



INTEGRATED PLANNING SUITE

2020 – 2030





Our Community, Our Future



Shire of Ravensthorpe
Strategic Community Plan 2020 – 2030



CONTENTS

Message From The President	1
Introduction	2
COVID-19.....	2
Integrated Planning and Reporting Framework.....	2
Community Profile	3
Community Engagement	5
Overview	5
Participation.....	5
Results	5
The Community’s Vision and Priorities	4
Vision.....	4
Values	4
Outcomes.....	4
Priorities	5
Achieving the Vision.....	7
The Shire’s Roles.....	7
Outcomes, Objectives and Strategies.....	8
Asset Management.....	15
Financial Implications	22
Strategic Risk Management	25
How Will We Know if the Plan is Succeeding?.....	26
Appendix 1: Community Engagement Process and Participation	27
Process	27
Participation.....	28

MESSAGE FROM THE PRESIDENT

Welcome, on behalf of Council, to “Our Community, Our Future”, the Shire of Ravensthorpe Strategic Community Plan 2020 - 2030.

We were delighted with how many members of the community contributed to the strategic review. We got a clear picture of the community’s vision and priorities.

Tourism is high on the community’s agenda, which is driving key long term priorities such as development of a Biosphere Discovery/ Interpretive Centre, upgrade of Hammersley Drive to the South Coast Highway and an upgrade of camping facilities.

In the shorter term, we are concentrating on the new cultural precinct in Ravensthorpe and a range of improvement projects across all areas in the Shire. This includes a focus on paths and trails, an increase in both the quality and standard of beach access points and enhancements to recreation facilities.

Community development and, in the longer term, aged care, are major priorities in the community area.

An important part of the plan is continuous improvement in community engagement. The clarity of this plan is testament to the value of community input.

Implementing the plan will take all of us to work together for our shared vision. The Council cannot achieve the community’s vision on its own, and we will continue to support and partner community-led efforts.

I am proud that the Council has committed to a strong set of values. The community can rely on us for:

- Passionate commitment to service
- Proudly promoting and advocating for our community
- Clear and regular communication
- Openly reporting on progress and listening to community feedback

Together we will achieve our vision of a growing community, thriving and resilient, sharing our natural wonderland with the world.

Keith Dunlop
President, Shire of Ravensthorpe



INTRODUCTION

The Strategic Community Plan sets out the community's vision and priorities for the future, and the key strategies we will focus on to achieve our aspirations. The purpose of the plan is to:

- guide Council's medium-term plans and annual budgets
- provide the basis for working with our community and partners to achieve the vision
- provide the basis to pursue funding by demonstrating how projects align with the aspirations of our community and the strategies outlined in the plan
- provide a framework for monitoring progress

This plan was developed by Council over 2020 and early 2021 as part of the Integrated Planning and Reporting cycle (shown in the planning cycle diagram on page 3). The draft plan was reviewed at a Council workshop on 25 February 2021. It was open for public comment from 4 March – 31 March 2021. The Plan was then finalised and adopted by Council on 18 May 2021.

It will be reviewed again in 2022/23. This is scheduled to be a minor review.

COVID-19

The Strategic Community Plan has been prepared in unusual circumstances. Not long after the community engagement, the COVID-19 pandemic emerged. The Shire of Ravensthorpe acted quickly to play its part to reduce the spread of the virus and implementing rates freezes and other measures to support the community.

The advent of COVID-19 delayed our second round of community engagement and the completion of these plans. However, it did not stop our progress towards the community's vision and priorities as expressed in the survey and first round of community engagement.

Integrated Planning and Reporting Framework

The Western Australian Integrated Planning and Reporting Framework is shown in the diagram below. Its purpose is to ensure that Council's decisions take the community's views into account and deliver the best results possible within available resources. The Strategic Community Plan sets the scene for the whole framework, showing the long-term vision, priorities, objectives and strategies for change.

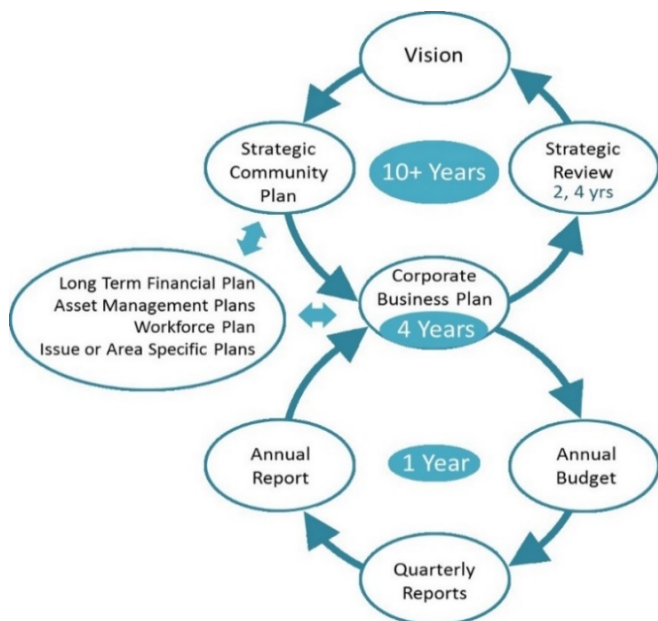
The Planning Cycle

The Strategic Community Plan is a ten-year plan. However, it is not fixed for ten years – it would be long out of date by then. Rather, it is a "rolling" plan which is reviewed every two years, as shown in the figure below. The two-yearly reviews alternate between a minor review (updating as needed) and a major review (going through all the steps again). The plan is continuously looking ahead, so each review keeps a ten-year horizon.

The detailed implementation for the first four years is covered in the Corporate Business Plan. The Long Term Financial Plan, Asset Management Plans and Workforce Plan show how the Plan will be managed and resourced.

The Annual Budget relates to that year’s “slice” of the Corporate Business Plan, with any necessary adjustments made through the Annual Budget process.

Figure 1: Integrated Planning and Reporting Cycle



COMMUNITY PROFILE



The Shire of Ravensthorpe is in the southern Goldfields-Esperance region of Western Australia (WA), about halfway between Albany and Esperance. It is about 530km southeast of Perth and covers an area of 12,872km².

It stretches from hills to sea, encompassing the Fitzgerald Biosphere, which was listed by UNESCO as a Biosphere Reserve in 1978. It was expanded and renominated in 2018. With Fitzgerald River National Park at its core, the Biosphere includes 1.5 million hectares of conservation estate, State waters, farmland, and industrial and urban areas.

The Shire has four settlements: Ravensthorpe, Hopetoun, Jerdacuttup and Munglinup.

Mining, agriculture and tourism are significant industries, which have ebbed and flowed over time. Mining, in particular, has seen dramatic fluctuations over past years.

The snapshot below shows key characteristics of the population (as of the 2016 Census) and changes since the 2011 Census.

Snapshot of key characteristics

Item	Ravensthorpe 2011	Ravensthorpe 2016	Change 2011-2016	WA 2016
Population	2,126	1,733	-393	2,474,410
Aboriginal and Torres Strait Islander peoples	1.4%	1.7%	+0.3%	3.1%
Male:Female ratio	55:45	54:46	-1:+1	50:50
People with disability (core need for assistance)	2.8%	3.6%	+0.8%	3.9%
Median age	39	45	+6	36
Children and young teens (0-14)	22.5%	17.8%	-4.7%	19.2%
Working age (15-64)	64.8%	61.1%	-3.7%	67.0%
Seniors (65+)	12.7%	21.1%	+8.4%	14.0%
Born overseas	16.7%	16.9%	+0.2%	32.2%
Volunteering	27.5%	31.7%	+4.2%	19.0%
Total business counts* *ABS Counts of Australian Businesses	254 (2018)	266 (2019)	+12	N/A
Top three industries by employment	Sheep, Beef Cattle and Grain Farming; Metal Ore Mining; School Education	Nickel Ore Mining; Other Grain Growing; Grain-Sheep or Grain-Beef Cattle Farming	-	N/A
Unemployment rate	2.4%	6.2%	+3.8%	7.8%
Participation rate	67.5%	57.7%	-9.8%	62.9%
Median household income	\$1,361	\$1,196	-\$165	\$1,595
Completed Yr 12+	Not available	48.8%	-	62.5%
Tertiary qualification	Not available	34.7%	-	46.5%
Rental affordability	\$220 (16.2% of average weekly household income)	\$220 (18.4% of average weekly household income)	\$0 (+2.2% of average weekly household income)	\$347 (21.8% of average weekly household income)
Household internet	75.8%	79.8%	+4.0%	85.1%
SEIFA disadvantage index	1026	991	-35	1015

COMMUNITY ENGAGEMENT

Overview

Community engagement took place in two rounds. The first round was initiated with a Council workshop in December 2019 and the engagement was undertaken during February and March 2020. The process was then put on hold due to COVID-19.

The process recommenced in June 2020 with a Council workshop to consider the results of round 1 and provide guidance for the plans.

A second round of engagement was then undertaken to test the direction before drafting the plans and releasing them for public comment. The whole Integrated Planning and Reporting suite of documents¹ were released. There were no formal submissions on the plans. Following the final consultation, the plans were finalised.

The details of the process are provided in Appendix 1.

Participation

There was a total of 299² participants. Overall, there was a good spread across the geography of the community as well as population groups (age, gender). Older people were somewhat over-represented (and younger people somewhat under-represented) in the workshops. There workshops were well balanced with respect to gender, which is unusual as men are often under-represented. The survey was administered as a statistically valid representative sample. See Appendix 2 for details.

Results

Survey

Comparison of importance and satisfaction

Biggest gaps between importance and satisfaction	Best match between importance and satisfaction
<ul style="list-style-type: none">▪ Roads, Bridges and Drainage▪ Community Engagement and Communications▪ Seniors, Disability and Youth Services	<ul style="list-style-type: none">▪ Ranger, Fire and Emergency Services▪ Health and Medical Services

¹ Strategic Community Plan, Corporate Business Plan, Long Term Financial Plan, Asset Management Plans and Workforce Plan.

² Note that this number includes some people who participated in more than one engagement activity.

Willing to pay more

In the table below, the services highlighted in red are where respondents were most willing to pay more for improvements. Interestingly, it includes two areas where satisfaction is already high (Ranger, Fire and Emergency Services; and Health and Medical Services).

Biggest gaps between importance and satisfaction	Best match between importance and satisfaction
<ul style="list-style-type: none">▪ Roads, Bridges and Drainage▪ Community Engagement and Communications▪ Seniors, Disability and Youth Services	<ul style="list-style-type: none">▪ Ranger, Fire and Emergency Services▪ Health and Medical Services

Highest priorities for improvement

- Seniors, Disability and Youth Services
- Roads, Bridges and Drainage
- Community Engagement and Communications
- Waste Management
- Environmental Health
- Environmental Management

Overall performance

73% of respondents rated the performance of the Shire good or excellent (a rating of 7 or higher out of 10). The services that most influence the perception of overall performance are:

- Community Engagement and Communications
- Town Planning and Building Control
- Environmental Management

Performance of the Shire in comparison to 12 months ago

65% of respondents indicate the performance of the Shire has somewhat improved or improved a great deal. 26% consider it has stayed the same and 9% indicate it has got somewhat worse.

Most important factors in making the Shire ideal as a place to live

- Health and Medical Services
- Ranger, Fire and Emergency Services
- Roads, Bridges and Drainage

Top most special things about the Shire

- Natural environment/coast/parks/beaches
- Community-minded people
- Peacefulness/remoteness

Ten year vision

- Economically sound with vibrant businesses/ upgraded tourism
- Well maintained/no deterioration
- Culturally and socially vibrant
- Good sense of community/inclusiveness

Priorities now and for the future

The red ones are high priorities for the community, both now and for the future.

Activities to focus on <u>now</u>	Activities to focus on <u>in the future</u>
<ul style="list-style-type: none">▪ Improve transportation/roading▪ Maintain/sustain health system▪ Keep people in the Shire▪ Promote tourism▪ Engage the community	<ul style="list-style-type: none">▪ Maintain/improve roads▪ Improve public/recreation facilities▪ Promote tourism▪ Have a sustainability plan/develop the area▪ Maintain/preserve the environment▪ Improve health services/facilities

Community Workshops (round 1)

The challenges and opportunities strongly mirrored each other, with economic development and tourism featuring at the top of both lists.

Top ten challenges

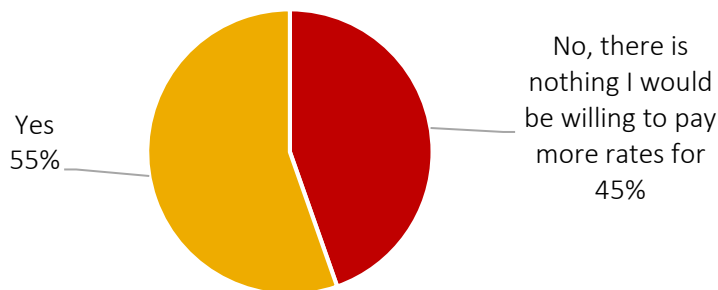
1. Sustainable population
2. Economic survival/jobs
3. Tourism
4. Education
5. Water
6. Aged care
7. Health care
8. Youth engagement and retention
9. Environment
10. Volunteers

Top priorities

Again, economic development and tourism featured prominently in the priorities, with liveability factors following hot on the heels.

- Economical Development, Tourism and Visitor Information
- Health and Medical Services
- Seniors, Disability and Youth Services
- Advocacy and Collaboration
- Roads, Bridges and Drainage

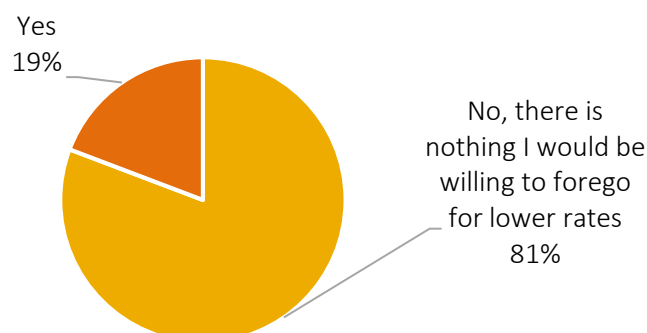
Priorities – willingness to pay



For those that said yes, the services they were most willing to pay more for were:

1. Waste management
2. Health and medical services
3. Roads, Bridges and Drainage
4. Bushfire Safety

Priorities – willingness to forego



For those that said yes, the service they were most willing to forego current service level for was:

1. Waste management

Note that in the case of waste management, it is not a contradiction to see it show up on both lists. There are many in the community who believe it is possible to improve service in waste management area and save costs, by increased reuse/recycling and reduced disposal to landfill.

One big idea – top 5

1. Biosphere Discovery/Interpretive Centre
2. Hopetoun to Bremer tourist road
3. Hydrotherapy
4. Renewable energy
5. Groyne

Community Workshops (round 2)

Round 2 of the community workshops revealed very high agreement with the vision, values, outcomes, and priorities, as shown in the following table.

	Yes	No	Unsure
I agree with the Vision	97%	0%	3%
I agree with the Values	94%	3%	3%
I agree with the Outcomes	85%	6%	9%
I agree with the Priorities	73%	15%	12%

The Munglinup workshop showed that the priorities in that community were not visible. This was partly because some were implicit in Shire-wide priorities, while others had slipped through the net in the process of drafting. Due to feedback received, these omissions have now been corrected.



Fitzgerald River National Park

THE COMMUNITY'S VISION AND PRIORITIES

Vision

A growing community, thriving and resilient,
sharing our natural wonderland with the world

Values

The community can rely on us for:

1. Passionate commitment to service
2. Proudly promoting and advocating for our community
3. Clear and regular communication
4. Openly reporting on progress and listening to community feedback

Outcomes

1. **Economy:** The population is growing, in tandem with a thriving, resilient local economy
2. **Community:** This is a safe and family-friendly community where people of all ages have access to services and facilities, and there is plenty to blow your socks off
3. **Built Environment:** The built environment is accessible, honours history and provides for the economic and social needs of residents, industry and visitors
4. **Natural Environment:** Our unique world class biosphere is valued and protected for the enjoyment of current and future generations
5. **Governance and Leadership:** The Shire of Ravensthorpe partners the community, and is an effective advocate and responsible steward

Priorities

The following priorities are driving the Strategic Community Plan and the Corporate Business Plan. The priorities are colour coded to give an indication of the geographic distribution of priorities across the Shire.

Outcome	Ten-year Priorities	Four-year Priorities
<p>Economy The population is growing, in tandem with a thriving, resilient local economy</p>	<ul style="list-style-type: none"> Biosphere Discovery/ Interpretive Centre Upgrade Hammersley Drive to the South Coast Highway Upgrade camping facilities 	<ul style="list-style-type: none"> Support Hopetoun caravan park development and upgrade Make land available for lease by a private operator for short term accommodation nearby to the Munglinup Community Centre Upgrade Munglinup Information Bay Upgrade Ravensthorpe Information Bay “Range to Sea” tourism circuit promotion, including biosphere promotion Support new and existing tourism businesses to collaborate and develop Develop short trip tourism through airport Expand and develop accessible vehicle parking
<p>Community This is a safe and family-friendly community where people of all ages have access to services and facilities, and there is plenty to blow your socks off</p>	<ul style="list-style-type: none"> Aged care facility (could include hydrotherapy) 	<ul style="list-style-type: none"> Additional wing on Ravensthorpe Hospital for respite facility (advocacy) Support for community groups and programs School liaison Universal beach access Partnering with sporting clubs to progress facility upgrades Reopen upgraded Munglinup bowling green with at least four greens Enclose the veranda of the Munglinup Community Centre for a gym area Support fire brigades to obtain facilities and equipment

KEY

Shirewide (Hopetoun, Ravensthorpe, Munglinup)

Hopetoun, Ravensthorpe, Munglinup

Outcome	Ten-year Priorities	Four-year Priorities
<p>Built Environment</p> <p>The built environment is accessible, honours history and provides for the economic and social needs of residents, industry and visitors</p>	<ul style="list-style-type: none"> ▪ Piped water supply from Hopetoun to Ravensthorpe (advocacy) ▪ Paths and trails ▪ Increase beach access points 	<ul style="list-style-type: none"> ▪ Ravensthorpe Town Centre – streetscape grants (private realm) ▪ Hopetoun Town Centre streetscape (public realm) ▪ Cultural precinct ▪ Museum upgrade ▪ Arts Centre and Community Garden in Hopetoun (several options – to be determined) ▪ Improve existing beach access points ▪ Work with Department of Transport and advocate for improved groyne/boating facilities
<p>Natural Environment</p> <p>Our unique world class biosphere is valued and protected for the enjoyment of current and future generations</p>	<ul style="list-style-type: none"> ▪ Community dam in North Ravensthorpe 	<ul style="list-style-type: none"> ▪ Work with Department of Water to increase bores and strategic community dams in rural areas for stockwater ▪ Transfer Station in Munglinup ▪ Improve maintenance of waste water system in Munglinup ▪ Renewable energy - wind and solar (advocacy)
<p>Governance and Leadership</p> <p>The Shire of Ravensthorpe partners the community, and is an effective advocate and responsible steward</p>	<ul style="list-style-type: none"> ▪ Community engagement and communication ▪ Advocacy and collaboration 	<ul style="list-style-type: none"> ▪ Community engagement and communication ▪ Advocacy and collaboration

KEY

Shirewide (Hopetoun, Ravensthorpe, Munglinup)

Hopetoun, Ravensthorpe, Munglinup

ACHIEVING THE VISION

The Shire's Roles

Local governments operate under Statute but also with some discretion. The primary roles of the Shire are:

Delivery of Facilities and Services

This includes delivery of facilities such as parks and gardens, roads, footpaths, drainage, waste management, sport and recreation facilities, cultural facilities such as the museum and library, events, community grants, and support for community groups. Some of those services are based on infrastructure, for instance parks and playgrounds, roads and buildings. Maintenance and renewal of those infrastructure assets is a vital part of the Shire's service delivery role. Some services are non-asset based, such as provision of events, management of waste and delivery of social services such as childcare, aged care and library services.

Regulation

Local governments have specific regulatory responsibilities that are vital for community wellbeing. For example, they have a regulatory and enforcement role in public health (e.g. licensing and monitoring food premises), the appropriateness and safety of new buildings, and the use of land. These areas are subject to regulation to ensure a minimum standard is adhered to, as well as to minimise the potential to impose costs or adverse effects on others (e.g. food poisoning, injuries or hazardous activities too close to population). Balancing the rights of those wishing to operate and the rights of those who may be affected or consider themselves to be affected can be delicate.

Facilitation

In some cases, the Shire enables or facilitates services to be provided by others or in partnership with the Shire rather than directly providing or funding the service (for example facilitating community care efforts through volunteer programmes etc).

Influence and Advocacy

Influencing the decisions of others who do or can contribute to positive community outcomes in the Shire is an important role. Advocacy to regional agencies and the State Government for recognition, funding, or policy support is a good example of this role. The Shire can also have an advocacy role in statutory processes, such as before the Western Australian Planning Commission, on matters of strong interest to the community.

Civic Leadership

Good governance and leadership can play a central role in signalling community confidence in its future, attracting people to the Shire and the town, and positioning the community to leverage external funding and investment.

Outcomes, Objectives and Strategies

This section outlines the five outcomes for the plan and the Shire services that most directly contribute to each one. Each outcome has several objectives feeding into it. These cover what the Shire will focus on over the coming decade. These objectives are not always things that the Shire is directly responsible for. In some cases, the Shire takes roles such as facilitation or advocacy, as discussed in the previous section.

While many objectives will continue to be delivered in accordance with current activities and service levels, some of the strategies involve changes to achieve the priorities identified by the community (see pages four to six for a summary of the priorities).



Ravensthorpe Wildflower Show

The Shire's Services

Economy	Community	Built Environment	Natural Environment	Governance and Leadership
<ul style="list-style-type: none"> ▪ Economic Development, Tourism and Visitor Information Services ▪ Ravensthorpe Airport 	<ul style="list-style-type: none"> ▪ Community Grants ▪ Community Development ▪ Arts, Culture and Events ▪ Health and Medical Services ▪ Seniors, Disability and Youth Services ▪ Environmental Health ▪ Community Safety ▪ Community Halls and Public Toilets ▪ Shire Buildings and Leases ▪ Childcare ▪ Library and Museum ▪ Swimming Pool ▪ Recreation Facilities and Services ▪ Parks, Open Space and Cemetery 	<ul style="list-style-type: none"> ▪ Town Planning ▪ Building Control ▪ Roads, Bridges and Drainage ▪ Paths, Trails and Tracks ▪ Water Management 	<ul style="list-style-type: none"> ▪ Waste Management ▪ Effluent Swerage System ▪ Environmental Management 	<ul style="list-style-type: none"> ▪ Council Governance and Decision-Making ▪ Customer Service ▪ Community Engagement and Communications ▪ Advocacy and Collaboration ▪ Financial Planning and Management ▪ Asset Planning and Management ▪ Workforce Planning and Management ▪ Risk Management

Outcome 1: Economy

The population is growing, in tandem with a thriving, resilient local economy

Item	Objectives and Strategies
1.1	To grow business and employment
1.1.1	Explore and leverage opportunities for business development, including tourism growth, working with community groups, local businesses, regional networks and other partners
1.1.2	Encourage high standards of customer service and local support for local businesses
1.1.3	Maintain high quality, effective visitor information and services
1.1.4	Maintain status as an RV-Friendly Shire
1.2	The right resources and infrastructure are in place to support local commerce and industry
1.2.1	Support local tourism infrastructure development
1.2.2	Advocate for adequate broadband, water and power supply capacity

Outcome 2: Community

This is a safe and family-friendly community where people of all ages have access to services and facilities, and there is plenty to blow your socks off

Item	Objectives and Strategies
2.1	Social services and facilities are designed and delivered in a way that fits community needs and aspirations
2.1.1	Continue to support the development of and access to core aged care and health services and facilities
2.1.2	Regularly review needs and work to secure social services, facilities and support accordingly
2.1.3	Advocate for high quality educational opportunities

Item	Objectives and Strategies
2.2	Community groups function well with strong volunteer effort and feel supported by the community
2.2.1	Publicise and celebrate the contribution of groups and volunteers to the community
2.2.2	Support the capacity of clubs and groups to develop and advocate for the reduction of red tape
2.3	People feel that their community is safe for all, free of nuisance and protected from risk of damage
2.3.1	Protect public health and amenity
2.3.2	Act to reduce the risk of bush fire, and be prepared in case of bush fire in terms of emergency response and disaster recovery
2.3.3	Ensure buildings and structures are safe and provide a healthy living and working environment
2.3.4	People and property are protected from flood damage and risk to a specified level
2.4	People have access to attractive community facilities, activities and events which support activity and health, community involvement and enjoyment of life
2.4.1	Provide a range of community facilities and associated services in a way that maximises use and community activity
2.4.2	Development of the new Cultural Precinct in Ravensthorpe
2.4.3	Provide parks and gardens which can be enjoyed by all, including easy to access, good quality and interesting play areas for children, recreation opportunities for young people, and appropriate pathways and seating for older people and those with disability
2.4.4	Celebrate key annual national events and support a range of local community events
2.5	Young people, older people and people with disability feel valued and have access to resources which provide opportunities for their development and enjoyment
2.5.1	Enable people, particularly seniors and people with disability, to be able to move easily around the town and to use community facilities
2.5.2	Advocate for and facilitate provision of services and resources to address issues experienced by young people and seniors

Outcome 3: Built Environment

The built environment is accessible, honours history and provides for the economic and social needs of residents, industry and visitors

Item	Objectives and Strategies
3.1	The Shire of Ravensthorpe has appropriate housing choice available to the community
3.1.1	Continue to advocate for and collaborate on housing options for older people (e.g. age appropriate housing) and people with disability which enables them to stay in the community during their lives
3.1.2	Ensure that town planning provisions enable a range of housing design and solutions, for different household types – e.g. single person households, seasonal workers, families
3.2	New development (including commercial) is of a high quality and contributes positively to the character and appearance of the town
3.2.1	Encourage new developments to be designed and built in a way that reduces pressure on and demand for resources (e.g. energy efficiency and water conservation), and gives priority to development/ infill of currently zoned land
3.2.2	Ensure that new developments are designed for or contribute to public open space and have attractive streetscapes.
3.2.3	Plan for appropriate location of activities within the Shire, in a way that is consistent with the community's vision for the future.
3.3	The towns of the Shire have attractive streetscapes in keeping with local character
3.3.1	Ravensthorpe, Munglinup, and Hopetoun have clean and attractive streetscapes that suit the character of each, with adequate and well maintained planting and seating
3.4	It is easy and safe to move around and in and out of the district
3.4.1	Provision of a road network with service levels that meet the needs of industry, residents and tourists
3.4.2	Maintain and develop the footpath network
3.5	The Shire's heritage structures, heritage and cultural places are valued and protected, and are integrated into community life and economic activity.
3.5.1	Ensure that valued heritage sites are listed, and the Shire's built heritage is looked after

Outcome 4: Natural Environment

Our unique world class biosphere is valued and protected for the enjoyment of current and future generations

Item	Objectives and Strategies
4.1	Maximised resource recovery from waste and safe disposal of residual waste
4.1.1	Provide people with the ability to reduce their waste and deal with residual waste appropriately
4.2	Water conservation and water harvesting opportunities are maximised
4.2.1	Invest in water harvesting
4.2.2	Provide water conservation information to the community
4.3	The Shire's valued natural areas and systems are protected and enhanced
4.3.1	Support or directly undertake targeted environmental projects where external funding is available and/or opportunities for community partnerships exist
4.3.2	Ensure proper land management practices are observed which result in protection and care of the natural environment
4.3.3	Undertake relevant Shire services in a way that has regard for protection of bush and habitat
4.3.4	Use, wherever possible, locally sourced seed and plants
4.4	Energy is used efficiently and there is an increased use of renewable energy in the Shire
4.4.1	Continued inclusion of energy efficient design and systems, and solar energy systems in Council buildings and other key facilities

Outcome 5: Governance and Leadership

The Shire of Ravensthorpe partners the community, and is an effective advocate and responsible steward

Item	Objectives and Strategies
5.1	The Shire's community is engaged and involved
5.1.1	The community is provided with opportunities to engage on strategic, corporate, asset and financial plans, and other major plans and issues
5.1.2	Ensure that there is good communication between the Shire of Ravensthorpe and the community via a range of methods
5.2	The Council ensures its decisions are well informed and considered
5.2.1	Provision of robust information, sound advice and effective processes to support the Council's decision making process
5.2.2	The Council undertakes appropriate training and development
5.3	The Council, with the support of the community, is an effective advocate for resources and facilities which support the vision for the future
5.3.1	The Council and community continue work together to advocate for change, targeted to the following areas: <ul style="list-style-type: none"> ▪ energy, water and broadband capacity ▪ resources which will assist in the development of the local economy, creation of local businesses and jobs, and attraction of population and visitors ▪ maintenance, renewal and development of key infrastructure and community facilities
5.4	The Shire of Ravensthorpe is known as a good employer, and staff have the capacity and skills to deliver identified services and strategies
5.4.1	Recruit, retain and develop the skilled and diverse workforce needed to implement the Shire's plans
5.4.2	Undertake effective Shire workforce planning
5.5	The value of community owned assets is maintained
5.5.1	Assets renewals and upgrades are funded to the level required to maintain asset value and agreed service levels
5.5.2	Projects are well-planned planned and delivered on time and on budget, with effective and thorough risk management and reporting

Item	Objectives and Strategies
5.6	Financial systems are effectively managed
5.6.1	Financial management and reporting systems are able to deliver on all administrative and management functions (including reporting), and long-term financial planning requirements
5.7	Customer service and other corporate systems are of high quality
5.7.1	The Shire strives for a best practice in its customer service, including governance support, and continually seeks ways to improve delivery where needed.
5.7.2	Probity, risk management and associated reporting systems, and underpinning corporate IT systems are effective and efficient.

Asset Management

The Asset Renewal funding ratio is meeting the minimum requirement of 75% and trending upwards in the later years. This is a key measure of asset sustainability. However, the consumption of aged assets and general asset sustainability remains a challenge. The Shire will need to focus on obtaining grants, reviewing levels of service required of relevant assets, and increasing own source revenue to generate further renewal funding capacity.

The Shire has gaps in its asset knowledge, as shown in the table below. Filling these gaps will be a focus in the first two years of this plan. This will more robust assessment of the renewals requirement and performance against service levels to ensure the assets are retaining their value for the community.

ASSETS	
Transport	The condition of 6% of road assets and 5% of structure assets is not currently formally known. The performance of one service level is known. Only one asset ratio is within target.
Property	The condition of building assets is not currently formally known. No service level performance is known. Only one asset ratio is within target.
Recreation	The condition of recreation assets is not currently formally known. No service level performance is known. Only one asset ratio is within target.
Fleet & IT	No service level performance is known. Only one asset ratio is within target.

Planned capital expenditure in each asset class is summarised below.

ONE-OFF GRANT FUNDED CAPITAL EXPENDITURE 2020/21

Abbreviations

LRCI	Local Roads and Community Infrastructure (Federal)	BBR	Building Better Regions (Federal)
DCP	Drought Communities Program (Federal)	DLGSC	Department of Local Government, Sport and Recreation (State)

Buildings

Little Barrens - Painting (LRCI)	\$10,000
Two Mile Ablution Block - Hopetoun (DCP)	\$68,200
Hopetoun Sports Pavilion - Timber Sealing and Painting (LRCI)	\$20,400
Hopetoun Sports Pavilion, Repair Doors, Ceilings, Toilets, Kitchen (LRCI)	\$258,000
Ravensthorpe Rec Centre - Balcony/Grandstand (DCP)	\$114,149
Ravensthorpe Rec Centre - Hot Water System (LRCI)	\$25,000
Ravensthorpe Cultural Precinct (BBR):	\$250,000
Architect Services	
Consultants Services	\$237,064
Project Management	\$54,118
Precinct Building Construction (& Builders Preliminaries)	\$3,928,005
Project Fees and Charges	\$41,822
Demolition	\$100,000
Contingency	\$1,435,163
Utility Services (External Services)	\$234,900

Footpaths

Hosking Street - Concrete Footpath Construction (DCP)	\$30,000
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Furniture and Equipment

Street Furniture - Hopetoun (DCP)	\$10,500
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Other Infrastructure

Basketball Hoops Near Skatepark Hopetoun (DCP)	\$15,000
Dual Irrigation - Hopetoun Oval (DCP and DLGSC)	\$282,425
Maitland Street Park Playground Upgrade (DCP)	\$45,000
Mcculloch Park Playground Upgrade - Hopetoun (DCP)	\$108,642
Skate Park Shade and Seating (DCP)	\$8,000
Ravensthorpe Cultural Precinct Landscaping and Playground (BBR)	\$614,250
Ravensthorpe Cultural Precinct Carpark (BBR)	\$180,900
Illuminating Silo Art Work (DCP)	\$25,000
Coxall Road 2X Culvert Replace (LRCI)	\$30,000

REGULAR FORECAST CAPITAL EXPENDITURE BY ASSET CLASS

	(Orig) 20/21	21/22	22/23	23/24	24/25	25/26	26/27	27/28	28/29	29/30
Buildings										
Water Bomber Tank Upgrade	\$2,000									
Surgery Upgrade - Hopetoun	\$11,677									
30 Kingsmill Street, Ravensthorpe	\$40,000									
Ravensthorpe Museum	\$4,500									
Records Sea Container	\$5,500									
Construct Animal Holding Pen - Hopetoun	\$10,000									
Surgery Upgrade Ravensthorpe - Painting	\$21,573									
Little Barrens - Painting (LRCI Funded)	\$10,000									
Two Mile Ablution Block - Hopetoun (DCP Funded)	\$68,200									
Hopetoun Sports Pavilion - Timber Sealing and Painting (LRCI Funded)	\$20,400									
Hopetoun Sports Pavilion, Doors, Ceilings, Toilets, Kitchen (LRCI Funded)	\$258,000									
Ravensthorpe Rec Centre - Balcony/Grandstand (DCP Funded)	\$114,149									

Buildings cont'd	(Orig) 20/21	21/22	22/23	23/24	24/25	25/26	26/27	27/28	28/29	29/30
Ravensthorpe Rec Centre - Hot Water System (LRCI Funded)	\$25,000									
RCP Architect Services	\$250,000									
RCP Consultants Services	\$237,064									
RCP Project Management	\$54,118									
RCP Building Construction (& Builders Preliminaries)	\$3,928,005									
RCP Project Fees and Charges	\$41,822									
RCP Demolition	\$100,000									
RCP Contingency	\$1,435,163									
RCP Utility Services (Ext. Services)	\$234,900									
Ravensthorpe Depot Office Refit	\$40,000									
Hopetoun Depot Mechanic Workshop and Building Maint Shed	\$12,000									
Projects to be confirmed		\$50,000	\$50,000	\$50,000	\$200,000	\$450,000	\$200,000	\$175,000	\$200,000	\$190,000
Footpaths										
Footpath Renewal		\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000
Hosking Street - Concrete Footpath Construction (DCP Funded)	\$30,000									
Cambewarra Drive Pavement Overlay	\$33,250									

		(Orig) 20/21	21/22	22/23	23/24	24/25	25/26	26/27	27/28	28/29
Furniture and Equipment										
Depot Office And Workshop Improvements	\$7,000									
Office Furniture And Painting	\$10,000									
Surgery Equipment Replacement	\$12,000									
Little Barrens - Cot And Kindy Room Furniture	\$6,500									
Street Furniture - Hopetoun (Dcp Funded)	\$10,500									
Computer Upgrades	\$9,600									
Administration Office Photocopier Replacement	\$6,000									
Projects to be confirmed		\$10,227	\$10,438	\$10,880	\$9,615	\$6,828	\$8,906	\$11,020	\$10,947	\$14,789
Land										
Purchase Depot Block - 1 Moir Road	\$100,000									
Plant and Equipment										
Plant replacement - various	\$1,996,000	\$1,276,000	\$931,500	\$1,464,000	\$1,137,000	\$949,000	\$1,291,000	\$1,331,000	\$750,000	\$949,000
Roads										
Transport Works - various	\$2,387,022	\$1,159,003	\$1,161,656	\$1,164,349	\$1,167,082	\$1,182,039	\$1,184,855	\$1,187,713	\$1,190,614	\$1,193,559

		(Orig) 20/21	21/22	22/23	23/24	24/25	25/26	26/27	27/28	28/29
Other Infrastructure										
Ravensthorpe Regional Landfill	\$250,000									
Little Barrens - Playground Upgrade	\$100,000									
Cub House - Playground Upgrade	\$80,000									
Munglinup Waste Site Improvements	\$9,360									
Basketball Hoops Near Skatepark Hopetoun (DCP Funded)	\$15,000									
Dual Irrigation - Hopetoun Oval (DCP And DSR Funded)	\$282,425									
Maitland Street Park Playground Upgrade (DCP Funded)	\$45,000									
Mcculloch Park Playground Upgrade - Hopetoun (DCP Funded)	\$108,642									
Skate Park Shade And Seating (DCP Funded)	\$8,000									
RCP Landscaping and Playground	\$614,250									

	\$180,900										(Orig)
Other Infra. Cont'd	(Orig)										(Orig)
	20/21	21/22	22/23	23/24	24/25	25/26	26/27	27/28	28/29		20/21
RCP Carpark	\$180,900										
Airport Lighting Upgrade	\$32,200										
Illuminating Silo Art Work (DCP Funded)	\$25,000										
Recreation project to be confirmed annually		\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$50,000	\$50,000		\$50,000
Airport Renewal Project						\$250,000					
Water Infrastructure Renewal Project							\$35,000				\$50,000
Swimming Pool Renewal Project								\$50,000			
Wastewater Facility Renewal Project								\$300,000			
Drainage											
Coxall Road 2x Culvert Replace (LRCI Funded)	\$30,000										
Other projects to be confirmed											
Grand Total	\$13,312,720	\$2,530,230	\$2,188,594	\$2,724,229	\$2,548,697	\$2,872,867	\$2,754,761	\$2,819,733	\$2,516,561		\$2,462,348

Financial Implications

The plan relies on rates increases of 3.0% per annum for most of the ten years. 2020/21 saw a nil rates increase (in response to COVID-19). 2021/22 sees a rates increase of 4.0% and 2022/23 sees a rates increase of 3.5%. From then on, the rates increases drop to 3.0% per annum. This rates profile provides a slight recovery of income forgone during the COVID19 state of emergency and a buffer for the additional stimulus activity required for managing multiple projects in the first two years.

Forecast Rate Setting Statement

	20/21 (Orig) \$	21/22 \$	22/23 \$	23/24 \$	24/25 \$	25/26 \$	26/27 \$	27/28 \$	28/29 \$	29/30 \$
Net current assets at start of financial year - surplus/(deficit)	1,739,505	0	0	0	0	0	0	0	0	0
	1,739,505	0	0	0	0	0	0	0	0	0
Revenue from operating activities (excluding rates)										
Governance	20,000	20,400	20,808	21,224	21,649	22,082	22,523	22,974	23,433	23,902
General purpose funding	1,049,356	2,075,554	2,094,453	2,111,772	2,130,582	2,148,506	2,170,831	2,199,092	2,237,951	2,290,857
Law, order, public safety	377,790	383,859	390,028	396,300	402,676	409,158	415,748	423,090	429,911	436,845
Health	15,500	15,888	16,285	16,692	17,109	17,537	17,975	18,425	18,885	19,357
Education & welfare	1,084,965	1,015,688	1,041,080	1,067,107	1,093,785	1,121,129	1,149,158	1,177,887	1,207,334	1,237,517
Housing	5,200	5,330	5,463	5,600	5,740	5,883	6,030	6,181	6,336	6,494
Community amenities	704,474	722,725	741,088	759,536	778,447	797,834	817,708	838,082	858,968	880,379
Recreation and culture	474,001	55,350	56,734	58,152	59,606	61,096	62,623	64,189	65,794	67,439
Transport	358,500	319,015	325,153	331,417	337,810	344,334	350,993	357,788	364,724	371,803
Economic services	341,468	253,175	259,504	265,992	272,642	279,458	286,444	293,605	300,946	308,469
Other property and services	470,345	476,757	486,360	496,159	506,156	516,358	526,766	537,386	548,223	559,280
	4,901,599	5,343,740	5,436,957	5,529,951	5,626,202	5,723,375	5,826,800	5,938,699	6,062,504	6,202,342

	20/21 (Orig) \$	21/22 \$	22/23 \$	23/24 \$	24/25 \$	25/26 \$	26/27 \$	27/28 \$	28/29 \$	29/30 \$
Expenditure from operating activities										
Governance	(965,894)	(875,389)	(912,090)	(910,317)	(948,645)	(947,572)	(987,321)	(988,107)	(1,029,090)	(1,030,873)
General purpose funding	(297,378)	(266,238)	(271,194)	(276,432)	(281,772)	(323,215)	(293,680)	(299,553)	(305,544)	(311,655)
Law, order, public safety	(859,619)	(735,797)	(746,817)	(759,534)	(772,503)	(785,730)	(800,644)	(796,034)	(811,593)	(826,623)
Health	(325,386)	(347,502)	(351,592)	(356,658)	(361,819)	(367,075)	(373,377)	(369,890)	(376,460)	(371,053)
Education & welfare	(1,082,697)	(1,029,534)	(1,049,248)	(1,069,772)	(1,090,707)	(1,112,063)	(1,134,283)	(1,156,956)	(1,180,090)	(1,203,696)
Housing	(251,223)	(358,758)	(360,918)	(363,488)	(366,105)	(369,655)	(373,967)	(372,844)	(377,356)	(381,972)
Community amenities	(1,644,078)	(1,612,960)	(1,632,564)	(1,655,266)	(1,678,357)	(1,701,477)	(1,730,928)	(1,750,024)	(1,780,835)	(1,818,302)
Recreation and culture	(1,962,721)	(1,837,718)	(1,861,074)	(1,886,370)	(1,912,213)	(1,940,083)	(1,968,850)	(1,984,615)	(2,015,810)	(2,038,522)
Transport	(5,209,942)	(3,470,032)	(3,512,160)	(3,558,983)	(3,606,607)	(3,655,843)	(3,713,851)	(3,759,905)	(3,816,783)	(3,871,923)
Economic services	(709,314)	(694,723)	(701,478)	(708,766)	(716,197)	(723,774)	(731,920)	(719,854)	(728,337)	(736,994)
Other property and services	(494,993)	(2,234,378)	(2,317,625)	(2,382,008)	(2,478,428)	(2,555,415)	(2,623,034)	(2,330,260)	(2,421,193)	(2,452,622)
	(13,803,245)	(13,463,029)	(13,716,760)	(13,927,593)	(14,213,353)	(14,481,902)	(14,731,854)	(14,528,042)	(14,843,092)	(15,044,235)
Operating activities excluded from budget										
Profit on disposal of assets	(49,500)	0	0	0	0	0	0	0	0	0
Loss on disposal of assets	227,000	0	0	0	0	0	0	0	0	0
Movement in liabilities associated with restricted cash	0	0	0	0	0	0	0	0	0	0
Movement in other provisions (non-current)	0	0	0	0	0	0	0	0	0	0
Movement in deferred pensioner rates (non-current)	0	0	0	0	0	0	0	0	0	0
Movement in employee benefit provisions (non-current)	0	0	0	0	0	0	0	0	0	0
Depreciation and amortisation on assets	4,902,716	5,109,512	5,196,491	5,262,910	5,361,299	5,441,177	5,515,147	5,135,264	5,228,164	5,240,828
Amount attributable to operating activities	(3,821,430)	(3,009,777)	(3,083,313)	(3,134,732)	(3,225,852)	(3,317,350)	(3,389,907)	(3,454,079)	(3,552,424)	(3,601,065)

	20/21 (Orig) \$	21/22 \$	22/23 \$	23/24 \$	24/25 \$	25/26 \$	26/27 \$	27/28 \$	28/29 \$	29/30 \$
INVESTING ACTIVITIES										
Non-operating grants, subsidies and contributions	9,166,318	817,202	817,202	817,202	817,202	829,385	829,385	829,385	829,385	829,385
Proceeds from disposal of assets	393,500	304,000	227,000	459,000	275,000	297,000	277,000	344,000	241,000	283,000
Purchase of property, plant and equipment	(9,081,671)	(1,336,300)	(992,573)	(1,525,965)	(1,348,222)	(1,408,040)	(1,503,794)	(1,521,682)	(965,537)	(1,161,381)
Purchase and construction of infrastructure	(4,231,049)	(1,194,003)	(1,196,656)	(1,199,349)	(1,202,082)	(1,467,039)	(1,254,855)	(1,302,713)	(1,555,614)	(1,308,559)
Amount attributable to investing activities	(3,752,902)	(1,409,101)	(1,145,027)	(1,449,112)	(1,458,102)	(1,748,694)	(1,652,264)	(1,651,010)	(1,450,766)	(1,357,554)
FINANCING ACTIVITIES										
Repayment of debentures	(218,282)	(428,771)	(145,706)	(150,174)	(150,600)	(77,025)	(38,888)	(40,248)	(41,654)	(43,110)
New lease arrangements	0	0	0	0	0	0	0	0	0	0
Repayment of long term leases	(121,000)	(147,115)	(130,577)	(130,577)	(130,577)	(130,577)	(130,577)	(25,492)	0	0
Transfers to reserves (restricted assets)	(1,530,000)	(1,021,924)	(1,409,369)	(1,496,441)	(1,553,800)	(1,455,664)	(1,809,674)	(2,008,239)	(2,100,881)	(2,215,699)
Transfers from reserves (restricted assets)	3,249,410	1,383,801	1,118,954	1,422,147	1,431,880	1,489,654	1,624,470	1,620,328	1,420,229	1,320,173
Amount attributable to financing activities	1,380,128	(214,010)	(566,698)	(355,046)	(403,097)	(173,613)	(354,670)	(453,651)	(722,306)	(938,636)
Surplus (deficiency) before general rates	(4,454,699)	(4,632,887)	(4,795,038)	(4,938,890)	(5,087,051)	(5,239,657)	(5,396,840)	(5,558,740)	(5,725,496)	(5,897,254)
Total amount raised from general rates	4,454,699	4,632,887	4,795,038	4,938,890	5,087,051	5,239,657	5,396,840	5,558,740	5,725,496	5,897,254
Net current assets at June 30 c/fwd - surplus/(deficit)	0	0	0	0	0	0	0	0	0	0

STRATEGIC RISK MANAGEMENT

Risk	Risk Controls
Core changes to role of Local Government and/or funding	<ul style="list-style-type: none"> ▪ Long Term Financial Plan (LTFP) ▪ Lobbying and advocacy ▪ Community engagement
Breakdown in relationship between Shire President/Council and CEO	<ul style="list-style-type: none"> ▪ Code of Conduct and relevant policies ▪ Regular meetings CEO/Shire President ▪ CEO performance review process ▪ Councillor induction and training
Breakdown in relationships amongst Councillors	<ul style="list-style-type: none"> ▪ Code of Conduct and relevant policies ▪ Councillor induction and training
Lack of community awareness and engagement with Council's direction	<ul style="list-style-type: none"> ▪ Communications and community engagement
Increased contractor and/or materials costs putting pressure on capital program	<ul style="list-style-type: none"> ▪ Long Term Financial Plan (LTFP) ▪ Asset Management Plans ▪ Budget process ▪ Rigor of project management
Employee cost rises above assumption	<ul style="list-style-type: none"> ▪ Long Term Financial Plan (LTFP) ▪ Workforce Plan (WFP) ▪ Budget process
Reduced external grants/funding	<ul style="list-style-type: none"> ▪ Long Term Financial Plan (LTFP) ▪ Budget process ▪ Lobbying and advocacy
Misappropriation of funds	<ul style="list-style-type: none"> ▪ Policies and Procedures ▪ Audit controls
Low business growth	<ul style="list-style-type: none"> ▪ Economic development facilitation ▪ Long Term Financial Plan (LTFP)
Lack of available skilled staff	<ul style="list-style-type: none"> ▪ Workforce Plan (WFP)
High staff turnover	<ul style="list-style-type: none"> ▪ Workforce Plan (WFP)
Lack of available skilled contractors/suppliers	<ul style="list-style-type: none"> ▪ Tender and Procurement Process ▪ Workforce Plan
Disasters i.e. COVID 19 re-emergence/other pandemic/bushfire/flood/storm	<ul style="list-style-type: none"> ▪ Council policies and management policies, Local Emergency Management Risk Mitigation, Planning, Response and Recovery Arrangements

HOW WILL WE KNOW IF THE PLAN IS SUCCEEDING?

Outcome	Measures
Economy	
The population is growing, in tandem with a thriving, resilient local economy	<ul style="list-style-type: none"> ▪ Short term accommodation fill rates ▪ Airport throughfare ▪ New businesses ▪ Businesses last five years or more ▪ Website hits
Community	
This is a safe and family-friendly community where people of all ages have access to services and facilities, and there is plenty to blow your socks off	<ul style="list-style-type: none"> ▪ Older people’s intention to stay (from community survey) ▪ Trend of young families in the population ▪ Sports club membership ▪ Volunteering
Built Environment	
The built environment is accessible, honours history and provides for the economic and social needs of residents, industry and visitors	<ul style="list-style-type: none"> ▪ Satisfaction with Shire roads – townsites ▪ Satisfaction with Shire roads – rural ▪ Satisfaction with recreation facilities and services ▪ Post-investment satisfaction with: <ul style="list-style-type: none"> – Cultural Precinct – Streetscapes ▪ Post-investment Museum attendance
Natural Environment	
Our unique world class biosphere is valued and protected for the enjoyment of current and future generations	<ul style="list-style-type: none"> ▪ Post-investment environmental outcomes in Munglinup (solid waste and wastewater) ▪ Available bores and strategic community dams ▪ Renewable energy
Governance and Leadership	
The Shire of Ravensthorpe partners the community, and is an effective advocate and responsible steward	<ul style="list-style-type: none"> ▪ Community satisfaction with communication ▪ Community participation in engagement activities ▪ Progress on priority areas for advocacy (self-assessment) ▪ Asset renewal ratio in acceptable range

APPENDIX 1: COMMUNITY ENGAGEMENT PROCESS AND PARTICIPATION

Process

Round 1

Council workshop

Date: Tuesday 3 December 2019

Purpose: To set the scene for the Shire of Ravensthorpe Strategic Review through Elected Members' guidance on Standards, context, key questions for the community.

Community workshops

Dates:

- Hopetoun – Tuesday 4 February 2020
- Ravensthorpe – Wednesday 5 February 2020
- Munglinup – Thursday 6 February 2020

Purpose:

- Vote for logo
- Challenges and opportunities
- Vision
- Priorities
- How could we encourage volunteering?
- One big idea

Community survey

Dates: 19 – 31 March 2020

Purpose: Telephone interviews with residents within the Shire of Ravensthorpe to:

- determine the relative importance of, and satisfaction with, various services and facilities
- understand residents' willingness to pay for desired improvements
- identify future aspirations and most important priorities
- establish and understand the factors that make this a special place
- find out if there are any barriers to volunteering
- find out the best ways to keep the community informed

Council Workshop

Date: Friday 5 June 2020

Purpose: To review the results of community engagement and guide the plans.

Round 2 Process

Dates:

- Ravensthorpe – Wednesday 26 August 2020
- Munglinup – Thursday 27 August 2020
- Hopetoun – Friday 28 August 2020

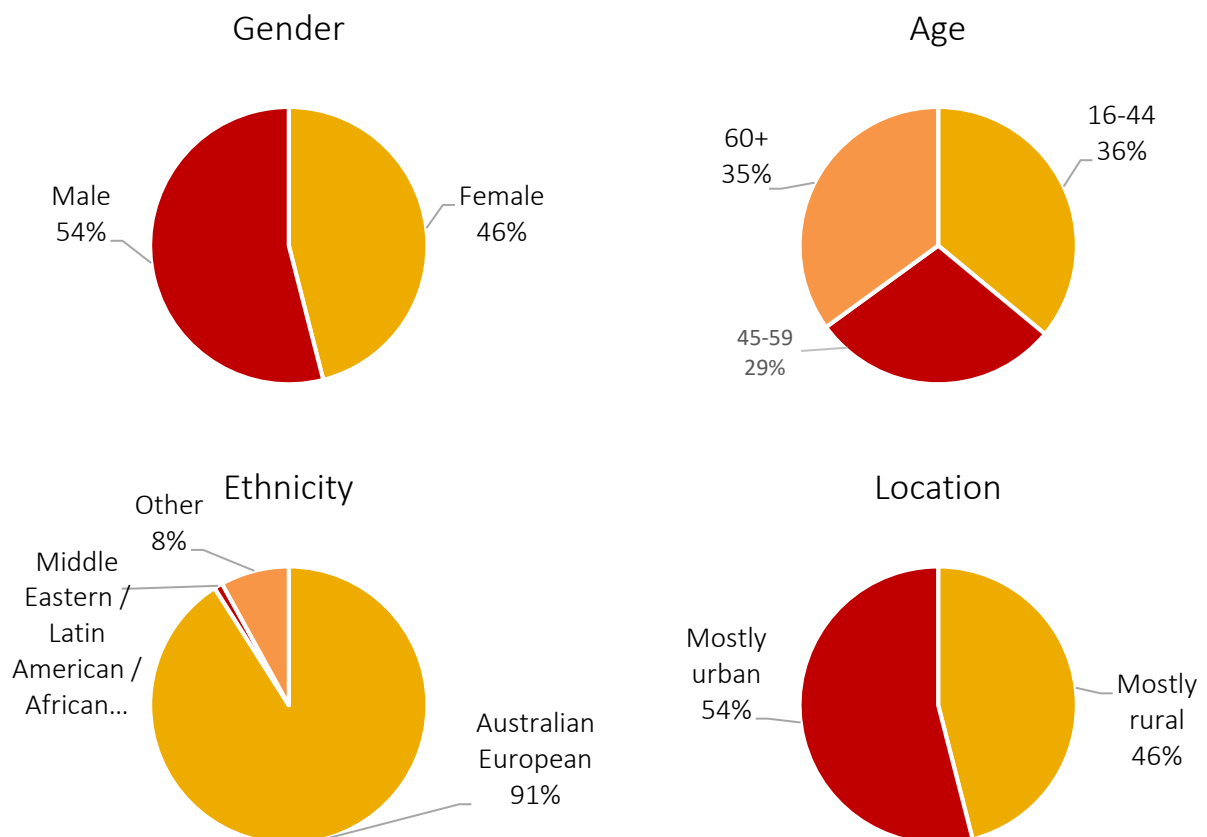
Purpose:

- Update on Ravensthorpe Cultural Precinct and additional funded projects
- Report back on results of engagement and Council's response
- Small group discussions at tables and feedback on Council's response

Participation

Survey

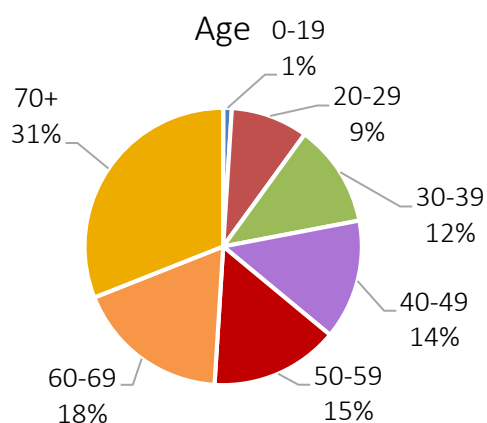
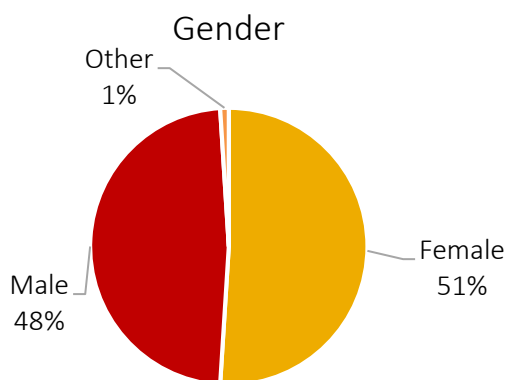
Total of 120 participants.



Community Workshops (round 1)

Total of 138 participants.

Location	Participants
Hopetoun	55
Ravensthorpe	53
Munglinup	30



Community Workshops (round 2)

Total of 41 participants.

Location	Participants
Ravensthorpe	16
Munglinup	12
Hopetoun	13



Corporate Business Plan



2020 – 2024



CONTENTS

Message from the CEO.....	1	Four Year Priorities.....	13
Introduction.....	2	Financial Implications	16
Rates Impact.....	2	Summary of Our Service Plans.....	19
Community Vision	2	How will we know if the plan is succeeding?.....	32
Values	2	CBP Key Program/Service Indicators	32
Outcomes	2	Financial Management	33
Priorities	3	Asset Management.....	33
Objectives and Strategies	5	Workforce Management	34
Key Assumptions	11		
Our Services at a glance and how they link to our strategic goals	12		

MESSAGE FROM THE CEO

While the strategic review was disrupted for a period of time due to COVID-19, we are heading at full steam towards 2021 (at the time of writing) with a significant period of investment to look forward to.

In the course of this plan, there will be substantial improvements to our town centres and recreation facilities. We are also investing more into economic development, particularly tourism, and community development.

These priorities reflect the clear messages the community gave us during the strategic review engagement.

This plan will position all the communities of the Shire to survive and thrive. I look forward to working with the Council, community and staff to bring this to fruition.



Gavin Pollock

Chief Executive Officer, Shire of Ravensthorpe

INTRODUCTION

Welcome to the Shire of Ravensthorpe's draft Corporate Business Plan. The draft plan was reviewed at a Council workshop on 25 February 2021. It was open for public comment from 4 March – 31 March 2021. The Plan was finalised and adopted by Council on 18 May 2021. The Plan will be updated annually and reviewed in conjunction with the strategic reviews required under the Integrated Planning and Reporting framework (see SCP for overview of the framework).

COMMUNITY VISION

A growing community, thriving and resilient, sharing our natural wonderland with the world.

VALUES

The community can rely on us for:

1. Passionate commitment to service
2. Proudly promoting and advocating for our community
3. Clear and regular communication
4. Openly reporting on progress and listening to community feedback

Rates Impact

The plan relies on rates increases of 3.0% per annum for most of the ten years. 2020/21 sees a nil rates increase (in response to COVID-19). 2021/22 sees a rates increase of 4.0% and 2022/23 sees a rates increase of 3.5%, before dropping to 3.0% per annum from then on.

OUTCOMES

1. **Economy:** The population is growing, in tandem with a thriving, resilient local economy
2. **Community:** This is a safe and family-friendly community where people of all ages have access to services and facilities, and there is plenty to blow your socks off
3. **Built Environment:** The built environment is accessible, honours history and provides for the economic and social needs of residents, industry and visitors
4. **Natural Environment:** Our unique world class biosphere is valued and protected for the enjoyment of current and future generations
5. **Governance and Leadership:** The Shire of Ravensthorpe partners the community, and is an effective advocate and responsible steward

PRIORITIES

The following tables outline the ten and four year priorities for the Shire. The priorities are colour coded to represent the geographic area of the Shire involved.

Key

Hopetoun, Ravensthorpe, Munglinup (Shirewide)

Hopetoun, Ravensthorpe, Munglinup

Outcome	Ten-year Priorities	Four-year Priorities
<p>Economy</p> <p>The population is growing, in tandem with a thriving, resilient local economy</p>	<ul style="list-style-type: none"> Biosphere Discovery/ Interpretive Centre Upgrade Hammersley Drive to the South Coast Highway Upgrade camping facilities 	<ul style="list-style-type: none"> Support Hopetoun caravan park development and upgrade Make land available for lease by a private operator for short term accommodation nearby to the Munglinup Community Centre Upgrade Munglinup Information Bay Upgrade Ravensthorpe Information Bay “Range to Sea” tourism circuit promotion, including biosphere promotion Support new and existing tourism businesses to collaborate and develop Develop short trip tourism through airport Expand and develop accessible vehicle parking
<p>Community</p> <p>This is a safe and family-friendly community where people of all ages have access to services and facilities, and there is plenty to blow your socks off</p>	<ul style="list-style-type: none"> Aged care facility (could include hydrotherapy) 	<ul style="list-style-type: none"> Additional wing on Ravensthorpe Hospital for respite facility (advocacy) Support for community groups and programs School liaison Universal beach access Partnering with sporting clubs to progress facility upgrades Reopen upgraded Munglinup bowling green with at least four greens Enclose the veranda of the Munglinup Community Centre for a gym area Support fire brigades to obtain facilities and equipment

Outcome	Ten-year Priorities	Four-year Priorities
<p>Built Environment The built environment is accessible, honours history and provides for the economic and social needs of residents, industry and visitors</p>	<ul style="list-style-type: none"> ▪ Piped water supply from Hopetoun to Ravensthorpe (advocacy) ▪ Paths and trails ▪ Increase beach access points 	<ul style="list-style-type: none"> ▪ Ravensthorpe Town Centre – streetscape grants (private realm) ▪ Hopetoun Town Centre streetscape (public realm) ▪ Cultural precinct ▪ Museum upgrade ▪ Arts Centre and Community Garden in Hopetoun (several options – to be determined) ▪ Improve existing beach access points ▪ Work with Department of Transport and advocate for improved groyne/boating facilities
<p>Natural Environment Our unique world class biosphere is valued and protected for the enjoyment of current and future generations</p>	<ul style="list-style-type: none"> ▪ Community dam in North Ravensthorpe 	<ul style="list-style-type: none"> ▪ Work with Department of Water to increase bores and strategic community dams in rural areas for stockwater ▪ Transfer Station in Munglinup ▪ Improve maintenance of waste water system in Munglinup ▪ Renewable energy- wind and solar (advocacy)
<p>Governance and Leadership The Shire of Ravensthorpe partners the community, and is an effective advocate and responsible steward</p>	<ul style="list-style-type: none"> ▪ Community engagement and communication ▪ Advocacy and collaboration 	<ul style="list-style-type: none"> ▪ Community engagement and communication ▪ Advocacy and collaboration

OBJECTIVES AND STRATEGIES

OUTCOME 1: ECONOMY

The population is growing, in tandem with a thriving, resilient local economy

Item	Objectives and Strategies
1.1	To grow business and employment
1.1.1	Explore and leverage opportunities for business development, including tourism growth, working with community groups, local businesses, regional networks and other partners
1.1.2	Encourage high standards of customer service and local support for local businesses
1.1.3	Maintain high quality, effective visitor information and services
1.1.4	Maintain status as an RV-Friendly Shire
1.2	The right resources and infrastructure are in place to support local commerce and industry
1.2.1	Support local tourism infrastructure development
1.2.2	Advocate for adequate broadband, water and power supply capacity

OUTCOME 2: COMMUNITY

This is a safe and family-friendly community where people of all ages have access to services and facilities, and there is plenty to blow your socks off

Item	Objectives and Strategies
2.1	Social services and facilities are designed and delivered in a way that fits community needs and aspirations
2.1.1	Continue to support the development of and access to core aged care and health services and facilities
2.1.2	Regularly review needs and work to secure social services, facilities and support accordingly

Item	Objectives and Strategies
2.1.3	Advocate for high quality educational opportunities
2.2	Community groups function well with strong volunteer effort and feel supported by the community
2.2.1	Publicise and celebrate the contribution of groups and volunteers to the community
2.2.2	Support the capacity of clubs and groups to develop and advocate for the reduction of red tape
2.3	People feel that their community is safe for all, free of nuisance and protected from risk of damage
2.3.1	Protect public health and amenity
2.3.2	Act to reduce the risk of bush fire, and be prepared in case of bush fire in terms of emergency response and disaster recovery
2.3.3	Ensure buildings and structures are safe and provide a healthy living and working environment
2.3.4	People and property are protected from flood damage and risk to a specified level
2.4	People have access to attractive community facilities, activities and events which support activity and health, community involvement and enjoyment of life
2.4.1	Provide a range of community facilities and associated services in a way that maximises use and community activity
2.4.2	Development of the new Cultural Precinct in Ravensthorpe
2.4.3	Provide parks and gardens which can be enjoyed by all, including easy to access, good quality and interesting play areas for children, recreation opportunities for young people, and appropriate pathways and seating for older people and those with disability
2.4.4	Celebrate key annual national events and support a range of local community events
2.5	Young people, older people and people with disability feel valued and have access to resources which provide opportunities for their development and enjoyment
2.5.1	Enable people, particularly seniors and people with disability, to be able to move easily around the town and to use community facilities
2.5.2	Advocate for and facilitate provision of services and resources to address issues experienced by young people and seniors

OUTCOME 3: BUILT ENVIRONMENT

The built environment is accessible, honours history and provides for the economic and social needs of residents, industry and visitors

Item	Objectives and Strategies
3.1	The Shire of Ravensthorpe has appropriate housing choice available to the community
3.1.1	Continue to advocate for and collaborate on housing options for older people (e.g. age appropriate housing) and people with disability which enables them to stay in the community during their lives
3.1.2	Ensure that town planning provisions enable a range of housing design and solutions, for different household types – e.g. single person households, seasonal workers, families
3.2	New development (including commercial) is of a high quality and contributes positively to the character and appearance of the town
3.2.1	Encourage new developments to be designed and built in a way that reduces pressure on and demand for resources (e.g. energy efficiency and water conservation), and gives priority to development/ infill of currently zoned land
3.2.2	Ensure that new developments are designed for or contribute to public open space and have attractive streetscapes.
3.2.3	Plan for appropriate location of activities within the Shire, in a way that is consistent with the community's vision for the future.
3.3	The towns of the Shire have attractive streetscapes in keeping with local character
3.3.1	Ravensthorpe, Munglinup, and Hopetoun have clean and attractive streetscapes that suit the character of each, with adequate and well maintained planting and seating
3.4	It is easy and safe to move around and in and out of the district
3.4.1	Provision of a road network with service levels that meet the needs of industry, residents and tourists
3.4.2	Maintain and develop the footpath network
3.5	The Shire's heritage structures, heritage and cultural places are valued and protected, and are integrated into community life and economic activity.
3.5.1	Ensure that valued heritage sites are listed, and the Shire's built heritage is looked after

OUTCOME 4: NATURAL ENVIRONMENT

Our unique world class biosphere is valued and protected for the enjoyment of current and future generations

Item	Objectives and Strategies
4.1	Maximised resource recovery from waste and safe disposal of residual waste
4.1.1	Provide people with the ability to reduce their waste and deal with residual waste appropriately
4.2	Water conservation and water harvesting opportunities are maximised
4.2.1	Invest in water harvesting
4.2.2	Provide water conservation information to the community
4.3	The Shire's valued natural areas and systems are protected and enhanced
4.3.1	Support or directly undertake targeted environmental projects where external funding is available and/or opportunities for community partnerships exist
4.3.2	Ensure proper land management practices are observed which result in protection and care of the natural environment
4.3.3	Undertake relevant Shire services in a way that has regard for protection of bush and habitat
4.3.4	Use, wherever possible, locally sourced seed and plants
4.4	Energy is used efficiently and there is an increased use of renewable energy in the Shire.
4.4.1	Continued inclusion of energy efficient design and systems, and solar energy systems in Council buildings and other key facilities

OUTCOME 5: GOVERNANCE AND LEADERSHIP

The Shire of Ravensthorpe partners the community, and is an effective advocate and responsible steward

Item	Objectives and Strategies
5.1	The Shire's community is engaged and involved
5.1.1	The community is provided with opportunities to engage on strategic, corporate, asset and financial plans, and other major plans and issues
5.1.2	Ensure that there is good communication between the Shire of Pingelly and the community via a range of methods
5.2	The Council ensures its decisions are well informed and considered
5.2.1	Provision of robust information, sound advice and effective processes to support the Council's decision making process
5.2.2	The Council undertakes appropriate training and development
5.3	The Council, with the support of the community, is an effective advocate for resources and facilities which support the vision for the future
5.3.1	<p>The Council and community continue work together to advocate for change, targeted to the following areas:</p> <ul style="list-style-type: none"> ▪ energy, water and broadband capacity ▪ resources which will assist in the development of the local economy, creation of local businesses and jobs, and attraction of population and visitors ▪ maintenance, renewal and development of key infrastructure and community facilities
5.4	The Shire of Ravensthorpe is known as a good employer, and staff have the capacity and skills to deliver identified services and strategies
5.4.1	Recruit, retain and develop the skilled and diverse workforce needed to implement the Shire's plans
5.4.2	Undertake effective Shire workforce planning
5.5	The value of community owned assets is maintained
5.5.1	Assets renewals and upgrades are funded to the level required to maintain asset value and agreed service levels
5.5.2	Projects are well-planned planned and delivered on time and on budget, with effective and thorough risk management and reporting

Item	Objectives and Strategies
5.6	Financial systems are effectively managed
5.6.1	Financial management and reporting systems are able to deliver on all administrative and management functions (including reporting), and long-term financial planning requirements
5.7	Customer service and other corporate systems are of high quality
5.7.1	The Shire strives for a best practice in its customer service, including governance support, and continually seeks ways to improve delivery where needed.
5.7.2	Probity, risk management and associated reporting systems, and underpinning corporate IT systems are effective and efficient.

Key Assumptions

Item	Assumptions								
Shire population	Current (2016): 1,733 Assume modest growth								
Property base growth	Conservatively estimated at 0%. The Shire has capacity for residential growth without additional dwellings.								
Interest rate (borrowing)	10-year loan term: Rates for borrowings start at 1.85% increasing over the life of the plan to 3.08% 20-year loan term: Rates start at 2.59% increasing over the life of the plan to 3.67% Loan repayments within the plan are based on existing loan schedules. At this stage, the current draft has no proposed new borrowings and there is very little projected debt by the end of the ten year period.								
Local Government Cost Index (LGCI)	This forecast is based on the WA Local Government Association (WALGA) estimate of general inflation for 2019/20 and 2020/21 in May 2020 and estimate of LGCI for 2021/22 and 2022/23 in February 2020 (prior to impact of COVID-19). It will be revised again once the medium term outlook is more certain and should be treated with caution in the meantime. <table border="1" data-bbox="562 778 2089 858"> <thead> <tr> <th data-bbox="562 778 945 815">2019/20</th> <th data-bbox="945 778 1328 815">2020/21</th> <th data-bbox="1328 778 1711 815">2021/22</th> <th data-bbox="1711 778 2089 815">2022/23</th> </tr> </thead> <tbody> <tr> <td data-bbox="562 815 945 858">-1%</td> <td data-bbox="945 815 1328 858">2.75%</td> <td data-bbox="1328 815 1711 858">2.7%</td> <td data-bbox="1711 815 2089 858">3.2%</td> </tr> </tbody> </table>	2019/20	2020/21	2021/22	2022/23	-1%	2.75%	2.7%	3.2%
2019/20	2020/21	2021/22	2022/23						
-1%	2.75%	2.7%	3.2%						
Payroll	2% annually over four years to cater for EBA increases, and movement within levels for current workforce.								
Staffing levels	There are no new positions in the plan, apart from: <ul style="list-style-type: none"> ▪ a Community Development and Grants Officer, starting part time in 2021/22 Note that other positions may be required to deal with increasing demand for the airport and childcare associated with the resources sector. If this is required, the plan will be adjusted.								

Our Services at a glance and how they link to our strategic goals

Economy	Community	Built Environment	Natural Environment	Governance and Leadership
<ul style="list-style-type: none"> ▪ Economic Development, Tourism and Visitor Information Services ▪ Ravensthorpe Airport 	<ul style="list-style-type: none"> ▪ Community Grants ▪ Community Development ▪ Arts, Culture and Events ▪ Health and Medical Services ▪ Seniors, Disability and Youth Services ▪ Environmental Health ▪ Community Safety ▪ Community Halls and Public Toilets ▪ Shire Buildings and Leases ▪ Childcare ▪ Library and Museum ▪ Swimming Pool ▪ Recreation Facilities and Services ▪ Parks, Open Space and Cemetery 	<ul style="list-style-type: none"> ▪ Town Planning ▪ Building Control ▪ Roads, Bridges and Drainage ▪ Paths, Trails and Tracks ▪ Water Management 	<ul style="list-style-type: none"> ▪ Waste Management ▪ Effluent Swerage System ▪ Environmental Management 	<ul style="list-style-type: none"> ▪ Council Governance and Decision-Making ▪ Customer Service ▪ Community Engagement and Communications ▪ Advocacy and Collaboration ▪ Financial Planning and Management ▪ Asset Planning and Management ▪ Workforce Planning and Management ▪ Risk Management

FOUR YEAR PRIORITIES

The Strategic Community Plan sets out a comprehensive set of objectives, strategies and priorities (outlined above). These have been translated into the following strategic capital projects to be delivered under this Corporate Business Plan.

ONE-OFF GRANT FUNDED CAPITAL EXPENDITURE 2020/21

Abbreviations

LRCI	Local Roads and Community Infrastructure (Federal)	BBR	Building Better Regions (Federal)
DCP	Drought Communities Program (Federal)	DLGSC	Department of Local Government, Sport and Recreation (State)

Buildings

Little Barrens - Painting (LRCI)	\$10,000
Two Mile Ablution Block - Hopetoun (DCP)	\$68,200
Hopetoun Sports Pavilion - Timber Sealing and Painting (LRCI)	\$20,400
Hopetoun Sports Pavilion, Repair Doors, Ceilings, Toilets, Kitchen (LRCI)	\$258,000
Ravensthorpe Rec Centre - Balcony/Grandstand (DCP)	\$114,149
Ravensthorpe Rec Centre - Hot Water System (LRCI)	\$25,000
Ravensthorpe Cultural Precinct (BBR):	\$250,000
Architect Services	
Consultants Services	\$237,064
Project Management	\$54,118
Precinct Building Construction (& Builders Preliminaries)	\$3,928,005
Project Fees and Charges	\$41,822
Demolition	\$100,000
Contingency	\$1,435,163
Utility Services (External Services)	\$234,900

Footpaths

Hosking Street - Concrete Footpath Construction (DCP)	\$30,000
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Furniture and Equipment

Street Furniture - Hopetoun (DCP)	\$10,500
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Other Infrastructure

Basketball Hoops Near Skatepark Hopetoun (DCP)	\$15,000
Dual Irrigation - Hopetoun Oval (DCP and DLGSC)	\$282,425
Maitland Street Park Playground Upgrade (DCP)	\$45,000
Mcculloch Park Playground Upgrade - Hopetoun (DCP)	\$108,642
Skate Park Shade and Seating (DCP)	\$8,000
Ravensthorpe Cultural Precinct Landscaping and Playground (BBR)	\$614,250
Ravensthorpe Cultural Precinct Carpark (BBR)	\$180,900
Illuminating Silo Art Work (DCP)	\$25,000
Coxall Road 2X Culvert Replace (LRCl)	\$30,000

REGULAR FORECAST CAPITAL EXPENDITURE BY ASSET CLASS

	(Orig) 20/21	21/22	22/23	23/24
Buildings				
Water Bomber Tank Upgrade	\$2,000			
Surgery Upgrade - Hopetoun	\$11,677			
30 Kingsmill Street, Ravensthorpe	\$40,000			
Ravensthorpe Museum	\$4,500			
Records Sea Container	\$5,500			
Construct Animal Holding Pen - Hopetoun	\$10,000			
Surgery Upgrade Ravensthorpe - Painting	\$21,573			
Ravensthorpe Depot Office Refit	\$40,000			
Hopetoun Depot Mechanic Workshop and Building Maintenance Shed	\$12,000			
Projects to be confirmed		\$50,000	\$50,000	\$50,000
Footpaths				
Footpath Renewal		\$15,000	\$15,000	\$15,000
Cambewarra Drive Pavement Overlay	\$33,250			

	(Orig) 20/21	21/22	22/23	23/24
Furniture and Equipment				
Depot Office and Workshop Improvements	\$7,000			
Office Furniture and Painting	\$10,000			
Surgery Equipment Replacement	\$12,000			
Little Barrens - Cot and Kindy Room Furniture	\$6,500			
Computer Upgrades	\$9,600			
Administration Office Photocopier Replacement	\$6,000			
Projects to be confirmed		\$10,227	\$10,438	\$10,880
Land				
Purchase Depot Block - 1 Moir Road	\$100,000			
Plant and Equipment				
Plant replacement - various	\$1,996,000	\$1,276,000	\$931,500	\$1,464,000
Roads				
Transport Works - various	\$2,387,022	\$1,159,003	\$1,161,656	\$1,164,349
Other Infrastructure				
Ravensthorpe Regional Landfill	\$250,000			
Little Barrens - Playground Upgrade	\$100,000			
Cub House - Playground Upgrade	\$80,000			
Munglinup Waste Site Improvements	\$9,360			
Airport Lighting Upgrade	\$32,200			
Recreation project to be confirmed annually		\$20,000	\$20,000	\$20,000

Financial Implications

The plan relies on rates increases of 3.0% per annum for most of the ten years. 2020/21 sees a nil rates increase (in response to COVID-19). 2021/22 sees a rates increase of 4.0% and 2022/23 sees a rates increase of 3.5 before dropping to 3.0% per annum from then on. This rates profile provides a slight recovery of income forgone during the COVID19 state of emergency and a buffer for the additional stimulus activity required for managing multiple projects in the first two years.

Forecast Rate Setting Statement

	20/21 (Orig) \$	21/22 \$	22/23 \$	23/24 \$
Net current assets at start of financial year - surplus/(deficit)	1,739,505	0	0	0
	1,739,505	0	0	0
Revenue from operating activities (excluding rates)				
Governance	20,000	20,400	20,808	21,224
General purpose funding	1,049,356	2,075,554	2,094,453	2,111,772
Law, order, public safety	377,790	383,859	390,028	396,300
Health	15,500	15,888	16,285	16,692
Education & welfare	1,084,965	1,015,688	1,041,080	1,067,107
Housing	5,200	5,330	5,463	5,600
Community amenities	704,474	722,725	741,088	759,536
Recreation and culture	474,001	55,350	56,734	58,152
Transport	358,500	319,015	325,153	331,417
Economic services	341,468	253,175	259,504	265,992
Other property and services	470,345	476,757	486,360	496,159
	4,901,599	5,343,740	5,436,957	5,529,951

	20/21 (Orig) \$	21/22 \$	22/23 \$	23/24 \$
Expenditure from operating activities				
Governance	(965,894)	(875,389)	(912,090)	(910,317)
General purpose funding	(297,378)	(266,238)	(271,194)	(276,432)
Law, order, public safety	(859,619)	(735,797)	(746,817)	(759,534)
Health	(325,386)	(347,502)	(351,592)	(356,658)
Education & welfare	(1,082,697)	(1,029,534)	(1,049,248)	(1,069,772)
Housing	(251,223)	(358,758)	(360,918)	(363,488)
Community amenities	(1,644,078)	(1,612,960)	(1,632,564)	(1,655,266)
Recreation and culture	(1,962,721)	(1,837,718)	(1,861,074)	(1,886,370)
Transport	(5,209,942)	(3,470,032)	(3,512,160)	(3,558,983)
Economic services	(709,314)	(694,723)	(701,478)	(708,766)
Other property and services	(494,993)	(2,234,378)	(2,317,625)	(2,382,008)
	(13,803,245)	(13,463,029)	(13,716,760)	(13,927,593)
Operating activities excluded from budget				
Profit on disposal of assets	(49,500)	0	0	0
Loss on disposal of assets	227,000	0	0	0
Movement in liabilities associated with restricted cash	0	0	0	0
Movement in other provisions (non-current)	0	0	0	0
Movement in deferred pensioner rates (non-current)	0	0	0	0
Movement in employee benefit provisions (non-current)	0	0	0	0
Depreciation and amortisation on assets	4,902,716	5,109,512	5,196,491	5,262,910
Amount attributable to operating activities	(3,821,430)	(3,009,777)	(3,083,313)	(3,134,732)

	20/21 (Orig)	21/22	22/23	23/24
	\$	\$	\$	\$
INVESTING ACTIVITIES				
Non-operating grants, subsidies and contributions	9,166,318	817,202	817,202	817,202
Proceeds from disposal of assets	393,500	304,000	227,000	459,000
Purchase of property, plant and equipment	(9,081,671)	(1,336,300)	(992,573)	(1,525,965)
Purchase and construction of infrastructure	(4,231,049)	(1,194,003)	(1,196,656)	(1,199,349)
Amount attributable to investing activities	(3,752,902)	(1,409,101)	(1,145,027)	(1,449,112)
FINANCING ACTIVITIES				
Repayment of debentures	(218,282)	(428,771)	(145,706)	(150,174)
New lease arrangements	0	0	0	0
Repayment of long term leases	(121,000)	(147,115)	(130,577)	(130,577)
Transfers to reserves (restricted assets)	(1,530,000)	(1,021,924)	(1,409,369)	(1,496,441)
Transfers from reserves (restricted assets)	3,249,410	1,383,801	1,118,954	1,422,147
Amount attributable to financing activities	1,380,128	(214,010)	(566,698)	(355,046)
Surplus (deficiency) before general rates	(4,454,699)	(4,632,887)	(4,795,038)	(4,938,890)
Total amount raised from general rates	4,454,699	4,632,887	4,795,038	4,938,890
Net current assets at June 30 c/fwd - surplus/(deficit)	0	0	0	0

SUMMARY OF OUR SERVICE PLANS

This section sets out the various services provided by the Council and how they link to the objectives in the Strategic Community Plan. The tables describe the nature of the service, the current level of service and the proposed change, if any, over the next four years. Changes in service levels are by and large driven by the priorities set out earlier. They are mainly achieved through either refocusing existing resources and/or external grant funding.

Service/Description	Strategic Links - SCP Objectives (Primary)	Current Level of Service	Change?	Level of Service change over 4 years
<p>Economic Development, Tourism and Visitor Information Services Support for local business and tourism.</p>	<p>1 Economy: The population is growing, in tandem with a thriving, resilient and job rich local economy</p>	<ul style="list-style-type: none"> ▪ Business liaison and tourism development by Tourism Officer ▪ Advocacy for external funding for key initiatives ▪ Business directory on Shire Website ▪ Project based development of messages and material in conjunction with key groups, to be used for Shire promotion. ▪ On-going support for tourism information in relevant publications and liaison with groups to deliver key messages and initiatives. ▪ Provision of Hopetoun Information Centre, Mon-Fri 9:00am - 4:00pm ▪ Provision of Ravensthorpe Visitor Centre (& Museum - see below) with opening hours as required ▪ Ravensthorpe and Hopetoun 'RV-Friendly Towns' ▪ 3 x Tourism Information Bays (Ravensthorpe, Hopetoun and Munglinup). ▪ Hopetoun Caravan Park (leased to private operator) ▪ Manage 1 Hammersley Inlet, 3 x 48 hour (Ravensthorpe, Hopetoun and Munglinup) and 1 informal Fitzgerald campsites (done by Rangers) and outlying ablutions 	<p>Increase</p>	<ul style="list-style-type: none"> ▪ High priority to increase support for economic and tourism development but subject to grant funding. ▪ "Range to Sea" tourism promotion, including biosphere promotion ▪ Support new and existing tourism businesses to collaborate and develop ▪ Investigation of overflow camping opportunities. ▪ Support Hopetoun Caravan Park development and upgrade. ▪ Make land available for lease by a private operator for short term accommodation nearby to the community centre in Munglinup ▪ Upgrade Ravensthorpe and Munglinup Tourism Information Bays.

Service/Description	Strategic Links - SCP Objectives (Primary)	Current Level of Service	Change?	Level of Service change over 4 years
<p>Ravensthorpe Airport Airport capable of servicing chartered flights for industry, commercial and recreational aircraft, and emergency services aircraft and related facilities.</p>	<p>1 Economy: The population is growing, in tandem with a thriving, resilient and job rich local economy</p>	<ul style="list-style-type: none"> ▪ Fully equipped airport ▪ Landing rights for Royal Flying Doctors Service ▪ Hangar for Doctor's plane ▪ Water Tanks (for water bombers) ▪ Storage for Department of Biodiversity, Parks and Attractions (baiting program) ▪ Note that Rangers are also Airport Reporting Officers 	<p>Increase</p>	<ul style="list-style-type: none"> ▪ Expand to tourism ▪ Improve security (including CCTV)
<p>Community Grants Funds for groups, projects and individuals to benefit the community.</p>	<p>2 Community: This is a safe and close knit community where families and people of all ages have access to the services and facilities they need, and there is plenty to do and enjoy</p>	<ul style="list-style-type: none"> ▪ Community Development Fund for organisations and/or projects which benefit the community; assist community-based (not for profit) organisations to develop and maintain facilities; to enable groups to leverage exterior funding; or to provide community-based (not for profit) organisations with relief from Council imposed fees and charges. ▪ Administrator and member of Ravensthorpe Hopetoun Future Fund to improve economic and community infrastructure and services in the Shire of Ravensthorpe through funding projects that benefit the community, and to provide bursaries for individuals to help with costs for academic, arts, music, sport or lifeskills (continue to support) 	<p>Maintain</p>	

Service/Description	Strategic Links - SCP Objectives (Primary)	Current Level of Service	Change?	Level of Service change over 4 years
Community Development Work with and support the development of clubs and community groups across the Shire.	2 Community: This is a safe and closeknit community where families and people of all ages have access to the services and facilities they need, and there is plenty to do and enjoy	<ul style="list-style-type: none"> Minimum ad hoc provision of support as resources allow 	Increase	<ul style="list-style-type: none"> Significant priority. Employ a Community Development and Grants Officer in Year 2 with priorities as follows: <ul style="list-style-type: none"> support for community groups and programs school liaison
Arts, Culture and Events Support for local groups and initiatives that enable arts, culture and events by, with and for the local community.	2 Community: This is a safe and closeknit community where families and people of all ages have access to the services and facilities they need, and there is plenty to do and enjoy	<ul style="list-style-type: none"> Funding contribution and partnership with Rave About Arts Support for arts and culture groups Support for iconic events such as the Annual Wildflower Festival 	Increase	<ul style="list-style-type: none"> Develop partnership with Rave About Arts and increased allocation for programming, subject to grant funding. Arts Centre and Community Garden in Hopetoun (options to be investigated)
Health and Medical Services Enable the sustainable provision of local GP service.	2 Community: This is a safe and closeknit community where families and people of all ages have access to the services and facilities they need, and there is plenty to do and enjoy	<ul style="list-style-type: none"> Employ doctor and provide practice locations Provide equipment, 17 services and cleaning Subsidise the practice Provide housing and vehicle 	Maintain	<ul style="list-style-type: none"> Keep under review as population and economics of the practice changes Additional wing on Ravensthorpe Hospital for respite facility (advocacy)

Service/Description	Strategic Links - SCP Objectives (Primary)	Current Level of Service	Change?	Level of Service change over 4 years
<p>Seniors, Disability and Youth Services Support for an inclusive place for all ages and abilities.</p>	<p>2 Community: This is a safe and closeknit community where families and people of all ages have access to the services and facilities they need, and there is plenty to do and enjoy</p>	<ul style="list-style-type: none"> ▪ Senior Citizens Centre in Hopetoun, Senior Citizens Space in Ravensthorpe ▪ 3 aged housing units in Ravensthorpe and 10 aged housing units in Hopetoun (uncertain status of tenure) ▪ Disability Access and Inclusion Plan (DAIP) in place and recently reviewed (2019) - 4 buildings, public toilets, playground rectified by new Cultural Precinct ▪ Youth - provide youth space in Ravensthorpe, work experience (work with school) 	<p>Increase</p>	<ul style="list-style-type: none"> ▪ Review ownership issues and management of aged housing units in Hopetoun and Ravensthorpe. ▪ Young people - increase in focus (to be reviewed) ▪ Universal beach access ▪ Access issues related to four buildings, public toilets, and playground to be rectified by new Cultural Precinct
<p>Environmental Health Ensuring safe food practices and other aspects of environmental health within the local area.</p>	<p>2 Community: This is a safe and closeknit community where families and people of all ages have access to the services and facilities they need, and there is plenty to do and enjoy</p>	<ul style="list-style-type: none"> ▪ Implementation of the Health Act and other related legislation, in particular food handling and control legislation applicable to shops and eating-places and approval of septic systems. ▪ Provided by City of Albany with internal admin and contract management (once a month). 	<p>Maintain</p>	<ul style="list-style-type: none"> ▪ Need to establish SLA or bring in-house. <p>Note that all local governments in WA will be required to prepare a Public Health Plan. It is expected that this requirement will come into force during the life of this Corporate Business Plan.</p>

Service/Description	Strategic Links - SCP Objectives (Primary)	Current Level of Service	Change?	Level of Service change over 4 years
<p>Community Safety Prevention, preparedness, response and recovery in relation to bushfire and other emergencies. Ensuring the safety and amenity of the community.</p>	<p>2 Community: This is a safe and closeknit community where families and people of all ages have access to the services and facilities they need, and there is plenty to do and enjoy</p>	<ul style="list-style-type: none"> ▪ Membership of Great Southern District Emergency Management Committee ▪ Local emergency management arrangements in place ▪ Community Emergency Services Officer (CESO) in place ▪ Fire stations and emergency management facilities across the Shire ▪ Set and enforce firebreak requirements, fire permits and harvest and vehicle movement bans ▪ Ranger services for animal control, illegal camping, off-road vehicles, abandoned vehicles, litter, native fauna etc ▪ Cat and dog pounds (Ravensthorpe) ▪ CCTV - 3 locations (2 in Hopetoun, 1 in Ravensthorpe) 	<p>Increase</p>	<ul style="list-style-type: none"> ▪ Joint Bushfire Mitigation Officer with Shire of Jerramungup. ▪ CESO with Jerramungup - more effective allocation of resources towards strategic bushfire management. ▪ Support fire brigades to obtain facilities and equipment ▪ More systematic application of regulatory regime. ▪ Add community education. ▪ CCTV to be expanded. ▪ Holding pen (cats and dogs) to be built in Hopetoun.
<p>Community Halls and Public Toilets Halls and other facilities for use by individual, groups or organisations. Public toilets for locals and visitors.</p>	<p>2 Community: This is a safe and closeknit community where families and people of all ages have access to the services and facilities they need, and there is plenty to do and enjoy</p>	<ul style="list-style-type: none"> ▪ Ravensthorpe Town Hall, Fitzgerald Hall, Jerdacuttup Hall, North Ravensthorpe Hall ▪ Hopetoun Community Centre, including two meetings room and a main hall ▪ Munglinup Community Centre ▪ Male and female accessible public toilets in Ravensthorpe (2), Hopetoun (4), and Munglinup (1) that are well presented, maintained and cleaned daily 	<p>Increase</p>	<ul style="list-style-type: none"> ▪ 2 Mile toilets upgrade ▪ New Cultural Precinct meeting spaces and toilet block upgrade

Service/Description	Strategic Links - SCP Objectives (Primary)	Current Level of Service	Change?	Level of Service change over 4 years
<p>Shire Buildings and Leases Provision, maintenance and administration of buildings for Shire purposes and community leases</p>	<p>2 Community: This is a safe and closeknit community where families and people of all ages have access to the services and facilities they need, and there is plenty to do and enjoy</p>	<ul style="list-style-type: none"> ▪ Works Depots (Hopetoun and Ravensthorpe). ▪ Admin Buildings (Hopetoun and Ravensthorpe). ▪ 12 Shire houses (11 in Ravensthorpe and 1 in Hopetoun). ▪ Range of community leases, including: <ul style="list-style-type: none"> – Hopetoun: Seniors, Hopetoun Police Station, Hopetoun CRC, Hopetoun Progress Association, Hopetoun Golf Club. – Ravensthorpe: Mining Camp (Queen St), farming land around airport and Floater Rd, Ravensthorpe CRC, Dunnart Gallery, Ravensthorpe Museum 	<p>Increase</p>	<ul style="list-style-type: none"> ▪ Consolidation of groups into new Cultural Precinct and relocation of Dunnart Gallery to current CRC building
<p>Childcare Provision of high quality childcare services that enable parents to pursue work opportunities in the local area.</p>	<p>2 Community: This is a safe and closeknit community where families and people of all ages have access to the services and facilities they need, and there is plenty to do and enjoy</p>	<ul style="list-style-type: none"> ▪ Operation of the Cub House Long Day Care centre in Ravensthorpe and the Little Barrens Childcare centre in Hopetoun (brought in house recently) 	<p>Increase</p>	<ul style="list-style-type: none"> ▪ Aiming to increase utilisation in Hopetoun. ▪ Compliance, upgrades and functionality. ▪ Investigate alternative management arrangements.

Service/Description	Strategic Links - SCP Objectives (Primary)	Current Level of Service	Change?	Level of Service change over 4 years
<p>Library and Museum Funding support for the CRC's provision to the community of a free library service. Provision of a local museum and gift shop. Run by volunteers.</p>	<p>2 Community: This is a safe and closeknit community where families and people of all ages have access to the services and facilities they need, and there is plenty to do and enjoy</p>	<ul style="list-style-type: none"> ▪ The public library in Ravensthorpe is managed by the Ravensthorpe Community Resource Centre, in a building leased and maintained by the Shire. It has 4000+ books, audio books, DVD's and a children's library area with a weekly StoryTime program for 0-5 years, fun by volunteers. Books can be obtained from other libraries if not locally available. There is a free Online Public Access Computer as well as an ipad for children. Membership is free for all residents, ratepayers and visitors. ▪ Hopetoun CRC provides Hopetoun Library. ▪ The Museum is co-located with the Information Centre in Ravensthorpe with various collections. Entry to the museum is by donation. There is gift shop of local products, souvenirs and books by local authors. 	<p>Increase</p>	<ul style="list-style-type: none"> ▪ Museum upgrade
<p>Swimming Pool Licence to provide community pool to the public, operating in the summer months.</p>	<p>2 Community: This is a safe and closeknit community where families and people of all ages have access to the services and facilities they need, and there is plenty to do and enjoy</p>	<ul style="list-style-type: none"> ▪ Pool located in the Ravensthorpe District High School grounds. Open Oct - Apr from sunrise to sunset. Modest Membership Fee and compulsory (free) safety training to qualify for access, as there is no lifeguard supervision provided. Requirement to fit around Education Department needs. Shire provides minor maintenance, operation and administration of access. 	<p>Maintain</p>	

Service/Description	Strategic Links - SCP Objectives (Primary)	Current Level of Service	Change?	Level of Service change over 4 years
<p>Recreation Facilities and Services Sport and recreation facilities (incl. playgrounds) for use by the community and visitors.</p>	<p>2 Community: This is a safe and closeknit community where families and people of all ages have access to the services and facilities they need, and there is plenty to do and enjoy</p>	<ul style="list-style-type: none"> ▪ Ravensthorpe Tennis Court and Pavillion ▪ Ravensthorpe Entertainment Centre and Sporting Complex, including indoor courts suitable for netball, basketball, badminton, tennis, football and hockey. Fully equipped gym with 24/7 access. Includes a bar, kitchen and entertainment area with a creche and meeting room. ▪ Hopetoun Gym, including a good range of cardio and weight training equipment with 24/7 access. ▪ Ovals - Ravensthorpe (1), Hopetoun (2), Munglinup (1) ▪ Hopetoun Sports Pavillion - cricket, bowls, tennis, hockey, netball, football ▪ Munglinup Recreation Facility - tennis, gym ▪ Beach access points 	<p>Increase</p>	<ul style="list-style-type: none"> ▪ Reopen upgraded Munglinup bowling green with at least 4 greens ▪ Enclosing the veranda of the Munglinup Community Centre for a gym area ▪ Increase irrigation of two ovals in Hopetoun ▪ Partnering with sporting clubs to progress facility upgrades ▪ Improve existing beach access points
<p>Parks, Open Space, Streetscapes and Cemeteries Manage parks and open space (natural reserves), and cemeteries. Maintain tidy and attractive townsites and centres.</p>	<p>2 Community: This is a safe and closeknit community where families and people of all ages have access to the services and facilities they need, and there is plenty to do and enjoy</p>	<ul style="list-style-type: none"> ▪ Parks and open space - Ravensthorpe parks (3), Hopetoun parks (3), Munglinup park (1) and ample natural reserves ▪ Three operational cemeteries (Ravensthorpe, Hopetoun and Munglinup) ▪ Townsite/centres streetscapes ▪ One historic cemetery (Ravensthorpe) 	<p>Increase</p>	<ul style="list-style-type: none"> ▪ Ravensthorpe Town Centre improvements through streetscape grants (private realm) ▪ Hopetoun Town Centre streetscape improvements (public realm)

Service/Description	Strategic Links - SCP Objectives (Primary)	Current Level of Service	Change?	Level of Service change over 4 years
<p>Town Planning</p> <p>Controls where and what type of development takes place Regulates the use of land throughout the Shire. Ensures that all new subdivisions are designed to incorporate integration of all the relevant facilities.</p>	3 Built Environment: The built environment is accessible, honours history and provides for the economic and social needs of residents, industry and visitors	<ul style="list-style-type: none"> Development and application of Local Planning Strategy and Scheme, including statutory approvals Delivered under service agreement by the Shire of Esperance 	Maintain	<ul style="list-style-type: none"> Need to establish SLA or bring in-house.
<p>Building Control</p> <p>Controls where and what type of building takes place, such that buildings meet regulatory requirements for health and safety etc.</p>	3 Built Environment: The built environment is accessible, honours history and provides for the economic and social needs of residents, industry and visitors	<ul style="list-style-type: none"> Development and application of Building Control regulations, including statutory approvals Delivered under service agreement by the City of Albany 	Maintain	<ul style="list-style-type: none"> Need to establish SLA or bring in-house.
<p>Roads, Bridges and Drainage</p> <p>Provide an effective road network (except for those roads maintained by WA Main Roads Department) through the construction, maintenance and renewals of sealed and unsealed local roads Weed control on road reserves (verges and gravel pits).</p>	3 Built Environment: The built environment is accessible, honours history and provides for the economic and social needs of residents, industry and visitors	<ul style="list-style-type: none"> 1 bridge Urban drainage Rural drainage (culverts) Floodways 178.88km of sealed roads and 1021.88 of unsealed roads 	Increase	<ul style="list-style-type: none"> Focus on increasing renewals, especially urban roads. Need to find new sources of gravel.
<p>Paths, Trails and Tracks</p> <p>Provide an effective network of pathways to ensure safe movement and recreation through the construction, maintenance and renewals of footpaths, cycleways, trails and beach access points.</p>	3 Built Environment: The built environment is accessible, honours history and provides for the economic and social needs of residents, industry and visitors	<ul style="list-style-type: none"> Footpaths/cycleways Beach access points Trails (incl. foreshore and rail trail) - currently not maintained 	Increase	<ul style="list-style-type: none"> Applied to Bike West to develop strategic cycle plan Link to tourism

Service/Description	Strategic Links - SCP Objectives (Primary)	Current Level of Service	Change?	Level of Service change over 4 years
Water Management Provision of community dams.	3 Built Environment: The built environment is accessible, honours history and provides for the economic and social needs of residents, industry and visitors	<ul style="list-style-type: none"> Munglinup Community Dam (Agri) Munglinup Town Dam Jerdacuttup Agri Dam Fitzgerald Community Dams (x2) Drought management 	Uncertain	<ul style="list-style-type: none"> Develop water strategy, covering needs of agriculture, community, residential, roads Work with Department of Water to increase bores and strategic community dams in rural areas for stockwater
Waste Management Collection, recycling and disposal of waste in an environmentally sustainable manner. Vergeside collection end September/early October Munglinup, Hopetoun, Ravensthorpe, Jerdacuttup.	4: Natural Environment: The natural environment is protected and resources and waste are sustainably managed	<ul style="list-style-type: none"> Weekly domestic rubbish collection on a Friday in Ravensthorpe and Thursday in Hopetoun and surrounds, Munglinup, Jerdacuttup. Bins can be requested online. Recycling bins are collected every second Friday alternating between Ravensthorpe and Hopetoun, Munglinup, Jerdacuttup. Hopetoun transfer station Operation of regional waste management facility and tip shop (in partnership with the Shire of Jerramungup) Operation of a landfill facility in Munglinup. 	Increase	<ul style="list-style-type: none"> Landfill in Munglinup - convert to transfer station. Review recycling in rural hinterland areas.
Effluent Sewerage System Reticulated septage waste-water system into evaporated settlement ponds in Ravensthorpe and Munglinup	4: Natural Environment: The natural environment is protected and resources and waste are sustainably managed	<ul style="list-style-type: none"> Limited maintenance in Munglinup Comprehensive maintenance and reuse of water in oval in Ravensthorpe 	Increase	<ul style="list-style-type: none"> Improve maintenance in Munglinup
Environmental Management Weed and animal pest management.	4: Natural Environment: The natural environment is protected and resources and waste are sustainably managed	<ul style="list-style-type: none"> See Parks, Open Space and Cemetery. Progressive rehabilitation of gravel pits. \$10k to Ravensthorpe Agricultural Initiative Network - to leverage funding for pest and weed control. 	Increase	<ul style="list-style-type: none"> \$94,000 grant received for weed and animal pest management in partnership with RAIN

Service/Description	Strategic Links - SCP Objectives (Primary)	Current Level of Service	Change?	Level of Service change over 4 years
<p>Council Governance and Decision-Making Ensure the conditions and support are in place for high quality governance and decision-making, and compliance with Council's statutory requirements.</p>	<p>5: Governance and Leadership: The Shire of Ravensthorpe is a trusted partner to its community, an effective advocate, and a responsible steward of the communities assets and resources</p>	<ul style="list-style-type: none"> ▪ Agendas available at least 3 days prior to meetings. Minutes available by 3 days after meetings. ▪ Maintain a register of delegations from Council to Officers. ▪ Submit the Compliance Return to DLGSC by 31 March each year. ▪ Maintain current local laws and review policies in accordance with statutory requirements. ▪ Provide/ facilitate a structured training program for elected members. ▪ Integrated Planning and Reporting Framework in place: Strategic Community Plan and Corporate Business Plan operative according to requirements of minor and major strategic reviews. Major strategic review finalise 2020/21 (year 1). 	<p>Maintain</p>	
<p>Customer Service Respond to enquiries and provide customer service for relevant licenses and registrations.</p>	<p>5: Governance and Leadership: The Shire of Ravensthorpe is a trusted partner to its community, an effective advocate, and a responsible steward of the communities assets and resources</p>	<ul style="list-style-type: none"> ▪ Customer Charter and Policy ▪ Automatic Teller Machine (ATM) ▪ Counter Service (Hopetoun and Ravensthorpe) ▪ Licensing (Hopetoun and Ravensthorpe) ▪ Cat and dog registration service ▪ Planning and building enquiries (at the Counter or via Albany/Esperence) 	<p>Maintain</p>	
<p>Community Engagement and Communications Consult and engage with the community on issues, projects and decisions that affect them.</p>	<p>5: Governance and Leadership: The Shire of Ravensthorpe is a trusted partner to its community, an effective advocate, and a responsible steward of the communities assets and resources</p>	<ul style="list-style-type: none"> ▪ Councillors and staff consult and engage on planning for the future and key issues of interest to the community. ▪ Community consultation and communication policy in place. ▪ Website, facebook page, local paper. 	<p>Increase</p>	<ul style="list-style-type: none"> ▪ Continuous improvements in community engagement and communication

Service/Description	Strategic Links - SCP Objectives (Primary)	Current Level of Service	Change?	Level of Service change over 4 years
<p>Advocacy and Collaboration Advocacy and collaboration with the key parties in the region, the State and Federally, that can support the achievement of the community's vision.</p>	<p>5: Governance and Leadership: The Shire of Ravensthorpe is a trusted partner to its community, an effective advocate, and a responsible steward of the communities assets and resources</p>	<ul style="list-style-type: none"> ▪ Collaborate with other councils and agencies for improved services including aged care, the road network and waste management. ▪ Advocacy Policy ▪ Advocacy to secure resources which will assist in the development of the local economy; and the maintenance, renewal and development of key infrastructure, ICT and community facilities. ▪ Membership of the Regional Roads Group. 	<p>Increase</p>	<ul style="list-style-type: none"> ▪ Priorities: Renewable energy; work with Department of Transport and advocate for improved groyne/boating facilities; water supply (Hopetoun to Ravensthorpe); work with Department of Water to increase bores and strategic community dams in rural areas for stockwater; additional wing on Ravensthorpe Hospital for respite facility
<p>Financial Planning and Management Financial planning and management services compliant with legislation to enable the Shire to sustainably provide services to the community.</p>	<p>5: Governance and Leadership: The Shire of Ravensthorpe is a trusted partner to its community, an effective advocate, and a responsible steward of the communities assets and resources</p>	<ul style="list-style-type: none"> ▪ Financial management that meets all legislative requirements. ▪ Annual report on the financial activities and position of the Shire. ▪ Notify annual rates and fees through rates and annual budget. ▪ Collect rates and follow up debtors ▪ Long Term Financial Plan ▪ Procurement Policy ▪ Records management 	<p>Maintain</p>	

Service/Description	Strategic Links - SCP Objectives (Primary)	Current Level of Service	Change?	Level of Service change over 4 years
<p>Asset Planning and Management</p> <p>Plans for the maintenance, operation and capital expenditure of the community's assets, following sound asset management principles.</p>	<p>5: Governance and Leadership: The Shire of Ravensthorpe is a trusted partner to its community, an effective advocate, and a responsible steward of the communities assets and resources</p>	<ul style="list-style-type: none"> Asset Management Plans for all asset classes (in progress), including plant, equipment and fleet (plant policy and 20 year plant replacement program) 	<p>Increase</p>	<ul style="list-style-type: none"> Completion of all AMPs and implementation of improvement plans
<p>Workforce Planning and Management</p> <p>Key process to ensure a skilled workforce with the right tools to deliver high quality services to the community.</p>	<p>5: Governance and Leadership: The Shire of Ravensthorpe is a trusted partner to its community, an effective advocate, and a responsible steward of the communities assets and resources</p>	<ul style="list-style-type: none"> Organisational Structure (PDs done) Roles and responsibilities matrix Workforce Plan (in progress) Code of Conduct - Councillor and Staff Payroll system maintained Training and development as required. Administer the requirements of the Occupational Health and Safety Act. OSH Committee in place (reps trained) Up to date Shire of Ravensthorpe Enterprise Bargaining Agreement 2020 (three year) otherwise on individual fixed term contracts 	<p>Maintain</p>	
<p>Risk Management</p> <p>Managing the organisation's strategic and operational risks to ensure delivery of plans and achieve a safer workplace, reduced liability exposures, cost savings on claims, protect assets, improve productivity and enhance industry knowledge.</p>	<p>5: Governance and Leadership: The Shire of Ravensthorpe is a trusted partner to its community, an effective advocate, and a responsible steward of the communities assets and resources</p>	<ul style="list-style-type: none"> Identification and management of strategic risks Maintenance of operational Risk Register Regional risk projects Hazardous substances management Swimming pool liability management 	<p>Maintain</p>	

HOW WILL WE KNOW IF THE PLAN IS SUCCEEDING?

The Council closely monitors implementation of the Corporate Business Plan. In conjunction with the measures in the Strategic Community Plan, the following measures give a good indication of the Shire's performance, responsiveness and the quality of its management. The financial and asset ratio targets are based on the guidelines provided by the Department of Local Government, Sport and Cultural Industries.

CBP Key Program/Service Indicators

CBP Key Program/ Service Indicators	Desired Trend/Target
Community satisfaction – Community satisfaction with: <ul style="list-style-type: none"> ▪ The overall performance of the Shire ▪ The individual services delivered by the Shire of Ravensthorpe 	Not declining on either measure
Capital Program Delivery – Percentage delivery of the Corporate Business Plan strategic capital program on time and on budget	≥80% (and no avoidable surprises for Council or the community)
Responsiveness – Community satisfaction with the incorporation of feedback into key Shire decisions	Not below 65% and increasing
Leadership and Accountability – The community's satisfaction with the leadership and accountability of the Shire.	Not below 65% and increasing (new question in survey)
Customer Service – The number of complaints received.	Reducing

Financial Management

Financial Management Indicators	Desired Trend/Target
Operating Surplus Ratio – The extent to which revenues raised cover operational expense only or are available for capital funding purposes.	≥0.01
Current Ratio – The liquidity position of a local government that has arisen from the past years' transactions.	≥1.0
Debt Service Cover Ratio – The ratio of cash available for debt servicing to interest, principal and lease payments.	≥2.0
Own Source Revenue Coverage Ratio – An indicator of a local government's ability to cover its costs through its own revenue efforts.	≥0.4

Asset Management

Asset Management Indicators	Desired Trend/Target
Asset Consumption Ratio – The ratio highlights the aged condition of the local government's stock of physical assets.	≥0.5
Asset Sustainability Ratio – This measures the extent to which assets managed by the local government are being replaced as they reach the end of their useful lives.	≥0.9
Asset Renewal Funding Ratio – This indicates whether the local government has the financial capacity to fund asset renewal as required, and can continue to provide existing levels of services in future, without additional operating income; reductions in operating expenses; or an increase in net financial liabilities above what is currently projected.	≥0.75

Workforce Management

Workforce/ HR Management Indicators	Desired Trend/Target
Staff Turnover – Percentage of workforce that leaves in a financial year	15% or less per annum
Employee Satisfaction – No widespread concern	No single measure poorly ranked by more than 15% of the staff



Long Term Financial Plan



2020 - 2030

CONTENTS

Executive Summary.....	2
Financial Assumptions	2
Revenue	3
Operating Expenditure	4
Non-Operating Expenditure	4
Borrowings	5
Reserves	6
Service Levels	6
Statement of Comprehensive Income by Nature or Type	7
Statement of Comprehensive Income by Program	8
State of Financial Position.....	9
Statement of Changes in Equity.....	10
Rate Setting Statements	11
Statement of Cash Flows	13
Capital Expenditure.....	14
Asset Summary	15
Reserves.....	16
Borrowings.....	17
Ratios	18

EXECUTIVE SUMMARY

The Long-Term Financial Plan (LTFP) presents a financial analysis of strategic objectives defined in the integrated planning framework documents. It is an integral part of Council’s strategic planning process and provides the resourcing capability to implement the Strategic Community Plan and Corporate Business Plan. The Asset Management and Workforce Plans have informed the LTFP, by providing key asset requirements and the people required to provide services to be delivered to the community.

The LTFP provides a guide and establishes a framework for decision making and an insight to the financial sustainability of the Council, by addressing the operating and capital requirements anticipated over the next ten years.

Consistent with the Strategic Community Plan, the LTFP covers a 10-year term. Financial planning over this horizon is difficult and relies on a variety of assumptions that may be subject to change during this period. The LTFP will therefore be closely monitored, and regularly revised, to reflect these changing circumstances.

FINANCIAL ASSUMPTIONS

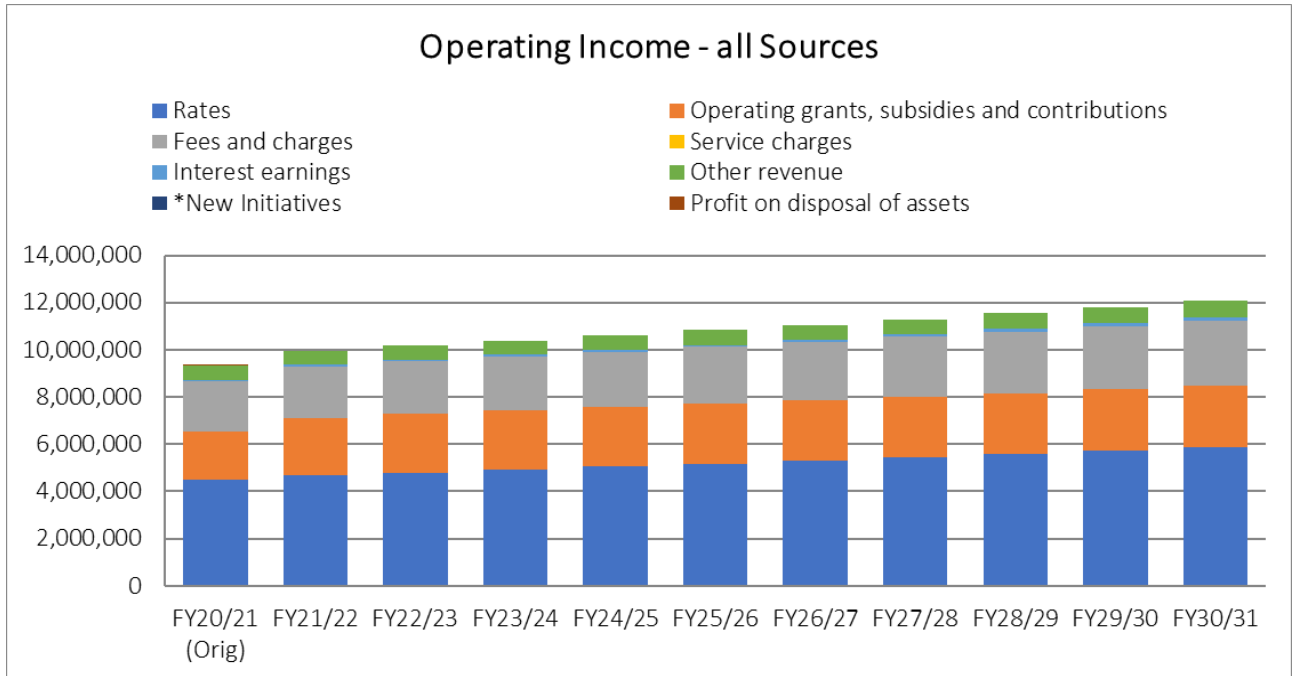
Key assumptions relating to revenue and expenditure have been made as part of the financial modelling to underpin the forecasts.

The 2020/21 budget has been used as the LTFP’s starting point. A number of market-driven and internal assumptions are then applied to project revenue and expenditure over the forecast period. The assumptions are detailed below.

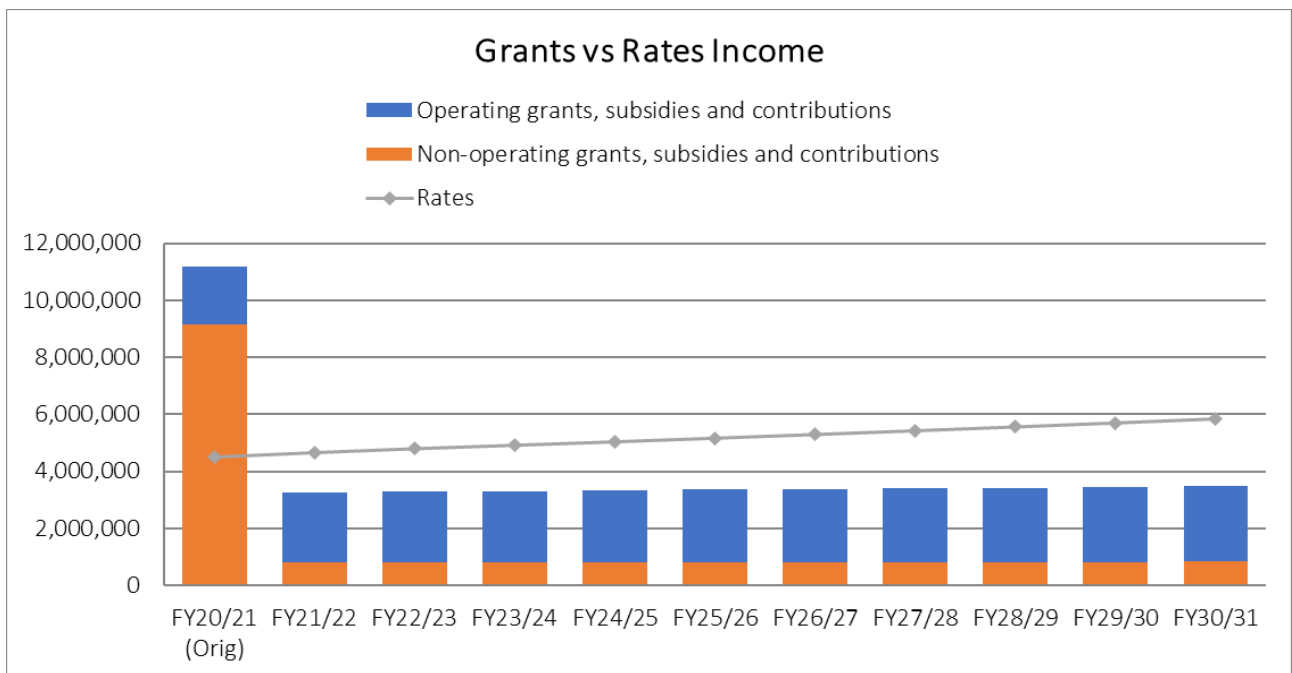
	FY	FY	FY	FY	FY	FY	FY	FY	FY	FY
REVENUE	21/22	22/23	23/24	24/25	25/26	26/27	27/28	28/29	29/30	30/31
Rates	4.00%	3.50%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Operating Grants	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%
Non-Operating Grants	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Fees and charges	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Service charges	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%	2.50%
Interest earnings	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Other revenue	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
EXPENSES										
Employee costs	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%
Materials and contracts	0.50%	1.00%	1.50%	1.50%	1.50%	2.00%	2.00%	2.00%	2.00%	2.00%
Utility charges	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%	4.00%
Insurance expenses	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%	3.50%
Other expenditure	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%	2.00%

Revenue

The Shire’s sources of revenue over the period of the plan is shown below.

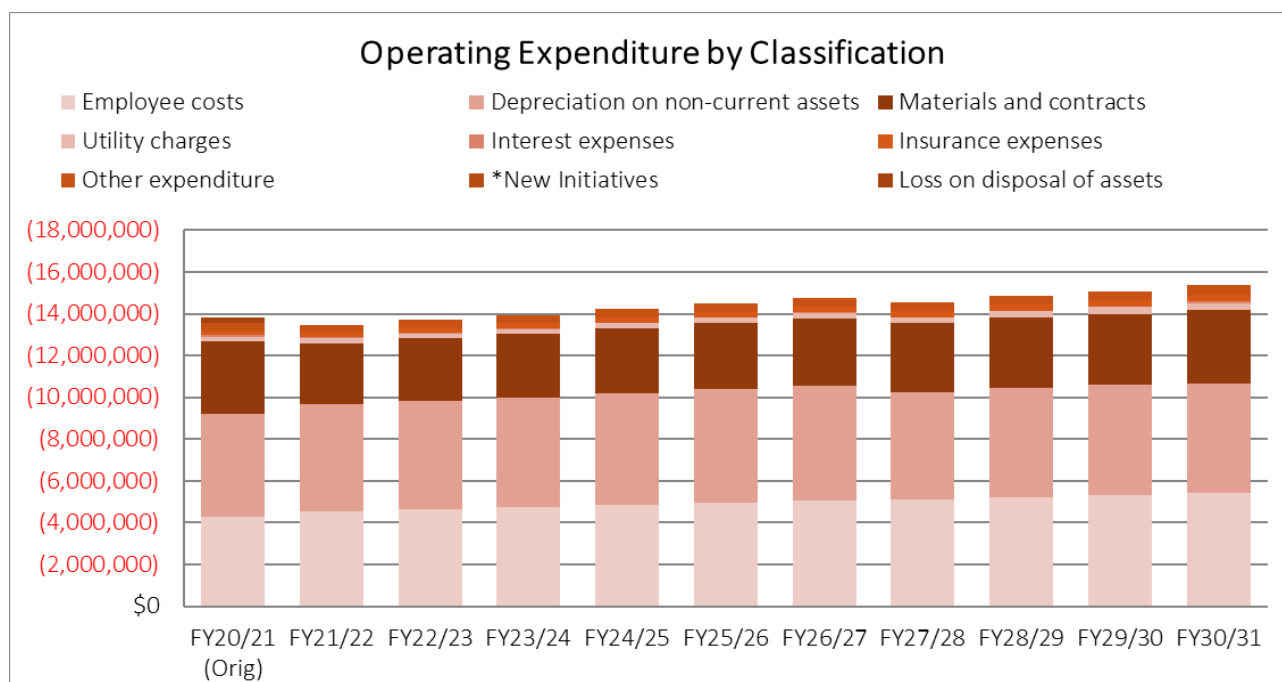


While rate revenue is generally the Shire’s main source of revenue, the Shire is heavily reliant on Federal and State government grant funding to maintain operations and to provide funding for the renewal of key infrastructure assets. The rates profile has been set to provide a slight recovery of income forgone during the COVID19 state of emergency and a buffer for the additional stimulus activity required for managing multiple projects in the first two years.



Operating Expenditure

The LTFP shows expenditure increasing in line with CPI. However, we are aware that there may be significant changes arising from demand in areas such as childcare and the airport. Changes in demand in these areas are driven by fluctuations in the resources industry and is therefore highly uncertain. Any increase in expenditure would be offset by increases in revenue and would be dealt with in the corresponding year's budget. The LTFP would be updated at that time.

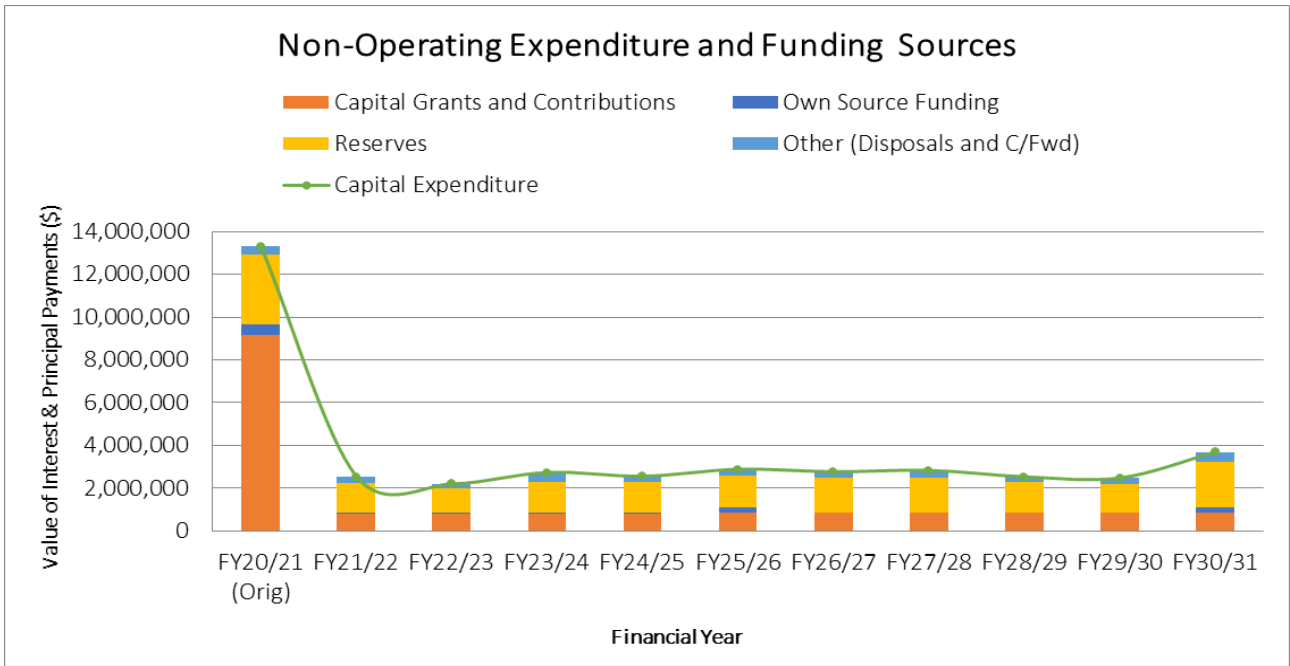


Non-Operating Expenditure

The Shire's largest asset class is roads, and the upkeep of these vital assets requires consistent levels of expenditure, with substantial funding from the Federal and State governments.

The LTFP is aligned with the Asset Management Plans, and provides for:

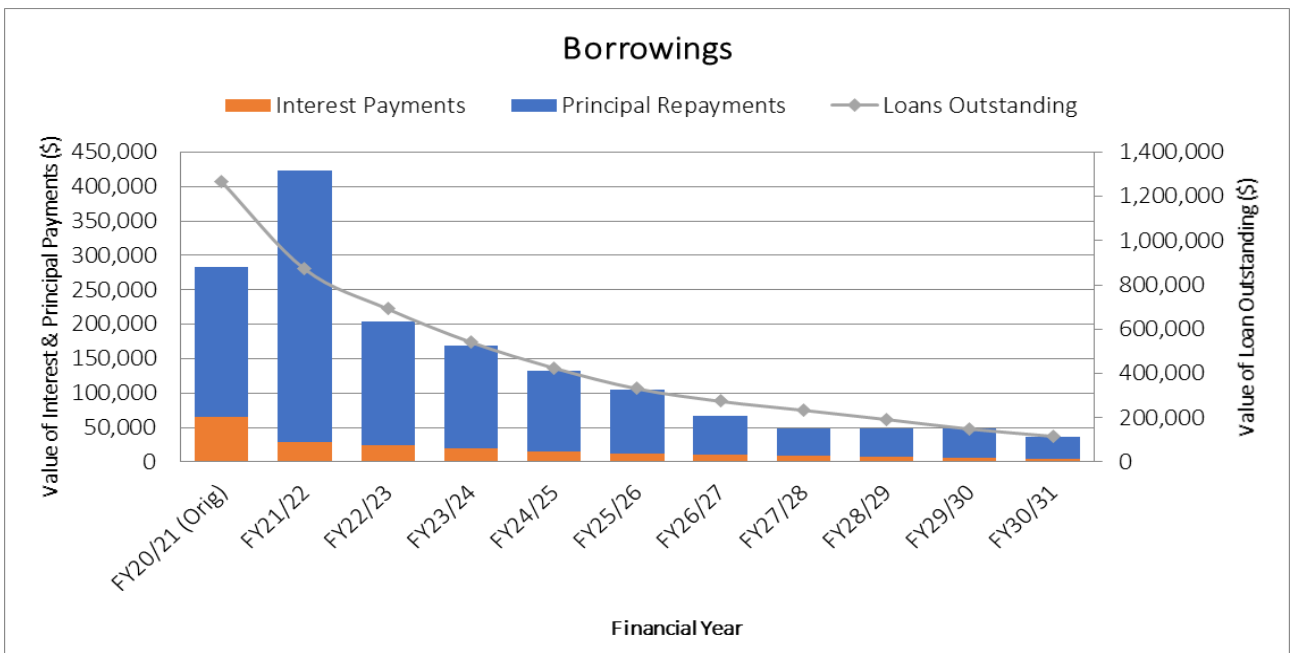
- Road renewals averaging \$1.18M per annum
- Major future renewal plans at the airport
- A plant replacement program, to ensure Council can maintain its current service levels in key asset areas of roads and recreation
- Funding for renewal of other infrastructure and buildings
- Forward planning for the development of additional cells at the Waste Facility



Whilst the Asset Renewal funding ratio is meeting the minimum requirement of 75% and trending upwards in the later years, the consumption of aged assets and general asset sustainability remains a serious challenge. The Shire will vigorously pursue grant funding; review levels of service; and look at increasing own source revenue to improve renewal funding capacity.

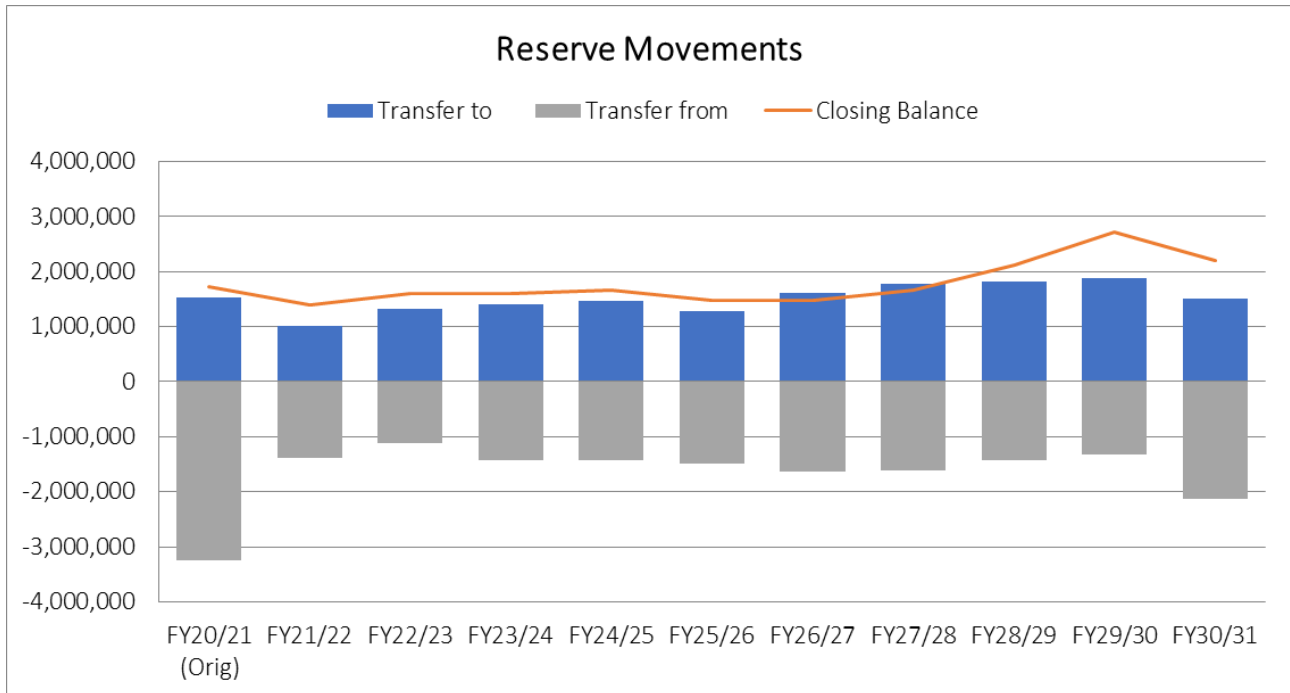
Borrowings

The Shire’s borrowings are set to be extinguished in 15 years, with 91% of that debt being funded within this plan. This will provide Council opportunities to use current levels of repayments to fund other activities.



Reserves

The LTFP provides Reserve transfers to assist predominantly with the funding of future asset renewal requirements. The balance of Reserves will increase over the life of the plan, whilst providing essential funding for the replacement of identified key assets and an internal funding source for future expansion.



SERVICE LEVELS

The Corporate Business Plan identifies a number of service level changes over the coming years. For example, community development is increasing, and this is provided for in the forecasts. Furthermore, there is an increased commitment to asset renewals. While this does not represent a service level increase per se, it is intended to prevent a decline in service level.

The plan is to fully utilise reserve transactions to fund renewal activities, by generally putting aside sufficient funds to draw on for renewal purposes. Any surplus growth in reserve levels will serve as a buffer to fund short term asset growth or respond to emergency situations.

Otherwise, Council's future financial position has been forecast on the basis of a continuance of "normal, business as usual" operations. Any unexpected changes in circumstances, whether positive or negative (eg grant opportunities or crises) will be dealt with and the plans updated as required.

SHIRE OF RAVENSTHORPE - LONG TERM FINANCIAL PLAN
FORECAST STATEMENT OF COMPREHENSIVE INCOME
BY NATURE OR TYPE
FOR THE PERIOD FY 2020/21 - 2030/31

	Original Budget FY20/21 (Orig)	FY21/22	FY22/23	FY23/24	FY24/25	FY25/26	FY26/27	FY27/28	FY28/29	FY29/30	FY30/31
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Revenue											
Rates	4,503,933	4,684,091	4,848,034	4,993,475	5,143,274	5,297,566	5,456,487	5,620,176	5,788,775	5,962,432	6,141,299
Operating grants, subsidies and contributions	2,011,246	2,450,473	2,469,819	2,489,454	2,509,384	2,529,613	2,550,145	2,571,628	2,592,791	2,614,271	2,636,073
Fees and charges	2,137,072	2,191,590	2,247,137	2,303,707	2,361,703	2,421,161	2,482,118	2,544,611	2,608,681	2,674,365	2,741,706
Interest earnings	78,300	62,701	67,478	70,687	75,144	78,468	85,943	99,097	122,588	159,860	182,026
Other revenue	576,247	587,772	599,527	611,518	623,748	636,223	648,948	661,927	675,165	688,669	702,442
	9,306,798	9,976,627	10,231,995	10,468,840	10,713,253	10,963,031	11,223,641	11,497,439	11,787,999	12,099,597	12,403,546
Expenses											
Employee costs	(4,287,386)	(4,539,118)	(4,638,486)	(4,735,272)	(4,834,031)	(4,934,800)	(5,032,781)	(5,132,684)	(5,234,547)	(5,338,406)	(5,444,302)
Materials and contracts	(3,494,094)	(2,943,354)	(2,995,099)	(3,025,321)	(3,095,947)	(3,163,580)	(3,219,104)	(3,271,705)	(3,365,323)	(3,420,777)	(3,553,303)
Utility charges	(219,758)	(228,548)	(237,690)	(247,198)	(257,086)	(267,369)	(278,064)	(289,187)	(300,754)	(312,784)	(325,296)
Depreciation on non-current assets	(4,902,716)	(5,109,512)	(5,196,491)	(5,262,910)	(5,361,299)	(5,441,177)	(5,515,147)	(5,135,264)	(5,228,164)	(5,240,828)	(5,194,050)
Interest expenses	(90,968)	(52,166)	(43,358)	(35,521)	(27,444)	(20,798)	(15,482)	(10,345)	(7,368)	(5,912)	(91,332)
Insurance expenses	(225,393)	(233,282)	(241,447)	(249,897)	(258,644)	(267,696)	(277,066)	(286,763)	(296,800)	(307,188)	(317,939)
Other expenditure	(355,930)	(357,049)	(364,190)	(371,473)	(378,903)	(386,481)	(394,211)	(402,095)	(410,137)	(418,339)	(426,706)
	(13,576,245)	(13,463,029)	(13,716,760)	(13,927,593)	(14,213,353)	(14,481,902)	(14,731,854)	(14,528,042)	(14,843,092)	(15,044,235)	(15,352,928)
	(4,269,447)	(3,486,402)	(3,484,765)	(3,458,753)	(3,500,100)	(3,518,871)	(3,508,214)	(3,030,603)	(3,055,093)	(2,944,638)	(2,949,382)
Non-operating grants, subsidies and contributions	9,166,318	817,202	817,202	817,202	817,202	829,385	829,385	829,385	829,385	829,385	841,873
Profit on disposal of assets	49,500	0	0	0	0	0	0	0	0	0	0
Loss on disposal of assets	(227,000)	0	0	0	0	0	0	0	0	0	0
Fair value adjustments to financial assets at fair value to profit or loss	0	0	0	0	0	0	0	0	0	0	0
Net result	4,719,371	(2,669,200)	(2,667,563)	(2,641,551)	(2,682,898)	(2,689,485)	(2,678,828)	(2,201,218)	(2,225,707)	(2,115,253)	(2,107,509)
Other comprehensive income											
<i>Items that will not be reclassified subsequently to profit or loss</i>											
Changes on revaluation of non-current assets	0	0	0	0	0	0	0	0	0	0	0
Total other comprehensive income	0	0	0	0	0	0	0	0	0	0	0
Total comprehensive income	4,719,371	(2,669,200)	(2,667,563)	(2,641,551)	(2,682,898)	(2,689,485)	(2,678,828)	(2,201,218)	(2,225,707)	(2,115,253)	(2,107,509)

SHIRE OF RAVENSTHORPE - LONG TERM FINANCIAL PLAN
STATEMENT OF COMPREHENSIVE INCOME
BY PROGRAM
FOR THE PERIOD FY 2020/21 - 2030/31

	Original Budget FY20/21 (Orig)	FY21/22	FY22/23	FY23/24	FY24/25	FY25/26	FY26/27	FY27/28	FY28/29	FY29/30	FY30/31
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Revenue											
Governance	20,000	20,400	20,808	21,224	21,649	22,082	22,523	22,974	23,433	23,902	24,380
General purpose funding	5,504,055	6,708,441	6,889,491	7,050,661	7,217,633	7,388,162	7,567,672	7,757,832	7,963,447	8,188,111	8,403,093
Law, order, public safety	377,790	383,859	390,028	396,300	402,676	409,158	415,748	423,090	429,911	436,845	443,895
Health	15,500	15,888	16,285	16,692	17,109	17,537	17,975	18,425	18,885	19,357	19,841
Education & welfare	1,084,965	1,015,688	1,041,080	1,067,107	1,093,785	1,121,129	1,149,158	1,177,887	1,207,334	1,237,517	1,268,455
Housing	5,200	5,330	5,463	5,600	5,740	5,883	6,030	6,181	6,336	6,494	6,656
Community amenities	704,474	722,725	741,088	759,536	778,447	797,834	817,708	838,082	858,968	880,379	902,330
Recreation and culture	473,001	55,350	56,734	58,152	59,606	61,096	62,623	64,189	65,794	67,439	69,125
Transport	313,000	319,015	325,153	331,417	337,810	344,334	350,993	357,788	364,724	371,803	379,029
Economic services	341,468	253,175	259,504	265,992	272,642	279,458	286,444	293,605	300,946	308,469	316,181
Other property and services	467,345	476,757	486,360	496,159	506,156	516,358	526,766	537,386	548,223	559,280	570,561
*New Initiatives	0	0	0	0	0	0	0	0	0	0	0
	9,306,798	9,976,627	10,231,995	10,468,840	10,713,253	10,963,031	11,223,641	11,497,439	11,787,999	12,099,597	12,403,546
Expenses											
Governance	(965,894)	(875,389)	(912,090)	(910,317)	(948,645)	(947,572)	(987,321)	(988,107)	(1,029,090)	(1,030,873)	(1,073,129)
General purpose funding	(297,378)	(266,238)	(271,194)	(276,432)	(281,772)	(323,215)	(293,680)	(299,553)	(305,544)	(311,655)	(353,888)
Law, order, public safety	(859,619)	(735,797)	(746,817)	(759,534)	(772,503)	(785,730)	(800,644)	(796,034)	(811,593)	(826,623)	(842,977)
Health	(310,386)	(347,502)	(351,592)	(356,658)	(361,819)	(367,075)	(373,377)	(369,890)	(376,460)	(371,053)	(377,904)
Education & welfare	(1,082,697)	(1,029,534)	(1,049,248)	(1,069,772)	(1,090,707)	(1,112,063)	(1,134,283)	(1,156,956)	(1,180,090)	(1,203,696)	(1,227,784)
Housing	(251,223)	(358,758)	(360,918)	(363,488)	(366,105)	(369,655)	(373,967)	(372,844)	(377,356)	(381,972)	(386,694)
Community amenities	(1,644,078)	(1,612,960)	(1,632,564)	(1,655,266)	(1,678,357)	(1,701,477)	(1,730,928)	(1,750,024)	(1,780,835)	(1,818,302)	(1,938,916)
Recreation and culture	(1,913,721)	(1,837,718)	(1,861,074)	(1,886,370)	(1,912,213)	(1,940,083)	(1,968,850)	(1,984,615)	(2,015,810)	(2,038,522)	(1,952,971)
Transport	(5,133,942)	(3,470,032)	(3,512,160)	(3,558,983)	(3,606,607)	(3,655,843)	(3,713,851)	(3,759,905)	(3,816,783)	(3,871,923)	(3,930,995)
Economic services	(709,314)	(694,723)	(701,478)	(708,766)	(716,197)	(723,774)	(731,920)	(719,854)	(728,337)	(736,994)	(746,537)
Other property and services	(407,994)	(2,234,378)	(2,317,625)	(2,382,008)	(2,478,428)	(2,555,415)	(2,623,034)	(2,330,260)	(2,421,193)	(2,452,622)	(2,521,132)
*New Initiatives	0	0	0	0	0	0	0	0	0	0	0
	(13,576,246)	(13,463,029)	(13,716,760)	(13,927,593)	(14,213,353)	(14,481,902)	(14,731,854)	(14,528,042)	(14,843,092)	(15,044,235)	(15,352,928)
Non-operating grants, subsidies and contributions	9,166,318	817,202	817,202	817,202	817,202	829,385	829,385	829,385	829,385	829,385	841,873
Profit on disposal of assets	49,500	0	0	0	0	0	0	0	0	0	0
Loss on disposal of assets	(227,000)	0	0	0	0	0	0	0	0	0	0
Net result	4,719,371	(2,669,200)	(2,667,563)	(2,641,551)	(2,682,898)	(2,689,485)	(2,678,828)	(2,201,218)	(2,225,707)	(2,115,253)	(2,107,509)
Other comprehensive income											
<i>Items that will not be reclassified subsequently to profit or loss</i>											
Changes on revaluation of non-current assets	0	0	0	0	0	0	0	0	0	0	0
Total other comprehensive income	0	0	0	0	0	0	0	0	0	0	0
Total comprehensive income	4,719,371	(2,669,200)	(2,667,563)	(2,641,551)	(2,682,898)	(2,689,485)	(2,678,828)	(2,201,218)	(2,225,707)	(2,115,253)	(2,107,509)

**SHIRE OF RAVENSTHORPE - LONG TERM FINANCIAL PLAN
FORECAST STATEMENT OF FINANCIAL POSITION
FOR THE PERIOD FY 2020/21 - 2029/30**

	Original Budget										
	FY20/21 (Orig)	FY21/22	FY22/23	FY23/24	FY24/25	FY25/26	FY26/27	FY27/28	FY28/29	FY29/30	FY30/31
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
CURRENT ASSETS											
Cash and cash equivalents	603,922	585,492	585,493	585,493	585,493	585,493	585,493	585,493	585,492	585,492	585,492
Restricted cash - Reserves	1,728,498	1,385,051	1,675,466	1,749,761	1,871,682	1,837,692	2,022,896	2,410,807	3,091,459	3,986,985	3,785,190
Restricted cash - Bonds & Deposits Held	0	0	0	0	0	0	0	0	0	0	0
Trade and other receivables	1,345,882	572,115	572,115	572,115	572,115	576,099	576,099	576,099	576,099	576,099	576,099
Inventories	2,619	2,358	2,358	2,358	2,358	2,358	2,358	2,358	2,358	2,358	2,358
TOTAL CURRENT ASSETS	3,680,920	2,545,016	2,835,432	2,909,727	3,031,647	3,001,641	3,186,845	3,574,756	4,255,408	5,150,933	4,949,139
NON-CURRENT ASSETS											
Other receivables	11,932	11,932	11,932	11,932	11,932	11,932	11,932	11,932	11,932	11,932	11,932
Property, plant and equipment	40,354,778	39,138,648	38,498,975	38,103,819	37,626,096	37,115,899	36,660,732	36,546,560	35,897,224	35,403,515	35,524,869
Infrastructure	124,054,351	122,387,272	119,792,682	117,191,242	114,582,970	112,230,069	109,651,737	107,111,041	104,812,364	102,252,184	100,183,948
TOTAL NON-CURRENT ASSETS	164,421,061	161,537,851	158,303,589	155,306,993	152,220,997	149,357,899	146,324,401	143,669,533	140,721,520	137,667,631	135,720,749
TOTAL ASSETS	168,101,982	164,082,867	161,139,021	158,216,719	155,252,644	152,359,541	149,511,247	147,244,289	144,976,928	142,818,565	140,669,888
CURRENT LIABILITIES											
Trade and other payables	(1,933,307)	(1,140,848)	(1,140,848)	(1,140,848)	(1,140,848)	(1,140,848)	(1,140,848)	(1,140,848)	(1,140,848)	(1,140,848)	(1,140,848)
Current portion of long term borrowings	(218,282)	(428,771)	(145,706)	(150,174)	(150,600)	(77,025)	(38,888)	(40,248)	(41,654)	(43,110)	(41,167)
Provisions	(437,159)	(437,159)	(437,159)	(437,159)	(437,159)	(437,159)	(437,159)	(437,159)	(437,159)	(437,159)	(437,159)
TOTAL CURRENT LIABILITIES	(2,588,748)	(2,006,778)	(1,723,713)	(1,728,181)	(1,728,607)	(1,655,033)	(1,616,896)	(1,618,255)	(1,619,662)	(1,621,117)	(1,619,175)
NON-CURRENT LIABILITIES											
Long term borrowings	(1,048,005)	(408,745)	(546,105)	(391,463)	(240,437)	(236,986)	(236,235)	(194,628)	(151,567)	(107,001)	(67,776)
Provisions	(81,660)	(81,660)	(81,660)	(81,660)	(81,660)	(81,660)	(81,660)	(81,660)	(81,660)	(81,660)	(81,660)
Right of Use Assets	(825,493)	(678,377)	(547,800)	(417,223)	(286,645)	(156,068)	(25,491)	0	0	0	0
TOTAL NON-CURRENT LIABILITIES	(1,955,158)	(1,168,782)	(1,175,565)	(890,345)	(608,743)	(474,714)	(343,386)	(276,288)	(233,227)	(188,661)	(149,436)
TOTAL LIABILITIES	(4,543,906)	(3,175,561)	(2,899,278)	(2,618,527)	(2,337,350)	(2,129,747)	(1,960,281)	(1,894,543)	(1,852,888)	(1,809,778)	(1,768,611)
NET ASSETS	163,558,077	160,907,307	158,239,744	155,598,193	152,915,294	150,229,794	147,550,966	145,349,747	143,124,040	141,008,788	138,901,279
EQUITY											
Retained surplus	43,920,970	41,613,647	38,655,669	35,939,823	33,135,005	30,483,494	27,619,462	25,030,333	22,123,973	19,113,195	17,207,481
Reserves - cash backed	1,728,498	1,385,051	1,675,466	1,749,761	1,871,682	1,837,692	2,022,896	2,410,807	3,091,459	3,986,985	3,785,190
Revaluation surplus	117,908,609	117,908,608	117,908,608	117,908,608	117,908,608	117,908,608	117,908,608	117,908,608	117,908,608	117,908,608	117,908,608
TOTAL EQUITY	163,558,077	160,907,307	158,239,744	155,598,193	152,915,295	150,229,793	147,550,966	145,349,748	143,124,040	141,008,787	138,901,278

**SHIRE OF RAVENSTHORPE - LONG TERM FINANCIAL PLAN
 FORECAST STATEMENT OF CHANGES IN EQUITY
 FOR THE PERIOD FY 2020/21 - 2030/31**

	Original Budget FY20/21 (Orig)	FY21/22	FY22/23	FY23/24	FY24/25	FY25/26	FY26/27	FY27/28	FY28/29	FY29/30	FY30/31
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
RETAINED SURPLUS											
Opening Balance	37,482,189	43,920,970	41,613,647	38,655,669	35,939,823	33,135,005	30,483,494	27,619,462	25,030,333	22,123,973	19,113,195
Net Result	4,719,371	(2,669,200)	(2,667,563)	(2,641,551)	(2,682,898)	(2,685,501)	(2,678,828)	(2,201,218)	(2,225,707)	(2,115,253)	(2,107,509)
Amount transferred (to)/from Reserves	1,719,410	361,877	(290,415)	(74,295)	(121,921)	33,990	(185,204)	(387,911)	(680,652)	(895,526)	201,795
Closing Balance	43,920,970	41,613,647	38,655,669	35,939,823	33,135,005	30,483,494	27,619,462	25,030,333	22,123,973	19,113,195	17,207,481
RESERVES - CASH/INVESTMENT BACKED											
Opening Balance	3,447,908	1,746,928	1,385,051	1,675,466	1,749,761	1,871,682	1,837,692	2,022,896	2,410,807	3,091,459	3,986,985
Amount transferred (to)/from Retained Surplus	(1,719,410)	(361,877)	290,415	74,295	121,921	(33,990)	185,204	387,911	680,652	895,526	(201,795)
Closing Balance	1,728,498	1,385,051	1,675,466	1,749,761	1,871,682	1,837,692	2,022,896	2,410,807	3,091,459	3,986,985	3,785,190
REVALUATION SURPLUS											
Opening Balance	117,908,609	117,908,609	117,908,609	117,908,609	117,908,609	117,908,609	117,908,609	117,908,609	117,908,609	117,908,609	117,908,609
Total Other Comprehensive Income	0	0	0	0	0	0	0	0	0	0	0
Closing Balance	117,908,609	117,908,609	117,908,609	117,908,609	117,908,609	117,908,609	117,908,609	117,908,609	117,908,609	117,908,609	117,908,609
TOTAL EQUITY	163,558,077	160,907,307	158,239,744	155,598,193	152,915,295	150,229,794	147,550,966	145,349,747	143,124,040	141,008,788	138,901,279

SHIRE OF RAVENSTHORPE - LONG TERM FINANCIAL PLAN
FORECAST RATE SETTING STATEMENT
FOR THE PERIOD FY 2020/21 - 2030/31

	Original Budget										
	FY20/21 (Orig)	FY21/22	FY22/23	FY23/24	FY24/25	FY25/26	FY26/27	FY27/28	FY28/29	FY29/30	FY30/31
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Net current assets at start of financial year - surplus/(deficit)	1,739,505	0	(0)	0	0	0	0	0	0	0	0
	1,739,505	0	(0)	0	0	0	0	0	0	0	0
Revenue from operating activities (excluding rates)											
Rate revenue other than revenue raised from general rates	49,234	51,203	52,995	54,585	56,223	57,910	59,647	61,436	63,279	65,178	69,147
Operating grants, subsidies and contributions	2,011,246	2,450,473	2,469,819	2,489,454	2,509,384	2,529,613	2,550,145	2,571,628	2,592,791	2,614,271	2,636,073
Fees and charges	2,137,072	2,191,590	2,247,137	2,303,707	2,361,703	2,421,161	2,482,118	2,544,611	2,608,681	2,674,365	2,741,706
Service charges	0	0	0	0	0	0	0	0	0	0	0
Interest earnings	78,300	62,701	67,478	70,687	75,144	78,468	85,943	99,097	122,588	159,860	182,026
Other revenue	576,247	587,772	599,527	611,518	623,748	636,223	648,948	661,927	675,165	688,669	702,442
Profit on asset disposals	49,500	0	0	0	0	0	0	0	0	0	0
	4,901,599	5,343,740	5,436,957	5,529,951	5,626,202	5,723,375	5,826,800	5,938,699	6,062,504	6,202,342	6,331,394
Expenditure from operating activities											
Employee costs	(4,287,386)	(4,539,118)	(4,638,486)	(4,735,272)	(4,834,031)	(4,934,800)	(5,032,781)	(5,132,684)	(5,234,547)	(5,338,406)	(5,444,302)
Materials and contracts	(3,494,094)	(2,943,354)	(2,995,099)	(3,025,321)	(3,095,947)	(3,163,580)	(3,219,104)	(3,271,705)	(3,365,323)	(3,420,777)	(3,553,303)
Utility charges	(219,758)	(228,548)	(237,690)	(247,198)	(257,086)	(267,369)	(278,064)	(289,187)	(300,754)	(312,784)	(325,296)
Depreciation on non-current assets	(4,902,716)	(5,109,512)	(5,196,491)	(5,282,910)	(5,361,299)	(5,441,177)	(5,515,147)	(5,135,264)	(5,228,164)	(5,240,828)	(5,194,050)
Interest expenses	(90,968)	(52,166)	(43,358)	(35,521)	(27,444)	(20,798)	(15,482)	(10,345)	(7,368)	(5,912)	(91,332)
Insurance expenses	(225,393)	(233,282)	(241,447)	(249,897)	(258,644)	(267,696)	(276,663)	(286,763)	(296,800)	(307,188)	(317,939)
Other expenditure	(355,930)	(357,049)	(364,190)	(371,473)	(378,903)	(386,481)	(394,211)	(402,095)	(410,137)	(418,339)	(426,706)
Loss on disposal of assets	(227,000)	0	0	0	0	0	0	0	0	0	0
	(13,803,245)	(13,463,029)	(13,716,760)	(13,927,593)	(14,213,353)	(14,481,902)	(14,731,854)	(14,528,042)	(14,843,092)	(15,044,235)	(15,352,928)
Operating activities excluded from budget											
Profit on disposal of assets	(49,500)	0	0	0	0	0	0	0	0	0	0
Loss on disposal of assets	227,000	0	0	0	0	0	0	0	0	0	0
Movement in liabilities associated with restricted cash	0	0	0	0	0	0	0	0	0	0	0
Movement in other provisions (non-current)	0	0	0	0	0	0	0	0	0	0	0
Movement in deferred pensioner rates (non-current)	0	0	0	0	0	0	0	0	0	0	0
Movement in employee benefit provisions (non-current)	0	0	0	0	0	0	0	0	0	0	0
Depreciation and amortisation on assets	4,902,716	5,109,512	5,196,491	5,262,910	5,361,299	5,441,177	5,515,147	5,135,264	5,228,164	5,240,828	5,194,050
Amount attributable to operating activities	(3,821,430)	(3,009,777)	(3,083,313)	(3,134,732)	(3,225,852)	(3,317,350)	(3,389,907)	(3,454,079)	(3,552,424)	(3,601,065)	(3,827,484)
INVESTING ACTIVITIES											
Non-operating grants, subsidies and contributions	9,166,318	817,202	817,202	817,202	817,202	829,385	829,385	829,385	829,385	829,385	841,873
Proceeds from disposal of assets	393,500	304,000	227,000	459,000	275,000	297,000	277,000	344,000	241,000	283,000	437,000
Purchase of property, plant and equipment	(9,081,671)	(1,336,300)	(992,573)	(1,525,965)	(1,348,222)	(1,408,040)	(1,503,794)	(1,521,682)	(965,537)	(1,161,381)	(1,990,133)
Purchase and construction of infrastructure	(4,231,049)	(1,194,003)	(1,196,656)	(1,199,349)	(1,202,082)	(1,467,039)	(1,254,855)	(1,302,713)	(1,555,614)	(1,308,559)	(1,694,035)
Amount attributable to investing activities	(3,752,902)	(1,409,101)	(1,145,027)	(1,449,112)	(1,458,102)	(1,748,694)	(1,652,264)	(1,651,010)	(1,450,766)	(1,357,554)	(2,405,295)
FINANCING ACTIVITIES											
Repayment of debentures	(218,282)	(428,771)	(145,706)	(150,174)	(150,600)	(77,025)	(38,888)	(40,248)	(41,654)	(43,110)	(41,167)
New lease arrangements	0	0	0	0	0	0	0	0	0	0	0
Repayment of long term leases	(121,000)	(147,115)	(130,577)	(130,577)	(130,577)	(130,577)	(130,577)	(25,492)	0	0	0
Transfers to reserves (restricted assets)	(1,530,000)	(1,021,924)	(1,409,369)	(1,496,441)	(1,553,800)	(1,455,664)	(1,809,674)	(2,008,239)	(2,100,881)	(2,215,699)	(1,929,867)
Transfers from reserves (restricted assets)	3,249,410	1,383,801	1,118,954	1,422,147	1,431,880	1,489,654	1,624,470	1,620,328	1,420,229	1,320,173	2,131,662
Amount attributable to financing activities	1,380,128	(214,010)	(566,698)	(355,046)	(403,097)	(173,613)	(354,670)	(453,651)	(722,306)	(938,636)	160,627
Surplus/(deficiency) before general rates	(4,454,699)	(4,632,887)	(4,795,038)	(4,938,890)	(5,087,051)	(5,239,657)	(5,396,840)	(5,558,740)	(5,725,496)	(5,897,254)	(6,072,151)
Total amount raised from general rates	4,454,699	4,632,887	4,795,038	4,938,890	5,087,051	5,239,657	5,396,840	5,558,740	5,725,496	5,897,254	6,072,152
Net current assets at June 30 c/fwd - surplus/(deficit)	0	(0)	0	0	0	0	0	0	0	0	0

**SHIRE OF RAVENSTHORPE - LONG TERM FINANCIAL PLAN
FORECAST RATE SETTING STATEMENT
FOR THE PERIOD FY 2020/21 - 2030/31**

	Original Budget										
	FY20/21 (Orig)	FY21/22	FY22/23	FY23/24	FY24/25	FY25/26	FY26/27	FY27/28	FY28/29	FY29/30	FY30/31
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Net current assets at start of financial year - surplus/(deficit)	1,739,505	0	(0)	0	0	0	0	0	0	0	0
	1,739,505	0	(0)	0	0	0	0	0	0	0	0
Revenue from operating activities (excluding rates)											
Governance	20,000	20,400	20,808	21,224	21,649	22,082	22,523	22,974	23,433	23,902	24,380
General purpose funding	1,049,356	2,075,554	2,094,453	2,111,772	2,130,582	2,148,506	2,170,831	2,199,092	2,237,951	2,290,857	2,330,941
Law, order, public safety	377,790	383,859	390,028	396,300	402,676	409,158	415,748	423,090	429,911	436,845	443,895
Health	15,500	15,888	16,285	16,692	17,109	17,537	17,975	18,425	18,885	19,357	19,841
Education & welfare	1,084,965	1,015,688	1,041,080	1,067,107	1,093,785	1,121,129	1,149,158	1,177,887	1,207,334	1,237,517	1,268,455
Housing	5,200	5,330	5,463	5,600	5,740	5,883	6,030	6,181	6,336	6,494	6,656
Community amenities	704,474	722,725	741,088	759,536	778,447	797,834	817,708	838,082	858,968	880,379	902,330
Recreation and culture	474,001	55,350	56,734	58,152	59,606	61,096	62,623	64,189	65,794	67,439	69,125
Transport	358,500	319,015	325,153	331,417	337,810	344,334	350,993	357,788	364,724	371,803	379,029
Economic services	341,468	253,175	259,504	265,992	272,642	279,458	286,444	293,605	300,946	308,469	316,181
Other property and services	470,345	476,757	486,360	496,159	506,156	516,358	526,766	537,386	548,223	559,280	570,561
*New Initiatives	0	0	0	0	0	0	0	0	0	0	0
	4,901,599	5,343,740	5,436,957	5,529,951	5,626,202	5,723,375	5,826,800	5,938,699	6,062,504	6,202,342	6,331,394
Expenditure from operating activities											
Governance	(965,894)	(875,389)	(912,090)	(910,317)	(948,645)	(947,572)	(987,321)	(988,107)	(1,029,090)	(1,030,873)	(1,073,129)
General purpose funding	(297,378)	(266,238)	(271,194)	(276,432)	(281,772)	(323,215)	(293,680)	(299,553)	(305,544)	(311,655)	(353,888)
Law, order, public safety	(859,619)	(735,797)	(746,817)	(759,534)	(772,503)	(785,730)	(800,644)	(796,034)	(811,593)	(826,623)	(842,977)
Health	(325,386)	(347,502)	(351,592)	(356,658)	(361,819)	(367,075)	(373,377)	(369,890)	(376,460)	(371,053)	(377,904)
Education & welfare	(1,082,697)	(1,029,534)	(1,049,248)	(1,069,772)	(1,090,707)	(1,112,063)	(1,134,283)	(1,156,956)	(1,180,090)	(1,203,696)	(1,227,784)
Housing	(251,223)	(358,758)	(360,918)	(363,488)	(366,105)	(369,655)	(373,967)	(372,844)	(377,356)	(381,972)	(386,694)
Community amenities	(1,644,078)	(1,612,960)	(1,632,564)	(1,655,266)	(1,678,357)	(1,701,477)	(1,730,928)	(1,750,024)	(1,780,835)	(1,818,302)	(1,938,916)
Recreation and culture	(1,962,721)	(1,837,718)	(1,861,074)	(1,886,370)	(1,912,213)	(1,940,083)	(1,968,850)	(1,984,615)	(2,015,810)	(2,038,522)	(1,952,971)
Transport	(5,209,942)	(3,470,032)	(3,512,160)	(3,558,983)	(3,606,607)	(3,655,843)	(3,713,851)	(3,759,905)	(3,816,783)	(3,871,923)	(3,930,995)
Economic services	(709,314)	(694,723)	(701,478)	(708,766)	(716,197)	(723,774)	(731,920)	(719,854)	(728,337)	(736,994)	(746,537)
Other property and services	(494,993)	(2,234,378)	(2,317,625)	(2,382,008)	(2,478,428)	(2,555,415)	(2,623,034)	(2,330,260)	(2,421,193)	(2,452,622)	(2,521,132)
*New Initiatives	0	0	0	0	0	0	0	0	0	0	0
	(13,803,245)	(13,463,029)	(13,716,760)	(13,927,593)	(14,213,353)	(14,481,902)	(14,731,854)	(14,528,042)	(14,843,092)	(15,044,235)	(15,352,928)
Operating activities excluded from budget											
Profit on disposal of assets	(49,500)	0	0	0	0	0	0	0	0	0	0
Loss on disposal of assets	227,000	0	0	0	0	0	0	0	0	0	0
Movement in liabilities associated with restricted cash	0	0	0	0	0	0	0	0	0	0	0
Movement in other provisions (non-current)	0	0	0	0	0	0	0	0	0	0	0
Movement in deferred pensioner rates (non-current)	0	0	0	0	0	0	0	0	0	0	0
Movement in employee benefit provisions (non-current)	0	0	0	0	0	0	0	0	0	0	0
Depreciation and amortisation on assets	4,902,716	5,109,512	5,196,491	5,262,910	5,361,299	5,441,177	5,515,147	5,135,264	5,228,164	5,240,828	5,194,050
Amount attributable to operating activities	(3,821,430)	(3,009,777)	(3,083,313)	(3,134,732)	(3,225,852)	(3,317,350)	(3,389,907)	(3,454,079)	(3,552,424)	(3,601,065)	(3,827,484)
INVESTING ACTIVITIES											
Non-operating grants, subsidies and contributions	9,166,318	817,202	817,202	817,202	817,202	829,385	829,385	829,385	829,385	829,385	841,873
Proceeds from disposal of assets	393,500	304,000	227,000	459,000	275,000	297,000	277,000	344,000	241,000	283,000	437,000
Purchase of property, plant and equipment	(9,081,671)	(1,336,300)	(992,573)	(1,525,965)	(1,348,222)	(1,408,040)	(1,503,794)	(1,521,682)	(965,537)	(1,161,381)	(1,990,133)
Purchase and construction of infrastructure	(4,231,049)	(1,194,003)	(1,196,656)	(1,199,349)	(1,202,082)	(1,467,039)	(1,254,855)	(1,302,713)	(1,555,614)	(1,308,559)	(1,694,035)
Amount attributable to investing activities	(3,752,902)	(1,409,101)	(1,145,027)	(1,449,112)	(1,458,102)	(1,748,694)	(1,652,264)	(1,651,010)	(1,450,766)	(1,357,554)	(2,405,295)
FINANCING ACTIVITIES											
Repayment of debentures	(218,282)	(428,771)	(145,706)	(150,174)	(150,600)	(77,025)	(38,888)	(40,248)	(41,654)	(43,110)	(41,167)
New lease arrangements	0	0	0	0	0	0	0	0	0	0	0
Repayment of long term leases	(121,000)	(147,115)	(130,577)	(130,577)	(130,577)	(130,577)	(130,577)	(25,492)	0	0	0
Transfers to reserves (restricted assets)	(1,530,000)	(1,021,924)	(1,409,369)	(1,496,441)	(1,553,800)	(1,455,664)	(1,809,674)	(2,008,239)	(2,100,881)	(2,215,699)	(1,929,867)
Transfers from reserves (restricted assets)	3,249,410	1,383,801	1,118,954	1,422,147	1,431,880	1,489,654	1,624,470	1,620,328	1,420,229	1,320,173	2,131,662
Amount attributable to financing activities	1,380,128	(214,010)	(566,698)	(355,046)	(403,097)	(173,613)	(354,670)	(453,651)	(722,306)	(938,636)	160,627
Surplus(deficiency) before general rates	(4,454,699)	(4,632,887)	(4,795,038)	(4,938,890)	(5,087,051)	(5,239,657)	(5,396,840)	(5,558,740)	(5,725,496)	(5,897,254)	(6,072,152)
Total amount raised from general rates	4,454,699	4,632,887	4,795,038	4,938,890	5,087,051	5,239,657	5,396,840	5,558,740	5,725,496	5,897,254	6,072,152
Net current assets at June 30 c/w/d - surplus/(deficit)	0	(0)	0	0	0	0	0	0	0	0	0

SHIRE OF RAVENSTHORPE - LONG TERM FINANCIAL PLAN
 FORECAST STATEMENT OF CASH FLOWS
 FOR THE PERIOD FY 2020/21 - 2030/31

	Original Budget										
	FY20/21 (Orig)	FY21/22	FY22/23	FY23/24	FY24/25	FY25/26	FY26/27	FY27/28	FY28/29	FY29/30	FY30/31
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
CASH FLOWS FROM OPERATING ACTIVITIES											
Receipts											
Rates	4,666,433	4,684,091	4,848,034	4,993,475	5,143,274	5,297,566	5,456,487	5,620,176	5,788,775	5,962,432	6,141,299
Operating grants, subsidies and contributions	2,458,423	2,450,473	2,469,819	2,489,454	2,509,384	2,529,613	2,550,145	2,571,628	2,592,791	2,614,271	2,636,073
Fees and charges	2,137,072	2,191,590	2,247,137	2,303,707	2,361,703	2,421,161	2,482,118	2,544,611	2,608,681	2,674,365	2,741,706
Interest earnings	78,300	62,701	67,478	70,687	75,144	78,468	85,943	99,097	122,588	159,860	182,026
Goods and services tax	752,742	830,135	847,691	862,916	882,461	901,993	920,122	938,243	960,756	979,749	1,006,755
Other revenue	576,247	587,772	599,527	611,518	623,748	636,223	648,948	661,927	675,165	688,669	702,442
	10,669,217	10,806,762	11,079,686	11,331,756	11,595,714	11,865,024	12,143,763	12,435,682	12,748,755	13,079,346	13,410,300
Payments											
Employee costs	(3,904,197)	(4,539,118)	(4,638,486)	(4,735,272)	(4,834,031)	(4,934,800)	(5,032,781)	(5,132,684)	(5,234,547)	(5,338,406)	(5,444,302)
Materials and contracts	(3,152,170)	(2,943,354)	(2,995,099)	(3,025,321)	(3,095,947)	(3,163,580)	(3,219,104)	(3,271,705)	(3,365,323)	(3,420,777)	(3,553,303)
Utility charges	(219,758)	(228,548)	(237,690)	(247,198)	(257,086)	(267,369)	(278,064)	(289,187)	(300,754)	(312,784)	(325,296)
Interest expense	(90,968)	(52,166)	(43,358)	(35,521)	(27,444)	(20,798)	(15,482)	(10,345)	(7,368)	(5,912)	(91,332)
Insurance expense	(225,393)	(233,282)	(241,447)	(249,897)	(258,644)	(267,696)	(277,066)	(286,763)	(296,800)	(307,188)	(317,939)
Goods and services tax	(752,742)	(830,135)	(847,691)	(862,916)	(882,461)	(901,993)	(920,122)	(938,243)	(960,756)	(979,749)	(1,006,755)
Other expenditure	(355,930)	(357,049)	(364,190)	(371,473)	(378,903)	(386,481)	(394,211)	(402,095)	(410,137)	(418,339)	(426,706)
	(8,701,158)	(9,183,652)	(9,367,960)	(9,527,599)	(9,734,515)	(9,942,717)	(10,136,830)	(10,331,022)	(10,575,684)	(10,783,156)	(11,165,633)
Net cash provided by (used in) operating activities	1,968,059	1,623,110	1,711,726	1,804,157	1,861,199	1,922,307	2,006,934	2,104,661	2,173,072	2,296,190	2,244,668
CASH FLOWS FROM INVESTING ACTIVITIES											
Payments for purchase of property, plant & equipment	(9,081,671)	(1,336,300)	(992,573)	(1,525,965)	(1,348,222)	(1,408,040)	(1,503,794)	(1,521,682)	(965,537)	(1,161,381)	(1,990,133)
Payments for construction of infrastructure	(4,231,049)	(1,194,003)	(1,196,656)	(1,199,349)	(1,202,082)	(1,467,039)	(1,254,855)	(1,302,713)	(1,555,614)	(1,308,559)	(1,694,035)
Non operating grants, subsidies and contributions used for the development of assets	9,166,318	817,202	817,202	817,202	817,202	829,385	829,385	829,385	829,385	829,385	841,873
Proceeds from the sale of plant & equipment	393,500	304,000	227,000	459,000	275,000	297,000	277,000	344,000	241,000	283,000	437,000
Net cash provided by (used in) investing activities	(3,752,902)	(1,409,101)	(1,145,027)	(1,449,112)	(1,458,102)	(1,748,694)	(1,652,264)	(1,651,010)	(1,450,766)	(1,357,554)	(2,405,295)
CASH FLOWS FROM FINANCING ACTIVITIES											
Repayment of debentures	(218,282)	(428,771)	(145,706)	(150,174)	(150,600)	(77,025)	(38,888)	(40,248)	(41,654)	(43,110)	(41,167)
Proceeds from self supporting loans	0	0	0	0	0	0	0	0	0	0	0
Repayment of lease commitments	(121,000)	(147,115)	(130,577)	(130,577)	(130,577)	(130,577)	(130,577)	(25,492)	0	0	0
Proceeds from new debentures	0	0	0	0	0	0	0	0	0	0	0
Net cash provided by (used in) financing activities	(339,282)	(575,886)	(276,283)	(280,751)	(281,177)	(207,603)	(169,466)	(65,740)	(41,654)	(43,110)	(41,167)
Net increase (decrease) in cash held	(2,124,125)	(361,877)	290,416	74,295	121,920	(33,990)	185,204	387,911	680,652	895,525	(201,795)
Cash at beginning of year	4,456,545	2,332,420	1,970,543	2,260,959	2,335,254	2,457,174	2,423,184	2,608,389	2,996,300	3,676,952	4,572,477
Cash and cash equivalents at the end of the year	2,332,420	1,970,543	2,260,959	2,335,254	2,457,174	2,423,184	2,608,389	2,996,300	3,676,952	4,572,477	4,370,682

SHIRE OF RAVENSTHORPE - LONG TERM FINANCIAL PLAN
 FORECAST CAPITAL EXPENDITURE
 FOR THE PERIOD FY 2020/21 - 2030/31

CAPITAL EXPENDITURE BY ASSET CLASS

Sum of Forecast Capital Cost

		FY20/21 (Orin)	FY21/22	FY22/23	FY23/24	FY24/25	FY25/26	FY26/27	FY27/28	FY28/29	FY29/30	FY30/31
Buildings												
	Water Bomber Tank Upgrade	\$2,000										
	Suroerv Uoarade - Hopetoun	\$11,677										
	30 Kingsmill Street, Ravensthorpe	\$40,000										
	Ravensthorpe Museum	\$4,500										
	Records Sea Container	\$5,500										
	Construct Animal Holding Pen - Hopetoun	\$10,000										
	Suroerv Uoarade Ravensthorpe - Painting	\$21,573										
	Little Barrens - Painting (Lrci Funded)	\$10,000										
	Two Mile Ablution Block - Hopetoun (Dcp Funded)	\$68,200										
	Hopetoun Sports Pavilion - Timber Sealing And Painting (Lrci Funded)	\$20,400										
	Hopetoun Sports Pavilion, Repair Doors, Ceilings, Toilets, Kitchen (Lrci Funded)	\$258,000										
	Ravensthorpe Rec Centre - Balcony/Grassland (Dcp Funded)	\$114,149										
	Ravensthorpe Rec Centre - Hot Water System (Lrci Funded)	\$25,000										
	Rcp Architect Services	\$250,000										
	Rcp Consultants Services	\$237,064										
	Rcp Project Management	\$54,119										
	Rcp Building Construction (& Builders Preliminaries)	\$3,928,005										
	Rcp Project Fees And Charges	\$41,822										
	Rcp Demolition	\$100,000										
	Rcp Continency	\$1,435,163										
	Rcp Utility Services (External Services)	\$234,900										
	Ravensthorpe Depot Office Refit	\$40,000										
	Hopetoun Depot Mechanic Workshop And Building Maint Shed	\$12,000										
	Project to be confirmed		\$50,000	\$50,000	\$50,000	\$200,000	\$450,000	\$200,000	\$175,000	\$200,000	\$190,000	\$370,000
Footpaths												
	Footpath Renewal		\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$10,000
	Hosking Street - Concrete Footpath Construction (Dcp Funded)	\$30,000										
	Cambewarra Drive Pavement Overlay	\$33,250										
Furniture and Equipment												
	Depot Office And Workshop Improvements	\$7,000										
	Office Furniture And Painting	\$10,000										
	Surgery Equipment Replacement	\$12,000										
	Little Barrens - Cot And Kindy Room Furniture	\$6,500										
	Street Furniture - Hopetoun (Dcp Funded)	\$10,500										
	Computer Upgrades	\$9,600										
	Administration Office Photocopier Replacement	\$6,000										
	Project to be confirmed annually		\$10,300	\$11,073	\$11,965	\$11,222	\$9,040	\$12,794	\$15,682	\$15,537	\$22,381	\$13,633
Land												
	Purchase Depot Block - 1 Moir Road	\$100,000										
Plant and Equipment												
	Plant replacement - refer to Plant Replacement schedule for detailed listing	\$1,996,000	\$1,276,000	\$931,500	\$1,464,000	\$1,137,000	\$949,000	\$1,291,000	\$1,331,000	\$750,000	\$949,000	\$1,606,500
Roads												
	Transport Works - refer to Transport Works program schedule for detailed listing of pi	\$2,387,022	\$1,159,003	\$1,161,656	\$1,164,349	\$1,167,082	\$1,182,039	\$1,184,855	\$1,187,713	\$1,190,614	\$1,193,559	\$1,209,035
Other Infrastructure												
	Ravensthorpe Regional Landfill	\$250,000										
	To be confirmed											
	Little Barrens - Playground Upgrade	\$100,000										
	Cub House - Playground Upgrade	\$80,000										
	Mundilup Waste Site Improvements	\$9,360										
	Basketball Hoops Near Skatepark Hopetoun (Dcp Funded)	\$15,000										
	Dual Irrigation - Hopetoun Oval (Dcp And Dsr Funded)	\$282,425										
	Maitland Street Park Playground Upgrade (Dcp Funded)	\$45,000										
	Meculoch Park Playground Upgrade - Hopetoun (Dcp Funded)	\$108,642										
	Skate Park Shade And Seating (Dcp Funded)	\$8,000										
	Rcp Landscaping And Playground	\$614,250										
	Rcp Carpark	\$180,900										
	Airport Lighting Upgrade	\$32,200										
	Illuminating Silo Art Work (Dcp Funded)	\$25,000										
	Recreation project to be confirmed annually		\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$50,000	\$50,000	\$50,000	\$25,000
	Airport Renewal Project						\$250,000					\$250,000
	Water Infrastructure Renewal Project							\$35,000				\$50,000
	Swimming Pool Renewal Project								\$50,000			
	Wastewater Facility Renewal Project									\$300,000		\$200,000
Drainage												
	Coxall Road 2X Culvert Replace (Lrci Funded)	\$30,000										
Grand Total		\$13,312,720	\$2,530,303	\$2,189,229	\$2,725,314	\$2,550,304	\$2,875,079	\$2,758,649	\$2,824,395	\$2,521,151	\$2,469,940	\$3,684,168

**SHIRE OF RAVENSTHORPE - LONG TERM FINANCIAL PLAN
ASSET SUMMARY
FOR THE PERIOD FY 2020/21 - 2030/31**

	FY20/21 (Orig)	FY21/22	FY22/23	FY23/24	FY24/25	FY25/26	FY26/27	FY27/28	FY28/29	FY29/30	FY30/31
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Written Down Asset Value at Beginning of Year											
Land	2,107,500	2,207,500	2,207,500	2,207,500	2,207,500	2,207,500	2,207,500	2,207,500	2,207,500	2,207,500	2,207,500
Buildings	25,276,212	31,503,397	30,864,045	30,224,328	29,584,243	29,093,792	28,851,874	28,356,656	27,834,971	27,337,004	26,827,569
Furniture and Equipment	396,695	408,207	369,327	330,547	291,935	251,799	208,747	168,859	131,023	92,017	108,021
Plant and Equipment	4,576,326	5,315,034	5,697,775	5,736,601	6,020,141	6,073,005	5,847,778	5,927,717	6,373,065	6,260,703	6,260,425
Roads	95,111,443	95,026,206	93,349,506	91,666,331	89,976,702	88,280,636	86,590,337	84,893,546	83,190,282	81,480,565	79,764,417
Footpaths	1,112,168	1,057,447	955,052	852,544	749,923	647,190	544,345	441,387	338,316	235,133	131,837
Drainage	17,387,066	17,017,693	16,624,414	16,231,136	15,837,857	15,444,578	15,051,299	14,658,020	14,264,741	13,871,462	13,478,183
Other Infrastructure	10,607,715	11,873,645	11,458,300	11,042,672	10,626,761	10,210,566	10,044,088	9,658,785	9,317,703	9,225,204	8,877,747
Asset Balance Total - Existing	156,575,125	164,409,129	161,525,920	158,291,657	155,295,061	152,209,066	149,345,968	146,312,470	143,657,601	140,709,588	137,655,699
Assets Acquired during the Year											
Land	100,000	0	0	0	0	0	0	0	0	0	0
Buildings	6,924,071	50,000	50,000	50,000	200,000	450,000	200,000	175,000	200,000	190,000	370,000
Furniture and Equipment	61,600	10,300	11,073	11,965	11,222	9,040	12,794	15,682	15,537	22,381	13,633
Plant and Equipment	1,996,000	1,276,000	931,500	1,464,000	1,137,000	949,000	1,291,000	1,331,000	750,000	949,000	1,606,500
Roads	2,387,022	1,159,003	1,161,656	1,164,349	1,167,082	1,182,039	1,184,855	1,187,713	1,190,614	1,193,559	1,209,035
Footpaths	63,250	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	15,000	10,000
Drainage	30,000	0	0	0	0	0	0	0	0	0	0
Other Infrastructure	1,750,777	20,000	20,000	20,000	20,000	270,000	55,000	100,000	350,000	100,000	475,000
Asset Balance Total - New	13,312,720	2,530,303	2,189,229	2,725,314	2,550,304	2,875,079	2,758,649	2,824,395	2,521,151	2,469,940	3,684,168
Assets Disposed during the Year											
Plant and Equipment	(571,000)	(304,000)	(227,000)	(459,000)	(275,000)	(297,000)	(277,000)	(344,000)	(241,000)	(283,000)	(437,000)
Asset Balance Total - New	(571,000)	(304,000)	(227,000)	(459,000)	(275,000)	(297,000)	(277,000)	(344,000)	(241,000)	(283,000)	(437,000)
Depreciation Expense Raised											
Buildings	(696,886)	(689,351)	(689,718)	(690,085)	(690,451)	(691,918)	(695,218)	(696,685)	(697,968)	(699,435)	(700,828)
Furniture and Equipment	(50,088)	(49,180)	(49,853)	(50,577)	(51,358)	(52,092)	(52,682)	(53,518)	(54,543)	(6,377)	(7,840)
Plant and Equipment	(686,292)	(589,258)	(665,675)	(721,460)	(809,135)	(877,227)	(934,061)	(541,652)	(621,362)	(666,278)	(723,111)
Roads	(2,472,259)	(2,835,703)	(2,844,830)	(2,853,978)	(2,863,147)	(2,872,338)	(2,881,647)	(2,890,977)	(2,900,331)	(2,909,707)	(2,919,106)
Footpaths	(117,971)	(117,396)	(117,508)	(117,621)	(117,733)	(117,846)	(117,958)	(118,071)	(118,183)	(118,296)	(1,013)
Drainage	(399,373)	(393,279)	(393,279)	(393,279)	(393,279)	(393,279)	(393,279)	(393,279)	(393,279)	(393,279)	(393,279)
Other Infrastructure	(484,847)	(435,345)	(435,628)	(435,911)	(436,195)	(436,478)	(440,303)	(441,082)	(442,499)	(447,457)	(448,874)
Depreciation Expense Raised Total	(4,907,716)	(5,109,512)	(5,196,491)	(5,262,910)	(5,361,299)	(5,441,177)	(5,515,147)	(5,135,264)	(5,228,164)	(5,240,828)	(5,194,050)
NET ASSET VALUES AT THE END OF THE YEAR											
	164,409,129	161,525,920	158,291,657	155,295,061	152,209,066	149,345,968	146,312,470	143,657,601	140,709,588	137,655,699	135,708,818
Land	2,207,500	2,207,500	2,207,500	2,207,500	2,207,500	2,207,500	2,207,500	2,207,500	2,207,500	2,207,500	2,207,500
Buildings	31,503,397	30,864,045	30,224,328	29,584,243	29,093,792	28,851,874	28,356,656	27,834,971	27,337,004	26,827,569	26,496,741
Furniture and Equipment	408,207	369,327	330,547	291,935	251,799	208,747	168,859	131,023	92,017	108,021	113,814
Plant and Equipment	5,315,034	5,697,775	5,736,601	6,020,141	6,073,005	5,847,778	5,927,717	6,373,065	6,260,703	6,260,425	6,706,814
Roads	95,026,206	93,349,506	91,666,331	89,976,702	88,280,636	86,590,337	84,893,546	83,190,282	81,480,565	79,764,417	78,054,346
Footpaths	1,057,447	955,052	852,544	749,923	647,190	544,345	441,387	338,316	235,133	131,837	140,825
Drainage	17,017,693	16,624,414	16,231,136	15,837,857	15,444,578	15,051,299	14,658,020	14,264,741	13,871,462	13,478,183	13,084,904
Other Infrastructure	11,873,645	11,458,300	11,042,672	10,626,761	10,210,566	10,044,088	9,658,785	9,317,703	9,225,204	8,877,747	8,903,873
NET ASSET VALUES AT THE END OF THE YEAR	164,409,129	161,525,920	158,291,657	155,295,061	152,209,066	149,345,968	146,312,470	143,657,601	140,709,588	137,655,699	135,708,818

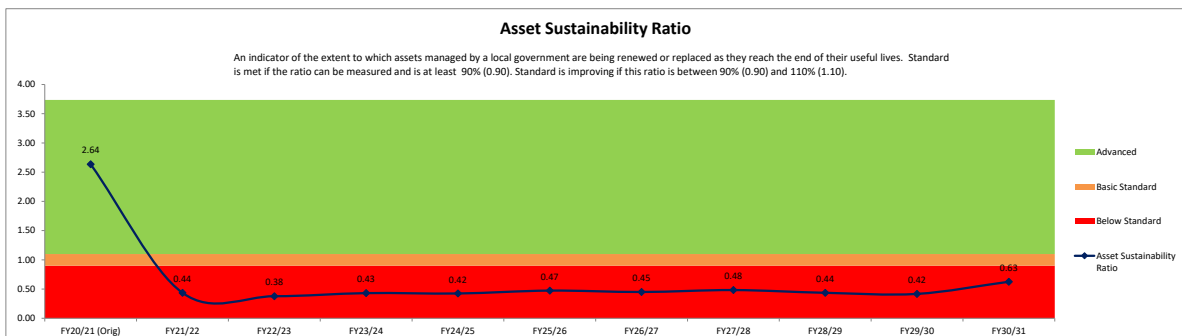
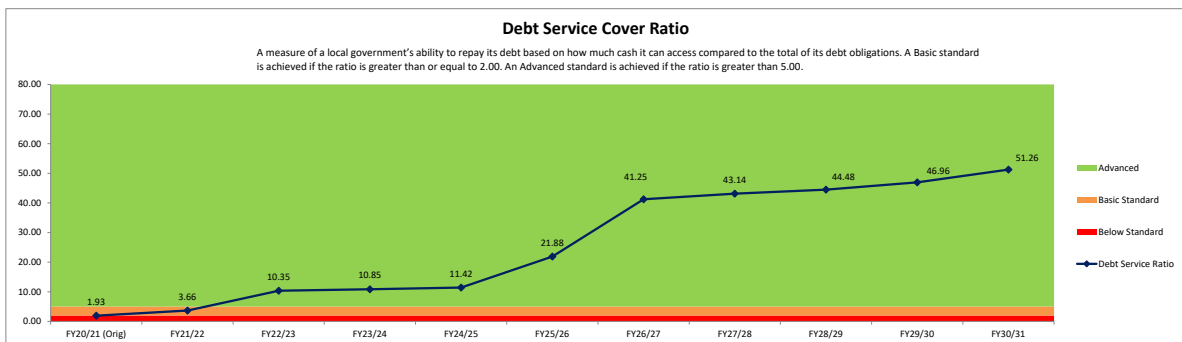
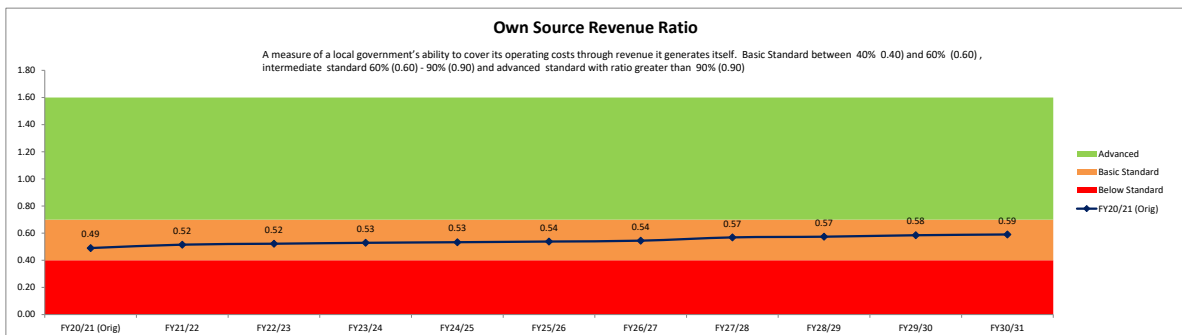
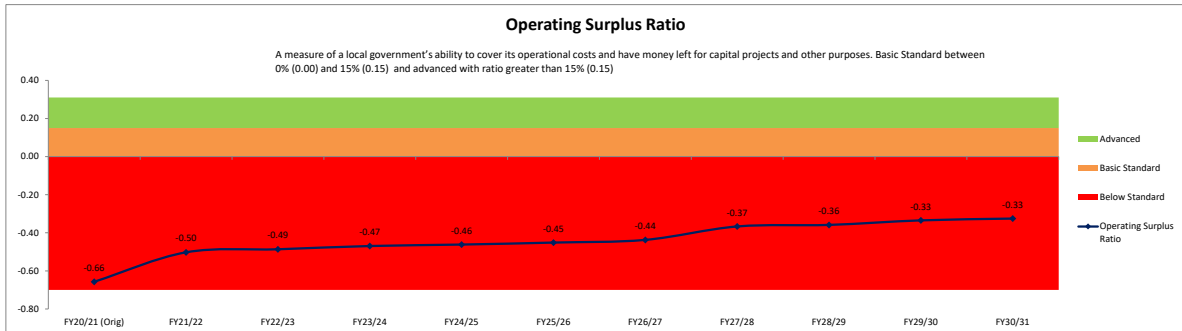
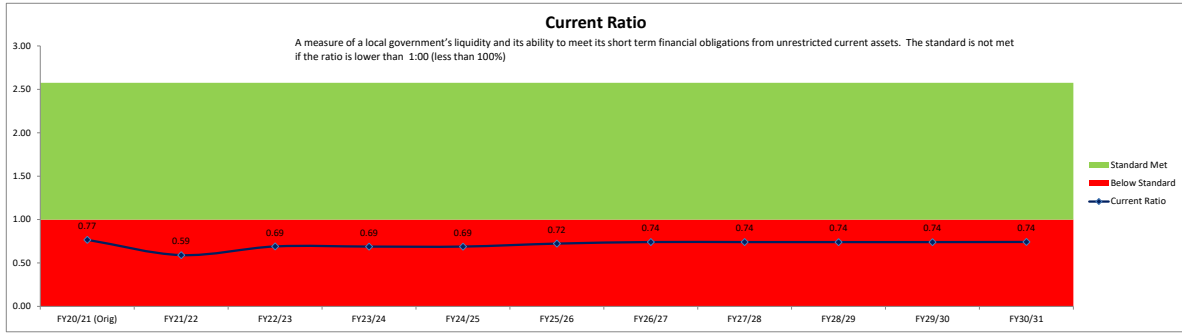
**SHIRE OF RAVENSTHORPE - LONG TERM FINANCIAL PLAN
FORECAST RESERVES MOVEMENT
FOR THE PERIOD FY 2020/21 - 2030/31**

Original Budget											
	FY20/21	FY21/22	FY22/23	FY23/24	FY24/25	FY25/26	FY26/27	FY27/28	FY28/29	FY29/30	FY30/31
	(\$ Orig)	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
Leave Reserve											
Opening Balance	42,686	43,057	43,475	43,922	44,410	44,952	45,567	46,278	47,115	48,121	49,353
Interest	0	418	447	488	542	615	711	837	1,006	1,233	1,606
Transfer to	371	0	0	0	0	0	0	0	0	0	0
Transfer from	0	0	0	0	0	0	0	0	0	0	0
Closing Balance	43,057	43,475	43,922	44,410	44,952	45,567	46,278	47,115	48,121	49,353	50,959
Plant and Vehicle Reserve											
Opening Balance	900,487	288,822	170,124	326,373	182,997	223,232	322,286	268,313	240,167	716,294	1,068,644
Interest	0	2,802	1,749	3,624	2,235	3,054	5,026	4,854	5,127	18,350	34,768
Transfer to	957,835	850,500	859,000	858,000	900,000	748,000	955,000	954,000	990,000	1,000,000	900,000
Transfer from	(1,569,500)	(972,000)	(704,500)	(1,005,000)	(862,000)	(652,000)	(1,014,000)	(987,000)	(509,000)	(666,000)	(1,169,500)
Closing Balance	288,822	170,124	326,373	182,997	223,232	322,286	268,313	240,167	716,294	1,068,644	833,911
Emergency Farm Water Reserve											
Opening Balance	12,201	12,307	12,426	12,554	12,693	12,848	13,024	38,227	38,919	64,750	41,408
Interest	0	119	128	139	155	176	203	692	831	1,659	1,347
Transfer to	106	0	0	0	0	0	60,000	0	25,000	25,000	0
Transfer from	0	0	0	0	0	0	(35,000)	0	0	(50,000)	0
Closing Balance	12,307	12,426	12,554	12,693	12,848	13,024	38,227	38,919	64,750	41,408	42,755
Building Reserve											
Opening Balance	1,386,509	218,574	230,903	335,277	464,000	446,668	442,779	489,685	563,544	645,574	767,112
Interest	0	2,120	2,374	3,723	5,868	6,111	6,906	8,859	12,031	16,538	24,957
Transfer to	462,065	80,209	152,000	175,000	177,000	177,000	240,000	240,000	270,000	295,000	290,000
Transfer from	(1,630,000)	(50,000)	(50,000)	(50,000)	(200,000)	(200,000)	(200,000)	(175,000)	(200,000)	(190,000)	(120,000)
Closing Balance	218,574	230,903	335,277	464,000	446,668	442,779	489,685	563,544	645,574	767,112	962,070
Recreation Reserve											
Opening Balance	0	0	0	0	0	0	0	0	25,000	26,534	32,213
Interest	0	0	0	0	0	0	0	0	534	680	1,048
Transfer to	0	20,000	20,000	20,000	20,000	20,000	20,000	75,000	51,000	55,000	20,000
Transfer from	0	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)	(20,000)	(50,000)	(50,000)	(50,000)	(25,000)
Closing Balance	0	0	0	0	0	0	0	25,000	26,534	32,213	28,261
Road and Footpath Reserve											
Opening Balance	395,961	499,406	194,719	171,396	195,988	213,930	253,260	335,753	513,142	746,283	1,015,730
Interest	0	4,844	2,002	1,903	2,394	2,927	3,950	6,074	10,955	19,118	33,046
Transfer to	103,445	32,270	319,128	369,836	365,427	404,058	434,013	529,642	583,415	614,503	520,153
Transfer from	0	(341,801)	(344,454)	(347,147)	(349,880)	(367,654)	(355,470)	(358,328)	(361,229)	(364,173)	(367,162)
Closing Balance	499,406	194,719	171,396	195,988	213,930	253,260	335,753	513,142	746,283	1,015,730	1,201,768
Swimming Pool Upgrade Reserve											
Opening Balance	44,909	45,300	45,740	46,210	46,723	47,294	47,941	48,689	7,569	7,731	7,929
Interest	0	439	470	513	571	647	748	881	162	198	258
Transfer to	391	0	0	0	0	0	0	0	0	0	0
Transfer from	0	0	0	0	0	0	0	(50,000)	0	0	0
Closing Balance	45,300	45,740	46,210	46,723	47,294	47,941	48,689	7,569	7,731	7,929	8,187
Airport Reserve											
Opening Balance	379,993	383,679	387,401	391,384	395,730	400,564	156,044	158,478	211,345	265,857	332,667
Interest	0	3,722	3,983	4,346	4,834	5,480	2,434	2,867	4,512	6,811	10,823
Transfer to	3,306	0	0	0	0	0	0	50,000	50,000	60,000	0
Transfer from	(18,050)	0	0	0	0	(250,000)	0	0	0	0	(250,000)
Closing Balance	365,249	387,401	391,384	395,730	400,564	156,044	158,478	211,345	265,857	332,667	93,490
Waste and Sewerage Reserve											
Opening Balance	285,162	255,783	278,264	301,125	324,469	348,432	371,199	398,988	471,206	221,266	263,934
Interest	0	2,481	2,861	3,344	3,963	4,767	5,789	7,218	10,059	5,668	8,587
Transfer to	2,481	20,000	20,000	20,000	20,000	18,000	22,000	65,000	40,000	37,000	20,000
Transfer from	(31,860)	0	0	0	0	0	0	0	(300,000)	0	(200,000)
Closing Balance	255,783	278,264	301,125	324,469	348,432	371,199	398,988	471,206	221,266	263,934	92,521
IT and Equipment Reserve											
Opening Balance	0	0	22,000	47,226	82,751	133,761	185,591	238,486	292,800	349,051	407,993
Interest	0	0	226	524	1,011	1,830	2,895	4,315	6,251	8,942	13,274
Transfer to	0	22,000	25,000	35,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Transfer from	0	0	0	0	0	0	0	0	0	0	0
Closing Balance	0	22,000	47,226	82,751	133,761	185,591	238,486	292,800	349,051	407,993	471,267
TOTAL RESERVE BALANCE	1,728,498	1,385,051	1,675,466	1,749,761	1,871,682	1,837,692	2,022,896	2,410,807	3,091,459	3,986,985	3,785,190
Summary											
Opening Balance	3,447,908	1,746,928	1,385,051	1,675,466	1,749,761	1,871,682	1,837,692	2,022,896	2,410,807	3,091,459	3,986,985
Interest	0	16,945	14,241	18,605	21,373	25,606	28,661	36,597	51,466	79,196	129,714
Transfer to	1,530,000	1,004,979	1,395,128	1,477,836	1,532,427	1,430,058	1,781,013	1,971,642	2,049,415	2,136,503	1,800,153
Transfer from	(3,249,410)	(1,363,801)	(1,118,954)	(1,422,147)	(1,431,880)	(1,489,654)	(1,624,470)	(1,620,328)	(1,420,229)	(1,320,173)	(2,131,662)
Closing Balance	1,728,498	1,385,051	1,675,466	1,749,761	1,871,682	1,837,692	2,022,896	2,410,807	3,091,459	3,986,985	3,785,190

SHIRE OF RAVENSTHORPE - LONG TERM FINANCIAL PLAN
LOAN SUMMARY
FOR THE PERIOD FY 2020/21 - 2030/31

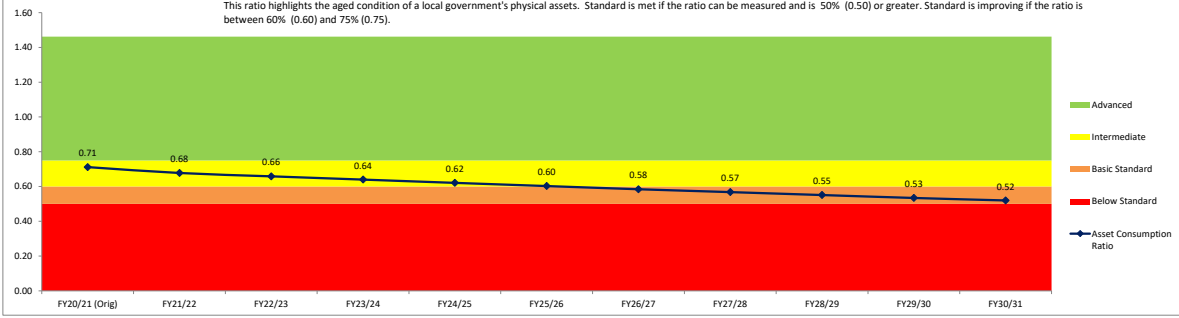
	FY20/21 (Orig)	FY21/22	FY22/23	FY23/24	FY24/25	FY25/26	FY26/27	FY27/28	FY28/29	FY29/30	FY30/31
	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$	\$
145											
Staff Housing											
Loan Outstanding	190,080	154,192	116,742	78,214	38,575	0	0	0	0	0	0
Interest Payment	6,186	3,620	2,541	1,431	290	0	0	0	0	0	0
Principal Repayment	35,888	37,450	38,529	39,638	38,575	0	0	0	0	0	0
Loan Balance	154,192	116,742	78,214	38,575	0	0	0	0	0	0	0
147											
Daw Street											
Loan Outstanding	222,334	205,318	187,430	168,936	149,816	130,048	109,610	88,479	66,632	44,046	20,694
Interest Payment	7,886	6,457	5,851	5,224	4,576	3,906	3,214	2,498	1,758	992	201
Principal Repayment	17,016	17,888	18,494	19,120	19,768	20,438	21,131	21,847	22,587	23,352	20,694
Loan Balance	205,318	187,430	168,936	149,816	130,048	109,610	88,479	66,632	44,046	20,694	0
146											
HCC											
Loan Outstanding	298,392	284,301	269,437	254,035	238,076	221,538	204,401	186,643	168,242	149,174	129,416
Interest Payment	11,080	9,814	9,276	8,718	8,140	7,541	6,920	6,277	5,611	4,920	4,204
Principal Repayment	14,091	14,864	15,402	15,960	16,538	17,137	17,758	18,401	19,068	19,758	20,474
Loan Balance	284,301	269,437	254,035	238,076	221,538	204,401	186,643	168,242	149,174	129,416	108,942
138D											
Town Streets 1											
Loan Outstanding	262,694	232,135	0	0	0	0	0	0	0	0	0
Interest Payment	18,961	560	0	0	0	0	0	0	0	0	0
Principal Repayment	30,559	232,135	0	0	0	0	0	0	0	0	0
Loan Balance	232,135	0	0	0	0	0	0	0	0	0	0
144											
Town Streets 2											
Loan Outstanding	107,876	55,265	0	0	0	0	0	0	0	0	0
Interest Payment	7,251	522	0	0	0	0	0	0	0	0	0
Principal Repayment	52,611	55,265	0	0	0	0	0	0	0	0	0
Loan Balance	55,265	0	0	0	0	0	0	0	0	0	0
143B											
Town Streets 3											
Loan Outstanding	170,227	138,087	104,549	70,044	34,546	0	0	0	0	0	0
Interest Payment	5,540	3,242	2,276	1,282	259	0	0	0	0	0	0
Principal Repayment	32,140	33,538	34,504	35,498	34,546	0	0	0	0	0	0
Loan Balance	138,087	104,549	70,044	34,546	0	0	0	0	0	0	0
138E											
Town Streets 4											
Loan Outstanding	232,966	196,989	159,357	120,580	80,623	39,451	0	0	0	0	0
Interest Payment	7,828	5,111	3,966	2,787	1,571	318	0	0	0	0	0
Principal Repayment	35,977	37,632	38,777	39,957	41,173	39,450	0	0	0	0	0
Loan Balance	196,989	159,357	120,580	80,623	39,451	0	0	0	0	0	0
Summary											
Loan Outstanding	1,484,569	1,266,287	837,516	691,810	541,636	391,037	314,011	275,123	234,876	193,221	150,111
Interest Payment	64,732	29,326	23,910	19,442	14,836	11,765	10,134	8,775	7,368	5,912	4,405
Principal Repayment	218,282	428,771	145,706	150,174	150,600	77,025	38,888	40,248	41,654	43,110	41,167
Loan Balance	1,266,287	837,516	691,810	541,636	391,037	314,011	275,123	234,876	193,221	150,111	108,944
Proceeds from New Debentures	0	0	0	0	0	0	0	0	0	0	0

SHIRE OF RAVENSTHORPE - LONG TERM FINANCIAL PLAN
RATIO RISK CHARTS / GRAPHS
FOR THE PERIOD FY 2020/21 - 2030/31



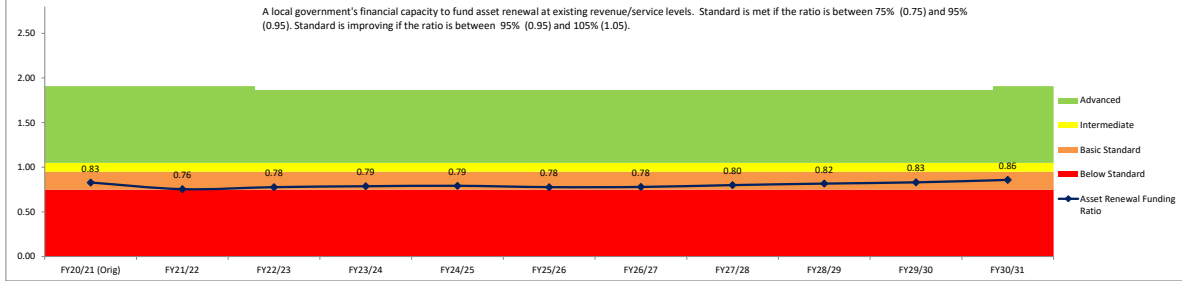
Asset Consumption Ratio

This ratio highlights the aged condition of a local government's physical assets. Standard is met if the ratio can be measured and is 50% (0.50) or greater. Standard is improving if the ratio is between 60% (0.60) and 75% (0.75).



Asset Renewal Funding Ratio

A local government's financial capacity to fund asset renewal at existing revenue/service levels. Standard is met if the ratio is between 75% (0.75) and 95% (0.95). Standard is improving if the ratio is between 95% (0.95) and 105% (1.05).





FLEET, EQUIPMENT & IT ASSET MANAGEMENT PLAN

PART 1 - SUMMARY

Version 1.4

December 2020

Contents

Executive Summary	3
Background and Objectives	4
Purpose of this Asset Management Plan	4
Focus of this Asset Management Plan	4
Corporate Document Relationships.....	4
Time Period of the AMP and Review Process.....	4
Service Levels	4
Introduction	4
Service Level Performance	5
Service Demand	5
Historic Demand.....	5
Future Demand	5
Demand Management.....	6
Lifecycle Management Plan	6
Fleet, Equipment & IT Assets' Physical Parameters	6
Lifecycle Management Strategies	6
Financial	7
Projected Expenditure Requirements.....	7
Plan Improvement and Monitoring	8
Performance Measures	8
Improvement Plan	8

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 Date: 8 December 2020
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Executive Summary

The Shire of Ravensthorpe owns and maintains a number of Fleet, Equipment and IT assets within its portfolio. These assets support the delivery of a number of different services. This document is the Shire's Asset Management Plan (AMP) for these assets. It outlines the activities that will be carried out over the next 15 years. It also details the service levels (standard) the Shire will provide and the resources required to deliver them.

While the document is comprehensive, it is also evolving with the Shire's practice maturity. As such there are a number of actions that have been identified that will improve the AMP's accuracy over time. All readers of this AMP must understand its limitations and applied assumptions before acting on any information contained within it. All information within this AMP is fully detailed within a separate Part 2 document.

Overall, the Shire's portfolio consists of 85 fleet, 6 equipment, 8 IT and 6 furniture assets. The current replacement cost of these assets is \$8.3m. The fair value of all is not known.

The performance of the portfolio cannot be currently ascertained, due to a lack of measures such as service levels.

Looking forward, the portfolio may experience some service demand change. Influences such as visitor numbers, litigation, climate change, demographics, participation/usage and government policy, legislation & compliance are regarded as likely to have the greatest affect.

In order to improve the Shire's management practices, a number of key tasks have been identified. These have been listed within the Improvement Plan for future implementation.

Background and Objectives

Purpose of this Asset Management Plan

This document is an Asset Management Plan (AMP) for the Shire's Fleet, Equipment and IT assets. The AMP documents how the Shire plans to manage these assets, to what standard (service levels) and what the associated long term costs are.

Focus of this Asset Management Plan

The assets considered by this AMP are detailed in Table 1.

Asset Type	Quantity	Current Replacement Cost
Equipment	6	Unknown
Fleet	85	Unknown
IT & Furniture	14	\$522,897
Total	105	Unknown

Table 1: Assets covered by the Fleet, Equipment & IT AMP

Corporate Document Relationships

This AMP integrates with the other following Shire documents:

- Strategic Community Plan
- Corporate Business Plan
- Long Term Financial Plan
- Annual Budget

Time Period of the AMP and Review Process

The Asset Management Plan covers a 15 year period. It will be reviewed during annual budget preparation and amended to be kept up to date.

Service Levels

Introduction

Service Levels describe the standard (e.g. quality) that the Shire seeks to achieve from its Fleet, Equipment & IT assets. These have been developed through the consideration of strategic inputs and perceived customer requirements. The process through which the Shire's Service Levels were developed is found in Appendix B.

Service Level Performance

Table 2 details the service level performance that the Shire is currently achieving.

KPI	Performance	Tactic
Affordability	Unknown	Establishing performance
Compliance	Unknown	Establishing performance
Condition	Unknown	Establishing performance
Quality	Unknown	Establishing performance
Reliability	Unknown	Establishing performance

Table 2: Service Level Performance

Service Demand

This section summarises likely factors that may affect the demand for Fleet, Equipment & IT assets over the life of the AMP. Full details of past and future demand factors are recorded in Appendix C.

Historic Demand

The following table outlines the key factors that have affected historical service demand change.

Driver Type	Effect
Population	Shire population up by 315 people (+22%) from 1,410 (2001) to 1,725 (2016). This increase would suggest that demand for some services may have risen, increasing the need for Fleet, Equipment & IT assets. Overall though, considered negligible.

Table 3: Historic Demand Drivers

Future Demand

Consideration was given to six possible future demand drivers that may influence demand on the provision of Fleet, Equipment & IT.

Driver Type	Effect
Political	Slight increase to improve internal asset management practices and manage the portfolio more effectively.
Economic	Fuel costs likely to increase above normal inflation levels. No demand change due to staff number changes. Concerns exist over the portfolios long term financial sustainability.
Social	Neutral change despite possible future population decline.

Technological	Technical sophistication may possibly increase the cost of maintaining assets.
Legal	No specific legal demand factors have been identified.
Environmental	Whilst the Shire may have to consider assets' need, energy efficiency, component recyclability rate and carbon footprint, the overall demand effect is thought to be neutral.

Table 4: Future Demand Drivers

Demand Management

A review of past and future demand factors shows that service demand change has occurred, and will also likely occur into the future. However, given the size of the fleet/portfolio, no specific initiatives/improvements are proposed to meet demand changes.

Lifecycle Management Plan

The lifecycle management plan details how the Shire intends to manage and operate its Fleet, Equipment & IT assets at the agreed service levels. Full details of the portfolio can be found in Appendix D.

Fleet, Equipment & IT Assets' Physical Parameters

Asset Type	Quantity	Current Replacement Cost	Fair Value	Annual Depreciation
Equipment	6	\$67,500	Unknown	\$5,300
Fleet	85	\$7,752,900	Unknown	\$971,200
IT & Furniture	14	\$522,897	\$396,695	\$48,711
Total	105	\$8,343,297	Unknown	\$1,025,211

Table 5: Fleet, Equipment & IT Portfolio Physical Parameters

Lifecycle Management Strategies

Operation & Maintenance Strategy

The Shire currently operates and maintains Fleet, Equipment & IT assets in line with manufacturer specifications. All are maintained at their appropriate timing/time intervals. External contractors are used for maintenance work.

Renewal Strategy

The Shire's renewal strategy for Fleet, Equipment & IT assets is primarily driven through the establishment of optimal replacement triggers. Triggers are typically based upon age and/or usage intervention points. These usually strive to balance cost, safety, reliability and functionality. Renewal projects are listed on a long term works programme and reported within this AMP.

Upgrade/New Strategy

The Shire does not often require either new or upgraded Fleet, Equipment & IT assets. Where there is a perceived need for additional assets this is considered by senior staff and then sometimes recommended to Council for approval.

Disposal Strategy

The Shire does not frequently dispose of Fleet, Equipment & IT assets (this is where the asset is not replaced/renewed). Where a potential need is identified, then this is considered by staff, and in some cases, Council.

Financial

This section contains the financial requirements resulting from all the information presented in this AMP. A detailed financial model is recorded in Appendix F.

Projected Expenditure Requirements

Year	Operation & Maintenance	Renewal	Upgrade & New	Disposal	Total
2020/21	\$1,527,682	\$1,403,600	\$129,500	-\$10,000	\$3,050,782
2021/22	\$1,546,841	\$972,000	\$0	\$0	\$2,518,841
2022/23	\$1,545,398	\$689,500	\$0	\$0	\$2,234,898
2023/24	\$1,570,320	\$1,025,000	\$0	\$0	\$2,595,320
2024/25	\$1,595,665	\$852,000	\$0	\$0	\$2,447,665
2025/26	\$1,621,448	\$637,000	\$0	\$0	\$2,258,448
2026/27	\$1,654,954	\$999,000	\$0	\$0	\$2,653,954
2027/28	\$1,689,159	\$1,042,000	\$0	\$0	\$2,731,159
2028/29	\$1,724,089	\$499,000	\$0	\$0	\$2,223,089
2029/30	\$1,759,756	\$621,000	\$0	\$0	\$2,380,756
2030/31	\$1,796,185	\$1,147,000	\$10,000	\$0	\$2,953,185
2031/32	\$1,833,381	\$1,399,000	\$0	\$0	\$3,232,381

2032/33	\$1,871,370	\$853,000	\$0	\$0	\$2,724,370
2033/34	\$1,910,164	\$733,000	\$0	\$0	\$2,643,164
2034/35	\$1,949,780	\$945,000	\$0	\$0	\$2,894,780

Table 6: Fleet, Equipment & IT Projected Expenditure Requirements

Plan Improvement and Monitoring

This Section of the AMP outlines the degree to which it is an effective and integrated tool within the Shire. It also details the future tasks required to improve its accuracy and robustness.

Performance Measures

The effectiveness of the AMP will be monitored by the performance of the three statutory ratios that the Shire reports on. Each ratio is described in Appendix G.

Year	Asset Consumption Ratio	Asset Sustainability Ratio	Asset Renewal Funding Ratio
2020	Unknown	97% (in target)	138% (above target)

Table 7: AMP Performance Measures

Improvement Plan

The asset management improvement plan generated from this AMP is shown in Table 8.

Task No	Task	Timeline
1	Revise the inventory to ensure that it is accurate.	Dec' 2021
2	Ensure all fleet and IT assets are valued.	Dec' 2022
3	Review the renewal programme to include minor fleet assets not covered by the LTFP.	Dec' 2021

Table 8: Fleet, Equipment & IT AMP Improvement Plan



FLEET, EQUIPMENT & IT ASSET MANAGEMENT PLAN

PART 2 - DETAILED

Version 1.4

December 2020

Appendices

Appendix A – Legislation, Acts, Regulations & Standards.....	3
Appendix B – AMP Stakeholders and Service Levels	4
Appendix C – Service Demand	7
Appendix D – Portfolio Physical Parameters	10
Appendix E – Lifecycle Management Strategies	17
Appendix F – Financial Model.....	19
Appendix G – Asset Ratios	25

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Appendix A – Legislation, Acts, Regulations & Standards

This section provides details on all legislation, standards, policies and guidelines that should be considered as part of the management practices of the Shire's Fleet, Equipment & IT assets.

Legislation, Acts & Regulations

- Local Government Act 1995
- Dangerous Goods Safety Act 2004
- Occupational Health and Safety Act 1984
- OSH Regulations 1996
- Federal Motor Vehicle Standards Act 1989
- WA Road Traffic Act 1974
- WA Road Traffic Amendment Act 2004
- WA Road Traffic Code 2000
- WA Road Traffic (Vehicle Standards) Regulations 2002
- Disability Discriminations Act, 1992

Standards

- AASB 5 Non-Current Assets Held for Sale and Discontinued Operations
- AASB 13 Fair Value Measurement
- AASB 116 Property, Plant and Equipment
- AASB 118 Revenue
- AASB 119 Employee Benefits
- AASB 136 Impairment of Assets
- Local Government Act 1995 Part 6 – various financial management processes
- Various Australian Standards which may be applicable to individual types of plant and vehicles
- AS/NZS 4360: 1995 Risk Management
- All other relevant State and Federal Acts & Regulations
- All Local Laws and relevant policies of the organisation

Council Policies

- A4 – Staff – Use of Shire Vehicles by Employees
- A14 – Hire of Furniture and Equipment from Ravensthorpe Entertainment Centre
- A16 – Vehicle Policy
- F1 – Credit And Fuel Cards
- F5 – Disposal of Surplus Furniture and Equipment
- F6 – Purchasing
- WS16 – Asset Management Policy

Appendix B – AMP Stakeholders and Service Levels

Process for Developing Potential Service Levels

In developing the service levels for Fleet, Equipment & IT assets, the Shire has generally applied the framework as set out in the IIMM. The process broadly applies five steps, being:

- Identify service attributes important to customers
- Define the delivered customer service levels
- Develop performance measures
- Consult with customers
- Make service level based decisions

Strategic Community Plan (SCP) Drivers

The Shire's SCP contains long term goals for the delivery of services to its community. The SCP was reviewed in order to identify any goals that may directly relate to fleet, equipment & IT assets. No directly linked goals were noted.

AMP Stakeholders

Analysis of the Fleet, Equipment & IT portfolio has revealed that there are a number of major stakeholder groups. These stakeholders are identified below and while there may be other minor stakeholders, they have not been specifically considered by this AMP.

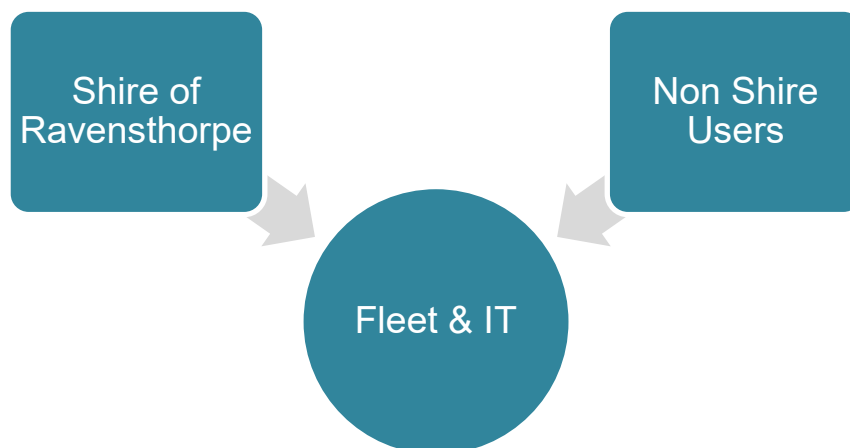


Figure 1: Fleet, Equipment & IT Stakeholders

Service Attribute Workshop

During July 2020 Shire staff considered each stakeholder group to identify the service attributes that are most important to them. Those frequently occurring, when combined with the SCP drivers, form the basis of this AMP’s service levels. The results from the staff workshop are shown below.

Stakeholder	Top Fleet, Equipment & IT Service Attributes		
Council	Compliant	Reliability	Safety
Non-Shire Users	Reliability	Affordability	Condition, Flexibility, Quality (tied)

Table 1: Important Stakeholder Fleet, Equipment & IT Attributes

From the above analysis, the following service attribute(s) have been selected for service levels.

- Affordability (9 occurrences)
- Compliance (5 occurrences)
- Condition (4 occurrences)
- Quality (4 occurrences)
- Reliability (8 occurrences)

Service Level Targets and Performance

By considering the potential service attributes from the SCP (if any) and stakeholder analysis, the following KPIs have been used to monitor service delivery performance.

KPI	Driver	Level of Service	Performance Measure	Target	Current	Data Confidence
Affordability	Stakeholders	Fleet, equipment & IT assets are financially sustainable.	Percentage of AMP performance ratios within their target bands.	-	33%	Uncertain
Compliance	Stakeholders	Fleet, equipment & IT assets meet statutory compliance requirements.	Percentage of assets that meet statutory compliance requires.	-	-	-
Condition	Stakeholders	Fleet, equipment & IT assets are in a suitable condition.	Percentage of survey respondents who are at least satisfied with the condition of respective assets.	-	-	-
Quality	Stakeholders	Fleet, equipment & IT assets are of a suitable quality.	Percentage of survey respondents who are at least satisfied with the quality of assets.	-	-	-
Reliability	Stakeholders	Fleet, equipment & IT assets are reliable.	Percentage of survey respondents who are at least satisfied with the reliability of assets.	-	-	-

Table 2: Service Level Targets and Performance

Appendix C – Service Demand

Background

Predicting future demand for services is an important element of any organisation’s asset management practices. It enables practitioners to plan ahead and identify the best way of meeting future demand. This section of the AMP looks broadly at both historical and future levels of service demand. Readers should be aware though that as with any demand forecasting, prediction is rarely ever 100% correct.

Historic Fleet, Equipment & IT Demand

Demand for services is generally measured by quantifiable metrics. However, linking the usage of services such as transport (e.g. roads, paths etc.) back to Fleet, Equipment & IT usage levels is complex. As such and where possible, understanding each piece of Fleet, Equipment & IT usage levels, in terms of metrics such as age, distance etc., is a far easier metric to collect and maintain data on. To ascertain the historical demand, the Shire has used relevant available statistics.

Population Change

Between 2001 and 2016, the Shire’s population at census night has risen from 1,410 to 1,725. This increase of 315 people (+22%) may suggest that demand for some services may have grown. In turn, this may have increased the demand on Fleet, Equipment & IT assets.

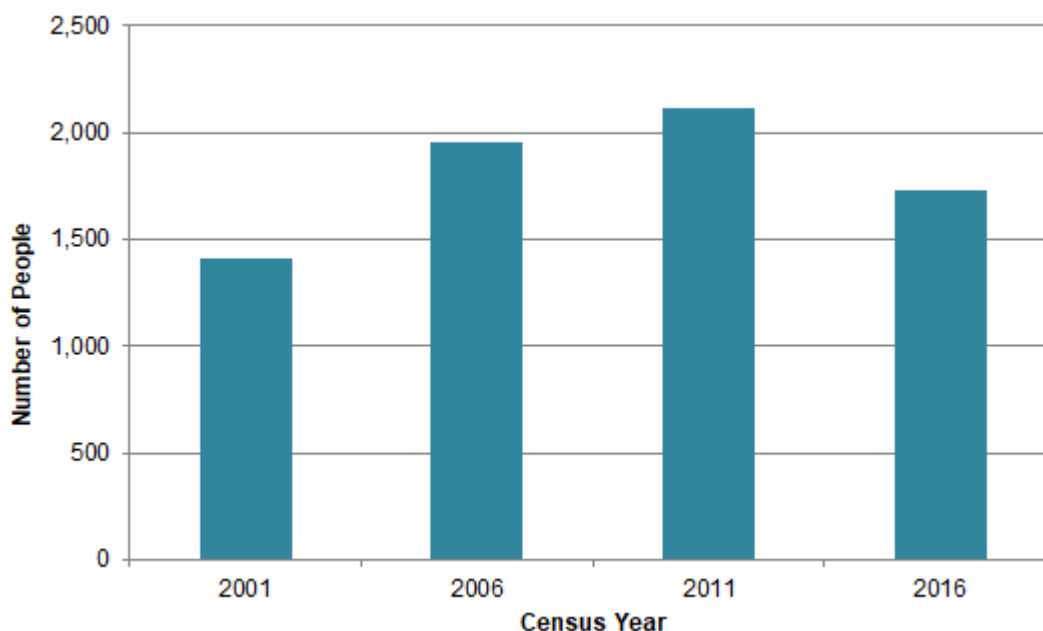


Figure 2: ABS Census Population – Shire of Ravensthorpe 2001 - 2016

Future Demand Drivers

In order to identify future demand pressures on the Fleet, Equipment & IT portfolio (both positive and negative), six driver categories have been considered. These drivers may influence actual usage levels, and possibly require future resources to meet specific service needs or goals. Each of these demand drivers are briefly discussed below. The exact effects of many of these drivers are difficult to quantify and may require further study and research.

Political

- ↔ State Government – Aside from vehicle stamp duty and licencing costs, little influence is exerted over the portfolio. Only possible change could be the introduction of rate capping. – Demand change thought unlikely at present.
- ↑ Council – Changes to policies, services, service levels, financial plans etc. can all have an effect (direct and indirect) on Fleet, Equipment & IT. Strong IPRF practices will help to ensure financial sustainability, although improved AM practices are required within the Shire. – Increase demand for more AM resources to develop and implement improved practices is likely.

Economic

- ↔ Staff Number Changes - A direct link between the number of Shire staff and the number of Fleet, Equipment & IT assets exists. A review of the Workforce Management Plan suggests that the number of staff is not forecast to notably change. – No demand change.
- ↑ Fuel/Energy Costs and Availability – All Fleet, Equipment & IT assets use fuel or energy to some degree. The costs of some (e.g. electricity, petrol etc.) has been historically variable. Price increases have often been above CPI levels. Industry prediction suggest that future increases will also be above normal inflation levels. – Plant & vehicle assets in particular are likely to become increasingly expensive to operate.
- ↑ Fleet, Equipment & IT Financial Sustainability – A review of the MyCouncil website shows that two of the three ratios have been consistently below their target bands. Furthermore, the asset consumption ratio appears to have been calculated incorrectly - Given the historical poor performance, there would be concerns that the management of assets may not be financially sustainable.

Social

- ↔ Population – State forecasts suggest that the Shire’s population is expected to decline in size until at least 2031. When historical populations are considered, Band A of the WA Tomorrow projections seems most likely. This predicts a decline of 940 people from 2016 levels. This results in a population size of just 845 people - If the population falls then indirectly this may also decrease the demand effect, although thought to be negligible overall.

Technological

- ↑ Maintenance – Fleet, Equipment & IT assets are becoming increasingly technically complex (e.g. vehicle control systems). This trend is likely to continue, potentially making assets more difficult to maintain without specialist tools, systems and training.
 - Possible higher future fleet and IT maintenance costs.

Legal

- ↔ No specific legal demand factors have been identified.

Environmental

- ↔ Environmental Sustainability – New plant & vehicle assets are likely to have to be increasingly environmentally sustainable. This will require the Shire to consider asset need, energy efficiency, component recyclability rate, carbon footprint etc. – Acquiring and owning more sustainable assets, may come at a higher cost, although this is not entirely clear.

Key Demand Drivers

During June 2020, Shire staff considered each of the potential sources of service demand change. As a result, the following drivers were considered to be those likely to have the greatest change effect. Demand mitigation tactics, where required, have been identified and are recorded in Part 1.

- Visitor numbers
- Litigation
- Climate change
- Demographics
- Participation/usage
- Government policy, legislation & compliance

Appendix D – Portfolio Physical Parameters

Data Confidence

To be able to effectively manage its assets, the Shire collects and maintains a range of data on its Fleet, Equipment & IT assets. Understanding where gaps in this data exist is important to determine the confidence that we can put in the outcomes (e.g. valuations) that result. Table 4 details the reliability and confidence levels of the current asset data the Shire holds. In assessing the data, the Shire has applied the IIMM confidence framework as detailed in Table 3.

Confidence Grade	Accuracy
Highly Reliable	± 2%
Reliable	± 10%
Uncertain	± 25%
Poor	± 40%
Very Poor	Nil

Table 3: Data Confidence Measures

Asset Class	Inventory	Valuation
Equipment	Reliable	Uncertain
Fleet	Reliable	Uncertain
IT	Reliable	Uncertain

Table 4: Fleet, Equipment & IT Portfolio Data Confidence Levels

Inventory & Valuation

The following section outlines the Shire's Fleet, Equipment & IT assets as at 30 June 2019.

Type	Description	CRC	Fair Value	Annual Depreciation
Fleet	P710B, 0RA, Toyota 200 series Landcruiser	\$85,000	Unknown	\$10,000
Fleet	P683A, RA 682, Toyota Kluger GXL	\$55,000	Unknown	\$17,500
Fleet	P701B, 101 RA, Toyota Fortuna	\$52,000	Unknown	\$17,500
Fleet	P701A, RA 025, Toyota Hilux SR5	\$55,000	Unknown	\$11,667
Fleet	P665, RA 3578, Holden Captiva	\$40,000	Unknown	\$10,000
Fleet	P620, 1TMF 771, J Pappas custom	\$1,500	Unknown	\$150
Fleet	1GUV 793, Holden Colorado (leased)	\$0	\$0	\$0
Fleet	P511A, RA 3512, Fuso Canter	\$95,000	Unknown	\$20,000
Fleet	P678A, RA 3520, Toyota Hilux	\$45,000	Unknown	\$10,000
Fleet	P705A, RA 279, Toyota Hilux	\$45,000	Unknown	\$10,000
Fleet	P705, RA 22, Mitsubishi triton	\$38,000	Unknown	\$10,000
Fleet	P579, RA 3371, Schaffer 3150	\$70,000	Unknown	\$9,167
Fleet	P642, RA 3354, Case JXU85	\$90,000	Unknown	\$7,000
Fleet	TBA, TBA, New - Light truck TBA	\$120,000	Unknown	\$20,000
Fleet	TBA, TBA, Toyota Spray vehicle	\$50,000	Unknown	\$13,333
Fleet	P457, RA 3060, Cat D5C	\$200,000	Unknown	\$0
Fleet	P552, Cat D6RXL	\$460,000	Unknown	\$40,500

Type	Description	CRC	Fair Value	Annual Depreciation
Fleet	P584A, RA 3762, Komatsu GD 655-5	\$370,000	Unknown	\$41,429
Fleet	P675A, RA 3508, Komatsu GD 655-5	\$370,000	Unknown	\$41,429
Fleet	P706, RA 670, Komatsu GD 656	\$350,000	Unknown	\$41,429
Fleet	P586A, RA 3829, Komatsu WA430_6	\$330,000	Unknown	\$35,714
Fleet	P719, RA 3710, Komatsu WA200_PZ	\$220,000	Unknown	\$25,714
Fleet	P720, 1GFO 489, Komatsu WB97R	\$275,000	Unknown	\$35,000
Fleet	P714A, 1GTT 665, Cat 289DAC	\$132,000	Unknown	\$14,286
Fleet	P559A, RA 3579, DAF CF7585 8 wheel	\$330,000	Unknown	\$37,857
Fleet	P580, RA 3582, DAF FTT CF 85-460	\$280,000	Unknown	\$32,857
Fleet	P703, RA 3188, Cat CT630	\$250,000	Unknown	\$32,857
Fleet	P721, RA 3751, Hino 700 SS 2848	\$250,000	Unknown	\$41,000
Fleet	P718, RA 3712, Hino 700 series	\$250,000	Unknown	\$20,714
Fleet	P556, 1TGC 542, HP Float	\$70,000	Unknown	\$13,000
Fleet	P556A, 1TTG 558, CTE DT225	\$70,000	Unknown	\$3,400
Fleet	P557A, RA 1624, Allroads Dolly	\$20,000	Unknown	\$2,286
Fleet	P577A, RA 1421, Duraquip Haulpro	\$160,000	Unknown	\$17,143
Fleet	P585, 1TJX 049, Duraquip Haulpro	\$160,000	Unknown	\$17,143
Fleet	P709, 1TPS 676, Allroads Dolly	\$20,000	Unknown	\$2,286
Fleet	P722, 1TQX 844, Haulpro Side Tipper	\$160,000	Unknown	\$17,143
Fleet	P569A, RA 285, Bomag BW211D	\$160,000	Unknown	\$27,500

Type	Description	CRC	Fair Value	Annual Depreciation
Fleet	P570, RA 3246, Ammann AP240	\$250,000	Unknown	\$26,429
Fleet	P713, 1TQB 638, GTE tanker	\$120,000	Unknown	\$11,429
Fleet	P522, 1TEJ528, SFM engineering	\$140,000	Unknown	\$0
Fleet	P578A, RA 290, Hino 300-2	\$95,000	Unknown	\$22,000
Fleet	P676A, RA 206, Fuso Canter	\$120,000	Unknown	\$20,400
Fleet	P632A, RA 225, Mitsubishi extra cab	\$45,000	Unknown	\$13,333
Fleet	P638B, RA 106, Toyota Hilux	\$47,000	Unknown	\$10,000
Fleet	P654, RA 3421, Toyota Hilux	\$40,000	Unknown	\$10,000
Fleet	P677B, RA 3359, Toyota Hilux	\$45,000	Unknown	\$9,333
Fleet	P691A, RA 93, Toyota Hilux	\$40,000	Unknown	\$8,333
Fleet	P696A, RA 222, Toyota Hilux	\$50,000	Unknown	\$10,000
Fleet	P697, RA 3280, Toyota Hilux	\$50,000	Unknown	\$11,000
Fleet	P698, RA 137, Toyota Hilux	\$47,000	Unknown	\$15,000
Fleet	P699A, RA 292, Toyota Hilux	\$40,000	Unknown	\$10,000
Fleet	P700A, RA 3603, Toyota Hilux	\$40,000	Unknown	\$10,000
Fleet	P702B, RA 3794, Toyota Hilux	\$55,000	Unknown	\$10,000
Fleet	P733, RA 3774, power boss armadillo	\$76,000	Unknown	\$8,000
Fleet	P732, 1GDJ430, Toyota Hilux	\$45,000	Unknown	\$0
Fleet	P734, Bomag BC573RB	\$0	Unknown	\$0
Fleet	P735, 1GOA 197, Komatsu WA 320	\$0	Unknown	\$0

Type	Description	CRC	Fair Value	Annual Depreciation
Fleet	P565, RA 1625, Howard Porter Walking Floor	\$150,000	Unknown	\$0
Fleet	1TOZ 072, John Pappas flat top trailer	\$0	Unknown	\$0
Fleet	P730, 1GLQ 198, Kubota	\$30,000	Unknown	\$2,600
Fleet	P172, 1TTD 274, John Pappas box	\$10,000	Unknown	\$800
Fleet	P553, RA 3581, Iveco Acco F2350G/260	\$220,000	Unknown	\$0
Fleet	P529A, John Deere Ride on - mower and attachments	\$2,000	Unknown	\$0
Fleet	P672, Toro Attachment - Lawn vac/blower	\$1,100	Unknown	\$60
Fleet	P673, Toro Attachment - Lawn vac/blower	\$1,100	Unknown	\$60
Fleet	P685, Howard EHD 210 - Slasher	\$8,200	Unknown	\$620
Fleet	P670, RA 3498, Toro GM360 - 2wd with canopy	\$35,000	Unknown	\$15,000
Fleet	P671, panther 1800 - flail mower	\$24,000	Unknown	\$0
Fleet	P731, RA 3761, Toro GM360 - 2wd with canopy	\$35,000	Unknown	\$15,000
Fleet	P686, RA 3331, Toro GM360 - 2wd with canopy	\$35,000	Unknown	\$15,000
Fleet	P731, Toro SS4200 - Zero turn mower	\$6,000	Unknown	\$2,500
Fleet	P102, Toro SS4225 - Zero turn mower	\$6,000	Unknown	\$2,500
Fleet	P173, RA 1276, unknown Water Tank/Trailer - Tank on Axle	\$10,000	Unknown	\$900
Equipment	P581, Hanmey 1.8m deck - Rotary Hoe Attachment	\$4,500	Unknown	\$350
Fleet	P674, 1TRJ 360, John Pappas Tandem Axle Trailer - Small Plant Transport Trailer	\$5,000	Unknown	\$400
Equipment	P712, Travelling Irrigator	\$20,000	Unknown	\$1,900

Type	Description	CRC	Fair Value	Annual Depreciation
Equipment	P695, RA 1647, RA 1648, Techroad Trailer Mounted - Portable traffic lights	\$28,000	Unknown	\$1,800
Fleet	P694, 1TOZ 072, J Pappas Flat top - Tandem flat top trailer	\$5,000	Unknown	\$450
Fleet	P715, 1TAA 283, J Pappas Box - 6 x 4 Box Trailer- to be sold	\$2,000	Unknown	\$800
Fleet	P707, RA 1664, Silvan Tank/Trailer - Firefighter/washdown trailer	\$10,000	Unknown	\$850
Equipment	P572, Sewell Attachment - Road Broom	\$5,000	Unknown	\$450
Fleet	P563, 1TES 926, John Pappas Box - 6x4 Box Cage Trailer- to be sold	\$2,000	Unknown	\$0
Fleet	P101, 1TUA 394, John Pappas transport - Street sweeper trailer	\$12,000	Unknown	\$900
Fleet	P568, RA 3180, Kawasaki Quad - 4 wheel motorbike	\$10,000	Unknown	\$0
Fleet	P171, 1TRE 846, John Pappas Box/Cage - 7x5 Box Cage Trailer	\$6,000	Unknown	\$500
Equipment	P682, Kubota SQ-3140 - Genset	\$10,000	Unknown	\$800
Equipment	P724, Radar Speed Signs	\$0	Unknown	\$0
Fleet	P649, 1BSB 370, Toyota Landcruiser - Jerdacuttup BFS	\$22,000	Unknown	\$0
Fleet	P653, RA 41, Ford Ranger - Well Body	\$14,000	Unknown	\$0
Fleet	P729A, RA 1203, BARAVN CVN - caravan	\$15,000	Unknown	\$0
Fleet	P725A, RA 1468, NOLIST TRLR - Fast Fill Trailer	\$3,000	Unknown	\$0
IT	F481, Computer Purchases	\$19,200	\$18,169	\$1,031
IT	F481A, 5 New HP Mini PC's & 2 New Toshiba Laptops	\$12,898	\$7,739	\$2,580
Furniture	F481B, 2019 IT Server Renewal	\$61,164	\$56,631	\$4,533
Furniture	F495, Admin Office Furniture	\$47,867	\$45,506	\$2,361

Type	Description	CRC	Fair Value	Annual Depreciation
IT	F562, Passenger Screening System X-Ray Walk through Metal Detector Explosive Trace D	\$31,440	\$13,404	\$3,930
Furniture	F564, Furniture - Hopetoun Library	\$8,085	\$5,971	\$485
Furniture	F623, Ravensthorpe Gym Equipment	\$6,172	\$6,172	\$0
IT	F635, New Computer System - Doctors Surgery	\$56,304	\$56,304	\$0
Furniture	F636, Hopetoun Community Centre Fit Out	\$147,569	\$97,733	\$14,757
IT	F637, 2 X Konica Minolta Colour Photocopiers	\$29,595	\$22,757	\$3,419
IT	F638, 18/19 Edge Ultrasound Carry Case Edge Minidock	\$60,010	\$39,031	\$12,002
Furniture	F639, Depot Office & Workshop Improvements	\$15,694	\$15,694	\$0
IT	P133, Radio Repeater Equipment - Hopetoun	\$10,000	\$4,639	\$1,200
IT	P144, Mount Short Radio Repeater Equipment	\$16,900	\$6,945	\$2,413
		\$8,343,297	Unknown	\$1,025,211

Table 5: Fleet, Equipment & IT Inventory & Values

Appendix E – Lifecycle Management Strategies

Background

Lifecycle management encompasses all strategies and practices that the Shire employs to manage Fleet, Equipment & IT assets at the lowest lifecycle cost. This section details all the strategies and practices that are currently employed.

Operation & Maintenance Strategy

The Shire currently operates and maintains Fleet, Equipment & IT assets in line with manufacturer specifications. All are maintained at their appropriate timing/time intervals. External contractors are used for maintenance work.

Renewal Strategy

The Shire's renewal strategy for Fleet, Equipment & IT is primarily driven through the establishment of optimal replacement triggers. Triggers are typically based upon age and/or usage intervention points. These typically strive to balance cost, safety, reliability and functionality.

Fleet Assets

Fleet Asset Type	Renewal Period
Backhoe	7 years
Caravan	Nil
Compactor	Nil
Dozer	7-10 years
Grader	7 years
Loader	6-10 years
Motorbike (quad)	10 years
Mower (ex flail)	2 years
Mower (flail)	10 years
Passenger vehicles	2-3 years
Roller	4-7 years
Slasher	10 years
Sweeper	7 years
Tractor	10 years
Trailers & Dollies	7-10 years

Truck	5-7 years
Utility Vehicles (ex DFES)	2-3 years

Table 6: Fleet Asset Renewal Triggers

Equipment Assets

Equipment Asset Type	Renewal Period
Broom (road)	10 years
Generator	10 years
Irrigator	10 years
Mower Accessories	10 years
Rotary Hoe	10 years

Table 7: Equipment Asset Renewal Triggers

IT & Furniture Assets

Asset Type	Renewal Period
IT	Not defined
Furniture	Not defined

Table 8: Asset Renewal Triggers

Upgrade/New Strategy

The Shire occasionally requires either new or upgraded Fleet, Equipment & IT assets. These assets are usually identified due to capacity issues with the currently available assets. The need for additional assets is considered by senior staff and then recommended to Council for approval.

Disposal Strategy

At the present time the Shire generally does not frequently dispose of Fleet, Equipment & IT assets. Where such a need is identified, then it is considered by staff and (in some instances) Council.

Appendix F – Financial Model

Projected Expenditure Requirements

Fleet & IT Works Programme Summary

Asset Sub Type	Activity Type	Activity Description	Funding Type	Year 1 2020/21	Year 2 2021/22	Year 3 2022/23	Year 4 2023/24	Year 5 2024/25	Year 6 2025/26	Year 7 2026/27	Year 8 2027/28	Year 9 2028/29	Year 10 2029/30	Year 11 2030/31	Year 12 2031/32	Year 13 2032/33	Year 14 2033/34	Year 15 2034/35
Equipment																		
All Equipment	Operation	COA12223 - Minor Plant & Equipment purchase under \$5,000	Municipal	\$12,060	\$12,000	\$12,181	\$12,363	\$12,549	\$12,737	\$12,992	\$13,252	\$13,517	\$13,787	\$14,063	\$14,344	\$14,631	\$14,923	\$15,222
Speed Sign	Renewal	P724 -	Municipal	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Speed Sign	Renewal	P724 -	Trade-In Revenue	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Genset	Renewal	P682 - Kubota SQ-3140	Municipal	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Genset	Renewal	P682 - Kubota SQ-3140	Trade-In Revenue	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Broom	Renewal	P572 - Sewell Attachment	Municipal	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Broom	Renewal	P572 - Sewell Attachment	Trade-In Revenue	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Rotary Hoe	Renewal	P581 - Hanmey 1.8m deck	Municipal	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Rotary Hoe	Renewal	P581 - Hanmey 1.8m deck	Trade-In Revenue	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Blower/Vacuum	Renewal	P672 - Toro Attachment	Municipal	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Blower/Vacuum	Renewal	P672 - Toro Attachment	Trade-In Revenue	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Blower/Vacuum	Renewal	P673 - Toro Attachment	Municipal	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Blower/Vacuum	Renewal	P673 - Toro Attachment	Trade-In Revenue	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Traffic Lights	Renewal	P695 - Techroad Trailer Mounted	Municipal	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Traffic Lights	Renewal	P695 - Techroad Trailer Mounted	Trade-In Revenue	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Irrigator	Renewal	P712 -	Municipal	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Irrigator	Renewal	P712 -	Trade-In Revenue	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
EQUIPMENT TOTAL				\$12,060	\$12,000	\$12,181	\$12,363	\$12,549	\$12,737	\$12,992	\$13,252	\$13,517	\$13,787	\$14,063	\$14,344	\$14,631	\$14,923	\$15,222
IT																		
IT	Operation	COA11400 - Expenses Relating to Radio Rebroadcasting	Municipal	\$8,205	\$8,000	\$8,434	\$8,687	\$8,948	\$9,217	\$9,515	\$9,821	\$10,138	\$10,466	\$10,806	\$11,158	\$11,522	\$11,899	\$12,290
IT	Operation	COA14503 - Office Equipment Expenses	Municipal	\$21,105	\$21,000	\$21,316	\$21,636	\$21,960	\$22,290	\$22,736	\$23,190	\$23,654	\$24,127	\$24,610	\$25,102	\$25,604	\$26,116	\$26,638
IT	Operation	COA14525 - Information Technology Expenses	Municipal	\$115,725	\$145,000	\$116,881	\$118,636	\$120,415	\$122,221	\$124,666	\$127,159	\$129,703	\$132,296	\$134,942	\$137,641	\$140,394	\$143,201	\$146,065
Photocopiers	Renewal	Administration Office Photocopier Replacement	Municipal	\$6,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Computers	Renewal	Computer Upgrades	Municipal	\$9,600	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
IT TOTAL				\$160,635	\$174,000	\$146,631	\$148,959	\$151,323	\$153,728	\$156,917	\$160,170	\$163,495	\$166,889	\$170,358	\$173,901	\$177,520	\$181,216	\$184,993
Plant																		
Plant	Maintenance	COA11316 - Plant & Equipment Maintenance (Auto Recovery)	Municipal	\$69,861	\$69,513	\$70,559	\$71,618	\$72,692	\$73,782	\$75,258	\$76,763	\$78,298	\$79,864	\$81,462	\$83,091	\$84,753	\$86,448	\$88,177
Plant	Operation	COA14218 - Sundry Plant Purchases (under Cap Threshold)	Municipal	\$6,030	\$6,000	\$6,090	\$6,182	\$6,274	\$6,368	\$6,496	\$6,626	\$6,758	\$6,893	\$7,031	\$7,172	\$7,315	\$7,462	\$7,611
Plant	Operation	COA14302 - Insurance - Plant	Municipal	\$55,690	\$53,807	\$57,639	\$59,657	\$61,745	\$63,906	\$66,143	\$68,458	\$70,854	\$73,333	\$75,900	\$78,557	\$81,306	\$84,152	\$87,097
Plant	Operation	COA14303 - Fuel & Oils	Municipal	\$356,273	\$354,500	\$359,835	\$365,233	\$370,711	\$376,272	\$383,797	\$391,473	\$399,303	\$407,289	\$415,435	\$423,743	\$432,218	\$440,863	\$449,680
Plant	Operation	COA14304 - Tyres and Tubes	Municipal	\$37,185	\$37,000	\$37,557	\$38,120	\$38,692	\$39,272	\$40,058	\$40,859	\$41,676	\$42,510	\$43,360	\$44,227	\$45,112	\$46,014	\$46,934
Plant	Maintenance	COA14305 - Parts & Repairs	Municipal	\$221,100	\$220,000	\$223,311	\$226,661	\$230,061	\$233,511	\$238,182	\$242,945	\$247,804	\$252,760	\$257,816	\$262,972	\$268,231	\$273,596	\$279,068
Plant	Maintenance	COA14306 - Internal Repair Wages	Municipal	\$90,190	\$88,422	\$91,995	\$93,834	\$95,710	\$97,625	\$99,578	\$101,569	\$103,600	\$105,672	\$107,786	\$109,941	\$112,141	\$114,383	\$116,671
Plant	Operation	COA14307 - Licences - Plant	Municipal	\$16,583	\$16,500	\$16,748	\$17,000	\$17,255	\$17,513	\$17,864	\$18,221	\$18,585	\$18,957	\$19,336	\$19,723	\$20,117	\$20,520	\$20,930
Plant	Operation	COA14402 - Purchase of Stock Materials	Municipal	\$281,400	\$280,000	\$284,214	\$288,477	\$292,804	\$297,196	\$303,140	\$309,203	\$315,387	\$321,695	\$328,129	\$334,691	\$341,385	\$348,213	\$355,177
Plant	Maintenance	COA5109 - ESL - BFB Plant & Equipment Maintenance (Auto F	Municipal	\$37,586	\$37,399	\$37,962	\$38,531	\$39,109	\$39,696	\$40,490	\$41,300	\$42,126	\$42,968	\$43,827	\$44,704	\$45,598	\$46,510	\$47,440
Plant	Maintenance	COA5310 - SES - Maintenance Plant & Equipment	Municipal	\$1,607	\$1,599	\$1,623	\$1,647	\$1,672	\$1,697	\$1,731	\$1,766	\$1,801	\$1,837	\$1,874	\$1,911	\$1,950	\$1,989	\$2,028
Plant	Operation	COA7712 - HEA - Vehicle Expenses Allocated - Doctors & Oth	Municipal	\$11,608	\$11,550	\$11,724	\$11,900	\$12,078	\$12,259	\$12,505	\$12,755	\$13,010	\$13,270	\$13,535	\$13,806	\$14,082	\$14,364	\$14,651
Plant	Operation	COA14200 - Works Administration And Support (Plant Recove	Municipal	\$169,604	\$168,760	\$171,300	\$173,869	\$176,477	\$179,125	\$182,707	\$186,361	\$190,088	\$193,890	\$197,768	\$201,723	\$205,758	\$209,873	\$214,070
Plant	Operation	COA14215 - Works Building Administration Expenses (Plant F	Municipal	\$15,870	\$15,791	\$16,029	\$16,269	\$16,513	\$16,761	\$17,096	\$17,438	\$17,787	\$18,142	\$18,505	\$18,875	\$19,253	\$19,638	\$20,031

Fleet & IT Works Programme Summary

Asset Sub Type	Activity Type	Activity Description	Funding Type	Year 1 2020/21	Year 2 2021/22	Year 3 2022/23	Year 4 2023/24	Year 5 2024/25	Year 6 2025/26	Year 7 2026/27	Year 8 2027/28	Year 9 2028/29	Year 10 2029/30	Year 11 2030/31	Year 12 2031/32	Year 13 2032/33	Year 14 2033/34	Year 15 2034/35
Plant																		
Plant	Operation	COA5111 - Operating Expenses (Non-ESL) (Plant Recovery)	Municipal	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Trailer	Renewal	P172 - John Pappas box	Municipal	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$10,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Trailer	Renewal	P172 - John Pappas box	Trade-In Revenue	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-\$2,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Dozer	Renewal	P457 - Cat D5C	Municipal	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Dozer	Renewal	P457 - Cat D5C	Trade-In Revenue	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Dozer	Renewal	P552 - Cat D6RXL	Municipal	\$0	\$480,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$480,000	\$0	\$0	\$0
Dozer	Renewal	P552 - Cat D6RXL	Trade-In Revenue	\$0	-\$75,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-\$85,000	\$0	\$0	\$0
Trailer	Renewal	P556 - HP 14.6m Triaxle Float	Municipal	\$160,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$160,000	\$0	\$0	\$0	\$0
Trailer	Renewal	P556 - HP 14.6m Triaxle Float	Trade-In Revenue	-\$30,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-\$30,000	\$0	\$0	\$0	\$0
Tractor	Renewal	P556A - CTE DT225	Municipal	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$70,000	\$0	\$0	\$0	\$0	\$0	\$0
Tractor	Renewal	P556A - CTE DT225	Trade-In Revenue	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-\$36,000	\$0	\$0	\$0	\$0	\$0	\$0
Trailer	Renewal	P557A - Allroads Tandem Dolly	Municipal	\$0	\$0	\$20,000	\$0	\$0	\$0	\$0	\$0	\$0	\$20,000	\$0	\$0	\$0	\$0	\$0
Trailer	Renewal	P557A - Allroads Tandem Dolly	Trade-In Revenue	\$0	\$0	-\$4,000	\$0	\$0	\$0	\$0	\$0	\$0	-\$4,000	\$0	\$0	\$0	\$0	\$0
Trailer	Renewal	P565 - Howard Porter Walking Floor	Municipal	\$0	\$150,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$150,000	\$0	\$0	\$0
Trailer	Renewal	P565 - Howard Porter Walking Floor	Trade-In Revenue	\$0	-\$25,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-\$25,000	\$0	\$0	\$0
Roller	Renewal	P569A - Bomag BW211D Smooth Drum	Municipal	\$0	\$0	\$160,000	\$0	\$0	\$0	\$0	\$0	\$0	\$160,000	\$0	\$0	\$0	\$0	\$160,000
Roller	Renewal	P569A - Bomag BW211D Smooth Drum	Trade-In Revenue	\$0	\$0	-\$50,000	\$0	\$0	\$0	\$0	\$0	\$0	-\$50,000	\$0	\$0	\$0	\$0	-\$50,000
Roller	Renewal	P570 - Ammann AP240 Multi Tyre	Municipal	\$200,000	\$0	\$0	\$0	\$0	\$0	\$200,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Roller	Renewal	P570 - Ammann AP240 Multi Tyre	Trade-In Revenue	-\$15,000	\$0	\$0	\$0	\$0	\$0	-\$15,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Trailer	Renewal	P577A - Duraquip Haulpro Side Tipper	Municipal	\$160,000	\$0	\$0	\$0	\$0	\$0	\$0	\$160,000	\$0	\$0	\$0	\$0	\$0	\$0	\$160,000
Trailer	Renewal	P577A - Duraquip Haulpro Side Tipper	Trade-In Revenue	-\$40,000	\$0	\$0	\$0	\$0	\$0	\$0	-\$40,000	\$0	\$0	\$0	\$0	\$0	\$0	-\$40,000
Loader	Renewal	P579 - Schaffer 3150	Municipal	\$0	\$70,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$70,000	\$0	\$0	\$0
Loader	Renewal	P579 - Schaffer 3150	Trade-In Revenue	\$0	-\$15,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-\$15,000	\$0	\$0	\$0
Grader	Renewal	P584A - Komatsu GD 655-5	Municipal	\$0	\$0	\$0	\$0	\$370,000	\$0	\$0	\$0	\$0	\$0	\$0	\$370,000	\$0	\$0	\$0
Grader	Renewal	P584A - Komatsu GD 655-5	Trade-In Revenue	\$0	\$0	\$0	\$0	-\$80,000	\$0	\$0	\$0	\$0	\$0	\$0	-\$80,000	\$0	\$0	\$0
Trailer	Renewal	P585 - Duraquip Haulpro Side Tipper	Municipal	\$0	\$160,000	\$0	\$0	\$0	\$0	\$0	\$0	\$160,000	\$0	\$0	\$0	\$0	\$0	\$0
Trailer	Renewal	P585 - Duraquip Haulpro Side Tipper	Trade-In Revenue	\$0	-\$40,000	\$0	\$0	\$0	\$0	\$0	\$0	-\$40,000	\$0	\$0	\$0	\$0	\$0	\$0
Loader	Renewal	P586A - Komatsu WA430_6	Municipal	\$0	\$0	\$0	\$0	\$0	\$330,000	\$0	\$0	\$0	\$0	\$0	\$0	\$330,000	\$0	\$0
Loader	Renewal	P586A - Komatsu WA430_6	Trade-In Revenue	\$0	\$0	\$0	\$0	\$0	-\$80,000	\$0	\$0	\$0	\$0	\$0	\$0	-\$80,000	\$0	\$0
Trailer	Renewal	P620 - J Pappas custom	Municipal	\$0	\$0	\$1,500	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,000	\$0	\$0	\$0	\$0
Trailer	Renewal	P620 - J Pappas custom	Trade-In Revenue	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Tractor	Renewal	P642 - Case JXU85	Municipal	\$90,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$90,000	\$0	\$0	\$0	\$0	\$0
Tractor	Renewal	P642 - Case JXU85	Trade-In Revenue	-\$20,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-\$20,000	\$0	\$0	\$0	\$0	\$0
Grader	Renewal	P675A - Komatsu GD 655-5	Municipal	\$0	\$0	\$0	\$0	\$0	\$0	\$370,000	\$0	\$0	\$0	\$0	\$0	\$0	\$370,000	\$0
Grader	Renewal	P675A - Komatsu GD 655-5	Trade-In Revenue	\$0	\$0	\$0	\$0	\$0	\$0	-\$80,000	\$0	\$0	\$0	\$0	\$0	\$0	-\$80,000	\$0
Grader	Renewal	P706 - Komatsu GD 656	Municipal	\$370,000	\$0	\$0	\$0	\$0	\$0	\$0	\$370,000	\$0	\$0	\$0	\$0	\$0	\$0	\$370,000
Grader	Renewal	P706 - Komatsu GD 656	Trade-In Revenue	-\$80,000	\$0	\$0	\$0	\$0	\$0	\$0	-\$80,000	\$0	\$0	\$0	\$0	\$0	\$0	-\$80,000
Trailer	Renewal	P709 - Allroads Dolly	Municipal	\$0	\$0	\$0	\$0	\$20,000	\$0	\$0	\$0	\$0	\$0	\$0	\$20,000	\$0	\$0	\$0
Trailer	Renewal	P709 - Allroads Dolly	Trade-In Revenue	\$0	\$0	\$0	\$0	-\$4,000	\$0	\$0	\$0	\$0	\$0	\$0	-\$4,000	\$0	\$0	\$0
Tanker	Renewal	P713 - GTE Water Cart Tanker	Municipal	\$0	\$0	\$0	\$120,000	\$0	\$0	\$0	\$0	\$0	\$0	\$120,000	\$0	\$0	\$0	\$0
Tanker	Renewal	P713 - GTE Water Cart Tanker	Trade-In Revenue	\$0	\$0	\$0	-\$40,000	\$0	\$0	\$0	\$0	\$0	\$0	-\$40,000	\$0	\$0	\$0	\$0
Loader	Renewal	P714A - Cat 289DAC Skid Steer Positrac	Municipal	\$0	\$0	\$0	\$0	\$0	\$140,000	\$0	\$0	\$0	\$0	\$0	\$0	\$140,000	\$0	\$0
Loader	Renewal	P714A - Cat 289DAC Skid Steer Positrac	Trade-In Revenue	\$0	\$0	\$0	\$0	\$0	-\$40,000	\$0	\$0	\$0	\$0	\$0	\$0	-\$40,000	\$0	\$0
Loader	Renewal	P719 - Komatsu WA200_PZ	Municipal	\$0	\$0	\$0	\$220,000	\$0	\$0	\$0	\$0	\$0	\$0	\$220,000	\$0	\$0	\$0	\$0
Loader	Renewal	P719 - Komatsu WA200_PZ	Trade-In Revenue	\$0	\$0	\$0	-\$40,000	\$0	\$0	\$0	\$0	\$0	\$0	-\$40,000	\$0	\$0	\$0	\$0
Backhoe	Renewal	P720 - Komatsu WB97R	Municipal	\$0	\$0	\$0	\$0	\$280,000	\$0	\$0	\$0	\$0	\$0	\$0	\$280,000	\$0	\$0	\$0
Backhoe	Renewal	P720 - Komatsu WB97R	Trade-In Revenue	\$0	\$0	\$0	\$0	-\$35,000	\$0	\$0	\$0	\$0	\$0	\$0	-\$35,000	\$0	\$0	\$0
Trailer	Renewal	P722 - Haulpro Side Tipper	Municipal	\$0	\$0	\$0	\$160,000	\$0	\$0	\$0	\$0	\$0	\$0	\$160,000	\$0	\$0	\$0	\$0
Trailer	Renewal	P722 - Haulpro Side Tipper	Trade-In Revenue	\$0	\$0	\$0	-\$40,000	\$0	\$0	\$0	\$0	\$0	\$0	-\$40,000	\$0	\$0	\$0	\$0
Sweeper	Renewal	P733 - Power Boss Armadillo	Municipal	\$0	\$0	\$0	\$0	\$0	\$0	\$76,000	\$0	\$0	\$0	\$0	\$0	\$0	\$76,000	\$0
Sweeper	Renewal	P733 - Power Boss Armadillo	Trade-In Revenue	\$0	\$0	\$0	\$0	\$0	\$0	-\$20,000	\$0	\$0	\$0	\$0	\$0	\$0	-\$20,000	\$0

Fleet & IT Works Programme Summary																		
Asset Sub Type	Activity Type	Activity Description	Funding Type	Year 1 2020/21	Year 2 2021/22	Year 3 2022/23	Year 4 2023/24	Year 5 2024/25	Year 6 2025/26	Year 7 2026/27	Year 8 2027/28	Year 9 2028/29	Year 10 2029/30	Year 11 2030/31	Year 12 2031/32	Year 13 2032/33	Year 14 2033/34	Year 15 2034/35
Plant																		
Compactor	Renewal	P734 - Bomag BC573RB	Municipal	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Compactor	Renewal	P734 - Bomag BC573RB	Trade-In Revenue	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Loader	Renewal	P735 - Komatsu WA 320	Municipal	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Loader	Renewal	P735 - Komatsu WA 320	Trade-In Revenue	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Trailer	Renewal	P101 - John Pappas transport	Municipal	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Trailer	Renewal	P101 - John Pappas transport	Trade-In Revenue	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Mower	Renewal	P102 - Toro SS4225	Municipal	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Mower	Renewal	P102 - Toro SS4225	Trade-In Revenue	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Trailer	Renewal	P171 - John Pappas Box/Cage	Municipal	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Trailer	Renewal	P171 - John Pappas Box/Cage	Trade-In Revenue	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Trailer	Renewal	P173 - unknown Water Tank/Trailer	Municipal	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Trailer	Renewal	P173 - unknown Water Tank/Trailer	Trade-In Revenue	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Mower	Renewal	P529A - John Deere Ride on	Municipal	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Mower	Renewal	P529A - John Deere Ride on	Trade-In Revenue	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Trailer	Renewal	P563 - John Pappas Box	Municipal	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Trailer	Renewal	P563 - John Pappas Box	Trade-In Revenue	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Mower	Renewal	P670 - Toro GM360	Municipal	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Mower	Renewal	P670 - Toro GM360	Trade-In Revenue	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Mower	Renewal	P671 - panther 1800	Municipal	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Mower	Renewal	P671 - panther 1800	Trade-In Revenue	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Trailer	Renewal	P674 - John Pappas Tandem Axle Trailer	Municipal	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Trailer	Renewal	P674 - John Pappas Tandem Axle Trailer	Trade-In Revenue	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Slasher	Renewal	P685 - Howard EHD 210	Municipal	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Slasher	Renewal	P685 - Howard EHD 210	Trade-In Revenue	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Mower	Renewal	P686 - Toro GM360	Municipal	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Mower	Renewal	P686 - Toro GM360	Trade-In Revenue	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Trailer	Renewal	P694 - Jpappas Flat top	Municipal	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Trailer	Renewal	P694 - Jpappas Flat top	Trade-In Revenue	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Trailer	Renewal	P707 - Silvan Tank/Trailer	Municipal	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Trailer	Renewal	P707 - Silvan Tank/Trailer	Trade-In Revenue	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Trailer	Renewal	P715 - Jpappas Box	Municipal	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Trailer	Renewal	P715 - Jpappas Box	Trade-In Revenue	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Trailer	Renewal	P725A - NOLIST TRLR	Municipal	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Trailer	Renewal	P725A - NOLIST TRLR	Trade-In Revenue	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Caravan	Renewal	P729A - BARAVN CVN	Municipal	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Caravan	Renewal	P729A - BARAVN CVN	Trade-In Revenue	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Mower	Renewal	P731 - Toro GM360	Municipal	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Mower	Renewal	P731 - Toro GM360	Trade-In Revenue	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Mower	Renewal	P731 - Toro SS4200	Municipal	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Mower	Renewal	P731 - Toro SS4200	Trade-In Revenue	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Tug	New	Airport Tug	Municipal	\$9,500	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$10,000	\$0	\$0	\$0
PLANT TOTAL				\$2,175,087	\$2,065,841	\$1,514,086	\$1,788,998	\$1,982,793	\$1,804,983	\$2,016,045	\$1,933,737	\$1,701,077	\$1,775,080	\$2,133,764	\$2,646,136	\$2,154,219	\$2,060,025	\$2,269,565

Fleet & IT Works Programme Summary

Asset Sub Type	Activity Type	Activity Description	Funding Type	Year 1 2020/21	Year 2 2021/22	Year 3 2022/23	Year 4 2023/24	Year 5 2024/25	Year 6 2025/26	Year 7 2026/27	Year 8 2027/28	Year 9 2028/29	Year 10 2029/30	Year 11 2030/31	Year 12 2031/32	Year 13 2032/33	Year 14 2033/34	Year 15 2034/35
Vehicles																		
Utility	Renewal	- Holden Colorado	Municipal	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Utility	Renewal	- Holden Colorado	Trade-In Revenue	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Bus	Renewal	P511A - Fuso Canter	Municipal	\$0	\$0	\$0	\$120,000	\$0	\$0	\$0	\$0	\$0	\$0	\$120,000	\$0	\$0	\$0	\$0
BUs	Renewal	P511A - Fuso Canter	Trade-In Revenue	\$0	\$0	\$0	-\$20,000	\$0	\$0	\$0	\$0	\$0	\$0	-\$20,000	\$0	\$0	\$0	\$0
Truck	Renewal	P553 - Iveco Acco F2350G/260	Municipal	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Truck	Renewal	P553 - Iveco Acco F2350G/260	Trade-In Revenue	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Truck	Renewal	P559A - DAF CF7585 8 wheel	Municipal	\$0	\$0	\$330,000	\$0	\$0	\$0	\$0	\$0	\$0	\$330,000	\$0	\$0	\$0	\$0	\$0
Truck	Renewal	P559A - DAF CF7585 8 wheel	Trade-In Revenue	\$0	\$0	-\$65,000	\$0	\$0	\$0	\$0	\$0	\$0	-\$65,000	\$0	\$0	\$0	\$0	\$0
Truck	Renewal	P578A - Hino 300-2	Municipal	\$0	\$130,000	\$0	\$0	\$0	\$0	\$130,000	\$0	\$0	\$0	\$0	\$130,000	\$0	\$0	\$0
Truck	Renewal	P578A - Hino 300-2	Trade-In Revenue	\$0	-\$20,000	\$0	\$0	\$0	\$0	-\$20,000	\$0	\$0	\$0	\$0	-\$20,000	\$0	\$0	\$0
Truck	Renewal	P580 - DAF FTT CF 85-460 Prime Mover	Municipal	\$300,000	\$0	\$0	\$0	\$0	\$0	\$0	\$300,000	\$0	\$0	\$0	\$0	\$0	\$0	\$300,000
Truck	Renewal	P580 - DAF FTT CF 85-460 Prime Mover	Trade-In Revenue	-\$40,000	\$0	\$0	\$0	\$0	\$0	\$0	-\$70,000	\$0	\$0	\$0	\$0	\$0	\$0	-\$70,000
Truck	Renewal	P632A - Mitsubishi extra cab	Municipal	\$75,000	\$0	\$0	\$0	\$0	\$75,000	\$0	\$0	\$0	\$0	\$75,000	\$0	\$0	\$0	\$0
Truck	Renewal	P632A - Mitsubishi extra cab	Trade-In Revenue	-\$15,000	\$0	\$0	\$0	\$0	-\$15,000	\$0	\$0	\$0	\$0	-\$15,000	\$0	\$0	\$0	\$0
Utility	Renewal	P638B - Toyota Hilux	Municipal	\$0	\$47,000	\$0	\$0	\$47,000	\$0	\$0	\$47,000	\$0	\$0	\$47,000	\$0	\$0	\$47,000	\$0
Utility	Renewal	P638B - Toyota Hilux	Trade-In Revenue	\$0	-\$17,000	\$0	\$0	-\$17,000	\$0	\$0	-\$17,000	\$0	\$0	-\$17,000	\$0	\$0	-\$17,000	\$0
Utility	Renewal	P654 - Toyota Hilux	Municipal	\$45,000	\$0	\$0	\$0	\$45,000	\$0	\$0	\$0	\$45,000	\$0	\$0	\$0	\$45,000	\$0	\$0
Utility	Renewal	P654 - Toyota Hilux	Trade-In Revenue	-\$15,000	\$0	\$0	\$0	-\$15,000	\$0	\$0	\$0	-\$15,000	\$0	\$0	\$0	-\$15,000	\$0	\$0
Car	Renewal	P665A - Toyota Rav4 AWD	Municipal	\$0	\$0	\$45,000	\$0	\$0	\$45,000	\$0	\$0	\$45,000	\$0	\$0	\$45,000	\$0	\$0	\$45,000
Car	Renewal	P665A - Toyota Rav4 AWD	Trade-In Revenue	\$0	\$0	-\$15,000	\$0	\$0	-\$15,000	\$0	\$0	-\$15,000	\$0	\$0	-\$15,000	\$0	\$0	-\$15,000
Bus	Renewal	P676A - Fuso Canter	Municipal	\$0	\$0	\$120,000	\$0	\$0	\$0	\$120,000	\$0	\$0	\$0	\$0	\$120,000	\$0	\$0	\$0
Bus	Renewal	P676A - Fuso Canter	Trade-In Revenue	\$0	\$0	-\$18,000	\$0	\$0	\$0	-\$18,000	\$0	\$0	\$0	\$0	-\$20,000	\$0	\$0	\$0
Utility	Renewal	P677B - Toyota Hilux	Municipal	\$45,000	\$0	\$0	\$45,000	\$0	\$0	\$45,000	\$0	\$0	\$45,000	\$0	\$0	\$45,000	\$0	\$0
Utility	Renewal	P677B - Toyota Hilux	Trade-In Revenue	-\$17,000	\$0	\$0	-\$17,000	\$0	\$0	-\$17,000	\$0	\$0	-\$17,000	\$0	\$0	-\$17,000	\$0	\$0
Utility	Renewal	P678A - Toyota hilux	Municipal	\$45,000	\$0	\$0	\$0	\$45,000	\$0	\$0	\$0	\$45,000	\$0	\$0	\$0	\$45,000	\$0	\$0
Utility	Renewal	P678A - Toyota hilux	Trade-In Revenue	-\$15,000	\$0	\$0	\$0	-\$15,000	\$0	\$0	\$0	-\$15,000	\$0	\$0	\$0	-\$15,000	\$0	\$0
Car	Renewal	P683B - Toyota Kluger	Municipal	\$0	\$55,000	\$0	\$55,000	\$0	\$55,000	\$0	\$55,000	\$0	\$55,000	\$0	\$55,000	\$0	\$55,000	\$0
Car	Renewal	P683B - Toyota Kluger	Trade-In Revenue	\$0	-\$20,000	\$0	-\$20,000	\$0	-\$20,000	\$0	-\$20,000	\$0	-\$20,000	\$0	-\$20,000	\$0	-\$20,000	\$0
Utility	Renewal	P691A - Toyota Hilux	Municipal	\$40,000	\$0	\$0	\$0	\$45,000	\$0	\$0	\$0	\$45,000	\$0	\$0	\$0	\$45,000	\$0	\$0
Utility	Renewal	P691A - Toyota Hilux	Trade-In Revenue	-\$15,000	\$0	\$0	\$0	-\$15,000	\$0	\$0	\$0	-\$15,000	\$0	\$0	\$0	-\$15,000	\$0	\$0
Utility	Renewal	P696B - Toyota Hilux	Municipal	\$0	\$0	\$70,000	\$0	\$0	\$70,000	\$0	\$0	\$70,000	\$0	\$0	\$70,000	\$0	\$0	\$70,000
Utility	Renewal	P696B - Toyota Hilux	Trade-In Revenue	\$0	\$0	-\$20,000	\$0	\$0	-\$20,000	\$0	\$0	-\$20,000	\$0	\$0	-\$20,000	\$0	\$0	-\$20,000
Utility	Renewal	P697A - Toyota Hilux	Municipal	\$0	\$0	\$70,000	\$0	\$0	\$70,000	\$0	\$0	\$70,000	\$0	\$0	\$70,000	\$0	\$0	\$70,000
Utility	Renewal	P697A - Toyota Hilux	Trade-In Revenue	\$0	\$0	-\$20,000	\$0	\$0	-\$20,000	\$0	\$0	-\$20,000	\$0	\$0	-\$20,000	\$0	\$0	-\$20,000
Utility	Renewal	P698A - Toyota Hilux	Municipal	\$0	\$55,000	\$0	\$55,000	\$0	\$55,000	\$0	\$55,000	\$0	\$55,000	\$0	\$55,000	\$0	\$55,000	\$0
Utility	Renewal	P698A - Toyota Hilux	Trade-In Revenue	\$0	-\$17,000	\$0	-\$17,000	\$0	-\$17,000	\$0	-\$17,000	\$0	-\$17,000	\$0	-\$17,000	\$0	-\$17,000	\$0
Utility	Renewal	P699A - Toyota Hilux	Municipal	\$45,000	\$0	\$0	\$0	\$45,000	\$0	\$0	\$0	\$45,000	\$0	\$0	\$0	\$45,000	\$0	\$0
Utility	Renewal	P699A - Toyota Hilux	Trade-In Revenue	-\$15,000	\$0	\$0	\$0	-\$15,000	\$0	\$0	\$0	-\$15,000	\$0	\$0	\$0	-\$15,000	\$0	\$0
Utility	Renewal	P700A - Toyota Hilux	Municipal	\$45,000	\$0	\$0	\$0	\$45,000	\$0	\$0	\$0	\$45,000	\$0	\$0	\$0	\$45,000	\$0	\$0
Utility	Renewal	P700A - Toyota Hilux	Trade-In Revenue	-\$15,000	\$0	\$0	\$0	-\$15,000	\$0	\$0	\$0	-\$15,000	\$0	\$0	\$0	-\$15,000	\$0	\$0
Car	Renewal	P701B - Toyota Fortuna (DCCS)	Municipal	\$55,000	\$0	\$55,000	\$0	\$55,000	\$0	\$55,000	\$0	\$55,000	\$0	\$55,000	\$0	\$55,000	\$0	\$55,000
Car	Renewal	P701B - Toyota Fortuna (DCCS)	Trade-In Revenue	-\$20,000	\$0	-\$20,000	\$0	-\$20,000	\$0	-\$20,000	\$0	-\$20,000	\$0	-\$20,000	\$0	-\$20,000	\$0	-\$20,000
Utility	Renewal	P702B - Toyota Hilux	Municipal	\$0	\$55,000	\$0	\$0	\$55,000	\$0	\$0	\$55,000	\$0	\$0	\$55,000	\$0	\$0	\$55,000	\$0
Utility	Renewal	P702B - Toyota Hilux	Trade-In Revenue	\$0	-\$25,000	\$0	\$0	-\$25,000	\$0	\$0	-\$25,000	\$0	\$0	-\$25,000	\$0	\$0	-\$25,000	\$0
Utility	Disposal	P705 - Mitsubishi Triton	Trade-In Revenue	-\$10,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Utility	Renewal	P705A - Toyota hilux	Municipal	\$45,000	\$0	\$0	\$0	\$45,000	\$0	\$0	\$0	\$45,000	\$0	\$0	\$0	\$45,000	\$0	\$0
Utility	Renewal	P705A - Toyota hilux	Trade-In Revenue	-\$15,000	\$0	\$0	\$0	-\$15,000	\$0	\$0	\$0	-\$15,000	\$0	\$0	\$0	-\$15,000	\$0	\$0
Car	Renewal	P710C - Toyota Prado	Municipal	\$0	\$94,000	\$0	\$94,000	\$0	\$94,000	\$0	\$94,000	\$0	\$94,000	\$0	\$94,000	\$0	\$94,000	\$0
Car	Renewal	P710C - Toyota Prado	Trade-In Revenue	\$0	-\$70,000	\$0	-\$70,000	\$0	-\$70,000	\$0	-\$70,000	\$0	-\$70,000	\$0	-\$70,000	\$0	-\$70,000	\$0

Fleet & IT Works Programme Summary

Asset Sub Type	Activity Type	Activity Description	Funding Type	Year 1 2020/21	Year 2 2021/22	Year 3 2022/23	Year 4 2023/24	Year 5 2024/25	Year 6 2025/26	Year 7 2026/27	Year 8 2027/28	Year 9 2028/29	Year 10 2029/30	Year 11 2030/31	Year 12 2031/32	Year 13 2032/33	Year 14 2033/34	Year 15 2034/35
Vehicles																		
Utility	Renewal	P711B - Toyota Hilux (Doctor)	Municipal	\$55,000	\$0	\$0	\$55,000	\$0	\$0	\$55,000	\$0	\$0	\$55,000	\$0	\$0	\$55,000	\$0	\$0
Utility	Renewal	P711B - Toyota Hilux (Doctor)	Trade-In Revenue	-\$20,000	\$0	\$0	-\$20,000	\$0	\$0	-\$20,000	\$0	\$0	-\$20,000	\$0	\$0	-\$20,000	\$0	\$0
Utility	Renewal	P716A - Holden Colorado (Leased)	Municipal	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Utility	Renewal	P716A - Holden Colorado (Leased)	Trade-In Revenue	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Truck	Renewal	P718 - Hino 700 series	Municipal	\$0	\$0	\$0	\$250,000	\$0	\$0	\$0	\$0	\$0	\$0	\$250,000	\$0	\$0	\$0	\$0
Truck	Renewal	P718 - Hino 700 series	Trade-In Revenue	\$0	\$0	\$0	-\$105,000	\$0	\$0	\$0	\$0	\$0	\$0	-\$105,000	\$0	\$0	\$0	\$0
Truck	Renewal	P721 - Hino 700 SS 2848	Municipal	\$0	\$0	\$0	\$275,000	\$0	\$0	\$0	\$0	\$0	\$0	\$275,000	\$0	\$0	\$0	\$0
Truck	Renewal	P721 - Hino 700 SS 2848	Trade-In Revenue	\$0	\$0	\$0	-\$70,000	\$0	\$0	\$0	\$0	\$0	\$0	-\$70,000	\$0	\$0	\$0	\$0
Utility	Renewal	P732 - Toyota Hilux	Municipal	\$0	\$0	\$45,000	\$0	\$0	\$0	\$45,000	\$0	\$0	\$0	\$45,000	\$0	\$0	\$0	\$45,000
Utility	Renewal	P732 - Toyota Hilux	Trade-In Revenue	\$0	\$0	-\$15,000	\$0	\$0	\$0	-\$15,000	\$0	\$0	\$0	-\$15,000	\$0	\$0	\$0	-\$15,000
Utility	Renewal	P737 - Toyota Spray vehicle	Municipal	\$0	\$0	\$0	\$50,000	\$0	\$0	\$0	\$50,000	\$0	\$0	\$0	\$50,000	\$0	\$0	\$0
Utility	Renewal	P737 - Toyota Spray vehicle	Trade-In Revenue	\$0	\$0	\$0	-\$15,000	\$0	\$0	\$0	-\$15,000	\$0	\$0	\$0	-\$15,000	\$0	\$0	\$0
Truck	Renewal	P703A - Cat CT630 Prime Mover	Municipal	\$0	\$0	\$0	\$0	\$0	\$0	\$300,000	\$0	\$0	\$0	\$0	\$0	\$0	\$300,000	\$0
Truck	Renewal	P703A - Cat CT630 Prime Mover	Trade-In Revenue	\$0	\$0	\$0	\$0	\$0	\$0	-\$70,000	\$0	\$0	\$0	\$0	\$0	\$0	-\$70,000	\$0
RTV	Renewal	P730 - Kubota	Municipal	\$0	\$0	\$0	\$0	\$30,000	\$0	\$0	\$0	\$0	\$0	\$0	\$30,000	\$0	\$0	\$0
RTV	Renewal	P730 - Kubota	Trade-In Revenue	\$0	\$0	\$0	\$0	-\$4,000	\$0	\$0	\$0	\$0	\$0	\$0	-\$4,000	\$0	\$0	\$0
RTV	Renewal	P568 - Kawasaki Quad	Municipal	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
RTV	Renewal	P568 - Kawasaki Quad	Trade-In Revenue	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Car	Renewal	P649 - Toyota Landcruiser	Municipal	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Car	Renewal	P649 - Toyota Landcruiser	Trade-In Revenue	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Utility	Renewal	P653 - Ford Ranger	Municipal	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Utility	Renewal	P653 - Ford Ranger	Trade-In Revenue	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Truck	New	TBA - New - Light truck TBA	Municipal	\$120,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Truck	Renewal	TBA - New - Light truck TBA	Municipal	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$120,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Truck	Renewal	TBA - New - Light truck TBA	Trade-In Revenue	\$0	\$0	\$0	\$0	\$0	\$0	\$0	-\$20,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0
VEHICLES TOTAL				\$703,000	\$267,000	\$562,000	\$645,000	\$301,000	\$287,000	\$468,000	\$624,000	\$345,000	\$425,000	\$635,000	\$398,000	\$378,000	\$387,000	\$425,000
TOTAL FLEET & IT WORKS EXPENDITURE				\$3,050,782	\$2,518,841	\$2,234,898	\$2,595,320	\$2,447,665	\$2,258,448	\$2,653,954	\$2,731,159	\$2,223,089	\$2,380,756	\$2,953,185	\$3,232,381	\$2,724,370	\$2,643,164	\$2,894,780

Key Assumptions

A number of key assumptions are made in preparing forecasts of required expenditure and revenue. They are that:

- Fleet, Equipment & IT assets will remain in Council ownership throughout the period covered by this AMP, unless specifically detailed otherwise.
- Standards, Acts and Regulations associated with Fleet, Equipment & IT assets will remain essentially the same over the AMP life.
- Expenditure projections allow for no annual inflation.
- Operation and maintenance costs are based primarily on planned programmes where available. Where not available, cost projections are based on historical expenditure trends which are not necessarily a sound indicator of future need, nor are tied to actual activities.
- Renewal programmes have been based primarily on replacement schedules.
- Inventory information used in calculations is the latest available at hand, but consideration of overall data confidence levels is critical when using this AMP.
- Historical expenditure reports split by activity may contain expenditure that was actually expended on different activities.

Appendix G – Asset Ratios

Background

On an annual basis each WA local government reports seven key performance indicators (KPIs) (available within the Annual Report). Of these, three KPIs reflect the performance of the Shire's. These KPIs are useful in determining:

- the current physical state of the asset portfolio
- how sufficient past renewal expenditure was
- whether sufficient future renewal expenditure is being allowed for

Asset Consumption Ratio

The ratio is a measure of the condition of the Shire's physical assets, by comparing their fair value (what they're currently worth) against their current replacement cost (what their replacement asset is currently worth as new). The ratio highlights the aged condition of the portfolio and has a target band of between 50%-75%. Non-depreciating assets should be excluded from the calculation.

Depreciated Replacement Cost (Fair Value) of Depreciable Fleet, Equipment & IT Assets

Current Replacement Cost of Depreciable Fleet, Equipment & IT Assets

Asset Type	DRC (FV)	CRC	ACR
Equipment	Unknown	\$67,500	Unknown
Fleet	Unknown	\$7,752,900	Unknown
IT & Furniture	\$396,695	\$522,897	76%
Total	\$396,695	\$8,343,297	Unknown

Table 9: Fleet, Equipment & IT Asset Consumption Ratios

Asset Sustainability Ratio

The ratio is a measure of the extent to which assets managed by the Shire are being replaced as they reach the end of their useful lives. The ratio is essentially past looking, and is based upon dividing the average annual depreciation expense of the Fleet, Equipment & IT asset portfolio by the average annual renewal expenditure, for a number of past years (e.g. 3). The ratio has a target band of between 90%-110%.

F & IT Asset Renewal Expenditure
F & IT Asset Depreciation

Asset	4 Year Average	ADE	ASR
All Assets	\$996,224	\$1,025,210	97%
Total	\$996,224	\$1,025,210	97%

Table 10: Fleet, Equipment & IT Asset Sustainability Ratios

Asset Renewal Funding Ratio

The ratio is a measure as to whether the Shire has the financial capacity to fund asset renewal as and when it is required over the future 10 year period. The ratio is calculated by dividing the net present value of planned renewal expenditure over the next 10 years in the LTFFP, by the net present value of planned renewal expenditure over the next 10 years in the AMP. The same net present value discount must be applied in both calculations. The ratio has a target band of between 95%-105%.

$$\frac{\text{NPV of LTFFP Planned Renewal Expenditure over the next 10 years}}{\text{NPV of AMP Required Renewal Expenditure over the next 10 years}}$$

Asset	LTFFP	AMP	ARFR
Fleet, Equipment & IT	\$10,967,358	\$7,930,331	138%
Total	\$10,967,358	\$7,930,331	138%

Table 11: Fleet, Equipment & IT Asset Renewal Funding Ratio



PROPERTY ASSET MANAGEMENT PLAN

PART 1 - SUMMARY

Version 1.4

December 2020

Contents

Executive Summary	3
Background and Objectives	4
Purpose of this Asset Management Plan	4
Focus of this Asset Management Plan	4
Corporate Document Relationships.....	4
Time Period of the AMP and Review Process	4
Service Levels	5
Introduction	5
Service Level Performance	5
Service Demand	5
Historic Demand.....	5
Future Demand	6
Demand Management	7
Lifecycle Management Plan	7
Property Portfolio Physical Parameters.....	7
Property Portfolio Condition.....	8
Lifecycle Management Strategies	8
Financial	8
Projected Expenditure Requirements.....	9
Plan Improvement and Monitoring	9
Performance Measures.....	9
Improvement Plan.....	10

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Executive Summary

The Shire of Ravensthorpe owns and maintains a range of buildings and freehold land parcels that make up its property portfolio. This portfolio then enables a range of diverse services to be provided, such as municipal administration, sports, community activities, health and education.

This document is the Shire's Asset Management Plan (AMP) for the property portfolio. It outlines the activities that will be carried out over the next 15 years to provide and maintain the portfolio. It also details the service levels (standard) the Shire will provide and the resources required to deliver them.

While the document is comprehensive, it is also evolving with the Shire's practice maturity. As such there are a number of actions that have been identified that will improve the AMP's accuracy over time. All readers of this AMP must understand its limitations and applied assumptions before acting on any information contained within it. All information within this AMP is fully detailed within a separate Part 2 document.

Overall, the Shire's property portfolio is worth approximately \$49.2m, with 104 individual buildings, and 30 land parcels. Combined, the portfolio has a fair value of approximately \$27.2m and depreciates by \$0.6m per annum. At present this means that buildings have an asset consumption ratio of 53%. However, the Shire doesn't routinely record building condition data, and therefore condition based renewal programmes cannot be developed. Further work is required to collect this data.

Aside from condition information, there are a lack of other key metrics that would allow the performance of buildings to be fully understood (e.g. sustainability, usage etc.). As such, a link between the cost of buildings and the quality of their service output cannot be ascertained.

Looking forward, the Shire is forecasting potential demand changes to the services that the building portfolio supports. Likely influences will be climate change, litigation, technology, demographics, visitor numbers and government policy, legislation and compliance. This means that the portfolio will have to adapt and change to meet the changing needs of our community.

A number of key improvement actions have been identified that will enable the Shire to better manage its building and land portfolio. These have been listed within the Improvement Plan for future implementation.

Background and Objectives

Purpose of this Asset Management Plan

This document is an Asset Management Plan (AMP) for the Shire's property assets. These are typically defined as either buildings or vacant freehold land parcels. The AMP documents how the Shire plans to manage these assets, to deliver services of a specified quality (service levels) and what the associated long term costs are.

Focus of this Asset Management Plan

The AMP focuses on property assets. The assets that make up the portfolio, and their values, are detailed in Table 1.

Asset Type	Quantity	Current Replacement Cost
Freehold Land Parcels	30	\$2,107,500
Buildings	104	\$47,118,974
Ancillary Assets	1	\$15,707
Total		\$49,242,181

Table 1: Assets covered by the Property AMP

Corporate Document Relationships

This AMP integrates with the other following Shire documents:

- Strategic Community Plan
- Corporate Business Plan
- Long Term Financial Plan
- Annual Budget

Time Period of the AMP and Review Process

The Asset Management Plan covers a 15 year period. It will be reviewed during annual budget preparation and amended to be kept up to date.

Service Levels

Introduction

Service Levels describe the standard (e.g. quality) that the Shire provides from its property assets. These have been developed through the consideration of strategic and policy inputs, customer perceptions and customer needs and wants. The process through which the Shire's Service Levels were developed is found in Appendix B.

Service Level Performance

Table 2 details the service level performance that the Shire is currently achieving.

KPI	Performance	Tactic
Accessibility	Unknown	Monitoring performance
Affordability	Unknown	Monitoring performance
Availability	Unknown	Monitoring performance
Environmental sustainability	Unknown	Monitoring performance
Population growth	Unknown	Monitoring performance
Quality	Unknown	Monitoring performance
Reliability	Unknown	Monitoring performance

Table 2: Service Level Performance

Service Demand

This section summarises likely factors that may affect the demand for property based services over the life of the AMP. Full details of past and future demand factors are recorded in Appendix C.

Historic Demand

A range of historical sources of service demand change have been considered. Their overall effect has been summarised as follows.

Driver Type	Effect	Demand Change
Population	Shire population up by 315 people (+22%) from 1,410 (2001) to 1,725 (2016).	Up
Demographic	Decrease of 39 people in 0-39 years (-5%) age groups between 2001 and 2016.	Changing

	Increase of 354 people in 40+ years (+55%) age groups between 2001 and 2016. Median age increase from 37 to 45 between 2001 and 2016.	
Recreation Participation	Participation rates continue to fall slightly year on year across the general WA population. Walking remains the most popular activity for recreation, followed by fitness/gym, jogging & running, swimming/diving and cycling/bmxing.	Decrease
Tourism	Tourist and visitor numbers in the 'Golden Outback' region grew from 2.2m (2015) to 2.5m (2019). This growth may have increased demand on tourism focussed properties such as public toilets.	Increase
Climate	Annual rainfall has risen from approximately 400mm per annum (1902) to 480mm (2019). Monthly mean maximum temperatures have fallen slightly from 29.7°C to 29.4°C (1962 to 2019). At this time, rainfall changes seems to be the more likely driver of demand change.	Neutral temperature. Changing - rainfall.

Table 3: Historic Demand Drivers

Future Demand

Consideration was given to six possible future demand drivers that may influence demand on the provision of property based services.

Driver Type	Effect
Political	Likely increase in the required resources to deliver improvements to asset management practices, as a result from legislation.
Economic	Likely increase in energy costs above CPI, as well as need to implement energy saving initiatives.
Social	Increasing demand from higher tourist and visitor numbers. Decreasing demand due to a smaller future population, which could be compounded by declining recreation participation rates. Changing needs due to an increasing median age.
Technological	The implementation of new technologies, such as solar power, battery storage and robotics, may reduce the operational cost of some buildings in the future.
Legal	Increased demand for improved building management practices as a result of likely future building compliance/regulations.
Environmental	Increased demand to implement water efficiency measures. Climate change may also result in increased costs as buildings realise shorter lives.

Table 4: Future Demand Drivers

Demand Management

A review of past and future demand factors shows that property service demand change has occurred, and will also likely occur into the future. Shire staff believe that at present, the largest likely drivers of change will be:

- Climate change
- Litigation
- Technology
- Demographics
- Visitor numbers
- Government policy, legislation & compliance

To mitigate/plan for these demand changes, the Shire has undertaken/will undertake the following initiatives:

- Adapt or construct buildings that are designed to cope with significant storm events and temperature extremes.
- Make provisions for ongoing technology upgrades.
- Align buildings with the needs of a changing demographic and population.
- Keep abreast of, and adapt to, policy, legislation and compliance changes.
- Ensure that buildings are safe to use.
- Align relevant buildings to the needs of tourists/visitors.

Lifecycle Management Plan

The lifecycle management plan details how the Shire intends to manage and operate its property portfolio at the agreed service levels. Full details of the portfolio can be found in Appendix D.

Property Portfolio Physical Parameters

Property Type	Quantity	Current Replacement Cost	Fair Value	Annual Depreciation
Land Parcels	30	\$2,107,500	\$2,107,500	N/A
Buildings	104	\$47,118,974	\$25,110,610	\$644,104
<i>Amenities</i>	16	\$1,389,708	\$757,065	\$36,208
<i>Community</i>	23	\$17,658,497	\$9,194,350	\$254,926
<i>Emergency</i>	7	\$2,199,291	\$1,380,470	\$32,097
<i>Operations</i>	13	\$4,996,282	\$2,004,494	\$61,478
<i>Recreation</i>	26	\$15,773,999	\$8,895,257	\$212,820
<i>Residence</i>	16	\$4,617,194	\$2,585,675	\$39,459
<i>Transport</i>	3	\$484,004	\$293,298	\$7,115
Ancillary	1	\$15,707	Unknown	Unknown

Total	135	\$49,242,181	\$27,218,110	\$644,104
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Table 5: Property Portfolio Physical Parameters

Property Portfolio Condition

The condition of the building portfolio is not known.

Lifecycle Management Strategies

Operation & Maintenance Strategy

The Shire seeks to progress to a point whereby it employs preventative maintenance strategies wherever possible, to maximise asset performance and minimise long term costs. Each building's strategy will be specifically designed for its own requirements. All planned maintenance activities will also be individually costed, and these then used to inform the long term budget requirements.

Renewal Strategy

In the future, building assets will be periodically inspected to determine their condition, on a 1 (new/excellent) to 5 (very poor/failed) scale. Condition results will then be used to predict assets' potential year of renewal. Staff will then determine the timing, scope and budget of any future renewal project. Projects will then be listed on a long term works programme and reported within this AMP.

Upgrade/New Strategy

The need for new and/or upgraded assets are identified from several potential sources. Each potential asset is investigated by staff and where valid, often prioritised against similar projects. Approved projects are then listed onto the works programme. At present, the Shire does not have a formal prioritisation framework for upgrade/new assets, where their 'strategic fit' against the Strategic Community Plan can be determined. An improvement action to consider this has been listed.

Disposal Strategy

The Shire does not frequently dispose of property assets (this is where the asset is not replaced/renewed). Where a potential need is identified, then this is considered by staff, and in some cases, Council.

Financial

This section contains the financial requirements resulting from all the information presented in this AMP. A detailed financial model is recorded in Appendix F.

Projected Expenditure Requirements

Year	Operation & Maintenance	Renewal	Upgrade & New	Disposal	Total
2020/21	\$1,849,056	\$6,777,222	\$282,349	\$0	\$8,908,627
2021/22	\$1,876,619	\$60,300	\$0	\$0	\$1,936,919
2022/23	\$1,880,970	\$61,073	\$0	\$0	\$1,942,043
2023/24	\$1,917,763	\$61,965	\$0	\$0	\$1,979,728
2024/25	\$1,955,353	\$211,222	\$0	\$0	\$2,166,575
2025/26	\$1,993,772	\$459,040	\$0	\$0	\$2,452,812
2026/27	\$2,037,417	\$212,794	\$0	\$0	\$2,250,211
2027/28	\$2,082,065	\$190,682	\$0	\$0	\$2,272,747
2028/29	\$2,127,765	\$215,537	\$0	\$0	\$2,343,302
2029/30	\$2,174,537	\$212,381	\$0	\$0	\$2,386,918
2030/31	\$2,222,385	\$383,633	\$0	\$0	\$2,606,018
2031/32	\$2,271,378	\$168,635	\$0	\$0	\$2,440,013
2032/33	\$2,321,515	\$272,092	\$0	\$0	\$2,593,607
2033/34	\$2,372,833	\$272,208	\$0	\$0	\$2,645,041
2034/35	\$2,425,373	\$272,612	\$0	\$0	\$2,697,985

Table 6: Property Asset Projected Expenditure Requirements

Plan Improvement and Monitoring

This Section of the AMP outlines the degree to which it is an effective and integrated tool within the Shire. It also details the future tasks required to improve its accuracy and robustness.

Performance Measures

The effectiveness of the AMP will be monitored by the performance of the three statutory ratios that the Shire reports on. Each ratio is described in Appendix G. The Shire's current performance is recorded in Table 7.

Year	Asset Consumption Ratio	Asset Sustainability Ratio	Asset Renewal Funding Ratio
2020	53% (in target)	47% (below target)	102% within target)

Table 7: AMP Performance Measures

Improvement Plan

The asset management improvement plan generated from this AMP is shown in Table 8.

Task No	Task	Timeline
1	Collect usage data for relevant buildings.	Dec' 2022
2	Consider the effects of possible future climate change on the Shire's buildings.	Dec' 2022
3	Develop and implement a cyclical building inspection process.	July 2021
4	Develop a long term capital works programme, that includes condition based renewal.	Dec' 2021
5	Develop planned operation and maintenance schedules for all buildings.	Dec' 2021
6	Consider the development of a capital upgrade/new project strategic prioritisation process.	Dec' 2021

Table 8: Property AMP Improvement Plan



PROPERTY ASSET MANAGEMENT PLAN

PART 2 - DETAILED

Version 1.4

December 2020

Appendices

Appendix A – Legislation, Acts, Regulations & Standards.....	3
Appendix B – AMP Stakeholders and Service Levels	4
Appendix C – Service Demand	9
Appendix D – Portfolio Physical Parameters	18
Appendix E – Lifecycle Management Strategies	34
Appendix F – Financial Model.....	40
Appendix G – Asset Ratios	43

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Appendix A – Legislation, Acts, Regulations & Standards

This section provides details on all legislation, standards, policies and guidelines that should be considered as part of the management practices of the Shire's property assets.

Legislation, Acts & Regulations

- Local Government Act 1995
- Building Code of Australia
- Aboriginal Heritage Act 1972
- Aboriginal Heritage Regulations 1974
- Native Title Act 1999
- Dangerous Goods Safety Act 2004
- Health Act 1911
- Dividing Fences Act (1961)
- Occupational Health and Safety Act 1984
- OSH Regulations 1996
- Disability Discrimination Act 1992
- Disability Services Act 1993
- Disability Services Regulations 2004

Standards

- AASB 5 Non-Current Assets Held for Sale and Discontinued Operations
- AASB 13 Fair Value Measurement
- AASB 116 Property, Plant and Equipment
- AASB 118 Revenue
- AASB 119 Employee Benefits
- AASB 136 Impairment of Assets
- AASB 138 Intangible Assets
- AASB 140 Investment Property
- AASB 1051 Land Under Roads
- AS/NZS 4360: 1995 Risk Management

Shire Policies

- F2 – Purchasing
- WS1 – Asset Management

Appendix B – AMP Stakeholders and Service Levels

Process for Developing Potential Service Levels

In developing the service levels for the property portfolio, the Shire has generally applied the framework as set out in the IIMM. The process broadly applies five steps, being:

- Identify service attributes important to customers
- Define the delivered customer service levels
- Develop performance measures
- Consult with customers
- Make service level based decisions

Strategic Community Plan (SCP) Drivers

The Shire's SCP contains long term goals for the delivery of services to its community. The SCP was reviewed in order to identify any goals that may directly relate to the property service. The following table outlines those that may influence this AMP's service levels.

Outcome	Shire Service Outcomes
Economy: The population is growing, in tandem with a thriving, resilient and job rich local economy.	Support for local business and tourism.
Community: This is a safe and close-knit community where families and people of all ages have access to the services and facilities they need, and there is plenty to do and enjoy.	Enable the sustainable provision of local GP service.
	Support for an inclusive place for all ages and abilities.
	Halls and other facilities for use by individual, groups or organisations. Public toilets for locals and visitors.
	Provision, maintenance and administration of buildings for Shire purposes and community leases.
	Provision of high quality childcare services that enable parents to pursue work opportunities in the local area.
	Support for the CRC's provision to the community of a free library service.

<p>Natural Environment: The natural environment is protected and resources and waste are sustainably managed</p>	<p>Collection, recycling and disposal of waste in an environmentally sustainable manner.</p>
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Table 1: Strategic Community Plan Goals Aligned to the Property Portfolio

Consideration of the Outcomes listed above shows that the following property service areas are of high importance to the SCP. These may then be considered by the final service levels within this AMP:

- Availability (community)
- Environmental sustainability (natural environment)
- Population & economic development (economy)

AMP Stakeholders

Analysis of the Shire’s property portfolio revealed that there are a number of major stakeholder groups. These stakeholders are identified below and while there may be other minor stakeholders, they have not been specifically considered by this AMP.

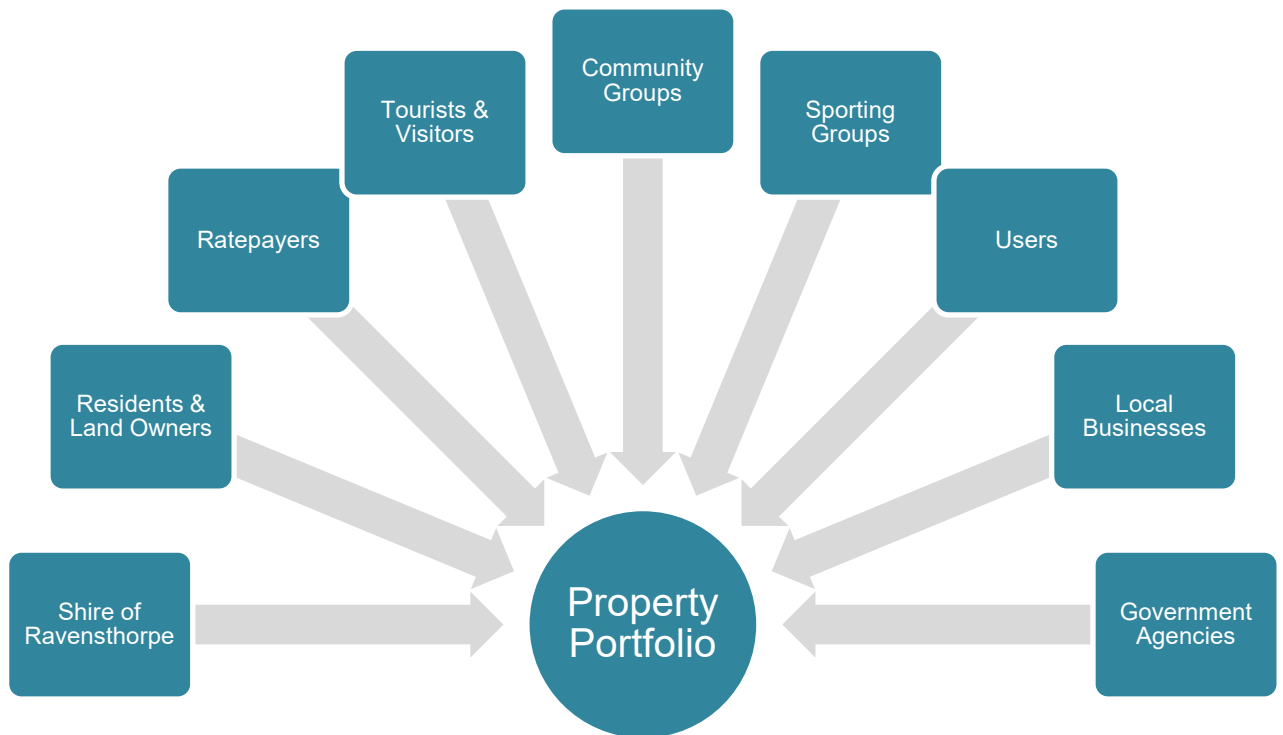


Figure 1: Property Stakeholders

Service Attribute Workshop

During June 2020 Shire staff considered each stakeholder group to identify the service attributes that are most important to them. Those frequently occurring, when combined

with the SCP drivers, form the basis of this AMP's service levels. The results from the staff workshop are shown below. In the future, once the Shire is able to consistently monitor service level performance, as well as link this to cost, it intends to undertake stakeholder consultation.

Stakeholder	Top Three Property Service Attributes		
Shire	Accessibility	Compliance	Condition & Reliability (tied)
Residents & Land Owners	Affordability	Accessibility	Reliability & Quality (tied)
Ratepayers	Affordability	Accessibility	Availability & Quality (tied)
Tourists & Visitors	Accessibility	Aesthetics, Environmental Sustainability & Quality (tied)	
Community Groups	Accessibility	Affordability	Availability & Safety (tied)
Sporting Groups	Affordability	Availability	Accessibility & Safety (tied)
Users	Affordability	Accessibility	Affordability
Local Businesses	Availability	Quality	Affordability
Government Agencies	Accessibility	Availability	Affordability & Time Efficiency (tied)

Table 2: Important Stakeholder Property Service Attributes

From the above analysis, the following service attribute(s) have been selected for service levels.

- Accessibility (29 occurrences)
- Affordability (33 occurrences)
- Availability (20 occurrences)
- Quality (12 occurrences)
- Reliability (12 occurrences)

Service Level Targets and Performance

By considering the potential service attributes from the SCP and stakeholder analysis, the following KPIs will be used to monitor service delivery performance.

KPI	Driver	Level of Service	Performance Measure	Target	Current	Confidence
Accessibility	Stakeholders	Buildings are accessible to all users.	Percentage of buildings that comply with Disability and Discrimination Act requirements.	-	-	-
Affordability	SCP	Buildings are accessible at an affordable rate.	Percentage of survey respondents at least satisfied with the cost to access use buildings.	-	-	-
Availability	SCP & Stakeholders	Buildings have high levels of utilisation and functionality.	Percentage of buildings within their target utilisation bands.	-	-	-
Environmental sustainability	SCP	Buildings use energy from renewable sources.	Percentage of building electricity usage that is from renewable sources.	-	-	-
Population growth	SCP	Buildings support population growth through economic development.	Number of hours per annum, that buildings are used for services that directly link to economic development.	-	-	-
Quality	Stakeholders	Buildings are maintained in a good condition.	Percentage of buildings assessed as being overall in	-	-	-

			an average condition or better.			
Reliability	Stakeholders	Building components are reliable.	Number of days per annum, that all buildings are open for use.	-	-	-

Table 3: Service Level Targets and Performance

Appendix C – Service Demand

Background

Council's fundamental role is to provide services to its community and stakeholders. These services are often underpinned by assets. Predicting future demand for services (e.g. public toilets) is important to ensure that the appropriate assets are provided and maintained.

This section of the AMP looks broadly at both historical and future levels of property demand. Readers should be aware though that as with any demand forecasting, prediction is rarely ever 100% correct.

Historic Property Demand

Demand for services is generally measured by how many customers use the asset(s). However, the Shire generally does not monitor individual building usage levels. To ascertain historical influences on demand, a range of different demand sources have been considered. Each is discussed as follows.

Population & Demographic Change

When the overall population of the Shire (Figure 2) between 2001 and 2016 is considered, the number at census night has risen from 1,410 to 1,725. This increase of 315 people (+22%) may suggest that some demand change for property based services has occurred.

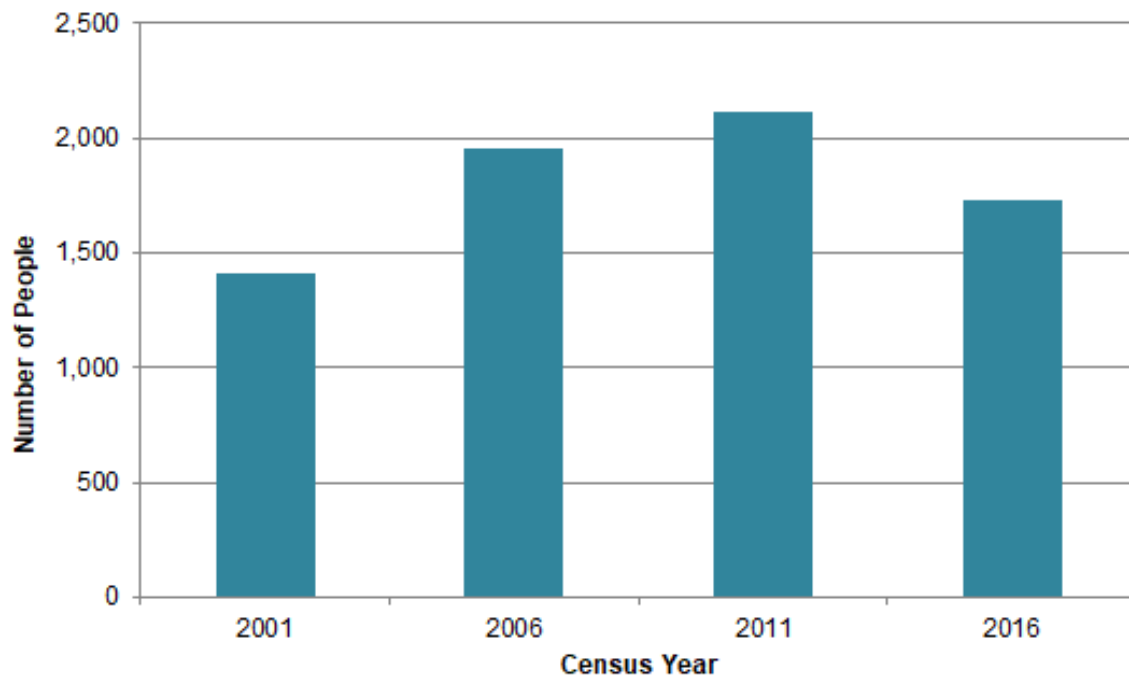


Figure 2: ABS Census Population – Shire of Ravensthorpe 2001 - 2016

Over the same timeframe, the median age has increased from 37 to 45. This change may suggest that demand for some facilities (e.g. active recreation buildings such as pavilions) could have fallen while demand for others (e.g. aged accommodation) had risen. It is likely that demographic change has had some effect on property service demand.

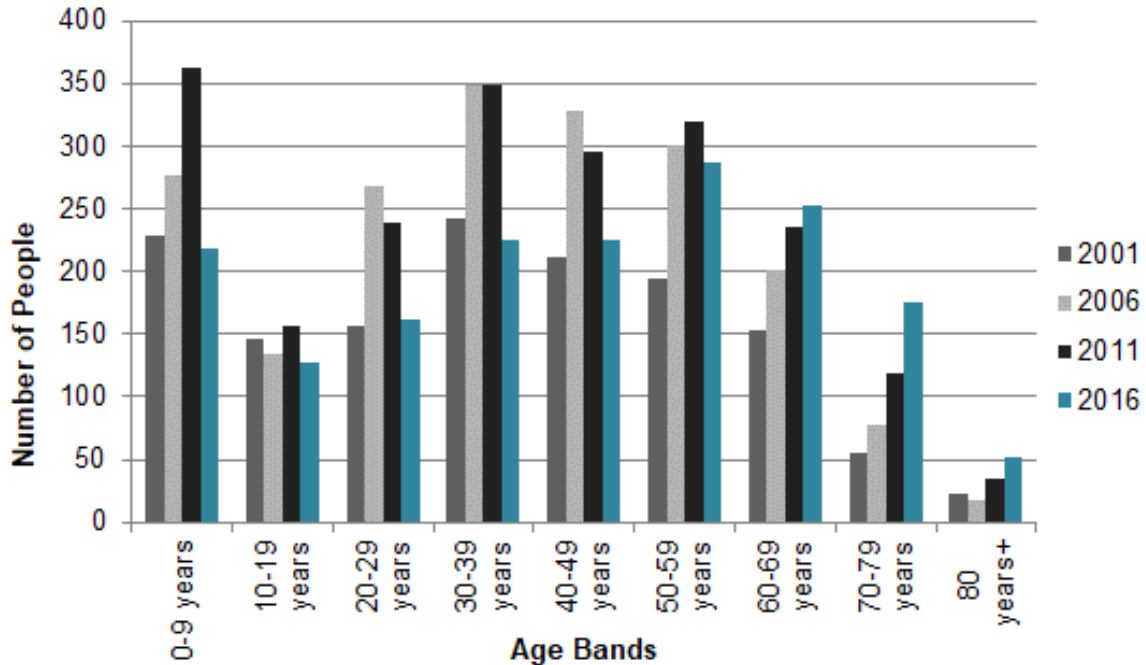


Figure 3: ABS Census Demographics – Shire Ravensthorpe 2001-2016

Recreation Participation Change

The ABS Participation in Sport and Physical Recreation Survey was last conducted in 2013-14. Within Australia, walking for exercise remained the most popular activity over time with a participation rate of 19.2%. The second and third most popular activities were fitness/gym (17.4%) and jogging/running (7.4%) respectively.

Within WA (Figure 4), participation rates peaked at around 75% in 2002 and have since steadily fallen to 63% in 2013. If this trend is also representative of the Shire's population, then it is important, as this could also offset some service demand variation from a changing population size. However, this position cannot be categorically determined without the assistance of property usage statistics. The collation of this information has been listed as an improvement action.



Figure 4: ABS Sport and Recreation Participation Rates

Tourist & Visitor Numbers Change

Outside of immediate local demand, there may be potential demand from visitors to the Shire, whether day trippers or tourists. Figures from Tourism WA show that over the past five years, the estimated number of visitors to/within WA have risen from 31.0 million in 2015 to 36.3 million in 2019. Figures show that 7% of these visitors go to the 'Golden Outback' region, within which the Shire sits. Assuming that a portion of these visitors may visit the Shire, increases in WA tourist numbers may have resulted in increasing demand of property based tourist services.

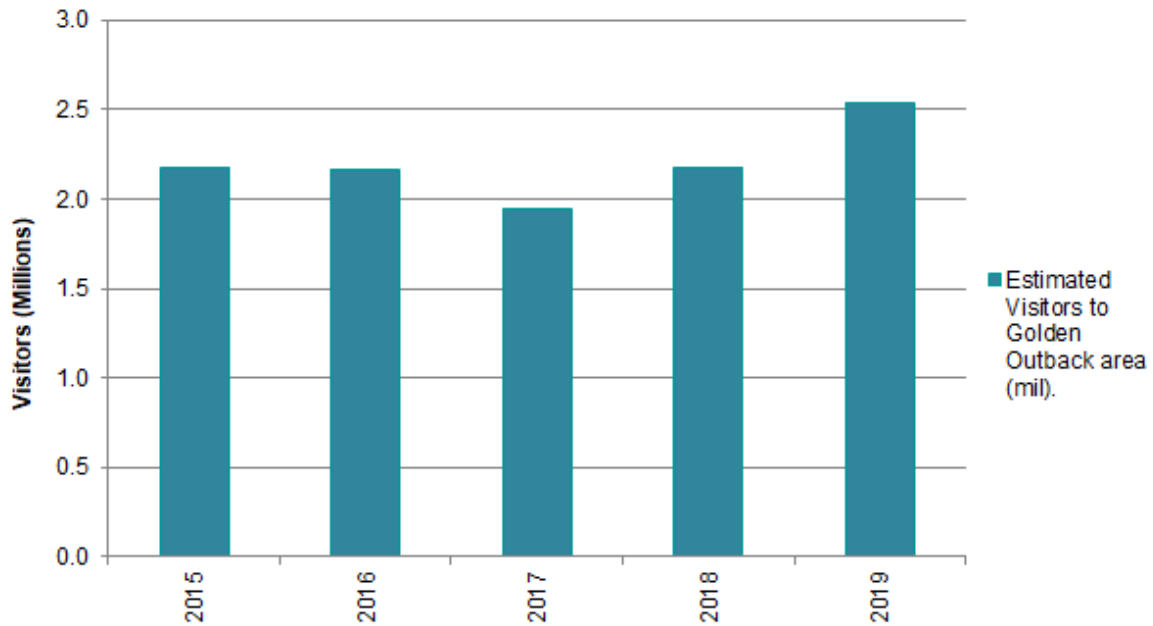


Figure 5: Estimated Golden Outback Visitors (Source: Tourism WA May 2020)

Rainfall Change

Consideration of historical annual rainfall may provide an indication of climate change and whether buildings in particular will need to adapt to meet water supply challenges. Figure 6 shows the annual total rainfall at Ravensthorpe from 1902 to 2019. Considering the linear trend line, it can be seen that average annual rainfall levels have risen, from ~400mm to ~480mm. While this means that buildings are more likely to be affected by rain, consideration of water sustainability, and possible peak storm events from climate change may be required. An improvement action to consider these has been listed.

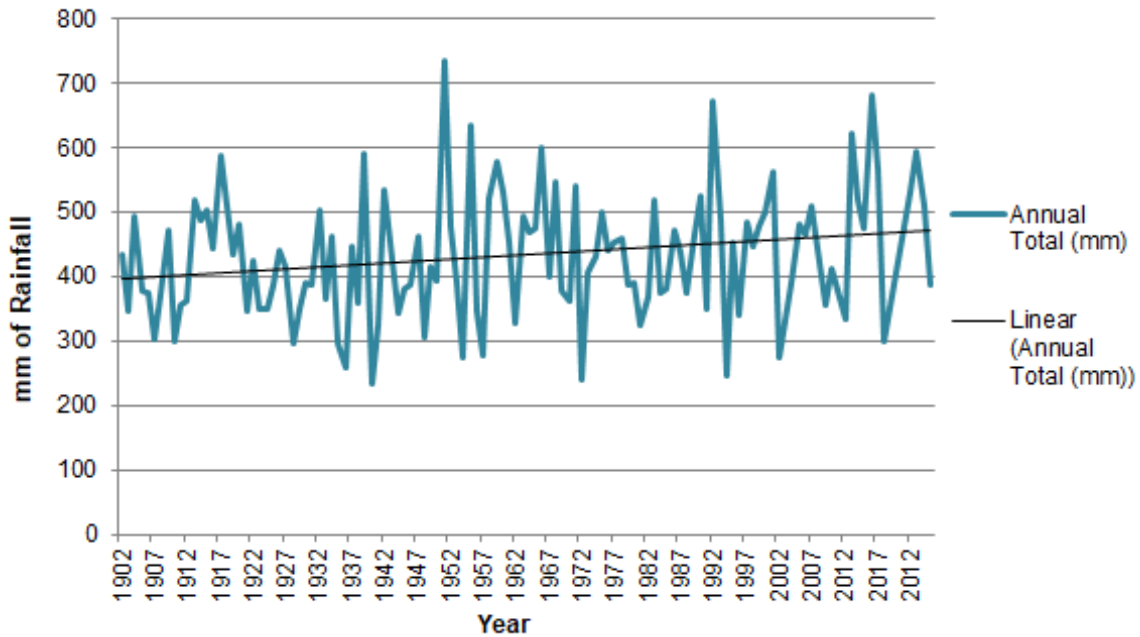


Figure 6: Ravensthorpe Weather Station Historical Annual Rainfall

Temperature Change

A review of the historical annual monthly mean maximum temperatures shows that between 1962 and 2019, there has been only a small change. This suggests that temperature change is unlikely to be having a demand effect on buildings.

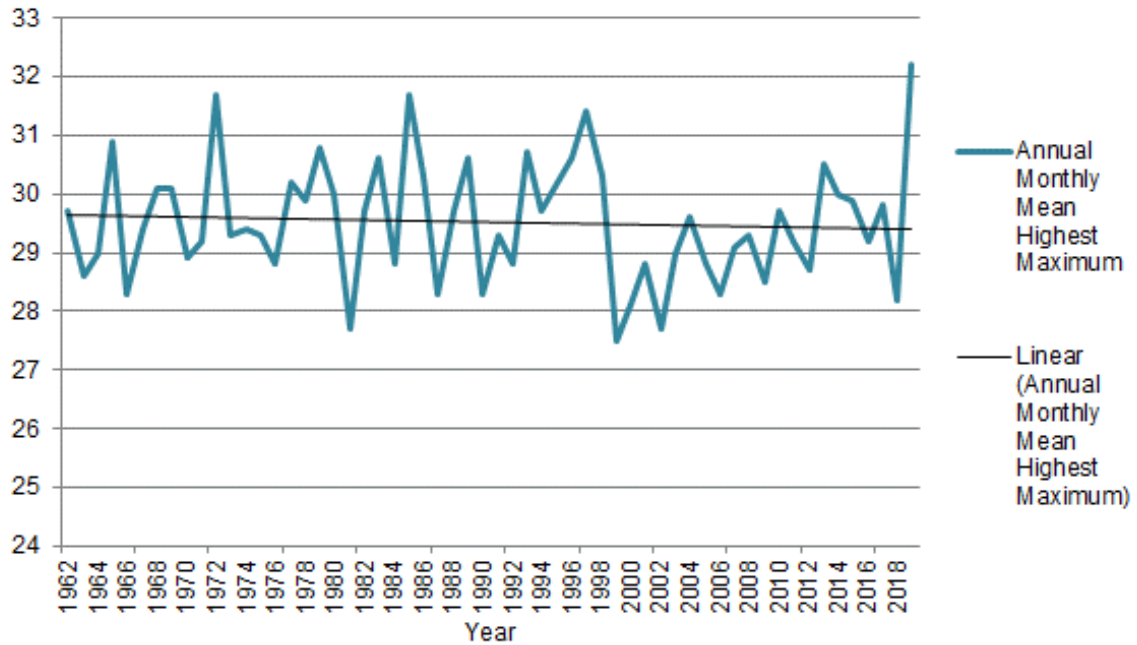


Figure 7: Ravensthorpe Weather Station Historical Annual Monthly Mean Maximum Temperature

Future Demand Drivers

In order to identify future demand pressures on the Property Portfolio (both positive and negative), six driver categories have been considered. These drivers may influence actual usage levels, as well as possibly requiring future resources to meet specific service needs or goals. Each of these demand drivers are briefly discussed below. The exact effects of many of these drivers are difficult to quantify and may also require further study and research.

Political

- ↔ Council has the ability to change (up or down) the quality of buildings' service levels and hence effect costs – Considered unlikely to significantly change.
- ↑ Integrated Planning and Reporting requirements could continue to demand improvements to the Shire's asset management practices – Likely to continue to drive improved practices and hence require additional resources (both workforce and consultancy) over the medium term.
- ↔ Council change the Shire's strategic direction and initiatives – Major changes could mean that the portfolio is not aligned with required services. Considered unlikely to occur at this stage.
- ↔ Local government reform/amalgamation initiatives occur – Whether this occurs or not, the effect on local building service demand is likely to remain unchanged.

Economic

- ↔ Changes/access to external funding sources for buildings – Recurrent external (e.g. state and federal governments) funding schemes for building operation, maintenance and renewal generally do not exist at present. Most available grants are focussed on upgrade or new projects. As such, most grant funded schemes would actually increase the ongoing lifecycle costs of the portfolio. At present though, with current state and federal budget constraints, additional funding for recurrent expenditure is unlikely.
- ↑ Increased energy costs – Historically, costs have risen above CPI, and suggestions are that this trend will continue. As such, this will effect buildings' operational costs.
- ↔ Building portfolio financial sustainability – At present the asset consumption ratio for buildings is not known. As such, it's unclear as to whether there are any immediate financial sustainability concerns.
- ↑ Financial Sustainability - A review of the MyCouncil website shows that two of the three ratios have been consistently below their target bands. Furthermore, the asset consumption ratio appears to have been calculated incorrectly. Given the historical poor performance, there would be concerns that the management of assets may not be financially sustainable.

Social

- ↑ Tourism numbers – Through local initiatives, it is hoped that local tourism numbers will increase, thus also increasing service demand of affected buildings.
- ↓ Population – State forecasts suggest that the Shire’s population is likely to fall in four of its five scenarios. With a historical change of -3.6% per annum (2011-16) Band A may be the most likely scenario. As such, demand for building based services may also fall.

Year	Band A	Band B	Band C	Band D	Band E
2016	1,785	1,785	1,785	1,785	1,785
2021	1,200	1,490	1,610	1,715	2,025
2026	980	1,290	1,435	1,590	1,955
2031	845	1,150	1,300	1,430	1,795
Change	-940 (-53%)	-635 (-36%)	-485 (-27%)	-355 (-20%)	+10 (+1%)

- ↑ Demographics – generally, WA’s population has an increasing median age. The Shire’s median age seems to be growing at a fairly quick rate. If this trend continues, then demand change due to demographics may be expected.
- ↓ Participation – since 2002, recreation participation has fallen. It is likely that this trend may continue into the future. This will reduce the service demand of sporting type buildings.
- ↔ Relative Socio-economic advantage and disadvantage – With a SEIFA index at the 50 percentile within WA, there generally seems to be few barriers to service access. No specific demand change due to socio-economic factors has been identified at this stage.

Technological

- ↓ Robotics & technology integration – Uptake/implementation of robotics and technology into buildings should increase the efficiency of maintenance practices, thus reducing lifecycle management costs.
- ↓ Solar power & battery storage – implementation of energy technology should reduce operational costs over the longer term.

Legal

- ↔ Litigation change – it is not anticipated that litigation levels will change from currently low levels.
- ↑ Compliance & processes – it is likely that the level of compliance around buildings will increase, thus increasing the Shire’s operation and maintenance activities.

Environmental

- ↑ Water security/efficiency – Likely that scheme water will become increasingly more expensive. This will increase the demand to implement scheme water minimisation initiatives.
- ↑ Climate change – broader WA state trends suggest that this is occurring and therefore extreme events are possible. Climatic change will increase demand of management practices and building performance.

Key Demand Drivers

During a workshop in June 2020, Shire staff considered each of the potential sources of service demand change. As a result, the following drivers were considered to be those likely to have the greatest change effect. Demand mitigation tactics have been identified and are recorded in Part 1.

- Climate change
- Litigation
- Technology
- Demographics
- Visitor numbers
- Government policy, legislation & compliance

Appendix D – Portfolio Physical Parameters

Data Confidence

To be able to effectively manage its assets, the Shire collects and maintains a range of data on its property portfolio. Understanding where gaps in this data exist is important to determine the confidence that we can put in the outcomes (e.g. valuations) that result. Table 5 details the reliability and confidence levels of the current asset data the Shire holds. In assessing the data, the Shire has applied the IIMM confidence framework as detailed in Table 4.

Confidence Grade	Accuracy
Highly Reliable	± 2%
Reliable	± 10%
Uncertain	± 25%
Poor	± 40%
Very Poor	Nil

Table 4: Data Confidence Measures

Asset Class	Inventory	Condition	Valuation
Buildings	Reliable	Very Poor	Reliable
Freehold Land Parcels	Reliable	N/A	Reliable
Ancillary Assets	Reliable	Very Poor	Reliable

Table 5: Property Portfolio Data Confidence Levels

Inventory & Valuation

The following section outlines the Shire's property assets as of 30 June 2019.

Buildings

Asset No.	Name	Address	Replacement Cost	Fair Value	Depreciation Expense
B327	Main Building	Lot 500 Veal Street, Hopetoun	\$1,642,322	\$724,967	\$18,161
B587	Hopetoun Sporting Pavilion	Hopetoun	\$141,986	\$37,667	\$1,884
B701	Hopetoun Lawn Bowls Club	Hopetoun	\$66,039	\$44,379	\$1,185
B586	Hopetoun Emergency Services Collocated Facility Shed	Hopetoun	\$418,449	\$291,198	\$5,932
B586A	Hopetoun Emergency Services Collocated Facility	Hopetoun	\$803,474	\$571,444	\$12,158
B565	Hopetoun Childcare Centre	Hopetoun	\$1,617,571	\$1,091,267	\$24,337
B570	Hopetoun CRC & Doctor's Surgery, Alan Rose Drive, Hopetoun	Hopetoun	\$1,370,937	\$760,508	\$25,347
B612	New Hopetoun Community Centre Project	Hopetoun	\$4,719,740	\$3,374,359	\$91,199
B175	Hopetoun Multi-use Centre - Mary Anne Haven	37 Veal Street, Hopetoun	\$1,078,209	\$630,334	\$13,171
B175A	Hopetoun Multi-use Centre - Mary Anne Haven Workshop	37 Veal Street, Hopetoun	\$20,649	\$7,561	\$280
B544	Hopetoun Aged Care Homes	37 Veal Street, Hopetoun	\$579,397	\$318,681	\$6,385

Asset No.	Name	Address	Replacement Cost	Fair Value	Depreciation Expense
B705	Hopetoun Police Station	37 Veal Street, Hopetoun	\$350,785	\$224,913	\$5,144
B707	Men in sheds	86 Tamar Street, Hopetoun	\$221,545	\$156,725	\$3,335
B707A	Men in sheds Toilet Block	86 Tamar Street, Hopetoun	\$46,091	\$32,606	\$694
B578	Ravensthorpe Airport	196 Lee Road, Jerdacuttup	\$384,253	\$231,821	\$4,840
B578B	Ravensthorpe Airport Equipment Shed	196 Lee Road, Jerdacuttup	\$33,186	\$22,480	\$832
B578C	Ravensthorpe Airport Ablution Block	196 Lee Road, Jerdacuttup	\$66,565	\$38,998	\$1,443
B584	Hopetoun Waste Transfer Station Shed	Lot 1290 Senna Road, Hopetoun	\$158,554	\$64,490	\$4,303
B584A	Hopetoun Waste Transfer Site Office	Lot 1290 Senna Road, Hopetoun	\$41,372	\$28,514	\$1,055
B569	Hopetoun Works Depot Wash Down Bay Shed	Lot 548 Tamar Street, Hopetoun, Hopetoun	\$114,900	\$53,116	\$1,770
B583	79 Esplanade Staff House	79 Esplanade, Hopetoun	\$377,072	\$207,580	\$2,140
B583A	79 Esplanade Staff House Workshop	79 Esplanade, Hopetoun	\$11,062	\$6,076	\$225
B588	McCulloch Park Ablution Block	Hopetoun	\$51,825	\$26,356	\$585
B557	McCulloch Park BBQ Shelter	Hopetoun	\$18,805	\$6,652	\$333
B308	McCulloch Park Bandstand	Hopetoun	\$32,448	\$13,773	\$689

Asset No.	Name	Address	Replacement Cost	Fair Value	Depreciation Expense
	Hopetoun Shops & Residences	96 Maitland Street, Hopetoun, Hopetoun	\$1,843,649	\$0	\$0
B334	Hopetoun Golf Club - Club House	Lot 630 Hamersley Drive, Hopetoun	\$1,468,380	\$842,250	\$17,920
B334A	Hopetoun Golf Club - Shed	Lot 630 Hamersley Drive, Hopetoun	\$89,478	\$58,975	\$2,182
B228	Hopetoun Foreshore Ablutions	Hopetoun	\$181,753	\$102,384	\$10,234
B225	Hopetoun West Beach Ablutions	Hopetoun	\$129,824	\$28,294	\$1,131
B241	Two Mile Beach Ablution Block	Two Mile	\$14,749	\$6,956	\$348
	Five Mile Ablution Block	Five Mile	\$0	\$0	\$0
B240	12 Mile Ablution Block	Twelve Mile	\$14,749	\$6,666	\$445
B706	Hamersley Inlet - Ablution Block	Lot 547 Hamersley Inlet Road, Hamersley Inlet	\$86,037	\$59,893	\$1,619
B706A	Hamersley Inlet - Shelter	Lot 547 Hamersley Inlet Road, Hamersley Inlet	\$12,291	\$8,101	\$300
B706B	Hamersley Inlet - Camp Kitchen	Lot 547 Hamersley Inlet Road, Hamersley Inlet	\$27,655	\$18,227	\$674
B604	Jerdacuttup Hall	Jerdacuttup	\$1,442,698	\$764,216	\$19,144
B609	Jerdacuttup Fire Station	Jerdacuttup	\$58,739	\$38,795	\$994
B599	Munglinup Pony Club Ablutions	Lot 189 Yorrel Street, Munglinup	\$79,891	\$12,501	\$1,250
B702	Munglinup Pony Club Shed	Lot 189 Yorrel Street, Munglinup	\$60,840	\$16,500	\$750
B337	Munglinup Recreation Centre	Munglinup	\$2,203,160	\$1,449,401	\$30,838
B581	Munglinup Store Shed	Munglinup	\$18,436	\$3,751	\$375

Asset No.	Name	Address	Replacement Cost	Fair Value	Depreciation Expense
B598	Munglinup Park Co location - Community Resource Centre	Munglinup	\$394,172	\$251,211	\$6,293
B231	Munglinup Ablution Bock	Munglinup	\$142,806	\$116,963	\$2,587
B339	Munglinup Golf Clubhouse	Munglinup	\$862,827	\$439,696	\$12,555
B339A	Munglinup Golf Club Shed	Munglinup	\$16,777	\$5,801	\$341
B239	Starvation Bay Ablution Block # 1	Starvation Bay	\$114,921	\$38,952	\$2,599
B355	Starvation Bay Ablution Block # 2	Starvation Bay	\$126,751	\$35,157	\$1,172
B239A	Starvation Bay Ablution Block # 3	Starvation Bay	\$88,495	\$61,862	\$3,870
B229A	Mason Bay - Two ablution blocks	Mason Bay	\$162,979	\$113,929	\$7,127
B332	Mount Benson Huts	Mount Benson	\$49,164	\$24,243	\$808
IO001	Mount Benson Tower	Mount Benson	\$184,365	\$0	\$0
B341	North Ravensthorpe Recreation Centre	Ravensthorpe North	\$240,999	\$61,265	\$4,088
B704	Ravensthorpe Equestrian Centre Shed	Ravensthorpe	\$39,946	\$13,502	\$499
B585	18 Carlisle Street House	18 Carlisle Street, Ravensthorpe	\$339,029	\$292,736	\$2,400
B585A	18 Carlisle Street Workshop	18 Carlisle Street, Ravensthorpe	\$18,436	\$10,670	\$110
B9	41 Kingsmill Street House	41 Kingsmill Street, Ravensthorpe	\$343,636	\$216,795	\$2,235
B20	4 Daw Street House	4 Daw Street, Ravensthorpe	\$211,423	\$137,794	\$1,655
B582	30 Kingsmill Street House	30 Kingsmill Street, Ravensthorpe	\$342,020	\$264,841	\$2,287

Asset No.	Name	Address	Replacement Cost	Fair Value	Depreciation Expense
B345	Ravensthorpe Gun Clubhouse	Ravensthorpe	\$112,697	\$48,882	\$2,238
B345A	Ravensthorpe Gun Club Ablutions	Ravensthorpe	\$43,441	\$31,121	\$841
B594	Ravensthorpe Golf and Bowling Clubhouse	Ravensthorpe	\$803,986	\$375,575	\$12,597
B547	Ravensthorpe Entertainment - Recreation Centre	Ravensthorpe	\$7,320,514	\$4,478,912	\$95,296
B611	Ravensthorpe Hockey Shelter	Ravensthorpe	\$17,699	\$8,670	\$310
B343	Ravensthorpe Rec Pavilion	Ravensthorpe	\$820,768	\$291,627	\$12,588
B600	Ravensthorpe Childcare Centre	Ravensthorpe	\$586,777	\$319,724	\$7,093
B351	Ravensthorpe Museum	Ravensthorpe	\$332,112	\$154,534	\$5,141
B607	Museum Carriage Shelter	Ravensthorpe	\$14,860	\$2,821	\$403
B351A	Museum - Hampshire Cottage	Ravensthorpe	\$110,988	\$15,048	\$1,004
B351B	Museum Shed	Ravensthorpe	\$150,251	\$23,274	\$1,941
B610	Ravensthorpe Museum Display Shelter	Ravensthorpe	\$77,433	\$18,965	\$678
B17	93 Spence Street House	93 Spence Street, Ravensthorpe	\$292,206	\$129,302	\$4,733
B235	Rangeview Park Ablutions	Ravensthorpe	\$53,466	\$13,592	\$907
B14	66 Queen Street House	66 Queen Street, Ravensthorpe	\$235,207	\$143,160	\$2,280
B529	88 Martin Street House	88 Martin Street, Ravensthorpe	\$361,983	\$164,874	\$2,624
B484	Ravensthorpe Tourist Information Bay	Morgans Street, Ravensthorpe	\$16,261	\$5,752	\$288

Asset No.	Name	Address	Replacement Cost	Fair Value	Depreciation Expense
B605	27a Carlisle Street House	27a Carlisle Street, Ravensthorpe	\$230,928	\$144,375	\$1,875
B613	27b Carlisle Street House	27b Carlisle Street, Ravensthorpe	\$230,928	\$144,375	\$1,875
B614	27c Carlisle Street House	27c Carlisle Street, Ravensthorpe	\$230,928	\$153,257	\$1,989
B709	5 Daw Street House	5 Daw Street, Ravensthorpe	\$368,730	\$226,625	\$6,125
B176	Ravensthorpe Medical Centre	75 Martin Street, Ravensthorpe	\$562,897	\$305,770	\$7,657
I523	Regional Landfill Waste Oil Shed	Lot 1363 Moir Road, Ravensthorpe	\$4,093	\$0	\$0
B354	Ravensthorpe Town Hall	33-35 Dunn Street, Ravensthorpe	\$1,614,176	\$1,296,994	\$32,893
B545	Ravensthorpe aged Care units	27-29 Dunn Street, Ravensthorpe	\$444,209	\$24,534	\$522
B703	Ravensthorpe Community Resource Centre	Dunn Street, Ravensthorpe	\$560,395	\$147,428	\$8,646
B122	Ravensthorpe Fire Station	Dunn Street, Ravensthorpe	\$235,323	\$151,366	\$3,792
B122A	Ravensthorpe Fire Station Shed	Dunn Street, Ravensthorpe	\$25,553	\$2,404	\$65
B234	Jubilee Park Ablutions	57 Morgans Street, Ravensthorpe	\$131,821	\$82,335	\$2,050
B206	Senior Citizen Centre	Ravensthorpe	\$551,280	\$161,335	\$6,450
B558	Ravensthorpe Shire office	65 Morgans Street, Ravensthorpe	\$2,054,832	\$777,627	\$19,477
B7	Ravensthorpe Shire office Workshop	65 Morgans Street, Ravensthorpe	\$85,638	\$14,293	\$476
B553	Old Bank Building	63 Morgans Street, Ravensthorpe	\$242,286	\$57,134	\$2,858
B700	Old Emporium	59-61 Morgans Street, Ravensthorpe	\$466,996	\$97,000	\$1,000

Asset No.	Name	Address	Replacement Cost	Fair Value	Depreciation Expense
B395	Ravensthorpe Works Depot Office	31 Martin Street, Ravensthorpe	\$210,388	\$29,151	\$5,498
B395B	Ravensthorpe Works Depot Workshop	31 Martin Street, Ravensthorpe	\$166,331	\$57,514	\$3,383
B395C	Ravensthorpe Works Depot Open Front Shed	31 Martin Street, Ravensthorpe	\$236,724	\$164,792	\$4,454
B121	Ravensthorpe SES Emergency Operations Shed	Morgans Street, Ravensthorpe	\$306,967	\$100,351	\$4,012
B548	LEMAC Shed	Morgans Street, Ravensthorpe	\$48,672	\$22,797	\$651
B579	Fitzgerald Hall	Fitzgerald	\$694,364	\$163,738	\$8,192
B326	Fitzgerald Rec Facility Store Shed	Fitzgerald	\$4,425	\$765	\$45
B708	Regional Records Facility Joint Venture (1/10 ownership)	Other (Kalgoorlie)	\$72,500	\$63,800	\$2,900
I501	Hopetoun Waste Transfer Station	Hopetoun	\$182,398	\$0	\$0
B2	Ravensthorpe Pool Chemical Embankment Shed	Ravensthorpe	\$0	\$0	\$0
B615	Records Sea Container - Administration Office	65 Morgans Street, Ravensthorpe	\$26,229	\$26,229	\$0

Table 6: Building Inventory and Values

Freehold Land

Land ID	Address	Land Area sq.m.	Fair Value
L7	Ravensthorpe Airport - 196 Lee Road, Jerdacuttup	90,000	\$820,000
L578	Ravensthorpe Airport - 196 Lee Road, Jerdacuttup	484,000	\$150,000
	96 Maitland Street, Hopetoun	Unknown	\$0
L13	Jerdacuttup Emergency Farm Water	Unknown	\$20,000
L1	17 Budjan Street, Munglinup	1012?	\$18,000
L2	41 Kingsmill Street, Ravensthorpe	1,012	\$35,000
L325	Ravensthorpe Museum	1,012	\$40,000
L605	27a Carlisle Street, Ravensthorpe	348	\$20,000
L613	27b Carlisle Street, Ravensthorpe	323	\$20,000
L614	27c Carlisle Street, Ravensthorpe	348	\$20,000
	5 Daw Street, Ravensthorpe	1,012	\$30,000
L174	75 Martin Street, Ravensthorpe	2,428	\$48,000
L324	Ravensthorpe Town Hall - 33-35 Dunn Street	2,024	\$45,000
L324A	Ravensthorpe Town Hall - 31 Dunn Street	1,200	\$26,000
L202	Jubilee Park - 55 Morgans Street	3,289	\$25,000
L202A	Jubilee Park - 59 Morgans Street	1,012	\$7,000
L202B	Jubilee Park - 57 Morgans Street	1,012	\$25,000
L3	Ravensthorpe Shire office	1,012	\$45,000

Land ID	Address	Land Area sq.m.	Fair Value
L6	63 Morgans Street, Ravensthorpe	1,012	\$40,000
L700	59-61 Morgans Street, Ravensthorpe	2,024	\$65,000
L8	79 Morgans Street, Ravensthorpe	1,012	\$40,000
L9	71 Martin Street, Ravensthorpe	1,214	\$17,500
L10	25 Spence Street, Ravensthorpe	1,012	\$25,000
L11	26 Spence Street, Ravensthorpe	1,214	\$25,000
L12	30 Dunn Street, Ravensthorpe - CRC Parking	Unknown	\$30,000
L4	43 Kingsmill Street, Ravensthorpe	1,012	\$32,000
L396	1 Moir Road, Ravensthorpe - New Depot Block	Unknown	\$5,000
L600	Lot 177 Floater Road	36,937	\$39,993
L601	Lot 318 Floater Road	21,221	\$21,412
L602	Lot 36 Floater Road	369,276	\$372,595

Table 7: Land Parcel Inventory and Values

Ancillary Assets

Asset ID	Description	Quantity	Address	Replacement Cost	Fair Value	Depreciation Expense
I318	Refuse Disposal Site Fencing	Unknown	Moir Road, Ravensthorpe	\$15,707	Unknown	Unknown

Table 8: Ancillary Asset Inventory and Values

Condition

The Shire does not routinely record building condition ratings. An improvement action to begin collecting this information has been listed. Future results will be recorded within this table.

Building Name	Overall	Substructure	Superstructure	Roof	Fittings	Finishes	Services
Main Building	-	-	-	-	-	-	-
Hopetoun Sporting Pavilion	-	-	-	-	-	-	-
Hopetoun Lawn Bowls Club	-	-	-	-	-	-	-
Hopetoun Emergency Services Collocated Facility Shed	-	-	-	-	-	-	-
Hopetoun Emergency Services Collocated Facility	-	-	-	-	-	-	-
Hopetoun Childcare Centre	-	-	-	-	-	-	-
Hopetoun CRC & Doctor's Surgery, Alan Rose Drive, Hopetoun	-	-	-	-	-	-	-
New Hopetoun Community Centre Project	-	-	-	-	-	-	-
Hopetoun Multi-use Centre - Mary Anne Haven	-	-	-	-	-	-	-
Hopetoun Multi-use Centre - Mary Anne Haven Workshop	-	-	-	-	-	-	-
Hopetoun Aged Care Homes	-	-	-	-	-	-	-
Hopetoun Police Station	-	-	-	-	-	-	-
Men in sheds	-	-	-	-	-	-	-
Men in sheds Toilet Block	-	-	-	-	-	-	-
Ravensthorpe Airport	-	-	-	-	-	-	-
Ravensthorpe Airport Equipment Shed	-	-	-	-	-	-	-
Ravensthorpe Airport Ablution Block	-	-	-	-	-	-	-
Hopetoun Waste Transfer Station Shed	-	-	-	-	-	-	-
Hopetoun Waste Transfer Site Office	-	-	-	-	-	-	-
Hopetoun Works Depot Wash Down Bay Shed	-	-	-	-	-	-	-

Building Name	Overall	Substructure	Superstructure	Roof	Fittings	Finishes	Services
79 Esplanade Staff House	-	-	-	-	-	-	-
79 Esplanade Staff House Workshop	-	-	-	-	-	-	-
McCulloch Park Ablution Block	-	-	-	-	-	-	-
McCulloch Park BBQ Shelter	-	-	-	-	-	-	-
McCulloch Park Bandstand	-	-	-	-	-	-	-
Hopetoun Shops & Residences	-	-	-	-	-	-	-
Hopetoun Golf Club - Club House	-	-	-	-	-	-	-
Hopetoun Golf Club - Shed	-	-	-	-	-	-	-
Hopetoun Foreshore Ablutions	-	-	-	-	-	-	-
Hopetoun West Beach Ablutions	-	-	-	-	-	-	-
Two Mile Beach Ablution Block	-	-	-	-	-	-	-
Five Mile Ablution Block	-	-	-	-	-	-	-
12 Mile Ablution Block	-	-	-	-	-	-	-
Hamersley Inlet - Ablution Block	-	-	-	-	-	-	-
Hamersley Inlet - Shelter	-	-	-	-	-	-	-
Hamersley Inlet - Camp Kitchen	-	-	-	-	-	-	-
Jerdacuttup Hall	-	-	-	-	-	-	-
Jerdacuttup Fire Station	-	-	-	-	-	-	-
Munglinup Pony Club Ablutions	-	-	-	-	-	-	-
Munglinup Pony Club Shed	-	-	-	-	-	-	-
Munglinup Recreation Centre	-	-	-	-	-	-	-
Munglinup Store Shed	-	-	-	-	-	-	-
Munglinup Park Co location - Community Resource Centre	-	-	-	-	-	-	-
Munglinup Ablution Bock	-	-	-	-	-	-	-
Munglinup Golf Clubhouse	-	-	-	-	-	-	-
Munglinup Golf Club Shed	-	-	-	-	-	-	-
Starvation Bay Ablution Block # 1	-	-	-	-	-	-	-
Starvation Bay Ablution Block # 2	-	-	-	-	-	-	-

Building Name	Overall	Substructure	Superstructure	Roof	Fittings	Finishes	Services
Starvation Bay Ablution Block # 3	-	-	-	-	-	-	-
Mason Bay - Two ablution blocks	-	-	-	-	-	-	-
Mount Benson Huts	-	-	-	-	-	-	-
Mount Benson Tower	-	-	-	-	-	-	-
North Ravensthorpe Recreation Centre	-	-	-	-	-	-	-
Ravensthorpe Equestrian Centre Shed	-	-	-	-	-	-	-
18 Carlisle Street House	-	-	-	-	-	-	-
18 Carlisle Street Workshop	-	-	-	-	-	-	-
41 Kingsmill Street House	-	-	-	-	-	-	-
4 Daw Street House	-	-	-	-	-	-	-
30 Kingsmill Street House	-	-	-	-	-	-	-
Ravensthorpe Gun Clubhouse	-	-	-	-	-	-	-
Ravensthorpe Gun Club Ablutions	-	-	-	-	-	-	-
Ravensthorpe Golf and Bowling Clubhouse	-	-	-	-	-	-	-
Ravensthorpe Entertainment - Recreation Centre	-	-	-	-	-	-	-
Ravensthorpe Hockey Shelter	-	-	-	-	-	-	-
Ravensthorpe Rec Pavilion	-	-	-	-	-	-	-
Ravensthorpe Childcare Centre	-	-	-	-	-	-	-
Ravensthorpe Museum	-	-	-	-	-	-	-
Museum Carriage Shelter	-	-	-	-	-	-	-
Museum - Hampshire Cottage	-	-	-	-	-	-	-
Museum Shed	-	-	-	-	-	-	-
Ravensthorpe Museum Display Shelter	-	-	-	-	-	-	-
93 Spence Street House	-	-	-	-	-	-	-
Rangeview Park Ablutions	-	-	-	-	-	-	-
66 Queen Street House	-	-	-	-	-	-	-
88 Martin Street House	-	-	-	-	-	-	-
Ravensthorpe Tourist Information Bay	-	-	-	-	-	-	-

Building Name	Overall	Substructure	Superstructure	Roof	Fittings	Finishes	Services
27a Carlisle Street House	-	-	-	-	-	-	-
27b Carlisle Street House	-	-	-	-	-	-	-
27c Carlisle Street House	-	-	-	-	-	-	-
5 Daw Street House	-	-	-	-	-	-	-
Ravensthorpe Medical Centre	-	-	-	-	-	-	-
Regional Landfill Waste Oil Shed	-	-	-	-	-	-	-
Ravensthorpe Town Hall	-	-	-	-	-	-	-
Ravensthorpe aged Care units	-	-	-	-	-	-	-
Ravensthorpe Community Resource Centre	-	-	-	-	-	-	-
Ravensthorpe Fire Station	-	-	-	-	-	-	-
Ravensthorpe Fire Station Shed	-	-	-	-	-	-	-
Jubilee Park Ablutions	-	-	-	-	-	-	-
Senior Citizen Centre	-	-	-	-	-	-	-
Ravensthorpe Shire office	-	-	-	-	-	-	-
Ravensthorpe Shire office Workshop	-	-	-	-	-	-	-
Old Bank Building	-	-	-	-	-	-	-
Old Emporium	-	-	-	-	-	-	-
Ravensthorpe Works Depot Office	-	-	-	-	-	-	-
Ravensthorpe Works Depot Workshop	-	-	-	-	-	-	-
Ravensthorpe Works Depot Open Front Shed	-	-	-	-	-	-	-
Ravensthorpe SES Emergency Operations Shed	-	-	-	-	-	-	-
LEMAC Shed	-	-	-	-	-	-	-
Fitzgerald Hall	-	-	-	-	-	-	-
Fitzgerald Rec Facility Store Shed	-	-	-	-	-	-	-
Regional Records Facility Joint Venture (1/10 ownership)	-	-	-	-	-	-	-

Building Name	Overall	Substructure	Superstructure	Roof	Fittings	Finishes	Services
Hopetoun Waste Transfer Station	-	-	-	-	-	-	-
Ravensthorpe Pool Chemical Embankment Shed	-	-	-	-	-	-	-
Records Sea Container - Administration Office	-	-	-	-	-	-	-

Table 9: Building Component Condition

Appendix E – Lifecycle Management Strategies

Background

Lifecycle management encompasses all strategies and practices that the Shire employs to manage property assets at the lowest lifecycle cost. This section details all the strategies and practices that are currently employed.

Principles & Definitions

In considering the Shire’s asset lifecycle management, the following key principles and definitions must be considered.

Work Category Definitions

The Shire considers the activities it undertakes across six categories as follows.

Activity	Definition
Operation	Continuously required expenditure which enables assets to provide benefits to the community such as utility charges, inspections, cleaning etc.
Maintenance	Regular works to maintain the assets’ capability, such as minor repairs, servicing, mowing, painting, crack sealing etc.
Renewal	Works to replace existing assets which are worn, poorly functioning or dated with assets of equivalent capacity or performance. For example, the renewal of an internal wall in a building, renewal of an engine in a grader, resurfacing a road (re-sheeting or resealing) or replacing girders on a bridge.
Upgrade	The significant upgrade of an asset to produce a higher service level, such as the widening of a road, extension of a building, installation of reticulation to a dry park etc.
New Work	The creation of a new asset, in a location where that asset type has not existed before.
Disposal	The process of removing and disposing of an asset upon the end of its useful life. For the purpose of this AMP this is only when an asset is not replaced.

Table 10: Activity Categories

Lifecycle Cost Basis

All assets have a lifecycle. This is defined as the time interval that commences with the identification of the need for an asset and ends with the decommissioning of the asset

(i.e. disposal but with no replacement). It covers five stages, being conception & design, acquisition/construction, operation & maintenance, renewal and disposal.

Operation & Maintenance Strategy

Often referred to as 'OPEX', operational and maintenance expenditure and works are required to ensure the longevity of assets' lives and the reliability of their services. The Shire's approach to meeting OPEX needs is a combination of reactive and short term planned strategies. As described in the figure below, the Shire's strategy to OPEX is:

- Operational costs typically vary with usage. The Shire broadly works on an annual budget planning cycle (12 months), and seeks funding in-line with previous years' budgets, with an allowance for at least CPI.
- Reactive maintenance typically arises from either community requests and/or internal works orders. Works are then scheduled, actioned and completed. Budgeting is based on previous years' allocations, with an increase of at least CPI.
- Planned maintenance works are typically identified from either internal staff inspection or by legislative requirements. Budgets are developed based on the programmes and previous years' expenditure, with an increase of at least CPI. Some planned maintenance programmes do exist, but not all are documented. An improvement action has been listed, to document all planned maintenance schedules, with associated budgets, for building and land assets.

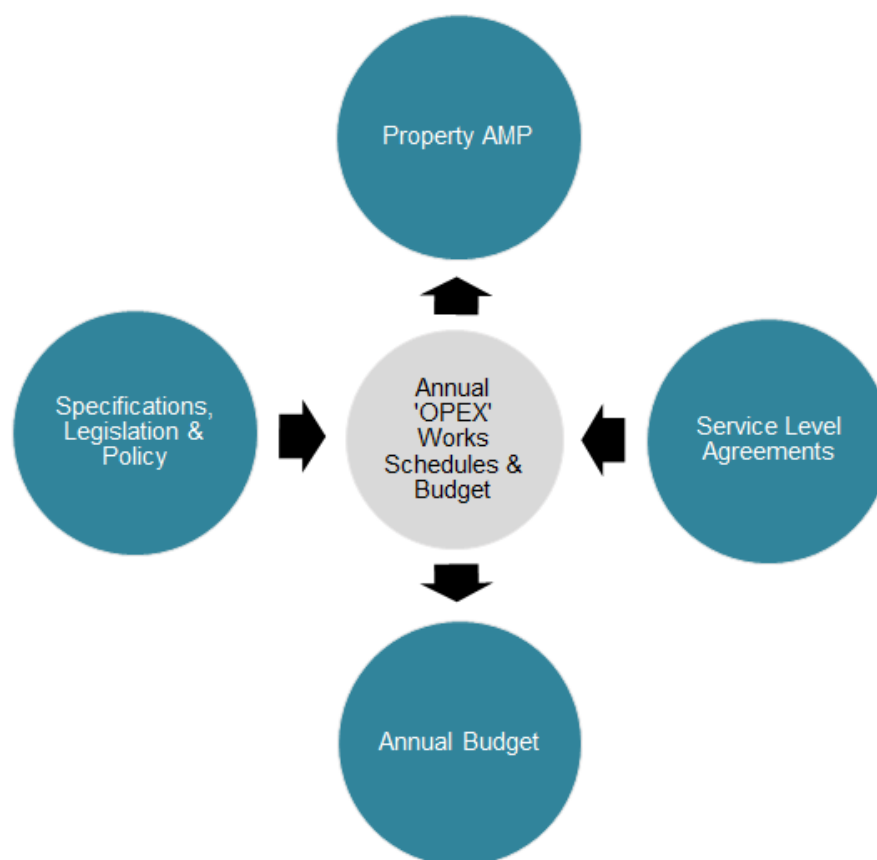


Figure 8: Property OPEX Framework

Staff Resources

The overall management of the Shire’s property portfolio falls within the responsibility of the Chief Executive Officer. The Director of Corporate & Community Services is responsible for overall accounting control of property assets, and the Director of Technical Services for engineering based works. The Shire is also assisted from time to time by external contractors.

Software Systems

The Shire currently employs the use of the following software system(s) to manage property asset data.

Software	Uses
SynergySoft	SynergySoft is used to record all property asset revenue and expenditure, as well as relevant records.

Table 11: Asset Management Software Systems

Renewal Strategy

Strategy

The Shire periodically inspects building assets to identify short term renewal needs. However, the Shire wishes to improve this practice and use known condition to help inform a long term (5 years+) capital works programme. The development of a formal inspection process and works programme has been listed as an improvement action.

Renewal Management Model

Condition information can be used to develop models that predict assets' approximate year of renewal. The Shire can then scope and prioritise these renewal projects over the forthcoming period (e.g. 5 years). Further out (e.g. from years 6 onwards), results can help staff to understand the likely amount of renewal expenditure that will be required, even if the exact project details are not yet known. Ultimately, a robust long term (e.g. 15 years) renewal works programme can then be developed, that informs this AMP, and other documents such as the Long Term Financial Plan and Corporate Business Plan.

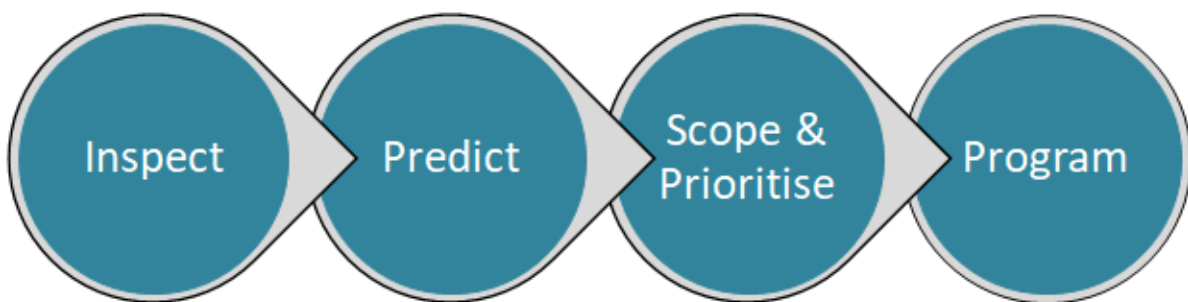


Figure 9: Building Asset Renewal Planning Process

Inspections

Asset Condition Rating Scale

In assessing assets' condition, the Shire applies a 1 to 5 scale, as shown in Table 12.

Grade	Condition	Description
1	Excellent	A new or near new asset, or an asset recently rehabilitated back to new condition, with no visible signs of deterioration. The asset or component will have no drop in level of service.
2	Good	An asset in excellent overall condition. There would be only very slight condition decline but it would be obvious that the asset was no longer in new condition.
3	Average	An asset in fair overall condition deterioration in condition would be obvious and there would be some serviceability loss.

4	Poor	An asset in fair to poor overall condition. The condition deterioration would be quite obvious. Asset serviceability would now be affected and maintenance costs would be rising.
5	Very Poor	An asset in poor to unserviceable overall condition deterioration would be quite severe and would be starting to limit the serviceability of the asset. Maintenance cost would be high.

Table 12: Condition Rating Measures

The Shire aims to minimise the number of assets that are rated as a 4-5 unless assets are in this state as part of a specific management program (i.e. part of an asset decommissioning plan).

Condition Inspection Frequencies

Properties assets are inspected to the following frequencies.

Asset	Inspection Frequency
Buildings	No formal program – currently ad hoc.
Land	Not required

Table 13: Condition Inspection Frequencies

Prediction

By understanding assets' physical condition (or any other performance feature), the Shire can then predict when assets, or their components, may require renewal. Typically, this is achieved by applying total useful lives to different assets or components, and then calculating how long it will take for them to reach a specific trigger. The currently applied renewal triggers are detailed below.

Component	Action	Triggers
All	Renewal	At poor or very poor condition, depending on building's usage level.

Table 14: Asset Renewal Condition Triggers

Project Scoping/Prioritisation

Assets or components that have reached, or will reach over the next few years, their intervention trigger, are then further investigated by Shire staff. The investigation seeks to determine when any works should be undertaken, what the scope is and what budget is required. This information is then used to build up the future renewal works programme.

Upgrade/New Strategy

Strategy

The Shire occasionally constructs or acquires upgraded and/or new assets. Expenditure on these assets is often considered as discretionary, and ultimately results in either a new or improved service (e.g. a building extension). The following section outlines the Shire's general approach to upgrade and new projects.

Project Prioritisation/Selection Criteria

The need for either upgraded or new assets is typically identified by staff from many potential sources including customer and Council request, strategic plans, poor asset performance and so on. Assets' needs are then investigated by staff to determine their potential scope, benefit and costs. Where determined as being required, a formal report may be given to Council for their consideration and approval.

Approved projects are considered for future funding, however at present are not prioritised collectively, to assess features such as their alignment to the Strategic Community Plan. An improvement task to consider a single common prioritisation framework has been listed.

Disposal Strategy

Strategy

At the present time the Shire generally does not frequently dispose of property assets. Where such a project is identified, then the need and scope is considered by staff and (in some instances) Council.

Appendix F – Financial Model

Property Works Programme Summary

Asset Sub Type	Activity Type	Activity Description	Funding Type	Year 1 2020/21	Year 2 2021/22	Year 3 2022/23	Year 4 2023/24	Year 5 2024/25	Year 6 2025/26	Year 7 2026/27	Year 8 2027/28	Year 9 2028/29	Year 10 2029/30	Year 11 2030/31	Year 12 2031/32	Year 13 2032/33	Year 14 2033/34	Year 15 2034/35	
Land Parcels																			
Land Parcels	New	Purchase Depot Block - 1 Moir Road	Municipal	\$100,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
LAND TOTAL				\$100,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Buildings																			
Buildings	Operation	COA10110 - Regional Landfill Operational Costs	Municipal	\$930	\$903	\$959	\$990	\$1,021	\$1,053	\$1,088	\$1,124	\$1,161	\$1,198	\$1,238	\$1,278	\$1,321	\$1,365	\$1,409	
Buildings	Operation	COA10704 - Operating Costs - Public Toilets	Municipal	\$50,469	\$64,350	\$51,682	\$53,073	\$54,509	\$55,992	\$57,665	\$59,393	\$61,179	\$63,024	\$64,930	\$66,903	\$68,939	\$71,044	\$73,222	
Buildings	Operation	COA11100 - Operating Costs - Public Halls & Civic Centres	Municipal	\$36,381	\$35,600	\$37,266	\$38,261	\$39,284	\$40,341	\$41,512	\$42,723	\$43,969	\$45,255	\$46,580	\$47,946	\$49,357	\$50,813	\$52,312	
Buildings	Operation	COA11204 - Operating Costs Swimming Pool	Municipal	\$15,655	\$15,577	\$15,811	\$16,049	\$16,289	\$16,534	\$16,865	\$17,202	\$17,545	\$17,896	\$18,255	\$18,620	\$18,992	\$19,372	\$19,759	
Buildings	Operation	COA11307 - Operating Costs - Sporting Pavilions & Clubs	Municipal	\$74,186	\$82,349	\$76,169	\$78,347	\$80,595	\$82,916	\$85,454	\$88,072	\$90,777	\$93,572	\$96,455	\$99,437	\$102,519	\$105,699	\$108,986	
Buildings	Operation	COA11500 - Operating Costs - Libraries	Municipal	\$108,045	\$106,000	\$110,162	\$112,351	\$114,584	\$116,862	\$119,217	\$121,620	\$124,071	\$126,573	\$129,124	\$131,729	\$134,386	\$137,096	\$139,862	
Buildings	Operation	COA11600 - Operating Costs - Other Culture	Municipal	\$8,270	\$8,108	\$8,459	\$8,675	\$8,899	\$9,130	\$9,391	\$9,659	\$9,935	\$10,220	\$10,516	\$10,819	\$11,133	\$11,456	\$11,790	
Buildings	Operation	COA12204 - Operating Costs - Depot	Municipal	\$26,989	\$26,368	\$27,695	\$28,487	\$29,305	\$30,152	\$31,088	\$32,061	\$33,066	\$34,106	\$35,181	\$36,293	\$37,443	\$38,634	\$39,866	
Buildings	Operation	COA13600 - Expenses Relating to Other Economic Services	Municipal	\$260	\$250	\$270	\$281	\$292	\$304	\$316	\$329	\$342	\$356	\$370	\$385	\$400	\$416	\$433	
Buildings	Operation	COA14200 - Works Administration And Support	Municipal	\$5,025	\$5,000	\$5,075	\$5,151	\$5,229	\$5,307	\$5,413	\$5,521	\$5,632	\$5,745	\$5,859	\$5,977	\$6,096	\$6,218	\$6,342	
Buildings	Operation	COA14215 - Works Building Administration Expenses	Municipal	\$1,226	\$1,220	\$1,238	\$1,257	\$1,276	\$1,295	\$1,321	\$1,347	\$1,374	\$1,402	\$1,430	\$1,458	\$1,487	\$1,517	\$1,548	
Buildings	Operation	COA14500 - Building Operating Costs - Administration	Municipal	\$20,637	\$20,000	\$21,318	\$22,045	\$22,800	\$23,582	\$24,416	\$25,279	\$26,176	\$27,105	\$28,068	\$29,068	\$30,104	\$31,180	\$32,295	
Buildings	Operation	COA14504 - Telecommunications Costs	Municipal	\$80,400	\$80,000	\$81,204	\$82,422	\$83,658	\$84,913	\$86,182	\$87,464	\$88,761	\$90,074	\$91,403	\$92,747	\$94,107	\$95,482	\$96,867	\$98,262
Buildings	Operation	COA14523 - Operating Costs - Other Property	Municipal	\$742	\$715	\$769	\$798	\$827	\$858	\$891	\$924	\$958	\$993	\$1,031	\$1,070	\$1,109	\$1,151	\$1,193	
Buildings	Operation	COA14526 - Minor Attractive Items (under \$5,000)	Municipal	\$7,035	\$7,000	\$7,105	\$7,212	\$7,320	\$7,430	\$7,579	\$7,730	\$7,885	\$8,042	\$8,203	\$8,367	\$8,535	\$8,705	\$8,879	
Buildings	Operation	COA5111 - Operating Expenses (Non-ESL)	Municipal	\$29,523	\$29,341	\$29,849	\$30,323	\$30,807	\$31,298	\$31,948	\$32,614	\$33,291	\$33,984	\$34,693	\$35,417	\$36,155	\$36,910	\$37,683	
Buildings	Operation	COA7400 - Expenses Relating to Preventative Services - Administration & Inspection	Municipal	\$15,075	\$15,000	\$15,226	\$15,454	\$15,686	\$15,921	\$16,240	\$16,564	\$16,896	\$17,234	\$17,578	\$17,930	\$18,288	\$18,654	\$19,027	
Buildings	Operation	COA7500 - Expenses Relating to Preventative Services - Pest Control	Municipal	\$4,020	\$4,000	\$4,060	\$4,121	\$4,183	\$4,245	\$4,331	\$4,417	\$4,505	\$4,596	\$4,688	\$4,781	\$4,877	\$4,975	\$5,073	
Buildings	Operation	COA7700 - Operating Expenses - Doctors and Other Health	Municipal	\$150,330	\$149,330	\$152,058	\$154,532	\$157,050	\$159,616	\$162,981	\$166,420	\$169,936	\$173,528	\$177,199	\$180,954	\$184,791	\$188,713	\$192,724	
Buildings	Operation	COA8100 - Little Barrens Expenses	Municipal	\$34,122	\$33,800	\$34,597	\$35,230	\$35,874	\$36,534	\$37,363	\$38,212	\$39,082	\$39,973	\$40,885	\$41,821	\$42,778	\$43,761	\$44,767	
Buildings	Operation	COA8107 - The Cub House Expenses	Municipal	\$16,356	\$16,200	\$16,585	\$16,888	\$17,200	\$17,518	\$17,916	\$18,324	\$18,744	\$19,172	\$19,611	\$20,061	\$20,523	\$20,996	\$21,482	
Buildings	Operation	COA8400 - Operating Expenses - Senior Citizens	Municipal	\$4,604	\$4,448	\$4,765	\$4,932	\$5,104	\$5,283	\$5,468	\$5,659	\$5,857	\$6,062	\$6,274	\$6,494	\$6,721	\$6,956	\$7,200	
Buildings	Operation	COA9100 - Operating Costs - Staff Housing	Municipal	\$44,460	\$43,450	\$45,604	\$46,891	\$48,219	\$49,594	\$51,118	\$52,692	\$54,320	\$56,006	\$57,746	\$59,545	\$61,406	\$63,330	\$65,320	
Buildings	Operation	COA9200 - Operating Costs - Other Housing	Municipal	\$1,956	\$1,900	\$2,017	\$2,083	\$2,149	\$2,219	\$2,295	\$2,372	\$2,452	\$2,536	\$2,621	\$2,711	\$2,804	\$2,900	\$2,999	
Buildings	Maintenance	COA10103 - Tip Maintenance Costs	Municipal	\$116,205	\$114,400	\$118,210	\$120,419	\$122,668	\$124,961	\$127,472	\$130,033	\$132,647	\$135,313	\$138,031	\$140,805	\$143,636	\$146,524	\$149,468	
Buildings	Maintenance	COA10709 - Building Maintenance - Public Toilets	Municipal	\$236,016	\$232,194	\$240,185	\$244,711	\$249,323	\$254,023	\$259,103	\$264,285	\$269,571	\$274,963	\$280,461	\$286,072	\$291,792	\$297,628	\$303,581	
Buildings	Maintenance	COA11112 - Building Maintenance - Public Halls & Civic Centres	Municipal	\$138,456	\$156,400	\$140,707	\$143,258	\$145,859	\$148,505	\$151,475	\$154,506	\$157,596	\$160,746	\$163,962	\$167,242	\$170,586	\$173,996	\$177,477	
Buildings	Maintenance	COA11209 - Building Maintenance - Swimming Pool	Municipal	\$7,061	\$7,000	\$7,148	\$7,264	\$7,383	\$7,502	\$7,654	\$7,805	\$7,961	\$8,121	\$8,283	\$8,449	\$8,618	\$8,791	\$8,966	
Buildings	Maintenance	COA11304 - Maintenance - Parks and Reserves	Municipal	\$105,074	\$103,200	\$107,073	\$109,202	\$111,373	\$113,592	\$115,949	\$118,355	\$120,812	\$123,324	\$125,888	\$128,508	\$131,184	\$133,917	\$136,711	
Buildings	Maintenance	COA11305 - Building Maintenance - Sporting Clubs & Pavilions	Municipal	\$109,003	\$117,353	\$110,817	\$112,847	\$114,917	\$117,025	\$119,366	\$121,752	\$124,187	\$126,671	\$129,204	\$131,789	\$134,424	\$137,113	\$139,855	
Buildings	Maintenance	COA11506 - Building Maintenance - Libraries	Municipal	\$5,082	\$5,000	\$5,172	\$5,270	\$5,369	\$5,471	\$5,580	\$5,692	\$5,806	\$5,921	\$6,040	\$6,161	\$6,284	\$6,409	\$6,538	
Buildings	Maintenance	COA11608 - Building Maintenance - Other Culture	Municipal	\$3,431	\$3,390	\$3,480	\$3,540	\$3,602	\$3,663	\$3,737	\$3,813	\$3,888	\$3,967	\$4,045	\$4,125	\$4,209	\$4,293	\$4,378	
Buildings	Maintenance	COA12222 - Building Maintenance - Depots	Municipal	\$21,284	\$21,000	\$21,618	\$22,005	\$22,397	\$22,799	\$23,255	\$23,720	\$24,195	\$24,679	\$25,172	\$25,676	\$26,188	\$26,712	\$27,247	
Buildings	Maintenance	COA12611 - Building Maintenance - Airport	Municipal	\$27,390	\$27,000	\$27,838	\$28,345	\$28,860	\$29,386	\$29,973	\$30,572	\$31,185	\$31,808	\$32,444	\$33,093	\$33,755	\$34,430	\$35,118	
Buildings	Maintenance	COA14501 - Building Maintenance - Administration Building	Municipal	\$70,963	\$70,000	\$72,090	\$73,385	\$74,703	\$76,045	\$77,565	\$79,117	\$80,699	\$82,314	\$83,959	\$85,639	\$87,351	\$89,098	\$90,881	
Buildings	Maintenance	COA14527 - Building Maintenance - Other Property	Municipal	\$15,027	\$14,734	\$15,327	\$15,633	\$15,946	\$16,264	\$16,590	\$16,922	\$17,259	\$17,605	\$17,958	\$18,316	\$18,683	\$19,056	\$19,438	
Buildings	Maintenance	COA4112 - Maintenance - Council Chambers	Municipal	\$603	\$600	\$609	\$618	\$627	\$637	\$650	\$663	\$676	\$689	\$703	\$717	\$732	\$746	\$761	
Buildings	Maintenance	COA5110 - ESL - BFB Building Maintenance Expense	Municipal	\$777	\$770	\$788	\$802	\$817	\$831	\$850	\$869	\$888	\$909	\$929	\$951	\$971	\$993	\$1,016	
Buildings	Maintenance	COA5115 - Building Maintenance Expense (Non-ESL)	Municipal	\$3,694	\$3,600	\$3,797	\$3,908	\$4,023	\$4,142	\$4,270	\$4,402	\$4,538	\$4,679	\$4,825	\$4,975	\$5,130	\$5,290	\$5,456	
Buildings	Maintenance	COA5311 - SES Building Maintenance Expense	Municipal	\$2,029	\$2,000	\$2,066	\$2,109	\$2,155	\$2,203	\$2,257	\$2,314	\$2,373	\$2,433	\$2,494	\$2,557	\$2,622	\$2,688	\$2,757	

Property Works Programme Summary

Asset Sub Type	Activity Type	Activity Description	Funding Type	Year 1 2020/21	Year 2 2021/22	Year 3 2022/23	Year 4 2023/24	Year 5 2024/25	Year 6 2025/26	Year 7 2026/27	Year 8 2027/28	Year 9 2028/29	Year 10 2029/30	Year 11 2030/31	Year 12 2031/32	Year 13 2032/33	Year 14 2033/34	Year 15 2034/35
Buildings																		
Buildings	Maintenance	COA5315 - Building Maintenance - Other Law Order Public Safety	Municipal	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Buildings	Maintenance	COA7709 - Building Maintenance - Doctors & Other Health	Municipal	\$28,497	\$28,000	\$29,026	\$29,585	\$30,157	\$30,738	\$31,352	\$31,979	\$32,619	\$33,272	\$33,937	\$34,616	\$35,308	\$36,014	\$36,734
Buildings	Maintenance	COA8101 - Building Maintenance - Child Care Centres	Municipal	\$49,924	\$49,345	\$50,649	\$51,524	\$52,415	\$53,321	\$54,388	\$55,475	\$56,584	\$57,717	\$58,871	\$60,047	\$61,250	\$62,474	\$63,724
Buildings	Maintenance	COA8401 - Building Maintenance - Senior Citizens Centres	Municipal	\$29,228	\$29,000	\$29,577	\$30,049	\$30,530	\$31,017	\$31,638	\$32,271	\$32,916	\$33,574	\$34,246	\$34,930	\$35,629	\$36,342	\$37,068
Buildings	Maintenance	COA8404 - Building Maintenance - Aged Care Units	Municipal	\$10,075	\$10,000	\$10,193	\$10,355	\$10,520	\$10,687	\$10,901	\$11,118	\$11,341	\$11,569	\$11,799	\$12,035	\$12,276	\$12,521	\$12,772
Buildings	Maintenance	COA9101 - Building Maintenance - Staff Housing	Municipal	\$115,399	\$113,724	\$117,304	\$119,447	\$121,631	\$123,855	\$126,332	\$128,857	\$131,437	\$134,064	\$136,745	\$139,481	\$142,269	\$145,115	\$148,018
Buildings	Maintenance	COA9202 - Building Maintenance - Other Housing	Municipal	\$17,142	\$17,000	\$17,353	\$17,634	\$17,918	\$18,208	\$18,572	\$18,943	\$19,323	\$19,708	\$20,103	\$20,504	\$20,915	\$21,333	\$21,759
Buildings	Renewal	30 Kingsmill Street, Ravensthorpe	Municipal	\$40,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Buildings	Renewal	Construct Animal Holding Pen - Hopetoun	Municipal	\$10,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Buildings	Renewal	Hopetoun Depot Mechanic Workshop And Building Maint Shed	Municipal	\$12,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Buildings	Renewal	Hopetoun Sports Pavilion - Timber Sealing And Painting, Repair Doors, Ceilings, Toilets, Kitchen & other works	Local Roads & Community Infrastructure Grant	\$278,400	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Buildings	Renewal	Little Barrens - Painting	Local Roads & Community Infrastructure Grant	\$10,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Buildings	Renewal	Ravensthorpe Depot Office Refit	Municipal	\$40,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Buildings	Renewal	Ravensthorpe Museum	Municipal	\$4,500	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Buildings	Upgrade	Ravensthorpe Rec Centre - Construction of balcony & grandstand	Drought Community Programme	\$114,149	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Buildings	Renewal	Ravensthorpe Rec Centre - Solar Hot Water System	Local Roads & Community Infrastructure Grant	\$25,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Buildings	Renewal	RCP Demolition and Renewal	Grants & Contributions	\$6,281,072	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Buildings	Renewal	Records Sea Container	Municipal	\$5,500	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Buildings	Renewal	Surgery Upgrade Hopetoun - Painting, maintenance and repairs.	Local Roads & Community Infrastructure Grant	\$11,677	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Buildings	Renewal	Surgery Upgrade Ravensthorpe - Painting	Local Roads & Community Infrastructure Grant	\$21,573	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Buildings	New	Two Mile Ablution Block - New ablution block	Drought Community Programme	\$68,200	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Buildings	Renewal	Water Bomber Tank Upgrade	Municipal	\$2,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Buildings	Renewal	To be confirmed	Municipal	\$0	\$50,000	\$50,000	\$50,000	\$200,000	\$450,000	\$200,000	\$175,000	\$200,000	\$190,000	\$370,000	\$150,000	\$250,000	\$250,000	\$250,000
BUILDINGS TOTAL				\$8,773,127	\$1,926,619	\$1,930,970	\$1,967,763	\$2,155,353	\$2,443,772	\$2,237,417	\$2,257,065	\$2,327,765	\$2,364,537	\$2,592,385	\$2,421,378	\$2,571,515	\$2,622,833	\$2,675,373
Furniture & Fittings																		
Furniture & Fittings	Renewal	Depot Office And Workshop Improvements	Municipal	\$7,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Furniture & Fittings	Renewal	Little Barrens - Cot And Kindy Room Furniture	Municipal	\$6,500	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Furniture & Fittings	Renewal	Office Furniture And Painting	Municipal	\$10,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Furniture & Fittings	Renewal	Surgery Equipment Replacement	Municipal	\$12,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Furniture & Fittings	Renewal	To be Confirmed	Municipal	\$0	\$10,300	\$11,073	\$11,965	\$11,222	\$9,040	\$12,794	\$15,682	\$15,537	\$22,381	\$13,633	\$18,635	\$22,092	\$22,208	\$22,612
FURNITURE & FITTINGS TOTAL				\$35,500	\$10,300	\$11,073	\$11,965	\$11,222	\$9,040	\$12,794	\$15,682	\$15,537	\$22,381	\$13,633	\$18,635	\$22,092	\$22,208	\$22,612
TOTAL PROPERTY WORKS EXPENDITURE				\$8,908,627	\$1,936,919	\$1,942,043	\$1,979,728	\$2,166,575	\$2,452,812	\$2,250,211	\$2,272,747	\$2,343,302	\$2,386,918	\$2,606,018	\$2,440,013	\$2,593,607	\$2,645,041	\$2,697,985

Key Assumptions

A number of key assumptions are made in preparing forecasts of required portfolio expenditure. They are that:

- Property assets will remain in Council ownership throughout the period covered by this AMP, unless specifically detailed otherwise.
- Standards, Acts and Regulations associated with property assets will remain essentially the same over the AMP life.
- Expenditure projections allow for no inflation.
- Operation and maintenance costs are based primarily on planned programmes where available. Where not available, cost projections are based on historical expenditure trends which are not necessarily a sound indicator of future need, nor are tied to actual activities.
- Renewal programmes have been based primarily on defined works programmes where available. Where not available, programmes are based on either modelling projections, historical cost and/or annual depreciation rates.
- Upgrade, acquisition/construction and disposal programmes are based on defined works programmes. Where not available, programmes are based on either modelling projections and/or historical cost.
- Inventory information used in calculations is the latest available at hand, but consideration of overall data confidence levels is critical when using this AMP.
- Unit costs and assumed asset lives are the Shire's but do not necessarily represent actual asset performance.
- Historical expenditure reports split by activity may contain expenditure that was actually expended on different activities.

Accuracy of future financial forecasts may be improved in future revisions of this AMP by the following actions.

- Developing planned maintenance schedules and associated budget(s).
- Developing and implementing an ongoing building inspection programme.
- Developing a long term capital works programme.

Appendix G – Asset Ratios

Background

On an annual basis each WA local government reports seven key performance indicators (KPIs) (available within the Annual Report). Of these, three KPIs reflect the performance of the Shire's assets. These KPIs are useful in determining:

- the current physical state of the asset portfolio
- how sufficient past renewal expenditure was
- whether sufficient future renewal expenditure is being allowed for

Asset Consumption Ratio

The ratio is a measure of the condition of the Shire's physical assets, by comparing their condition based fair value (what they're currently worth) against their current replacement cost (what their replacement asset is currently worth as new). The ratio highlights the aged condition of the portfolio and has a target band of between 50%-75%. Non-depreciating assets (e.g. land etc.) should be excluded from the calculation.

Depreciated Replacement Cost (Fair Value) of Depreciable Property Assets
Current Replacement Cost of Depreciable Property Assets

Asset	DRC (FV Buildings Only)	CRC	ACR
Amenity Buildings	\$757,065	\$1,389,708	54%
Community Buildings	\$9,194,350	\$17,658,497	52%
Emergency Service Buildings	\$1,380,470	\$2,199,291	63%
Operations Buildings	\$2,004,494	\$4,996,282	40%
Recreation Buildings	\$8,895,257	\$15,773,999	56%
Residences	\$2,585,675	\$4,617,194	56%
Transport Buildings	\$293,298	\$484,004	61%
Ancillary Assets	Unknown	\$15,707	Unknown
Total	\$25,110,610	\$47,134,681	53%

Table 15: Property Assets Consumption Ratios

Asset Sustainability Ratio

The ratio is a measure of the extent to which assets managed by the Shire are being replaced as they reach the end of their useful lives. The ratio is essentially past looking, and is based upon dividing the average annual depreciation expense of the property asset portfolio by the average annual renewal expenditure, for a number of past years (e.g. 3). The ratio has a target band of between 90%-110%.

$$\frac{\text{Property Asset Renewal Expenditure}}{\text{Property Asset Depreciation}}$$

Asset	4 Year Average	ADE	ASR
All building assets	\$305,410	\$644,104	47%
Total	\$305,410	\$644,104	47%

Table 16: Property Assets Sustainability Ratios

Asset Renewal Funding Ratio

The ratio is a measure as to whether the Shire has the financial capacity to fund asset renewal as and when it is required over the future 10 year period. The ratio is calculated by dividing the net present value of planned renewal expenditure over the next 10 years in the LTFP, by the net present value of planned renewal expenditure over the next 10 years in the AMP. The same net present value discount must be applied in both calculations. The ratio has a target band of between 95%-105%.

$$\frac{\text{NPV of LTFP Planned Renewal Expenditure over the next 10 years}}{\text{NPV of AMP Required Renewal Expenditure over the next 10 years}}$$

Asset	LTFP	AMP	ARFR
All building assets	\$8,297,362	\$8,118,588	102%
Total	\$8,297,362	\$8,118,588	102%



RECREATION ASSET MANAGEMENT PLAN

PART 1 - SUMMARY

Version 1.4

December 2020

CONTENTS

Executive Summary	1
Background & Objectives	2
Purpose of this Asset Management Plan	2
Focus of this Asset Management Plan	2
Corporate Document Relationships	2
Time Period of the AMP and Review Process	2
Service Levels	3
Introduction	3
Service Level Performance	3
Service Demand	3
Historic Demand	3
Future Demand	4
Demand Management	5
Lifecycle Management Plan	5
Recreation Portfolio Physical Parameters	5
Recreation Portfolio Condition	6
Lifecycle Management Strategies	6
Financial	6
Projected Expenditure Requirements	7
Plan Improvement & Monitoring	7
Performance Measures	7
Improvement Plan	8

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Executive Summary

The Shire of Ravensthorpe owns and maintains a range of assets that help to support the delivery of a recreation service. This includes softscape, hardscape, sports equipment, irrigation and so on.

This document is the Shire's Asset Management Plan (AMP) for the recreation portfolio (parks, gardens and natural areas). It outlines the activities that will be carried out over the next 15 years. In the future, it will also detail the service levels (standard) the Shire will provide and the resources required to deliver them.

While the document is comprehensive, it is also evolving with the Shire's practice maturity. As such there are a number of actions that have been identified that will improve the AMP's accuracy over time. All readers of this AMP must understand its limitations and applied assumptions before acting on any information contained within it. All information within this AMP is fully detailed within a separate Part 2 document.

Overall, the AMP has determined that the portfolio is worth approximately \$5.8m, consisting of 20 different 'places'. However, assets within these places have not been mapped and formally recorded within an asset management system. As such, the condition, and some fair values and depreciation expenses of recreation assets is not known. Furthermore, assets cannot be effectively managed using sound asset management practices.

Historically, the Shire has not routinely monitored any service performance indicators for the recreation service. As such, there is a lack of clear links between the assets owned, the service quality and service outputs. That is, it is unclear as to what recreation services the community requires and is willing and able to pay for.

Looking forward, the Shire's recreation service may experience some service demand change. Influences such as business needs & preferences, climate change, government policy, legislation & compliance, litigation, technology and visitor changes are regarded as likely to have the greatest affect.

In order to improve the Shire's management practices, a number of key tasks have been identified. These have been listed within the Improvement Plan for future implementation.

Background & Objectives

Purpose of this Asset Management Plan

This document is an Asset Management Plan (AMP) for the Shire's Recreation assets. These are typically defined as infrastructure located within parks, gardens, ovals etc., but excluding buildings and paths. The AMP documents how the Shire will manage the assets, to what standard (service levels) and what the associated long term costs will be.

Focus of this Asset Management Plan

The AMP focuses on recreation assets. The number of recreation 'places' that make up the portfolio, and their values, are detailed in Table 1.

Place Type	Quantity	Area (sq.m.)	Current Replacement Cost
Active places	8	Unknown	\$4,404,976
Natural places	2	Unknown	\$75,141
Passive places	6	Unknown	\$572,212
Tourism places	2	Unknown	\$263,599
Water places	2	Unknown	\$522,202
Total	20	Unknown	\$5,838,130

Table 1: Assets covered by the Recreation AMP

Corporate Document Relationships

This AMP integrates with the other following Shire documents:

- Strategic Community Plan
- Corporate Business Plan
- Long Term Financial Plan
- Annual Budget

Time Period of the AMP and Review Process

The Asset Management Plan covers a 15 year period. It will be reviewed during annual budget preparation and amended to be kept up to date.



Service Levels

Introduction

Service Levels describe the standard (e.g. quality) that the Shire provides from its recreation assets. These have been developed through the consideration of strategic inputs, policy inputs and perceived customer requirements. The process through which the Shire's Service Levels were developed is found in Appendix B.

Service Level Performance

Table 2 details the service level performance that the Shire is currently achieving.

KPI	Performance	Tactic
Accessibility	Unknown	Monitoring current performance
Affordability	Unknown	Monitoring current performance
Availability	Unknown	Monitoring current performance
Condition & Quality	Unknown	Monitoring current performance
Environmental sustainability	Unknown	Monitoring current performance
Reliability	Unknown	Monitoring current performance
Safety	Unknown	Monitoring current performance

Table 2: Service Level Performance

Service Demand

This section summarises likely factors that may affect the demand for recreation services over the life of the AMP. Full details of past and future demand factors are recorded in Appendix C.

Historic Demand

The following table outlines the key factors that may have affected historical service demand change.

Driver Type	Effect	Demand Change
Population	Shire population up by 39 people (+22%) from 1,410 (2001) to 1,725 (2016). However, population has fallen from 2,110 to 1,725 between 2011 and 2016.	Changing

Demographic	Decrease of 321 people in 0-39 years (-5%) age groups between 2001 and 2016. Increase of 354 people in 40+ years (+56%) age groups between 2001 and 2016. Median age increase from 37 to 45 between 2001 and 2016.	Decrease in young person activities (e.g. active recreation). Increase in older person services (e.g. passive recreation).
Recreation Participation	Participation rates continue to fall slightly year on year across the general WA population. Walking remains the most popular activity for recreation.	Decrease in active recreation services. Increase in passive recreation services.
Tourism	Golden Outback (within which the Shire sits) visitor numbers up from 2.2m (2015) to 2.5m (2019).	Increase
Climate	Annual rainfall up from approximately 400mm to 480mm (1902 to 2019). Annual monthly mean maximum temperatures seem relatively stable.	Decrease in costs and ability to maintain service levels.

Table 3: Historic Demand Drivers

Future Demand

Consideration was given to six possible future demand drivers that may influence demand on the provision of recreation based services.

Driver Type	Effect
Political	Moderate increase to improve asset management practices.
Economic	Increase from higher energy and water costs, and possibly to implement water use minimisation initiatives. Long term financial sustainability seems questionable, but requires further investigation.
Social	Changing demand due to population decrease and possible recreation participation decline. Changing/increasing needs due to an ageing population. Increase from higher tourist numbers.
Technological	Opportunity to decrease maintenance costs through implementation of emerging technologies.
Legal	Neutral, no identified drivers.
Environmental	Increase in costs due to climate change and possible implementation of water use minimisation strategies.

Table 4: Future Demand Drivers

Demand Management

A review of past and future demand factors shows that recreation service demand change has occurred, and will also likely occur into the future. Shire staff believe that at present, the largest likely drivers of change will be:

- Business needs & preferences
- Climate change
- Government policy, legislation & compliance
- Litigation
- Technology
- Visitor changes

To mitigate/plan for these demand changes, the Shire has undertaken/will undertake the following initiatives:

- Implement water friendly designs for parks and gardens, lowering reliance on water (dry climate planting), improving water reuse, and designing for significant storm events.
- Work with the resources industry on recreation facility planning and funding under Corporate Social Responsibility.
- Review the future recreation needs of the community against a changing population size and demographic profile.
- Keep abreast of policy, legislation and compliance changes and adapt to meet them.
- Continue to align the recreation service with the needs of tourists/visitors.

Lifecycle Management Plan

The lifecycle management plan details how the Shire intends to manage and operate its recreation portfolio at the agreed service levels. Full details of the portfolio can be found in Appendix D.

Recreation Portfolio Physical Parameters

Place Type	Quantity	Current Replacement Cost	Fair Value	Annual Depreciation
Active places	8	\$4,404,976	\$2,857,304	\$105,262
Natural places	2	\$75,141	\$30,250	\$1,750
Passive places	6	\$572,212	\$331,422	\$13,313
Tourism places	2	\$263,599	\$143,428	\$5,965
Water places	2	\$522,202	Unknown	Unknown
Total	20	\$5,838,130	\$3,362,405	\$126,290

Table 5: Recreation Portfolio Physical Parameters

Recreation Portfolio Condition

The condition of recreation assets is not currently known.

Lifecycle Management Strategies

Operation & Maintenance Strategy

The Shire seeks to progress to a point whereby it employs preventative maintenance strategies wherever possible, to maximise asset performance and minimise long terms costs. Each park's strategy will be specifically designed for its own requirements. Technical maintenance service levels will be documented, and reflected within this AMP. All planned maintenance activities will also be individually costed, and these then used to inform the long term budget requirements.

Renewal Strategy

Recreation assets are periodically inspected to determine their condition, on a 1 (new/very good) to 5 (very poor/failed) scale. The results are then modelled to predict assets' potential year of renewal. Shire staff then inspect these assets to determine the timing, scope and budget of any future renewal project. Projects are listed on a consolidated long term works program. At present further improvements are required on this works programme.

Upgrade/New Strategy

The need for new and/or upgraded assets (e.g. to meet a service deficiency) are identified from a number of potential sources. Each potential project is investigated by staff and where valid, often prioritised against similar projects. Approved projects are then listed onto the works programme. An improvement project to consider a single common prioritisation framework has been listed.

Disposal Strategy

The Shire does not frequently dispose of recreation assets. Where a potential need is identified, then this is considered by staff and (in some cases) Council.

Financial

This section contains the financial requirements resulting from all the information presented in this AMP. A detailed financial model is recorded in Appendix F.

Projected Expenditure Requirements

Year	Operation & Maintenance	Renewal	Upgrade & New	Disposal	Total
2020/21	\$223,190	\$1,253,317	\$0	\$0	\$1,476,507
2021/22	\$253,934	\$126,000	\$0	\$0	\$379,934
2022/23	\$202,403	\$126,000	\$0	\$0	\$328,403
2023/24	\$206,885	\$126,000	\$0	\$0	\$332,885
2024/25	\$211,480	\$126,000	\$0	\$0	\$337,480
2025/26	\$216,183	\$126,000	\$0	\$0	\$342,183
2026/27	\$221,176	\$161,000	\$0	\$0	\$382,176
2027/28	\$226,294	\$176,000	\$0	\$0	\$402,294
2028/29	\$231,540	\$126,000	\$0	\$0	\$357,540
2029/30	\$236,922	\$176,000	\$0	\$0	\$412,922
2030/31	\$242,438	\$126,000	\$0	\$0	\$368,438
2031/32	\$248,096	\$126,000	\$0	\$0	\$374,096
2032/33	\$253,899	\$171,000	\$0	\$0	\$424,899
2033/34	\$259,855	\$126,000	\$0	\$0	\$385,855
2034/35	\$265,960	\$176,000	\$0	\$0	\$441,960

Table 6: Recreation Asset Projected Expenditure Requirements

Plan Improvement & Monitoring

This Section of the AMP outlines the degree to which it is an effective and integrated tool within the Shire. It also details the future tasks required to improve its accuracy and robustness.

Performance Measures

The effectiveness of the AMP will be monitored by the performance of the three statutory ratios that the Shire reports on. Each ratio is described in Appendix G. The Shire's current performance is recorded in Table 7.

Year	Asset Consumption Ratio	Asset Sustainability Ratio	Asset Renewal Funding Ratio
2020	58% (in target)	131% (above target)	68% (below target)

Table 7: AMP Performance Measures

Improvement Plan

The asset management improvement plan generated from this AMP is shown in Table 8.

Task No	Task	Timeline
1	Define the physical boundaries of recreation places via mapping.	Dec' 2021
2	Collect spatially referenced inventory and condition data for all recreation assets.	Dec' 2021
3	Revalue all recreation assets.	Dec' 2021
4	Develop a condition based renewal works programme, combined with upgrade and new projects.	Dec' 2021
5	Develop OPEX service levels with associated budgets.	Dec' 2021
6	Review the demand versus capacity of each recreation place.	Dec' 2021
7	Review the frequency of recreation asset safety & maintenance inspections to minimise potential litigation.	Dec' 2021

Table 8: Recreation AMP Improvement Plan



RECREATION ASSET MANAGEMENT PLAN

PART 2 - DETAILED

Version 1.4

December 2020

APPENDICES

Appendix A – Legislation, Acts, Regulations & Standards.....	3
Appendix B – AMP Stakeholders & Service Levels.....	5
Appendix C – Demand.....	10
Appendix D – Portfolio Physical Parameters.....	20
Appendix E – Lifecycle Management Strategies	24
Appendix F – Financial Model.....	30
Appendix G – Asset Ratios	32

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Appendix A – Legislation, Acts, Regulations & Standards

This section provides details on all legislation, standards, policies and guidelines that should be considered as part of the management practices of the Shire's recreation assets.

Legislation, Acts & Regulations

- Local Government Act 1995
- Environmental Protection Act 1986
- Environment Protection Act (unauthorised discharges) Regulations 2004
- Building Code of Australia
- Aboriginal Heritage Act 1972
- Aboriginal Heritage Regulations 1974
- Native Title Act 1999
- Dangerous Goods Safety Act 2004
- Poisons Act 1964
- Dept. of Employment & Workplace Relations – Code of Practice – Management of Hazardous Substances (NOH:1994)
- Health Act 1911
- Wildlife Conservation Act 1950
- Dividing Fences Act (1961)
- Rights in Water and Irrigation Act 1914
- Contaminated Sites Act 2003
- Contaminated Sites Regulations 2006
- Health (Pesticides) Regulations 1956
- Bush Fires Act 1954
- Occupational Health and Safety Act 1984
- OSH Regulations 1996
- Disability Discrimination Act 1992
- Disability Services Act 1993
- Disability Services Regulations 2004
- Agriculture and Related Resources Protection (European House Borer) Regulations
- Agricultural and Veterinary Chemicals Act 1994
- Agriculture and Related Resources Protection Act 1976
- Biological Control Act 1986
- Energy Safety WA Code of Practice for Personnel Electrical Safety for Vegetation Control Works near Live Powerlines
- WA Dept. of Sport & Recreation (Sports Dimensions for Playing Fields)
- AS 4373-2007 Pruning of Amenity Trees
- AS 26983-1990 Plastic Pipes & Fittings for Irrigation
- AS/NZS 4486.1 – 1997 Playgrounds & Playground Equipment

Standards

- AASB 5 Non-Current Assets Held for Sale and Discontinued Operations
- AASB 13 Fair Value Measurement
- AASB 116 Property, Plant and Equipment
- AASB 118 Revenue
- AASB 136 Impairment of Assets
- AASB 138 Intangible Assets
- AS/NZS 4360: 2004 – Risk Management
- ISO 31000 – Risk Management
- ISO 55000 – Asset Management
- All other relevant State and Federal Acts & Regulations

Shire Policies

- F2 – Purchasing
- WS8 – Conservation of Flora and Fauna
- WS9 – Streetscape Management – Registration of Street Lawns and Gardens
- WS10 – Streetscape Management – Maintenance of Council Land and Road Verges
- WS14 – Street Trees
- WS7 – Urban Revegetation and Greening
- WS13 – Dangerous Trees on Private Property
- WS11 – Street Verge Treatments
- WS1 – Asset Management
- WS12 – Tree Management in Urban Areas and Public Reserves

Appendix B – AMP Stakeholders & Service Levels

Process for Developing Potential Service Levels

In developing the service levels for the recreation portfolio, the Shire has generally applied the framework as set out in the IIMM. The process broadly applies five steps, being:

- Identify service attributes important to customers
- Define the delivered customer service levels
- Develop performance measures
- Consult with customers
- Make service level based decisions

Strategic Community Plan (SCP) Drivers

The Shire's SCP contains long term goals for the delivery of services to its community. The SCP was reviewed in order to identify any goals that may directly relate to the recreation service. The following table outlines those that may influence this AMP's service levels.

Outcome	Shire Service Outcomes
Community: This is a safe and close-knit community where families and people of all ages have access to the services and facilities they need, and there is plenty to do and enjoy	Licence to provide community pool to the public, operating in the summer months. Sport and recreation facilities for use by the community and visitors.
Natural Environment: The natural environment is protected and resources and waste are sustainably managed	Weed and animal pest management.

Table 1: Strategic Community Plan Goals Aligned to the Recreation Portfolio

Consideration of the Outcomes listed above shows that the following recreation service areas are of high importance to the SCP. These may then be considered by the final service levels within this AMP:

- Accessibility (community)
- Availability (community)
- Environmental sustainability (natural environment)

AMP Stakeholders

Analysis of the Shire's recreation service revealed that there a number of major stakeholder groups. These stakeholders are identified below and while there may be other minor stakeholders, they have not been specifically considered by this AMP.

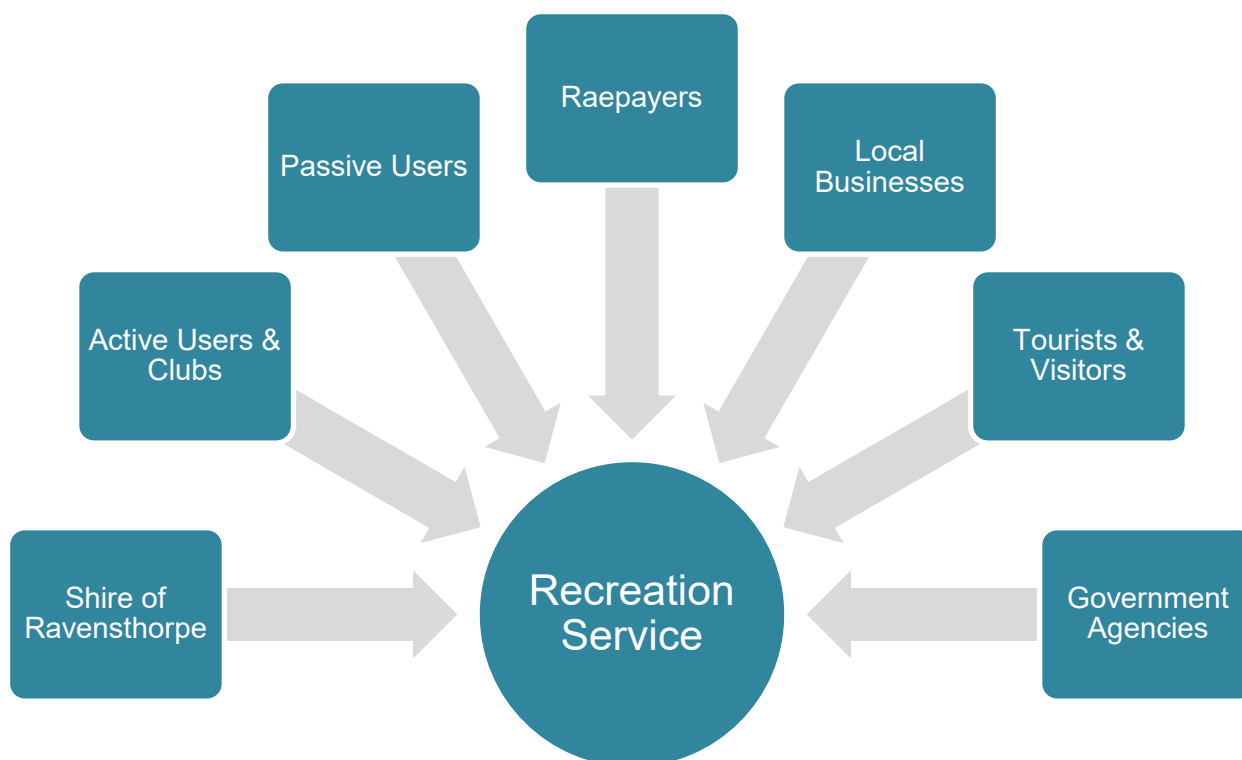


Figure 1: Recreation Stakeholders

Service Attribute Workshop

During June 2020 Shire staff considered each stakeholder group to identify the service attributes that are most important to them. Those frequently occurring, when combined with the SCP drivers, form the basis of this AMP's service levels. The results from the staff workshop are shown below. In the future, once the Shire is able to consistently monitor service level performance, as well as link this to cost, it intends to undertake stakeholder consultation.

Stakeholder	Top Three Recreation Service Attributes		
Shire	Compliance	Condition	Accessibility & Availability (tied)
Active Users & Clubs	Affordability	Availability	Accessibility & Condition (tied)
Passive Users	Availability	Affordability	Safety
Community Groups, Residents & Land Owners	Affordability	Accessibility	Availability
Ratepayers	Affordability	Accessibility	Availability, Reliability, Quality (tied)

Local Business	Accessibility, Affordability, Availability & Reliability (tied)		
Tourists & Visitors	Aesthetics	Accessibility, Condition, Flexibility, Quality, Safety (tied)	
Government Agencies	Accessibility	Compliance	Environmental sustainability & safety (tied)

Table 2: Important Stakeholder Recreation Service Attributes

From the above analysis, the following service attribute(s) have been selected for service levels.

- Accessibility (22 occurrences)
- Affordability (20 occurrences)
- Availability (20 occurrences)
- Condition (9 occurrences)
- Quality (9 occurrences)
- Reliability (9 occurrences)
- Safety (10 occurrences)

Service Level Targets and Performance

By considering the potential service attributes from the SCP and stakeholder analysis, the following KPIs will be used to monitor service delivery performance.

KPI	Driver	Level of Service	Performance Measure	Target	Current	Data Confidence
Accessibility	SCP & Stakeholders	Recreation places are accessible to all users.	Percentage of recreation places that comply with Disability and Discrimination Act requirements.	-	-	-
Affordability	Stakeholders	Recreation places are affordable for users.	Percentage of survey respondents at least satisfied with the cost to access recreation places.	-	-	-
Availability	SCP & Stakeholders	Recreation places are available to use when required.	Percentage of days per annum that all recreation places are available to use when required.	-	-	-
Condition & Quality	Stakeholders	Recreation assets are of a suitable quality.	Percentage of recreation assets above their renewal intervention condition level.	-	-	-
Environmental sustainability	SCP	Natural recreation places are weed and pest free.	Percentage of natural recreation places that have declared weed and pests presents.	-	-	-

Reliability	Stakeholders	Recreation assets are reliable.	Percentage of days per annum with no unplanned asset failures.	-	-	-
Safety	Stakeholders	Ensure effective management of risks to health in accordance with relevant legislation and community needs.	Percentage of compliance, safety and maintenance defects corrected within intervention targets.	-	-	-

Table 3: Service Level Targets and Performance

Appendix C – Demand

Background

Council's fundamental role is to provide services to its community and stakeholders. These services are often underpinned by assets. Predicting future demand for services (e.g. active reserves) is important to ensure that the appropriate assets are provided and maintained.

This section of the AMP looks broadly at both historical and future levels of recreation demand. Readers should be aware though that as with any demand forecasting, prediction is rarely ever 100% correct.

Historic Recreation Demand

To ascertain historical influences on recreation service demand, a range of different demand sources have been considered, as follows.

Population Change

The overall population of the Shire (Figure 2) between 2001 and 2016 has risen from 1,410 to 1,725. This increase of 315 people (+22%) suggests that population driven service demand may also have risen.

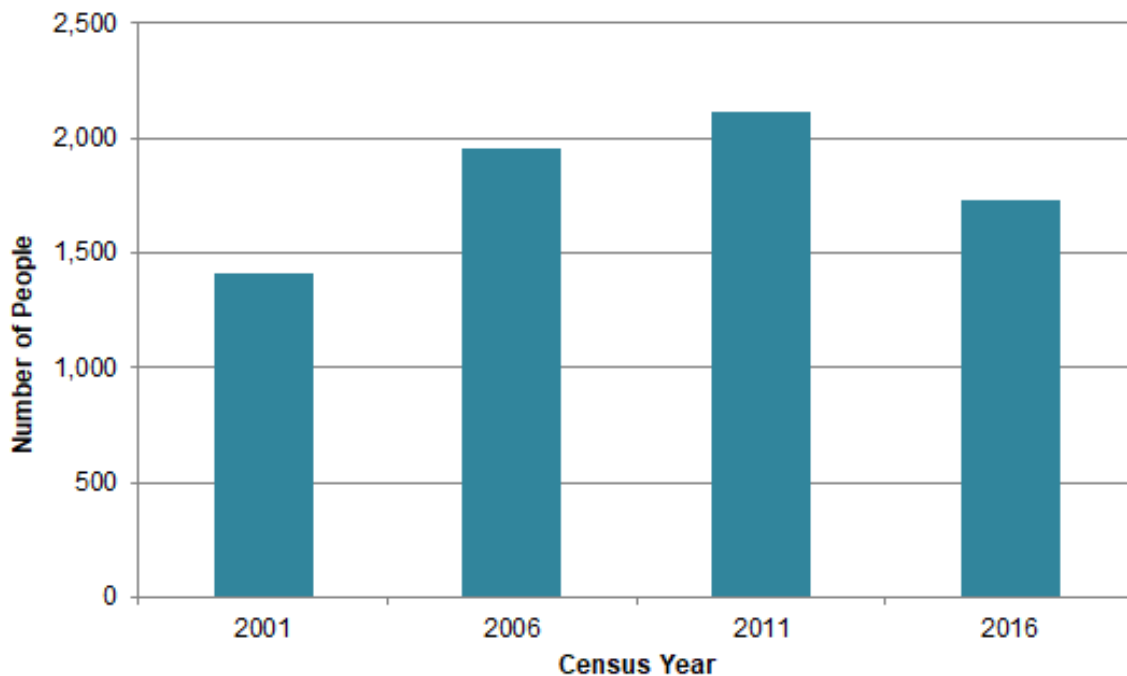


Figure 2: ABS Population & Demographic - Shire of Ravensthorpe 2001-2016

Demographic Change

Over the 2001 to 2016 period, the median age has increased from 37 to 45. As such, demographic change is likely to have had a possible effect on the demand for different recreation services. A fall of 39 people was noted in the 0-39 age group. As a result, participation in active recreation may have fallen. Conversely, an increase of 354 people is noted from 40+ years of age. This may have increased the demand of passive recreation services. The net result may be that the Shire’s recreation assets may not align with the community’s service needs. As such, an improvement action to review recreation capacity versus demand is listed.

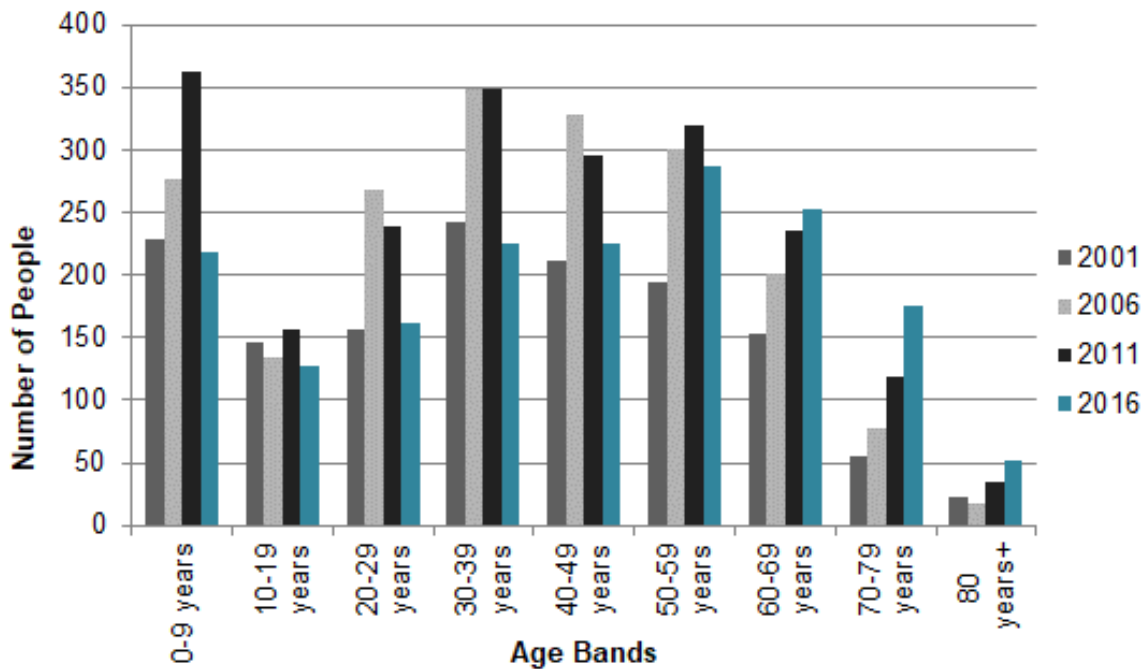


Figure 3: ABS Census Demographics - Shire of Ravensthorpe 2001 to 2016

Recreation Participation Change

The ABS Participation in Sport and Physical Recreation Survey was last conducted in 2013-14. Within Australia, walking for exercise remained the most popular activity with a participation rate of 19.2%. The second and third most popular activities were fitness/gym (17.4%) and jogging/running (7.4%) respectively.

Within WA (Figure 5), participation rates peaked at around 75% in 2002 and have since steadily fallen to 63% in 2013. If this trend is also representative of the Shire's population, then it is important, as this could offset some demand variation from an increasing population size. However, this position cannot be categorically determined without the assistance of a local participation/usage survey. The survey has been listed as an improvement action.



Figure 4: ABS Sport and Recreation Participation Rates

Tourist & Visitor Numbers Change

Outside of immediate local demand, there may be potential demand from visitors to the Shire, whether day trippers or tourists. Figures from Tourism WA show that over the past five years, the estimated number of visitors to/within WA have risen from 31.0million in 2015 to 36.3million in 2019. Figures show that 7% of visitors go to the 'Golden Outback' region (within which the Shire sits). Assuming that a portion of these visitors may visit the Shire, increases in WA tourist numbers may have resulted in increasing demand of parks services and assets.

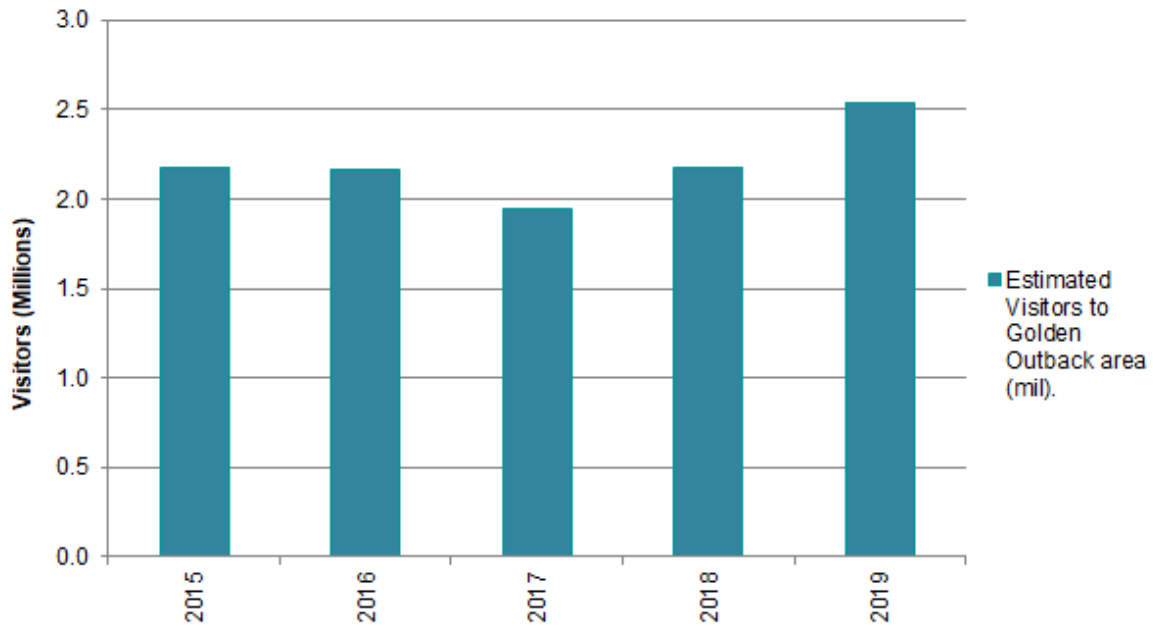


Figure 5: Estimated Golden Outback Visitors (Source: Tourism WA May 2020)

Rainfall Change

Consideration of historical annual rainfall may provide an indication of climate change and whether recreation services will need to change to meet water security challenges. Figure 6 shows the annual total rainfall at Ravensthorpe from 1902 to 2019. It can be seen from the trend line that annual rainfall levels have risen from ~400mm to ~480mm. As such, if this trend were to continue, then water sustainability for irrigated parks areas may become less of an issue. Conversely, drainage improvements may be required.

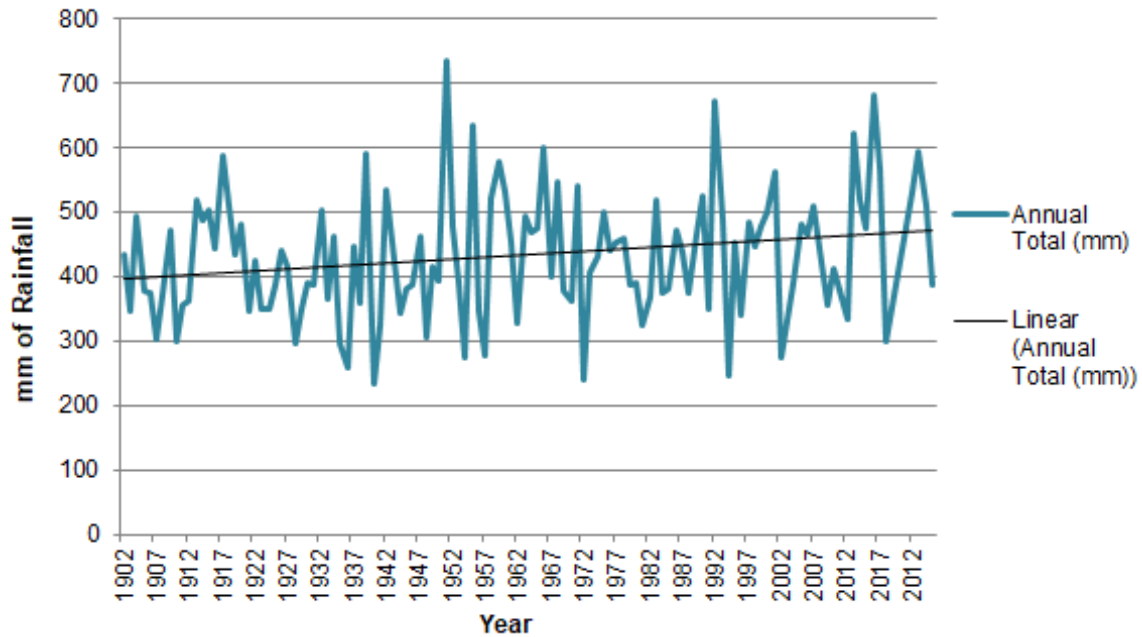


Figure 6: Ravensthorpe Weather Station Historical Annual Rainfall

Temperature Change

A review of the historical annual monthly mean maximum temperatures shows that between 1962 and 2019, there has been no significant increase in temperatures, with the exception of the 2019 year. If average maximum temperatures do rise, then this is likely to affect a number of recreation assets. Over time, this change may affect the management and operational costs of recreational areas, facilities and services, resulting in additional budgetary demands. For now though, the evidence suggests that this is not a significant driver of change.

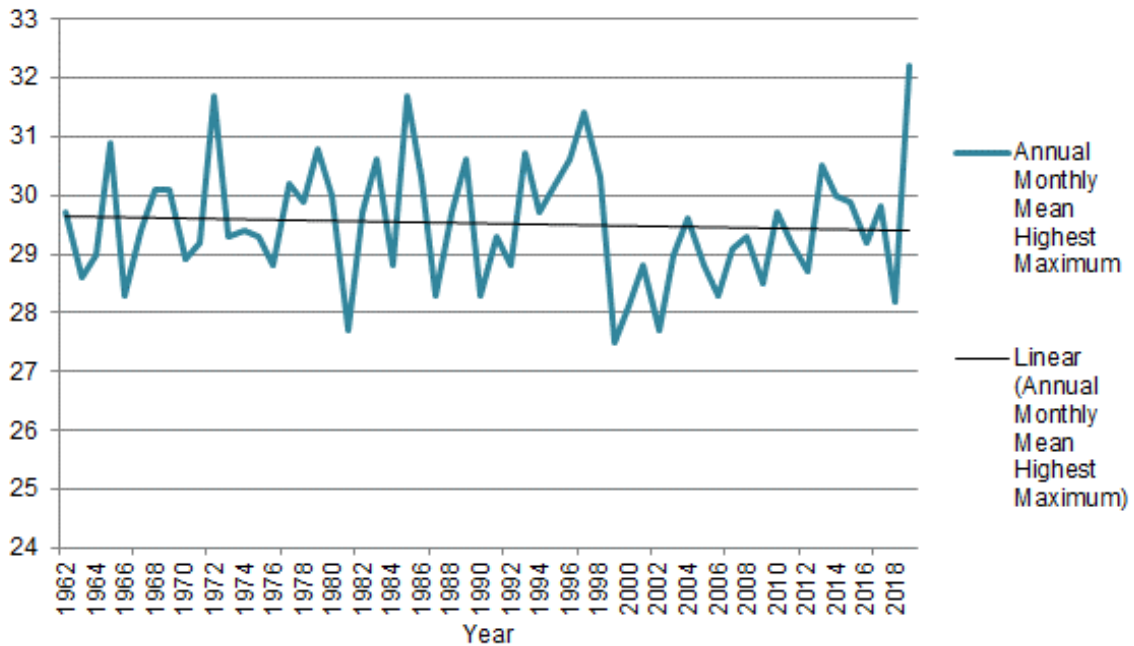


Figure 7: Ravensthorpe Weather Station Historical Annual Monthly Mean Maximum Temperature

Future Demand Drivers

In order to identify future demand pressures on the Recreation Portfolio (both positive and negative), six driver categories have been considered. Drivers such as these will not only influence actual usage levels, but also possibly require future resources to meet specific needs or goals. Each of these demand drivers are discussed below and their effect summarised. The exact effects of many of these drivers are difficult to quantify and may also require further study and research.

Political

- ↑ IPRF - Integrated Planning and Reporting requirements continue to demand improvements to the Shire's asset management practices – Expected to continue to drive improved practices and hence require additional resources over the medium term.
- ↔ Policy & Strategy - Council has the ability to change (up or down) the quality of recreation service levels and hence affect costs – Considered unlikely to significantly change.
- ↔ POS Provision – The WAPC determines a minimal provision of public open space of 10% of gross residential area. Any future population growth would drive residential developments, and the generation of new recreation areas. – The addition of significant new POS areas is unlikely to occur from residential development.
- ↔ Rate Capping – There has been low levels of discussion within WA on the potential introduction of rate capping. This may affect the ability to fund the recreational service appropriately, especially if funding gaps exist. – Considered unlikely to occur at present.
- ↔ External Funding – The Shire is reliant on external funding sources (E.G CSRFF) to develop and renew a range of recreation assets. Any reduction in these would severely affect the Shire's ability to sustain the current service levels – Represents a risk, however the Shire can only react to changes as they occur.

Economic

- ↑ Energy & Water Costs and Availability – The recreation service consumes both energy and water resources. Both are highly political subjects and have experienced significant cost increases over the past 15-20 years. Security and availability may become an issue with climate change. – Possibly requires further investigation and planning.
- ↔ Construction & Maintenance Costs – If future cost rises are above normal CPI levels, or indeed rate increase levels, then the recreation service could become increasingly expensive to provide – Given that the service is considerably cheaper to provide than other Shire services, major changes are not considered to have a large effect on long term costs at this stage.

- ↑ Financial Sustainability - A review of the MyCouncil website shows that two of the three ratios have been consistently below their target bands. Furthermore, the asset consumption ratio appears to have been calculated incorrectly. – Some medium to long term concerns.

Social

- ↓ Population - State forecasts suggest that the Shire's population is likely to fall in four of its five scenarios. With a historical change of -3.6% per annum (2011-16) Band A may be the most likely scenario. This projects a population of 845 by 2031 – Likely to result in a decrease in service demand.

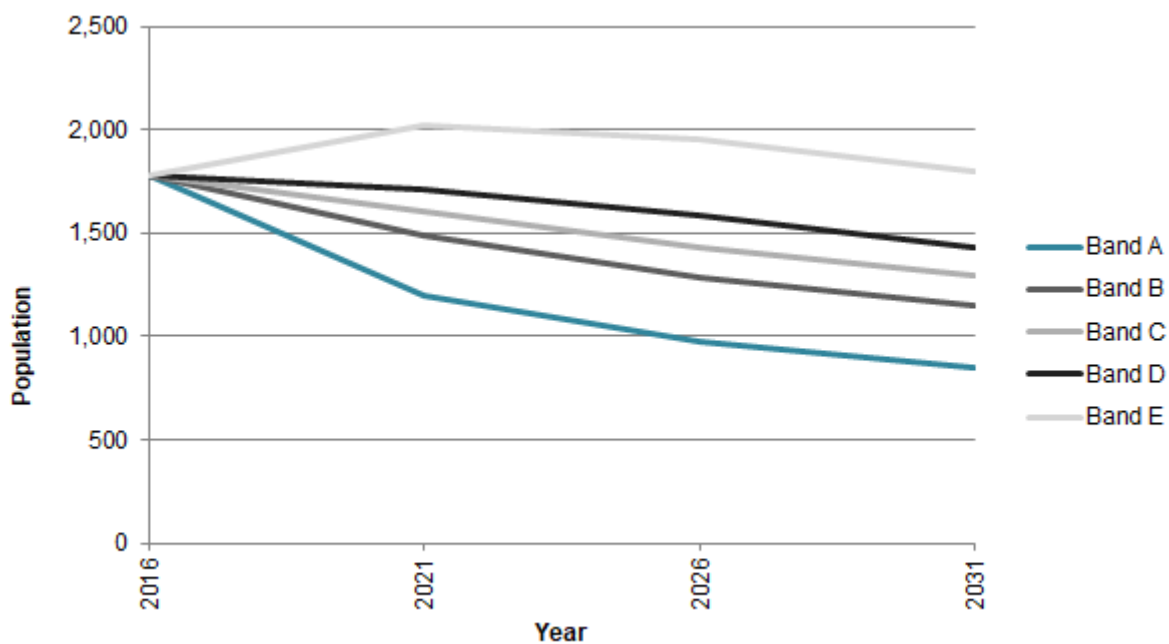


Figure 8: WA Tomorrow Population Forecasts

- ↑ Demographics - If the ageing population (higher median age) trend continues, then it is likely that service demand change will occur. An increase for passive recreation could be expected, along with falling demand for active recreation - Demographics is likely to be a significant driver of change.
- ↔ Social Disadvantage – The Shire has an index score for socio-economic advantage and disadvantage of 983. This places it at the 50 percentile within WA. This suggests that there may be occasional access barriers to recreation services (e.g. cost) - Considered a negligible influence on service demand.
- ↑ Tourism - With past figures suggesting an increase in visitor numbers to the 'golden outback' region of WA, service demand change seems to have occurred. In addition, increasing tourism within WA seems to be a key commitment of the state government. Furthermore, the Shire's own Strategic Community Plan commits to developing tourism – Likely to remain a growing demand source.
- ↓ Participation Rates - ABS' Sport and Recreation Participation surveys show that since 2002, participation has fallen by around 11.9% to 2013. If this decline of around -

1.08% per annum were to continue, then participation rates may fall to around 49% by 2036. - As shown in Figure 9, when combined with a projected population decrease, will significantly reduce the actual number of recreation participants within the Shire and hence service demand.

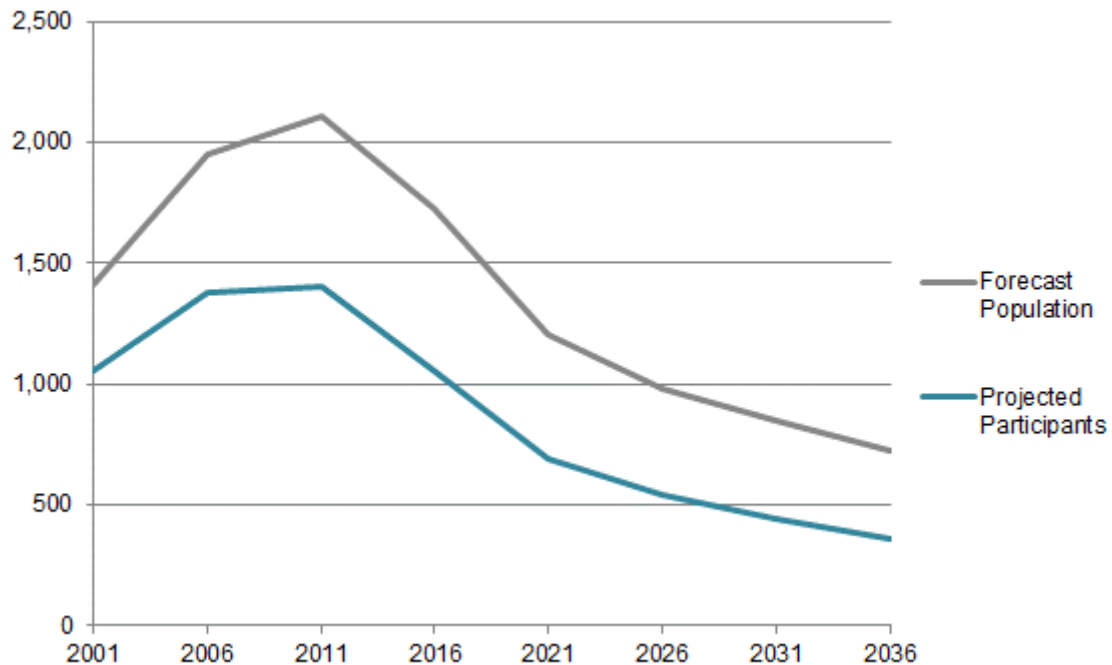


Figure 9: Shire Projected Recreation Participation Rates

Technological

- ↓ Technology Affecting Participation Rates – Changes in technology may affect traditional recreation participation. For example, augmented reality, social media and e-sports/gaming may reduce participation levels – Seems possible, ABS figures point to falling participation rates.
- ↓ Technology Assisting Maintenance - Technology change may enable the refinement of operation and maintenance techniques. For example software such as GIS can be used to map reticulation head locations and water coverage to identify areas of over or under watering. Robotics may automate activities such as mowing. The net effect may be a reduction in costs – Seems likely at this point in time.

Legal

- ↔ Litigation – At present, the inspection process is based upon cyclic maintenance schedules. Improvements, by way of greater formalisation, could be made. The development of a more robust procedure has been listed as an improvement action. - Aside from the normal risks associated with assets, no specific additional legal demand drivers have been identified at this time.

Environmental

- ↑ Environmental Sustainability - Pressure may occur for the Shire to progressively improve the environmental sustainability of the recreation service – Likely.
- ↑ Climate Change – The immediate evidence suggests that change is occurring, albeit generally in contrast to broader WA change. As such, there may be some requirement to alter the management practices of the Shire’s recreation places – possible, but further investigation is required via an improvement action.

During a workshop in June 2020, Shire staff considered each of the potential sources of service demand change. As a result, the following drivers were considered to be those likely to have the greatest change effect. Demand mitigation tactics have been identified and are recorded in Part 1.

- Business needs & preferences
- Climate change
- Government policy, legislation & compliance
- Litigation
- Technology
- Visitor changes

Appendix D – Portfolio Physical Parameters

Data Confidence

To be able to effectively manage its assets, the Shire collects and maintains a range of data on its recreation portfolio. Understanding where gaps in this data exist is important to determine the confidence that we can put in the outcomes (e.g. valuations) that result.

Table 5 details the reliability and confidence levels of the current asset data the Shire holds. In assessing the data, the Shire has applied the IIMM confidence framework as detailed in Table 4.

Confidence Grade	Accuracy
Highly Reliable	± 2%
Reliable	± 10%
Uncertain	± 25%
Poor	± 40%
Very Poor	Nil

Table 4: Data Confidence Measures

Asset Class	Inventory	Condition	Valuation
Active Places	Poor	Very poor	Uncertain
Passive Places	Poor	Very poor	Uncertain
Natural Places	Poor	Very poor	Uncertain
Tourism Places	Poor	Very poor	Uncertain
Water Places	Poor	Very poor	Poor

Table 5: Recreation Portfolio Data Confidence Levels

Places & Valuations

The following section outlines the Shire's recreation places as at 30 June 2019.

Place	Function	Park Area (m ²)	CRC	Fair Value	Annual Depreciation
Fitzgerald Emergency Farm Water Supply	Water place	Unknown	\$261,101	Unknown	Unknown
Hopetoun Foreshore	Passive place	Unknown	\$302,987	\$205,653	\$6,847
Hopetoun Recreation Facility	Active place	Unknown	\$1,478,118	\$989,773	\$36,594
Jerdacuttup Farm Water Supply	Water place	Unknown	\$261,101	Unknown	Unknown
Jubilee Park	Passive place	Unknown	\$123,619	\$52,341	\$3,000
Maitland Street Park	Passive place	Unknown	\$48,649	Unknown	Unknown
Masons Bay	Tourism place	Unknown	\$127,497	\$71,714	\$2,982
McCulloch Park	Passive place	Unknown	\$72,717	\$45,396	\$2,600
Munglinup Park	Active place	Unknown	\$1,284,666	\$789,552	\$29,698
Munglinup Pony Club	Active place	Unknown	\$151,494	\$31,757	\$737
North Ravensthorpe Recreation Facility	Active place	Unknown	\$133,314	\$23,375	\$1,375
Rangeview Park	Passive Place	Unknown	Unknown	\$14,233	\$0
Ravensthorpe Bowling Club	Active place	Unknown	\$327,226	\$207,210	\$10,739
Ravensthorpe Childcare Centre	Passive place	Unknown	\$24,239	\$13,799	\$867
Ravensthorpe Equestrian Centre	Active place	Unknown	\$18,179	\$9,000	\$500
Ravensthorpe Gun Club	Active Place	Unknown	Unknown	\$13,965	\$535
Ravensthorpe Recreation Facility	Active place	Unknown	\$1,011,978	\$792,672	\$25,084

Starvation Bay	Tourism place	Unknown	\$136,102	\$71,714	\$2,982
Two Mile Beach	Natural place	Unknown	\$48,478	\$26,500	\$1,500
West Beach	Natural place	Unknown	\$26,663	\$3,750	\$250
20 No.		Unknown	\$5,838,130	\$3,362,405	\$126,290

Table 6: Recreation Places and Values

Condition

The following table outlines the Shire's recreation assets' condition as at 2020.

Asset Type	Condition (Count)					
	0	1	2	3	4	5
Furniture	100%	0%	0%	0%	0%	0%
Hardscape	100%	0%	0%	0%	0%	0%
Irrigation	100%	0%	0%	0%	0%	0%
Lighting	100%	0%	0%	0%	0%	0%
Softscape	100%	0%	0%	0%	0%	0%
Sports Equipment	100%	0%	0%	0%	0%	0%
Structures	100%	0%	0%	0%	0%	0%
Total	100%	0%	0%	0%	0%	0%

Table 7: Recreation Assets' Condition

Appendix E – Lifecycle Management Strategies

Background

Lifecycle management encompasses all strategies and practices that the Shire employs to manage recreation assets at the lowest lifecycle cost. This section details all the strategies and practices that are currently employed.

Principles & Definitions

In considering the Shire’s asset lifecycle management, the following key principles and definitions must be considered.

Work Category Definitions

The Shire considers the activities it undertakes across six categories as follows.

Activity	Definition
Operation	Continuously required expenditure that enables the asset to provide benefits to the community such as utility charges, inspections, cleaning etc.
Maintenance	Regular works to maintain assets’ capability, such as minor repairs, servicing, mowing, painting etc.
Renewal	Works to replace existing assets which are worn, poorly functioning or dated with assets of equivalent capacity or performance. For example, the renewal of an internal wall in a building, renewal of an engine in a grader, resurfacing a road (re-sheeting or resealing) or replacing girders on a bridge.
Upgrade	The significant upgrade of an asset to produce a higher service level, such as the widening of a road, extension of a building, installation of reticulation to a dry park etc.
New Work	The creation of a new asset, in a location where that asset type has not existed before.
Disposal	The process of removing and disposing of an asset upon the end of its useful life. For the purpose of this AMP this is only when an asset is not replaced.

Table 8: Activity Categories

Operation & Maintenance Strategy

Often referred to as ‘OPEX’, operational and maintenance expenditure and works is required to ensure the longevity of assets’ lives and the reliability of their services. The Shire’s approach to meeting OPEX needs is a combination of reactive and short term planned strategies. As described in the figure below, the Shire’s strategy to OPEX is:

- Operational costs typically vary with usage. The Shire broadly works on an annual budget planning cycle (12 months), and seeks funding in-line with previous years’ budgets, with an allowance for at least CPI.
- Reactive maintenance typically arises from either community requests and/or internal works orders. Works are then scheduled, actioned and completed. Budgeting is based on previous years’ allocations, with an increase of at least CPI.
- Planned maintenance works are typically identified from either internal staff inspection or by legislative requirements. Budgets are developed based on the programmes and previous years’ expenditure, with an increase of at least CPI. Some planned maintenance programmes do exist, but not all are documented. An improvement action has been listed, to document all planned maintenance schedules, with associated budgets, for recreation assets.

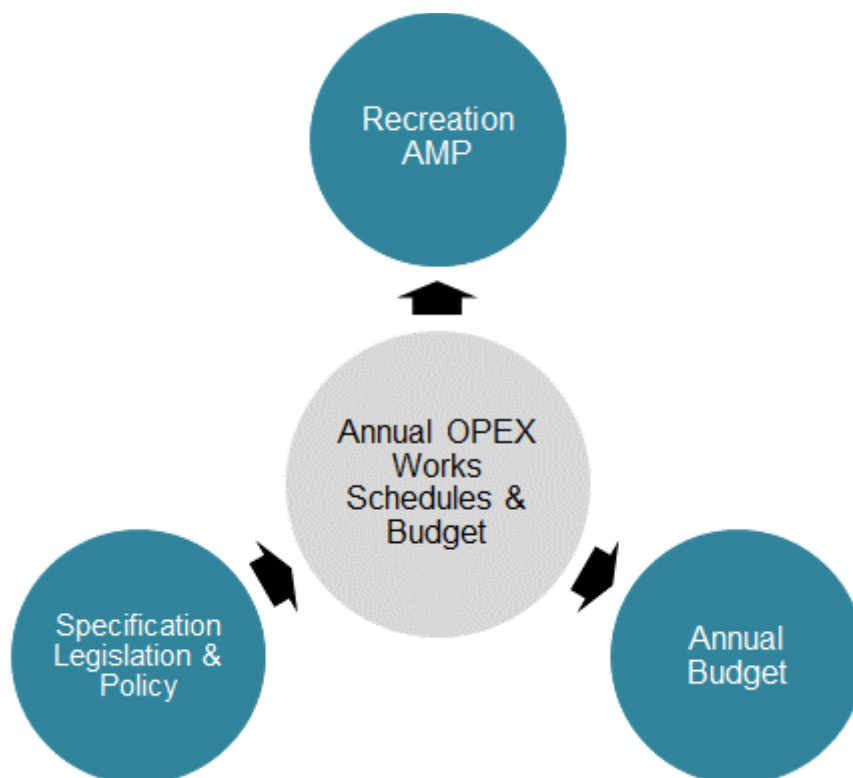


Figure 10: Recreation Asset OPEX Framework

Staff Resources

The overall management of the Shire’s recreation portfolio falls within the responsibility of the Chief Executive Officer. The Director of Corporate & Community Services is responsible for overall accounting control of recreation assets, and the Director of Technical Services for engineering based works. The Shire is also assisted from time to time by external contractors.

Software Systems

The Shire currently employs the use of the following software systems to manage its recreation assets.

Software System	Uses
SynergySoft	SynergySoft is used to record all recreation asset revenue and expenditure.

Table 9: Asset Management Software Systems

Renewal Strategy

The Shire periodically inspects recreation assets to collect critical inventory and condition information. This information can then inform several key outputs (e.g. long-term renewal works programmes, valuations, service level performance monitoring etc.).

Renewal Management Model

Condition information can be used to develop models that predict assets' approximate year of renewal. The Shire can then scope and prioritise these renewal projects over the forthcoming period (e.g. 5 years). Further out (e.g. from years 6 onwards), results can help staff to understand the likely amount of renewal expenditure that will be required, even if the exact project details are not yet known. Ultimately, a robust long term (e.g. 15 years) renewal works programme can then be developed, that informs this AMP, and other documents such as the Long Term Financial Plan and Corporate Business Plan.

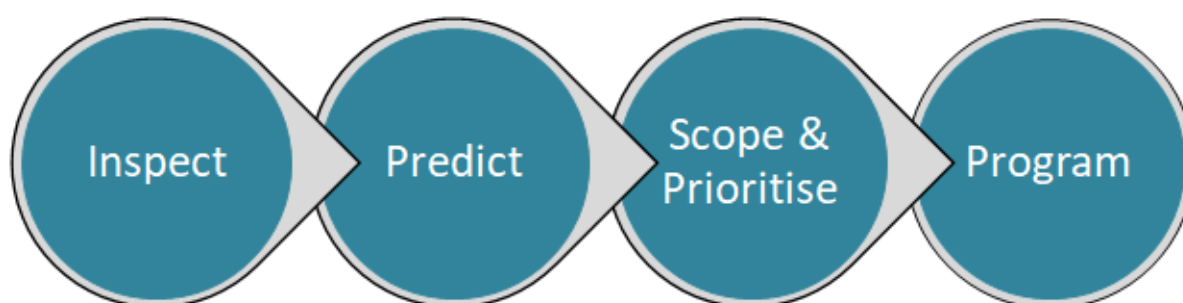


Figure 11: Recreation Asset Renewal Planning Process

Condition Inspection Methodology

Asset Condition Rating Scale

The Shire undertakes the condition rating of many of its infrastructure assets to determine their remaining useful lives and fair values. In assessing assets' condition, the Shire has adopted a 1 to 5 scale of rating which allows the overall condition of different asset classes to be compared. Table 10 details the scale applied and what each rating means.

Grade	Condition	Description
1	Very Good	A new or near new asset, or an asset recently rehabilitated back to new condition, with no visible signs of deterioration. The asset or component will have no drop in level of service.
2	Good	An asset in good overall condition. There would be only very slight condition decline but it would be obvious that the asset was no longer in new condition.
3	Average	An asset in fair overall condition. Deterioration would be obvious and there would be some serviceability loss.

4	Poor	An asset in fair to poor overall condition. The condition deterioration would be quite obvious. Asset serviceability would now be affected and maintenance costs would be rising.
5	Very Poor	An asset in poor to unserviceable overall condition. Deterioration would be quite severe and would be starting to limit the serviceability of the asset. Maintenance costs would be high.

Table 10: Condition Rating Measures

Condition Inspection Frequencies

Recreation assets are inspected to the following frequencies.

Asset	Inspection Frequency
Playgrounds	3 monthly cycle
All recreation assets (excluding playgrounds)	Ad-hoc

Table 11: Condition Inspection Frequencies

Inspection Manuals

The following manuals are employed by the Shire when recreation assets are being inspected.

Asset	Manual
Playgrounds	Maintenance – To AS 4685
	Condition – IPWEA Practice Note 10.2
All recreation assets (ex playgrounds)	Maintenance – No manual currently exists
	Condition – IPWEA Practice Note 10.2

Table 12: Asset Inspection Manuals

Modelling

By understanding assets' physical condition (or any other performance feature), the Shire can then predict when assets, or their components, may require renewal. Typically, this is achieved by applying total useful lives to different assets or components, and then calculating how long it will take for them to reach a specific trigger. The currently applied renewal triggers are detailed below.

Asset	Action	Triggers
Playground	Renewal	When item doesn't meet compliance via audit (10-15 years on average).
All other assets	Renewal	Condition rating of 4 (poor) or 5 (very poor).

Table 13: Asset Renewal Condition Triggers

Upgrade/New Strategy

The Shire occasionally constructs or acquires upgraded and/or new assets. Expenditure on these assets is often considered as discretionary, and ultimately results in either a new or improved service (e.g. a deeper bore resulting in a higher yield). The following section outlines the Shire's general approach to upgrade and new projects.

Project Prioritisation/Selection Criteria

The need for either upgraded or new assets is typically identified by staff from many potential sources including customer and Council request, strategic plans, poor asset performance and so on. Assets' needs are then investigated by staff to determine their potential scope, benefit and costs. Where determined as being required, a formal report may be given to Council for their consideration and approval.

Approved projects are considered for future funding, however at present are not prioritised collectively, to assess features such as their alignment to the Strategic Community Plan.

Disposal Strategy

At the present time the Shire generally does not frequently dispose of recreation assets. Where such a project is identified, then the need and scope is considered by Shire staff and (in some instances) Council.

Appendix F – Financial Model

Recreation Works Programme Summary				Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 11	Year 12	Year 13	Year 14	Year 15	
Asset Sub Type	Activity Type	Activity Description	Funding Type	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	
Furniture																			
Play Equipment	Renewal	Cub House - Playground Upgrade	Grants & Contributions	\$80,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Play Equipment	Renewal	Little Barrens - Playground Upgrade	Municipal	\$100,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Play Equipment	Renewal	Maitland Street Park - Playground Upgrade	Drought Community Programme	\$45,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Play Equipment	Renewal	McCulloch Park Playground Upgrade - Hopetoun	Drought Community Programme	\$108,642	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Play Equipment	Renewal	Rcp Landscaping And Playground	Grants & Contributions	\$614,250	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
FURNITURE TOTAL				\$947,892	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Sports Equipment																			
Sports Equipment	Renewal	Hopetoun Skate Park - Basketball Hoops	Drought Community Programme	\$15,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
SPORTS EQUIPMENT TOTAL				\$15,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Structures																			
Shade Structure	Renewal	Hopetoun Skate Park - Shade And Seating	Drought Community Programme	\$8,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Pool	Renewal	Swimming Pool Renewal Project	Municipal	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$50,000	\$0	\$0	\$0	\$0	\$0	\$0	\$50,000	
STRUCTURES TOTAL				\$8,000	\$0	\$0	\$0	\$0	\$0	\$0	\$50,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$50,000
Water																			
Irrigation	Renewal	Dual Irrigation - Hopetoun Oval (Dcp And Dsr Funded)	Grants & Contributions	\$94,142	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Irrigation	Renewal	Dual Irrigation - Hopetoun Oval	Drought Community Programme	\$188,283	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
All	Renewal	Water Infrastructure Renewal Project	Municipal	\$0	\$0	\$0	\$0	\$0	\$0	\$35,000	\$0	\$0	\$50,000	\$0	\$0	\$45,000	\$0	\$0	
WATER TOTAL				\$282,425	\$0	\$0	\$0	\$0	\$0	\$35,000	\$0	\$0	\$50,000	\$0	\$0	\$45,000	\$0	\$0	\$0
Unspecified																			
Other	Operation	Illuminating Silo Art Work	Drought Community Programme	\$25,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Other	Operation	COA13207 - Expenses relating to Camping Grounds	Municipal Funds	\$14,835	\$74,334	\$15,096	\$15,423	\$15,756	\$16,098	\$16,508	\$16,927	\$17,358	\$17,803	\$18,261	\$18,730	\$19,214	\$19,712	\$20,224	
Other	Maintenance	COA10705 - Maintenance - Cemetery	Municipal Funds	\$31,488	\$31,000	\$32,028	\$32,624	\$33,232	\$33,850	\$34,527	\$35,217	\$35,921	\$36,641	\$37,372	\$38,119	\$38,883	\$39,660	\$40,452	
Other	Maintenance	COA11306 - Maintenance - Recreation Grounds	Municipal Funds	\$151,867	\$148,600	\$155,279	\$158,838	\$162,492	\$166,235	\$170,141	\$174,150	\$178,261	\$182,478	\$186,805	\$191,247	\$195,802	\$200,483	\$205,284	
Other	Renewal	To be Confirmed	Municipal Funds	\$0	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$50,000	\$50,000	\$50,000	\$25,000	\$90,000	\$50,000	\$50,000	\$50,000	
Low Value Assets	Renewal	General renewal allocation for low value recreation assets	Municipal Funds	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Renewal Reserve	Renewal	General renewal allocation to meet long term average commitment	Municipal Funds	\$0	\$106,000	\$106,000	\$106,000	\$106,000	\$106,000	\$106,000	\$106,000	\$76,000	\$76,000	\$76,000	\$101,000	\$36,000	\$76,000	\$76,000	\$76,000
UNSPECIFIED TOTAL				\$223,190	\$379,934	\$328,403	\$332,885	\$337,480	\$342,183	\$347,176	\$352,294	\$357,540	\$362,922	\$368,438	\$374,096	\$379,899	\$385,855	\$391,960	
TOTAL RECREATION WORKS EXPENDITURE				\$1,476,507	\$379,934	\$328,403	\$332,885	\$337,480	\$342,183	\$382,176	\$402,294	\$357,540	\$412,922	\$368,438	\$374,096	\$424,899	\$385,855	\$441,960	

Key Assumptions

A number of key assumptions are made in preparing forecasts of required expenditure. They are that:

- Recreation assets will remain in Council ownership throughout the period covered by this AMP, unless specifically detailed otherwise.
- Standards, Acts and Regulations associated with recreation assets will remain essentially the same over the AMP life.
- Expenditure projections do not allow for inflation.
- Operation and maintenance costs are based primarily on planned programmes where available. Where not available, cost projections are based on historical expenditure trends which are not necessarily a sound indicator of future need, nor are tied to actual activities.
- Renewal programmes have been based primarily on defined works programmes where available. Where not available, programmes are based on either modelling projections, historical cost and/or annual depreciation rates.
- Upgrade, acquisition/construction and disposal programmes are based on defined works programmes. Where not available, programmes are based on either modelling projections and/or historical cost.
- Inventory information used in calculations is the latest available at hand, but consideration of overall data confidence levels is critical when using this AMP.
- Historical expenditure reports split by activity may contain expenditure that was actually expended on different activities.

Accuracy of future financial forecasts may be improved in future revisions of this AMP by the following actions.

- Clearly defining the physical boundaries of recreation places, for financial reporting.
- Improving the accuracy of, and data confidence in, asset inventories and condition data where they are low.
- Ensuring that accurate valuations for all recreation places are produced.
- Further developing the condition based works programme with associated funding requirement projections.
- Further refining the Recreation Operation & Maintenance Service Level Manual.
- Ensuring that all future upgrade, new and disposal projects, with funding expenditure/revenue projections, are fully identified.

Appendix G – Asset Ratios

Background

On an annual basis each WA local government reports seven key performance indicators (KPIs) (available within the Annual Report). Of these, three KPIs reflect the performance of the Shire's assets. These KPIs are useful in determining:

- the current physical state of the asset portfolio
- how sufficient past renewal expenditure was
- whether sufficient future renewal expenditure is being allowed for

Essentially the KPIs assess past, present and future performance. Each of the ratios and their historical performance are reported in this appendix.

Asset Consumption Ratio

The ratio is a measure of the condition of the Shire's physical assets, by comparing their condition based fair value (what they're currently worth) against their current replacement cost (what their replacement asset is currently worth as new). The ratio highlights the aged condition of the portfolio and has a target band of between 50%-70%. Non depreciating assets (e.g. land etc.) should be excluded from the calculation.

$$\frac{\text{Depreciated Replacement Cost (Fair Value) of Depreciable Recreation Assets}}{\text{Current Replacement Cost of Depreciable Recreation Assets}}$$

Places Type	DRC (FV)	CRC	ACR
Active places	\$2,857,304	\$4,404,976	65%
Natural places	\$30,250	\$75,141	40%
Passive places	\$331,422	\$572,212	58%
Tourism places	\$143,428	\$263,599	54%
Water places	Unknown	\$522,202	Unknown
Total	\$3,362,405	\$5,838,130	58%

Table 14: Recreation Assets Consumption Ratios

Asset Sustainability Ratio

The ratio is a measure of the extent to which assets managed by the Shire are being replaced as they reach the end of their useful lives. The ratio is essentially past looking, and is based upon dividing the average annual depreciation expense of the recreation asset portfolio by the average annual renewal expenditure, for a number of past years (e.g. 3). The ratio has a target band of between 90%-110%.

$$\frac{\text{Recreation Asset Renewal Expenditure}}{\text{Recreation Asset Depreciation}}$$

Asset	4 Year Average	ADE	ASR
All recreation assets	\$165,869	\$126,290	131%
Total	\$165,869	\$126,290	131%

Table 15: Recreation Assets Sustainability Ratio

Asset Renewal Funding Ratio

The ratio is a measure as to whether the Shire has the financial capacity to fund asset renewal as and when it is required over the future 15 year period. The ratio is calculated by dividing the net present value of planned renewal expenditure over the next 10 years in the LTFFP, by the net present value of planned renewal expenditure over the next 10 years in the AMP. The same net present value discount must be applied in both calculations. The ratio has a target band of between 95%-105%.

The ratio will be produce after the next revision of the Shire's Long Term Financial Plan.

$$\frac{\text{NPV of LTFFP Planned Renewal Expenditure over the next 10 years}}{\text{NPV of AMP Required Renewal Expenditure over the next 10 years}}$$

Asset	LTFFP	AMP	ARFR
All recreation assets	\$1,602,775	\$2,351,180	68%
Total	\$1,602,775	\$2,351,180	68%

Table 16: Recreation Assets Renewal Funding Ratio



TRANSPORT ASSET MANAGEMENT PLAN

PART 1 - SUMMARY

Version 1.5

December 2020

CONTENTS

Executive Summary	3
Background and Objectives	4
Purpose of this Asset Management Plan.....	4
Focus of this Asset Management Plan	4
Corporate Document Relationships	4
Time Period of the AMP and Review Process	4
Service Levels	5
Introduction	5
Service Level Performance.....	5
Service Demand	5
Historic Demand.....	5
Future Demand	6
Demand Management	7
Lifecycle Management Plan	7
Transport Network Physical Parameters.....	8
Transport Network Condition	8
Lifecycle Management Strategies.....	9
Financial	9
Projected Expenditure Requirements	9
Plan Improvement and Monitoring	10
Performance Measures	10
Improvement Plan.....	11

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Executive Summary

The Shire of Ravensthorpe maintains a range of assets to provide an integrated transport service. This includes infrastructure such as roads, paths, drainage, bridges, car parks, aerodromes and marine facilities.

This is the Shire's Asset Management Plan (AMP) for the transport network. It seeks to outline the activities and programmes that will be carried out over the next 15 years. It details the service levels the Shire will provide and the resources required to deliver them. While the document is comprehensive, it is also evolving with the Shire's practice maturity. As such there are a number of actions that have been identified that will improve the AMP's accuracy over time. All readers of this AMP must understand its limitations and applied assumptions before acting on any information contained within it. All information within this AMP is fully detailed within a separate Part 2 document.

Overall, the Shire's network is worth at least \$168m, although a number of asset types have not been valued. While the condition of transport assets is generally good, formal condition data is not available for some asset types. Furthermore, data shows that at least \$11.8m of transport assets are either in a poor or very poor condition. As such, there are some concerns that the network is not necessarily financially sustainable.

At present, the Shire doesn't routinely determine and monitor the required service performance of its transport network. As such it is not possible to establish a clear link between the quality of service and associated cost. The establishment of clear performance metrics around service levels (both customer and technical), is listed as a key improvement action.

Looking forward, the Shire anticipates that there are a number changes that may occur to transport service demand. Some of the more significant possible changes are thought to be climate change, demographics, government policy, legislation and compliance, litigation, technology and visitor numbers.

The AMP has determined that there are a number of areas of improvement that could be made to the Shire's management practices and processes. Specific actions have been captured within this AMP's improvement plan.

Background and Objectives

Purpose of this Asset Management Plan

This document is an Asset Management Plan (AMP) for the Shire's Transport Network. It documents the Shire's management practices, processes and strategies. This ensures that transport assets are maintained to agreed service levels, balanced against long term resource availability.

Focus of this Asset Management Plan

The AMP focuses on assets that support a transport service. The assets that make up the network and their values are detailed in Table 1.

Asset Type	Quantity	Current Replacement Cost
Roads	1,268km	\$138,265,666
Paths	24km	\$2,199,939
Structures		
<i>Road Bridges</i>	1	Unknown
<i>Culverts</i>	1,081	\$6,042,391
Drainage		
<i>Pits/Outlets</i>	230	\$985,800
<i>Pipes</i>	37km	\$11,179,674
<i>Open/Table Drains</i>	2,354km	\$8,207,254
Car Parks	Unknown	Unknown
Aerodromes	2	\$2,101,759
Marine	1	Unknown
TOTAL		\$168,982,483

Table 1: Assets covered by Transport AMP

Corporate Document Relationships

This AMP integrates with the following other key Shire documents:

- Strategic Community Plan
- Corporate Business Plan
- Long Term Financial Plan
- Annual Budget

Time Period of the AMP and Review Process

The Asset Management Plan covers a 15 year period. It will be reviewed during annual budget preparation and amended to be kept up to date.

Service Levels

Introduction

Service Levels describe the performance outputs that the Shire provides from its transport service. These have been developed through the consideration of strategic and customer inputs. The process through which the Shire's Service Levels were developed is found in Appendix B.

Service Level Performance

Table 2 details the service level performance that the Shire is currently achieving.

KPI	Performance	Tactic
Accessibility	Unknown	Monitoring performance
Affordability	Unknown	Monitoring performance
Availability	Unknown	Monitoring performance
Condition & Quality	Moderate	Improving performance accuracy and setting target.
Effective	Unknown	Monitoring performance
Fit for Purpose	Unknown	Monitoring performance
Safety	Unknown	Monitoring performance

Table 2: Service Level Performance

Service Demand

This section summarises likely factors which may affect the demand for transport services over the life of the AMP. Full details of past and future demand factors are recorded in Appendix C.

Historic Demand

A range of historical sources of service demand change have been considered. Their overall effect has been summarised as follows.

Driver Type	Effect	Demand Change
Vehicle Ownership	Dwellings with a registered motor vehicle up from 563 in 2001 to 616 in 2016, an increase of +0.6% per annum.	Increase

Travel to Work	Number of people travelling to work up from 469 (2001) to 582 (2016), an increase of 1.6% per annum. Car as driver is by far the most common mode.	Increase
Population	The Shire's population rose from 1,410 (2001) to 1,725 (2016), at a rate of approximately +1.5% per annum.	Increase
Demographics	The median age rose from 37 to 45 years of age (2001-2016). Population decreases occurred in all-but-one 0-39 year age bands. Increases occurred in all 40+ year age bands.	Changing
Recreation	Participation in recreational activities that utilise transport assets (e.g. walking in paths) remained virtually unchanged in recent years.	Neutral
Tourism	Visitor numbers in the 'Golden Outback' region grew from 2.2m (2015) to 2.5m (2019). This growth may have resulted in a moderate demand change within the Shire, particularly around key tourist areas.	Increase
Climate	Local annual rainfall levels have risen from 400mm to 480mm (1902-2019). This may have increased demand on assets such as drainage. Between 1962 and 2019, mean maximum temperatures have fallen slightly by 0.3°C.	Changing

Table 3: Historic Demand Drivers

Future Demand

Consideration was given to six possible future demand drivers (political, economic, social, technological, legal and environmental) that may influence demand on the provision of transport services.

Driver Type	Effect
Political	Moderate increase to improve asset management practices. Possible increased demand for additional municipal resources as a result of decreasing external grant funding.
Economic	The long-term outlook is for transport construction and maintenance costs to at least match inflation increases. The long-term financial sustainability of the transport network looks questionable, and requires further investigation.
Social	Decreasing and changing demand due to a likely falling population size as well as an ageing population (higher median age). There may also be possible increases in tourist numbers. This is likely to drive some change in the provision of transport services (e.g. path network for older people and parking for visitors).
Technological	Construction technology changes are unlikely to affect demand over the term of this AMP. Electric vehicle take up is relatively slow, though investigation of potential recharge points may be required. Decreasing

	demand (i.e. better management practices) likely to occur through the long term uptake of software integration and enhanced material technologies.
Legal	Benefits (e.g. stronger risk mitigation) may be realised though improving the Shire's formal defect identification and correction practices.
Environmental	Increased demand to monitor and reduce the environmental cost of the transport network. Increased demand to provide and maintain assets that are resilient to climate change (e.g. floods, fire, heat etc.).

Table 4: Future Demand Drivers

Demand Management

A review of past and future demand factors shows that transport service demand change has occurred, and will also likely occur into the future. Shire staff believe that at present, the largest likely drivers of change will be:

- Climate change
- Demographics
- Government policy, legislation & compliance
- Litigation
- Technology
- Visitor numbers

To mitigate/plan for these demand changes, the Shire has undertaken/will undertake the following initiatives:

- Continue to inspect and maintain drains to current best practice to limit the damage from peak storm events.
- Ensure that the designs for road works, drainage works and subdivisions accommodate anticipated climate change related events.
- Plan for community demographic change and changing infrastructure needs.
- Monitor and react to policy, legislation and compliance changes.
- Continue to ensure that infrastructure remains safe to use.
- Subject to resource and agriculture sector fluctuations, work with industry on infrastructure planning and funding (for both direct needs and community investment).
- Employ smarter road maintenance practices (e.g. compacting while road is wet in winter months and will therefore stand up to the demands of grain freight).
- Monitor visitor number changes, so that appropriate assets can be planned for.

Lifecycle Management Plan

The lifecycle management plan details how the Shire intends to manage and operate its transport network at the agreed service levels. Full details of the network can be found in Appendix D.

Transport Network Physical Parameters

Asset	Quantity	Replacement Cost	Fair Value	Annual Depreciation
Roads	1,268km	\$138,265,666	\$96,387,578	\$2,288,467
Paths	24km	\$2,199,939	\$1,187,982	\$63,287
Structures	1,081	\$6,042,391	\$4,613,966	\$74,476
<i>Road Bridges</i>	1	<i>Unknown</i>	<i>Unknown</i>	<i>Unknown</i>
<i>Culverts</i>	1,081	\$6,042,391	\$4,613,966	\$74,476
Drainage		\$20,372,728	\$12,227,493	\$424,295
<i>Pits/Outlets</i>	230	\$985,800	\$689,574	\$7,596
<i>Pipes</i>	37km	\$11,179,674	\$6,819,601	\$111,787
<i>Open/Table Drains</i>	2,354km	\$8,207,254	\$4,718,318	\$304,902
Car Parks	Unknown	Unknown	Unknown	Unknown
Aerodromes	2	\$2,101,759	Unknown	Unknown
Marine Facilities	1	Unknown	Unknown	Unknown
Total		\$168,982,483	\$114,417,019	\$2,850,526

Table 5: Transport Network Physical Parameters

Transport Network Condition

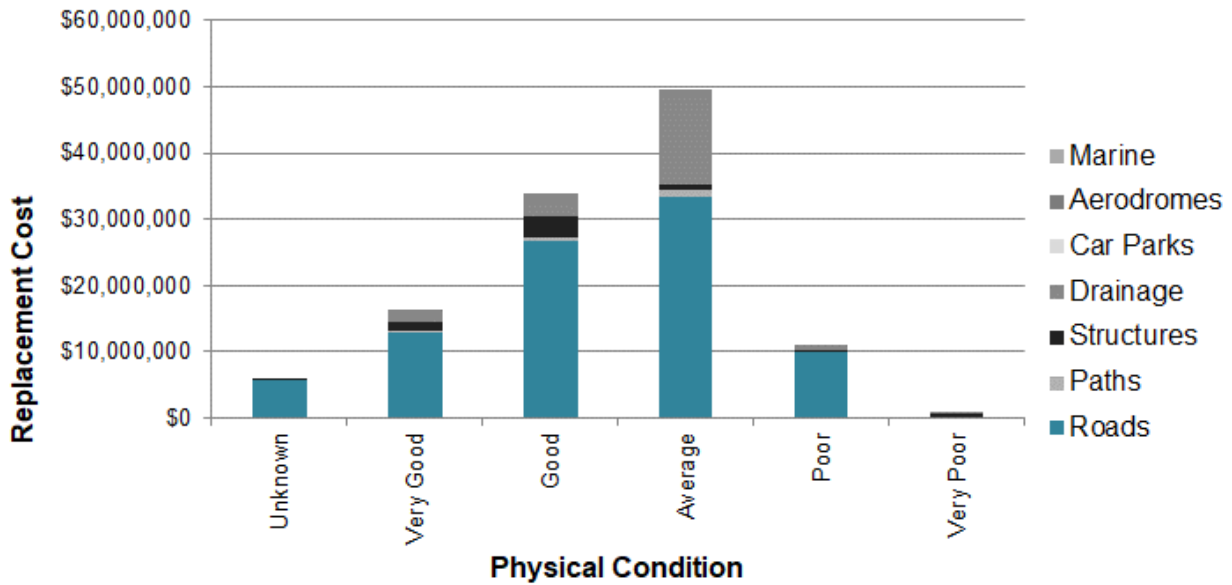


Figure 1: Transport Network Condition

Lifecycle Management Strategies

Operation & Maintenance Strategy

The Shire seeks to progress to a point whereby it employs preventative maintenance strategies wherever possible. This will help to maximise asset performance and minimise long terms costs. Each asset group's strategy will be specifically designed for its own requirements. Technical maintenance service levels will be documented, and reflected within this AMP. All planned maintenance activities will also be individually costed, and these then used to inform the long term budget requirements.

Renewal Strategy

Some transport assets are periodically inspected to determine their condition, on a 1 (new/very good) to 5 (very poor/failed) scale. The results are then modelled to predict assets' potential year of renewal. Shire staff then inspect these assets to determine the timing, scope and budget of any future renewal project. Projects are listed on the consolidated long term works program.

Upgrade/New Strategy

The need for new and/or upgraded assets (e.g. to meet a service deficiency) are identified from a number of potential sources. Each potential project is investigated by Shire staff and where valid, often prioritised against similar projects. Approved projects are then listed onto the consolidated long term works programme.

Disposal Strategy

The Shire does not frequently dispose of transport assets. Where a potential need is identified, then this is considered by staff and (in some cases) Council.

Financial

This section contains the financial requirements resulting from all the information presented in this AMP. All future monetary figures in this section are expressed in terms of real dollars, with a 2020/21 base year.

Projected Expenditure Requirements

Year	Operation & Maintenance	Renewal	Upgrade & New	Disposal	Total
2020/21	\$1,622,134	\$2,703,872	\$0	\$0	\$4,326,006
2021/22	\$1,595,954	\$2,752,912	\$0	\$0	\$4,348,866
2022/23	\$1,651,436	\$2,851,467	\$0	\$0	\$4,502,903

Year	Operation & Maintenance	Renewal	Upgrade & New	Disposal	Total
2023/24	\$1,683,933	\$2,851,467	\$0	\$0	\$4,535,400
2024/25	\$1,717,121	\$2,851,467	\$0	\$0	\$4,568,588
2025/26	\$1,751,021	\$3,101,467	\$0	\$0	\$4,852,488
2026/27	\$1,788,346	\$2,851,467	\$0	\$0	\$4,639,813
2027/28	\$1,826,507	\$2,851,467	\$0	\$0	\$4,677,974
2028/29	\$1,865,530	\$2,851,467	\$0	\$0	\$4,716,997
2029/30	\$1,905,430	\$2,851,467	\$0	\$0	\$4,756,897
2030/31	\$1,946,232	\$3,096,467	\$0	\$0	\$5,042,699
2031/32	\$1,987,956	\$2,851,467	\$0	\$0	\$4,839,423
2032/33	\$2,030,626	\$2,851,467	\$0	\$0	\$4,882,093
2033/34	\$2,074,259	\$2,851,467	\$0	\$0	\$4,925,726
2034/35	\$2,071,458	\$2,851,467	\$0	\$0	\$4,922,925

Table 6: Transport Asset Projected Expenditure Requirements

Plan Improvement and Monitoring

This Section of the AMP outlines the degree to which it is an effective and integrated tool within the Shire. It also details the future tasks required to improve its accuracy and robustness.

Performance Measures

The effectiveness of the AMP will be monitored by the performance of the three statutory ratios that the Shire reports on. Each ratio is described in Appendix G. The Shire's current performance is recorded in Table 7.

Year	Asset Consumption Ratio	Asset Sustainability Ratio	Asset Renewal Funding Ratio
2020	55% (in target)	52% (below target)	47% (below target)

Table 7: AMP Performance Measures

Improvement Plan

The asset management improvement plan generated from this AMP is shown in Table 8.

Task	Task	Timeline
1	Develop planned operation and maintenance schedules for all transport assets, with associated budgets.	Dec' 2021
2	Research peak storm events to understand the potential future effect on the transport network.	Dec' 2021
3	Investigate the potential need to install electric vehicle recharging infrastructure.	Dec' 2021
4	Develop and implement a cyclical asset inspection process.	Dec' 2021
5	Develop a long-term capital works programme.	Dec' 2021
6	Value all transport assets for current replacement cost, fair value and annual depreciation.	Dec' 2021
7	Collect inventory and condition data for marine assets (i.e. boat ramp), aerodromes and car parks.	Dec' 2021

Table 8: Transport AMP Improvement Plan



TRANSPORT ASSET MANAGEMENT PLAN

PART 2 - DETAILED

Version 1.5

December 2020

Appendices

Appendix A – Legislation, Acts, Regulations & Standards.....	3
Appendix B – AMP Stakeholders and Service Levels	5
Appendix C – Service Demand	9
Appendix D – Network Physical Parameters	17
Appendix E – Lifecycle Management Strategies	21
Appendix F – Financial Model.....	28
Appendix G – Asset Ratios	31

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Appendix A – Legislation, Acts, Regulations & Standards

This section provides details on all legislation, standards, policies and guidelines which should be considered as part of the management practices of the Shire's transport assets.

Legislation, Acts & Regulations

- Local Government Act 1995
- Civil Liability Amendment Act 2003
- Environmental Protection Act 1986
- Environment Protection Act (unauthorised discharges) Regulations 2004
- Aboriginal Heritage Act 1972
- Aboriginal Heritage Regulations 1974
- Native Title Act 1999
- Land Administration Act 1997
- Dangerous Goods Safety Act 2004
- Poisons Act 1964
- Health Act 1911
- Wildlife Conservation Act 1950
- Health (Pesticides) Regulations 1956
- Road Traffic Act 1974
- Main Roads Act 1930
- Dividing Fences Act
- Occupational Health and Safety Act 1984
- OSH Regulations 1996
- Disability Discrimination Act 1992
- Disability Services Act 1993
- Disability Services Regulations 2004

Standards

- Disability Standards for Accessible Public Transport 2002
- AustRoads Guidelines
- WA Department of Planning - Liveable Neighbourhoods Edition 2
- Institute of Public Works Engineering Australia - Local Government Guidelines for Subdivisional Development - Edition 2
- Main Roads WA – Codes of practice, standard drawings etc.
- AASB 5 Non-Current Assets Held for Sale and Discontinued Operations
- AASB 13 Fair Value Measurement
- AASB 116 Property, Plant and Equipment
- AASB 118 Revenue
- AASB 119 Employee Benefits
- AASB 136 Impairment of Assets
- AASB 138 Intangible Assets
- AASB 140 Investment Property
- AASB 1051 Land Under Roads
- AS/NZS 4360: 1995 Risk Management
- AS/NZS 4360: 2004 – Risk Management
- ISO 31000 – Risk Management
- ISO 55000 – Asset Management

Council Policies

- F2 – Purchasing
- WS3 – Road Facilities – Painting of Kerb Numbers
- WS2 – Construction/Upgrade of Crossovers
- WS4 – Traffic Management – Street Events
- WS5 – Protection of Council Infrastructure in Road Reserves
- WS6 – Road Improvements – Municipal Works in Street
- WS8 – Conservation of Flora & Fauna
- WS9 – Streetscape Management – Registration of Street Lawns & Gardens
- WS10 – Streetscape Management – Maintenance of Council Land and Road Verges
- WS14 – Street Trees
- WS11 – Street Verge Treatments
- WS11 – Asset Management Policy
- WS12 – Tree Management in Urban Areas & Public Reserves

Appendix B – AMP Stakeholders and Service Levels

Process for Developing Potential Service Levels

In developing the service levels for the Transport Network, the Shire has generally applied the framework as set out in the IIMM. The process broadly applies five steps, being:

- Identify service attributes important to customers
- Define the customer service levels the Shire delivers
- Develop performance measures
- Consult with customers
- Make service level based decisions

Strategic Community Plan (SCP) Drivers

The Shire's SCP contains long term goals for the delivery of services to its community. The SCP was reviewed in order to identify any goals that may directly relate to the transport service. The following table outlines those that may influence this AMP's service levels.

Outcome	Shire Service Outcome
Economy: The population is growing, in tandem with a thriving, resilient and job rich local economy	Airport capable of servicing chartered flights for industry, commercial and recreational aircraft, and emergency services aircraft and related facilities.
Built Environment: The built environment is accessible, honours history and provides for the economic and social needs of residents, industry and visitors	Provide an effective road network through the construction, maintenance and renewal of sealed and unsealed local roads.
Built Environment: The built environment is accessible, honours history and provides for the economic and social needs of residents, industry and visitors	Provide an effective network of pathways to ensure safe movement and recreation through the construction, maintenance and renewals of footpaths, cycleways, trails and beach access points

Table 1: Strategic Community Plan Goals Aligned to the Transport Network

Consideration of the objectives listed above shows that the following transport service areas are of high importance to the SCP. These may then be considered by the final service levels within this AMP:

- Effective (built environment)
- Fit for purpose (economy)

AMP Stakeholders

Analysis of the Shire’s transport network revealed that there are a number of major stakeholder groups. These stakeholders are identified below and while there may be other minor stakeholders (e.g. Main Roads WA), they have not been specifically considered by this AMP.

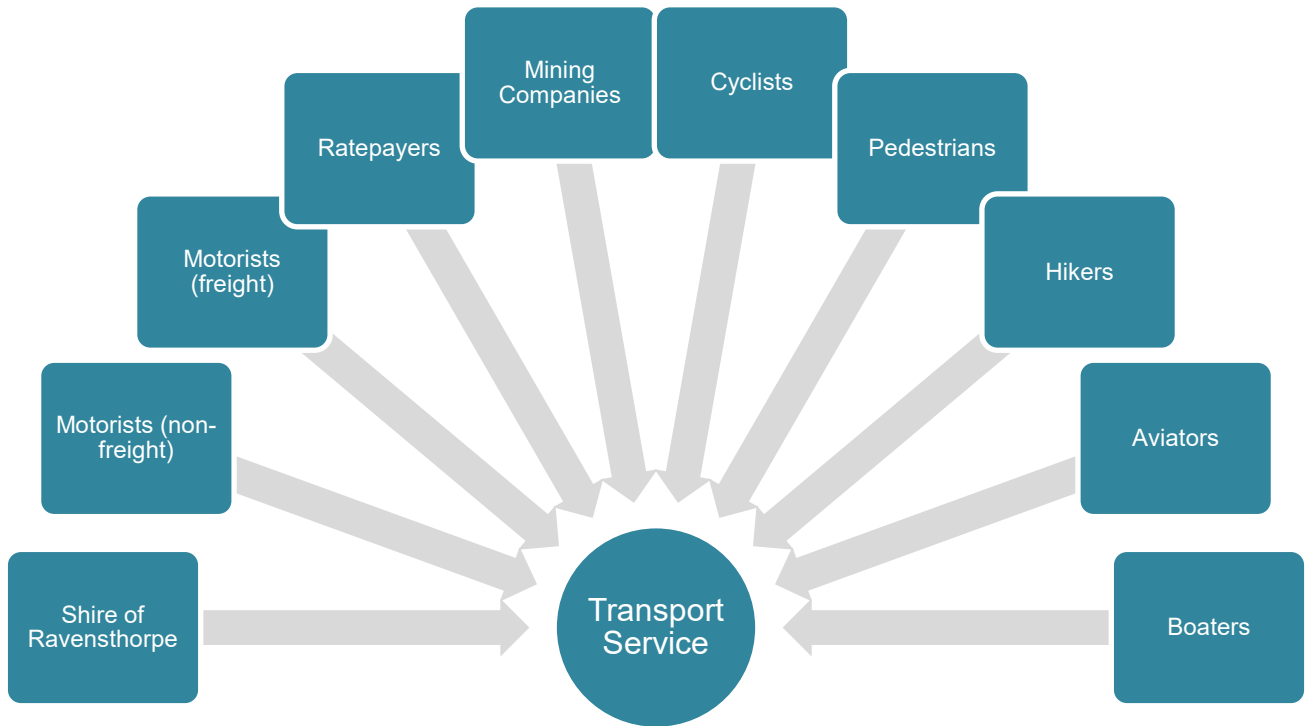


Figure 1: Transport Network Stakeholders

Service Attribute Workshop

During June 2020 Shire staff considered each stakeholder group to identify the service attributes that are most important to them. Those frequently occurring, when combined with the SCP drivers, form the basis of this AMP’s service levels. The results from the staff workshop are shown below. In the future, once the Shire is able to consistently monitor service level performance, as well as link this to cost, it intends to undertake stakeholder consultation.

Stakeholder	Top Three Transport Service Attributes		
Shire	Condition	Affordability	Accessibility, Availability, Compliant, Quality (tied)
Motorists (non freight)	Accessibility	Affordability	Condition & Safety (tied)

Motorists (freight)	Accessibility	Availability, Affordability, Safety (tied)	
Ratepayers	Availability	Affordability	Quality
Mining Companies	Availability	Compliance	Condition
Cyclists	Accessibility	Safety	Condition & Quality (tied)
Pedestrians	Safety	Accessibility, Availability, Condition, Affordability (tied)	
Hikers	Condition	Accessibility	Safety
Aviators	Availability	Safety	Condition
Boaters	Condition	Accessibility	Safety

Table 2: Important Stakeholder Transport Service Attributes

From the above analysis, the following service attributes have been selected for service levels.

- Accessibility (19 occurrences)
- Affordability (15 occurrences)
- Availability (22 occurrences)
- Condition (22 occurrences)
- Quality (8 occurrences)
- Safety (20 occurrences)

Service Level Targets and Performance

From the SCP and stakeholder analysis, the following KPIs are used to monitor service delivery performance.

KPI	Driver	Level of Service	Asset Group	Performance Measure	Target	Current	Data Confidence
Accessibility	Stakeholders	The path network is accessible to all users.	Paths	Percentage of path segments that meet disability access standards.	-	-	-
Affordability	Stakeholders	The cost of accessing the transport network is acceptable to users.	All	Number of complaints received per annum, regarding the affordability of the transport network.	-	-	-
Availability	Stakeholders	Availability of transport options	All	Percentage of users satisfied with the availability of travel options within the transport network.	-	-	-
Condition & Quality	Stakeholders	Transport network is maintained at, or above, an appropriate physical condition.	All	Percentage of transport assets above a condition rating of 4, on a 1 (excellent) to 5 (very poor) scale.	-	85%	Uncertain
Effective	SCP	Road network is effective.	Roads	Percentage of survey respondents that are at least satisfied with the effectiveness of the road network.	-	-	-
Fit for Purpose	SCP	Airport is fit for purpose.	Airport	Percentage of survey respondents that are at least satisfied with the airport facility.	-	-	-
Safety	Stakeholders	Risks are managed in accordance with relevant legislation and community needs.	All	Percentage of survey respondents that are at least satisfied with the safety of the transport network.	-	-	-

Table 3: Service Level Targets and Performance

Appendix C – Service Demand

Background

Council’s fundamental role is to provide services to its community and stakeholders. These services are often underpinned by assets. Predicting future demand for services (e.g. transport) is important to ensure that the appropriate assets are provided and maintained.

This section of the AMP looks broadly at both historical and future levels of transport demand. Readers should be aware though that as with any demand forecasting, prediction is rarely ever 100% correct.

Historic Transport Demand

To ascertain broad historical influences on transport asset demand, a range of different demand sources have been considered, as follows.

Motor Vehicle Ownership

Analysis of the ABS census data from 2001 and 2016 shows that between these years, there has been an increase in vehicle ownership from 563 to 616 households (Figure 2). This represents an increase of +0.6% per annum. While this may indicate an increasing amount of asset usage, the overall effect is thought to be negligible.

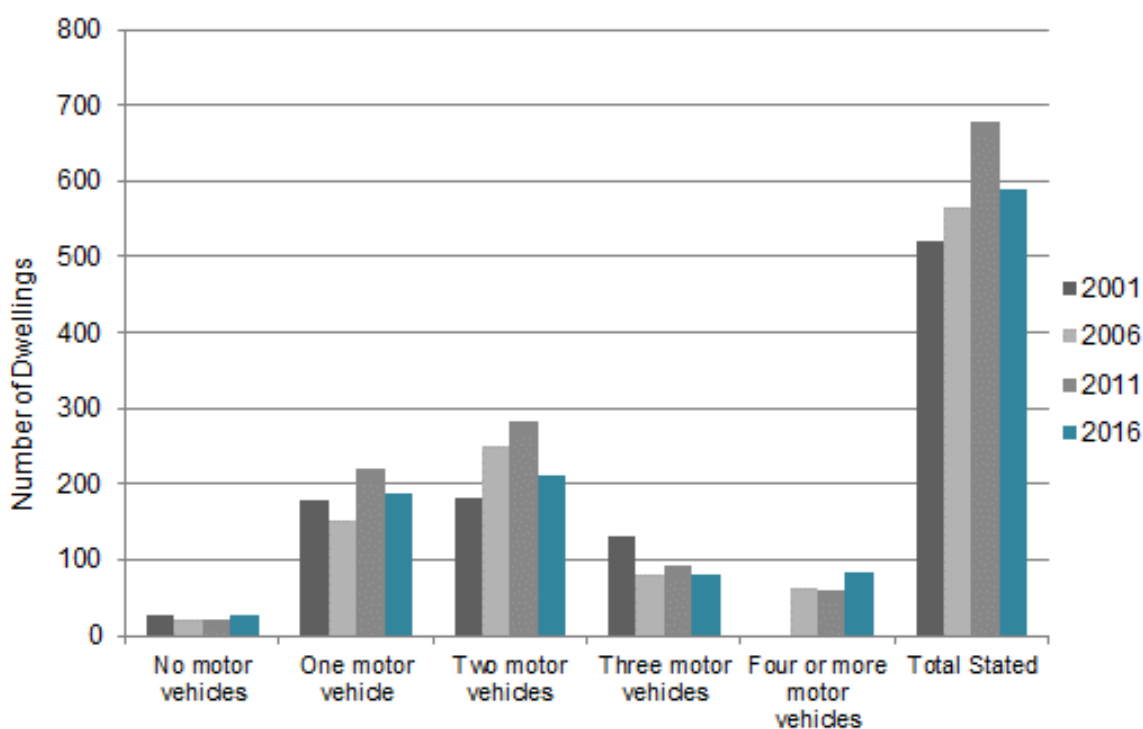


Figure 2: Dwellings with Registered Motor Vehicles (Source: ABS 2020)

Travel Modes to Work

Between 2001 and 2016, the total number of residents travelling to work increased by 113, or 24%. Of all modes of travel, using a car as driver was the most popular mode of transport. 61% of all methods to work were undertaken using this mode. Bus and walking were the second and third most popular modes.

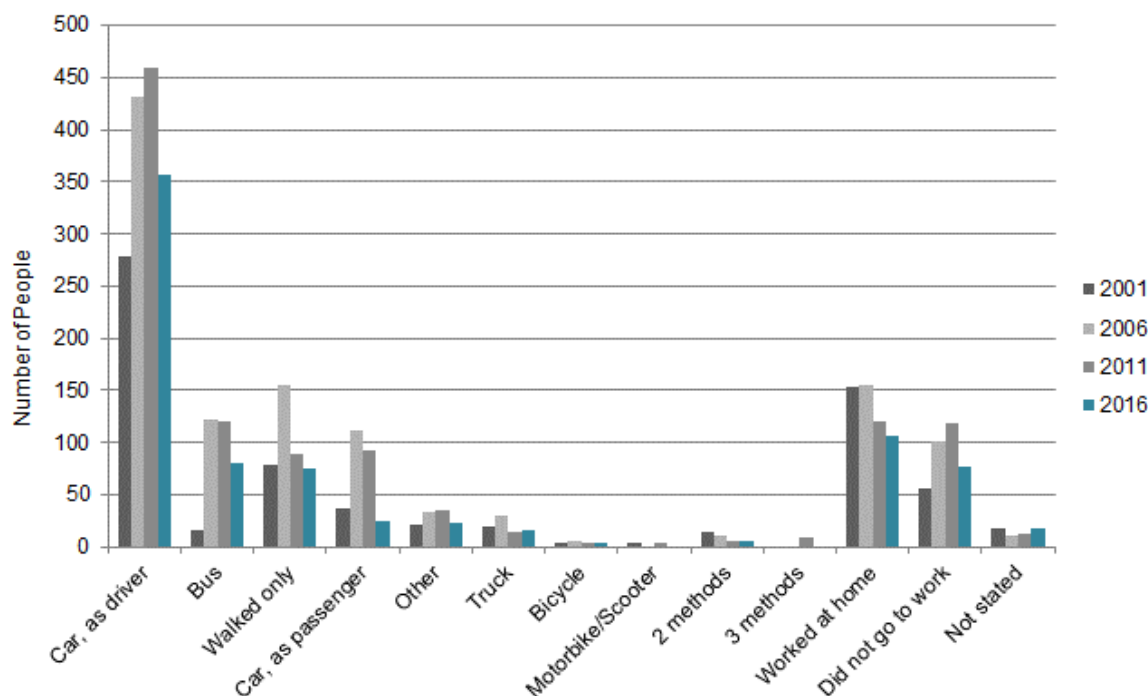


Figure 3: Travel Mode to Work (Source: ABS 2020)

Population & Demographic Change

The overall population of the Shire (Figure 4) between 2001 and 2016 has increased from 1,410 to 1,725. This increase of 315 people (+22%) suggests that demand for transport services may have also increased.

Over the same timeframe, the median age has increased from 37 to 45. Growth has predominately occurred in the older age bands, from years 40 plus. Population declines have been noted in the 0-9, 10-19 and 30-39 year bands.

With this changing demographic, demand for transport may have also changed. For example, with an ageing population, there may be a shifting demand change away from motor vehicles, to walking and the use of mobility devices. This may have increased the demand on assets such as paths.

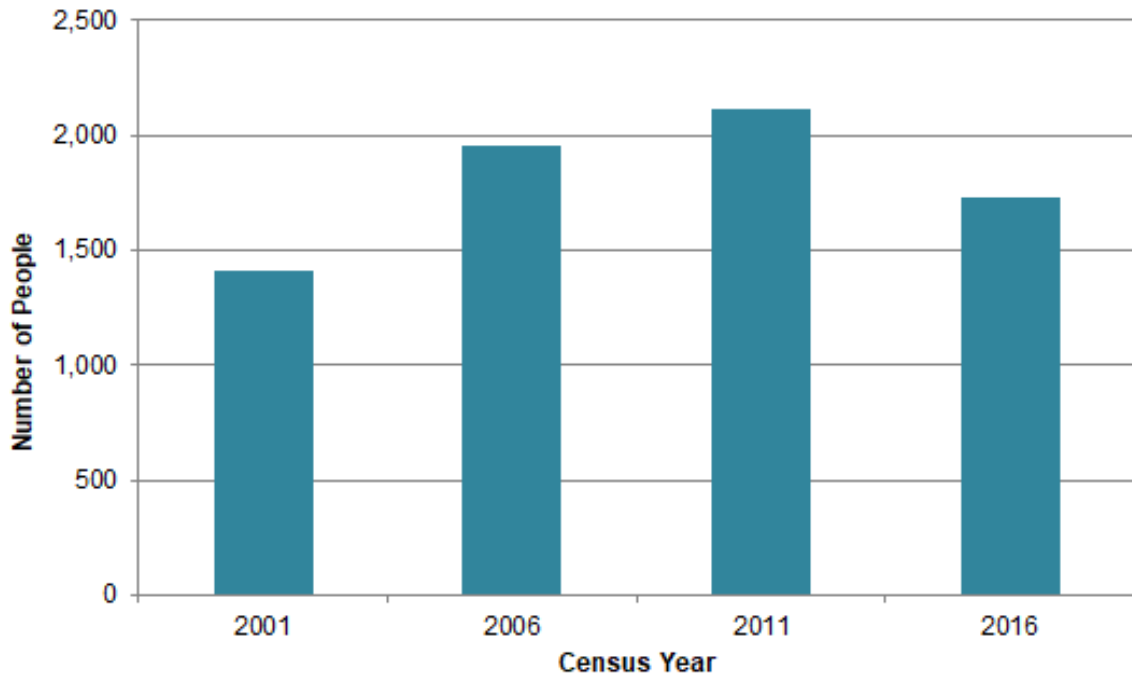


Figure 4: ABS Population – Shire of Ravensthorpe 2001-2016

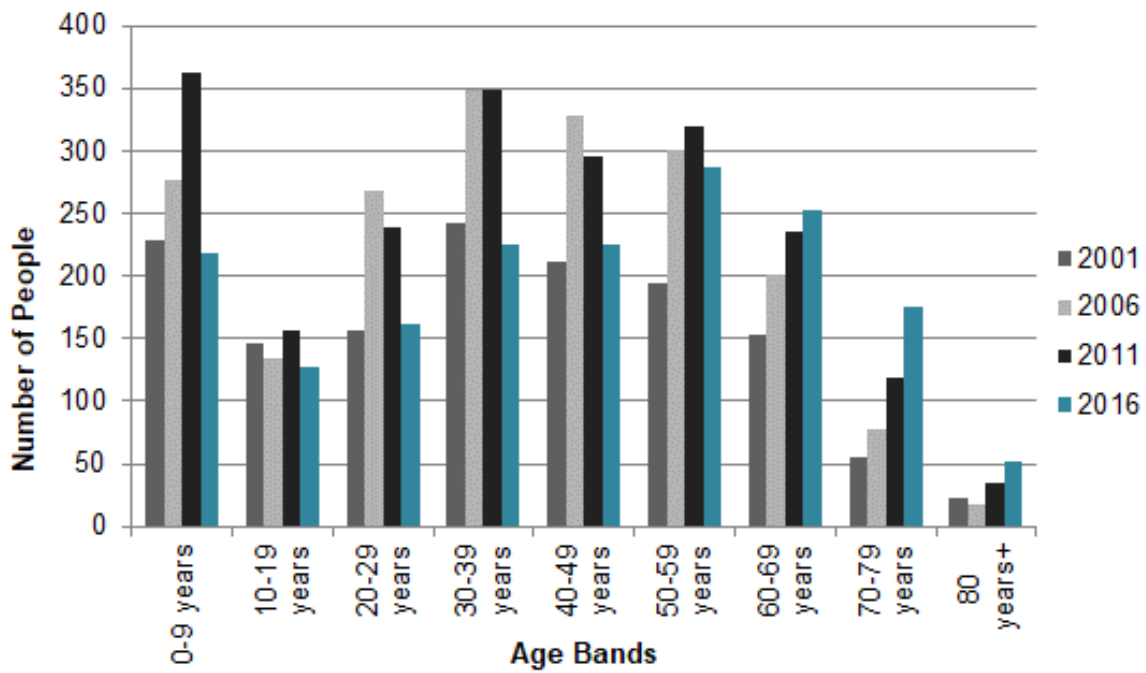


Figure 5: ABS Demographics – Shire of Ravensthorpe 2001-2016

Recreation Participation Change

The ABS Participation in Sport and Physical Recreation Survey was last conducted in 2013-14. Within Australia, walking for exercise remained the most popular activity over time with a participation rate of 19.2%. The second and third most popular activities were fitness/gym (17.4%) and jogging/running (7.4%) respectively. Ensuring that the Shire provides a quality path network upon which people can walk is therefore of a high importance.

Tourist & Visitor Numbers Change

Outside of immediate local demand, there may be potential demand from visitors to the Shire, whether day trippers or tourists. Figures from Tourism WA show that over the past five years, the estimated number of visitors to/within WA have risen from 31.0million in 2015 to 36.3million in 2019. Figures show that 7% of these visitors go to the Golden Outback region, within which the Shire sits. As such, the historic growth in tourist numbers may have increased transport demand within the Shire.

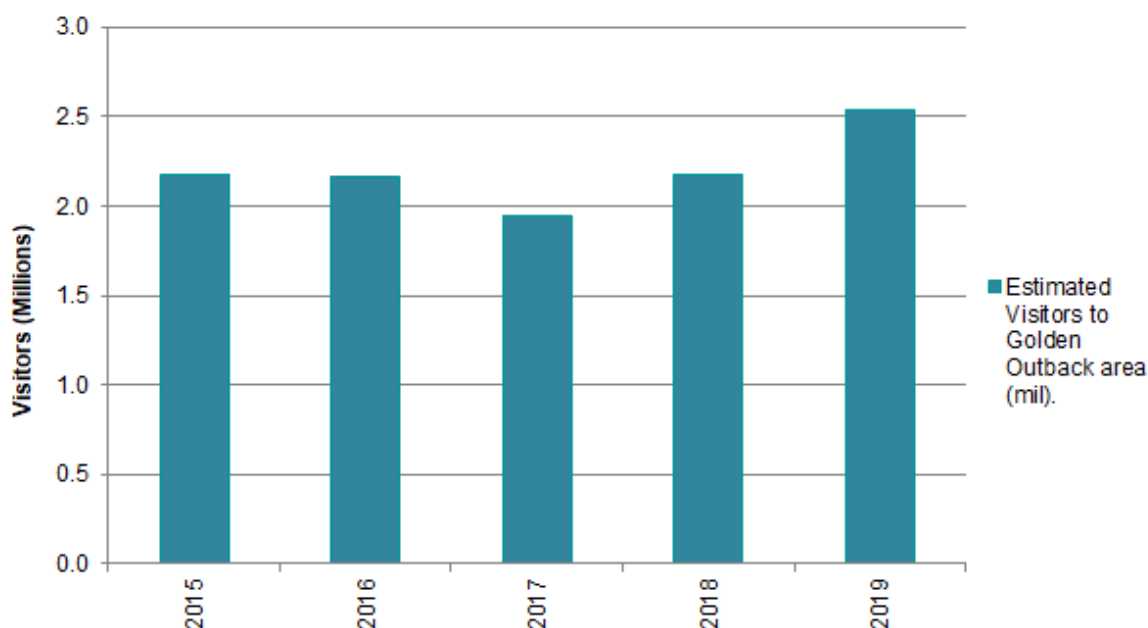


Figure 6: Estimated Golden Outback Visitors (Source: Tourism WA May 2020)

Rainfall Change

Consideration of historical annual rainfall may provide an indication of climate change. Figure 7 shows the annual total rainfall in Ravensthorpe from 1902 to 2019. It can be seen from the trend line that annual rainfall levels have steadily risen, from ~400mm to ~480mm. While this may have meant that some transport assets such as drainage have experienced more demand/use, peak storm events also require consideration. This has been listed as a potential improvement action.

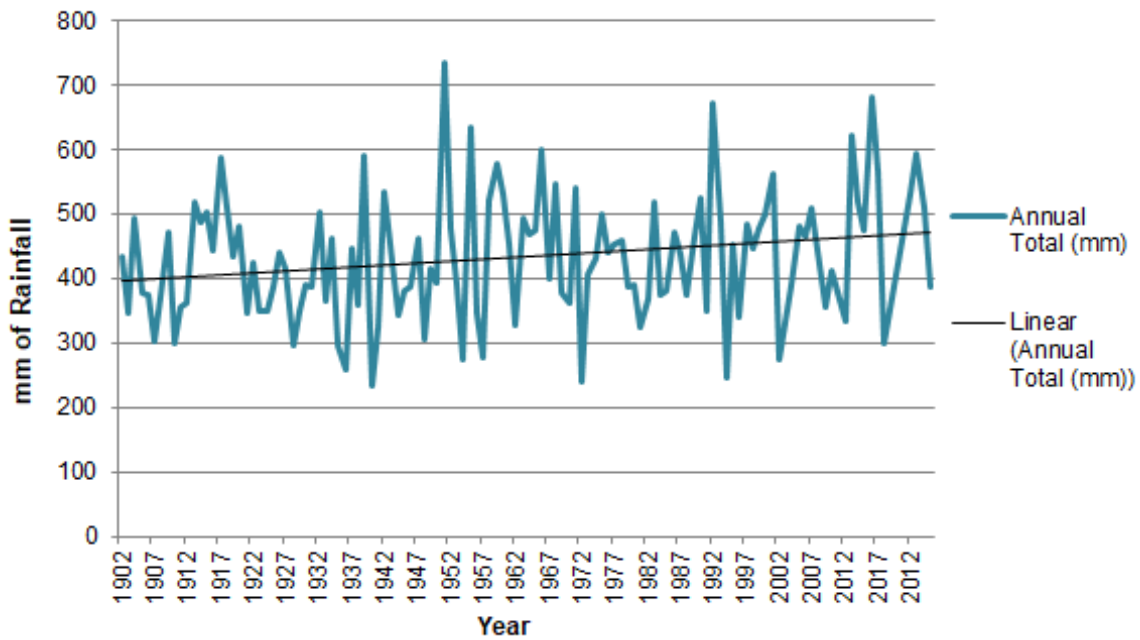


Figure 7: Ravensthorpe Weather Station Historical Annual Rainfall

Temperature Change

A review of the annual mean maximum temperatures shows that between 1962 and 2019, there has been a minor change in temperature, from ~29.7°C to ~29.4°C. This suggests that temperature change is not having a demand effect on transport assets.

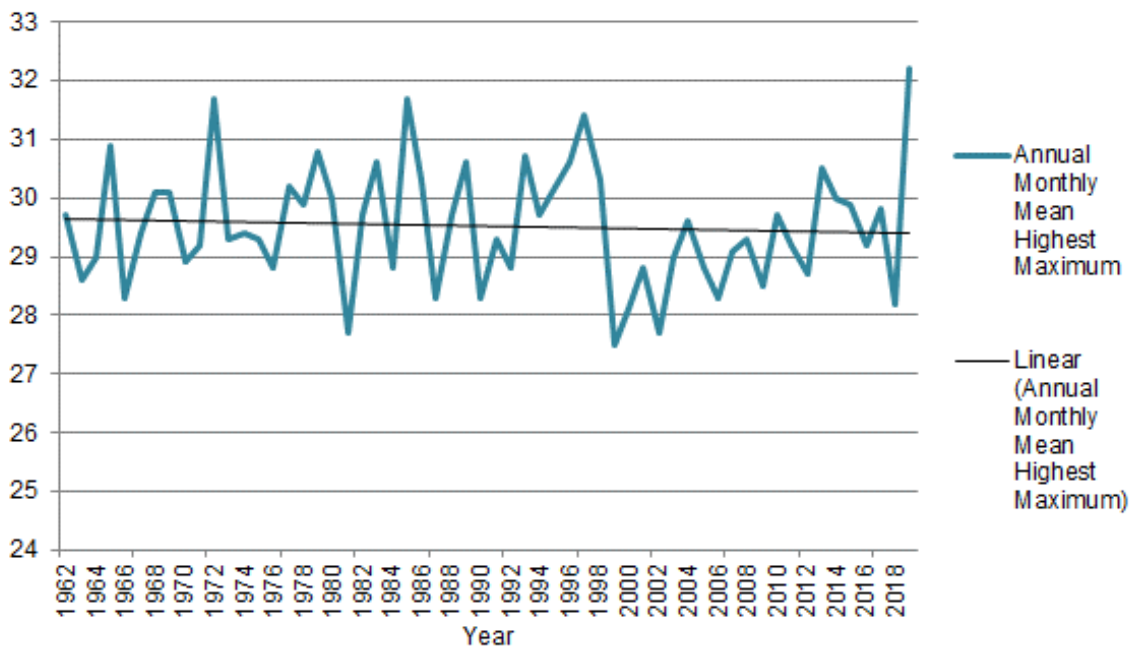


Figure 8: Ravensthorpe Weather Station Historical Annual Monthly Mean Maximum Temperature

Future Demand Drivers

In order to identify future demand pressures on the transport network (both positive and negative), six driver categories have been considered. These drivers may influence actual usage levels, as well as possibly requiring future resources to meet specific service needs or goals. Each of these demand drivers are discussed below and their effect summarised. The exact effects of many of these drivers are difficult to quantify and may also require further study and research.

Political

- ↑ IPRF - Integrated Planning and Reporting requirements continue to demand improvements to the Shire's asset management practices – Expected to continue to drive improved practices and hence require additional resources, over the medium term.
- ↔ Policy & Strategy - Council has the ability to change (up or down) the quality of service levels and hence effect costs – Considered unlikely to significantly change.
- ↑ External Funding - A significant portion of the Shire's annual transport budget is derived from state and federal grant scheme funding. With both federal and state budgets currently being under pressure, it is highly likely that non municipal income sources will at best be maintained and at worse decrease over the life of this AMP, resulting in proportionally more resources from municipal sources (e.g. rates).
- ↔ Reform - Local government reform continues to occur, with the next major initiatives scheduled being the Auditor General taking over responsibility for local government audits from 1 July 2018, as well as the review of the Local Government Act. For now, the effects on service demand are unclear.

Economic

- ↔ Fuel - Australian Institute of Petroleum data shows that in recent year's Australian petrol and diesel prices have remained fairly stable. They are also amongst the lowest in OECD countries. Looking forward, it is very difficult to predict future fuel prices. Industry commentary suggests that the mass introduction of electric vehicles may limit future petrol and diesel prices, but not until at least 2040. The retail and refining markets remain highly competitive, and with current over production, suggest that prices will be kept low. As a result, transportation cost changes may not be a significant influencer of service demand.
- ↔ Maintenance & Construction - The Bureau of Infrastructure, Transport and Regional Economics (BITRE) provides economic analysis, research and statistics on infrastructure, transport and regional development issues. The 2018 update shows that while there was a fall in the index from 2012-13 to 2015-16, the long term outlook is for a period of faster growth from 2017-18, followed by growth matching inflation in the 2020s. The net result of this is that road network costs will have to at least increase by inflation to ensure current service levels are maintained.
- ↑ Financial Sustainability - A review of the MyCouncil website shows that two of the three ratios have been consistently below their target bands. Furthermore, the asset consumption ratio appears to have been calculated incorrectly. Given the historical

poor performance, there would be concerns that the management of assets may not be financially sustainable.

Social

- ↓ Population - State forecasts suggest that the Shire's population is expected to decline in size until at least 2031. When historical populations are considered, Band A of the WA Tomorrow projections seems most likely. This predicts a decline of 940 people from 2016 levels. This results in a population size of just 845 people. If this were to occur, then the demand for transport services is likely to fall.
- ↑ Demographics – If the ageing population (higher median age) trend continues, then it is likely that service demand change will occur. An increase will be expected for better path (e.g. for elderly walkers) and public transport assets/services.
- ↔ Travel Modes - Historical data shows that the number of people travelling to work rose between 2001 and 2016. Despite this, the modes of travel have generally not changed, with car use (as driver) by far the primary mode. Looking forward, no significant changes to this service demand have been identified due to travel mode.
- ↑ Tourism - With past figures demonstrating an increase in visitor numbers to the Golden Outback region of WA, service demand change seems to have occurred. In addition, increasing tourism within WA seems to be a key commitment of the state government. As a result, while the direct change in service demand is likely to be small, there may be a need to further develop specific transport assets that will result in an enhanced experience for tourists (e.g. signage & information, parking areas etc.).

Technological

- ↔ Construction Technology - Although road pavement and seal construction technology is constantly evolving and improving, given the comparatively long life of typical WA roads, it is not thought that significant demand trends exist from road construction technology over the life of this AMP.
- ↓ Robotics & Technology Integration – Uptake/implementation of robotics and software technology into management practices should increase the efficiency of maintenance practices, thus reducing lifecycle management costs.
- ↔ Electric Vehicles - Globally, the manufacture of electric vehicles has gained momentum in recent years, although still remains a long way off of conventional vehicle sales. Within Australia however, the uptake of the technology has been noticeably slower. Some of the constraints to sales includes pricing and access to recharge points. Looking forward over the life of this AMP, there may be future demand for the Shire to provide, or at least facilitate the creation of, electric recharge points for vehicles. Further investigation is required in order to scope the limits of such a project and it has been listed as an improvement action.

Legal

- ↔ Litigation Change – it is not anticipated that litigation levels will change from currently low levels. The Shire has some 'identify and fix' maintenance programmes, however generally there is room for improvement and greater formalisation.

Environmental

- ↑ Environmental Awareness – Pressure may occur for the Shire to demonstrate that the environmental cost of the transport network is progressively reduced.
- ↑ Climate Change – trends suggest that this is occurring and therefore extreme events and dryer weather are likely. Climatic change will demand improvements to management practices and potentially some assets (e.g. drainage). Protecting assets from events may become increasingly more important.

Future Demand Summary

During a workshop in June 2020, Shire staff considered each of the potential sources of service demand change. As a result, the following drivers were considered to be those likely to have the greatest change effect. Demand mitigation tactics (if required) have been identified and are recorded in Part 1.

- Climate change
- Demographics
- Government policy, legislation & compliance
- Litigation
- Technology
- Visitor numbers

Appendix D – Network Physical Parameters

Data Confidence

To be able to effectively manage its assets, the Shire collects and maintains a range of data on its transport network. Understanding where gaps in this data exist is important to determine the confidence that we can put in the outcomes (e.g. valuations) that result. Table 5 details the reliability and confidence levels of the current asset data the Shire holds. In assessing the data, the Shire has applied the IIMM confidence framework as detailed in Table 4.

Confidence Grade	Accuracy
Highly Reliable	± 2%
Reliable	± 10%
Uncertain	± 25%
Poor	± 40%
Very Poor	Nil

Table 4: Data Confidence Measures

Asset Class	Inventory	Condition	Valuation
Roads	Reliable	Reliable	Reliable
Paths	Reliable	Reliable	Reliable
Structures	Highly Reliable	Uncertain	Poor
Drainage	Uncertain	Uncertain	Uncertain
Car Parks	Very Poor	Very Poor	Very Poor
Aerodromes	Uncertain	Uncertain	Uncertain
Marine Facilities	Uncertain	Very Poor	Very Poor

Table 5: Transport Network Data Confidence Levels

Inventory

The following outlines the Shire's transport asset inventory as at 30 June 2019.

Roads

Road Materials

Asset/Component	Length (m)	Area (sq.m.)
Formation	1,268,143	13,805,231
Pavement	1,268,143	9,439,742
Sealed Surface	143,753	1,092,793
<i>Asphalt</i>	3,408	29,059
<i>Cement Concrete</i>	20	144
<i>Double Seal</i>	117,874	906,445
<i>Single Seal</i>	22,451	157,145
Kerbing	50,059	
<i>Barrier</i>	49,140	
<i>Flush</i>	80	
<i>Semi-Barrier</i>	779	
<i>Semi-Mountable</i>	60	

Table 6: Road & Kerb Quantity by Material

Road Hierarchy

Hierarchy	Length (m)	Area (sq.m.)
Regional Distributor	292,790	3,477,875
Local Distributor	343,610	4,147,718
Access Road	631,743	6,179,638
TOTAL	1,268,143	13,805,231

Table 7: Road Quantities by Hierarchy

Paths

Material	Length (m)	Area (sq.m.)
Asphalt	488	878
Brick Paving	1,764	4,334
Chip Seal	17,123	30,978
Gravel	5,477	10,659
TOTAL	24,852	46,849

Table 8: Path Quantities by Material

Structures

Item	Count	Length (m)
Culverts	1,081	10,591
Bridges	1	Unknown

Table 9: Structure Quantities by Type

Drainage

Item	Count	Length (m)
Pits	230	
Pipes	271	37,580
Table & Open Drains	6,525	2,354,232

Table 10: Drainage Quantities by Type

Car Parks

Item	Count	Area (sq.m.)
All Car Parks	Unknown	Unknown

Table 11: Car Park Quantities by Type

Aerodromes

Assets	Count
Aerodromes	2

Table 12: Aerodrome Facilities by Type

Marine Facilities

Assets	Count
Boat Ramps	1

Table 13: Marine Facilities by Type

Condition

The following table outlines the Shire's transport assets' condition as at 30 June 2019.

Asset Sub Type	Condition					
	Unknown	Very Good	Good	Average	Poor	Very Poor
Road Surface	0%	38%	23%	29%	9%	1%
Road Pavement	7%	12%	32%	37%	12%	0%
Kerbing	0%	1%	0%	99%	0%	0%
Path Surface	1%	13%	25%	53%	9%	0%
Structures	100%	0%	0%	0%	0%	0%
Culverts	5%	21%	51%	12%	5%	7%
Drainage Pits	0%	0%	99%	1%	0%	0%
Drainage Pipes	0%	0%	0%	100%	0%	0%
Car Parks	100%	0%	0%	0%	0%	0%
Aerodromes	50%	0%	50%	0%	0%	0%
Marine Facilities	100%	0%	0%	0%	0%	0%

Table 14: Asset Condition Profiles

Valuation

The following table records the current values of transport assets.

Asset Sub Type	Value			
	CRC	FV	ADE	Year
Road Surface	\$10,272,498	\$5,244,763	\$375,197	2019
Road Pavement	\$77,022,136	\$40,847,929	\$1,895,475	2019
Road Formation	\$49,387,666	\$49,387,666	\$0	2019
Road Kerbs	\$1,583,366	\$907,222	\$17,795	2019
Path Surface	\$2,199,939	\$1,187,982	\$63,287	2019
Bridges	-	-	-	-
Culverts	\$6,042,391	\$4,613,966	\$74,476	2019
Drainage	\$20,372,728	\$12,227,493	\$424,295	2019
Car Parks	-	-	-	-
Aerodromes	\$2,101,759	-	-	2019
Marine Facilities	-	-	-	-
Totals	\$168,982,483	\$114,417,019	\$2,850,526	

Table 15: Asset Valuations

Appendix E – Lifecycle Management Strategies

Background

Lifecycle management encompasses all strategies and practices that the Shire employs to manage all transport assets at the lowest lifecycle cost. This section details all the strategies and practices that are currently employed.

Principles & Definitions

In considering the Shire's Asset Lifecycle Management, the following key principles and definitions must be considered.

Work Category Definitions

The Shire considers the activities it undertakes across six categories as follows.

Activity	Definition
Operation	Continuously required expenditure which enables assets to provide benefits to the community such as utility charges, inspections, cleaning etc.
Maintenance	Regular works to maintain the assets' capability, such as minor repairs, servicing, mowing, painting, crack seals etc.
Renewal	Works to replace existing assets which are worn, poorly functioning or dated with assets of equivalent capacity or performance. For example, the renewal of an internal wall in a building, renewal of an engine in a grader, resurfacing a road (re-sheeting or resealing) or replacing girders on a bridge.
Upgrade	The significant upgrade of an asset to produce a higher service level, such as dualling or widening of a road, extension of a building, installation of reticulation to a dry park etc.
New Work	The creation of a new asset, in a location where that asset type has not existed before.
Asset Disposal	The process of removing and disposing of an asset upon the end of its useful life. For the purpose of this AMP this is only when an asset is not replaced.

Table 16: Activity Categories

Lifecycle Cost Basis

All assets have a lifecycle. This is defined as the time interval that commences with the identification of the need for an asset and ends with the decommissioning of the asset (i.e. disposal but with no replacement). It covers five stages, being conception & design, acquisition/construction, operation & maintenance, renewal and disposal.

Operation & Maintenance Strategy

Often referred to as 'OPEX', operational & maintenance expenditure and works are required to ensure the longevity of assets' lives and the reliability of services. The Shire's approach to meeting OPEX needs is a combination of reactive and short term planned strategies. As described in the figure below, the Shire's strategy to OPEX is:

- Operational costs typically vary with usage. The Shire broadly works on an annual budget planning cycle (12 months), and seeks funding in-line with previous years' budgets, with an allowance for at least CPI.
- Reactive maintenance typically arises from either community requests and/or internal works orders. Works are then scheduled, actioned and completed. Budgeting is based on previous years' allocations, with an increase of at least CPI.
- Planned maintenance programmes exist for an annual budget planning cycle (for the future twelve-month period). Maintenance works are typically identified from either internal staff inspection or by legislative, policy or specification requirements. Budgets are developed based on the programmes and previous years' expenditure, with an increase of at least CPI. However, the planned maintenance programmes are generally not documented. An improvement action has been listed, to document planned maintenance schedules, with associated budgets, for transport assets.

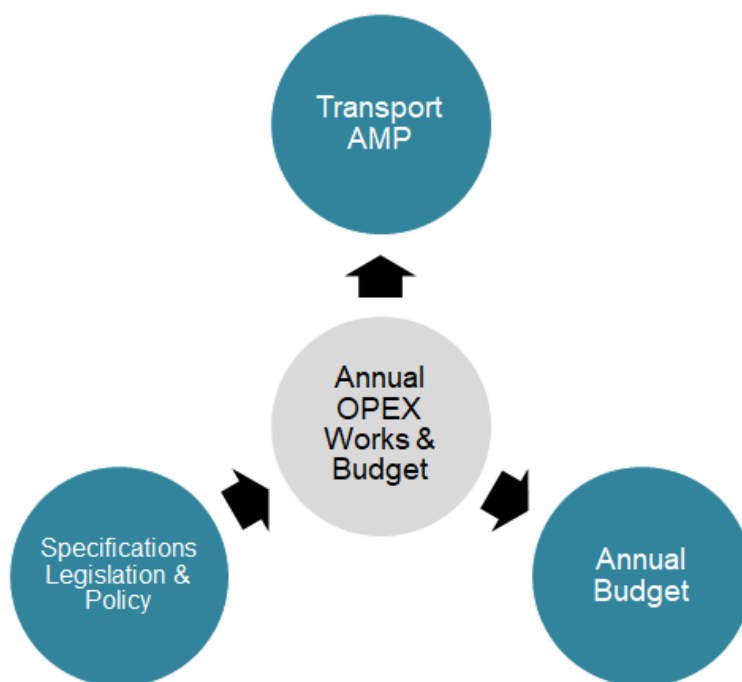


Figure 9: Transport Asset Maintenance Framework

Staff Resources

The overall management of the Shire’s transport network falls within the responsibility of the Chief Executive Officer. The Director of Corporate & Community Services is responsible for overall accounting control of transport assets, and the Director of Technical Services for engineering based works. The Shire is also assisted from time to time by external contractors.

Software Systems

The Shire currently employs the use of the following software systems to manage asset data.

Software System	Uses
RAMM	RAMM is able to centrally record inventory and condition data for all transport assets. At present through, it is only used for roads.
SynergySoft	Synergysoft is used to record all transport asset revenue and expenditure, as well as relevant records.
MetroCount	MetroCount is used to process and hold data from onsite road traffic counts.

Table 17: Asset Management Software Systems

Renewal Strategy

The Shire periodically inspects some transport assets to collect critical inventory and condition information. This information can then inform several key outputs (e.g. long-term renewal works programmes).

Renewal Management Model

Condition information can be used to develop models that predict assets' approximate year of renewal. The Shire then scopes and prioritises these renewal projects over the forthcoming period (e.g. 5 years). Further out (e.g. from years 6 onwards), results can help staff to understand the likely amount of renewal expenditure that will be required, even if the exact project details are not yet known. Ultimately, a robust long term (e.g. 15 years) renewal works programme can then be developed, that informs this AMP, and other documents such as the Long Term Financial Plan and Corporate Business Plan.

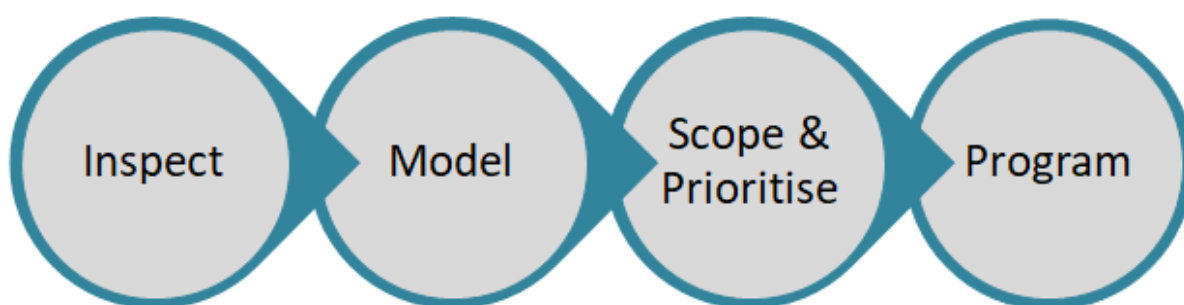


Figure 10: Example Transport Asset Renewal Planning Process

Inspections

Asset Condition Rating Scale

The Shire undertakes the condition rating of many of its infrastructure assets to determine their remaining useful life and fair values. In assessing assets' condition, the Shire has adopted a 1 to 5 scale of rating which allows the overall condition of different asset classes to be compared. Table 18 details the scale applied and what each rating means.

Grade	Condition	Description
1	Very Good	A new or near new asset, or an asset recently rehabilitated back to new condition, with no visible signs of deterioration. The asset or component will have no drop in level of service.
2	Good	An asset in excellent overall condition. There would be only very slight condition decline but it would be obvious that the asset was no longer in new condition.
3	Average	An asset in fair overall condition deterioration in condition would be obvious and there would be some serviceability loss.

4	Poor	An asset in fair to poor overall condition. The condition deterioration would be quite obvious. Asset serviceability would now be affected and maintenance costs would be rising.
5	Very Poor	An asset in poor to unserviceable overall condition deterioration would be quite severe and would be starting to limit the serviceability of the asset. Maintenance cost would be high.

Table 18: Condition Rating Measures

Condition Inspection Frequencies

Transport assets are inspected in line with the relevant Manuals listed in Table 20 to the following frequencies.

Asset	Inspection Frequency
Roads	Sealed once every 3 years
Paths	Annual
Structures	Road Bridges – Every 5 years (Main Roads WA) Pedestrian Bridges – Every 3 years with paths
Drainage	Piped urban drainage - Every 5 years Open drainage & culverts – Every 3 years
Car Parks	Every 5 years
Aerodromes	Annually, as per CASA requirements.
Marine Facilities	Every 5 years

Table 19: Condition Inspection Frequencies

Inspection Manuals

The following manual are employed by the Shire when transport assets are being inspected.

Asset	Manual
Roads	Maintenance – Manual to be developed for road safety and maintenance inspections.
	Condition - WALGA Road & Path Visual Condition Assessment Manual – External document.
Paths	Maintenance – Manual to be developed for path safety and maintenance inspections.
	Condition - WALGA Road & Path Visual Condition Assessment Manual – External document.

Structures	Maintenance & Condition – Main Roads WA bridge inspection guides.
Drainage	Maintenance & Condition – Manual to be developed (urban & rural).
Car Parks	Maintenance & Condition – Manual to be developed.
Aerodromes	Maintenance & Condition – Shire Checklist.
Marine Facilities	Maintenance & Condition – Manual to be developed for boat ramps.

Table 20: Asset Inspection Manuals

Modelling

By understanding assets' physical condition (or any other performance feature), the Shire can then predict when assets, or their components, may require renewal. Typically, this is achieved by applying total useful lives to different assets or components, and then calculating how long it will take for them to reach a specific trigger.

Asset	Action	Triggers
Roads	Renewal	Condition rating of 4 (poor) or 5 (very poor).
Paths	Renewal	Condition rating of 4 (poor) or 5 (very poor).
Structures	Renewal	Condition rating of 4 (poor) or 5 (very poor).
Drainage	Renewal	Condition rating of 4 (poor) or 5 (very poor).
Car Parks	Renewal	Condition rating of 4 (poor) or 5 (very poor).
Aerodromes	Renewal	Condition rating of 4 (poor) or 5 (very poor).
Marine Facilities	Renewal	Condition rating of 4 (poor) or 5 (very poor).

Table 21: Asset Renewal Condition Triggers

Upgrade/New Strategy

The Shire occasionally constructs or acquires upgraded and/or new assets. Expenditure on these assets is often considered as discretionary, and ultimately results in either a new or improved service (e.g. road widening results in a safer and/or higher capacity road). The following section outlines the Shire's general approach to upgrade and new projects.

Project Prioritisation/Selection Criteria

The need for either upgraded or new assets is typically identified by Shire staff from a number of potential sources including customer and Council request, strategic plans, poor asset performance and so on. Assets' needs are then investigated by staff in order to determine their potential scope, benefit and costs. Where determined as being required, a formal report may be given to Council for their consideration and approval. Reports may consider different project aspects, such as costs, risk and strategic plan alignment.

Disposal Strategy

At the present time the Shire generally does not frequently dispose of transport assets. Where such a project is identified, then the need and scope is considered by Shire staff and (in some instances) Council.

Appendix F – Financial Model

Transport Works Programme Summary				Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 11	Year 12	Year 13	Year 14	Year 15	
Asset Sub Type	Activity Type	Activity Description	Funding Type	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	
Aerodromes																			
All	Operation	COA12600 - Operating Costs - Airport	Municipal	\$24,024	\$23,454	\$24,658	\$25,360	\$26,083	\$26,832	\$27,651	\$28,497	\$29,371	\$30,274	\$31,206	\$32,170	\$33,164	\$34,191	\$35,253	
All	Maintenance	COA12604 - Airport Infrastructure Maintenance	Municipal	\$34,533	\$34,000	\$35,128	\$35,782	\$36,446	\$37,125	\$37,867	\$38,624	\$39,396	\$40,184	\$40,988	\$41,808	\$42,645	\$43,497	\$44,368	
Lighting	Renewal	Airport Lighting Upgrade	Municipal	\$8,050	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Lighting	Renewal	Airport Lighting Upgrade	Grants & Contributions	\$24,150	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
All	Renewal	Airport Renewal Project	Municipal	\$0	\$0	\$0	\$0	\$0	\$250,000	\$0	\$0	\$0	\$0	\$250,000	\$0	\$0	\$0	\$0	
AERODROMES TOTAL				\$90,757	\$57,454	\$59,786	\$61,142	\$62,529	\$313,957	\$65,518	\$67,121	\$68,767	\$70,458	\$322,194	\$73,978	\$75,809	\$77,688	\$79,621	
Boat Ramps & Jetties																			
BOAT RAMPS & JETTIES TOTAL				\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Bridges																			
Bridge	Renewal	Renewal of failed road bridge and removal of temporary causeway in 2023	External																
BRIDGES TOTAL				\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Car Parks																			
Car Parks	Renewal	RCP car park	Grants & Contributions	\$180,900	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
CAR PARKS TOTAL				\$180,900	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Drainage																			
Culverts	Renewal	Coxall Road 2X Culvert replacements at SLK 18.92 and 23.30	Local Roads & Community Infrastructure Grant	\$30,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Culverts	Renewal	General renewal allocation to match depreciation	Municipal	\$0	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	\$75,000	
Drainage	Renewal	General renewal allocation to match depreciation	Municipal		\$425,000	\$425,000	\$425,000	\$425,000	\$425,000	\$425,000	\$425,000	\$425,000	\$425,000	\$425,000	\$425,000	\$425,000	\$425,000	\$425,000	
DRAINAGE TOTAL				\$30,000	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000	\$500,000
Marine																			
Marine	Operation	COA12700 - Expenses Relating to Water Transport Facilities	Municipal	\$28,586	\$27,500	\$29,717	\$30,896	\$32,121	\$33,396	\$34,723	\$36,104	\$37,539	\$39,032	\$40,584	\$42,197	\$43,876	\$45,620	\$0	
MARINE TOTAL				\$28,586	\$27,500	\$29,717	\$30,896	\$32,121	\$33,396	\$34,723	\$36,104	\$37,539	\$39,032	\$40,584	\$42,197	\$43,876	\$45,620	\$0	\$0
Paths																			
Paths	Renewal	Hosking Street - Concrete Footpath Construction	Drought Community Programme	\$30,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Paths	Renewal	Cambewarra Drive Pavement Overlay	Municipal	\$33,250	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Paths	Renewal	To be confirmed	Municipal	\$0	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$15,000	\$10,000	\$15,000	\$15,000	\$15,000	\$15,000	
Paths	Renewal	General renewal allocation to match depreciation	Municipal		\$48,000	\$48,000	\$48,000	\$48,000	\$48,000	\$48,000	\$48,000	\$48,000	\$48,000	\$48,000	\$48,000	\$48,000	\$48,000	\$48,000	
PATHS TOTAL				\$63,250	\$63,000	\$63,000	\$63,000	\$63,000	\$63,000	\$63,000	\$63,000	\$63,000	\$63,000	\$63,000	\$58,000	\$63,000	\$63,000	\$63,000	\$63,000
Roads																			
Signs	Maintenance	COA12206 - Signs Maintenance	Municipal	\$5,056	\$5,000	\$5,129	\$5,217	\$5,307	\$5,398	\$5,506	\$5,616	\$5,729	\$5,843	\$5,960	\$6,079	\$6,201	\$6,324	\$6,452	
Roads	Maintenance	COA12200 - Expenses Relating to Streets, Roads, Bridges & Depot Maintenance	Municipal	\$1,471,695	\$1,450,000	\$1,496,234	\$1,523,686	\$1,551,652	\$1,580,137	\$1,611,741	\$1,643,974	\$1,676,855	\$1,710,392	\$1,744,600	\$1,779,493	\$1,815,082	\$1,851,383	\$1,888,411	
Roads	Renewal	General allocation - non project specific - to match LTFP	Municipal	\$469,820	\$341,801	\$344,454	\$347,147	\$349,880	\$352,655	\$355,470	\$358,328	\$361,229	\$364,174	\$367,162	\$570,196	\$576,275	\$582,445	\$588,707	
Roads	Renewal	General allocation - non project specific - to match LTFP	Roads to Recovery	\$487,335	\$487,335	\$487,335	\$487,335	\$487,335	\$499,518	\$499,518	\$499,518	\$499,518	\$499,518	\$512,006	\$512,006	\$512,006	\$512,006	\$512,006	
Roads	Renewal	General allocation - non project specific - to match LTFP	Regional Road Group	\$329,867	\$329,867	\$329,867	\$329,867	\$329,867	\$329,867	\$329,867	\$329,867	\$329,867	\$329,867	\$329,867	\$329,867	\$329,867	\$329,867	\$329,867	
Roads	Renewal	General allocation - non project specific - to match LTFP	Other	\$1,100,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Pavement / Seal	Renewal	Unallocated renewal to match depreciation	Municipal	\$0	\$1,030,909	\$1,126,811	\$1,124,118	\$1,121,385	\$1,106,427	\$1,103,612	\$1,100,754	\$1,097,853	\$1,094,908	\$1,079,432	\$876,398	\$870,319	\$864,149	\$857,887	
ROADS TOTAL				\$3,863,773	\$3,644,912	\$3,789,830	\$3,817,370	\$3,845,426	\$3,874,002	\$3,905,714	\$3,938,057	\$3,971,051	\$4,004,702	\$4,039,027	\$4,074,039	\$4,109,750	\$4,146,174	\$4,183,330	

Transport Works Programme Summary

Asset Sub Type	Activity Type	Activity Description	Funding Type	Year 1 2020/21	Year 2 2021/22	Year 3 2022/23	Year 4 2023/24	Year 5 2024/25	Year 6 2025/26	Year 7 2026/27	Year 8 2027/28	Year 9 2028/29	Year 10 2029/30	Year 11 2030/31	Year 12 2031/32	Year 13 2032/33	Year 14 2033/34	Year 15 2034/35
Street Furniture																		
Street Furniture	Renewal	Hopetoun Street Furniture - Installation and renewal of street furniture	Drought Community Programme	\$10,500														
STREET FURNITURE TOTAL				\$10,500	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Street Lighting																		
Street Lighting	Operation	COA12202 - Power - Street Lighting	Municipal	\$58,240	\$56,000	\$60,570	\$62,992	\$65,512	\$68,133	\$70,858	\$73,692	\$76,640	\$79,705	\$82,894	\$86,209	\$89,658	\$93,244	\$96,974
STREET LIGHTING TOTAL				\$58,240	\$56,000	\$60,570	\$62,992	\$65,512	\$68,133	\$70,858	\$73,692	\$76,640	\$79,705	\$82,894	\$86,209	\$89,658	\$93,244	\$96,974
TOTAL TRANSPORT WORKS EXPENDITURE				\$4,326,006	\$4,348,866	\$4,502,903	\$4,535,400	\$4,568,588	\$4,852,488	\$4,639,813	\$4,677,974	\$4,716,997	\$4,756,897	\$5,042,699	\$4,839,423	\$4,882,093	\$4,925,726	\$4,922,925

Key Assumptions

A number of key assumptions are made in preparing forecasts of required transport network expenditure. They are that:

- Transport assets will remain in Council ownership throughout the period covered by this AMP, unless specifically detailed otherwise.
- Standards, Acts and Regulations associated with transport assets will remain essentially the same over the AMP life.
- Expenditure projections allow for no annual inflation.
- Operation and maintenance costs are based primarily on planned programmes where available. Where not available, cost projections are based on historical expenditure trends which are not necessarily a sound indicator of future need, nor are tied to actual activities.
- Renewal programmes have been based primarily on defined works programmes where available. Where not available, programmes are based on either modelling projections, historical cost and/or annual depreciation rates.
- Upgrade, acquisition/construction and disposal programmes are based on defined works programmes.
- Inventory information used in calculations is the latest available at hand, but consideration of overall data confidence levels is critical when using this AMP.
- Unit costs and assumed asset lives are the Shire's but do not necessarily represent actual asset performance.
- Historical expenditure reports split by activity may contain expenditure that was actually expended on different activities.

Accuracy of future financial forecasts may be improved in future revisions of this AMP by the following actions.

- Improving data confidence levels for transport asset inventory, condition and valuations to reliable or better.
- Developing activity based operation and planned maintenance schedules, with associated budgeting.
- Refining the long term capital works programme.

Appendix G – Asset Ratios

Background

On an annual basis, each WA local government reports seven key performance indicators (KPIs) (available within the Annual Report). Of these, three KPIs reflect the performance of the Shire's assets. These KPIs are useful in determining:

- the current physical state of the asset portfolio
- how sufficient past renewal expenditure was
- whether sufficient future renewal expenditure is being allowed for

Asset Consumption Ratio

The ratio is a measure of the condition of the Shire's physical assets, by comparing their condition based fair value (what they're currently worth) against their current replacement cost (what their replacement asset is currently worth as new). The ratio highlights the aged condition of the portfolio and has a target band of between 50%-75%. Non depreciating assets (e.g. road formation) should be excluded from the calculation.

Depreciated Replacement Cost (Fair Value) of Depreciable Transport Assets
Current Replacement Cost of Depreciable Transport Assets

Asset	Fair Value	CRC	ACR
Roads (ex formation)	\$46,999,913	\$88,878,001	53%
Paths	\$1,187,982	\$2,199,939	54%
Structures	\$4,613,966	\$6,042,391	76%
Drainage	\$12,227,493	\$20,372,728	60%
Car Parks	-	-	-
Aerodromes	-	-	-
Marine Facilities	-	-	-
Total	\$65,029,353	\$117,493,058	55%

Table 22: Transport Assets Consumption Ratios

Asset Sustainability Ratio

The ratio is a measure of the extent to which assets managed by the Shire are being replaced as they reach the end of their useful lives. The ratio is essentially past looking, and is based upon dividing the average annual depreciation expense of the transport asset portfolio by the average annual renewal expenditure, for a number of past years (e.g. 3). The ratio has a target band of between 90%-110%.

Transport Asset Renewal Expenditure

Transport Asset Depreciation

Asset	4 Year Average	ADE	ASR
Roads (ex formation)	\$1,422,914	\$2,288,467	62%
Paths	\$31,917	\$63,287	50%
Structures	\$0	\$74,476	0%
Drainage	\$11,150	\$424,295	3%
Car Parks	\$5,848	Unknown	Unknown
Aerodromes	\$3,670	Unknown	Unknown
Marine Facilities	\$0	Unknown	Unknown
Total	\$1,475,499	\$2,850,526	52%

Table 23: Transport Assets Sustainability Ratios

Asset Renewal Funding Ratio

The ratio is a measure as to whether the Shire has the financial capacity to fund asset renewal as and when it is required over the future 10 years' period. The ratio is calculated by dividing the net present value of planned renewal expenditure over the next 10 years in the LTFP, by the net present value of planned renewal expenditure over the next 10 years in the AMP. The same net present value discount must be applied in both calculations. The ratio has a target band of between 95%-105%.

NPV of LTFP Planned Renewal Expenditure over the next 10 years

NPV of AMP Required Renewal Expenditure over the next 10 years

Asset	LTFP	AMP	ARFR
All Transport Assets	\$12,093,829	\$25,596,109	47%
Total	\$12,093,829	\$25,596,109	47%

Table 24: Transport AMP Renewal Funding Ratio



Workforce and Diversity Plan



April 2021



CONTENTS

Message from the CEO	1
Introduction.....	2
Workforce Profile	6
Labour Market Analysis	10
Skills and Capacity Needs	11
Policies.....	12
Staff Survey.....	12
Summary of Current State and Key Issues	13
Goals, Strategies and Actions	14
Costs	16
Risk Management.....	16
Monitoring.....	16
Appendix 1: Organisational Chart.....	17
Appendix 2: Staff Survey Results	20
Appendix 3: Equal Employment Opportunity Management Plan	31

MESSAGE FROM THE CEO

Welcome to the Shire of Ravensthorpe Workforce Plan. It marks the next stage in our evolution to reset the compass of our Shire and our organisation.

The team that delivers the Shire's services to the community, day in and day out, is a group of committed and capable people. This plan shows how we are going to continue to recruit, develop and retain the skills and attributes we need over the coming years.



I am proud of our flexible and family-friendly workplace, and the way our staff embrace opportunities to learn and grow. We work as a team rather than in silos. It's more important to get the job done than to adhere precisely to a job description.

In fairly recent times, the Shire has faced a global pandemic, the closing and opening of mines, floods and drought. We have restructured, taken over management of a childcare centre in Hopetoun, prepared for an increase in use of the Aerodrome, and attracted millions of dollars of investment into the community. It is simply not possible to predict our future. This is a community that faces its challenges with resilience, seizes its opportunities, and forges its own path ahead.

Like all local governments, our organisation is driven by community service. The values that our Shire has adopted are:

1. Passionate commitment to service
2. Proudly promoting and advocating for our community
3. Clear and regular communication
4. Openly reporting on progress and listening to community feedback

The community can rely on us to uphold these values.

Gavin Pollock

Chief Executive Officer, Shire of Ravensthorpe

INTRODUCTION

Purpose of the Workforce Plan

Local Governments in Western Australia are required to implement Integrated Planning and Reporting (IPR) as the guiding process for planning and monitoring services and activities. The Workforce Plan (WFP) is a core informing strategy under IPR.

Workforce planning is a key tool to achieve a high performing organisation. Staff costs make up a significant portion of the total costs of most local governments and so having the right staff with the right skills, experience and knowledge at the right level of remuneration becomes a critical factor in the ability of the local government to provide cost effective services and deliver high quality projects.

The total workforce involved in the delivery of the Shire's services is not limited to direct employees, as it also includes contractors and shared employees with neighbouring Shires.

The WFP is a living document and the process of shaping the workforce is continuous. The Plan will be updated regularly to ensure its medium to long term goals can be achieved. It will be tweaked as needed in conjunction with the Strategic Review to be completed in 2020/21, and remain synchronised with the cycle as shown in figure 1 from then on.

FIGURE 1: INTEGRATED PLANNING AND REPORTING FRAMEWORK



Goals of the Workforce Plan

Goal 1: A flexible and family-friendly place to work with opportunities to learn and grow

This goal area is concerned with attraction and recruitment, and providing a positive and flexible workplace environment.

Goal 2: Staff work as a team and take pride in what the Shire delivers to the community

This goal area is primarily concerned with the critical success factors for performance excellence. It includes culture, productivity, performance management (cascading from CEO's KPIs) and leadership development.

Goal 3: The organisation's human resources systems and processes are aligned to high performance

This goal area is concerned with the human resources systems and processes that underpin the Workforce Plan, including organisation structure, industrial relations framework, delegations, policies, and processes.

Principle of equity and diversity

Across all the above goals, the Shire is committed to creating a workplace that is equitable and diverse, as follows (see Appendix 3 for details):

- The organisation values equal employment opportunities and diversity, and the work environment is free from sexual and racial harassment
- The workplace is free from employment practices that are biased or discriminate against employees or potential employees
- Employment programs and practices recognise and include strategies to achieve workforce diversity

Process to prepare the Plan

The process to prepare the Plan involved the following steps:

- Staff survey
- Labour market analysis
- Review of current practices, challenges and opportunities
- Integration with Equal Employment Opportunity Management Plan
- Develop plan

The Shire’s Strategic Direction

Vision, Values, Outcomes and Objectives

The Strategic Community Plan (2020- 2030) sets direction and the Corporate Business Plan covers the first four years in more detail. These Plans have been used as a guide; however, they will be reviewed in the coming months, at which point this Workforce Plan will be updated.

The vision is:

“A growing community, thriving and resilient, sharing our natural wonderland with the world.”

The Shire has four values. The community can rely on us for:

1. Passionate commitment to service
2. Proudly promoting and advocating for our community
3. Clear and regular communication
4. Openly reporting on progress and listening to community feedback

The table below shows the outcomes and objectives that drive the Council’s Corporate Business Plan and annual budgets. The Workforce Plan needs to ensure that the human resources of the Shire are aligned to delivering these strategies.

Outcomes		Objectives
ECONOMY	<i>The population is growing, in tandem with a thriving, resilient local economy</i>	<ul style="list-style-type: none"> ▪ To grow business and employment ▪ The right resources and infrastructure are in place to support local commerce and industry
COMMUNITY	<i>This is a safe and family-friendly community where people of all ages have access to services and facilities, and there is plenty to blow your socks off</i>	<ul style="list-style-type: none"> ▪ Social services and facilities are designed and delivered in a way that fits community needs and aspirations ▪ Community groups function well with strong volunteer effort and feel supported by the community ▪ People feel that their community is safe for all, free of nuisance and protected from risk of damage ▪ People have access to attractive community facilities, activities and events which support activity and health, community involvement and enjoyment of life ▪ Young people, older people and people with disability feel valued and have access to resources which provide opportunities for their development and enjoyment

Outcomes	Objectives
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">BUILT ENVIRONMENT</p> <p><i>The built environment is accessible, honours history and provides for the economic and social needs of residents, industry and visitors</i></p>	<ul style="list-style-type: none"> ▪ The Shire of Ravensthorpe has appropriate housing choice available to the community ▪ New development (including commercial) is of a high quality and contributes positively to the character and appearance of the town ▪ The towns of the Shire have attractive streetscapes in keeping with local character ▪ It is easy and safe to move around and in and out of the district ▪ The Shire’s heritage structures, heritage and cultural places are valued and protected, and are integrated into community life and economic activity
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">NATURAL ENVIRONMENT</p> <p><i>Our unique world class biosphere is valued and protected for the enjoyment of current and future generations</i></p>	<ul style="list-style-type: none"> ▪ Maximised resource recovery from waste and safe disposal of residual waste ▪ Water conservation and water harvesting opportunities are maximised ▪ The Shire’s valued natural areas and systems are protected and enhanced ▪ Energy is used efficiently and there is an increased use of renewable energy in the Shire.
<p style="writing-mode: vertical-rl; transform: rotate(180deg);">GOVERNANCE AND LEADERSHIP</p> <p><i>The Shire of Ravensthorpe partners the community, and is an effective advocate and responsible steward</i></p>	<ul style="list-style-type: none"> ▪ The Shire’s community is engaged and involved ▪ The Council ensures its decisions are well informed and considered ▪ The Council, with the support of the community, is an effective advocate for resources and facilities which support the vision for the future ▪ The Shire of Ravensthorpe is known as a good employer, and staff have the capacity and skills to deliver identified services and strategies ▪ The value of community owned assets is maintained ▪ Financial systems are effectively managed ▪ Customer service and other corporate systems are of high quality

WORKFORCE PROFILE

The organisation’s structure is shown in Appendix 1. The following analysis examines the make-up of and key features of the workforce. It is intended to be a broad snapshot of the workforce rather than an exact representation.

Number of Employees

The Shire of Ravensthorpe has a total of 60 employees (as at September 2020), including 6 vacancies at the time of writing, which equates to 50 full time equivalent (FTE) positions.

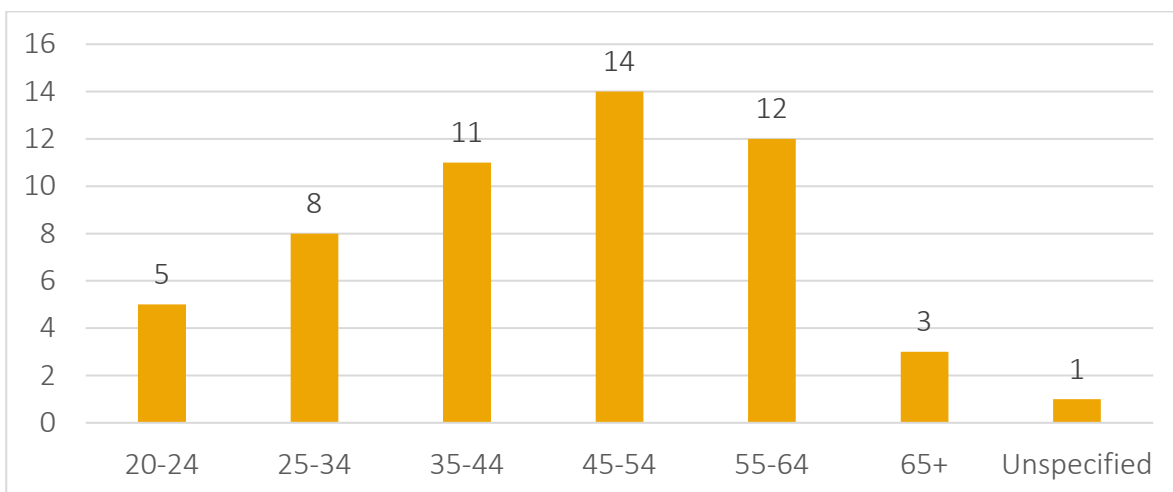
There were 35 FTEs at the Shire in 2017/18. The increase to 50 FTEs was driven by taking over the Little Barons childcare service in Hopetoun in 2019/20 (7 new positions), and using significant cost savings in overtime to reinvest in capacity for service delivery.

The table below shows the status breakdown for the filled positions (54).

Status	No.	%
Full-Time	28	52%
Part-Time	10	19%
Casual	6	11%
Contract	10	19%

Age Profile

The age profile of Shire of Ravensthorpe employees as of September 2020, is shown in the chart below. More than a quarter of the staff are 55+. Approximately 15% of staff are expected to retire over the course of this plan (including approximately 25% of outside staff).



The age profile represents five generations in the workforce as shown in the table below.

Generation	Born	No.	%
Silent Generation	1925 – 1945	1	2%
Baby Boomers	1946 – 1964	12	22%
Gen X	1965 – 1979	20	37%
Gen Y	1980 – 1994	15	28%
Gen Z	1995 – 2012	5	9%
Unspecified		1	2%

While it is important not to generalise too much based on generational characteristics, there are some broad commonalities in the different groups which are helpful to be aware of, as follows¹.

SILENT GENERATION²

The Silent Generation often have a strong work ethic and are very resilient. Financial security and comfort are very important to them, and they work hard to have stability in their lives.

The Silent Generation has no problem answering to authority. They are used to hierarchical systems of management, and of all the generations are most likely to have respect for authority figures.

Equally, they expect to be treated with respect. They often have a lot to teach the younger generations and are generally willing to share their knowledge and experience with others in the workplace. Conversely, they can learn from the younger generations if given the opportunity, especially in the area of technology.

BABY BOOMERS

Baby Boomers are also known for having a strong work ethic, placing significant importance on professional accomplishments, and for being somewhat reserved from a social perspective. They are often considered the “workaholic” generation, and are generally goal-oriented and competitive. Because they grew up making phone calls and writing letters, this generation may prefer one-on-one communication and phone calls over email and instant messaging.

GENERATION X

Generation X is widely credited for creating the concept of work/life balance. They are known for being extremely independent and self-sufficient, valuing freedom, and shunning micro-management in the workplace. While they may not be as tech-savvy as the younger generations, Gen X-ers are usually quite technologically adept.

¹ Adapted from [Generational Diversity in the Workplace](#) apart from the Silent Generation.

² Adapted from [Silent Generation](#)

GENERATION Y

Generation Y, also referred to as Millennials, thrive on new innovations and tend to have a natural “startup” mentality. They desire work/life balance and expect flexibility in the workplace, such as working from home and casual dress. They aim to work smarter, rather than harder. This generation is eager but can come across as self-involved and overly attached to technology. They can require a significant amount of feedback from employers.

GENERATION Z

Generation Z is the youngest generation in the current workforce. They are considered the most tech-savvy of the groups and are known for being creative, flexible, and self-reliant. They may also be easily distracted and require bite-sized, immediate feedback from their employers.

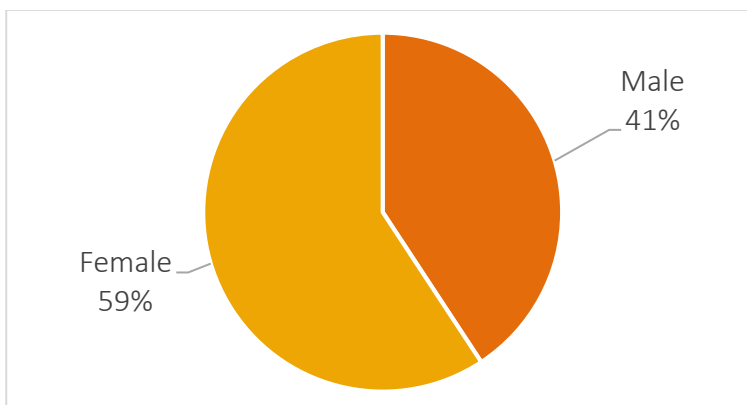
Length of Service

As of September 2020, length of service ranged from 3 months to over 24 years. Half of the workforce has been there for two years or less, mainly reflecting a one-off restructuring.

Years of Service	No.	%
0 to 2	27	50%
2+ to 5	15	28%
5+ to 10	5	9%
10+ to 15	3	6%
15+	4	7%

Gender Profile

Approximately 41% of the workforce is male and 59% is female. The Executive Managers are 100% male.



Disability

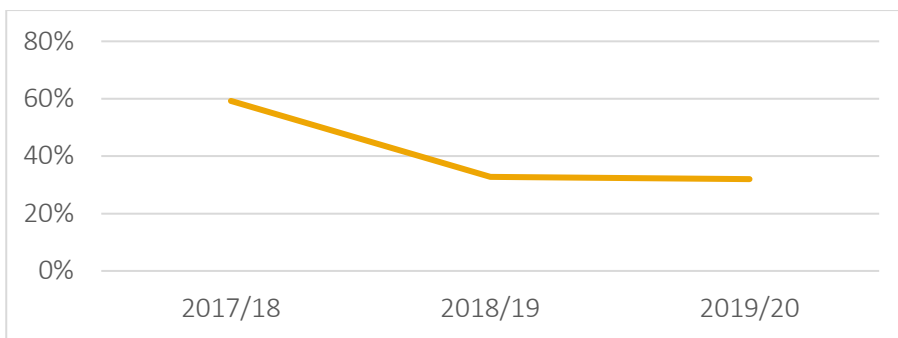
The Shire hasn't kept disability records in the past. However, this is now being instituted.

Turnover

As can be seen in the table below, turnover in the Shire was 32% in the last financial year. While this is relatively high, it is not exceptional in regional Shires, where rates considerably higher than this are common. A significant factor in the overall rate, is very high turnover in the childcare area. The organisation has a notably stable senior management team. Ravensthorpe's turnover rate is declining.

	2017/18	2018/19	2019/20
Number of staff departing (FTE)	20.73	12.47	16.63
Total FTE	35	38	52
% of workforce	59%	33%	32%

The chart below shows the trend over the previous three financial years.

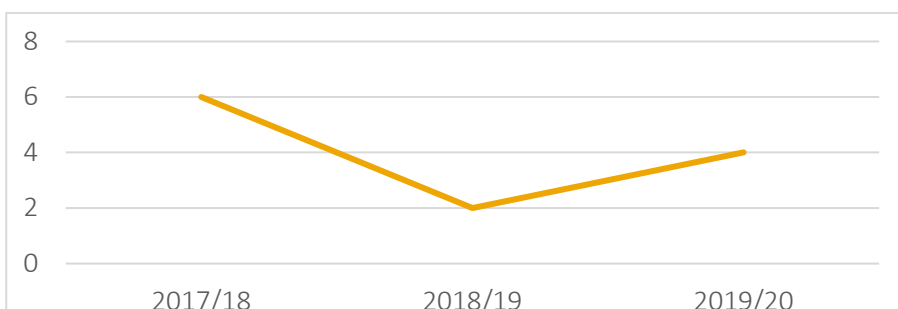


Workers Compensation Injury Claims

There were four workers compensation claims in the financial year 2019/20. This was an increase on the previous year (2018/19) where there were two claims. Both these years were a reduction on 2017/18, which saw six claims.

	2017/18	2018/19	2019/20
Number of Workers Compensation claims	6	2	4

The chart below shows the trend over the previous three financial years. Significant improvements in the Shire's health and safety system were introduced in 2018/19 (see recent achievements, p. 13).



LABOUR MARKET ANALYSIS³

The Shire serves a population of approximately 1,733. The Shire's labour market consists primarily of the local population and Western Australia more broadly. Executive and specialised positions are generally recruited from outside the Shire, with other positions recruited locally.

The following analysis shows the key features of the local labour market, compared to the State as a whole.

Educational attainment

The local population has a lower level of educational attainment than the State population.

Level of highest educational attainment - 15+ years	Ravensthorpe	Ravensthorpe %	WA %
Bachelor Degree level and above	138	9.7	20.5
Advanced Diploma and Diploma level	116	8.1	8.9
Certificate level IV	43	3.0	3.1
Certificate level III	199	13.9	14.0
Year 12	201	14.1	16.0
Year 11	90	6.3	5.4
Year 10	240	16.8	11.8
Year 9 or below	120	8.4	5.9
No educational attainment	0	0.0	0.5
Not stated	239	16.7	11.0

Aboriginal and Torres Strait Islander

1-2% of the working age population and 1.7% of the total population in the Shire of Ravensthorpe is Aboriginal and/or Torres Strait Islander (compared to 3.1% for Western Australia as a whole).

Country of birth

70.9% of the population was born in Australia (compared to 60.3% for Western Australia as a whole). Most of those who were born elsewhere, come from English speaking countries (mainly England, New Zealand and South Africa).

Median age

Ravensthorpe's median age is 45, significantly older than the WA median age of 36.3. This is influenced by a substantial proportion of retired residents in Hopetoun.

³ All statistics are from the ABS 2016 Census unless otherwise stated.

Disability

3.6% of the population in Ravensthorpe has need for assistance in one or more of the core activity areas of self-care, mobility and communication.

Unemployment

The Shire of Ravensthorpe has a low unemployment rate, estimated at 3%⁴ (2019).

Housing affordability

Rent and mortgage payments as a percentage of household income give an indication of housing affordability – one of the factors that can be an attractive feature of regional life. The tables below show that housing is considerably more affordable in Ravensthorpe than in Western Australia as a whole.

Rent weekly payments	Ravensthorpe	WA
Median rent	\$220	\$347
Households with rent payments greater than or equal to 30% of household income	6.9%	9.7%

Mortgage monthly repayments	Ravensthorpe	WA
Median mortgage repayments	\$1,200	\$1,993
Households with mortgage payments greater than or equal to 30% of household income	4.3%	8.6%

SKILLS AND CAPACITY NEEDS

The skills and capacity needs of the Shire in order to achieve the Strategic Community Plan and Corporate Business Plan are key drivers of the Workforce Plan.

Analysis of the current workforce indicates that the positions are generally well aligned to delivery of the Shire's plans. The key gaps and pressures are:

- grants and community/club development
- changes in use of airport, with increased use (driven by resources sector) requiring increased staff, often at relatively short notice
- childcare workforce, with families coming in for resources jobs (approximately 20% of the Shire workforce relies on childcare to be able to undertake employment)

⁴ [REMPLAN Economic Profile for Goldfields-Esperance Region](#), retrieved 25 November 2020

POLICIES

The Shire of Ravensthorpe has a set of up to date Human Resources policies, as follows:

- Delegated Authorities
- Organisational Structure
- Senior Employees Designations
- Occupational Safety & Health
- Code of Conduct for Employees
- Internet and Email Usage
- Fitness for Work
- Vehicle Plant and Equipment Management
- Corporate Uniform
- Mobile Phone Allowance
- Staff – Superannuation Salary Sacrifice
- Staff Training and Development
- Staff – Education and Study Assistance
- Recognition of Service – Employees

The following are covered in individual contracts and/or the Enterprise Bargaining Agreement:

- Performance Management
- Flexible Work Arrangements
- Parental Leave

STAFF SURVEY

The survey was undertaken in November 2020. There were 46 responses, which is 84% of all filled positions, and increase from the 2019 survey (75%). The survey is therefore highly robust. The results are highly positive. There is a slight downward shift in the strength of positive responses to some questions in comparison with last year. The most notable negative shift is in the impact of training on job performance. This is understandable given the need to fill in some basic gaps which took precedence over job-specific training for a period. It is not expected that this will continue to be an issue, but will be reviewed after the next survey. The detailed survey results can be seen in Appendix 2.

SUMMARY OF CURRENT STATE AND KEY ISSUES

There have been notable recent achievements in progressing workforce issues:

- Addressed historic under-investment in staff development
- Reviewed and updated all position descriptions
- Reviewed and updated all relevant policies
- Established new EBA
- Created roles and responsibilities matrix
- Created training matrix (in progress)
- Undertaken organisational restructure
- Website improvements and marketing the liveability of the Shire

The following key issues remain:

- Specific recruitment/retention challenges:
 - Fill gap in grants and community/club development
 - Recruitment and retention of childcare workers and cleaners
 - Recruitment of airport workers
- General recruitment/retention challenge: attracting and retaining people in a remote area, at considerable distance from home/the metropolitan area.
- Need to document procedures to be used when other staff are covering for absences or for handovers. The discipline of documenting procedures in itself often reveals where efficiencies can be made or where workloads are out of balance.
- A large proportion of the the Shire workforce is relatively new to the Shire (and some new to local government), which brings challenges in terms of on the job 'know how' and 'know why'.
- Approximately 15% of the workforce is expected to retire over the term of this plan, presenting challenges in terms of both supporting transition to retirement and succession planning.
- While the Shire has a solid foundation of human resources policies, there are some key gaps to be progressively filled.

GOALS, STRATEGIES AND ACTIONS

This table below outlines the goals, medium term strategies and key actions of the Workforce Plan. Note that many of the strategies and actions reflect the current good practice of the Shire, with tweaks that focus on the issues that have been identified to sustain the capability and performance of the organisation. The goals, strategies and actions are aligned with, and should be read in conjunction with, the Shire’s Equal Employment Opportunity Management Plan (see Appendix 3).

Goals	Medium Term Strategies	Key Actions
<p>Goal 1</p> <p>A flexible and family-friendly place to work with opportunities to learn and grow</p> <p><i>This goal area is concerned with attraction and recruitment, and providing a positive and flexible workplace environment.</i></p>	<p>1.1 Recruit to match skills, values, and other attributes to meet the commitments of the Shire’s strategic and corporate plans</p>	<ul style="list-style-type: none"> Continue and intensify promotion of the Shire as a great place to work which welcomes diversity, and marketing of the District as a desirable place to live (the latter in conjunction with local resources companies) Work with the resources companies for mutual sharing of information about partners of candidates who are available for work Recruit a part-time Grants and Community Development officer in 2020/21 Respond to the workforce demands of the airport and childcare Continue to provide student work experience and traineeship
	<p>1.2 Provide high quality professional and career development opportunities</p>	<ul style="list-style-type: none"> Ensure all staff have a training and development plan where relevant, refreshed in April each year in line with the performance management process (see Goal 2) Provide development opportunities through higher duties and special projects
	<p>1.3 Develop succession planning and support retirement transitions</p>	<ul style="list-style-type: none"> Identify staff with the potential to grow into more specialised or management positions Establish retirement transition process based on: (i) looking ahead and planning for a staged process that works for the organisation and the individual (ii) care for the wellbeing of the individual (iii) capturing institutional knowledge

Goals	Medium Term Strategies	Key Actions
<p>Goal 2</p> <p>Staff work as a team and take pride in what the Shire delivers to the community</p> <p><i>This goal area is primarily concerned with the critical success factors for performance excellence. It includes culture, productivity, performance management (cascading from CEO's KPIs) and leadership development</i></p>	2.1 Embed the culture of the organisation in strong values	<ul style="list-style-type: none"> ▪ Create alignment with the values in the Strategic Community Plan: Passionate commitment to service; Proudly promoting and advocating for our community; Clear and regular communication; Openly reporting on progress and listening to community feedback ▪ Ensure that EEO principles and practices are integral to the workplace
	2.3 Foster an open environment and effective communication	<ul style="list-style-type: none"> ▪ Continue to share information regarding relevant context, issues under consideration and key decisions
	2.4 Align performance management with the objectives and success measures of the organisation	<ul style="list-style-type: none"> ▪ Implement staff performance management, cascading from the CEO's performance agreement with the Council, aligned with training matrix ▪ Continue to identify opportunities to improve efficiency
	2.5 Engage staff on opportunities to improve the working environment and productivity	<ul style="list-style-type: none"> ▪ Encourage people who cover an unfamiliar position to bring a fresh eye and question 'how things are always done around here' ▪ Administer the annual staff survey and consider the results
	3.1 Ensure up to date, fit for purpose organisation structure	<ul style="list-style-type: none"> ▪ Review organisation structure every 2-4 years
<p>Goal 3</p> <p>The organisation's human resources systems and processes are aligned to high performance</p> <p><i>This goal area is concerned with the human resources systems and processes that underpin the Plan, including organisation structure, industrial relations framework, delegations, policies, and processes</i></p>	3.2 Ensure fair and appropriate remuneration and benefits for staff	<ul style="list-style-type: none"> ▪ Administer contracts for managers and nominated senior personnel ▪ Administer the EBA for other staff
	3.3 Maintain a healthy and safe work environment	<ul style="list-style-type: none"> ▪ Embed a culture of safety and continue to strictly adhere to Occupational Safety and Health procedures
	3.4 Continue to enhance workforce policies, systems, and processes	<ul style="list-style-type: none"> ▪ Continue to maintain up to date policies and procedures ▪ Improve collection of workforce data on disability
	3.5 Annual review of key workforce measures	<ul style="list-style-type: none"> ▪ Develop and implement annual reporting on nominated workforce measures in the Annual Report

COSTS

The Shire's workforce costs are projected to increase in line with the EBA (2%) for the life of the plan. All costs associated with the employment of a person are included, including salaries, wages, allowances, benefits such as vehicle and housing, superannuation, employment expenses, removal expenses, relocation expenses, worker's compensation insurance, training costs, conferences safety expenses, medical examinations, and fringe benefits.

	2020/21 (\$m)	2021/22 (\$m)	2022/23 (\$m)	2023/24 (\$m)
Employee Costs	4.29	4.54	4.64	4.74

RISK MANAGEMENT

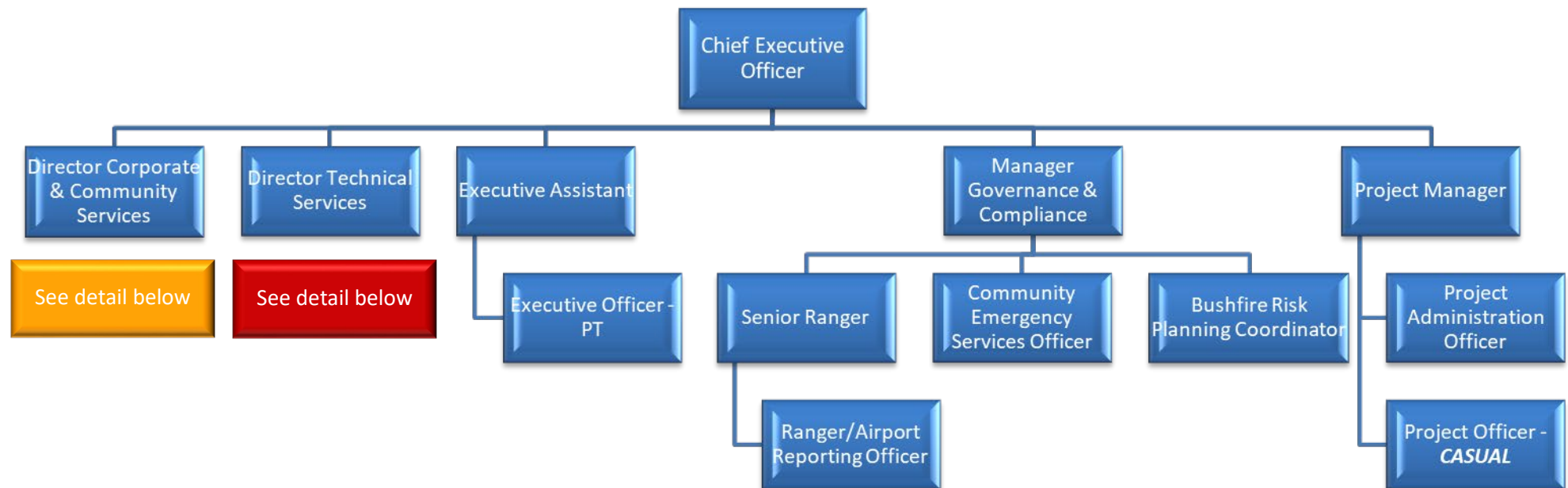
Risk	Treatment
Vacancies for critical positions	<ul style="list-style-type: none">Succession planning and contingency provision for temporary contracts that may be requiredIncreased attention to branding and marketing
Injury/death	<ul style="list-style-type: none">Continued strict adherence to Occupational Safety and Health procedures

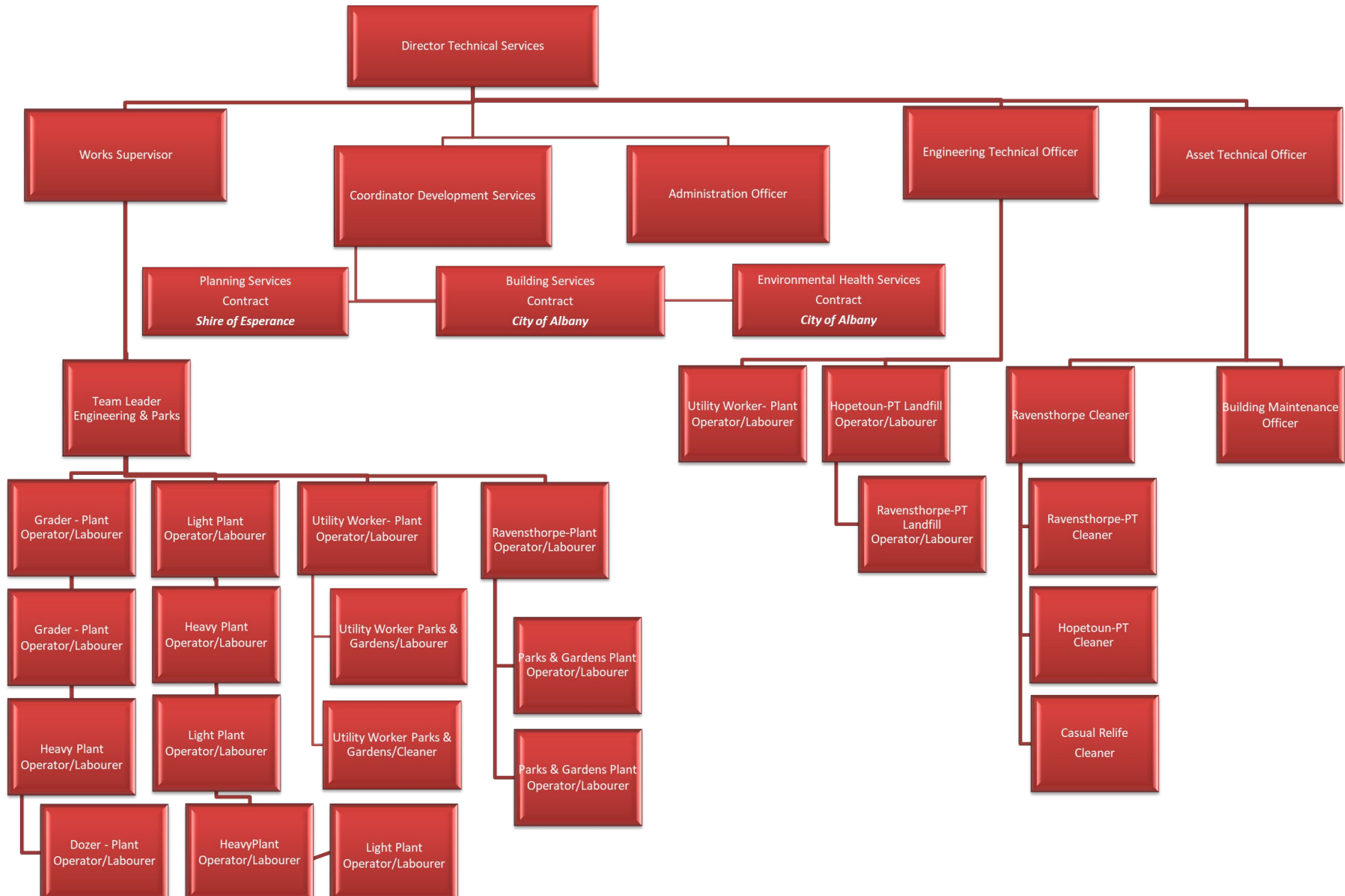
MONITORING

These measures will be reported in the Annual Report.

Indicator	Measure
Ability to attract staff	Time to recruit
Staff satisfaction	From staff survey
Workers Compensation claims	From Occupational Safety and Health data

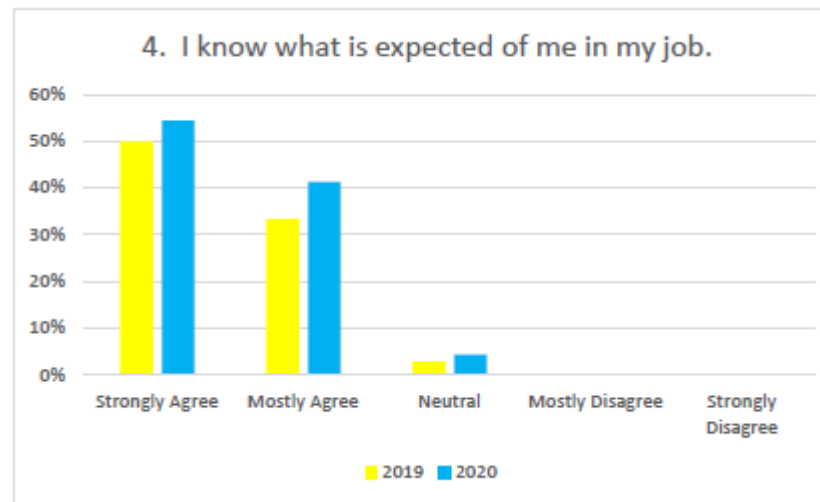
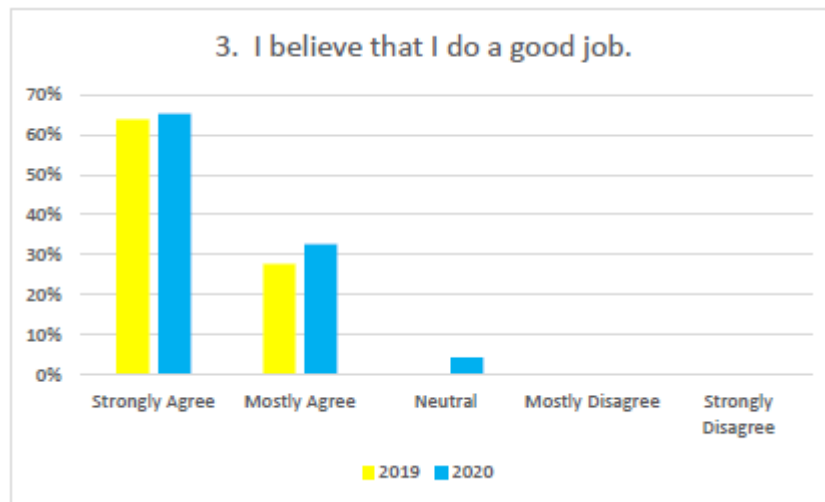
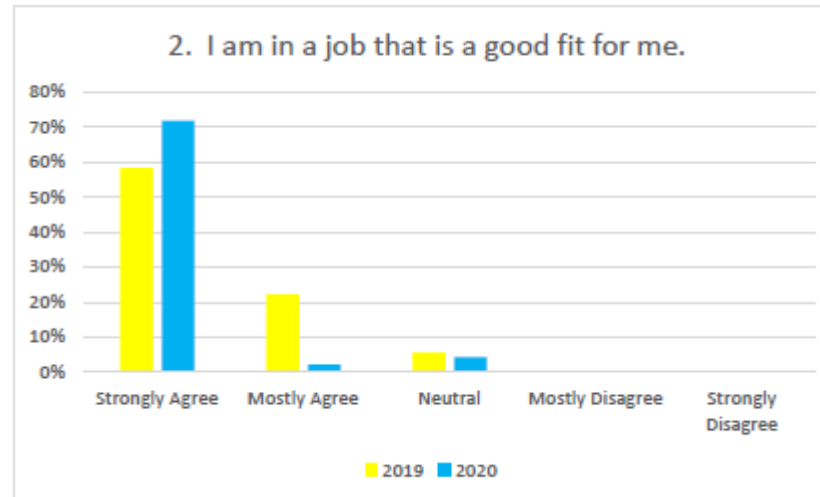
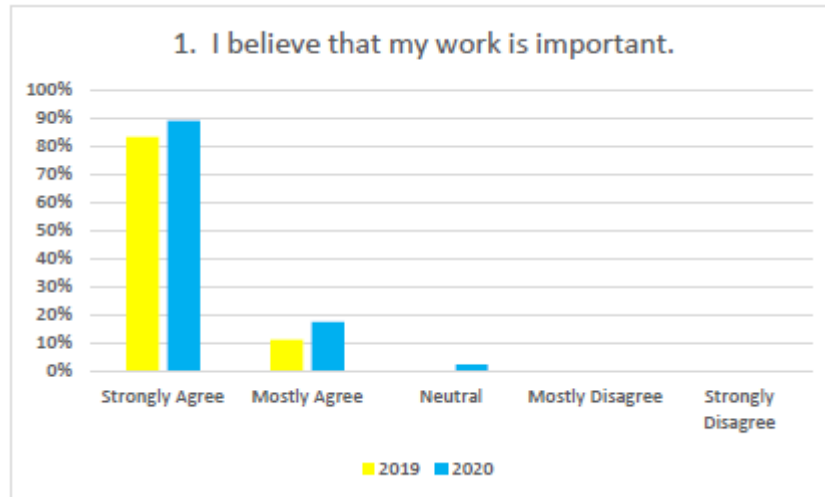
APPENDIX 1: ORGANISATIONAL CHART

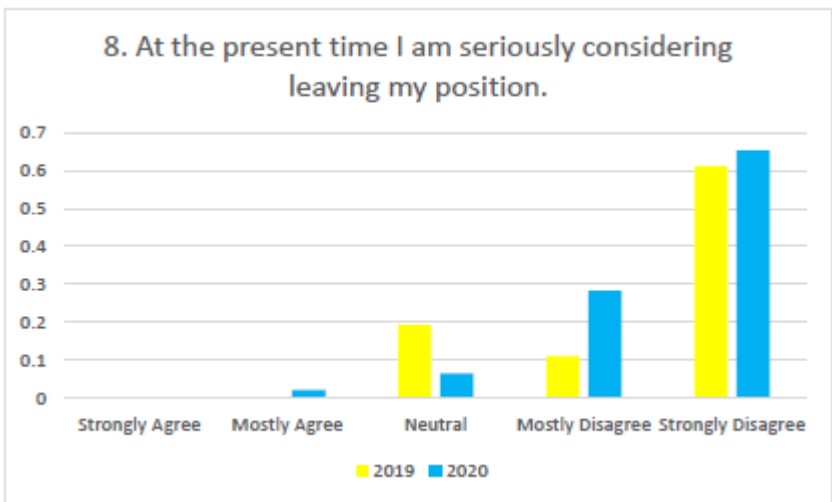
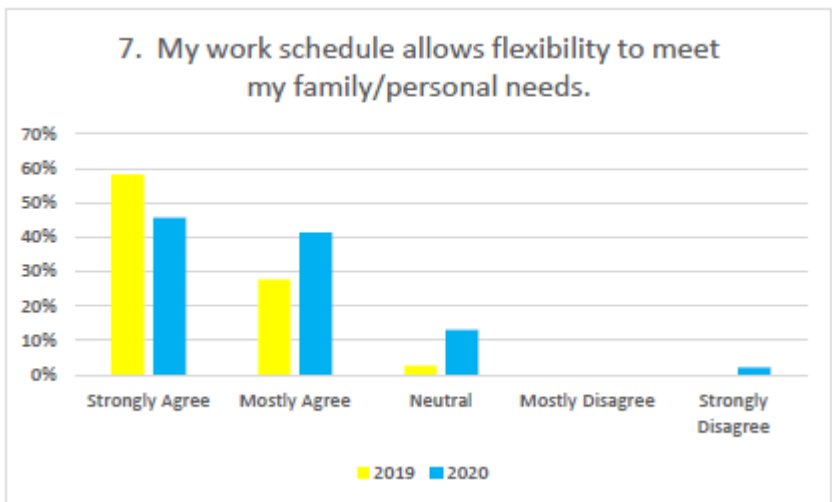
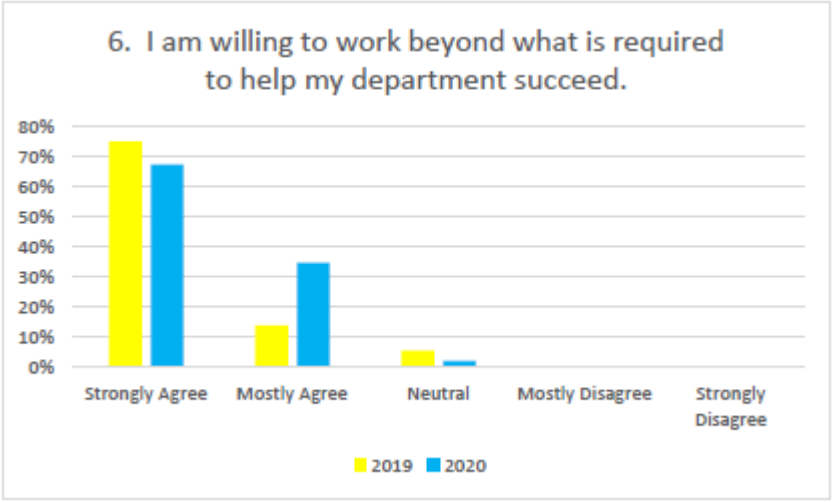
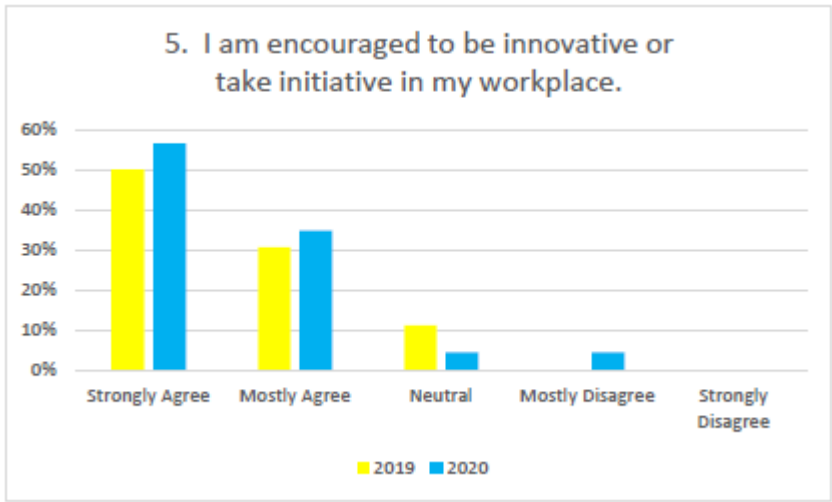


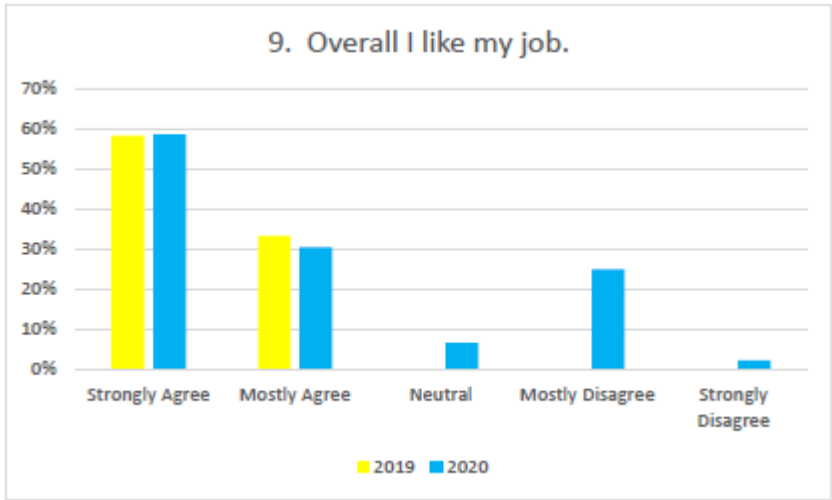


APPENDIX 2: STAFF SURVEY RESULTS

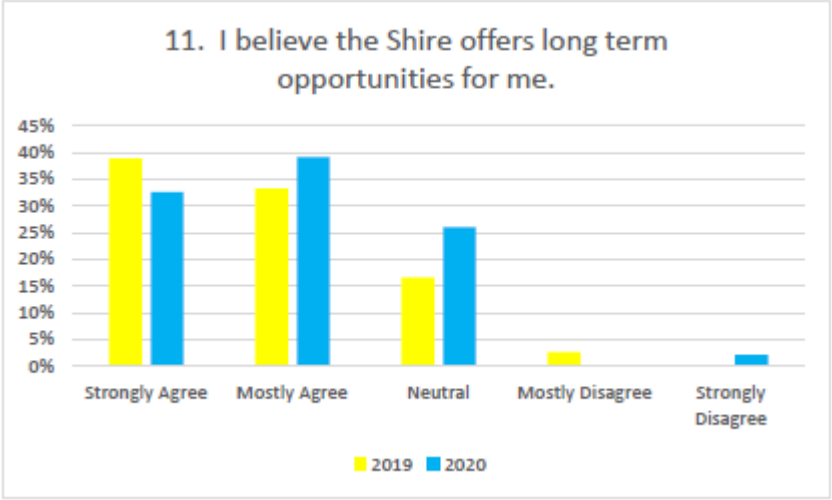
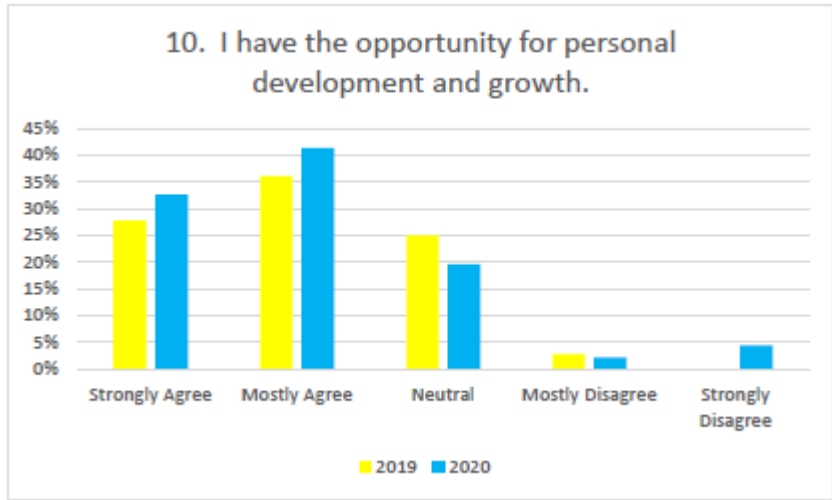
YOUR JOB



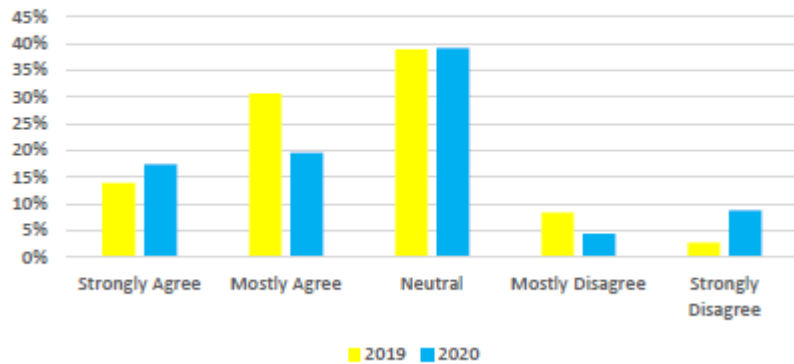




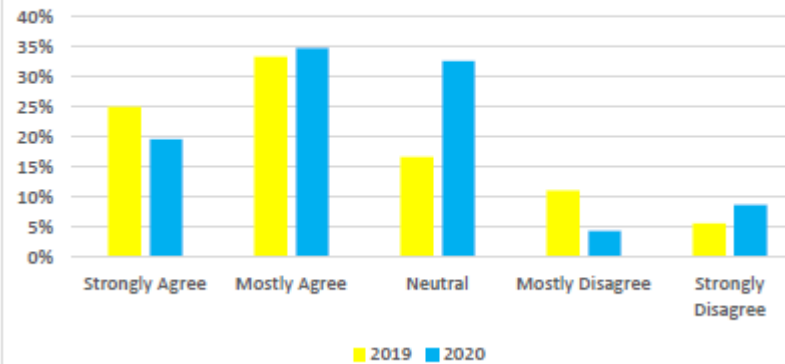
TRAINING AND DEVELOPMENT



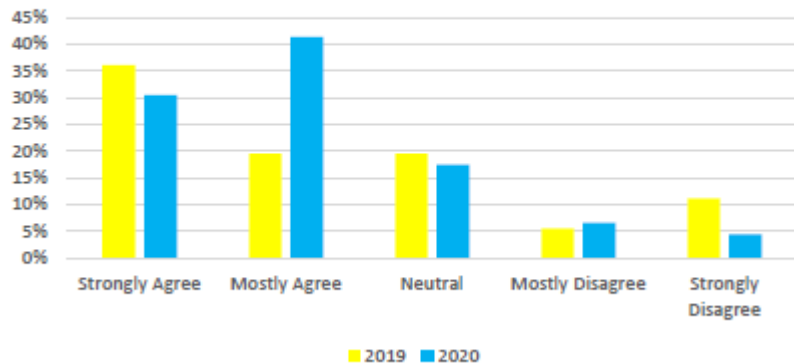
12. I feel promotional opportunities are available for me.



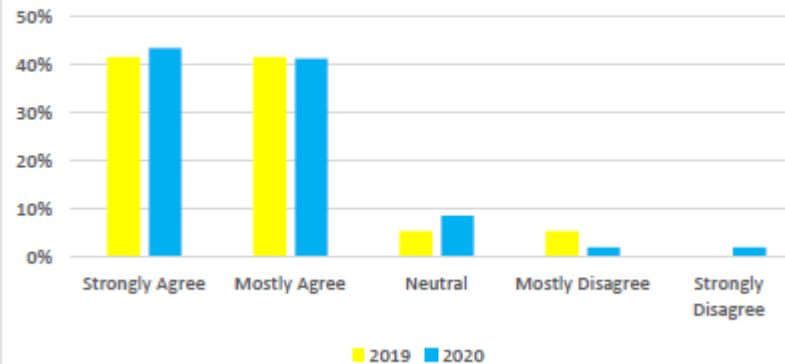
13. I believe the training I have received has improved my work performance

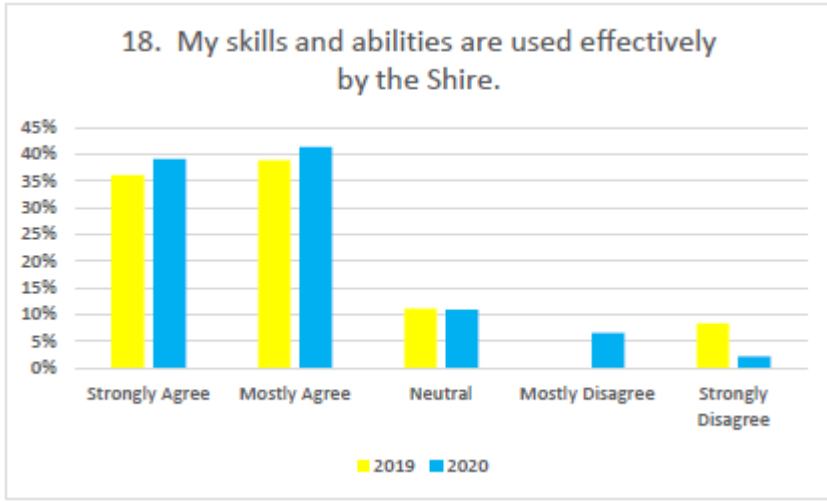
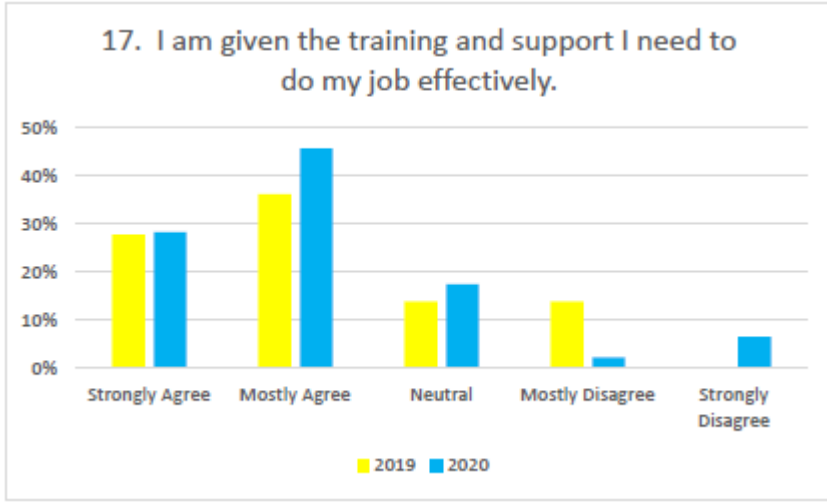
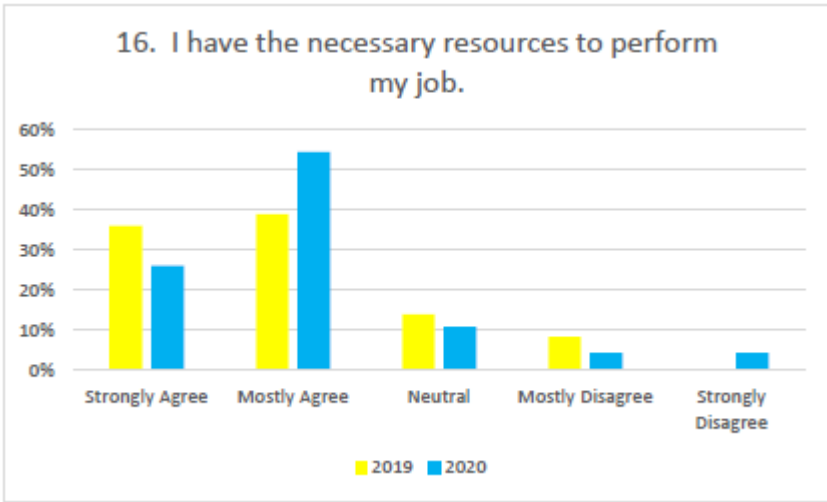


14. I am aware of the training options which are available to me.

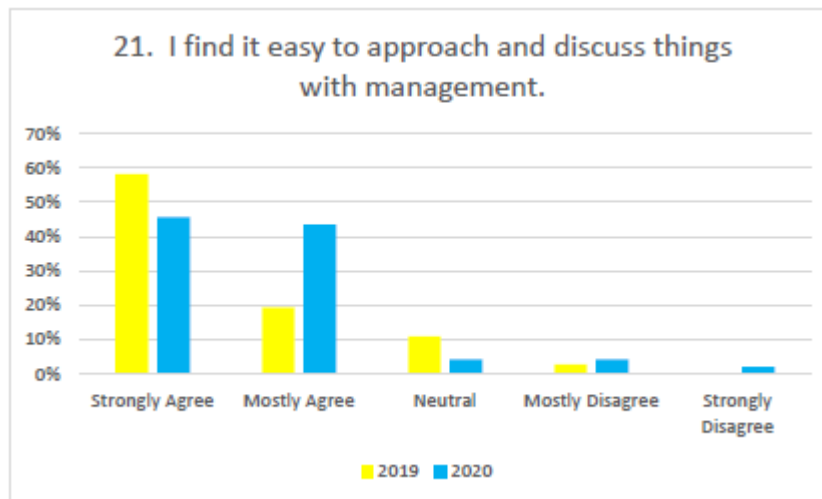
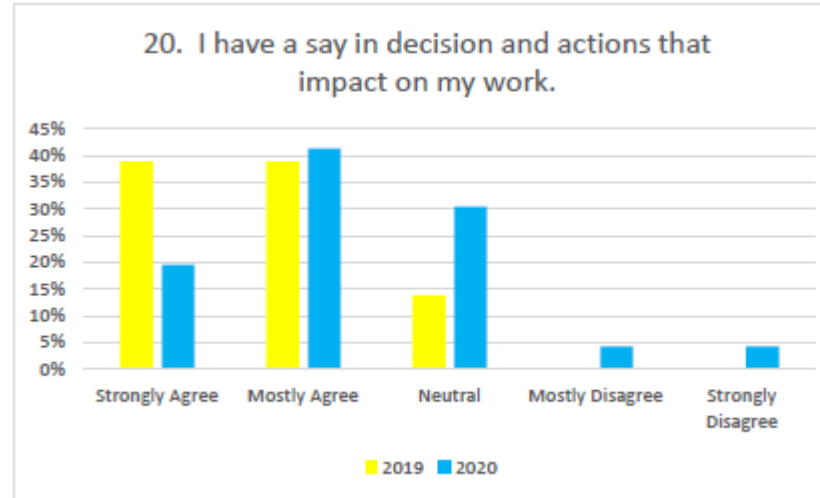


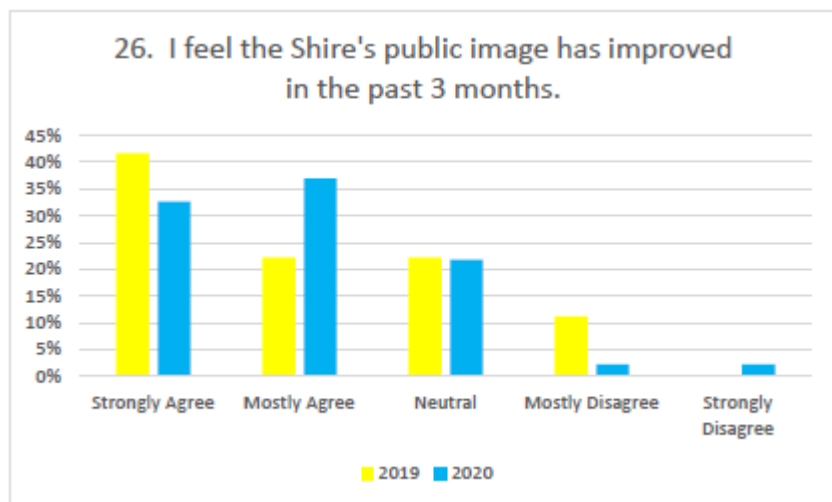
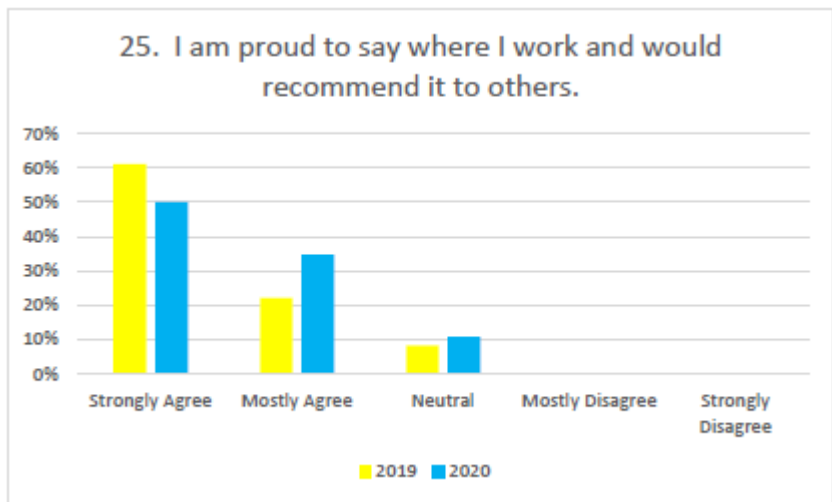
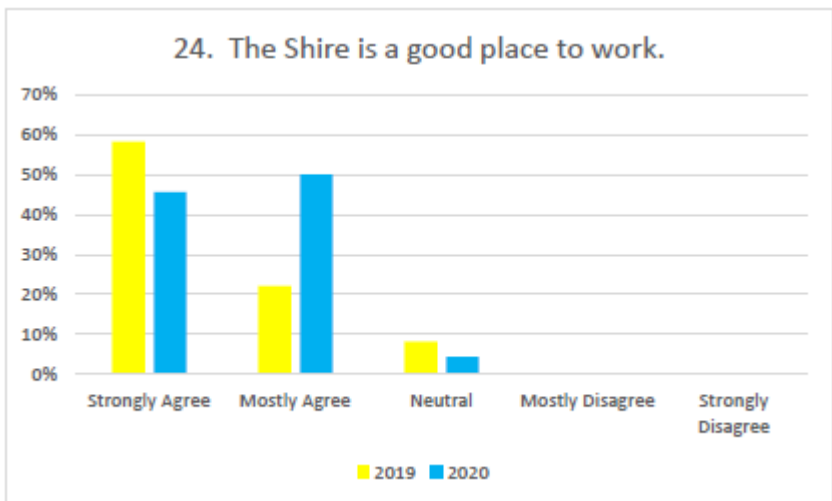
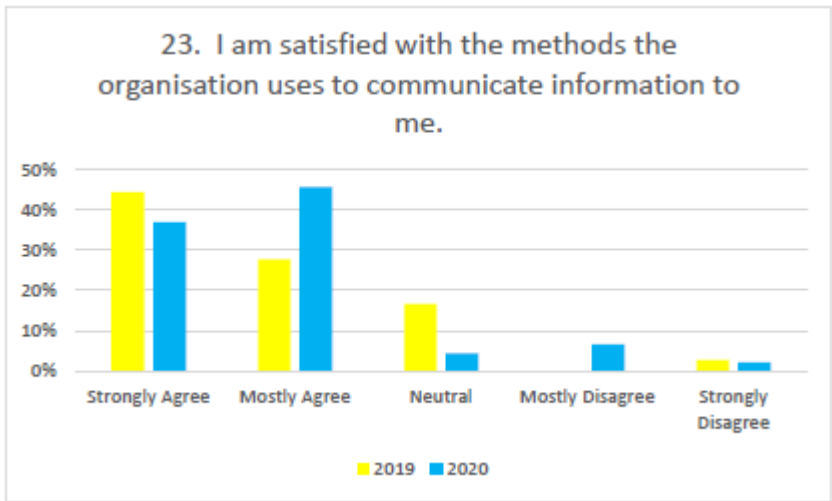
15. I feel that I can get the information I need to do my job.



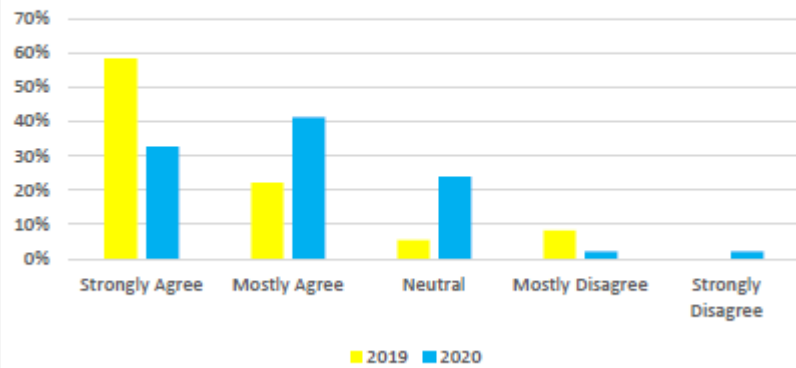


COMMUNICATION

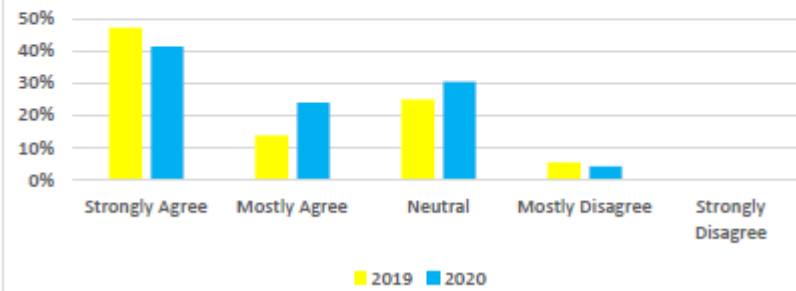




27. The decisions the new management are making regarding employees is considered fair.



28. The Shire has positively supported me during the recent change in management and my family when dealing with personal issues outside of the workplace.



29. Are there any barriers or constraints that prevent you from achieving your job requirements or contributing to the organisational goals?

- Difficulty in accessing accurate, up to date documentation. Lack of process and procedures – information.
- Time – Being regional, I feel there is a barrier between time and opportunity for training to come down and do more one on one training.
- Time.
- Lack of resources.
- Not enough resources and having to supply things ourselves without the option of reimbursement.
- Not enough time in the day for the workload.
- No running accounts at local businesses. Lack of overtime.
- No because flexibility is provided so I can still meet my deadlines.
- There is no disposal process/schedule in place.
- Lack of staff.
- Not really – but would appreciate more “do not disturb” and less unnecessary interruptions when busy with end of month/end of year and during billing period. Would appreciate more senior support during these times.
- Four day week.
- No vehicle, otherwise could help with parks and other toilets/campgrounds. No chemical training.
- Accountability and transparency of my team member’s work is unclear and I am trying to change that culture which may take some time.
- Staff availabilities.

30. What do you like best about working for the Shire?

- It has a positive vibe and feels like it is really trying to work on a positive community benefit.
- The Shire is supportive of their workers and their needs to operate.
- The hours.
- Diversified nature of business.
- Job security. Good pay. Training and support. Clear directives and expectations.
- Reason with time off.
- The support and effort that goes in all areas of work. I feel as if it is all well organised.
- It’s fun and I look forward to it.
- Everyone gets along very well.
- The people.
- It’s a good job, community and I have variation.
- The flexibility to work hours when required, yet still be available to my family/family business that needs me.
- The support I receive from my Manager in my workplace.
- They have given us the opportunity to work and study as we go and gives people a go.
- The team environment and support from colleagues.
- The team environment.
- Great team. Good environment and flexibility.
- I enjoy our workplace environment and our team. Great people to work with.
- Working in the great outdoors.
- Easy job.
- Flexibility.

- Secured job. Good workplace. Proud to work for the Shire. Excellent CEO and Directors Team ever. Executive Team is much appreciated.
- It is a job.
- The safety of my environment and the nice folks with whom I work.
- Good team. Steady reliable income.
- The Shire is family friendly. Works well around kids.
- Flexibility.
- Support from the CEO is fantastic and my co-workers are lovely to deal with.
- Training opportunities.
- My role is autonomous. I get all the support I need when I need it.
- Working and living within the same Shire.
- Close to home.

31. What do you like least about working for this Shire?

- Cramped premises. Some communication blockages.
- Communication.
- Difficulties in find staff for Childcare Services.
- Budgets.
- Not enough time to spend with my family, not enough study or programming time.
- My knowledge towards the Shire. I would like to know more.
- People advising that they don't know what they're talking about – stating the obvious.
- Nothing I can think of.
- The rigmarole current employees have to go through when applying for other jobs within the Shire or within their section.
- Firebreak Infringement time.
- Juggling professional interests while social in a small community.
- As the Shire's image is still not good (although better), in the wider community I do not like that I can't actively defend the Shire on social media.
- No complaints.
- More staff to be more effective in delivering the works program.
- Not much really – but the open office concept can sometimes be an issue for me. Privacy during calls with ratepayers or in private in person. Sometimes it is also very difficult to stay focused and to concentrate with all the surrounding sounds/moods of people.
- Four day week.
- Rude people who barge into the toilets when I am cleaning them.
- Wages are not amazing.
- Being away from my family but that is a personal choice.
- Lack of continuity between offices.
- Position of workspace. Constant interruptions from non-Shire related queries. Solution – desk away from front counter.

32. If you could change one thing about the organisation or your job what would it be?

- Organisation – Ease of access to information. Job – Ease of access to information.
- I don't agree how it is run all the time. I feel that sometimes it is hard to work due to communication and poor help to workers (support).
- To sell tip passes at the tip.
- Department of Education to take responsibility for early learning centres.
- Bigger budgets.
- The option to purchase and buy equipment. Option for reimbursement to purchase things ourselves.
- I personally don't think I would change anything as I am happy.
- Engage a full time EHO.
- No it seems to work.
- The money/budgets when it comes to play/safety equipment.
- Having someone to help with the backlog of records whiles the incoming daily correspondence is done.
- More windows in the office.
- The flies.
- Organisation – None. Job – Nothing – but would appreciate a fortnightly Wednesday afternoon off from 1.00pm to 3.00pm. Missing hours can easily be accommodated in the rest of the fortnight. Thank you very much for everything so far. Picked us up from the ashes and getting us back where we need to be and can be and should be. Job Well Done!
- The amount of wasted time and money.
- Higher wage. More opportunities.
- Easy access to pool vehicle for relief ARO duties would be good. Currently limited options.
- Better opportunities for childcare staff to spend time to get to know other Shire employees.
- Flexibility of working days or RDO.
- Ravensthorpe vs Hopetoun mentality.

33. Do you know who in the organisation to report corruption and misconduct to?

Yes: 86%
No: 10%
No response: 4%

34. Do you feel confident that if you did report something relating to corruption and misconduct that it would be appropriately actioned?

Yes: 76%
No: 8%
No response: 16%

APPENDIX 3: EQUAL EMPLOYMENT OPPORTUNITY MANAGEMENT PLAN

Shire of Ravensthorpe Equal Employment Opportunity Management Plan Creating a workplace that is equitable and diverse

Authority name: Shire of Ravensthorpe

EEO outcomes to be achieved during the period of the Plan

Existing	To be reviewed	Proposed	Tick box indicates my authority has: <ul style="list-style-type: none"> • <u>existing</u> initiatives in place • initiatives in place that need <u>to be reviewed</u> • <u>proposed</u> initiatives that are yet to be developed.
Outcome 1: The organisation values EEO and diversity and the work environment is free from sexual and racial harassment			
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Equal employment opportunity (EEO) and diversity principles are incorporated into corporate values, business planning processes and human resource workforce plans.
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	A positive, inclusive and harassment-free workplace culture is communicated and promoted within the organisation.
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Managers and leaders are aware of their EEO responsibilities.
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Performance management criteria for managers and leaders include the ability to attract and retain a diverse workforce and promote an inclusive work culture.
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Implementation of strategies within this Plan occurs throughout the organisation.
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	There is an effective grievance resolution process where staff are able to raise concerns and issues.
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Workplace culture is monitored and assessed to determine that it is inclusive and free from harassment and unlawful discrimination.
Outcome 2: Workplaces are free from employment practices that are biased or discriminate unlawfully against employees or potential employees			
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Organisational structure and job design provide career paths for all diversity groups.
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Recruitment and selection practices provide equal opportunity and flexibility for all employees and potential employees.
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Mechanisms are in place to identify the needs of diversity groups to operate effectively in the workplace. (e.g. diversity surveys, review of exit interview feedback).
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Retention practices are in place to identify, develop and retain staff from all diversity groups (e.g. induction processes, training and development opportunities, working hours and conditions, flexible work options and performance management).
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	The organisation monitors and assesses employment practices to ensure they contribute positively to attracting and retaining a diverse workforce.

Outcome 3: Employment programs and practices recognise and include strategies for EEO groups to achieve workforce diversity

<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	Demographic data is systematically collected to monitor and report on progress of all diversity groups.
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Diversity objectives are identified to define the workforce profile suited to the agency's business needs.
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<p>Strategies are developed and implemented to attract, retain and provide career development opportunities for the diversity groups:</p> <p><input type="checkbox"/> Women in management <input type="checkbox"/> People from culturally diverse backgrounds</p> <p><input type="checkbox"/> Aboriginal Australians <input checked="" type="checkbox"/> Youth</p> <p><input type="checkbox"/> People with disability <input type="checkbox"/> Other (please specify):</p> <p>(Organisations may have different priorities according to their existing diversity profile and service delivery. Priorities may not necessarily cover all diversity groups).</p>

Outcome 4: Maintain a relevant and achievable EEO Management Plan through communication, review/amendment and evaluation.

<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The Plan and its policies and programs are communicated to all staff.
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	Each initiative/strategy/task is linked to a measure of success and a timeframe for completion.
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The Plan is monitored, reviewed and amended to ensure strategies remain relevant to the operations of the organisation.
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	The Plan and its policies and programs are evaluated to determine the effectiveness of the Plan.

CEO leadership statement

It is with pleasure I present to you the Shire of Ravensthorpe EEO Management Plan.

This EEO Management Plan has been developed in accordance with Part IX of the *Equal Opportunity Act 1984* and is aligned with the Director of Equal Opportunity in Public Employment's EEO and Diversity Outcome Standards Framework.

An inclusive and accepting workplace has benefits for all employees. A diverse workforce will attract and retain quality employees, which translates into effective business decisions and effective service delivery.

Our Plan is the foundation for a working environment free from harassment and discrimination. Through the implementation of this Plan we will strive to build a workforce and supporting organisational culture that reflects the diversity of the greater community. Our Plan is a live document that we will continue to develop and build on for our future success.

I encourage all staff to embrace equity and diversity within the organisation. We value EEO/diversity and aim to ensure that the work environment is free from racial and sexual harassment and that employment practices are not biased or discriminate unlawfully against employees or potential employees. Our employment programs and practices recognise and include strategies for EEO groups to achieve workforce diversity.

I look forward to ongoing commitment and involvement from all staff in implementing this EEO Management Plan.

Leader name: Gavin Pollock **Leader signature:**  **Date:** 19 March 2021



Our Community, Our Future

Summary of the Shire's Plans for the Future

Strategic Community Plan
Corporate Business Plan
Long Term Financial Plan
Asset Management Plans
Workforce Plan

May 2021

SHIRE OF RAVENSTHORPE - OUR COMMUNITY, OUR FUTURE - SUMMARY

COMMUNITY VISION

A growing community, thriving and resilient, sharing our natural wonderland with the world

THEMES, OUTCOMES AND PRIORITIES

Themes	Economy	Community	Built Environment	Natural Environment	Governance and Leadership
Outcomes	The population is growing, in tandem with a thriving, resilient local economy	This is a safe and family-friendly community where people of all ages have access to services and facilities, and there is plenty to blow your socks off	The built environment is accessible, honours history and provides for the economic and social needs of residents, industry and visitors	Our unique world class biosphere is valued and protected for the enjoyment of current and future generations	The Shire of Ravensthorpe partners the community, and is an effective advocate and responsible steward
Ten Year Priorities	<ul style="list-style-type: none"> • Biosphere Discovery/ Interpretive Centre • Upgrade Hammersley Drive to South Coast Hwy • Upgrade camping facilities 	<ul style="list-style-type: none"> • Aged care facility (could include hydrotherapy) 	<ul style="list-style-type: none"> • Piped water supply from Hopetoun to Ravensthorpe (advocacy) • Paths and trails • Increase beach access points 	<ul style="list-style-type: none"> • Community dam in North Ravensthorpe 	<ul style="list-style-type: none"> • Community engagement and communication • Advocacy and collaboration
Four Year Priorities	<ul style="list-style-type: none"> • Support Hopetoun caravan park development and upgrade • Make land available for lease by a private operator for short term accommodation nearby to the Munglinup Community Centre • Upgrade Munglinup Information Bay • Upgrade Ravensthorpe Information Bay • “Range to Sea” tourism circuit promotion, including biosphere promotion • Support new and existing tourism businesses to collaborate and develop 	<ul style="list-style-type: none"> • Additional wing on Ravensthorpe Hospital for respite facility (advocacy) • Support for community groups and programs • School liaison • Universal beach access • Partnering with sporting clubs to progress facility upgrades • Reopen upgraded Munglinup bowling green with at least four greens • Enclose veranda of Munglinup Community Centre for gym area • Support fire brigades to obtain facilities and equipment 	<ul style="list-style-type: none"> • Ravensthorpe Town Centre – streetscape grants (private realm) • Hopetoun Town Centre streetscape (public realm) • Cultural precinct • Museum upgrade • Arts Centre and Community Garden in Hopetoun (best option tbd) • Improve existing beach access points • Improved groyne/ boating facilities (advocacy) 	<ul style="list-style-type: none"> • Work with Department of Water to increase bores and strategic community dams in rural areas for stockwater • Transfer Station in Munglinup • Improve maintenance of waste water system in Munglinup • Renewable energy - wind and solar (advocacy) 	<ul style="list-style-type: none"> • Community engagement and communication • Advocacy and collaboration

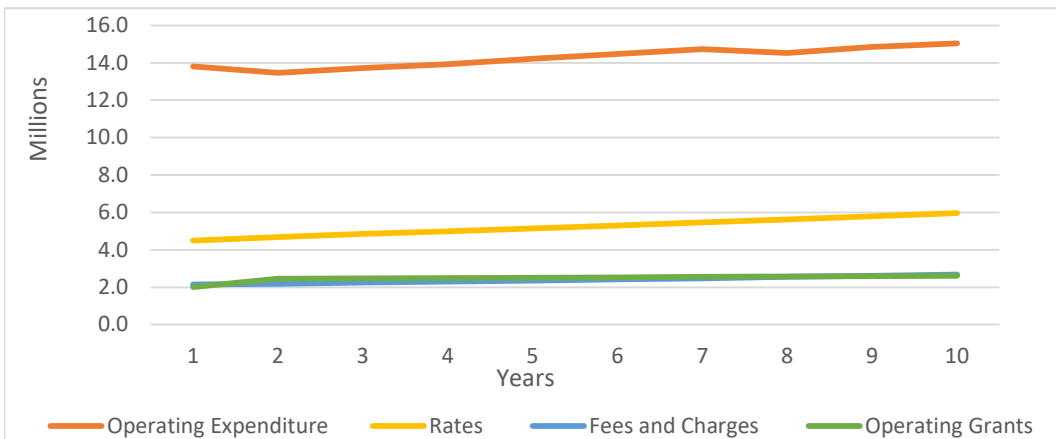
HOW WE WILL MEASURE SUCCESS

Economy	• Short term accommodation fill rates • Airport throughfare • New businesses • Businesses last five years or more • Webs
Community	• Older people's intention to stay (from community survey) • Trend of young families in the population • Sports club mer
Built Environment	• Satisfaction with Shire roads – townsites • Satisfaction with Shire roads – rural • Satisfaction with recreation facilities ar
Natural Environment	• Post-investment environmental outcomes in Munglinup (solid waste and wastewater) • Available bores and strategic c
Governance and Leadership	• Community satisfaction with communication • Community participation in engagement activities • Progress on priority

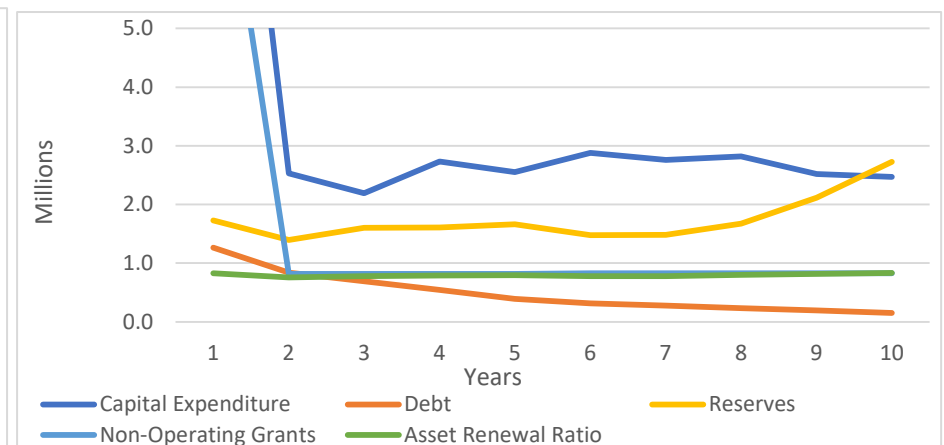
LONG TERM FINANCIAL PROFILE

Key changes	There are no key changes to business operations. Operating and capital activities are based on a "business as usual" approach and capital expenditure remains reliant on grant funding.
Rates profile	3.0% pa except year 2 (21/22) which sees an increase of 4.0%, and year 3 (22/23) 3.5%.
Fees and charges profile	2.5% pa
Grants assumptions	Current operating grants to continue at 1.5% pa. There are no new grants proposed.
Debt profile	There are no new loans proposed. 75% of debt will be extinguished by 2025/26.
Reserves profile	The average reserve balance over the life of the plan is \$2.38M pa. The majority of funds held provide for the future replacement of plant and major Shire infrastructure.

Operating Profile



Capital Profile

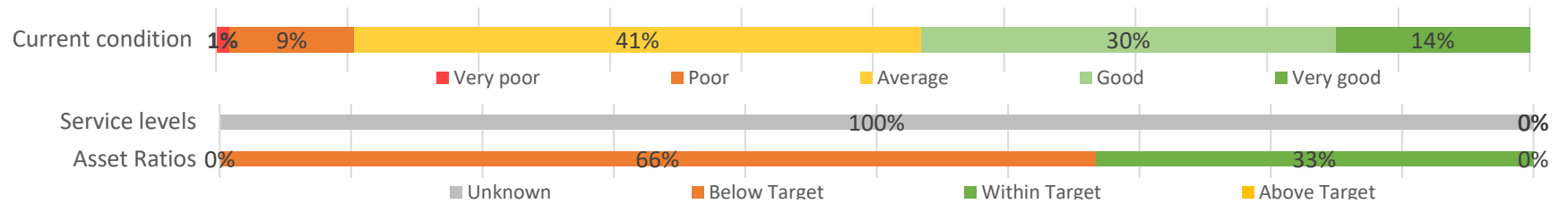


WORKFORCE

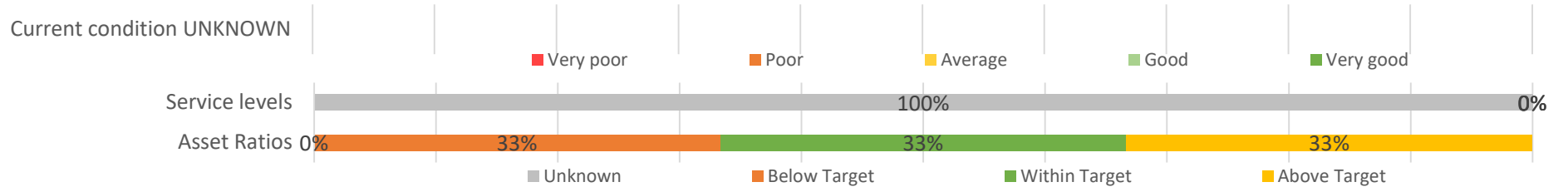
FTEs	Baseline = 50; Year 10 = uncertain (dependent on airport and childcare fluctuations)
Identified new positions	Community Development and Grants Officer (starting part time in year 2)
Changed arrangements	Review how Environmental Health is provided
Skills development focus	Opportunities through projects and higher duties
Organisation development focus	Continued focus on team work

ASSETS	
Transport	The condition of 6% of road assets and 5% of structure assets is not currently formally known. The performance of one service level is known. Only one asset ratio is within target.
Property	The condition of building assets is not currently formally known. No service level performance is known. Only one asset ratio is within target.
Recreation	The condition of recreation assets is not currently formally known. No service level performance is known. Only one asset ratio is within target.
Fleet & IT	No service level performance is known. Only one asset ratio is within target.

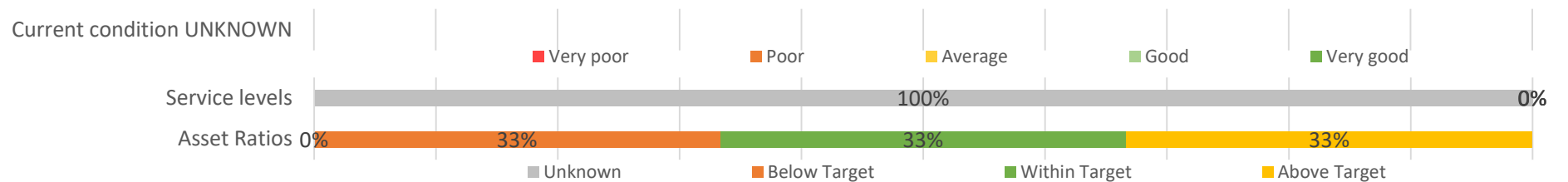
Transport



Property



Recreation



Fleet & IT

