	\$	\$	\$	\$	\$	\$
FUNDING FROM OPERATIONAL ACTIVITIES						
Revenues						
Rates	5,268,496	5,435,077	5,598,129	5,766,073	5,939,055	6,117,227
Operating grants, subsidies & contributions	1,574,733	1,271,542	1,309,688	1,348,979	1,389,448	1,431,132
Fees and charges	1,367,224	1,389,012	1,430,682	1,473,603	1,517,811	1,563,345
Interest earnings	142,700	140,602	144,820	149,165	153,640	158,249
Other revenue	332,098	244,131	251,455	258,999	266,769	274,772
	8,685,251	8,480,364	8,734,775	8,996,818	9,266,723	9,544,724
Expenses						
Employee costs	-3,648,634	-3,204,609	-3,300,747	-3,399,770	-3,501,763	-3,606,816
Materials and contracts	-2,642,221	-3,433,471	-3,536,475	-3,642,569	-3,751,846	-3,864,402
Utility charges (electricity, gas, water etc.)	-130,933	-143,934	-148,252	-152,700	-157,281	-161,999
Depreciation on non-current assets	-4,564,872	-4,629,753	-4,768,646	-4,911,705	-5,059,056	-5,210,828
Interest expense	-56,006	-67,264	-69,282	-71,360	-73,501	-75,706
Insurance expense	-197,442	-177,206	-182,522	-187,998	-193,638	-199,447
Other expenditure	-380,770	-377,781	-389,114	-400,788	-412,811	-425,196
	-11,620,878	-12,034,018	-12,395,039	-12,766,890	-13,149,896	-13,544,393
	-2,935,627	-3,553,654	-3,660,264	-3,770,072	-3,883,174	-3,999,669
Non-operating grants, subsidies	2,515,944	1,337,484	1,377,609	1,418,937	1,461,505	1,505,350
Profit on asset disposals	280,000	0	1,000,000	500,000	0	0
Loss on asset disposals	-8,936	-62,706				
Loss on revaluation of non-current assets	0	0				
Net Result	-148,619	-2,278,876	-1,282,655	-1,851,135	-2,421,669	-2,494,319
Other comprehensive income	0	0	0	0	0	0
TOTAL COMPREHENSIVE INCOME	-148,619	-2,278,876	-1,282,655	-1,851,135	-2,421,669	-2,494,319

Forecast Statement of Financial Position - for the period 2017 - 2022

	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
	\$	\$	\$	\$	\$	\$
CURRENT ASSETS						
Cash and Equivalents	3,151,551	3,753,114	1,731,630	1,818,212	1,909,122	2,004,578
Trade and Other Receivables	389,372	888,720	645,840	678,132	712,039	747,641
Inventories	3,540	5,706	3,676	3,860	4,053	4,255
TOTAL CURRENT ASSETS	3,544,463	4,647,540	2,381,146	2,500,203	2,625,213	2,756,474
NON-CURRENT ASSETS						
Investments	42,500	42,500	42,500	42,500	42,500	42,500
Other Receivables	34,957	51,449	56,593	59,423	62,394	65,513
Property Plant and Equipment	29,984,906	30,358,930	31,003,082	32,553,236	34,180,898	35,889,943
Infrastructure	103,130,874	103,874,306	58,524,335	61,450,552	64,523,079	67,749,233
TOTAL NON-CURRENT ASSETS	133,193,237	134,327,185	89,626,510	94,105,711	98,808,871	103,747,190
TOTAL ASSETS	136,737,700	138,974,725	92,007,656	96,605,914	101,434,084	106,503,664
CURRENT LIABILITIES						
Trade and Other Payables	187,755	222,018	277,426	291,297	305,862	321,155
Current Portion of Long-term Liabilities	85,892	82,355	275,085	388,168	397,740	297,578
Provisions	472,933	497,807	524,792	551,032	578,583	607,512
TOTAL CURRENT LIABILITIES	746,580	802,180	1,077,303	1,230,497	1,282,185	1,226,246
NON-CURRENT LIABILITIES						
Long-term Borrowings	1,097,595	1,018,765	2,198,841	2,000,847	1,583,103	1,274,083
Provisions	147,099	151,975	156,534	164,361	172,579	181,208
TOTAL NON-CURRENT LIABILITIES	1,244,694	1,170,740	2,355,375	2,165,208	1,755,682	1,455,291
TOTAL LIABILITIES	1,991,274	1,972,920	3,432,678	3,395,705	3,037,867	2,681,536
NET ASSETS	134,746,426	137,001,805	88,574,978	93,210,209	98,396,217	103,822,127
EQUITY						
Retained Surplus	55,992,517	56,361,998	53,941,357	54,211,064	54,482,119	54,754,530
Reserves - Cash Backed	1,336,877	1,590,116	1,716,263	1,724,844	1,733,469	1,742,136
Revaluation surplus	77,417,032	79,049,691	44,334,890	44,556,564	44,779,347	45,003,244
TOTAL EQUITY	134,746,426	137,001,805	99,992,510	100,492,473	100,994,935	101,499,910

SHIRE OF CHITTERING



Roads

Asset Management Plan

Summary Document



Extracts from Version 2.0 of the Roads Asset Management Plan dated October 2017

Background

This document contains relevant extracts from the Shire of Chittering Roads Asset Management Plan which was updated in October 2017 and discussed with Council at a Briefing Session on 1 November 2017. Council was briefed regarding the draft asset plan and road network model on 29 Nov 2016. However, they form an important part of the long term planning process and are a critical part of the Long Term Financial Planning process.

The Road Asset Management Plan has been developed to promote and establish sustainable financial management and continuous improvement of the Shires' infrastructure assets. It covers roads, culverts, car parks, storm water channel (kerbing) and drainage. The data utilised in the creation of the Asset Management Plan is based on the Shires operational asset register contained within RAMM that was subject to management evaluation with future renewals be determined based on the Shire's road hierarchy and associated service levels. The condition ratings were established as a result of a full network assessment conducted by Talis Consultants in February 2017.

The AMP covers a 10 year period from 2017-2018 to 2026-2027.

The Road Infrastructure asset category is the Shire's highest value asset class. The road network consists of 280 km of sealed roads and 150 km of unsealed roads. The table below provides further information on the various asset groups within this class.

ASSET GROUP	2016-17 REPLACEMENT COST
Roads – Subgrade ¹	\$27.28m
Roads – Pavement	\$57.87m
Roads – Seal	\$30.20m
Roads – Concrete/Asphalt	\$0.06m
Kerbing	\$3.62m
Drainage	\$3.12m
Culverts	\$3.06m
	\$125.21m

Future Growth and Demand

The major factor impacting demand for Shire transport assets is increasing population. Census statistics released by ABS indicate that the Shires population in 2016 was 5,472 persons, an increase of 941 persons since 2011 (4,531), being an increase of 20.77% per annum over the five years since 2011, or 4.15% per annum.

The WA Tomorrow 2012 Report, using Band B projections, forecasts that the Shires population will reach 8,000 by 2026. The projected increase in population levels indicate that there will be further development and subdivision of land for residential and lifestyle lots. This development will result in increased local road network infrastructure over the next 10 years, which the Shire will be responsible for servicing and renewing.

Lifecycle Management

The lifecycle management section details how the Shire plans to manage and operate both current and future assets to the agreed levels of service whilst optimising life cycle costs.

- Maintenance expenditure levels are considered to be adequate to meet current service levels
- Maintenance work represents 70% of the total roads maintenance expenditure for 2016/17.
- Current expenditure for Operations and Maintenance is \$1,066,417 per year.
- By 2026/27 required expenditure for Operations and Maintenance is expected to be around \$1,378,0500 per year.

¹ The subgrade or formation of the road network has not be condition rated and is not depreciable.

Routine Maintenance Plan

Routine maintenance is the regular on-going work that is necessary to keep assets operating, including instances where portions of the asset fail and need immediate repair to make the asset operational again.

Maintenance includes reactive, planned and specific maintenance work activities. Reactive maintenance is unplanned repair work carried out in response to service requests and management/supervisory directions.

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

Specific maintenance is replacement of higher value components/sub-components of assets that is undertaken on a regular cycle including culverts and pipes, etc. This work may generally falls below the capital/maintenance threshold but may require a specific budget allocation. Actual past maintenance expenditure is shown below.

Maintenance Expenditure Trends

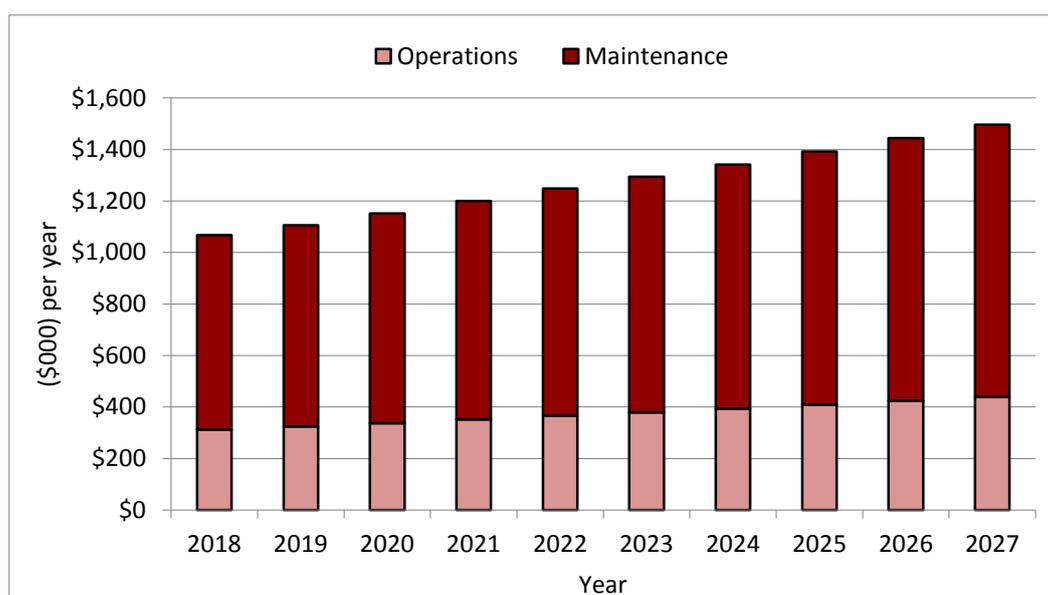
Year	Maintenance Expenditure
2014/2015	\$1,135,760
2015/2016	\$1,111,851
2016/2017	\$1,066,417

Current maintenance expenditure levels are based on historical data to meet the basic level of service, and are considered to be inadequate to meet required service levels. Future revision of this asset management plan will include linking required maintenance expenditures with required service levels. Assessment and prioritisation of reactive maintenance is undertaken by operational staff using experience and judgement.

Summary of future operations and maintenance expenditures

Future operations and maintenance expenditure is forecast to trend in line with the value of the asset stock as shown in Figure 1. Note that all costs are shown in 2017 dollar values.

Figure 1: Projected Operations and Maintenance Expenditure



Renewal/Replacement Plan

Renewal expenditure is major work that does not increase the asset's design capacity but restores, rehabilitates, replaces or renews an existing asset to its original service potential. Work over and above restoring an asset to original service potential is upgrade/expansion or new works expenditure.

Renewal plan

Assets requiring renewal are identified from one of three methods provided in the 'Expenditure Template'.

- Method 1 uses Asset Register data to project the renewal costs for renewal years using acquisition year and useful life, or
- Method 2 uses capital renewal expenditure projections from external condition modelling systems (such as Pavement Management Systems), or
- Method 3 uses a combination of average *network renewals* plus *defect repairs* in the *Renewal Plan* and *Defect Repair Plan* worksheets on the 'Expenditure template'.

Method 2 was used for this asset management plan.

The Shire is currently developing the ranking criteria to be used to determine priority of identified renewal proposals and will be included in future revisions of this Plan.

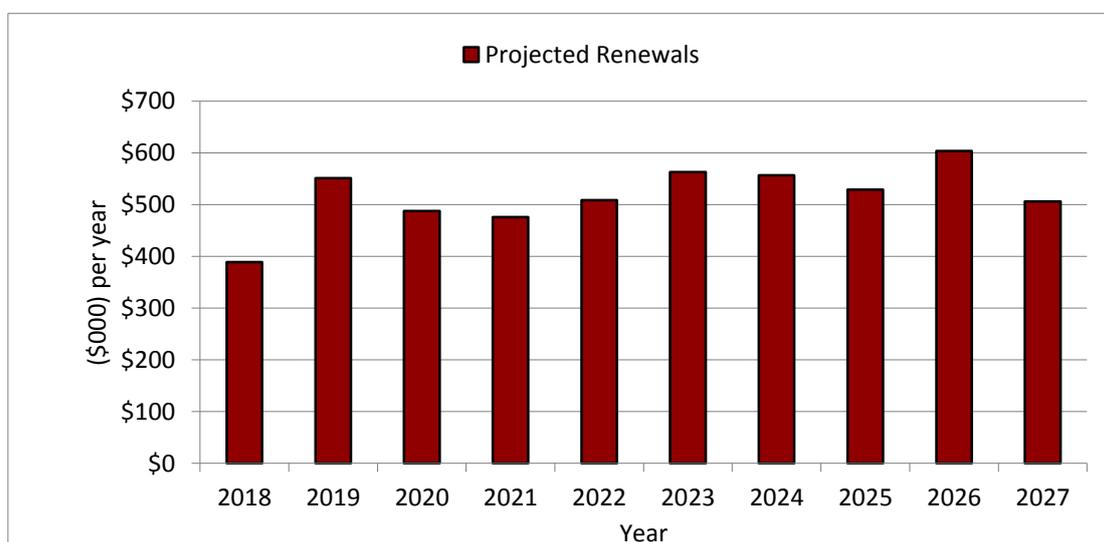
Renewals are funded from capital works programs and grants where available.

Summary of projected renewal expenditure

Projected future renewal expenditures are forecast to increase over time as the asset stock ages. The costs are summarised in Figure 2. Note that all costs are shown in 2017 dollar values.

The projected capital renewal program is shown in Appendix B.

Figure 2: Projected Capital Renewal Expenditure



Creation/Acquisition/Upgrade Plan

New works are those works that create a new asset that did not previously exist, or works, which upgrade or improve an existing asset beyond its existing capacity. They may result from growth, social or environmental needs. Assets may also be acquired at no cost to the Shire from land development. These assets from growth are considered in Section 4.4.

Selection criteria

New assets and upgrade/expansion of existing assets are identified from various sources such as councillor or community requests, proposals identified by strategic plans or partnerships with other organisations. Candidate proposals are inspected to verify need and to develop a preliminary estimate. Verified proposals are ranked by priority and available funds and scheduled in future works programmes. The Shire is currently developing the ranking criteria to be used to determine priority of future upgrade and new assets, and will be included in future revisions of this Plan.

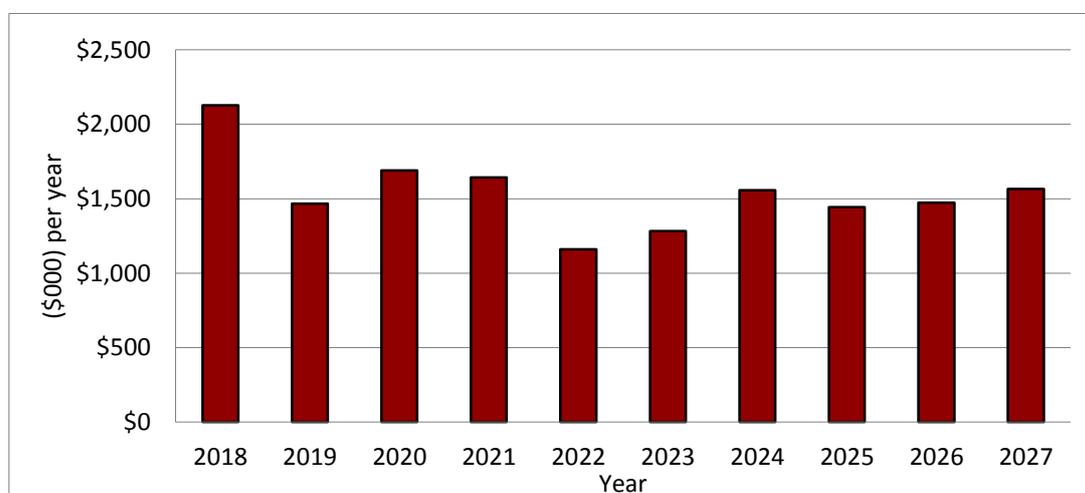
Standards and specifications

Standards and specifications for new assets and for upgrade/expansion of existing assets are the same as those for renewal shown in Section 5.4.2.

Summary of projected upgrade/new assets expenditure

Projected upgrade/new asset expenditures are summarised in Figure 3. The projected upgrade/new capital works program is shown in Appendix C. All costs are shown in current 2017 dollar values.

Figure 3: Projected Capital Upgrade/New Asset Expenditure



Financial Summary

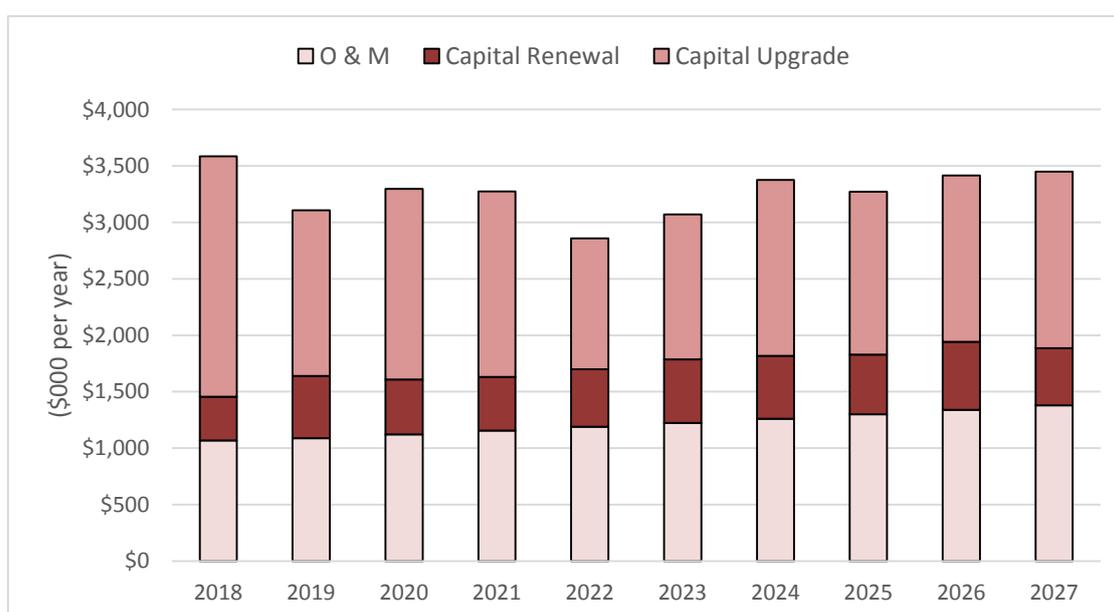
This section contains the financial requirements resulting from all the information presented in the previous sections of this asset management plan. The financial projections will be improved as further information becomes available on desired levels of service and current and projected future asset performance.

Financial Statements and Projections

The financial projections are shown in Figure 4 for projected operating (operations and maintenance), capital renewal expenditure and capital upgrade/expansion/new assets, net disposal expenditure and estimated budget funding.

Note that all costs are shown in 2017 dollar values.

Figure 4: Projected Operating and Capital Expenditure and Budget



Financial sustainability in service delivery

There are three key indicators for financial sustainability that have been considered in the analysis of the services provided by this asset category, these being long term life cycle costs/expenditures and medium term projected/budgeted expenditures over 5 and 10 years of the planning period.

Short Term – 5 year financial planning period

The projected operations, maintenance and capital renewal expenditure required over the first 5 years of the planning period is \$1,637,000 per year.

Estimated (budget) operations, maintenance and capital renewal funding is \$1,917,000 per year giving a 5 year funding surplus of \$280,000 per year. This is 117% of projected expenditures giving a 5 year sustainability indicator of 1.17.

Medium term – 10 year financial planning period

This asset management plan identifies the projected operations, maintenance and capital renewal expenditures required to provide an agreed level of service to the community over a 10 year period. This provides input into 10 year financial and funding plans aimed at providing the required services in a sustainable manner.

These projected expenditures may be compared to budgeted expenditures in the 10 year period to identify any funding shortfall. In a core asset management plan, a gap is generally due to increasing asset renewals for ageing assets.

The projected operations, maintenance and capital renewal expenditure required over the 10 year planning period is \$1,791,000 per year.

Estimated (budget) operations, maintenance and capital renewal funding is \$1,779,000 per year giving a 10 year funding shortfall of **(\$13,000)** per year and a 10 year sustainability indicator of 0.99. This indicates that the Shire has 99% of the projected expenditures needed to provide the services documented in the asset management plan.

Long term - Life Cycle Cost

Life cycle costs (or whole of life costs) are the average costs that are required to sustain the service levels over the longest asset life. Life cycle costs include operations and maintenance expenditure and asset consumption (depreciation expense). The life cycle cost for the services covered in this asset management plan is \$4,042,000 per year (operations and maintenance expenditure plus depreciation expense in year 1).

Life cycle costs can be compared to life cycle expenditure to give an indicator of sustainability in service provision. Life cycle expenditure includes operations, maintenance and capital renewal expenditure in year 1. Life cycle expenditure will vary depending on the timing of asset renewals. The life cycle expenditure at the start of the plan is \$1,618,000 (operations and maintenance expenditure plus budgeted capital renewal expenditure in year 1).

A shortfall between life cycle cost and life cycle expenditure is the life cycle gap.

The long term life cycle gap for services covered by this asset management plan is **-\$2,424,000** per year (-ve = gap, +ve = surplus). Life cycle expenditure is 40% of life cycle costs giving a life cycle sustainability index of 0.40.

The life cycle costs and life cycle expenditure comparison highlights any difference between present outlays and the average cost of providing the service over the long term. If the life cycle expenditure is less than that life cycle cost, it is most likely that outlays will need to be increased or cuts in services made in the future.

Based on current expenditure trends, depreciation methodologies employed, and investment levels in renewal of transport assets, the long term life cycle cost analysis predicts that the Shires transport asset base will deteriorate, or be consumed, at a faster rate than what it is being renewed/replaced.

Knowing the extent and timing of any required increase in outlays and the service consequences if funding is not available will assist the Shire in providing services to their communities in a financially sustainable manner. This is the purpose of the asset management plans and long term financial plan.

Sustainability of Service

Asset Consumption Ratio

This ratio shows the written down current value of the Shire's depreciable assets relative to their 'as new' value in up to date prices. It is calculated by dividing the written down value by the current replacement cost from the corporate operational asset register in 2016. The target ratio should be between 50% and 75%. A ratio of less than 50% indicates a rapid deterioration of the asset base, whilst a ratio greater than 75% may indicate an over investment in the asset base. Integrated Planning and Reporting Advisory Standard KPI targets for this ratio are outlined below.

Standard is not met if ratio data cannot be identified or ratio is less than 50%.

Standard is met if ratio data can be identified and ratio is 50% or greater.

Standard is improving if this ratio is between 60% and 75%.

These figures are shown in table below.

Asset Class	2016-17 Asset Consumption Ratio
Road Assets Depreciated Replacement Cost	\$94,776,824
Road Assets Current Replacement Cost	\$125,209,974
Road Assets	75.70%

The ratio above of 75.70% indicates the **Standard is improving**.

Asset Sustainability Ratio

This ratio indicates whether assets are being replaced or renewed at the same rate that the overall asset stock is wearing out. It is calculated by dividing the annual capital expenditure spent on replacement and renewals by the annual depreciation expense. If capital expenditure on renewing or replacing assets is at least equal to depreciation on average over time, then the value of the existing stock will be maintained. If capital expenditure on existing assets is less than depreciation then underspending on renewal or replacement of assets will occur and this is likely to result in additional maintenance costs for assets that have exceeded their useful life that may exceed the cost of renewal or replacement. Integrated Planning and Reporting Advisory Standard KPI targets for this ratio are outlined below.

Standard is not met if ratio data cannot be identified or ratio is less than 90%.

Standard is met if ratio data can be calculated and ratio is 90% or greater.

Standard is improving if this ratio is between 90% and 110%

Asset Class	2016-17 Asset Sustainability Ratio
Road Assets Capital Renewals 2016/17	\$1,655,671
Annual Depreciation	\$3,179,858 ²
Road Assets	52.10%

The ratio above of 52.10% above indicates the **Standard is not met**.

² The Shire is currently reviewing annual depreciation rates to ensure they are reflective of remaining useful life and residual values.

Asset Renewal Funding Ratio

This is an indicator as to the ability of the Shire to fund the projected asset renewals and replacements in the future and therefore continue to provide existing levels of service, without additional operating income or reductions in operating expenses, or an increase in net financial liabilities above that currently projected.

It is calculated by dividing the 'Net Present Value' of the Long Term Financial Plan allocations for building renewals by the 'Net Present Value' of the Asset Management Plan projected capital expenditure on renewals over the same 10 year period, 2017/18 to 2026/27.

Integrated Planning and Reporting Advisory Standard KPI targets for this ratio are outlined below.

Standard is not met if ratio data cannot be identified or ratio is less than 75%

Standard is met if ratio data can be identified and ratio is between 75% and 95%.

Standard is improving if this ratio is between 95% and 105% and the ASR falls within the range 90% to 110% and ACR falls within the range of 50% to 75%.

Asset Class	Current Values	Asset Renewal Funding Ratio NPV ³
Road Assets NPV 10 Year Planned Renewals funded in LTFP	\$18,832,770	\$15,424,078
Road Assets NPV 10 Year Required Renewals in required Asset Management Plan	\$19,788,993	\$16,167,297
Road Assets		95.40%

The ratio of 95.40% above indicates the **Standard is met**.

³ NPV was calculated using a discount rate of 3.9%.

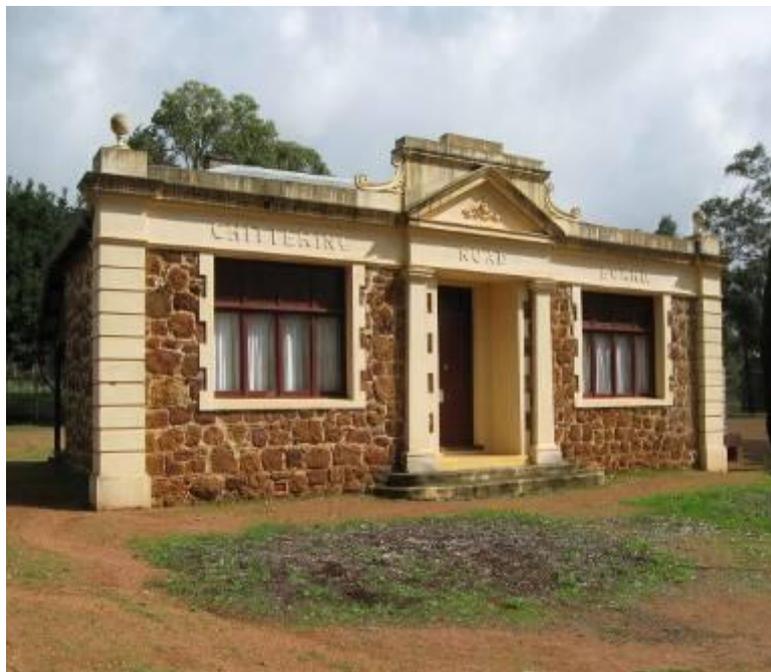
SHIRE OF CHITTERING



Buildings

Asset Management Plan

Summary Document



Extracts from Version 3.0 of the Buildings Asset Management Plan dated October 2017

Background

This document contains relevant extracts from the Shire of Chittering Buildings Asset Management Plan which was updated in October 2017 and discussed with Council at a Briefing Session on 1 November 2017. Council was briefed regarding the draft asset plan and road network model on 29 Nov 2016. However, they form an important part of the long term planning process and are a critical part of the Long Term Financial Planning process.

This Asset Management Plan covers all Council buildings. The data utilised in the development of the Buildings Asset Management Plan was based on a condition and data inventory undertaken in April 2017 and is considered to be approximately 98% accurate. The AMP covers a 10 year period from 2017-2018 to 2026-2027.

The Buildings asset portfolio consists of 86 individual asset items, and is the second largest asset portfolio by value.

The table below classifies the assets into eight key groups.

Asset Group	Number	2016-17 Replacement Cost
Civic and Corporate	4	\$3,362,000
Community	23	\$16,206,587
Heritage	1	\$524,000
Operational	13	\$518,446
Parks & Reserves	9	\$700,300
Recreation	10	\$512,077
Residential	18	\$4,759,000
Waste	13	\$521,778
TOTAL	86	\$27,104,188

Future growth and demand

The major factor impacting demand for community and Council building assets is increasing population. Recent 2016 Census statistics released by ABS indicate that the Shires population is 5,472 persons, an increase of 941 persons since 2011 or 20.77% increase per annum, or 4.15% per annum over the 5 years.

WA Tomorrow 2012 Report, using Band B projections, forecasts that the Shires population will reach 8,000 by 2026. Ensuring the number and level of facilities are available to meet increasing population levels over the next 10 years will be a challenge for the Shire.

Lifecycle Management

The lifecycle management section details how the Shire plans to manage and operate both current and future assets to the agreed levels of service whilst optimising life cycle costs.

- Maintenance expenditure levels are considered to be adequate to meet current service levels.
- Reactive maintenance work represents 100% of the total buildings maintenance expenditure for 2016/17.
- Current expenditure for Operations and Maintenance is \$590,594 per year.
- By 2026-27 required expenditure for Operations and Maintenance is expected to be around \$752,400 per year.

The Buildings assets shown in the Shire’s Buildings.Plus asset register and covered by this asset management plan are shown below.

Table: Assets covered by this Plan

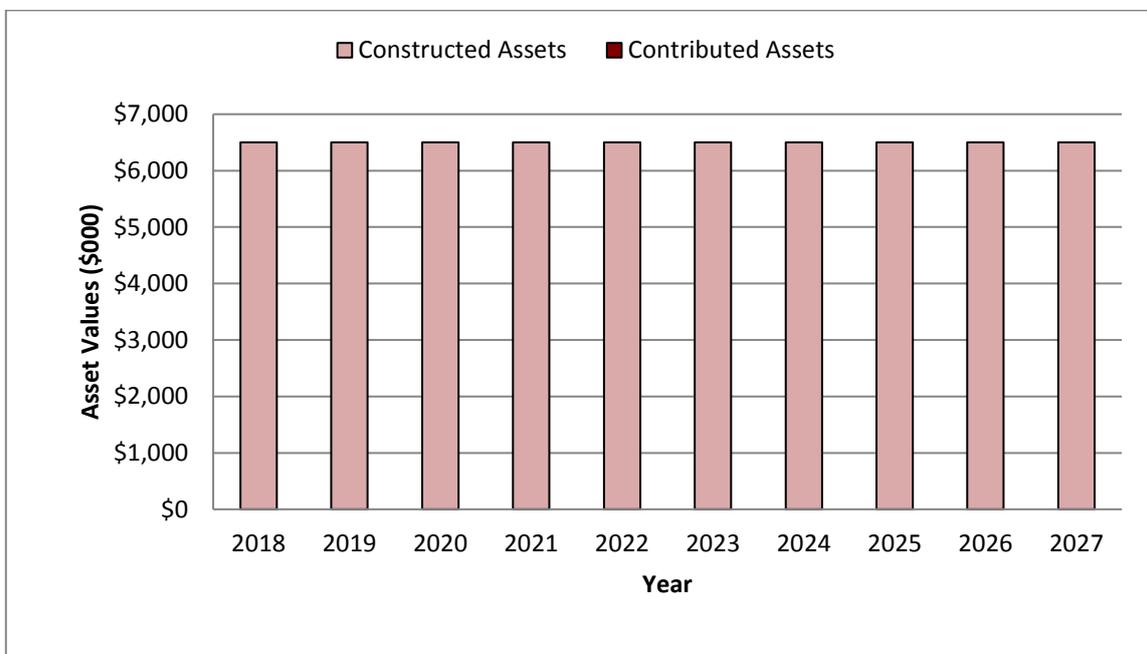
Asset Group	Number	2016-17 Replacement Cost
Civic and Corporate	4	\$3,362,000
Community	23	\$16,206,587
Heritage	1	\$524,000
Operational	13	\$518,446
Parks & Reserves	9	\$700,300
Recreation	10	\$512,077
Residential	18	\$4,759,000
Waste	13	\$521,778
TOTAL	86	\$27,104,188

New Assets and Asset Upgrades

There are no projected new contributed building assets as a result of growth.

The current Long Term Financial Plan lists a Regional Recreation Facility project for Lower Chittering in 2018, however this project will not proceed until funding has been secured. Council is currently reviewing its Long Term Financial Plan and will re-assessing the estimated timing of this project including funding options.

Figure 1: New Assets (cumulative)



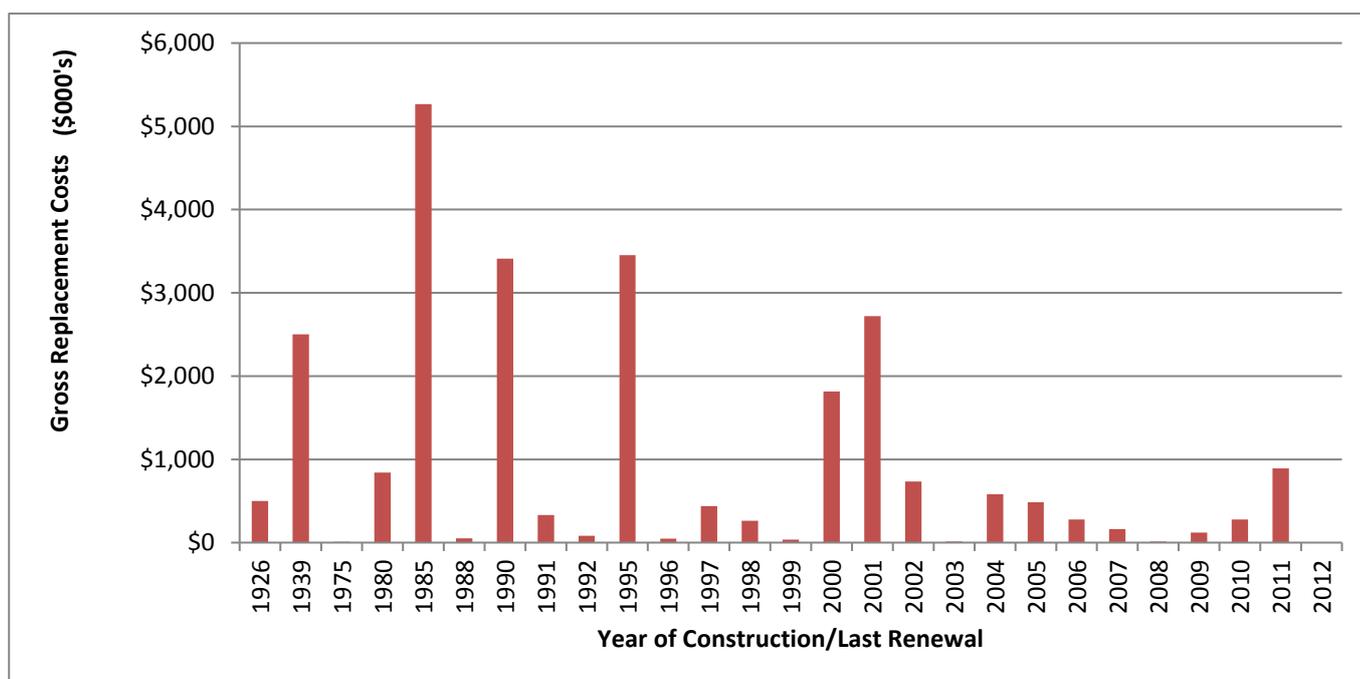
Lifecycle Management Plan

The lifecycle management plan details how the Shire plans to manage and operate the assets at the agreed levels of service while optimising life cycle costs.

Asset age profile

The age profile of the assets included in this Buildings Asset Management Plan is shown in Figure 1.

Figure 1: Asset Age Profile



Note: The asset age profile has been determined from the information provided by AVP Valuers in relation to the condition assessment of each building incorporated in the Plan.

Asset condition

Condition is measured using a 1 – 5 rating system¹ as detailed in the Table below.

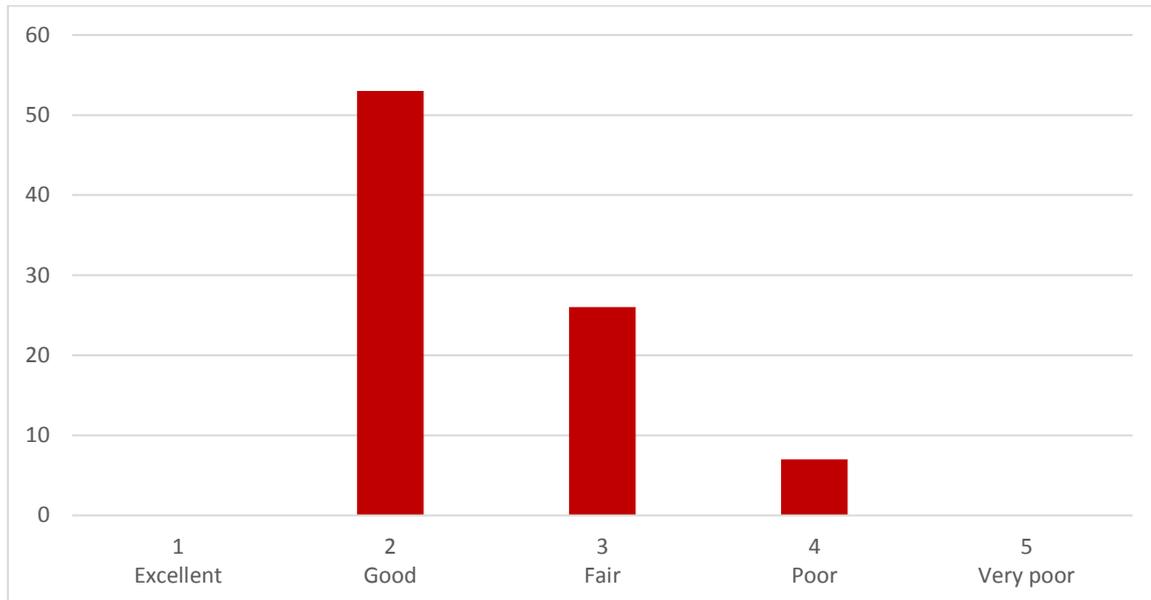
Table: Condition Rating Description

Condition Rating	Description	
1	Excellent	A new asset or an asset in overall excellent condition, with only a slight condition decline. Only planned maintenance required.
2	Good	An asset in an overall good condition but with minor signs of deterioration evident, serviceability may be slightly impaired. Minor maintenance is required.
3	Fair	An asset with obvious signs of deterioration. Significant maintenance and some renewal is required.
4	Poor	An asset with severe condition deterioration. Serviceability is becoming limited. Significant renewal is required.
5	Very Poor	An asset that has failed and is no longer serviceable. There is risk in leaving the asset in service. Replacement is required.

¹ IIMM 2006, Appendix B, p B:1-3 ('cyclic' modified to 'planned', 'average' changed to 'fair')

The condition profile of assets included within this AM Plan is shown in Figures 2 and 3.

Figure 2: Asset Condition Profile



Asset valuations

The value of assets recorded in the asset register as at 30 June 2017 covered by this asset management plan is:

Current Replacement Cost	\$27,104,188 ²
Depreciable Amount	\$15,225,854
Depreciated Replacement Cost	\$15,225,854
Annual Depreciation Expense	\$573,026

Routine Maintenance Plan

Routine maintenance is the regular on-going work that is necessary to keep assets operating, including instances where portions of the asset fail and need immediate repair to make the asset operational again.

Maintenance plan

Maintenance includes reactive, planned and specific maintenance work activities.

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

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

² This figure includes \$427,388 of small building structures not included in the Fair Value Report from NS Advisory Services, dated 30 June 2017.

Specific maintenance is replacement of higher value components/sub-components of assets that is undertaken on a regular cycle including repainting, building roof replacement, etc. This work generally falls below the capital/maintenance threshold but may require a specific budget allocation.

Actual past operations and maintenance expenditure is shown in the Table below.

Table: Operations and Maintenance Expenditure Trends

Year	Operations & Maintenance Expenditure
2013/2014	\$609,955
2014/2015	\$558,253
2015/2016	\$583,250
2016/2017	\$590,594

Current maintenance expenditure levels are considered to be inadequate to meet required service levels. Future revision of this asset management plan will include linking required maintenance expenditures with required service levels.

Assessment and prioritisation of reactive maintenance is undertaken by operational staff using experience and judgement.

Standards and specifications

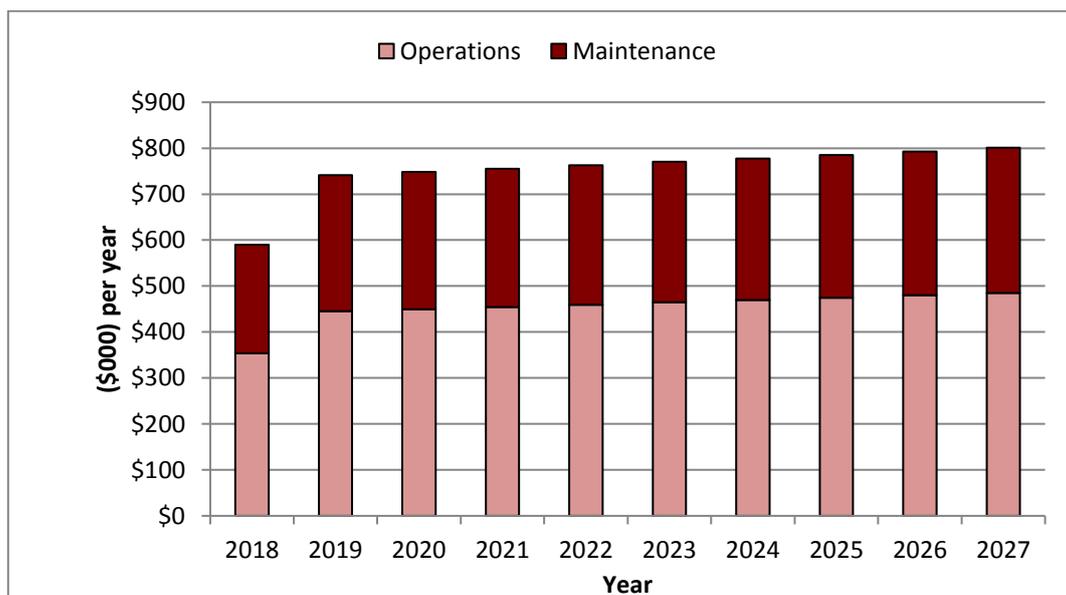
Maintenance work is carried out in accordance with the following Standards and Specifications.

- Applicable Australian Standards
- Building Code of Australia; and
- Acceptable standards of construction.

Operations and maintenance expenditures

Future operations and maintenance expenditure is forecast to trend in line with the value of the asset stock as shown in Figure 4. Note that all costs are shown in 2017 dollar values.

Figure 4: Projected Operations and Maintenance Expenditure



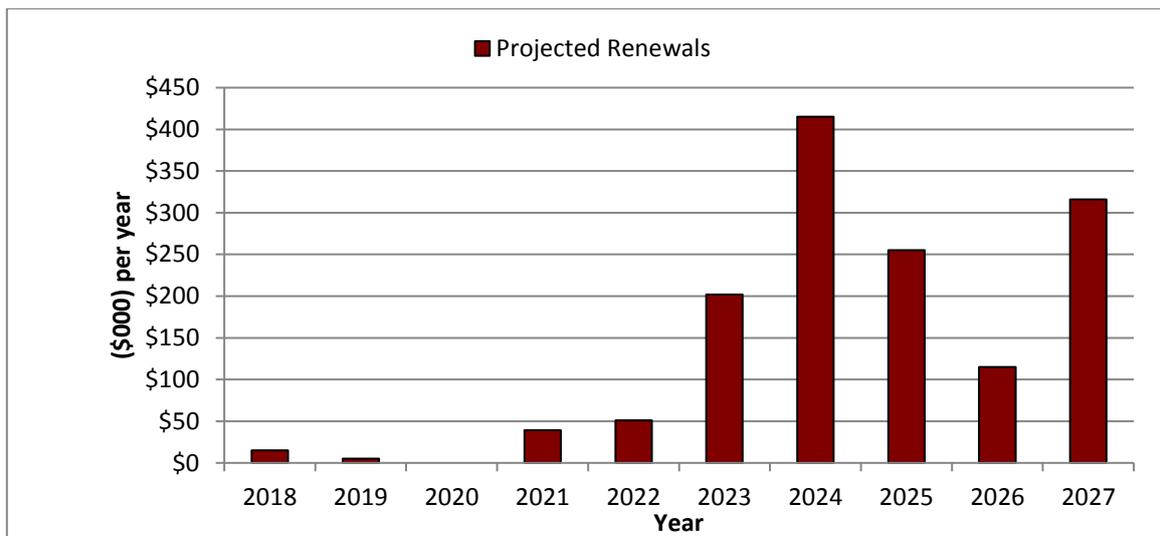
Renewal/Replacement Plan

Renewal expenditure is major work which does not increase the asset's design capacity but restores, rehabilitates, replaces or renews an existing asset to its original service potential. Renewal will be undertaken using 'low-cost' renewal methods where practical. Assets requiring renewal have been identified from capital renewal expenditure projections from an external condition modelling system, Buildings.Plus.

Summary of projected renewal expenditure

Projected future renewal expenditures are forecast to increase over time as the asset stock ages. The costs are summarised in Figure 5. Note that all costs are shown in 2017 dollar values.

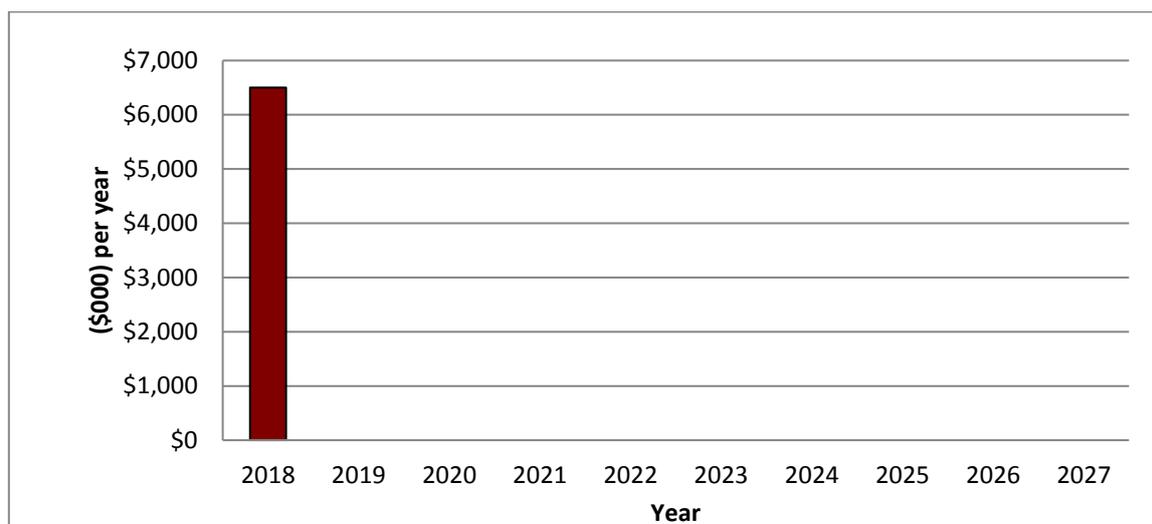
Figure 5: Projected Capital Renewal Expenditure



Creation/Acquisition/Upgrade Plan

Projected upgrade/new asset expenditures are summarised in Figure 6.

Figure 6: Projected Capital Upgrade/New Asset Expenditure



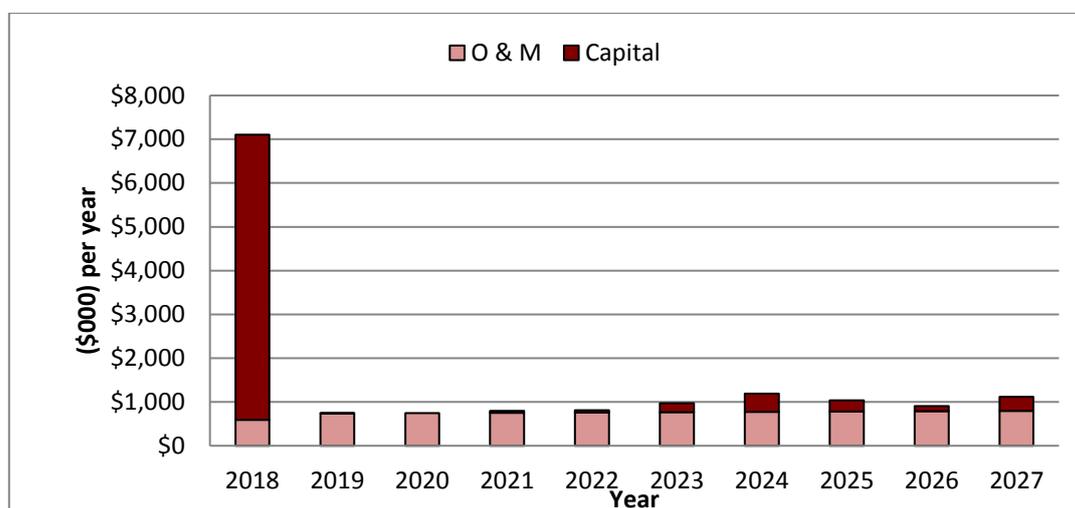
Note: The proposed project in 2018 was a Regional Recreational Facility for Lower Chittering, which is listed in the Shire's current Long Term Financial Plan. This project will not proceed at this time as funding has not been secured for its construction. The Shire is currently reviewing its Long Term Financial Plan and will re-assessing the timing of this project including funding options.

FINANCIAL SUMMARY

The financial projections are shown in Figure 7 for projected operating (operations and maintenance) and capital expenditure (renewal and upgrade/expansion/new assets), net disposal expenditure and estimated budget funding.

Note that all costs are shown in 2017 dollar values.

Figure 7: Projected Operating and Capital Expenditure



Note: The proposed capital project in 2018 was a Regional Recreational Facility for Lower Chittering, which is listed in the Shire's current Long Term Financial Plan. This project will not proceed as funding has not been secured for its construction. The Shire is currently reviewing its Long Term Financial Plan and will re-assessing the estimated timing of this project including funding options.

Financial sustainability in service delivery

There are three key indicators for financial sustainability that have been considered in the analysis of the services provided by this asset category, these being long term life cycle costs/expenditures and medium term projected/budgeted expenditures over 5 and 10 years of the planning period.

Short term – 5 year financial planning period

The projected operations, maintenance and capital renewal expenditure required over the first 5 years of the planning period is \$741,000 per year.

Estimated (budget) operations, maintenance and capital renewal funding is \$730,000 per year giving a 5 year funding shortfall of **(\$11,000)**. This is 98% of projected expenditures giving a 5 year sustainability indicator of 0.98.

Medium term – 10 year financial planning period

This asset management plan identifies the projected operations, maintenance and capital renewal expenditures required to provide an agreed level of service to the community over a 10 year period. This provides input into 10 year financial and funding plans aimed at providing the required services in a sustainable manner.

These projected expenditures may be compared to budgeted expenditures in the 10 year period to identify any funding shortfall. In a core asset management plan, a gap is generally due to increasing asset renewals for ageing assets.

The projected operations, maintenance and capital renewal expenditure required over the 10 year planning period is \$894,000 per year.

Estimated (budget) operations, maintenance and capital renewal funding is \$693,000 per year giving a 10 year funding shortfall of **(\$201,000)** per year and a 10 year sustainability indicator of 0.78. This indicates that Council has 78% of the projected expenditures needed to provide the services documented in the asset management plan.

Long term - Life Cycle Cost

Life cycle costs (or whole of life costs) are the average costs that are required to sustain the service levels over the longest asset life. Life cycle costs include operations and maintenance expenditure and asset consumption (depreciation expense). The life cycle cost for the services covered in this asset management plan is \$1,163,000 per year (operations and maintenance expenditure plus depreciation expense in year 1). Life cycle costs can be compared to life cycle expenditure to give an indicator of sustainability in service provision. Life cycle expenditure includes operations, maintenance and capital renewal expenditure in year 1. Life cycle expenditure will vary depending on the timing of asset renewals. The life cycle expenditure at the start of the plan is \$812,000 (operations and maintenance expenditure plus budgeted capital renewal expenditure in year 1).

A shortfall between life cycle cost and life cycle expenditure is the life cycle gap.

The life cycle gap for services covered by this asset management plan is **(\$351,000)** per year (-ve = gap, +ve = surplus). Life cycle expenditure is 70% of life cycle costs giving a life cycle sustainability index of 0.70.

The life cycle costs and life cycle expenditure comparison highlights any difference between present outlays and the average cost of providing the service over the long term. If the life cycle expenditure is less than that life cycle cost, it is most likely that outlays will need to be increased or cuts in services made in the future. Knowing the extent and timing of any required increase in outlays and the service consequences if funding is not available will assist organisations in providing services to their communities in a financially sustainable manner. This is the purpose of the asset management plans and long term financial plan.

Based on current expenditure trends, depreciation methodologies employed, and investment levels in renewal of building assets, the long term life cycle cost analysis predicts that the Shires buildings asset base will deteriorate, or be consumed, at a faster rate than what it is currently being renewed/replaced.

Sustainability of Service

There are three key performance indicators for financial sustainability as recommended in the Department of Local Government (LG) Asset Management National Framework and Guidelines that have been considered in the analysis of the buildings financial data. The aim of the Framework is to enhance the sustainable management of local government assets by encouraging 'whole of life' and 'whole of organisation' approaches.

Asset Consumption Ratio

This ratio shows the written down current value of the Shire's depreciable assets relative to their 'as new' value in up to date prices. It is calculated by dividing the written down value by the current replacement cost from the corporate operational asset register in 2017. The target ratio should be between 50% and 75%. A ratio of less than 50% indicates a rapid deterioration of the asset base, whilst a ratio greater than 75% may indicate an over investment in the asset base. Integrated Planning and Reporting Advisory Standard KPI targets for this ratio are outlined below.

Standard is not met if ratio data cannot be identified or ratio is less than 50%.

Standard is met if ratio data can be identified and ratio is 50% or greater.

Standard is improving if this ratio is between 60% and 75%.

Asset Class	Asset Consumption Ratio
Buildings Depreciated Replacement Cost	\$15,225,854
Buildings Current Replacement Cost	\$27,104,188
Buildings	56.2%

The calculated ratio of 56.2% above indicates the **Standard is met**.

Asset Sustainability Ratio

This ratio indicates whether assets are being replaced or renewed at the same rate that the overall asset stock is wearing out. It is calculated by dividing the annual capital expenditure spent on replacement and renewals by the annual depreciation expense. If capital expenditure on renewing or replacing assets is at least equal to depreciation on average over time, then the value of the existing stock will be maintained. Integrated Planning and Reporting Advisory Standard KPI targets for this ratio are outlined below.

Standard is not met if ratio data cannot be identified or ratio is less than 90%.

Standard is met if ratio data can be calculated and ratio is 90% or greater.

Standard is improving if this ratio is between 90% and 110% Asset Class	Asset Sustainability Ratio
Buildings Capital Renewals 2016/17	\$0
Annual Depreciation	\$573,026
Buildings	0.0%

The calculated ratio of 0.0% indicates that the **Standard is not met**. This ratio can only be measured accurately if an assessment is made of the amount spent on capital renewal and replacement.

Asset Renewal Funding Ratio

This ratio is an indicator as to the ability of the Shire to fund the projected asset renewals and replacements in the future and therefore continue to provide existing levels of service, without additional operating income or reductions in operating expenses, or an increase in net financial liabilities above that currently projected.

It is calculated by dividing the 'Net Present Value' of the Long Term Financial Plan allocations for building renewals by the 'Net Present Value' of the Asset Management Plan projected capital expenditure on renewals over the same 10 year period, 2016/17 to 2025/26.

Integrated Planning and Reporting Advisory Standard KPI targets for this ratio are outlined below.

Standard is not met if ratio data cannot be identified or ratio is less than 75%

Standard is met if ratio data can be identified and ratio is between 75% and 95%.

Standard is improving if this ratio is between 95% and 105% and the ASR falls within the range 90% to 110% and ACR falls within the range of 50% to 75%.

Asset Class	Current Values	Asset Renewal Funding Ratio NPV³
Buildings NPV 10 Year Planned Renewals funded in LTFP	\$702,800	\$630,883
Buildings NPV 10 Year Required Capital Renewals from Asset Management Plan	\$1,414,675	\$1,058,770
Buildings		59.6%

The calculated ratio of 59.6% indicates that the **Standard is not met**.

³ NPV was calculated using a discount rate of 3.9%.

Ten Year Road Network Program

ROAD PROGRAMME	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Rural Road Gravel Reconstruction	\$ 93,700	\$ 177,627	\$ 148,012	\$ 160,542	\$ 180,304	\$ 226,658	\$ 203,481	\$ 192,256	\$ 203,310	\$ 201,607
Rural Road/Town Street Reseal	\$ 295,526	\$ 373,015	\$ 339,754	\$ 315,752	\$ 328,648	\$ 336,060	\$ 353,908	\$ 336,542	\$ 400,708	\$ 304,271
Rural Road Reconstruction	\$ 1,776,404	\$ 991,601	\$ 988,804	\$ 874,166	\$ 487,818	\$ 424,503	\$ 881,829	\$ 731,273	\$ 745,898	\$ 760,816
Town Streets Reconstruction	\$ 352,079	\$ 475,148	\$ 700,051	\$ 768,979	\$ 672,307	\$ 857,192	\$ 676,153	\$ 713,458	\$ 727,727	\$ 804,138
Bridges	\$ 160,629	\$ -	\$ 150,000	\$ 250,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
TOTAL	\$ 2,678,338	\$ 2,017,391	\$ 2,326,620	\$ 2,369,439	\$ 1,669,077	\$ 1,844,413	\$ 2,115,370	\$ 1,973,528	\$ 2,077,643	\$ 2,070,832

FUNDING SOURCES	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Regional Road Group	\$ 338,532	\$ 653,061	\$ 659,592	\$ 666,188	\$ 672,849	\$ 679,578	\$ 686,374	\$ 693,237	\$ 776,426	\$ 784,190
Road 2 Recovery			\$ 387,600	\$ 387,600	\$ 387,600	\$ 387,600	\$ 387,600	\$ 395,352	\$ 395,392	\$ 395,392
Black Spot	\$ 614,357									
Regional Road runoff funds										
MRWA Bridge funds	\$ 219,629	\$ -	\$ 150,000	\$ 250,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Own Resources	\$ 1,505,820	\$ 1,364,330	\$ 1,129,429	\$ 1,065,651	\$ 608,628	\$ 777,235	\$ 1,041,397	\$ 884,938	\$ 905,825	\$ 891,249
TOTAL	\$ 2,678,338	\$ 2,017,391	\$ 2,326,620	\$ 2,369,439	\$ 1,669,077	\$ 1,844,413	\$ 2,115,370	\$ 1,973,528	\$ 2,077,643	\$ 2,070,832

ASSUMPTIONS

Road to Recovery funds will continue till 2026/27 at a 2% increase every five year.

Regional Road Group funds will increase by 1% each year. The Shire is successful in receiving the full allocation of 20% of the Moora Sub group Regional Road Group funds.

MRWA Bridge funding is an estimate supplied by Main Roads
No funding available till after 2016/17 water flow testing completed

	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Unsealed Road Grading	\$ 112,280	\$ 112,280	\$ 112,280	\$ 112,280	\$ 112,280	\$ 112,280	\$ 112,280	\$ 112,280	\$ 112,280	\$ 112,280
Renewal	\$ 389,226	\$ 550,642	\$ 487,766	\$ 476,293	\$ 508,952	\$ 562,718	\$ 557,389	\$ 528,797	\$ 604,018	\$ 505,877
Upgrade	\$ 2,289,112	\$ 1,466,749	\$ 1,838,854	\$ 1,893,145	\$ 1,160,125	\$ 1,281,695	\$ 1,557,981	\$ 1,444,730	\$ 1,473,625	\$ 1,564,954
TOTAL	\$ 2,790,618	\$ 2,129,671	\$ 2,438,900	\$ 2,481,719	\$ 1,781,357	\$ 1,956,693	\$ 2,227,650	\$ 2,085,808	\$ 2,189,923	\$ 2,183,112
Bridges	-\$ 160,629	\$ -	-\$ 150,000	-\$ 250,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Upgrade (less Bridges)	\$ 2,128,483	\$ 1,466,749	\$ 1,688,854	\$ 1,643,145	\$ 1,160,125	\$ 1,281,695	\$ 1,557,981	\$ 1,444,730	\$ 1,473,625	\$ 1,564,954

Gravel Road Reconstruct

Road Name	Slk	Project Leng	2017/18		2018/19		2019/20		2020/21	
			SLK	PROJECT LENGTH BUDGET	SLK	PROJECT LENGTH BUDGET	SLK	PROJECT LENGTH BUDGET	SLK	PROJECT LENGTH BUDGET
Ashman Road	0.0 to 2.7	2.23		\$ -		\$ -		\$ -		\$ -
Atkinson Road	0.03 to 0	0.3		\$ -		\$ -		\$ -		\$ -
Barn Road	0.87 to 6	5.67		\$ -		\$ -		\$ -	0.83 to 2.33	1.5 \$ 69,197
Blizzard Road	0.0 to 0.7	0.35		\$ -		\$ -		\$ -		\$ -
Bore Road	0.02 to 1	1.1		\$ -		\$ -		\$ -		\$ -
Brennan Road	0.0 to 2.7	2.57		\$ -		\$ -		\$ -		\$ -
Bryne Road	0.05 to 1	1.61		\$ -		\$ -		\$ -		\$ -
Clune Road	0.0 to 0.4	0.47		\$ -		\$ -		\$ -		\$ -
Cook Road	3.24 to 5	1.83		\$ -		\$ -		\$ -		\$ -
Cray Road	0.0 to 0.6	0.66		\$ -		\$ -		\$ -		\$ -
Davern Street	0.36 to 0	0.48		\$ -		\$ -		\$ -		\$ -
Davis Road	0.26 to 3	3.1		\$ -	0.26 to 2.36	2 \$ 81,294		\$ -		\$ -
Densley Road	0.0 to 1.7	1.7		\$ -		\$ -		\$ -		\$ -
Dewars Road	0.0 to 0.6	0.61		\$ -		\$ -		\$ -		\$ -
Flat Rocks Road	0.0 to 7.4	7.44		\$ -	2.32 to 3.69	1.37 \$ 55,686	0.31 to 0.96	0.65 \$ 26,949		\$ -
Ioppollo Road	0.0 to 6.0	6.02		\$ -		\$ -		\$ -		\$ -
Gingilling Road	0.0 to 2.0	2.01		\$ -		\$ -		\$ -		\$ -
Gray Road	3.44 to 6	3.35		\$ -		\$ -		\$ -	5.82 to 6.82	1 \$ 42,289
Harris Road	0.17 to 1	1.76		\$ -		\$ -		\$ -		\$ -
Head Road	1.5 to 2.1	0.87		\$ -		\$ -		\$ -		\$ -
Kangaroo Gully Road	0.0 to 1.9	1.94		\$ -		\$ -		\$ -		\$ -
Kay Road	1.34 to 2	0.77		\$ -		\$ -		\$ -		\$ -
Kinkella Road	0.0 to 0	0.85		\$ -		\$ -		\$ -		\$ -
Lewis Road	0.0 to 0.9	7.96		\$ -		\$ -		\$ -		\$ -
Maddern Road	3.85 to 8	5.06		\$ -		\$ -		\$ -		\$ -
Martin Road	0.0 to 0.1	0.36		\$ -		\$ -		\$ -		\$ -
McGlew Road	0.0 to 3.0	3.02		\$ -		\$ -		\$ -		\$ -
Moss Road	0.0 to 0.1	0.37		\$ -		\$ -		\$ -		\$ -
Nolan Road	0.05 to 1	1.18		\$ -		\$ -		\$ -		\$ -
North Road	1.29 to 1	8.99	0	0 \$ -		\$ -		\$ -		\$ -
Old Gin Gin Road	1.31 to 2	1.64		\$ -		\$ -		\$ -		\$ -
Owen Road	0.3 to 3.7	3.45		\$ -		\$ -		\$ -	0.49 to 1.65	1.16 \$ 49,055
Perry Road	0.0 to 2.8	2.85		\$ -		\$ -		\$ -		\$ -
Phillmore Street	0.01 to 0	0.25		\$ -		\$ -		\$ -		\$ -
Pines Road	0.0 to 3.7	3.22		\$ -		\$ -		\$ -		\$ -
Reserve Road	1.08 to 5	4.82		\$ -		\$ -		\$ -		\$ -
Sadow Road	0.0 to 0.8	0.8		\$ -		\$ -		\$ -		\$ -
Settlement Road	0.47 to 1	0.72		\$ -		\$ -	0.68 to 1.19	0.51 \$ 21,145		\$ -
Settlement South Road	0.05 to 0	0.4		\$ -		\$ -		\$ -		\$ -
Snake Spring Road	0.0 to 0.8	0.88		\$ -		\$ -		\$ -		\$ -
Spice Road	0.4 to 1.1	1.52		\$ -		\$ -		\$ -		\$ -
Spillman Road	0.04 to 5	5.11	0	2 \$ 93,700		\$ -		\$ -		\$ -
Stephens Road	0.1 to 2.8	2.7		\$ -		\$ -		\$ -		\$ -
Tea Tree North Road	0.0 to 5.8	5.8		\$ -		\$ -		\$ -		\$ -
Tea Tree Road	4.4 to 8.0	3.62		\$ -		\$ -	5.32 to 7.73	2.41 \$ 99,918		\$ -
Timaru Road	2.35 to 4	2.11		\$ -		\$ -		\$ -		\$ -
Toy Road	1.01 to 1	0.39		\$ -		\$ -		\$ -		\$ -
Valley View Drive	0.05 to 1	1.39		\$ -		\$ -		\$ -		\$ -
Waldeck East Road	0.4 to 3.0	2.63		\$ -		\$ -		\$ -		\$ -
Waldeck West Road	0.04 to 2	2.14		\$ -		\$ -		\$ -		\$ -
Wandena Road	3.27 to 8	5.42		\$ -	3.29 to 4.29	1 \$ 40,647		\$ -		\$ -
		88.34		2 \$ 93,700		4.37 \$ 177,627		2.92 \$ 148,012		3.66 \$ 160,542

Gravel Road Reconstruct

Road Name	SLK	Project Length	2021/22		2022/23		2023/24		2024/25								
			SLK	PROJECT LENGTH	BUDGET	SLK	PROJECT LENGTH	BUDGET	SLK	PROJECT LENGTH	BUDGET						
Ashman Road	0.0 to 2.1	2.23			\$ -			\$ -		\$ -							
Atkinson Road	0.03 to 0	0.3			\$ -			\$ -		\$ -							
Barn Road	0.87 to 6	5.67			\$ -		2.33 to 3.29	0.35	\$ 18,691	\$ -							
Blizzard Road	0.0 to 0.1	0.35			\$ -				\$ -	\$ -							
Bore Road	0.02 to 1	1.1			\$ -				\$ -	\$ -							
Brennan Road	0.0 to 2.1	2.57			\$ -				\$ -	\$ -							
Bryne Road	0.05 to 1	1.61			\$ -				\$ -	\$ -							
Clune Road	0.0 to 0.4	0.47			\$ -				\$ -	\$ -							
Cook Road	3.24 to 5	1.83			\$ -	3.24 to 4.74	1.5	\$ 76,290		\$ -							
Cray Road	0.0 to 0.6	0.66			\$ -				\$ -	\$ -							
Davern Street	0.36 to 0	0.48			\$ -				\$ -	\$ -							
Davis Road	0.26 to 3	3.1			\$ -				\$ -	\$ -							
Densley Road	0.0 to 1.1	1.7			\$ -				\$ -	\$ -							
Dewars Road	0.0 to 0.1	0.61			\$ -				\$ -	\$ -							
Flat Rocks Road	0.0 to 7.4	7.44			\$ -				3.69 to 5.45	1.76	\$ 82,934						
Ioppollo Road	0.0 to 6.0	6.02	1.14 to 1.93	0.79	\$ 34,077						\$ -						
Gingilling Road	0.0 to 2.0	2.01			\$ -						\$ -						
Gray Road	3.44 to 6	3.35			\$ -						\$ -						
Harris Road	0.17 to 1	1.76			\$ -						\$ -						
Head Road	1.5 to 2.1	0.87			\$ -						\$ -						
Kangaroo Gully Road	0.0 to 1.1	1.94			\$ -						\$ -						
Kay Road	1.34 to 2	0.77			\$ -						\$ -						
Kinkella Road	0.0 to 0	0.85			\$ -						\$ -						
Lewis Road	0.0 to 0.1	7.96			\$ -						\$ -						
Maddern Road	3.85 to 8	5.06			\$ -	3.89 to 5.89	2	\$ 90,583			\$ -						
Martin Road	0.0 to 0.1	0.36			\$ -						\$ -						
McGlew Road	0.0 to 3.0	3.02			\$ -			0.0 to 1.0	1	\$ 46,198	1.0 to 2.0	1	\$ 47,121				
Moss Road	0.0 to 0.1	0.37			\$ -						\$ -						
Nolan Road	0.05 to 1	1.18			\$ -						\$ -						
North Road	1.29 to 1	8.99			\$ -						\$ -						
Old Gin Gin Road	1.31 to 2	1.64			\$ -						\$ -						
Owen Road	0.3 to 3.1	3.45			\$ -						\$ -						
Perry Road	0.0 to 2.1	2.85			\$ -						\$ -						
Phillmore Street	0.01 to 0	0.25			\$ -						\$ -						
Pines Road	0.0 to 3.1	3.22			\$ -						\$ -						
Reserve Road	1.08 to 5	4.82			\$ -						\$ -						
Sadow Road	0.0 to 0.1	0.8			\$ -						\$ -						
Settlement Road	0.47 to 1	0.72			\$ -						\$ -						
Settlement South Road	0.05 to 0	0.4			\$ -						\$ -						
Snake Spring Road	0.0 to 0.1	0.88			\$ -						\$ -						
Spice Road	0.4 to 1.1	1.52			\$ -						\$ -						
Spillman Road	0.04 to 5	5.11			\$ -	2.53 to 3.85	1.32	\$ 59,785			\$ -						
Stephens Road	0.1 to 2.1	2.7	2.28 to 3.67	1.39	\$ 59,958						\$ -						
Tea Tree North Road	0.0 to 5.1	5.8			\$ -						\$ -						
Tea Tree Road	4.4 to 8.0	3.62	5.32 to 3.32	2	\$ 86,270			1.32 to 3.32	2	\$ 92,395	0.0 to 1.32	1.32	\$ 62,200				
Timaru Road	2.35 to 4	2.11			\$ -			3.46 to 4.46	1	\$ 46,198			\$ -				
Toy Road	1.01 to 1	0.39			\$ -						\$ -						
Valley View Drive	0.05 to 1	1.39			\$ -						\$ -						
Waldeck East Road	0.4 to 3.0	2.63			\$ -						\$ -						
Waldeck West Road	0.04 to 2	2.14			\$ -						\$ -						
Wandena Road	3.27 to 8	5.42			\$ -						\$ -						
		88.34			\$ 180,304			4.82	\$ 226,658			4.35	\$ 203,481			4.08	\$ 192,256

Gravel Road Reconstruct

Road Name	Slk	Project Length	2025/26		2026/27		2027/28				
			SLK	BUDGET	SLK	BUDGET	SLK	BUDGET			
Ashman Road	0.0 to 2.7	2.23		\$ -		\$ -		\$ -			
Atkinson Road	0.03 to 0	0.3		\$ -		\$ -		\$ -			
Barn Road	0.87 to 6	5.67		\$ -		\$ -		\$ -			
Blizzard Road	0.0 to 0.3	0.35		\$ -		\$ -		\$ -			
Bore Road	0.02 to 1	1.1		\$ -	0.02 to 1.12	1.12	\$ 69,239	\$ -			
Brennan Road	0.0 to 2.4	2.57		\$ -		\$ -		\$ -			
Bryne Road	0.05 to 1	1.61		\$ -		\$ -		\$ -			
Clune Road	0.0 to 0.4	0.47		\$ -		\$ -		\$ -			
Cook Road	3.24 to 5	1.83		\$ -		\$ -		\$ -			
Cray Road	0.0 to 0.6	0.66		\$ -		\$ -		\$ -			
Davern Street	0.36 to 0	0.48		\$ -		\$ -		\$ -			
Davis Road	0.26 to 3	3.1		\$ -		\$ -		\$ -			
Densley Road	0.0 to 1.7	1.7		\$ -	0.0 to 1.7	1.7	\$ 83,343	\$ -			
Dewars Road	0.0 to 0.6	0.61		\$ -		\$ -		\$ -			
Flat Rocks Road	0.0 to 7.4	7.44		\$ -		\$ -		\$ -			
Ioppollo Road	0.0 to 6.0	6.02		\$ -		\$ -		\$ -			
Gingilling Road	0.0 to 2.0	2.01		\$ -		\$ -		\$ -			
Gray Road	3.44 to 6	3.35		\$ -		\$ -		\$ -			
Harris Road	0.17 to 1	1.76		\$ -		\$ -		\$ -			
Head Road	1.5 to 2.3	0.87		\$ -		\$ -		\$ -			
Kangaroo Gully Road	0.0 to 1.9	1.94		\$ -		\$ -		\$ -			
Kay Road	1.34 to 2	0.77		\$ -		\$ -		\$ -			
Kinkella Road	0.0 to 0	0.85		\$ -		\$ -		\$ -			
Lewis Road	0.0 to 0.9	7.96		\$ -		\$ -		\$ -			
Maddern Road	3.85 to 8	5.06		\$ -	2.89 to 3.89	1	\$ 49,025	1.0 to 2.89	1.89	\$ 97,290	
Martin Road	0.0 to 0.3	0.36		\$ -		\$ -		\$ -			
McGlew Road	0.0 to 3.0	3.02	2.0 to 3.2	1.2	\$ 57,677		\$ -		\$ -		
Moss Road	0.0 to 0.3	0.37		\$ -		\$ -		\$ -			
Nolan Road	0.05 to 1	1.18		\$ -		\$ -		\$ -			
North Road	1.29 to 1	8.99		\$ -		\$ -		\$ -			
Old Gin Gin Road	1.31 to 2	1.64		\$ -		\$ -		\$ -			
Owen Road	0.3 to 3.7	3.45		\$ -		\$ -		\$ -			
Perry Road	0.0 to 2.8	2.85	0.0 to 1.5	1.5	\$ 72,096		\$ -		\$ -		
Phillmore Street	0.01 to 0	0.25		\$ -		\$ -		\$ -			
Pines Road	0.0 to 3.7	3.22		\$ -		\$ -		\$ -			
Reserve Road	1.08 to 5	4.82		\$ -		\$ -		\$ -			
Sadow Road	0.0 to 0.8	0.8		\$ -		\$ -		\$ -			
Settlement Road	0.47 to 1	0.72		\$ -		\$ -		\$ -			
Settlement South Road	0.05 to 0	0.4		\$ -		\$ -		\$ -			
Snake Spring Road	0.0 to 0.8	0.88		\$ -		\$ -		\$ -			
Spice Road	0.4 to 1.1	1.52		\$ -		\$ -		\$ -			
Spillman Road	0.04 to 5	5.11		\$ -		\$ -	1.0 to 2.53	1.53	\$ 78,759		
Stephens Road	0.1 to 2.8	2.7	0.0 to 1.53	1.53	\$ 73,538		\$ -		\$ -		
Tea Tree North Road	0.0 to 5.8	5.8		\$ -		\$ -		\$ -			
Tea Tree Road	4.4 to 8.0	3.62		\$ -		\$ -		\$ -			
Timaru Road	2.35 to 4	2.11		\$ -		\$ -		\$ -			
Toy Road	1.01 to 1	0.39		\$ -		\$ -		\$ -			
Valley View Drive	0.05 to 1	1.39		\$ -		\$ -		\$ -			
Waldeck East Road	0.4 to 3.0	2.63		\$ -		\$ -		\$ -			
Waldeck West Road	0.04 to 2	2.14		\$ -		\$ -		\$ -			
Wandena Road	3.27 to 8	5.42		\$ -		\$ -		\$ -			
		88.34		4.23	\$ 203,310		3.82	\$ 201,607		3.42	\$ 176,049

Road Reseals

Road No.	Road Name	Slk	Project Length	2020/21			2021/22			2022/23		
				SLK	PROJECT LENGTH	BUDGET	SLK	PROJECT LENGTH	BUDGET	SLK	PROJECT LENGTH	BUDGET
8	Hay Flat Road	10.0 to 11.4	1.4						0.0 - 2.0	2	\$ 83,910	
2	Chittering Road	0.0 to 26.72	26.72			\$ -					\$ -	
7	Chittering Valley Road	0.0 to 8.78	8.78			\$ -					\$ -	
74	Chittering Street	0.0 to 1.65	1.65									
3	Dewars-Pool Road	0.0 to 9.39	9.39			\$ -					\$ -	
111	Chinkabee Road	0.0 to 0.25	0.25			\$ -			0.0 - 0.25	0.25	\$ 10,489	
16	Gray Road	1.62 to 5.25	3.63						1.62 - 2.62	1	\$ 41,955	
9	Wells Glover Road	8.5 to 12.5	4			\$ -	0.0 - 2.0	2	\$ 82,265	2.0 - 5	\$ 125,865	
1	Mooliabeenee Road	0.0 to 6.73	6.73	1.5 - 3.76	2.26	\$ 91,137					\$ -	
145	Hereford Way	0.0 to .950	0.95			\$ -					\$ -	
146	Murray Grey Circle	0.0 to 3.64	3.64			\$ -					\$ -	
164	Edmonds Place	0.0 to .160	0.97			\$ -	0.0 to .970	0.97	\$ 39,898		\$ -	
180	Ayrshire Loop	0.0 to 3.340	3.34	1.6 to 3.34	1.74	\$ 70,167					\$ -	
147	Devon Way	0.0 to 2.03	2.03			\$ -	0.0 to 2.03	2.03	\$ 83,499		\$ -	
149	Angus Way	0.0 to .500	0.5			\$ -					\$ -	
150	Santa Gertrudius Drive	0.0 to 4.58	2.11			\$ -					\$ -	
200	Sugar Gum Drive	0.0 to 1.20	1.2	0.0 - 1.20	1.2	\$ 48,391						
188	Ghost Gum Ridge	0.0 to 1.91	1.91				0.0 - 1.91	1.91	\$ 78,563			
78	Hart Drive	0.0 to 5.24	5.24			\$ -					\$ -	
153	Powderbark Drive	0.0 to 1.30	1.3	0.0 to 1.13	1.13	\$ 45,568					\$ -	
38	Reserve Road	0.0 to 1.08	1.08			\$ -	0.0 to 1.08	1.08	\$ 44,423		\$ -	
13	Crest Hill Road	1.6 to 4.6	3	3.1 - 4.6	1.5	\$ 60,489					\$ -	
107	Peters Road	0.0 to 0.85	0.85						0.0 to .85	0.85	\$ 35,662	
178	Leschenaultia Drive	0.0 to 2.18	2.18						0.0 - 0.91	0.91	\$ 38,179	
49	West Point Road	0.0 to 3.730	3.73			\$ -					\$ -	
52	Maddern Road	0.0 - 2.235	2.235									
Total			98.815	Total	7.83	\$ 315,752	Total	7.99	\$ 328,648	Total	8.01	\$ 336,060

Road Reseals

Road No.	Road Name	Slk	Project Length	2023/24			2024/25			2025/26		
				SLK	PROJECT LENGTH	BUDGET	SLK	PROJECT LENGTH	BUDGET	SLK	PROJECT LENGTH	BUDGET
8	Hay Flat Road	10.0 to 11.4	1.4	2.0 - 4.0	2	\$ 85,588	4.0 - 7.0	3	\$ 130,950	7.0 - 10.50	3.5	\$ 155,831
2	Chittering Road	0.0 to 26.72	26.72			\$ -			\$ -			\$ -
7	Chittering Valley Road	0.0 to 8.78	8.78				0.0 to 1.28	1.28	\$ 55,872	1.28-3.38	2	\$ 89,046
74	Chittering Street	0.0 to 1.65	1.65									
3	Dewars-Pool Road	0.0 to 9.39	9.39			\$ -			\$ -	7.39-9.39	2	\$ 89,046
111	Chinkabee Road	0.0 to 0.25	0.25			\$ -			\$ -			\$ -
16	Gray Road	1.62 to 5.25	3.63	2.62 - 4.62	2	\$ 85,588	4.62 - 5.25	0.63	\$ 27,500			
9	Wells Glover Road	8.5 to 12.5	4				7.2 TO 8.5	1.3	\$ 56,745			\$ -
1	Mooliabeenee Road	0.0 to 6.73	6.73			\$ -			\$ -			\$ -
145	Hereford Way	0.0 to .950	0.95			\$ -			\$ -			\$ -
146	Murray Grey Circle	0.0 to 3.64	3.64			\$ -			\$ -			\$ -
164	Edmonds Place	0.0 to .160	0.97			\$ -			\$ -			\$ -
180	Ayrshire Loop	0.0 to 3.340	3.34			\$ -			\$ -			\$ -
147	Devon Way	0.0 to 2.03	2.03			\$ -			\$ -			\$ -
149	Angus Way	0.0 to .500	0.5			\$ -			\$ -			\$ -
150	Santa Gertrudius Drive	0.0 to 4.58	2.11			\$ -			\$ -			\$ -
200	Sugar Gum Drive	0.0 to 1.20	1.2									
188	Ghost Gum Ridge	0.0 to 1.91	1.91									
78	Hart Drive	0.0 to 5.24	5.24			\$ -			\$ -			\$ -
153	Powderbark Drive	0.0 to 1.30	1.3			\$ -			\$ -			\$ -
38	Reserve Road	0.0 to 1.08	1.08			\$ -			\$ -			\$ -
13	Crest Hill Road	1.6 to 4.6	3	1.6 to 4.6	3	\$ 128,383			\$ -			\$ -
107	Peters Road	0.0 to 0.85	0.85			\$ -			\$ -			\$ -
178	Leschenaultia Drive	0.0 to 2.18	2.18	0.91 - 2.18	1.27	\$ 54,349						
49	West Point Road	0.0 to 3.730	3.73			\$ -	0.0 TO 1.5	1.5	\$ 65,475	1.5 - 3.0	1.5	\$ 66,785
52	Maddern Road	0.0 - 2.235	2.235									
Total			98.815	Total	8.27	\$ 353,908	Total	7.71	\$ 336,542	Total	9	\$ 400,708

Road Reseals

Road No.	Road Name	Slk	Project Length	2026/27		
				SLK	PROJECT LENGTH	BUDGET
8	Hay Flat Road	10.0 to 11.4	1.4			
2	Chittering Road	0.0 to 26.72	26.72			\$ -
7	Chittering Valley Road	0.0 to 8.78	8.78	3.38-5.38	2	\$ 90,827
74	Chittering Street	0.0 to 1.65	1.65			
3	Dewars-Pool Road	0.0 to 9.39	9.39	5.39-7.39	2	\$ 90,827
111	Chinkabee Road	0.0 to 0.25	0.25			\$ -
16	Gray Road	1.62 to 5.25	3.63			
9	Wells Glover Road	8.5 to 12.5	4	9.4-10.4	1	\$ 45,414
1	Mooliabeenee Road	0.0 to 6.73	6.73			\$ -
145	Hereford Way	0.0 to .950	0.95			\$ -
146	Murray Grey Circle	0.0 to 3.64	3.64			\$ -
164	Edmonds Place	0.0 to .160	0.97			\$ -
180	Ayrshire Loop	0.0 to 3.340	3.34			\$ -
147	Devon Way	0.0 to 2.03	2.03			\$ -
149	Angus Way	0.0 to .500	0.5			\$ -
150	Santa Gertrudius Drive	0.0 to 4.58	2.11			\$ -
200	Sugar Gum Drive	0.0 to 1.20	1.2			
188	Ghost Gum Ridge	0.0 to 1.91	1.91			
78	Hart Drive	0.0 to 5.24	5.24			\$ -
153	Powderbark Drive	0.0 to 1.30	1.3			\$ -
38	Reserve Road	0.0 to 1.08	1.08			\$ -
13	Crest Hill Road	1.6 to 4.6	3			\$ -
107	Peters Road	0.0 to 0.85	0.85			\$ -
178	Leschenaultia Drive	0.0 to 2.18	2.18			
49	West Point Road	0.0 to 3.730	3.73	3.0 - 4.7	1.7	\$ 77,203
52	Maddern Road	0.0 - 2.235	2.235			
Total			98.815	6.7		\$ 304,271

Rural Roads Reconstruction

Road N°	Road Hierarc hv	Road Name	Slk
2		Chittering Road(RRG)	0.0 to 26.720
2		Chittering/Lake Road(BS)	0.0 to 26.721
7		Chittering Valley Road(RRG)	0.0 to 8.780
36		Mucchea South Road(RRG)	0.0 to 5.290
4		Mucchea East Road	1.4 to 5.9
9		Wells Glover Road	8.5 to 12.5
1		Mooliabeenee Road	0.0 to 6.73
55		Spice Road	0.0 to 1.560
		Blackspot	
7		Chittering Road(NBS)	13.79 to 14.50
7		Chittering Valley/Chittering 2	8.780 CVR
10		Julimar Road(BS, Staged over 2 years)	Slk 3.6 to 4.1
4		Mucchea East/Wandena Road (NBS)	Slk 6.0
2		Blue Plains/Maddern	slk 1.54
30		Wandena Road	slk 1.98 to 2.75
Totals			

2017/18			
SLK	PROJECT LENGTH	BUDGET	
10.77-12.83	2.06	241677	\$ 591,444
		275360	
0.0 to 1.05	1.05	391928	\$ 391,928
		134748	\$ -
13.79 to 14.50	0.71		\$ 127,201
3.70 to 4.00	0.3		\$ 31,000
6	0.1		\$ 262,398
slk 1.54	0.1		\$ 283,399
1.98 to 2.75	0.77		\$ 89,034
Total	5.09		\$ 1,776,404

2018/19			
SLK	PROJECT LENGTH	BUDGET	
20.51-22.10	1.59	246510	\$ 391,951
		280868	
		0	
1.05 to 2.55	1.5	399767	\$ 599,650
Total	3.09		\$ 991,601

2019/20			
SLK	PROJECT LENGTH	BUDGET	
22.10 to 23.6	1.5	251441	\$ 377,161
		0	
		294911	\$ -
2.55 to 4.05	1.5	407762	\$ 611,643
		303585	
Total	3		\$ 988,804

Road N°	Road Hierarc hv	Road Name	Slk
2		Chittering Road(RRG)	0.0 to 26.720
2		Chittering/Lake Road(BS)	0.0 to 26.721
7		Chittering Valley Road(RRG)	0.0 to 8.780
36		Mucchea South Road(RRG)	0.0 to 5.290
4		Mucchea East Road	1.4 to 5.9
9		Wells Glover Road	8.5 to 12.5
1		Mooliabeenee Road	0.0 to 6.73
55		Spice Road	0.0 to 1.560
		Blackspot	
7		Chittering Road(NBS)	13.79 to 14.50
7		Chittering Valley/Chittering 2	8.780 CVR
10		Julimar Road(BS, Staged over 2 years)	Slk 3.6 to 4.1
4		Mucchea East/Wandena Road (NBS)	Slk 6.0
2		Blue Plains/Maddern	slk 1.54
30		Wandena Road	slk 1.98 to 2.75
Totals			

2020/21			
SLK	PROJECT LENGTH	BUDGET	
23.6 to 25.1	1.5	264013	\$ 396,019
2.78 to 4.28	1.5	318765	\$ 478,148
		318764	
Total	3		\$ 874,166

2021/22			
SLK	PROJECT LENGTH	BUDGET	
25.1 to 26.67	1.57	269293	\$ 422,790
1.28 to 1.48	0.2	325140	\$ 65,028
		334703	
		334703	
		\$ -	
		\$ -	
Total	1.77		\$ 487,818

2022/23			
SLK	PROJECT LENGTH	BUDGET	
		274679	\$ -
0.0 to 1.28	1.28	331643	\$ 424,503
		341397	\$ -
		351438	\$ -
Total	1.28		\$ 424,503

Town Street Reconstruction

Road Name	Slk	Project Length	Project description	2020/21			2021/22			2022/23		
				SLK	PROJECT LENGTH	BUDGET	SLK	PROJECT LENGTH	BUDGET	SLK	PROJECT LENGTH	BUDGET
Archibald Street	0.0 to 2.05	2.05	Reconstruct/asphalt seal	.58-.83	0.25	\$ 274,635	.83-1.08	0.25	\$ 280,128	1.08-1.33	0.25	\$ 285,731
Carl Street	0.0 to 2.08	2.08	Reconstruct/asphalt seal			\$ -			\$ -			\$ -
Steer Street	0.0 to .520	0.52	Shoulder rehab. Final seal			\$ -			\$ -			\$ -
Arbuckle Street	0.0 to .640	0.64	Shoulder rehab. Final seal			\$ -			\$ -			\$ -
McKenzie Street	0.0 to .330	0.33	Shoulder rehab. Final seal			\$ -			\$ -			\$ -
Davern Street	0.0 to 1.690	1.12	Shoulder rehab. Final seal			\$ -			\$ -			\$ -
Philmore Street	0.0 to 2.100	1.12	Shoulder rehab. Final seal			\$ -			\$ -			\$ -
Chittering Street	0.0 to 1.650	1.65	Shoulder rehab. Final seal			\$ -			\$ -			\$ -
Parkside Gardens	0.0 to .52	0.52	Reconstruct/asphalt seal			\$ -			\$ -			\$ -
Orchard Road	0.0 to .59	0.59	Reconstruct/two coat seal			\$ -			\$ -			\$ -
Sandpiper Mews	0.0 to .410	0.41	Shoulder rehab. Final seal			\$ -			\$ -			\$ -
Kingfisher Ct	0.0 to .600	0.6	Shoulder rehab. Final seal			\$ -			\$ -			\$ -
Whistler Close	0.0 to .240	0.24	Shoulder rehab. Final seal			\$ -			\$ -			\$ -
Ridgetop Ramble	0.96 to 2.970	2.97	construct shoulders and seal/final seal	1.46 to 1.71	0.25	\$ 274,635			\$ -	1.71-1.96	0.25	\$ 285,731
Ridgetop Ramble(BS)	1.9 TO 2.1	0.2	Reconstruct/asphalt seal			\$ -			\$ -			\$ -
Robin Gr	0.0 .430	0.43	Shoulder rehab. Final seal			\$ -			\$ -			\$ -
Evergreen Rise	0.0 to .380	0.38	Shoulder rehab. Final seal			\$ -			\$ -			\$ -
Rangeview Rise	0.0 to .280	0.28	Shoulder rehab. Final seal			\$ -			\$ -			\$ -
Forest Hill Parade	0.0 to 4.57	4.57	construct shoulders and seal/final seal	3.82 to 4.02	0.2	\$ 219,708	4.07 to 4.42	0.35	\$ 392,179	4.42 to 4.57	0.25	\$ 285,731
Edwards Place	0.0 to 2.20	2.2	Reconstruct/asphalt seal			\$ -			\$ -			\$ -
Learners Way	0.0 to 0.17	0.17	Reconstruct/asphalt seal			\$ -			\$ -			\$ -
Binda Place(R2R)	0.0 to .261	0.09	Reconstruct/asphalt seal			\$ -			\$ -			\$ -
Woolah Rise	0.0 to .15	0.15	Construct and seal			\$ -			\$ -			\$ -
TOTAL		23.31		TOTAL	0.7	\$ 768,979		0.6	\$ 672,307		0.75	\$ 857,192

Bridges

Bridge N°	Scope of works	Road Name	Slk	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
4025	Substructure repairs	Chittering Road	9.25						
4026	Substructure repairs	Chittering Road	11.2					\$ 150,000	
4027	Replace with culvert	Chittering Road	11.34						\$ 250,000
4030	Substructure repairs	Chittering Valley Road	0.32						\$ 150,000
4031	Substructure repairs	Chittering Valley Road	1.05						\$ 150,000
4701	Replace with Culvert	Blizzard Road	0.32			\$ 200,000			
4868	Replace with Culvert	Chittering Valley Road	0.07						
5063	Substructure repairs	Valley View Drive	0.06				\$ 150,000		
5064	Substructure repairs	Valley View Drive	0.28				\$ 150,000		
			Totals	\$ -	\$ -	\$ 200,000	\$ 300,000	\$ 150,000	\$ 550,000
4852	substructure works	Keating Road							
5374	replace with culvert	Flat Rocks Road						\$ 280,000	

Bridge N°	Scope of works	Road Name	Slk	2019/20	2020/21	2021/22	2022/23	2023/24
4025	Substructure repairs	Chittering Road	9.25	\$ 150,000				
4026	Substructure repairs	Chittering Road	11.2					
4027	Replace with culvert	Chittering Road	11.34					
4030	Substructure repairs	Chittering Valley Road	0.32					
4031	Substructure repairs	Chittering Valley Road	1.05					
4701	Replace with Culvert	Blizzard Road	0.32					
4868	Replace with Culvert	Chittering Valley Road	0.07		\$ 250,000			
5063	Substructure repairs	Valley View Drive	0.06					
5064	Substructure repairs	Valley View Drive	0.28					
			Totals	\$ 150,000	\$ 250,000	\$ -	\$ -	
4852	substructure works	Keating Road						
5374	replace with culvert	Flat Rocks Road						

carryover to 17/18

TEN YEAR BUILDING PROGRAM

Property Description	2013-2014			2014-2015			2015-2016		
	Operating Expenditure	Asset Preservation	Capital Expenditure	Operating Expenditure	Asset Preservation	Capital Expenditure	Operating Expenditure	Asset Preservation	Capital Expenditure
Bindoon Cemetery Toilet	1,750	0	0	1,740	0	0	2,033	0	0
Bindoon Hall	37,577	0	700,000	28,239	0	0	19,567	0	0
Bindoon Medical Centre	9,210	0	15,000	10,664	0	0	12,699	0	0
Bindoon Toilet	40,100	0	0	27,699	0	0	32,013	0	0
Blackboy Ridge Toilet	7,304	0	0	7,081	2,500	0	3,834	0	0
Brockman Centre Precinct	30,760	2,000	0	23,732	0	0	27,481	0	0
Chinkabee Complex	28,500	0	0	14,143	0	0	16,686	0	0
Chittering Health Centre									
Chittering Hall	25,640	9,000	0	25,798	0	0	29,133	0	0
Chittering Hall Outside Toilet	0	0	0	0	0	0	1,200	0	0
Clune Park Rotunda	3,316	0	10,000	1,470	2,500	0	1,544	0	0
Clune Park Toilets	22,455	0	0	18,819	0	0	18,709	0	0
Community Housing Common	24,790	0	0	7,395	0	0	8,274	0	0
Comm Housing Unit 1/8	4,030	5,000	0	4,881	2,000	0	11,296	0	0
Comm Housing Unit 2/8	4,030	0	0	5,590	3,900	0	6,222	0	0
Comm Housing Unit 3/8	5,630	0	0	4,725	0	0	5,816	0	0
Comm Housing Unit 4/8	4,530	10,000	0	8,324	0	0	9,661	0	0
Comm Housing Unit 5/8	5,630	0	0	4,685	0	0	4,916	0	0
Comm Housing Unit 6/8	4,030	4,000	0	4,296	0	0	5,240	0	0
6169 Great Northern Highway	14,385	0	0	10,191	0	0	12,036	0	0
Council Chambers	11,285	8,000	0	22,765	7,000	0	10,144	0	0
Ferguson House	11,405	0	0	5,867	0	0	8,022	0	0
Fire Station - Bindoon	5,000	0	0	7,577	0	0	8,690	0	0
Fire Station - Lower Chittering	5,000	0	0	7,679	0	0	12,907	0	0
Fire Station - Muchea	5,000	0	0	7,577	0	0	8,690	0	0
Fire Station - Upper Chittering	5,000	0	0	7,577	0	0	12,690	0	0
Fire Station - Wannamal	5,000	0	0	7,577	0	0	7,190	0	0
John Glenn Park Toilet	20,590	0	0	13,500	0	0	15,060	0	0
Library	14,020	0	0	5,180	0	0	7,926	6,000	0
Muchea Hall	37,730	7,000	0	29,603	0	0	37,247	0	0
Muchea Oval Storage Shed	3,500	0	0	0	0	0	0	0	0
Sandown Park	1,840	0	0	1,932	0	0	2,029	0	0
Seniors Housing Common	24,320	0	0	12,394	0	0	9,488	0	0
Sen Housing Unit 1/11	3,960	5,000	0	7,231	0	0	5,911	0	0
Sen Housing Unit 2/11	3,750	0	0	7,081	0	0	5,753	7,700	0
Sen Housing Unit 3/11	3,750	5,000	0	7,081	0	0	5,753	3,500	0
Sen Housing Unit 4/11	3,890	0	0	7,193	0	0	5,871	3,500	0
Sen Housing Unit 5/11	3,795	0	0	7,126	0	0	5,800	0	0
Sen Housing Unit 6/11	3,800	0	0	7,126	0	0	5,800	0	0
Sen Housing Unit 7/11	3,850	6,000	0	7,126	0	0	6,249	0	0
Sen Housing Unit 8/11	4,800	0	0	5,126	0	0	5,800	0	0
Shire Admin Office	54,320	4,500	0	52,045	0	31,780	52,615	0	10,000
Shire Depot	34,680	0	0	24,048	0	0	25,280	0	0
Staff Housing Common	23,823	0	0	11,018	0	0	4,215	0	0
Staff Housing Unit 1/6194	5,175	5,000	0	5,777	0	0	8,132	0	0
Staff Housing Unit 2/6194	4,720	0	0	5,207	7,000	0	5,881	0	0
Staff Housing Unit 3/6194	4,720	18,000	0	4,999	0	0	5,246	0	0
Staff Housing Unit 4/6194	4,720	5,000	0	4,999	7,200	0	5,881	0	0
Sussex Bend Toilet Block									
Tech Services Building	27,970	13,000	3,000	22,219	4,500	0	24,524	0	0
Tourist Bureau	15,050	0	0	13,154	0	0	15,378	0	0
Wannamal Hall	30,092	0	0	17,518	0	0	17,888	9,000	0
Wannamal Rest Area & Toilets	9,120	0	0	15,970	0	0	16,769	0	0
TOTAL:	669,342	106,500	728,000	570,736	36,600	31,780	597,187	29,700	10,000

Property Description	2016-2017			2017-2018			2018-2019		
	Operating Expenditure	Asset Preservation	Capital Expenditure	Operating Expenditure	Asset Preservation	Capital Expenditure	Operating Expenditure	Asset Preservation	Capital Expenditure
Bindoon Cemetery Toilet	1,740	1,400	0	3,342	0	0	1,808	500	0
Bindoon Hall	12,716	0	0	9,665	0	0	10,148	0	0
Bindoon Medical Centre	6,165	0	0	6,473	6,000	0	6,797	12,500	0
Bindoon Toilet	33,629	350	0	34,869	0	0	36,612	0	0
Blackboy Ridge Toilet	5,450	0	0	4,159	0	0	3,975	0	0
Brockman Centre Precinct	28,947	0	0	25,952	0	0	29,050	25,000	0
Chinkabee Complex	14,340	5,000	0	14,235	0	0	14,580	0	0
Chittering Health Centre	8,176	0	0						
Chittering Hall	19,729	0	0	24,808	0	0	20,693	0	25,000
Chittering Hall Outside Toilet	0	0	0	0	0	0	0	0	0
Clune Park Rotunda	1,621	0	0	1,702	3,000	0	1,787	0	0
Clune Park Toilets	23,336	1,584	0	25,156	0	0	25,367	5,000	0
Community Housing Common	8,389	0	0	7,274	0	0	6,508	0	0
Comm Housing Unit 1/8	5,469	3,500	0	4,939	4,200	0	9,020	0	0
Comm Housing Unit 2/8	7,219	0	0	7,126	0	0	5,172	7,400	0
Comm Housing Unit 3/8	5,976	0	0	6,044	3,500	0	8,920	0	0
Comm Housing Unit 4/8	4,933	2,800	0	4,896	10,000	0	5,141	0	0
Comm Housing Unit 5/8	4,589	0	0	3,733	0	0	3,920	0	0
Comm Housing Unit 6/8	5,635	0	0	6,878	0	0	13,219	0	0
6169 Great Northern Highway	4,012	0	0	3,855	0	0	5,448	0	0
Council Chambers	7,348	0	0	7,798	0	0	10,188	0	0
Ferguson House	6,595	2,000	0	6,242	0	0	6,554	0	0
Fire Station - Bindoon	14,749	0	0	13,927	6,000	0	8,324	8,000	0
Fire Station - Lower Chittering	9,396	0	0	8,419	0	0	8,978	0	0
Fire Station - Muchea	9,050	0	0	7,927	0	0	8,324	6,000	0
Fire Station - Upper Chittering	9,050	0	0	13,611	0	0	8,324	8,000	0
Fire Station - Wannamal	7,550	0	0	7,927	0	0	9,824	0	0
John Glenn Park Toilet	18,811	0	0	20,751	0	0	20,739	1,800	0
Library	10,700	6,000	0	11,172	0	0	11,731	0	0
Muchea Hall	27,409	24,500	0	28,685	0	0	26,868	10,000	0
Muchea Oval Storage Shed	0	0	0	0	0	0	0	0	0
Sandown Park	0	0	0	0	0	0	0	0	0
Seniors Housing Common	7,812	400	0	6,232	0	0	6,544	0	0
Sen Housing Unit 1/11	5,015	3,000	0	8,104	0	0	4,999	3,500	0
Sen Housing Unit 2/11	5,708	0	0	6,690	3,500	0	5,764	6,000	0
Sen Housing Unit 3/11	5,015	0	0	4,871	0	0	10,147	0	0
Sen Housing Unit 4/11	5,015	3,000	0	5,962	0	0	5,000	6,000	0
Sen Housing Unit 5/11	5,015	0	0	4,762	3,000	0	5,000	6,000	0
Sen Housing Unit 6/11	5,015	0	0	4,762	3,500	0	6,000	6,000	0
Sen Housing Unit 7/11	6,015	0	0	4,762	0	0	8,834	0	0
Sen Housing Unit 8/11	5,015	3,000	0	4,762	0	0	9,834	6,000	0
Shire Admin Office	43,039	6,700	0	50,022	15,000	9,000	52,498	0	0
Shire Depot	23,093	0	37,000	17,783	0	0	18,790	0	0
Staff Housing Common	4,412	0	0	4,632	0	0	4,864	0	0
Staff Housing Unit 1/6194	6,568	4,200	0	5,821	4,100	0	9,112	5,800	0
Staff Housing Unit 2/6194	7,230	0	0	4,517	8,200	0	13,212	0	0
Staff Housing Unit 3/6194	4,427	0	0	3,587	600	0	3,766	4,200	0
Staff Housing Unit 4/6194	6,776	0	0	6,018	600	0	5,936	0	0
Sussex Bend Toilet Block	12,277	0	0						
Tech Services Building	21,963	0	0	21,080	3,800	0	24,787	0	0
Tourist Bureau	10,472	0	0	8,395	2,000	0	8,814	0	0
Wannamal Hall	12,992	0	0	10,033	5,000	0	13,535	0	0
Wannamal Rest Area & Toilets	17,113	0	0	18,051	3,000	0	18,954	0	0
TOTAL:	542,713	67,434	37,000	522,415	85,000	9,000	564,408	127,700	25,000

Property Description	2019-2020			2020-2021			2021-2022			2022-2023		
	Operating Expenditure	Asset Preservation	Capital Expenditure	Operating Expenditure	Asset Preservation	Capital Expenditure	Operating Expenditure	Asset Preservation	Capital Expenditure	Operating Expenditure	Asset Preservation	Capital Expenditure
Bindoon Cemetery Toilet	2,138	0	0	3,193	0	0	2,358	0	0	2,197	0	0
Bindoon Hall	10,655	2,800	0	11,187	0	0	13,147	0	0	15,655	0	0
Bindoon Medical Centre	7,137	2,000	0	8,403	0	0	8,233	4,200	0	8,645	0	0
Bindoon Toilet	38,443	10,000	0	40,661	0	0	44,183	0	0	44,502	0	0
Blackboy Ridge Toilet	4,174	3,000	0	4,383	0	0	4,947	0	0	4,832	0	0
Brockman Centre Precinct	29,663	14,000	0	30,043	0	0	32,809	5,000	25,000	41,122	10,000	0
Chinkabee Complex	17,079	0	0	19,074	20,000	0	17,987	0	0	17,633	6,000	0
Chittering Health Centre												
Chittering Hall	21,728	0	0	24,401	0	0	23,955	16,000	0	33,152	0	0
Chittering Hall Outside Toilet	0	0	0	1,400	7,000	0	0	0	0	0	0	0
Clune Park Rotunda	1,876	0	0	1,970	0	0	2,068	0	0	2,172	0	0
Clune Park Toilets	26,635	0	0	28,964	0	0	29,368	0	0	30,838	0	0
Community Housing Common	7,959	0	0	7,327	0	0	8,712	0	0	8,118	0	0
Comm Housing Unit 1/8	5,444	2,400	0	7,409	0	0	6,367	0	0	7,350	0	0
Comm Housing Unit 2/8	5,431	0	0	6,398	0	0	6,539	0	0	6,244	0	0
Comm Housing Unit 3/8	5,340	7,400	0	5,608	0	0	6,455	0	0	6,755	6,000	0
Comm Housing Unit 4/8	5,398	2,400	0	5,668	0	0	6,518	0	0	7,049	0	0
Comm Housing Unit 5/8	5,616	0	0	4,322	0	0	5,105	0	0	4,765	0	0
Comm Housing Unit 6/8	13,393	3,800	0	17,382	0	0	23,585	0	0	31,765	0	0
6169 Great Northern Highway	4,250	0	0	4,463	2,500	0	4,844	0	2,000	4,920	0	0
Council Chambers	8,597	4,500	0	9,027	0	0	9,479	0	0	9,953	0	0
Ferguson House	8,082	0	0	8,626	6,000	0	7,587	0	0	7,967	6,300	0
Fire Station - Bindoon	8,740	0	0	12,077	6,000	0	11,136	0	0	10,117	0	0
Fire Station - Lower Chittering	17,364	0	0	11,717	6,000	0	16,403	8,000	0	19,636	0	0
Fire Station - Muchea	16,592	3,000	0	22,677	0	0	11,136	5,000	0	10,118	0	0
Fire Station - Upper Chittering	10,140	0	0	14,677	6,000	0	11,136	7,000	0	10,118	0	0
Fire Station - Wannamal	10,140	0	0	13,177	0	0	9,636	0	0	16,117	8,000	0
John Glenn Park Toilet	21,776	0	0	24,365	0	0	25,208	3,000	0	25,208	0	0
Library	12,318	0	0	12,934	0	0	13,580	0	0	14,259	6,000	0
Muchea Hall	25,975	0	0	25,671	20,000	0	33,164	0	0	27,804	0	0
Muchea Oval Storage Shed	0	0	0	0	0	0	0	0	0	0	0	0
Sandown Park	0	0	0	0	0	0	0	0	0	0	0	0
Seniors Housing Common	6,871	0	0	7,214	0	0	7,575	0	0	7,954	0	0
Sen Housing Unit 1/11	5,249	0	0	5,512	0	0	6,169	2,400	0	6,076	0	0
Sen Housing Unit 2/11	7,853	0	0	6,355	2,400	0	7,054	0	0	7,006	0	0
Sen Housing Unit 3/11	5,365	2,400	0	5,631	4,000	0	6,290	0	0	6,200	0	0
Sen Housing Unit 4/11	9,076	2,400	0	5,513	3,500	0	6,170	0	0	6,078	0	0
Sen Housing Unit 5/11	10,076	3,500	0	7,113	0	0	6,170	2,400	0	6,078	0	0
Sen Housing Unit 6/11	9,076	0	0	5,513	3,500	0	6,170	2,400	0	6,078	0	0
Sen Housing Unit 7/11	5,250	9,000	0	5,513	0	0	6,170	2,400	0	6,077	0	0
Sen Housing Unit 8/11	5,250	0	0	5,513	2,400	0	6,170	4,500	0	6,077	0	0
Shire Admin Office	48,910	9,000	0	51,356	0	0	66,550	30,000	0	56,520	0	0
Shire Depot	21,406	0	0	20,586	0	0	21,672	0	0	25,696	0	0
Staff Housing Common	5,107	0	0	5,362	0	0	5,630	0	0	5,912	0	0
Staff Housing Unit 1/6194	7,818	0	0	8,339	4,800	0	7,792	0	0	7,714	0	0
Staff Housing Unit 2/6194	4,981	0	0	5,230	0	0	6,207	0	0	6,050	0	0
Staff Housing Unit 3/6194	5,155	0	0	11,484	0	0	5,678	0	0	6,364	0	0
Staff Housing Unit 4/6194	4,968	2,400	0	5,808	0	0	7,242	0	0	12,610	0	0
Sussex Bend Toilet Block												
Tech Services Building	24,404	0	0	24,347	1,500	0	26,304	0	0	26,807	0	0
Tourist Bureau	9,255	5,000	0	16,353	6,000	0	10,712	6,000	0	10,715	15,000	0
Wannamal Hall	15,061	54,000	0	11,615	0	0	18,353	0	0	12,823	0	0
Wannamal Rest Area & Toilets	21,302	2,000	0	21,547	0	0	21,942	0	0	30,039	0	0
TOTAL:	584,516	145,000	0	623,108	101,600	0	651,665	98,300	25,000	687,887	57,300	0

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Plant No : Rego : Group : Make	Estimated Costs		Purchase Date	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
	Budget Replacement Price	Budget Disposal Price											
P0001 0CH : Car 6 Cylinder : Holden			24/11/2015										
	\$51,818	\$24,091		\$27,727	\$0	\$0	\$0	\$0	\$27,727	\$0	\$0	\$0	\$0
P0003 00CH : Car 6 Cylinder : Holden			04/09/2015										
	\$36,364	\$10,000		\$0	\$26,364	\$0	\$0	\$0	\$26,364	\$0	\$0	\$0	\$26,364
P0004 1GME009 : Utility Chassis Cab 4 : Holden			30/07/2015										
	\$43,182	\$14,091		\$0	\$0	\$0	\$29,091	\$0	\$0	\$0	\$0	\$29,091	\$0
P0005 CH1270 : Car 6 Cylinder : Holden			25/08/2015										
	\$36,364	\$13,182		\$0	\$0	\$23,182	\$0	\$0	\$0	\$23,182	\$0	\$0	\$0
P0035 CH354 : Utility Chassis Cab 4 : Holden			11/09/2014										
	\$44,455	\$12,727		\$0	\$31,727	\$0	\$0	\$31,727	\$0	\$0	\$0	\$31,727	\$0
P0042 : Arbor Equipment : [Unknown]			01/07/2011										
	\$50,000	\$9,091		\$0	\$0	\$0	\$40,909	\$0	\$0	\$0	\$0	\$0	\$0
P0177 CH5464 : Bus : Toyota			24/05/2006										
	\$113,636	\$15,000		\$0	\$0	\$98,636	\$0	\$0	\$0	\$0	\$0	\$0	\$0
P0230 CH230 : Utility Chassis Cab 6 : Holden			24/11/2014										
	\$42,727	\$1,364		\$0	\$0	\$0	\$0	\$41,364	\$0	\$0	\$0	\$41,364	\$0
P0231 CH003 : Utility Chassis Cab 4 : Holden			16/01/2014										
	\$42,727	\$10,000		\$0	\$0	\$0	\$32,727	\$0	\$0	\$32,727	\$0	\$0	\$0
P10099 CH10099 : Truck Medium (MR) 6 : Isuzu			30/04/2016										
	\$131,818	\$31,818		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$100,000	\$0
P10178 000CH : Car 4 Cylinder : Holden			25/11/2014										
	\$79,682	\$17,273		\$0	\$62,409	\$0	\$0	\$0	\$62,409	\$0	\$0	\$0	\$0

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Plant No : Rego : Group : Make	Estimated Costs		Purchase Date	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
	Budget Replacement Price	Budget Disposal Price											
P10555 CH10555 : Motor Grader : Komatsu			30/06/2014										
	\$380,000	\$81,818		\$0	\$0	\$0	\$0	\$0	\$0	\$298,182	\$0	\$0	\$0
P10886 CH10886 : Mower\Slasher : Toro			11/10/2017										
	\$21,364	\$4,545		\$0	\$0	\$0	\$0	\$0	\$16,818	\$0	\$0	\$0	\$0
P1254 CH1254 : Truck Heavy (HR HC) 6 : Fuso			17/06/2015										
	\$203,000	\$64,273		\$0	\$0	\$0	\$0	\$0	\$138,727	\$0	\$0	\$0	\$0
P1255 CH1255 : Truck Heavy (HR HC) 6 : Fuso			10/05/2013										
	\$210,000	\$69,545		\$0	\$0	\$0	\$0	\$0	\$140,455	\$0	\$0	\$0	\$0
P1256 CH1256 : Truck Heavy (HR HC) 6 : Isuzu			24/05/2016										
	\$160,000	\$54,545		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$105,455	\$0
P1257 CH5757 : Truck Medium (MR) 4 : Fuso			17/06/2015										
	\$92,000	\$34,545		\$0	\$0	\$0	\$0	\$0	\$0	\$57,455	\$0	\$0	\$0
P1258 CH1258 : Truck Medium (MR) 4 : Fuso			16/06/2015										
	\$113,636	\$28,909		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$84,727	\$0	\$0
P1261 CH1261 : Motor Grader : Caterpillar			06/02/2004										
	\$336,364	\$35,000		\$0	\$301,364	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
P1262 CH1262 : Car 4 Cylinder : Holden			31/08/2014										
	\$30,909	\$10,000		\$0	\$0	\$20,909	\$0	\$0	\$0	\$0	\$20,909	\$0	\$0
P1263 CH1263 : Roller : Multipac			30/11/2009										
	\$165,000	\$30,000		\$0	\$0	\$135,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0
P1266 CH1266 : Loader Backhoe : JCB			27/05/2016										
	\$203,000	\$44,000		\$0	\$0	\$0	\$0	\$0	\$159,000	\$0	\$0	\$0	\$0

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Chittering

Plant No : Rego : Group : Make	Estimated Costs		Purchase Date	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
	Budget Replacement Price	Budget Disposal Price											
P0001 0CH : Car 6 Cylinder : Holden	\$51,818	\$24,091	24/11/2015	\$27,727	\$0	\$0	\$0	\$0	\$27,727	\$0	\$0	\$0	\$0
P0003 00CH : Car 6 Cylinder : Holden	\$36,364	\$10,000	04/09/2015	\$0	\$26,364	\$0	\$0	\$0	\$26,364	\$0	\$0	\$0	\$26,364
P0004 1GME009 : Utility Chassis Cab 4 : Holden	\$43,182	\$14,091	30/07/2015	\$0	\$0	\$0	\$29,091	\$0	\$0	\$0	\$0	\$29,091	\$0
P0005 CH1270 : Car 6 Cylinder : Holden	\$36,364	\$13,182	25/08/2015	\$0	\$0	\$23,182	\$0	\$0	\$0	\$23,182	\$0	\$0	\$0
P0035 CH354 : Utility Chassis Cab 4 : Holden	\$44,455	\$12,727	11/09/2014	\$0	\$31,727	\$0	\$0	\$31,727	\$0	\$0	\$0	\$31,727	\$0
P0042 : Arbor Equipment : [Unknown]	\$50,000	\$9,091	01/07/2011	\$0	\$0	\$0	\$40,909	\$0	\$0	\$0	\$0	\$0	\$0
P0177 CH5464 : Bus : Toyota	\$113,636	\$15,000	24/05/2006	\$0	\$0	\$98,636	\$0	\$0	\$0	\$0	\$0	\$0	\$0
P0230 CH230 : Utility Chassis Cab 6 : Holden	\$42,727	\$1,364	24/11/2014	\$0	\$0	\$0	\$0	\$41,364	\$0	\$0	\$0	\$41,364	\$0
P0231 CH003 : Utility Chassis Cab 4 : Holden	\$42,727	\$10,000	16/01/2014	\$0	\$0	\$0	\$32,727	\$0	\$0	\$32,727	\$0	\$0	\$0
P10099 CH10099 : Truck Medium (MR) 6 : Isuzu	\$131,818	\$31,818	30/04/2016	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$100,000	\$0
P10178 000CH : Car 4 Cylinder : Holden	\$79,682	\$17,273	25/11/2014	\$0	\$62,409	\$0	\$0	\$0	\$62,409	\$0	\$0	\$0	\$0

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Plant No : Rego : Group : Make	Estimated Costs		Purchase Date	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
	Budget Replacement Price	Budget Disposal Price											
P10555 CH10555 : Motor Grader : Komatsu			30/06/2014										
	\$380,000	\$81,818		\$0	\$0	\$0	\$0	\$0	\$0	\$298,182	\$0	\$0	\$0
P10886 CH10886 : Mower\Slasher : Toro			11/10/2017										
	\$21,364	\$4,545		\$0	\$0	\$0	\$0	\$0	\$16,818	\$0	\$0	\$0	\$0
P1254 CH1254 : Truck Heavy (HR HC) 6 : Fuso			17/06/2015										
	\$203,000	\$64,273		\$0	\$0	\$0	\$0	\$0	\$138,727	\$0	\$0	\$0	\$0
P1255 CH1255 : Truck Heavy (HR HC) 6 : Fuso			10/05/2013										
	\$210,000	\$69,545		\$0	\$0	\$0	\$0	\$0	\$140,455	\$0	\$0	\$0	\$0
P1256 CH1256 : Truck Heavy (HR HC) 6 : Isuzu			24/05/2016										
	\$160,000	\$54,545		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$105,455	\$0
P1257 CH5757 : Truck Medium (MR) 4 : Fuso			17/06/2015										
	\$92,000	\$34,545		\$0	\$0	\$0	\$0	\$0	\$0	\$57,455	\$0	\$0	\$0
P1258 CH1258 : Truck Medium (MR) 4 : Fuso			16/06/2015										
	\$113,636	\$28,909		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$84,727	\$0	\$0
P1261 CH1261 : Motor Grader : Caterpillar			06/02/2004										
	\$336,364	\$35,000		\$0	\$301,364	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
P1262 CH1262 : Car 4 Cylinder : Holden			31/08/2014										
	\$30,909	\$10,000		\$0	\$0	\$20,909	\$0	\$0	\$0	\$0	\$20,909	\$0	\$0
P1263 CH1263 : Roller : Multipac			30/11/2009										
	\$165,000	\$30,000		\$0	\$0	\$135,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0
P1266 CH1266 : Loader Backhoe : JCB			27/05/2016										
	\$203,000	\$44,000		\$0	\$0	\$0	\$0	\$0	\$159,000	\$0	\$0	\$0	\$0

Uniqco Operations West

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Region
Chittering

Plant No : Rego : Group : Make	Estimated Costs		Purchase Date	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
	Budget Replacement Price	Budget Disposal Price											
P1270 CH451 : Car 4 Cylinder : Holden			31/08/2014										
	\$30,000	\$10,000		\$0	\$20,000	\$0	\$0	\$0	\$20,000	\$0	\$0	\$0	\$20,000
P1271 CH1271 : Mower\Slasher : Toro			17/01/2017										
	\$36,364	\$4,545		\$0	\$0	\$0	\$31,818	\$0	\$0	\$0	\$31,818	\$0	\$0
P1273 CH1273 : Loader Crawler : Caterpillar			30/11/2012										
	\$450,000	\$50,000		\$0	\$0	\$0	\$400,000	\$0	\$0	\$0	\$0	\$0	\$0
P1277 CH6494 : Trailer : [Unknown]			01/07/2011										
	\$5,909	\$909		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$5,000	\$0
P1278 CH602 : Car 4 Cylinder : Holden			14/09/2015										
	\$24,545	\$8,636		\$0	\$0	\$0	\$15,909	\$0	\$0	\$0	\$0	\$15,909	\$0
P1279 CH6515 : Trailer : [Unknown]			01/07/2011										
	\$7,727	\$1,091		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$6,636	\$0
P1280 : Compactor : Bomag			31/12/2011										
	\$16,364	\$1,818		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$14,545
P1281 CH1260 : Loader Skid Steer : Gehl			11/12/2013										
	\$80,909	\$26,364		\$0	\$0	\$0	\$0	\$54,545	\$0	\$0	\$0	\$0	\$0
P1286 : Generator : Agrison			01/07/2011										
	\$11,364	\$2,273		\$0	\$0	\$0	\$9,091	\$0	\$0	\$0	\$0	\$0	\$0
P1287 1TEL299 : Trailer : Polmac			31/12/2002										
	\$7,727	\$182		\$0	\$0	\$7,545	\$0	\$0	\$0	\$0	\$0	\$0	\$0
P1289 1TQR856 : Trailer : Able			01/07/2011										
	\$7,727	\$1,091		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$6,636	\$0

Uniqco Operations West
10 Year Replacement Program Report

Region
Chittering

Plant No : Rego : Group : Make	Estimated Costs		Purchase Date	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
	Budget Replacement Price	Budget Disposal Price											
P1290 1TQU605 : Trailer : Coastmac			01/07/2011										
	\$7,727	\$1,091		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$6,636	\$0
P1306 CH0 : Utility Chassis Cab 6 : Ford			06/04/2018										
	\$45,455	\$7,273		\$0	\$0	\$0	\$0	\$0	\$38,182	\$0	\$0	\$0	\$0
P1891 CH1891 : Utility Chassis Cab 4 : Holden			31/12/2014										
	\$42,727	\$12,727		\$0	\$0	\$30,000	\$0	\$0	\$0	\$0	\$30,000	\$0	\$0
P1892 CH10648 : Utility Chassis Cab 4 : Holden			01/07/2013										
	\$42,727	\$10,909		\$0	\$31,818	\$0	\$0	\$0	\$0	\$31,818	\$0	\$0	\$0
P305 : Misc Attachment : Miltec			31/12/2009										
	\$31,818	\$4,545		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$27,273	\$0	\$0
P306 : Generator : Mosa			31/12/2009										
	\$8,818	\$1,818		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$7,000	\$0	\$0
P310 CH319 : Utility Chassis Cab 4 : Holden			11/09/2014										
	\$42,727	\$12,727		\$0	\$0	\$0	\$30,000	\$0	\$0	\$30,000	\$0	\$0	\$30,000
P3752 CH3752 : Arbor Equipment : Bandit			22/08/2014										
	\$80,000	\$24,000		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$56,000	\$0	\$0
P3955 CH3955 : Trailer : Custom Made			31/12/2009										
	\$10,000	\$909		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$9,091	\$0	\$0
P5007 CH5007 : Utility Chassis Cab 4 : Holden			31/12/2014										
	\$42,727	\$12,727		\$0	\$0	\$30,000	\$0	\$0	\$0	\$0	\$30,000	\$0	\$0
P5026 CH5026 : Utility Chassis Cab 4 : Ford			10/11/2009										
	\$40,909	\$455		\$0	\$40,455	\$0	\$0	\$0	\$0	\$40,455	\$0	\$0	\$0

Uniqco Operations West

10 Year Replacement Program Report

Region
Chittering

Plant No : Rego : Group : Make	Estimated Costs		Purchase Date	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027
	Budget Replacement Price	Budget Disposal Price											
P5987 CH5987 : Tractor : Case			27/02/2014										
	\$52,545	\$23,091		\$0	\$0	\$0	\$0	\$0	\$0	\$29,455	\$0	\$0	\$0
P6084 CH6084 : Trailer : [Unknown]			01/07/2011										
	\$7,727	\$1,364		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$6,364	\$0
P6085 CH6085 : Broom : Pacific			20/06/2005										
	\$36,182	\$1,364		\$0	\$34,818	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
P6333 CH6333 : Trailer : Polmac			31/12/2008										
	\$9,091	\$1,818		\$0	\$0	\$0	\$0	\$0	\$0	\$7,273	\$0	\$0	\$0
P6434 CH6434 : Trailer : Polmac			31/12/2009										
	\$20,909	\$1,636		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$19,273	\$0	\$0
P6535 CH6535 : Trailer : John Papas			31/12/2010										
	\$3,636	\$91		\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$3,545	\$0
P784 CH784 : Utility Chassis Cab 4 : Holden			23/04/2014										
	\$42,727	\$10,909		\$0	\$0	\$0	\$31,818	\$0	\$0	\$31,818	\$0	\$0	\$31,818
Grand Total:	\$3,835,136	\$852,182		\$27,727	\$548,955	\$345,273	\$621,364	\$127,636	\$629,682	\$582,364	\$316,091	\$358,364	\$122,727
10 Yr Average:	\$368,018												

Outcome	Strategies	Key Priorities	Supporting Plans	Project Activity / Update	2017/18 \$	2018/19 \$	2019/20 \$	2020/21 \$	2021/22 \$
An Active and supported community <i>Communities will have services and facilities within their local community hubs</i>	S1.1.1 Strengthen aged, youth and children service access	Partner with aged care providers and with youth services	Youth Svcs & Aged Care Plans	Ongoing (dedicated staff – CCDO)					
		Implement ongoing improvements to existing recreation and sporting facilities for local communities	Sport and Rec Plan / Age Friendly Community Plan	Refer S3.1					
	S1.1.2 Develop and enhance existing recreation and social facilities	Acquire land for the expansion of existing sporting and recreational facilities in Bindoon		Acquisition of Land – Lot 215 GNH	\$62,500	\$68,125	\$66,250	\$64,375	
		Develop new recreational and sporting facilities to service the growing population in Lower Chittering	Regional Sports & Community Centre Feasibility Study	Feasibility Study Complete Refer Strategy S3.1.4					
		Biennial review of, and linkages with: o Youth Plan o Aged Care Plan o Sport and Rec Plan		Ongoing activity – propose to consolidate and reduce the number of individual plans					
		Promote a better understanding within the community of the role of Council and communicate service levels	Communications Plan	Review/update of website (refer S5.1.1) More relevant information in Northern Valleys News					
Strong sense of community <i>Our communities will be cohesive and connected through engagement, interaction and participation</i>	S1.2.1 Actively support community, volunteer groups and networks	Provide support for community and volunteer groups		Ongoing (dedicated staff - CCDO)					
		Focus on growing and strengthening existing social events and festivals before embarking on new initiatives	Community Devp Plan	Focus on key events: Wear Ya Wellies, Taste and Show Support for others: Mango Festival, Wildflower Festival, Swag Fest Find a new home for Taste of Chittering	\$52,500	\$52,500	\$52,500	\$52,500	\$52,500
	S1.2.2 Strengthen and grow social events and festivals	Encourage and grow markets with local produce	Community Devp Plan	New Initiative – promotion and marketing					
		Foster links with local communities through established networks, working groups and tourism /business groupings		Strengthen and grow the relationship with Chamber and Tourist Association					

Outcome	Strategies	Key Priorities	Supporting Plans	Project Activity / Update	2017/18 \$	2018/19 \$	2019/20 \$	2020/21 \$	2021/22 \$
	S1.2.3 Activate our local centres and towns	Develop and formalise an MOU between Council and the Chittering Tourist Association		New initiative – underway (in-house)					
Safe and healthy community <i>Our future generations will be healthy and feel safe in their local community</i>	S1.3.1 Improve the safety of our community	Support and advocate for improved access to education services		NGA Regional initiative					
	S1.3.2 Advocate for improved education and health services	Work with existing education providers in the interest of both the provider and the broader community		Support for development of IHC Progress land swap and the development of joint use facilities with IHC	\$20,000				
		Advocate for the provision of coordinated health services which are adequately communicated to residents	Age Friendly Community Plan	New initiative - Health Services Advisory Group (in-house)					
	Develop a Health Services Plan as required by the new Public Health Legislation			New initiative					
	Extend the CCTV network to provide a deterrent and assist with enforcement	Community Safety & Crime Prevention Plan		CCTV – Binda Place CCTV – Muchea Hall & Park CCTV – Lower Chittering Hall	\$44,128 \$6,950 \$7,582				
	Emergency Services: ○ Bushfire Education and Preparedness ○ Support/assist with the development of a new Ambulance Station	Bushfire Risk Management Plan / CISM Business Plan		AWARE Videos Ongoing activity – continuation of inform and assist approach as opposed to enforcement	\$22,000				
	Biennial review of, and linkages with: ○ Safety and Crime Prevention Plan	Safety & Crime Prevention Plan		Ongoing activity					

Our Natural Environment

A protected and bio-diverse environment which community and visitors enjoy

Outcome	Strategies	Key Priorities	Supporting Plans	Project Activity / Update	2017/18 \$	2018/19 \$	2019/20 \$	2020/21 \$	2021/22 \$
Protective environment <i>Local Biodiversity is valued, promoted and protected</i>	S2.1.1 Ensure the protection of our local biodiversity	Provide ongoing support and assistance to Chittering Landcare	Local Biodiversity Strategy	Ongoing activity	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000
		Finalise the local planning strategy		Draft LPS to be finalized and advertised for comment in mid-2018 (entirely dependent on WAPC)					
	S2.1.2 Develop an integrated network of walking and cycling trails	Ongoing development / upgrade of the Black Boy Ridge Trail and associated facilities	Trails Network Masterplan	Black Boy Ridge Trail Upgrade	\$20,000	\$30,000			
		Design and develop the Carty Reserve to Bindoon Trail	Trails Network Masterplan	Planning study Implementation of Stage 1 – Bindoon to Brockman	\$10,000		\$50,000	\$50,000	\$50,000
	S2.1.3 Explore opportunities for other eco based opportunities	Explore options for development of a regionally significant cycling trail	Trails Network Masterplan	Revise Mountain Bike Trail Plan Infrastructure Investment		\$15,000	\$100,000	\$100,000	\$100,000
		Explore options for responsible access to environmentally sensitive areas	Trails Network Masterplan	Identify options for a Lakeview Park Infrastructure Investment Wannamal Trail Enhancement	\$20,940			\$20,000	\$150,000
	S2.1.4 Support eco-tourism	Develop a ten year trails network program	Trails Network Masterplan	New initiative					
		Review the Local Biodiversity Strategy	Local Biodiversity Strategy	New initiative					
Sustainable resources <i>Focus on improved water and energy use and recycling</i>	S2.2.1 Education and partnerships	Community education – partner with Landcare and other providers	Local Biodiversity Strategy	Ongoing activity (refer S2.1.1 above)					
		Consider incentives for the installation of solar on leased community facilities		New initiative					
	S2.2.2 Encourage sustainable design	Support for community groups wishing to pursue green energy initiatives		New initiative					
		Improved bulk rubbish disposal	Waste Management Plan	New initiative					
	S2.2.3 Improved waste management outcomes	Better regional waste planning	Waste Management Plan	NGA Regional initiative					

Outcome	Strategies	Key Priorities	Supporting Plans	Project Activity / Update	2017/18 \$	2018/19 \$	2019/20 \$	2020/21 \$	2021/22 \$
	S2.2.4 Improve the sustainability of Council buildings								
Protection of Life and Property	S2.3.1 Improve bushfire preparedness and recovery	Hazard risk mapping and planning	Bushfire Risk Management Plan	Hazard Risk Mapping Complete – moving into the implementation phase					
		Emphasis on community education before compliance		Ongoing activity					

Our Built Environment

Well-planned built landscapes that are progressive, vibrant, diverse and reflect the Shire's unique country lifestyle

Outcome	Strategies	Key Priorities	Supporting Plans	Project Activity / Update	2017/18 \$	2018/19 \$	2019/20 \$	2020/21 \$	2021/22 \$	
Develop Local Hubs <i>Development of Town Centres with improved access to housing and to services and facilities</i>	S3.1.1 Plan for new and enhanced community facilities S3.1.2 Activate local town centres to ensure a good mix of residential, commercial and social infrastructure S3.1.3 Plan for and facilitate housing choice S3.1.4 Balance urban development with a focus on natural environment protection and open spaces	Ongoing improvements to recreation and social infrastructure across the region	Sport and Rec Plan	Bindoon						
				Clune Park Upgrade		\$18,000				
				Trail upgrade at rear of shops		\$35,000				
				Pop-up park – Binda Place		\$18,000				
				Chinkabee						
				Resurface Outdoor Courts	\$40,000					
				Community Gym		\$10,000	\$150,000			
				Ongoing Minor Works		\$10,000	\$10,000	\$10,000		
				Cricket Pitch Resurface		\$12,000				
				Muchea						
				Rec Facility – Pavillion Structure	\$78,000	\$9,000				
				Resurface Netball Courts	\$30,000					
				BMX / Skate Park (John Glenn Park)		\$15,000	\$80,000			
				Cricket Practice Nets		\$67,000				
				Changeroom Extension / Renovation		\$10,000	\$90,000			
				Equipment upgrades		\$10,000				
				Community Gym			\$10,000	\$150,000		
Sandown Park										
Ablution Block / new sewerage	\$240,000	\$9,000								
Reticulation / lighting for fields			\$50,000	\$100,000						
Lower Chittering										
CCTV for Hall	\$6,950									
Equipment upgrades		\$10,000								
Wannamal										
Lock-up shed for rest area		\$5,000								
Resurface Tennis Courts					\$180,000					
Equipment upgrades		\$10,000								
Trail Enhancement		\$20,940								
Brockman Centre										
Access ramps and parks		\$36,000								
Replace Arts Building			\$20,000	\$300,000						
Minor New Works		\$10,000	\$10,000	\$10,000						

Outcome	Strategies	Key Priorities	Supporting Plans	Project Activity / Update	2017/18 \$	2018/19 \$	2019/20 \$	2020/21 \$	2021/22 \$
		Provide for housing diversity, amenity and growth opportunities (incl infrastructure) in Bindoon	Age Friendly Community Plan / Lot 62 Devp Plan	Lifestyle Village Development Feasibility / Business Case Re-purchase land (offset by sales) Expression of Interest / Lease	\$10,000	\$250,000 \$20,000	\$250,000		
		Investigate options for growing and diversifying the Muecha townsite	Economic Devp Strategy	New Initiative – dependent on infrastructure (refer below)					
		Investigate the need / options for in-fill infrastructure in Muecha		Muecha Groundwater & Soil Assessment Report Options Assessment for Bindoon Sewerage (may also be an option for Muecha)	\$10,000				
		Identify and dispose of surplus land assets		Part Lot 168 Binda Place 6169 Great Northern Highway Lot 14 Well Glover Rd Part Lot 104 Gray Rd 131 Muecha East Rd		(\$310,000) (\$300,000) (\$120,000) (\$200,000) (\$260,000)			
		Identify and purchase strategic land in key locations		Purchase of Lot 168 Binda Place Refer also Strategy S1.1.1 above	\$665,000				
		Advocate and plan for expanded local high school services		NGA Regional initiative					
		New recreation facilities to support the growing population in the south of the Shire	Regional Sports & Community Centre Feasibility Study	Concept Design, Cost Benefit & Funding Application for Stage 1 Stage 1 Facility (indoor facility / rectangular field) Stage 2 Design (AFL field & outdoor facilities)	\$100,000	\$300,000	\$9,300,000		\$100,000
		Investigate opportunities for an urban scale residential development with shops and services in the south	Local Planning Strategy	Limited potential at this stage due to constraints and lack of infrastructure					
Safe access	S3.2.1 Advocate for improved public transport	Support for community transport options	Age Friendly Community Plan	Community Bus Service					
		Advocate for a review of school bus zones which provide for better access to school bus services		New initiative					
		Advocate for improved public transport		New initiative					
		New entrance / gateway statements	Economic Devp	Ongoing project		\$20,000			
	S3.2.2	Improve the safety of local roads	Asset Mngt Plans	Included in Roads Program					

Outcome	Strategies	Key Priorities	Supporting Plans	Project Activity / Update	2017/18 \$	2018/19 \$	2019/20 \$	2020/21 \$	2021/22 \$
	Improved pedestrian & cycle access	Improved streetscapes, lighting and road verges	Crime prevention Plan	Ongoing					
	S3.2.3 Improve road safety	Implement placemaking strategies for key centres		Prepare a Place Making Strategy for Bindoon which identifies future public infrastructure plan for the town	\$28,000				
		Leverage positive outcomes from the new highways (Northlink / GNH Bypass)	Economic Devp Plan	Implement appropriate actions from the "Bindoon Deviation for Heavy Vehicles Strategy" Advocate for a grade separated interchange at the Southern End of the bypass					
Improved infrastructure and amenities <i>Focus on improved asset management</i>	S3.3.1 Continual improvement of asset management across all asset classes	Document and publish service standards	Community Engagement Plan	New initiative					
		Develop Memorial (native / low maintenance) gardens at the Bindoon cemetery		Memorial Gardens Project	\$5,000	\$25,000			
		Develop standard lease agreements with community groups		Community Facilities Management Review	\$11,000				
		Annual review / update of: <ul style="list-style-type: none"> ○ Road Construction & Maint Program ○ Plant & Equipment Replacement Program ○ Sport & Rec Plan ○ Trail Network Plan ○ Long Term Financial Plan 	Long Term Financial Plan	Annual LTFP review / update	\$13,000	\$10,000	\$10,000	\$10,000	\$10,000
		Biennial review of Asset Management Plans: <ul style="list-style-type: none"> ○ Roads ○ Buildings ○ Parks, Ovals & Reserves 	Long Term Financial Plan	Plans updated in 2017/18 Assess Long Term Cost of potential asset transfers associated with the Bindoon Bypass		\$12,000		\$12,000	

Our Economy

Thriving, sustainable and diverse economic investment and local employment opportunities from cottage to large scale industry

Outcome	Strategies	Key Priorities	Supporting Plans	Project Activity / Update	2017/18 \$	2018/19 \$	2019/20 \$	2020/21 \$	2021/22 \$
Economic Growth	S4.1.1 Support private investment which stimulates significant and sustainable jobs growth	Support for private investment which stimulates jobs growth		Ongoing activity					
		Develop a strategy / direction for the MEN as a key driver for economic growth and jobs for WA's Northern Growth Corridor	Economic Devp Strategy	MEN Implementation Project Project developed - Federal Govt Funding Support provided under the under the BBRF					
		Engage a Project Officer to progress the Implementation of the MEN Structure Plan	Economic Devp Strategy	Project Officer to commence on 13 March (50% Grant Funded)	\$120,000	\$120,000			
	S4.1.2 Actively pursue development of the Muchea Employment Node (MEN)	Advocate for infrastructure and funding which supports development of the MEN	Economic Devp Strategy	New initiative					
		Annual update / review of the Economic Development Strategy		Update Economic Development Strategy (in-house)					
		Support for development of the development of the NGA (Northern Growth Alliance) 50 year plan		NGA Growth Plan (under development)					
S4.1.3 Support agricultural growth with a focus on local produce and agribusiness									
Local Business Growth	S4.2.1 Encourage and support local businesses and new investments for the future	Support an active and engaged Chamber of Commerce	Economic Devp Strategy	Ongoing activity					
		Support for local retail and local cottage industry in partnership with the Chamber of Commerce	Economic Devp Strategy	Ongoing activity					
		Business mentoring incentives in partnership with the Chamber	Economic Devp Strategy	Ongoing activity					
		Facilitate improved access to the NBN and better mobile coverage	Economic Devp Strategy	Ongoing activity					
Increased	S4.3.1	Supported and promoted		Include appropriate provisions in LPS					

Outcome	Strategies	Key Priorities	Supporting Plans	Project Activity / Update	2017/18 \$	2018/19 \$	2019/20 \$	2020/21 \$	2021/22 \$
visitors <i>Visitors are welcome to stay /improved access & places to visit</i>	Support and promote accommodation options	accommodation options: resort style facilities, overnight stops, B&B's and farmstays		Supportive Development Assessment Process					
	S4.3.2 Support and grow events to attract visitation	Develop planning controls which support diverse options for short stay accommodation	Local Planning Scheme	As above					
		Explore the feasibility of developing a low cost caravan park in Bindoon		Caravan Park Feasibility Study Planning, design and costing Project Delivery		\$10,000			
	S4.3.3 Facilitate, promote and support ecotourism	Foster and grow existing events: Ag Show, Wear Ya Wellies, Taste of Chittering, Wildflower Festival	Economic Devp Strategy	Ongoing activity					
		Continued commitment to staff and resources in support of economic development							
		Promotion & development of the Chittering trails network	Trails Network Masterplan	Carty Reserve – Bindoon Trail Stage 1 Review of Trails Network Masterplan	\$10,000		\$50,000	\$50,000	\$50,000
		Support for eco-tourism		New initiative Supportive planning environment					
		Subject to resources, explore opportunities for new events	Economic Devp Strategy	New initiative					
	Ongoing investment in tourism infrastructure	Economic Devp Strategy	Mountain Bike Park Improvements to Local Amenity Development of Trails and Parks Development of Cycle Trail/s		\$15,000	\$100,000	\$100,000	\$100,000	

Strong Leadership

A responsive and empowering Council which values consultation, accountability and consistency

Outcome	Strategies	Key Priorities	Supporting Plan	Project Activity / Update	2017/18 \$	2018/19 \$	2019/20 \$	2020/21 \$	2021/22 \$
An engaged community	S5.1.1 An engaged community	Encourage and promote community engagement	Communication Plan / Community Engagement Plan	Public Information through Chatter Other ongoing engagement activities	\$12,500	\$12,500	\$12,500	\$12,500	\$12,500
		Active communication through mail, email, website, social media and print media	Communication Plan / Community Engagement Plan	Review / update of website					
		Strong advocate for community priorities		Ongoing					
Strong partnerships and relationships	S5.2.1 Build effective partnerships with stakeholders	Continue to strengthen and build relationships with surrounding local governments		Ongoing membership and engagement with NGA Councils (Gingin & Dandaragan)	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000
		Build effective partnerships with stakeholders: NGA, State Govt Depts, WALGA, WAPC, WDC, RDA		Ongoing (in-house activity)					
	S5.2.2 Actively seek Grant Funding to support identified projects	Continue to build relationships with the Chamber of Commerce and Tourist Association	Communication Plan / Community Engagement Plan	Ongoing (in-house activity)					
		Actively seek grant funding opportunities		Ongoing in-house activity for smaller grants Prepare concept plans, funding grant application and cost benefit analysis for Lower Chittering Sports Facility	\$100,000				
Accountable Governance	S5.3.1 Good governance which supports efficient and effective service delivery	Continued focus on efficient and cost effective provision of services		New Customer Service Area New Records Storage Facility Fleet Management / efficiency & safety improvements Continued monitoring of staff costs / efficiencies	\$48,000 \$20,000 \$30,000	\$30,000	\$30,000		
		Upgrade IT systems to ensure sustainability, deliver efficiencies and minimize risk		IT Server and Firewall Upgrade / Phone System Upgrade	\$100,000	\$25,500			
		Better use of IT systems to improve reporting and accountability		In-house project involving IT software upgrades and new internal processes (not yet costed)					

Outcome	Strategies	Key Priorities	Supporting Plan	Project Activity / Update	2017/18 \$	2018/19 \$	2019/20 \$	2020/21 \$	2021/22 \$
		Continuous improvements to financial systems, processes and controls		External Audits Implement New Chart of Accounts Corporate Business & Long Term Financial Plans	\$41,400 \$11,000 \$13,000	\$41,400	\$41,400 \$13,000	\$41,400	\$41,400 \$13,000
		Broaden the role and scope of the Audit Committee to include risk management		New initiative (in-house activity)					
		On a biennial basis: <ul style="list-style-type: none"> ○ Bi-annual update of Community Engagement Plan an Communications Plan ○ Community perception survey 		Plan updates in-house Community perception survey with the assistance of external consultants		\$10,000		\$10,000	