

Minutes of a Special Meeting of Council held on Thursday, 9 June 2016 in the Council Chambers, Bridgetown, commencing at 5.30pm called for the purpose of considering quotes and awarding of a contract for the provision of Kerbside Rubbish and Recycling Collection Services.

The President opened the Meeting at 5.30pm

Acknowledgment of Country – Presiding Member

On behalf of the Councillors, staff and gallery, I acknowledge the Noongar People, the Traditional Owners of the Land on which we are gathered, and pay my respects to their Elders both past and present.

Attendance, Apologies and Leave of Absence

President	- Cr J Nicholas
Councillors	- J Boyle - S Hodson - D Mackman - J Moore - A Pratico - P Quinby - P Scallan - A J Wilson
In Attendance	- T Clynch, CEO - M Larkworthy, Executive Manager Corporate Services - E Denniss, Executive Manager Community Services - S Donaldson, Manager Planning - T Lockley, Executive Assistant

Attendance of Gallery

B Bebbington

Public Question Time - Nil

Petitions/Deputations/Presentations - Nil

Comments on Agenda Items by Parties with an Interest - Nil

Notification of Disclosures of Interest

Section 5.65 or 5.70 of the Local Government Act requires a Member or Officer who has an interest in any matter to be discussed at a Committee/Council Meeting that will be attended by the Member or Officer must disclose the nature of the interest in a written notice given to the Chief Executive Officer before the meeting; or at the meeting before the matter is discussed.

A Member who makes a disclosure under Section 5.65 or 5.70 must not preside at the part of the meeting relating to the matter; or participate in; or be present during, any discussion or decision making procedure relating to the matter, unless allowed by the Committee/Council. If Committee/Council allow a Member to speak, the extent of the interest must also be stated.

Nil

Business Items

ITEM NO.	SpC.01/0616	FILE REF.	511
SUBJECT	Contract for Provision of Waste and Recycling Collection Services		
OFFICER	Chief Executive Officer and Senior Engineering Technical Officer		
DATE OF REPORT	3 June 2016		

Attachment 1 – Unit Price Rating RFQ 01/16 Warren Blackwood Waste

OFFICER RECOMMENDATION That Council:

- 1. Awards the Contract for RFQ 01/16 – ‘Provision of Waste and Recycling Collection Services’ to Warren Blackwood Waste for the period of 7 years with an option for the Shire of Bridgetown-Greenbushes to extend the contract for a further 3 years at the rates stipulated in the price schedule provided in the RFQ response from Warren Blackwood Waste.*
- 2. Authorises the CEO to finalise the contract with Warren Blackwood Waste.*

Summary/Purpose

The current contract for provision of rubbish and recycling kerbside bin collections expires on 30 June 2016. A Request for Quotation (RFQ 01/16 - Provision of Waste and Recycling Collection Services) was prepared utilizing the WALGA Preferred Supplier eQuotes tool.

In addition to kerbside waste and recycling bin collections the RFQ also included some specific waste services at the Bridgetown Waste Disposal Site, being pick up and transfer of the bulk waste bins at the transfer station to the tip face, and pick up and transfer of the bulk recycling bins at the transfer station to a recycling centre.

This report recommends the awarding of a contract for the provision of waste and recycling services to the sole responder to the RFQ. The recommendation is based on consideration of the RFQ submission organised by WALGA preferred suppliers electronic quotes (eQuotes) tool.

Background

If a local government is proposing to enter into a contract for the supply of goods or services and the value of that contract exceeds \$100,000 excluding GST, it is required to call for tenders. There is an exemption to this requirement if the goods or services are purchased using the WALGA Preferred Supplier Panel.

As the pricing of the waste and recycling services can be determined through quotes, using the WALGA Preferred Supplier Panel, this option was chosen in preference to a tender.

A request for quotes for the Provision of Waste and Recycling Collection Services was subsequently lodged on WALGA Preferred Supplier eQuotes tool. Seven (7) suppliers of waste services were notified of this request. The closing date for delivery of quotations was 23 May 2016.

The RFQ required respondents to provide, amongst other information, a schedule of rates for the following:

- Recycling collection services – residential/domestic 240 litre kerbside bin collection
- General refuse waste collection – residential/domestic 240 litre kerbside bin collection
- General refuse waste collection – residential/domestic 120 & 140 litre kerbside bin collection
- General waste hooklift bin from transfer station to tip face once per week plus additional frequency if requested
- Recycling hooklift bin from transfer station to recycling centre once per week plus additional frequency if requested

Respondents were required to provide unit rate pricing under three pricing options, being:

- 3 year initial term with 2 year extension option
- 5 year initial term with 2 year extension option
- 7 year initial term with 3 year extension option

At the close of the RFQ period only one of the seven suppliers had submitted a proposal, being Warren Blackwood Waste.

The unit rate pricing contained in the proposal received from Warren Blackwood Waste is contained in Attachment 1.

The unit rates for the residential/domestic recycling and general waste kerbside bin collections have been discounted by 1.48% and 2.9% respectively under the '7/3 year' option compared to the '3/2 year' and '5/2 year' options. The unit rates for the hooklift bin services are the same under all three options.

The RFQ document stated that the contract may be awarded to a respondent that best demonstrates the ability to provide quality products and or services at a competitive price. The quoted prices were to be assessed together with the qualitative and compliance criteria to determine the most advantageous outcome to the Shire of Bridgetown-Greenbushes.

The RFQ also stated that the Shire of Bridgetown-Greenbushes has adopted a best value for money approach to this Request. This means that, although price is considered, the response containing the lowest price will not necessarily be accepted, nor will the offer ranked the highest on the qualitative criteria.

The Selection Criteria contained in the Request for Tender included:

Criteria	Weighting
Quoted Price	45%
Organisational Capabilities, Key Personnel, Relevant Skills and Experience	20%
Respondent Performance, Operational Requirements and Strategy	25%
Corporate Social Responsibility	10%

Officer Comment

As Warren Blackwood Waste's proposal was the only response received no comparative assessment was possible, however officers have assessed the response and are of the view (recommendation) that the response meets the qualitative and compliance criteria, does represent value for money and therefore a contract based on the response should be awarded.

It is recommended that Council select the '7 year initial term with 3 year extension' option rather than the shorter options. The discounted unit rates for the kerbside collection services under the '7/3 year' option represents an annual saving of \$1,735.76 (in current dollars) over the other two options, which extended over 10 years would total an overall saving of \$17,357.60.

Of note the quoted unit rates for the kerbside collection services under all three options are less than what the Shire already pays for this service under the existing contract scheduled to expire on 30 June 2016. That rate is \$2.80 per unit (bin) for recycling collection and \$1.43 per unit (bin) for waste collection. The new rates proposed by Warren Blackwood Waste represent an approximate 3.5% saving on the existing collection fees.

The proposed fees for the hooklift bin services and very similar to current fees paid for this service however to date travel costs for the contractor to drive to and from Manjimup have been paid. The unit rate under the RFQ includes travel costs therefore savings of approximately \$158 per week are expected.

Warren Blackwood Waste has been Council's recycling collection contractor since 2007 and waste collection contractor since 2003 and has provided a reliable and customer friendly service throughout this period.

Statutory Environment

Local Government (Functions and General) Regulations 1996 (Tenders for Providing Goods and Services).

11. *When tenders have to be publicly invited*

- (1) *Tenders are to be publicly invited according to the requirements of this Division before a local government enters into a contract for another person to supply goods or services if the consideration under the contract is, or is expected to be, more, or worth more, than \$150 000 unless subregulation (2) states otherwise.*
- (2) *Tenders do not have to be publicly invited according to the requirements of this Division if —*

- (a) the supply of the goods or services is to be obtained from expenditure authorised in an emergency under section 6.8(1)(c) of the Act; or
- (b) the supply of the goods or services is to be obtained through the WALGA Preferred Supplier Program;

Policy

Policy F.6 – ‘Purchasing’ notes the exemption from tendering goods or services are purchased using the WALGA Preferred Supplier Panel.

The Policy endorses a “value for money” approach to purchasing and requires an assessment of whole of life costs and whole of contract costs. The inclusion of the three multi-year options in the RFQ has enabled the whole of contract costs to be determined, including the estimated savings from the ‘7/3 year’ option compared to the other two options. The Policy also requires an assessment of the provider’s financial viability and capacity to supply without risk of default. Such an assessment was undertaken in the RFQ assessment process with the added knowledge of Warren Blackwood Waste’s capacity being evident from previous contracts.

Policy F.14 – ‘Buy Local Purchasing’ is not applicable in this instance as the value of the contract will be in excess of \$149,999.

Strategic Implications

Strategic Community Plan 2016

Objective 2 – our unique natural and built environment is protected and enhanced

Outcome 2.7 – efficient and effective waste management services

Strategy 2.7.1 – provide and efficient and effective kerbside waste and recyclables collection service

Corporate Business Plan

Strategy 2.7.1 – provide and efficient and effective kerbside waste and recyclables collection service

Action 2.7.1.2 - Maintain kerbside waste and recyclables collection service

Budget Implications

The 2016/17 budget will be prepared on the basis that Council would accept the proposal (quote) from Warren Blackwood Waste as it is the sole proposal received. Council budgets for waste management separate from the rest of the annual budget so any overall savings to the waste management budget as a result of the new unit rate pricing structure for collection services can be passed onto the ratepayers.

Fiscal Equity - Not Applicable

Whole of Life Accounting

The proposed contract will transfer responsibility for domestic bin repairs to the contractor meaning that requests from residents for repairs to bins will be relayed to the contractor for action. The Shire will be responsible for purchasing and maintaining a supply of spare parts for use by the contractor.

Social Equity - Not Applicable

Ecological Equity – Not Applicable

Cultural Equity - Not Applicable

Risk Management

Warren Blackwood Waste has been the Shire's kerbside recycling contractor since 2007 and continuing in this role will remove any issues associated with transitioning to a new contractor.

Continuous Improvement – Not Applicable

Voting Requirements

Absolute Majority to delegate to the CEO the finalisation of the contract.

Council Decision Moved Cr Boyle, Seconded Cr Pratico

SpC.01/0616 That Council:

- 1. Awards the Contract for RFQ 01/16 – 'Provision of Waste and Recycling Collection Services' to Warren Blackwood Waste for the period of 7 years with an option for the Shire of Bridgetown-Greenbushes to extend the contract for a further 3 years at the rates stipulated in the price schedule provided in the RFQ response from Warren Blackwood Waste.**
- 2. Authorises the CEO to finalise the contract with Warren Blackwood Waste.**

Absolute Majority 9/0

Closure

The President closed the Meeting 5.35pm

List of Attachments

Attachment	Item No.	Details
1	SpC.01/0616	Unit Price Rating RFQ 01/16 Warren Blackwood Waste

Minutes checked and authorised by CEO, Mr T P Clynych		10.6.16
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CERTIFICATION OF MINUTES

As Presiding Member, I certify that the Minutes of the Special Meeting of Council held on 9 June 2016 were confirmed as a true and correct record of the proceedings of that meeting at the Council Meeting held on 30 June 2016.

30 June 2016



Shire of
Bridgetown-Greenbushes
 simply beautiful

2015 / 2016 FIREBREAK ORDER

NOTICE TO ALL OWNERS AND OCCUPIERS OF LAND IN THE
 SHIRE OF BRIDGETOWN - GREENBUSHES

**FOR ALL FIRES PHONE 000 AND YOUR
 LOCAL FIRE CONTROL OFFICER**

DATES YOU MUST REMEMBER

RESTRICTED BURNING
 TIME

1st NOVEMBER to
 14th DECEMBER

PROHIBITED BURNING
 TIME

15th DECEMBER to
 14th MARCH

RESTRICTED BURNING
 TIME

15th MARCH to
 26th APRIL

FIRE RESTRICTIONS CAN START EARLIER AND FINISH LATER THAN THE
 DATES INDICATED DEPENDANT ON CONDITIONS. IF YOU ARE PLANNING TO
 BURN OFF IN OCTOBER OR AFTER 26 APRIL, CHECK WITH YOUR
 FIRE CONTROL OFFICER OR THE SHIRE OFFICE FOR ANY VARIATION
 TO THE FIRE RESTRICTION DATES

BUSH FIRE NOTICE AND REQUIREMENTS

In accordance with Section 33 of the Bush Fires Act 1954, you are required to carry out fire prevention work on land owned or occupied by you as set out in this Order by the date specified.

If the requirements of this notice are not done by the due date, or not done to the satisfaction of an inspecting officer, an on the spot fine of **\$250** will be issued. The maximum fine for failure to carry out the work is **\$5000**. Council can also enter upon the land and carry out required works at the owner / occupier's expense.

1. DEFINITIONS

Firebreak means ground from which all flammable material has been removed and on which no flammable material is permitted to accumulate during the period specified in this notice.

Flammable Materials means accumulated fuel (living or dead) such as leaf litter, twigs, bark, dead trees and grass over 50mm or 100mm

(depending upon type of property as described in Parts 2, 3 and 4 of this Order) capable of carrying a running fire but excludes living standing trees and shrubs.

Harvested Plantation means a plantation that has been clear felled but evidence of the former use of the plantation remains in the form of tree stumps, pruning, limbs and other accumulated tree refuse and logging residue.

Hay Stack means a collection of hay including fodder rolls placed or stacked together.

Managed Land means land over 4 hectares that is being **actively** used for agriculture, viticulture, horticulture etc and that such use is clearly evident, but excludes plantations.

Plantation means any area planted in pine, eucalypt or other commercial value trees (excluding orchards and vineyards) which have been planted for commercial gain, and requires approval under the Town Planning Scheme.

2. ALL LAND UNDER 4 HECTARES (10 ACRES)

BY 1 DECEMBER 2015 UNTIL 26 APRIL 2016

(a) Remove all flammable material from the property except living trees and shrubbery and maintain throughout the required period, **unless used for cropping or pasture.** Height of grass not to exceed 50mm.

(b) If the land is used for cropping or pasture, you are required to construct and maintain a 2 metre firebreak inside and along the boundary of the property as well as a 3 metre firebreak around all buildings and haystacks.

If choosing to forego firebreaks and instead remove flammable materials from the property it is the responsibility of the property owner for active fuel reduction to be completed on the property by 1 December and maintained throughout the period of this notice by means such as slashing, baling and grazing by an appropriate number of livestock. If choosing to carry out fuel reduction by grazing of stock it is the responsibility of the property owner to ensure that sufficient stock is used to ensure that all grass is reduced to a maximum height of 50mm by 1 December and retained at that height until 26 April.

In order to guide property owners of land holdings suggested livestock rates are – 1 cow and calf per 3 acres or 1 dry cattle per 1.5 acres or 5 dry sheep per 1 acre. These are suggestions only and it is the responsibility of the property owner to determine the required number of stock in order to achieve compliance by 1 December and to contain the flammable materials until 26 April.

3. MANAGED LAND OVER 4 HECTARES (10 ACRES)

BY 1 DECEMBER 2015 UNTIL 26 APRIL 2016

Managed land is not required to have perimeter firebreaks, although land owners and occupiers are encouraged to install them in strategic places to protect their property in the event of a fire.

Managed land must however comply with the following requirements:

There must be active fuel reduction done on the property throughout the period of this notice, by means such as grazing by an appropriate number of livestock, slashing and baling etc.

All buildings must have an access track not less than 4 metres in width and vertical clearance of 3 metres to allow access by fire appliances.

Around all buildings, haystacks and fuel storage areas, slash and remove all flammable materials likely to create a fire

hazard, except living trees and shrubbery for at least 20 metres around the building, haystack and fuel storage area. Height of grass not to exceed 100mm.

4. UNMANAGED LAND OVER 4 HECTARES (10 ACRES)

BY 1 DECEMBER 2015 UNTIL 26 APRIL 2016

Remove all flammable materials from the property except living trees and shrubbery and maintain throughout the required period. Height of grass not to exceed 100mm.

OR ALTERNATIVELY

Construct and maintain a **3 metre** firebreak inside and along the boundary of the property and around all buildings and haystacks.

5. PLANTATIONS

BY 1 NOVEMBER 2015 UNTIL 26 APRIL 2016

The first row of trees must be a minimum of 15 metres from all formed public roads.

A 10 metre firebreak to be constructed on the internal boundaries of the Plantation, along the boundaries of separate ownership, and all formed public roads.

A firebreak 6 metres wide shall be provided in such a position that no compartment of a plantation exceeds 30 hectares.

Where power lines pass through the plantation the clearing of vegetation must be in accordance with power supplier's specifications.

Trees adjoining the firebreak progressively pruned to a minimum height of 4 metres to maintain an effective width of firebreak.

6. PINE PLANTATIONS PLANTED PRIOR TO 1 MAY 1990

BY 1 NOVEMBER 2015 UNTIL 26 APRIL 2016

A firebreak not less than 10 metres to be constructed on the internal boundaries of the Plantation, along the boundaries of separate ownership, and all formed public roads.

A firebreak at least 6 metres wide shall be provided in such a position that no compartment of a plantation should exceed 30 hectares.

7. EUCALYPT PLANTATIONS PLANTED PRIOR TO 1 MAY 1990

BY 1 NOVEMBER 2015 UNTIL 26 APRIL 2016

A 5 metre firebreak to be constructed on the boundaries of the plantation, including the boundaries of each separate location and all formed public roads.

No planting will be allowed within a distance of 20 metres on either side of all power lines, and a 6 metre firebreak shall be provided as near as practical either side of the power lines.

Trees adjoining the firebreak progressively pruned to a minimum height of 4 metres to maintain an effective width of firebreak.

8. HARVESTED PLANTATIONS

Firebreak requirements for harvested plantations are the same as for plantations.

9. TIMBER MILLS

BY 1 NOVEMBER 2015 UNTIL 26 APRIL 2016

Construct and maintain a **3 metre** firebreak inside and along the boundary of the property as well as a **10 metre** firebreak around all piles of sawdust, woodchips, bark and waste material.

10. HARVESTING OPERATIONS

In addition to the above requirements, a drivable fire unit of at least 400 litres in operational condition (full of water and in

good working order) must be on site during harvesting operations in plantations.

11. ALTERNATIVES

If you consider it impracticable or environmentally damaging to carry out the requirements set out above, you can apply to Council by the 1 October for permission to provide alternative firebreaks or other fire prevention measures. In the absence of written approval for alternative measures, the requirements of this Order must be adhered to.

12. SPECIAL REQUIREMENTS

The requirements of this Order are considered the **minimum** standard of fire protection required to protect not only the individual property but the community as a whole. Council can impose additional requirements to remove or abate hazards if it considers it necessary.

By Order of the Council
T P CLYNCH,
CHIEF EXECUTIVE OFFICER
25th June 2015

IMPORTANT INFORMATION - PERMIT TO BURN

1. **PERMITS** to burn are required for the whole of the restricted periods and can only be obtained from the Fire Control Officers listed overleaf.
2. **CAREFULLY READ** and adhere to all of the conditions of the permit as any breach or negligence could make you liable for any damage to neighbouring properties and/or infringements/penalties.
3. **ANY SPECIAL CONDITIONS** imposed by the Fire Control Officer when issuing permits must be strictly adhered to. Rangers will check that permit conditions are being complied with during the restricted burning season.
4. **INFRINGEMENTS / ON THE SPOT FINES of \$250 AND UPWARDS** apply to any breaches of the permit conditions/special conditions. Contact your FCO or local Rangers if in doubt.
5. **THE PERMIT HOLDER** shall give notice of their intention to burn to the following:
 - (a) The Shire Office no later than on the day when burning is to take place. Weekend burning must be notified by 4.00pm of the preceding Friday.
 - (b) The owner or occupier of adjoining land.
 - (c) The nearest Department of Parks & Wildlife office, if the land is situated within

3 km of State Forest land (phone Kirup 9731 6232; Pemberton 9776 1207). This notice should be given even when burning is in the open burning period.

6. **PERIOD OF NOTICE** to neighbours prior to burning cannot be more than 28 days or less than 4 days although lesser notice may be determined by mutual agreement of all neighbours.
7. **NO PERMITS** will be issued for burning on **PUBLIC HOLIDAYS** during the Restricted and Prohibited burning periods.
8. **GARDEN REFUSE AND RUBBISH** "Garden refuse and rubbish" is classified as small heaps on the ground of up to one cubic metre. Burning of garden refuse and rubbish is not permitted during the Prohibited Burning Period (15th December to 14th March). Burning of garden rubbish and refuse during the Restricted Burning Periods will require a permit from a Fire Control Officer.
9. **CAMP FIRES** During the restricted burning period, a permit is required for any cooking and camping fire. Cooking and Camp fires are not permitted throughout the Prohibited Burning Period. Gas barbeques can still be used during this period.

BUSH FIRE CONTROL OFFICERS

Chief Fire Control Officer	Hugh Browne	(08) 9761 1200
Deputy Chief Fire Control Officer	Michael Campbell	(08) 9761 9002
Shire	Chris Sousa	0428 611 125
	Shire Ranger	0428 911 847
Winnejump	Rodney Hester	(08) 9764 4027
Greenbushes	Greg Kennedy	0427 577 821
Wandillup	Robert Moyes	(08) 9761 2482
Hester Brook	David Jenkins	(08) 9761 1128
Kangaroo Gully	Eric Wheatley	(08) 9761 1274
Maranup	Andrew Browne	(08) 9761 2001
Yornup	Michael Campbell	(08) 9761 9002
Catterick	Derek Dilkes	(08) 9764 4016
Sunnyside	Murray Waters	(08) 9761 1543
Bridgetown	Shire Ranger	0428 911 847

CONTRACTORS

A list of contractors available to assist with fire prevention work is available by calling the Shire on 9761 1555. Council does not recommend or endorse any particular contractor.

OTHER INFORMATION

RADIO STATIONS DURING A FIRE EMERGENCY – During a fire emergency all landowners and occupiers are encouraged to listen to ABC Radio as they are the official emergency broadcast radio station. Local frequencies are 1044, 684 and 558.

FIRE REPORTS – All landowners and occupiers who incur a bushfire have an obligation to assist the Fire Control Officer to compile a Fire Report form.

LANDOWNERS AND OCCUPIERS RESPONSIBILITIES – The Bush Fires Act requires the occupiers of the land to take all reasonable measures to control fires on their land, at their expense, regardless of how the fire started. Whilst local volunteer fire fighters will come out and assist in the control of the fire, landowners and occupiers are reminded that they are ultimately responsible for fires on their property, including monitoring the fire after fire crews have left. Penalties apply and recovery of costs can be made by Council for those who do not comply with these provisions.

INCINERATORS - used to burn rubbish must be properly constructed – an open drum with or without a lid is not an authorised incinerator.

BRIGADE MEMBERSHIP – If you are interested in joining your local Volunteer Bush Fire Brigade, please contact the Fire Control Officer for your area or the Shire's Community Emergency Services Manager on 0428 611 125.

FIREFIGHTING EQUIPMENT – Residents are strongly encouraged to have and maintain firefighting equipment for protection of their own property.

VOLUNTEERS ATTENDING A FIRE IN THEIR OWN VEHICLE – Must immediately report to the Fire Control Officer for safety and insurance purposes.

Enquiries relating to this Firebreak Order or fire prevention in general should be directed to the Shire Ranger Services on (08)9761 1555.



SHIRE OF BRIDGETOWN-GREENBUSHES

MONTHLY FINANCIAL REPORT

For the Period Ended 31 May 2016

LOCAL GOVERNMENT ACT 1995
LOCAL GOVERNMENT (FINANCIAL MANAGEMENT) REGULATIONS 1996

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Detailed account schedules will be provided with financial reports to be presented at the following Council meetings:

October 2015

February 2016 (Budget Review)

April 2016

July 2016

SHIRE OF BRIDGETOWN-GREENBUSHES
STATEMENT OF FINANCIAL ACTIVITY
(Statutory Reporting by Program)
For the Period Ended 31 May 2016

Note	Amended Annual Budget	Amended YTD Budget (a)	YTD Actual (b)	Var. \$ (b)-(a)	Var. % (b)-(a)/(a)
	\$	\$	\$	\$	%
Operating Revenues					
Governance	10,360	1,406	1,463	57	4.02%
General Purpose Funding - Rates	4,051,130	3,981,156	3,989,474	8,318	0.21%
General Purpose Funding - Other	1,048,159	1,021,576	1,047,769	26,193	2.56%
Law, Order and Public Safety	736,097	261,897	275,024	13,127	5.01%
Health	18,500	18,413	21,042	2,629	14.28%
Education and Welfare	45,676	45,524	43,047	(2,477)	(5.44%)
Housing	8,650	7,836	7,841	5	0.07%
Community Amenities	934,834	927,941	937,144	9,203	0.99%
Recreation and Culture	1,611,917	1,393,686	1,412,558	18,872	1.35%
Transport	1,644,583	1,553,080	1,560,960	7,880	0.51%
Economic Services	153,800	139,992	136,914	(3,078)	(2.20%)
Other Property and Services	197,117	165,249	165,779	530	0.32%
Total Operating Revenue	10,460,823	9,517,756	9,599,014	81,258	
Operating Expenses					
Governance	(979,847)	(880,573)	(861,903)	18,670	2.12%
General Purpose Funding	(114,459)	(105,094)	(105,278)	(184)	(0.18%)
Law, Order and Public Safety	(795,358)	(736,882)	(719,486)	17,396	2.36%
Health	(102,078)	(93,571)	(83,066)	10,505	11.23%
Education and Welfare	(248,207)	(228,389)	(189,201)	39,188	17.16%
Housing	(34,764)	(31,949)	(28,295)	3,654	11.44%
Community Amenities	(1,412,829)	(1,269,243)	(1,226,988)	42,256	3.33%
Recreation and Culture	(2,500,390)	(2,203,910)	(2,138,808)	65,102	2.95%
Transport	(3,645,761)	(3,345,921)	(3,214,946)	130,975	3.91%
Economic Services	(575,072)	(505,987)	(471,557)	34,430	6.80%
Other Property and Services	(169,747)	(103,220)	(36,956)	66,264	64.20%
Total Operating Expenditure	(10,578,512)	(9,504,739)	(9,076,483)	428,256	
Funding Balance Adjustments					
Add back Depreciation	3,656,939	3,346,921	3,316,690	(30,231)	
Adjust (Profit)/Loss on Asset Disposal	30,790	30,145	30,350	205	
Adjust Provisions and Accruals	0	0	4,645	4,645	
Net Cash from Operations	3,570,040	3,390,083	3,874,215	484,132	
Capital Revenues					
Proceeds from Disposal of Assets	218,243	218,243	218,697	454	0.21%
Total Capital Revenues	218,243	218,243	218,697	454	
Capital Expenses					
Land and Buildings	(4,241,018)	(4,136,076)	(3,916,301)	219,775	5.31%
Infrastructure - Roads	(1,755,077)	(1,561,369)	(1,526,400)	34,969	2.24%
Infrastructure - Footpaths	(85,887)	(67,284)	(52,251)	15,033	22.34%
Infrastructure - Drainage	(116,030)	(116,030)	(99,038)	16,992	14.64%
Infrastructure - Parks and Ovals	(111,468)	(41,843)	(48,964)	(7,121)	(17.02%)
Infrastructure - Bridges	(30,465)	(30,465)	(30,465)	(0)	(0.00%)
Infrastructure - Other	(593,152)	(591,052)	(533,250)	57,802	9.78%
Plant and Equipment	(1,045,175)	(643,175)	(637,550)	5,625	0.87%
Furniture and Equipment	(7,760)	(7,760)	(7,760)	0	0.00%
Total Capital Expenditure	(7,986,032)	(7,195,054)	(6,851,980)	343,074	

SHIRE OF BRIDGETOWN-GREENBUSHES
STATEMENT OF FINANCIAL ACTIVITY
(Statutory Reporting by Program)
For the Period Ended 31 May 2016

	Note	Amended Annual Budget	Amended YTD Budget (a)	YTD Actual (b)	Var. \$ (b)-(a)	Var. % (b)-(a)/(a)
		\$	\$	\$	\$	%
Net Cash from Capital Activities		(7,767,789)	(6,976,811)	(6,633,283)	343,528	
Financing						
Proceeds from New Debentures	10	500,000	0	0	0	
Self-Supporting Loan Principal	10	9,924	4,916	4,916	0	0.00%
Transfer from Reserves	7	3,180,001	2,950,350	2,950,350	0	0.00%
Repayment of Debentures	10	(172,520)	(85,282)	(85,282)	0	0.00%
Repayment of Finance Leases	10	(6,566)	(5,966)	(5,966)	0	0.00%
Transfer to Reserves	7	(646,103)	(317,056)	(317,056)	0	0.00%
Net Cash from Financing Activities		2,864,736	2,546,962	2,546,962	0	
Net Operations, Capital and Financing		(1,333,013)	(1,039,766)	(212,106)	827,660	
Opening Funding Surplus(Deficit)	2	1,353,497	1,353,497	1,353,497	0	
Closing Funding Surplus(Deficit)	2	20,484	313,731	1,141,391	827,661	

In accordance with Council's variance policy explanation of material variances are reported at sub program level.

This statement is to be read in conjunction with the accompanying Financial Statements and notes.

SHIRE OF BRIDGETOWN-GREENBUSHES
STATEMENT OF FINANCIAL ACTIVITY
(By Nature or Type)
For the Period Ended 31 May 2016

	Note	Amended Annual Budget	Amended YTD Budget (a)	YTD Actual (b)	Var. \$ (b)-(a)	Var. % (b)-(a)/(a)
		\$	\$	\$	\$	%
Operating Revenues						
Rates	11	3,946,560	3,882,452	3,887,414	4,962	0.13%
Operating Grants, Subsidies and Contributions		1,400,465	1,329,715	1,376,685	46,970	3.53%
Grants, Subsidies and Contributions for the Development of Assets		3,247,232	2,559,261	2,559,389	128	0.01%
Fees and Charges		1,491,363	1,436,296	1,423,511	(12,785)	(0.89%)
Interest Earnings		187,070	159,148	189,968	30,820	19.37%
Other Revenue		185,164	147,915	157,020	9,105	6.16%
Profit on Disposal of Assets	8	2,969	2,969	5,027	2,058	69.33%
Total Operating Revenue		10,460,823	9,517,756	9,599,014	81,258	
Operating Expenses						
Employee Costs		(4,131,277)	(3,676,592)	(3,500,613)	175,979	4.79%
Materials and Contracts		(1,994,910)	(1,776,196)	(1,545,491)	230,705	12.99%
Utility Charges		(188,521)	(161,328)	(177,808)	(16,480)	(10.21%)
Depreciation on Non-Current Assets		(3,656,939)	(3,346,921)	(3,316,690)	30,231	0.90%
Interest Expenses		(92,634)	(46,932)	(47,691)	(759)	(1.62%)
Insurance Expenses		(223,157)	(223,122)	(221,383)	1,739	0.78%
Other Expenditure		(257,315)	(240,534)	(231,432)	9,102	3.78%
Loss on Disposal of Assets	8	(33,759)	(33,114)	(35,377)	(2,263)	(6.83%)
Total Operating Expenditure		(10,578,512)	(9,504,739)	(9,076,483)	428,256	
Funding Balance Adjustments						
Add back Depreciation		3,656,939	3,346,921	3,316,690	(30,231)	
Adjust (Profit)/Loss on Asset Disposal	8	30,790	30,145	30,350	205	
Adjust Provisions and Accruals		0	0	4,645	4,645	
Net Cash from Operations		3,570,040	3,390,083	3,874,215	484,132	
Capital Revenues						
Proceeds from Disposal of Assets	8	218,243	218,243	218,697	454	0.21%
Total Capital Revenues		218,243	218,243	218,697	454	
Capital Expenses						
Land and Buildings		(4,241,018)	(4,136,076)	(3,916,301)	219,775	5.31%
Infrastructure - Roads		(1,755,077)	(1,561,369)	(1,526,400)	34,969	2.24%
Infrastructure - Footpaths		(85,887)	(67,284)	(52,251)	15,033	22.34%
Infrastructure - Drainage		(116,030)	(116,030)	(99,038)	16,992	14.64%
Infrastructure - Parks and Ovals		(111,468)	(41,843)	(48,964)	(7,121)	(17.02%)
Infrastructure - Bridges		(30,465)	(30,465)	(30,465)	(0)	(0.00%)
Infrastructure - Other		(593,152)	(591,052)	(533,250)	57,802	9.78%
Plant and Equipment		(1,045,175)	(643,175)	(637,550)	5,625	0.87%
Furniture and Equipment		(7,760)	(7,760)	(7,760)	0	0.00%
Total Capital Expenditure	9	(7,986,032)	(7,195,054)	(6,851,980)	343,074	
Net Cash from Capital Activities		(7,767,789)	(6,976,811)	(6,633,283)	343,528	

SHIRE OF BRIDGETOWN-GREENBUSHES
STATEMENT OF FINANCIAL ACTIVITY
(By Nature or Type)
For the Period Ended 31 May 2016

	Note	Amended Annual Budget	Amended YTD Budget (a)	YTD Actual (b)	Var. \$ (b)-(a)	Var. % (b)-(a)/(a)
		\$	\$	\$	\$	%
Financing						
Proceeds from New Debentures	10	500,000	0	0	0	
Self-Supporting Loan Principal	10	9,924	4,916	4,916	0	0.00%
Transfer from Reserves	7	3,180,001	2,950,350	2,950,350	0	0.00%
Repayment of Debentures	10	(172,520)	(85,282)	(85,282)	0	0.00%
Repayment of Finance Leases	10	(6,566)	(5,966)	(5,966)	0	0.00%
Transfer to Reserves	7	(646,103)	(317,056)	(317,056)	0	0.00%
Net Cash from Financing Activities		2,864,736	2,546,962	2,546,962	0	
Net Operations, Capital and Financing		(1,333,013)	(1,039,766)	(212,106)	827,660	
Opening Funding Surplus(Deficit)	2	1,353,497	1,353,497	1,353,497	0	
Closing Funding Surplus(Deficit)	2	20,484	313,731	1,141,391	827,661	

In accordance with Council's variance policy explanation of material variances are reported at sub program level.

This statement is to be read in conjunction with the accompanying Financial Statements and notes.

SHIRE OF BRIDGETOWN-GREENBUSHES
STATEMENT OF FINANCIAL ACTIVITY
(Statutory Reporting by Sub Program)
For the Period Ended 31 May 2016

Note	Amended Annual Budget	Amended YTD Budget (a)	YTD Actual (b)	Var. \$ (b)-(a)	Var. % (b)-(a)/(a)	Var.
	\$	\$	\$	\$	%	
Operating Revenues						
Governance						
Members of Council	500	488	480	(8)	(1.64%)	
Other Governance	9,860	918	983	65	7.03%	
General Purpose Funding - Rates						
Rates	4,051,130	3,981,156	3,989,474	8,318	0.21%	
Other General Purpose Funding	1,048,159	1,021,576	1,047,769	26,193	2.56%	
Law, Order and Public Safety						
Fire Prevention	690,772	217,770	228,755	10,985	5.04%	▲
Animal Control	30,600	29,507	31,361	1,854	6.28%	
Other Law, Order and Public Safety	14,725	14,620	14,908	288	1.97%	
Health						
Prev Services - Inspection and Admin	18,500	18,413	21,042	2,629	14.28%	▲
Education and Welfare						
Other Education	617	465	454	(11)	(2.47%)	
Care of Families and Children	0	0	534	534		
Aged and Disabled - Other	45,059	45,059	42,059	(3,000)	(6.66%)	
Housing						
Staff Housing	8,650	7,836	7,841	5	0.07%	
Community Amenities						
Sanitation - General Refuse	874,984	872,311	874,341	2,030	0.23%	
Sanitation - Other	50	44	0	(44)	(100.00%)	
Sewerage	18,350	17,451	20,655	3,204	18.36%	▲
Town Planning and Regional Develop	19,650	18,007	19,888	1,881	10.45%	▲
Other Community Amenities	21,800	20,128	22,259	2,131	10.59%	▲
Recreation and Culture						
Swimming Areas and Beaches	1,162,954	1,162,954	1,167,082	4,128	0.35%	
Public Halls and Civic Centres	18,259	16,867	18,252	1,385	8.21%	
Other Recreation and Sport	416,095	202,338	215,271	12,933	6.39%	▲
Libraries	8,550	7,832	9,342	1,510	19.28%	▲
Heritage	4,559	2,195	1,815	(380)	(17.30%)	
Other Culture	1,500	1,500	795	(705)	(47.03%)	
Transport						
Streets and Road Construction	1,473,464	1,383,464	1,383,464	0	0.00%	
Streets and Road Maintenance	170,269	168,846	176,671	7,825	4.63%	
Parking Facilities	850	770	825	55	7.14%	
Economic Services						
Tourism and Area Promotion	92,800	84,321	79,510	(4,811)	(5.71%)	▼
Building Control	50,750	46,508	48,472	1,964	4.22%	
Economic Development	250	0	0	0		
Other Economic Services	10,000	9,163	8,933	(230)	(2.52%)	
Other Property and Services						
Private Works	81,505	67,603	63,558	(4,045)	(5.98%)	▼
Works and Services Management	0	0	0	0		
Plant Operation Costs	30,000	25,000	26,002	1,002	4.01%	
Salaries and Wages	2,500	2,292	1,050	(1,242)	(54.20%)	▼
Chief Executive Office Department	1,000	1,000	22	(978)	(97.81%)	
Admin and Finance Activity Units	47,007	35,253	35,507	254	0.72%	

SHIRE OF BRIDGETOWN-GREENBUSHES
STATEMENT OF FINANCIAL ACTIVITY
(Statutory Reporting by Sub Program)
For the Period Ended 31 May 2016

	Note	Amended Annual Budget	Amended YTD Budget (a)	YTD Actual (b)	Var. \$ (b)-(a)	Var. % (b)-(a)/(a)	Var.
		\$	\$	\$	\$	%	
Operating Revenues (Continued)							
Community Services Department		1,938	1,771	1,789	18	1.03%	
Unclassified		33,167	32,330	37,851	5,521	17.08%	▲
Total Operating Revenue		10,460,823	9,517,756	9,599,014	81,258		
Operating Expenses							
Governance							
Members of Council		(333,339)	(307,907)	(305,328)	2,579	0.84%	
Other Governance		(646,508)	(572,666)	(556,575)	16,091	2.81%	
General Purpose Funding							
Rates		(113,385)	(104,680)	(104,896)	(216)	(0.21%)	
Other General Purpose Funding		(1,074)	(414)	(382)	32	7.64%	
Law, Order and Public Safety							
Fire Prevention		(645,041)	(600,208)	(592,044)	8,164	1.36%	
Animal Control		(87,583)	(79,529)	(69,569)	9,960	12.52%	▲
Other Law, Order and Public Safety		(62,734)	(57,145)	(57,873)	(728)	(1.27%)	
Health							
Maternal and Infant Health		(8,500)	(8,500)	(8,500)	0	0.00%	
Prev Services - Inspection and Admin		(89,006)	(80,827)	(68,657)	12,170	15.06%	▲
Preventative Services - Pest Control		(191)	(162)	0	162	100.00%	
Preventative Services - Other		(4,381)	(4,082)	(5,909)	(1,827)	(44.77%)	▼
Education and Welfare							
Other Education		(19,486)	(17,914)	(16,901)	1,013	5.65%	
Care of Families and Children		(61,135)	(56,416)	(69,246)	(12,830)	(22.74%)	▼
Aged and Disabled - Other		(122,190)	(111,096)	(82,656)	28,440	25.60%	▲
Other Welfare		(45,396)	(42,963)	(20,398)	22,565	52.52%	▲
Housing							
Staff Housing		(34,764)	(31,949)	(28,295)	3,654	11.44%	▲
Community Amenities							
Sanitation - General Refuse		(668,333)	(598,243)	(604,045)	(5,802)	(0.97%)	
Sanitation - Other		(28,687)	(25,039)	(26,308)	(1,269)	(5.07%)	
Sewerage		(34,096)	(31,022)	(37,256)	(6,234)	(20.09%)	▼
Urban Stormwater Drainage		(244,859)	(224,554)	(189,638)	34,916	15.55%	▲
Protection of Environment		(81,417)	(78,826)	(79,049)	(223)	(0.28%)	
Town Planning and Regional Develop		(189,987)	(163,368)	(157,177)	6,191	3.79%	
Other Community Amenities		(165,450)	(148,191)	(133,515)	14,676	9.90%	▲
Recreation and Culture							
Public Halls and Civic Centres		(138,317)	(126,700)	(121,648)	5,052	3.99%	
Swimming Areas and Beaches		(43,876)	(39,719)	(19,243)	20,476	51.55%	▲
Other Recreation and Sport		(1,787,994)	(1,571,198)	(1,532,417)	38,781	2.47%	
Television and Radio Re-Broadcasting		(5,583)	(5,391)	(4,540)	851	15.79%	
Libraries		(412,207)	(367,743)	(370,572)	(2,829)	(0.77%)	
Heritage		(83,137)	(69,678)	(69,961)	(283)	(0.41%)	
Other Culture		(29,276)	(23,481)	(20,426)	3,055	13.01%	▲
Transport							
Streets and Road Maintenance		(3,621,725)	(3,323,635)	(3,188,755)	134,880	4.06%	
Parking Facilities		(18,735)	(16,985)	(21,739)	(4,754)	(27.99%)	▼
Traffic Control		(4,301)	(4,301)	(3,452)	849	19.73%	
Aerodromes		(1,000)	(1,000)	(1,000)	0	0.00%	

SHIRE OF BRIDGETOWN-GREENBUSHES
STATEMENT OF FINANCIAL ACTIVITY
(Statutory Reporting by Sub Program)
For the Period Ended 31 May 2016

	Amended Annual Budget	Amended YTD Budget (a)	YTD Actual (b)	Var. \$ (b)-(a)	Var. % (b)-(a)/(a)	Var.
Note	\$	\$	\$	\$	%	
Operating Expenses (Continued)						
Economic Services						
Tourism and Area Promotion	(333,594)	(285,917)	(275,269)	10,648	3.72%	
Building Control	(199,037)	(179,737)	(151,640)	28,097	15.63%	▲
Economic Development	(31,313)	(30,643)	(34,106)	(3,463)	(11.30%)	▼
Other Economic Services	(11,128)	(9,690)	(10,542)	(852)	(8.79%)	
Other Property and Services						
Private Works	(69,686)	(63,742)	(63,607)	135	0.21%	
Works and Services Management	8,485	13,502	10,431	(3,071)	(22.75%)	▼
Waste Activity Unit	7,569	2,349	14,988	12,639	538.05%	▲
Works Activity Unit	(17,225)	5,862	22,935	17,073	291.25%	▲
Fleet Activity Unit	(17,030)	(14,038)	(7,785)	6,253	44.54%	▲
Plant Operation Costs	0	(5,059)	5,414	10,473	207.02%	▲
Salaries and Wages	(2,500)	1,209	2,451	1,242	102.77%	▲
Corporate Services Department	0	5,023	14,077	9,054	180.25%	▲
Chief Executive Office Department	250	7,273	23,541	16,268	223.68%	▲
Admin and Finance Activity Units	(41,974)	(36,923)	(40,306)	(3,383)	(9.16%)	
Planning and Environment Department	(13,372)	31	(149)	(180)	580.94%	
Community Services Department	(4,745)	(767)	(1,148)	(381)	(49.61%)	
Unclassified	(19,519)	(17,940)	(17,799)	141	0.79%	
Total Operating Expenditure	(10,578,512)	(9,504,739)	(9,076,483)	428,256		
Funding Balance Adjustments						
Add back Depreciation	3,656,939	3,346,921	3,316,690	(30,231)		
Adjust (Profit)/Loss on Asset Disposal	30,790	30,145	30,350	205		
Adjust Provisions and Accruals	0	0	4,645	4,645		
Net Cash from Operations	3,570,040	3,390,083	3,874,215	484,132		
Capital Revenues						
Proceeds from Disposal of Assets						
Governance						
Other Governance	35,000	35,000	35,455	455	1.30%	
Recreation and Culture						
Other Recreation and Sport	3,000	3,000	3,000	0	0.00%	
Transport						
Road Plant Purchases	180,243	180,243	180,243	(0)	(0.00%)	
Total Capital Revenues	218,243	218,243	218,697	454		
Capital Expenses						
Governance						
Other Governance	(195,801)	(195,801)	(172,339)	23,462	11.98%	▲
Law, Order and Public Safety						
Fire Prevention	(438,485)	(36,482)	(14,267)	22,215	60.89%	▲
Other Law, Order and Public Safety	(3,100)	(3,100)	(1,004)	2,096	67.61%	▲
Housing						
Staff Housing	(11,113)	0	(30)	(30)		
Community Amenities						
Sanitation - Other	(543,000)	(543,000)	(529,724)	13,276	2.44%	
Urban Stormwater Drainage	(116,030)	(116,030)	(99,038)	16,992	14.64%	▲
Other Community Amenities	(48,773)	(36,108)	(5,334)	30,774	85.23%	▲

SHIRE OF BRIDGETOWN-GREENBUSHES
STATEMENT OF FINANCIAL ACTIVITY
(Statutory Reporting by Sub Program)
For the Period Ended 31 May 2016

	Note	Amended Annual Budget	Amended YTD Budget (a)	YTD Actual (b)	Var. \$ (b)-(a)	Var. % (b)-(a)/(a)	Var.
		\$	\$	\$	\$	%	
Capital Expenses (Continued)							
Recreation and Culture							
Public Halls and Civic Centres		(38,038)	0	0	0		
Swimming Areas and Beaches		(3,282,232)	(3,277,159)	(3,269,589)	7,570	0.23%	
Other Recreation and Sport		(665,704)	(588,079)	(473,042)	115,037	19.56%	▲
Libraries		(13,000)	0	(1,222)	(1,222)		▼
Heritage		(10,959)	(2,221)	(3,015)	(794)	(35.74%)	
Transport							
Streets and Road Construction		(1,904,899)	(1,689,787)	(1,639,098)	50,689	3.00%	
Road Plant Purchases		(580,185)	(580,185)	(575,425)	4,760	0.82%	
Economic Services							
Tourism and Area Promotion		(43,469)	(43,469)	(42,508)	961	2.21%	
Other Property and Services							
Unclassified		(91,244)	(83,633)	(26,345)	57,288	68.50%	▲
Total Capital Expenditure	9	(7,986,032)	(7,195,054)	(6,851,980)	343,074		
Net Cash from Capital Activities							
		(7,767,789)	(6,976,811)	(6,633,283)	343,528		
Financing							
Proceeds from New Debentures	10	500,000	0	0	0		
Self-Supporting Loan Principal	10	9,924	4,916	4,916	0	0.00%	
Transfer from Reserves	7	3,180,001	2,950,350	2,950,350	0	0.00%	
Repayment of Debentures	10	(172,520)	(85,282)	(85,282)	0	0.00%	
Repayment of Finance Leases	10	(6,566)	(5,966)	(5,966)	0	0.00%	
Transfer to Reserves	7	(646,103)	(317,056)	(317,056)	0	0.00%	
Net Cash from Financing Activities		2,864,736	2,546,962	2,546,962	0		
Net Operations, Capital and Financing							
		(1,333,013)	(1,039,766)	(212,106)	827,660		
Opening Funding Surplus(Deficit)	2	1,353,497	1,353,497	1,353,497	0		
Closing Funding Surplus(Deficit)	2	20,484	313,731	1,141,391	827,661		

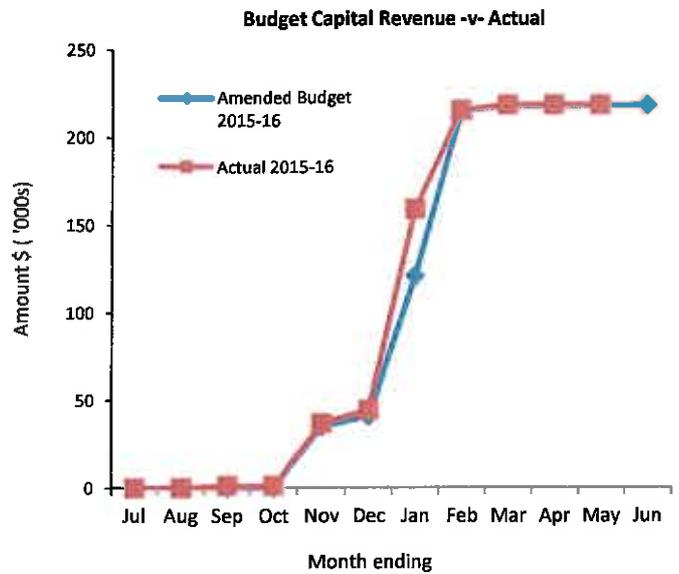
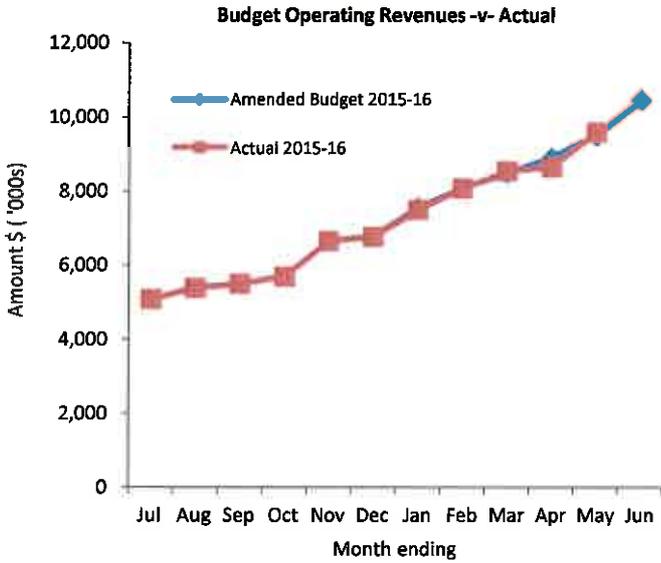
▼Deficit ▲Surplus - Indicates a variance between Year to Date (YTD) Budget and YTD Actual data as per the adopted materiality threshold. Refer to Note 3 for an explanation of the reasons for the variance. Amounts less than \$1,000 are considered a minor timing variance and no further explanations are provided.

This statement is to be read in conjunction with the accompanying Financial Statements and notes.

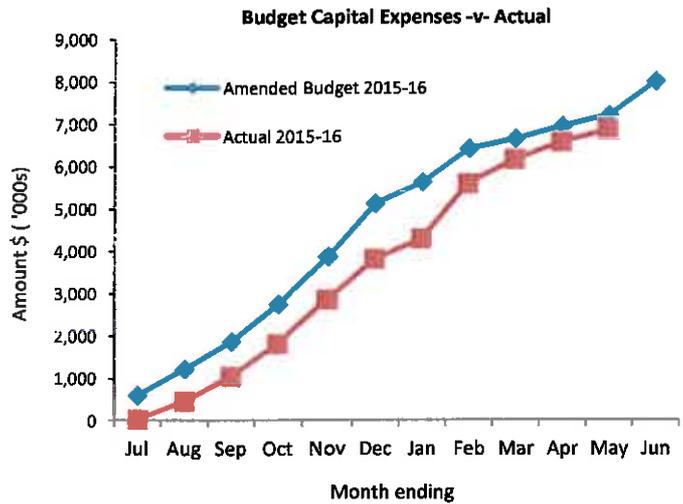
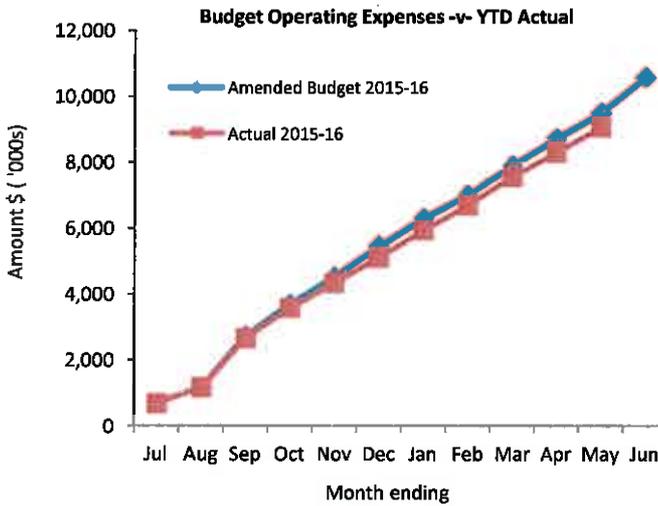
SHIRE OF BRIDGETOWN-GREENBUSHES
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
For the Period Ended 31 May 2016

Note 1: GRAPHICAL REPRESENTATION - Source Statement of Financial Activity

Revenues



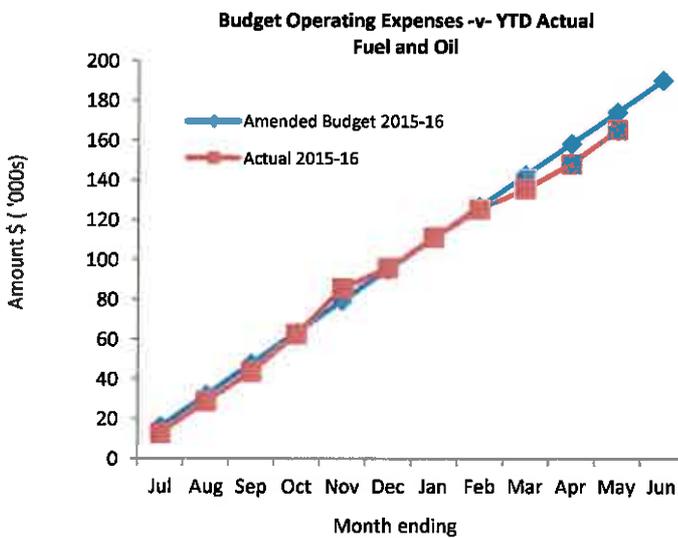
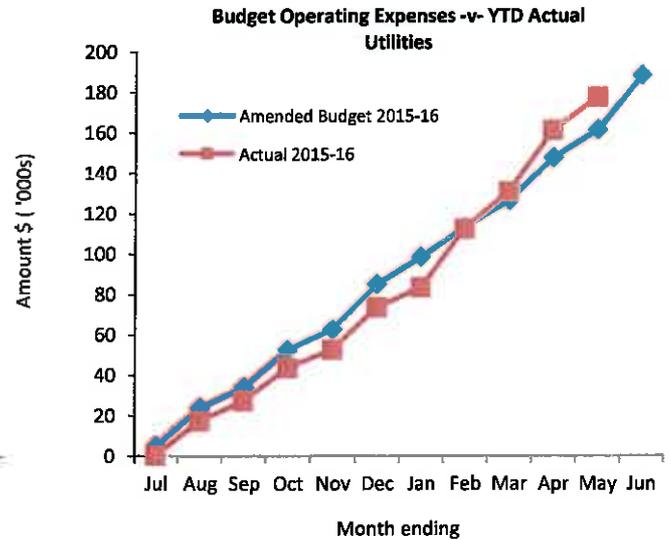
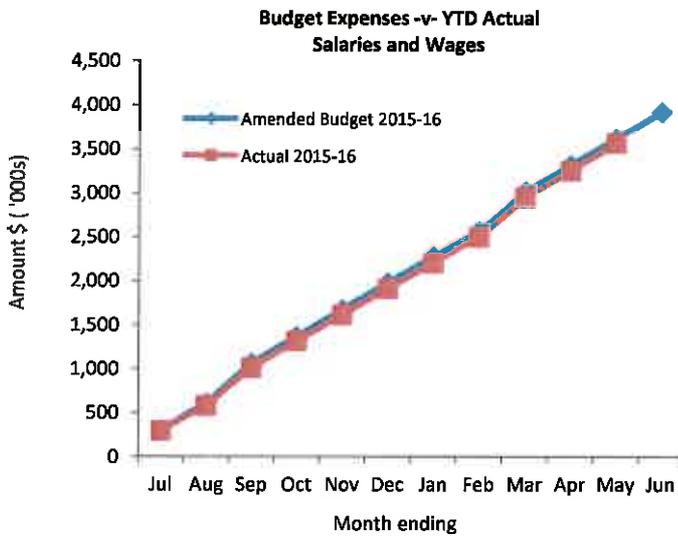
Expenditure



SHIRE OF BRIDGETOWN-GREENBUSHES
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
For the Period Ended 31 May 2016

Note 1: GRAPHICAL REPRESENTATION - Source Statement of Financial Activity

Expenditure

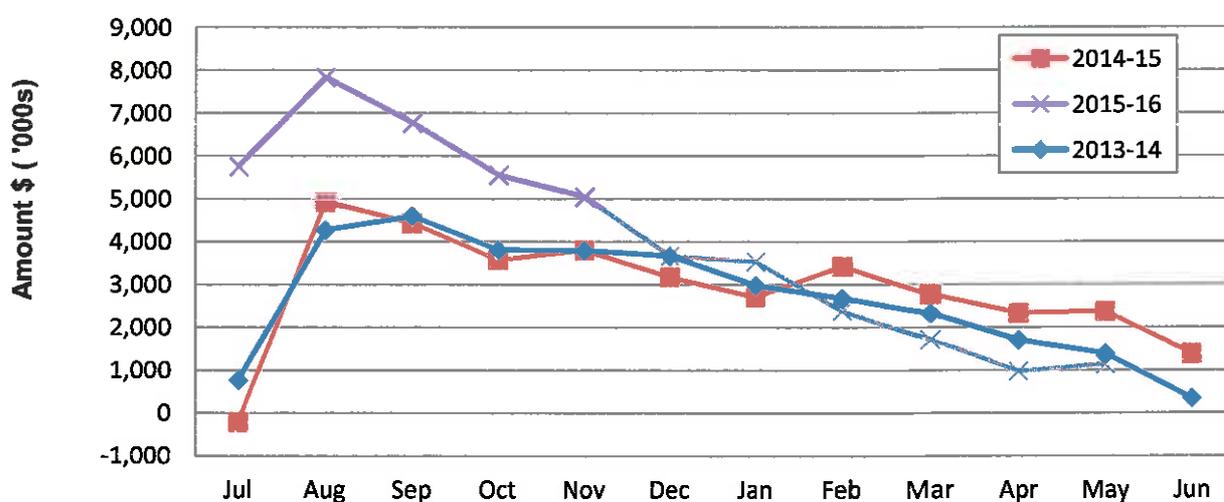


SHIRE OF BRIDGETOWN-GREENBUSHES
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
For the Period Ended 31 May 2016

Note 2: NET CURRENT FUNDING POSITION

		Positive=Surplus (Negative=Deficit)		
	Note	YTD 31 May 2016	Last Period	30th June 2015
		\$	\$	\$
Current Assets				
Cash Unrestricted	5	2,161,537	3,866,753	2,550,895
Cash Restricted	5	2,277,548	2,234,053	4,910,841
Receivables - Rates	6	175,987	751,702	124,773
Receivables - Sundry Debtors	6	20,999	72,136	85,302
Receivables - Other		43,159	136,240	47,674
Inventories		18,954	26,467	17,759
		4,698,184	7,087,350	7,737,244
Less: Current Liabilities				
Payables		(659,302)	(701,432)	(934,649)
Provisions		(870,359)	(870,359)	(870,359)
		(1,529,660)	(1,571,790)	(1,805,007)
Less: Cash Reserves	7	(2,277,548)	(2,234,053)	(4,910,841)
Less: Loans - Clubs/Institutions		(5,008)	(5,008)	(9,924)
Add: Current Leave Provision Cash Backed		167,587	163,969	162,941
Add: Current Loan Liability		87,837	90,068	179,085
Net Current Funding Position		1,141,391	3,530,537	1,353,497

Note 3 - Liquidity Over the Year



SHIRE OF BRIDGETOWN-GREENBUSHES
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
For the Period Ended 31 May 2016

Note 3: EXPLANATION OF MATERIAL VARIANCES BY SUB PROGRAM

Reporting Program	Variance \$	Variance %	Var.	Reason	Explanation of Variance
Operating Revenues					
Governance					
Law, Order and Public Safety					
Fire Prevention	10,985	5.04%	▲	Permanent	Reimbursements for Community Emergency Services Manager position greater than anticipated.
Health					
Prev Services - Inspection and Admin	2,629	14.28%	▲	Permanent	Income received for Health Act license approvals greater than anticipated.
Community Amenities					
Sewerage	3,204	18.36%	▲	Permanent	Income for septic tank applications and inspections greater than anticipated.
Town Planning and Regional Develop	1,881	10.45%	▲	Permanent	Planning application fees received greater than anticipated.
Other Community Amenities	2,131	10.59%	▲	Permanent	Income from cemetery fees greater than anticipated.
Recreation and Culture					
Other Recreation and Sport	12,933	6.39%	▲	Permanent	Swimming pool subsidy received not previously anticipated (\$32,000), swimming pool entrance fees less than anticipated (\$19,273).
Libraries	1,510	19.28%	▲	Permanent	Income received for various library services greater than anticipated.
Economic Services					
Tourism and Area Promotion	(4,811)	(5.71%)	▼	Permanent	Visitor Centre counter sales income and accommodation booking commissions less than anticipated.
Other Property and Services					
Private Works	(4,045)	(5.98%)	▼	Permanent	Commission on motor vehicle licensing service less than anticipated.
Salaries and Wages	(1,242)	(54.20%)	▼	Permanent	Reimbursement for workers compensation claims less than anticipated, offset by reduced expenditure.
Unclassified	5,521	17.08%	▲	Permanent	Increased insurance claim reimbursement income, will be offset by increased expenditure.
Operating Expenses					
Law, Order and Public Safety					
Animal Control	9,960	12.52%	▲	Allocations	Variance in wages and overheads allocated to this sub program offset by allocations in other sub programs. Total salaries and wages are within budget allocation at this time.
Health					
Prev Services - Inspection and Admin	12,170	15.06%	▲	Allocations	Variance in wages and overheads allocated to this sub program offset by allocations in other sub programs.

SHIRE OF BRIDGETOWN-GREENBUSHES
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
For the Period Ended 31 May 2016

Note 3: EXPLANATION OF MATERIAL VARIANCES BY SUB PROGRAM

Reporting Program	Variance \$	Variance %	Var.	Reason	Explanation of Variance
Preventative Services - Other	(1,827)	(44.77%)	▼	Allocations	Variance in wages and overheads allocated to this sub program offset by allocations in other sub programs.
Education and Welfare	(12,830)	(22.74%)	▼	Allocations	Variance in wages and overheads allocated to this sub program offset by allocations in other sub programs.
Care of Families and Children	28,440	25.60%	▲	Timing	Variances in the timing of expenditure for grant funded programs. No permanent variance is anticipated.
Aged and Disabled - Other	22,565	52.52%	▲	Timing	Variance in the timing of expenditure for youth grant funded program. No permanent variance is anticipated.
Other Welfare					
Housing					
Staff Housing	3,654	11.44%	▲	Permanent	Building maintenance costs less than expected.
Community Amenities	(6,234)	(20.09%)	▼	Allocations	Variance in wages and overheads allocated to this sub program offset by allocations in other sub programs.
Sewerage					
Urban Stormwater Drainage	34,916	15.55%	▲	Timing	Drainage maintenance works will increase in the later part of the year.
Other Community Amenities	14,676	9.90%	▲	Timing/ Permanent	Cemetery maintenance costs (\$3,080), public conveniences maintenance (\$3,069) and community bus expenses (\$7,213) are less than anticipated to date. Some permanent saving is likely in relation to cemeteries and Community Bus expenditure.
Recreation and Culture					
Swimming Areas and Beaches	20,476	51.55%	▲	Timing/ Allocations	Costs of maintaining the Greenbushes swimming hole to date are less than anticipated (\$2,358), balance relates to variance in wages and overheads allocated to this sub program offset by allocations in other sub programs.
Other Culture	3,055	13.01%	▲	Allocations	Variance in wages and overheads allocated to this sub program offset by allocations in other sub programs.
Transport					
Parking Facilities	(4,754)	(27.99%)	▼	Allocations	Variance in wages and overheads allocated to this sub program offset by allocations in other sub programs.
Economic Services					
Building Control	28,097	15.63%	▲	Permanent/ Timing	Cost of contract building surveyor less than year to date estimate (\$3,277), some permanent saving expected in this account. Balance relates to variance in wages and overheads allocated to this sub program offset by allocations in other sub programs.

SHIRE OF BRIDGETOWN-GREENBUSHES
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
For the Period Ended 31 May 2016

Note 3: EXPLANATION OF MATERIAL VARIANCES BY SUB PROGRAM

Reporting Program	Variance \$	Variance %	Var.	Reason	Explanation of Variance
Economic Development	(3,463)	(11.30%)	▼	Allocations	Variance in wages and overheads allocated to this sub program offset by allocations in other sub programs.
Other Property and Services	(3,071)	(22.75%)	▼	Timing	Variance due to timing of leave being taken.
Works and Services Management	12,639	538.05%	▲	Timing	Variance due to timing of leave and training being taken.
Waste Activity Unit	17,073	291.25%	▲	Allocations	Variance in wages and overheads allocated to depot maintenance and supervision offset by allocations in other sub programs.
Works Activity Unit	6,253	44.54%	▲	Allocations	Variance in wages and overheads allocated to depot maintenance and supervision offset by allocations in other sub programs.
Fleet Activity Unit	10,473	207.02%	▲	Allocations	Recovery of plant operation costs via jobs is greater than expected at this time.
Plant Operation Costs	1,242	102.77%	▲	Permanent	Workers compensation costs less than anticipated, offset by reduced income.
Salaries and Wages	9,054	180.25%	▲	Timing	Variance due to timing of leave being taken.
Corporate Services Department	16,268	223.68%	▲	Timing/ Permanent	Variance due to timing of leave and training being taken. Audit fees less than expected, savings of approximately \$2,000 expected.
Chief Executive Office Department					
Capital Expenses					
Governance					
Other Governance	23,462	11.98%	▲	Timing	Administration building works not complete, to be carried forward to 2016/17 Budget.
Law, Order and Public Safety					
Fire Prevention	22,215	60.89%	▲	Timing	Hester Brook satellite fire station works not yet commenced, to be carried forward to 2016/17 Budget.
Other Law, Order and Public Safety	2,096	67.61%	▲	Timing	SES stormwater redirection works continuing.
Community Amenities					
Urban Stormwater Drainage	16,992	14.64%	▲	Timing	Works continuing on various drainage construction jobs.
Other Community Amenities	30,774	85.23%	▲	Timing	New toilets at Bridgetown Cemetery to be carried forward to 2016/17 Budget.
Recreation and Culture					
Other Recreation and Sport	115,037	19.56%	▲	Timing	Works continuing on construction of the Bridgetown Sportsground Change Rooms (\$59,729). Integrated recreation facility works continuing (\$17,211) and mosaic project to be carried forward to 2016/17 (\$44,527).

SHIRE OF BRIDGETOWN-GREENBUSHES
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
For the Period Ended 31 May 2016

Note 3: EXPLANATION OF MATERIAL VARIANCES BY SUB PROGRAM

Reporting Program	Variance \$	Variance %	Var.	Reason	Explanation of Variance
Libraries	(1,222)		▼	Timing	Sealing of external timber works commenced, balance of works to be carried forward to 2016/17
Other Property and Services Unclassified	57,288	68.50%	▲	Timing	Purchase of land not yet finalised.

▼ Deficit ▲ Surplus - Indicates a variance between Year to Date (YTD) Budget and YTD Actual data as per the adopted materiality threshold. Amounts less than \$1,000 are considered a minor timing variance and no further explanations are provided.

SHIRE OF BRIDGETOWN-GREENBUSHES
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
For the Period Ended 31 May 2016

Note 4: BUDGET AMENDMENTS

Amendments to original budget since budget adoption. Surplus/(Deficit)

GL Account Code	Description	Council Resolution	Classification	Non Cash Adjustment	Increase in Available Cash	(Decrease) in Available Cash	Amended Budget Running Balance
	Budget Adoption		Opening Surplus	\$	\$	\$	\$
	Permanent Changes						
1381630	Roads to Recovery Grant	C.07/0815	Operating Revenue		269,920	(82,000)	0
RT64	Roads to Recovery Jobs to be Determined	C.07/0815	Capital Expenses			(82,000)	0
RT65	RTR Carbanup Brook Road Gravel Sheeting	C.07/0815	Capital Expenses			(80,460)	187,920
RT66	RTR Kingston Road Gravel Sheeting	C.07/0815	Capital Expenses			(62,910)	107,460
RT67	RTR Elphick Fleeton Road Gravel Sheeting	C.07/0815	Capital Expenses			(44,550)	44,550
RT62	RTR Centreline Marking	C.07/0815	Capital Expenses		44,792		0
RC44	Centreline Marking	C.07/0815	Capital Expenses			(30,000)	44,792
DR06	Jephson Street Drainage	C.07/0815	Capital Expenses			(14,792)	14,792
29BU	Bridgetown Bush Fire Headquarters Generator	C.07/0815	Capital Expenses			(8,250)	0
1063730	Western Power Grant for Generator	C.06/0915	Operating Revenue		4,000		(8,250)
Reserve: 127	Matched Grants Reserve - Transfer Out for Generator	C.06/0915	Reserve Transfer		4,250		(4,250)
1190420	Disability Inclusion Program (Participate Mate)	C.12/1015	Operating Expenses				0
1194330	Disability Services Commission Grant (Participate Mate)	C.12/1015	Operating Revenue		41,059	(41,059)	(41,059)
1342820	Somme Creek Plaques	C.02/1115	Operating Expenses			(2,440)	0
Reserve: 127	Matched Grants Reserve - Transfer Out for Somme Creek	C.02/1115	Reserve Transfer		2,440		(2,440)
02BN	Bridgetown Cemetery Toilets	C.04/1115	Capital Expenses		3,300		0
04BN	Greenbushes Cemetery Toilets	C.04/1115	Capital Expenses			(3,300)	3,300
16BU	Integrated Recreation Complex Building Renewals	C.08/1215	Capital Expenses			(28,040)	0
Reserve: 125	Building Maintenance Reserve	C.08/1215	Reserve Transfer		28,040		(28,040)
1335240	Bridgetown Swimming Pool Infrastructure Upgrade	C.10/1215d	Capital Expenses			(96,600)	0
1333730	Bridgetown Swimming Pool Fundraising Contributions	C.10/1215d	Operating Revenue		220,000		(96,600)
Reserve: 131	Bridgetown Leisure Centre Reserve	C.10/1215d	Reserve Transfer			(123,400)	123,400
1460340	Visitor Centre Building Renewal	C.09/0116	Capital Expenses			(36,600)	0
26BU	146 Hampton Street Building Renewal	C.09/0116	Capital Expenses		4,000		(36,600)

SHIRE OF BRIDGETOWN-GREENBUSHES
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
For the Period Ended 31 May 2016

Note 4: BUDGET AMENDMENTS

Amendments to original budget since budget adoption. Surplus/(Deficit)

GL Account Code	Description	Council Resolution	Classification	Non Cash Adjustment	Increase in Available Cash	(Decrease) in Available Cash	Amended Budget Running Balance
				\$	\$	\$	\$
	Permanent Changes (Continued)						
05BU	Greenbushes Pool Toilets Building Renewal	C.09/0116	Capital Expenses		4,000		(28,600)
39BU	Greenbushes Golf Club Building Renewal	C.09/0116	Capital Expenses		12,000		(16,600)
1350.140	Bridgetown Railway Station Building Renewal	C.09/0116	Capital Expenses		16,600		0
	Budget Review Changes						
Varicus	Budget Review Changes to Operating Revenue	C.10/0216	Operating Revenue			(10,364)	(10,364)
Varicus	Budget Review Changes to Operating Expenses	C.10/0216	Operating Expenses		315,883		305,519
Varicus	Budget Review Changes to Capital Revenue	C.10/0216	Capital Revenue		45,243		350,762
Varicus	Budget Review Changes to Capital Expenses	C.10/0216	Capital Expenses			(82,728)	268,034
Varicus	Budget Review Changes to Reserve Transfers	C.10/0216	Reserve Transfer			(197,827)	70,207
Varicus	Budget Review Changes to Loan Principal Repayments	C.10/0216	Loan Repayments		94,556		164,763
Varicus	Budget Review Non Cash Adjustments	C.10/0216	Non Cash Item	(183,665)			(18,902)
	Increase in Opening Funds as at 1 July 2015	C.10/0216	Opening Surplus(Deficit)		18,902		0
	Permanent Changes After Budget Review						
1381630	Roads to Recovery Grant	SpC.01/0316	Operating Revenue		61,549		61,549
RT64	Roads to Recovery Jobs to be Determined	SpC.01/0316	Capital Expenses		205,794		267,343
RT68	RTR Walter Willis Road Gravel Re-Sheeting	SpC.01/0316	Capital Expenses			(28,000)	239,343
RT69	RTR Crowd Wheatley Road Gravel Re-Sheeting	SpC.01/0316	Capital Expenses			(37,000)	202,343
RT70	RTR Lefroy Road Gravel Re-Sheeting	SpC.01/0316	Capital Expenses			(16,000)	186,343
RT71	RTR Strathmore Road Gravel Re-Sheeting	SpC.01/0316	Capital Expenses			(51,176)	135,167
RT72	RTR Dalmore Road Gravel Re-Sheeting	SpC.01/0316	Capital Expenses			(70,000)	65,167
RT42	RTR Winnejuip Road Shoulder Repair	SpC.01/0316	Capital Expenses			(61,549)	3,618
Reserve 201	Unspent Grants Reserve	SpC.01/0316	Reserve Transfer		16,866		20,484
17BU	Bridgetown Sportsground Change Rooms Renewal	SpC.01/0516	Capital Expenses			(84,136)	(63,652)
08BU	Depot Building Renewal	SpC.01/0516	Capital Expenses		16,000		(47,652)
28BU	32 Gifford Road Building Renewal	SpC.01/0516	Capital Expenses		5,200		(42,452)

SHIRE OF BRIDGETOWN-GREENBUSHES
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
For the Period Ended 31 May 2016

Note 4: BUDGET AMENDMENTS

Amendments to original budget since budget adoption. Surplus/(Deficit)

GL Account Code	Description	Council Resolution	Classification	Non Cash Adjustment	Increase in Available Cash	(Decrease) in Available Cash	Amended Budget Running Balance
				\$	\$	\$	\$
Reserve 125	Permanent Changes (Continued) Building Maintenance Reserve	SpC.01/0516	Reserve Transfer		62,936		20,484
				(183,665)	1,497,330	(1,293,181)	

SHIRE OF BRIDGETOWN-GREENBUSHES
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
For the Period Ended 31 May 2016

Note 5: CASH AND INVESTMENTS

Interest Rate	Unrestricted \$	Restricted \$	Trust \$	Total Amount \$	Institution	Maturity Date
1.00%	583,101			583,101	CBA	At Call
2.00%	6,174			6,174	BankWest	At Call
1.00%			264,695	264,695	CBA	At Call
Nil			46,111	46,111	CBA	At Call
Nil	2,070			2,070	N/A	On Hand
2.45%	258,200			258,200	BankWest	03-Jun-16
2.80%	503,802			503,802	NAB	17-Jun-16
2.15%	301,381			301,381	NAB	20-Jun-16
2.20%	506,809			506,809	BankWest	22-Jun-16
2.12%		2,277,548		2,277,548	NAB	30-Jun-16
Total	2,161,537	2,277,548	310,806	4,749,890		

- (a) **Cash Deposits**
Municipal Bank Account
Municipal On-Call Account
Trust Bank Account
Visitor Centre Trust Account
Cash On Hand
- (b) **Term Deposits**
Municipal Funds
Municipal Funds
Municipal Funds
Municipal Funds
Reserve Funds

SHIRE OF BRIDGETOWN-GREENBUSHES
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
For the Period Ended 31 May 2016

Note 6: RECEIVABLES

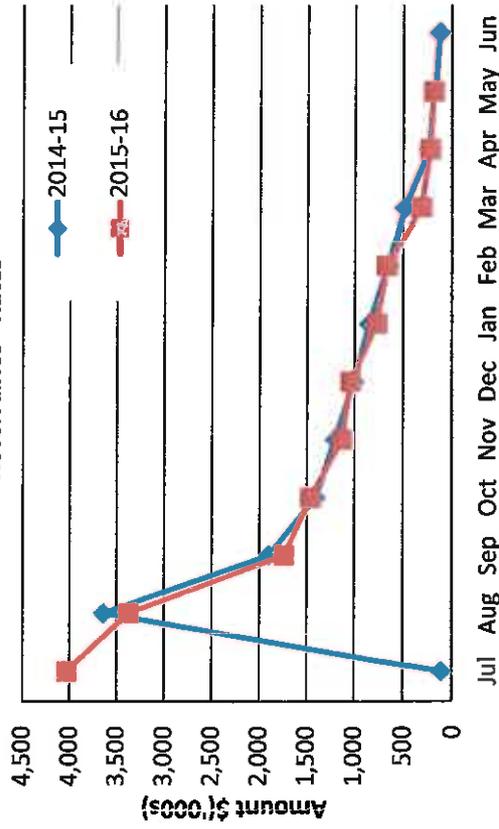
	YTD 31 May 2016	30 June 2015
	\$	\$
Opening Arrears Previous Years	124,773	128,753
Levied this year	3,949,023	3,690,718
Less Collections to date	(3,897,808)	(3,694,699)
Equals Current Outstanding	175,987	124,773
Net Rates Collectable	175,987	124,773
% Collected	95.68%	96.73%

Receivables - Rates

Opening Arrears Previous Years
 Levied this year
 Less Collections to date
 Equals Current Outstanding

Net Rates Collectable
 % Collected

Receivables - Rates



	Current	30 Days	60 Days	90+Days
Receivables - Sundry Debtors	\$ 9,569	\$ 4,180	\$ 910	\$ 12,839
Receivables - Sundry Debtors				
Total Sundry Debtor Receivables Outstanding				27,498

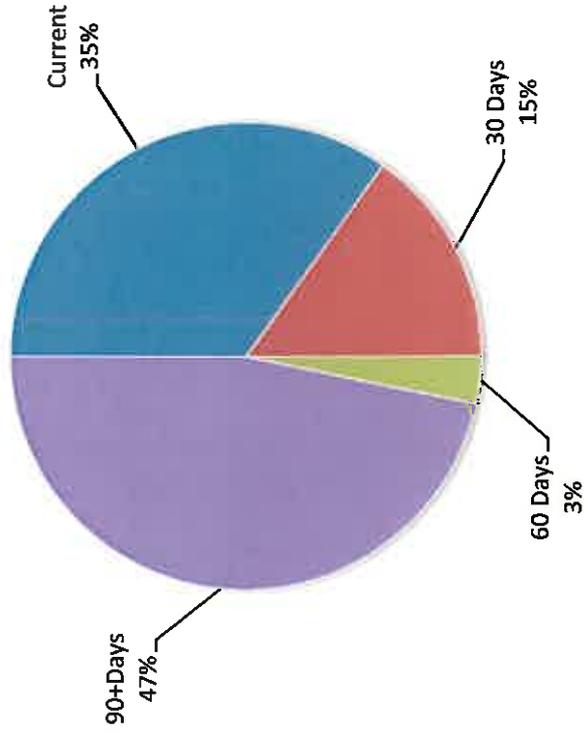
Receivables - Sundry Debtors

Receivables - Sundry Debtors

Total Sundry Debtor Receivables Outstanding

Amounts shown above include GST (where applicable)

Receivables - Sundry Debtors



SHIRE OF BRIDGETOWN-GREENBUSHES
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
For the Period Ended 31 May 2016

Note 7: CASH BACKED RESERVE

2015-16										
Res. No.	Name	Opening Balance	Amended Budget Interest Earned	Actual Interest Earned	Amended Budget Transfers In (+)	Actual Transfers In (+)	Amended Budget Transfers Out (-)	Actual Transfers Out (-)	Amended Budget Closing Balance	Actual YTD Closing Balance
		\$	\$	\$	\$	\$	\$	\$	\$	\$
101	Leave Reserve	162,941	5,907	4,645					168,848	167,587
102	Plant Reserve	293,226	4,983	5,424	248,600	248,600	(337,811)	(337,811)	208,998	209,440
103	Land and Building Reserve	1,387,948	21,090	24,262			(806,241)	(706,997)	602,797	705,213
104	Bush Fire Reserve	18,815	30	536			(18,000)		845	19,352
105	Maranup Ford Road Maintenance Reserve	93,402	3,387	2,663					96,789	96,065
106	Subdivision Reserve	292,375	10,962	8,336	10,000				313,337	300,710
107	Sanitation Reserve	75,757	2,669	2,160	111,139		(23,915)		165,650	77,917
109	Recreation Centre Floor Reserve	161,283	5,847	4,598					167,130	165,881
111	Mobile Garbage Bins Reserve	68,283	2,475	1,947					70,758	70,230
112	Refuse Site Post Closure Reserve	177,227	6,606	5,053	5,000				188,833	182,279
113	Drainage Reserve	3,438	125	98					3,563	3,536
114	Community Bus Reserve	65,613	2,923	1,871	15,000				83,536	67,484
115	SBS Tower Replacement Reserve	28,260	1,025	806					29,285	29,066
118	Playground Equipment Reserve	11,640	427	332	2,200				14,267	11,972
119	Swimming Pool Reserve	3,962	143	113					4,105	4,075
121	Car Park Reserve	848	31	24					879	872
123	ROMANS Reserve	4,224	153	120					4,377	4,344
125	Building Maintenance Reserve	53,454	1,937	1,313	38,264		(90,976)	(28,040)	2,679	26,727
126	Strategic Projects Reserve	36,415	595	888	10,000		(20,000)	(20,000)	27,010	17,303
127	Matched Grants Reserve	29,657	903	709			(17,670)	(8,980)	12,890	21,386
128	Aged Care Infrastructure Reserve	45,257	1,822	1,290	5,000				52,079	46,547
129	Equipment Reserve	1,355	140	39	2,500				3,995	1,394
130	Assets and GRV Valuation Reserve	30,143	820	859					30,963	31,002
131	Bridgetown Leisure Centre Reserve	0	0	0	123,400		(1,865,388)	(1,848,522)	123,400	0
201	Unspent Grants Reserve	1,865,318	0	371					(70)	17,167
		4,910,841	75,000	68,456	571,103	248,600	(3,180,001)	(2,950,350)	2,376,943	2,277,548

SHIRE OF BRIDGETOWN-GREENBUSHES
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
For the Period Ended 31 May 2016

Note 8: CAPITAL DISPOSALS

YTD Actual Replacement		Disposals		Amended Current Budget		
Net Book Value	Proceeds	Profit (Loss)	Net Book Value	Proceeds	Profit (Loss)	Profit (Loss) Variance
\$	\$	\$	\$	\$		\$
36,331	35,455	(877)	35,877	35,000	(877)	0
4,685	3,000	(1,686)	0	0	0	0
53,339	56,364	3,025	3,645	3,000	(645)	(1,041)
147,055	115,000	(32,056)	55,398	56,364	966	2,059
6,000	7,579	1,579	147,056	115,000	(32,056)	(0)
			6,000	7,579	1,579	0
831	650	(181)	831	650	(181)	0
225	650	424	226	650	424	(0)
577	0	(577)	0	0	0	(577)
249,047	218,697	(30,350)	249,033	218,243	(30,790)	440

SHIRE OF BRIDGETOWN-GREENBUSHES
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
For the Period Ended 31 May 2016

Note 9: CAPITAL ACQUISITIONS

Assets	General Ledger/Job No.	YTD 31 May 2016			Variance (Under)/Over	Comment
		Amended Annual Budget	Amended YTD Budget	YTD Actual		
		\$	\$	\$	\$	
Land and Buildings						
Other Governance						
Shire Administration Building	07BU	133,041	133,041	110,444	(22,597)	Works to continue in 2016/17
		133,041	133,041	110,444	(22,597)	
Fire Prevention						
Erldretown Bushfire Service Headquarters	29BU	14,985	14,982	14,267	(715)	
Hester Brook Satellite Fire Station	03BN	21,500	21,500	0	(21,500)	Works to continue in 2016/17
		36,485	36,482	14,267	(22,215)	
Other Law, Order and Public Safety						
SES Building	1080140	3,100	3,100	1,004	(2,096)	Works continuing
		3,100	3,100	1,004	(2,096)	
Staff Housing						
146 Hampton Street	26BU	4,613	0	0	0	
144 Hampton Street	38BU	3,000	0	30	30	
31 Gifford Road	28BU	3,500	0	0	0	
		11,113	0	30	30	
Other Community Amenities						
Fiver Park Toilets	44BU	8,500	0	0	0	
Hampton Street Toilets	46BU	0	0	0	0	
Settlers Rest Gazebo	12BU	7,273	3,108	3,108	(0)	Works complete
Erldretown Cemetery Toilets	02BN	29,700	29,700	1,113	(28,587)	Works to continue in 2016/17
Greenbushes Cemetery Toilets	04BN	3,300	3,300	1,113	(2,187)	Job complete - Invoices pending
		48,773	36,108	5,334	(30,774)	
Public Halls and Civic Centres						
Greenbushes Hall	20BU	30,919	0	0	0	
Greenbushes Offices	21BU	7,119	0	0	0	
		38,038	0	0	0	

SHIRE OF BRIDGETOWN-GREENBUSHES
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
For the Period Ended 31 May 2016

Note 9: CAPITAL ACQUISITIONS

Assets	General Ledger/Job No.	YTD 31 May 2016			Variance (Under)/Over	Comment
		Amended Annual Budget	Amended YTD Budget	YTD Actual		
		\$	\$	\$		
Swimming Areas and Beaches						
Greenbushes Pool Toilet	05BU	2,964	0	0	0	
Bridgetown Swimming Pool	1335240	3,277,168	3,277,159	3,269,589	(7,570)	Minor purchases ordered yet to be received
		3,280,132	3,277,159	3,269,589	(7,570)	
Other Recreation and Sport						
Integrated Recreation Complex	168U	85,694	85,694	68,483	(17,211)	Works continuing
Bridgetown Sports Ground Change Rooms	17BU	401,000	401,000	341,271	(59,729)	Works continuing
Greenbushes Golf Club	39BU	11,500	3,500	2,808	(692)	Works to continue in 2016/17
		498,194	490,194	412,562	(77,632)	
Libraries						
Bridgetown Library	1365540	13,000	0	1,222	1,222	Works to continue in 2016/17
		13,000	0	1,222	1,222	
Heritage						
Greenbushes Court House	19BU	2,221	2,221	2,747	526	Works complete
Yornup School	47BU	3,000	0	30	30	
Bridgetown Old Goal	40BU	1,419	0	0	0	
Bridgetown Railway Station	1350140	4,319	0	237	237	
		10,959	2,221	3,015	794	
Streets and Road Construction						
Shire Depot	08BU	33,470	30,669	29,981	(688)	Works to continue in 2016/17
		33,470	30,669	29,981	(688)	
Tourism and Area Promotion						
Visitor Centre Building	1460340	43,469	43,469	42,508	(961)	Works complete - invoices pending
		43,469	43,469	42,508	(961)	
Unclassified						
Energy and Water Efficiency Fittings	1790140	0	0	0	0	
Geegelup Brook Land	1790040	91,244	83,633	26,345	(57,288)	Land purchases not yet finalised
		91,244	83,633	26,345	(57,288)	
Land and Buildings Total		4,241,018	4,136,076	3,916,301	(219,775)	

SHIRE OF BRIDGETOWN-GREENBUSHES
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
For the Period Ended 31 May 2016

Note 9: CAPITAL ACQUISITIONS

Assets	General Ledger/Job No.	YTD 31 May 2016			Variance (Under)/Over	Comment
		Amended Annual Budget	Amended YTD Budget	YTD Actual		
Floods		\$	\$	\$	\$	
Streets and Road Construction						
Winnepup Road 2014-15 Regional Road Group	RR21	24,200	24,200	23,024	(1,176)	Job complete
Winnepup Road 2015-16 Regional Road Group	RR24	207,817	207,817	202,881	(4,936)	Job complete
Kerbing	KB01	20,000	18,315	22,345	4,030	Job complete
Nelson Street Roads to Recovery	RT07	266,808	266,807	298,321	31,514	Job complete
Dreyfus Street Roads to Recovery	RT12	1,010	1,010	1,010	(0)	Job complete
Krsuls Road Roads to Recovery	RT57	25,460	25,460	25,987	527	Job complete
Carbanup Brood Road Roads to Recovery	RT65	107,000	107,000	106,999	(1)	Job complete
Kingston Road Roads to Recovery	RT66	76,064	76,064	76,064	0	Job complete
Elphick Fleeton Road Roads to Recovery	RT67	41,685	41,685	41,685	0	Job complete
Walter Willis Road Roads to Recovery	RT68	28,000	28,000	30,187	2,187	Job complete
Crowd Wheatley Road Roads to Recovery	RT69	37,000	37,000	35,301	(1,699)	Job complete
Lefroy Road Roads to Recovery	RT70	16,000	16,000	12,386	(3,614)	Job complete
Strathmore Road Roads to Recovery	RT71	51,176	38,382	51,668	13,286	Works continuing
Dalmore Road Roads to Recovery	RT72	70,000	52,500	61,096	8,596	Works continuing
Winnepup Road Roads to Recovery	RT42	61,549	61,549	36,894	(24,655)	Job complete
Wilga Road Roads to Recovery	RS01	67,380	67,380	67,380	0	Job complete
Kendall Road Roads to Recovery	RS02	55,690	55,690	59,152	3,462	Job complete
Kangaroo Gully Road	RC33	30,800	30,800	0	(30,800)	Works not yet commenced
Foadside Vegetation Removal	RC43	218,662	194,919	194,746	(173)	Works continuing
Centreline Marking	RC44	31,069	26,785	579	(26,206)	Works continuing
Erockman Highway Blackspot	BK02	150,000	16,299	20,119	3,820	Design work
Kendall Road 2015-16 Commodity Routes	CR05	136,727	136,727	136,727	(1)	Job complete
Gravel Search	1382140	30,980	30,980	21,849	(9,131)	Works continuing
		1,755,077	1,561,369	1,526,400	(34,969)	
Roads Total		1,755,077	1,561,369	1,526,400	(34,969)	

SHIRE OF BRIDGETOWN-GREENBUSHES
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
For the Period Ended 31 May 2016

Note 9: CAPITAL ACQUISITIONS

Assets	General Ledger/Job No.	YTD 31 May 2016				Variance (Under)/Over	Comment
		Amended Annual Budget	Amended YTD Budget	YTD Actual	\$		
Footpaths		\$	\$	\$	\$		
Streets and Road Construction							
Footpaths Disability Access	FP28	5,000	4,565	0	(4,565)	Works not likely to occur	
Steere Street Nibs	FP34	18,168	0	511	511	Works to continue in 2016/17	
Hampton Street North - Kordics	FP29	7,719	7,719	0	(7,719)	Works not yet commenced	
Floe Street	FP42	23,000	23,000	23,929	929	Job complete	
Henry Street	FP31	32,000	32,000	27,811	(4,189)	Works continuing	
		85,887	67,284	52,251	(15,033)		
Footpaths Total		85,887	67,284	52,251	(15,033)		
Drainage							
Urban Stormwater Drainage							
Jephson Street	DR06	44,792	44,792	39,085	(5,707)	Works continuing	
Bunbury Street	DR19	11,555	11,555	5,962	(5,593)	Job complete - invoice pending	
Palmers Road	DR21	1,621	1,621	1,620	(1)	Job complete	
Phillips Street	DR05	43,379	43,379	40,847	(2,532)	Works continuing	
Grange Road	DR22	11,683	11,683	11,523	(160)	Job complete	
Glentulloch Road	DR23	3,000	3,000	0	(3,000)	Works not yet commenced	
		116,030	116,030	99,038	(16,992)		
Drainage Total		116,030	116,030	99,038	(16,992)		
Parks and Ovals							
Other Recreation and Sport							
Somme Park (Fitness Trail Equipment)	05IU	4,000	4,000	10,800	6,800	Allocation of wages, overheads & plant	
Recreation Trails Construction	03IU	88,100	18,475	18,475	0	Works to continue in 2016/17	
Sports Ground Infrastructure (Cidery Dam)	07IU	6,000	6,000	10,675	4,675	Allocation of wages, overheads & plant	
Greenbushes Heritage Park	10IU	13,368	13,368	9,014	(4,354)	Job complete	
		111,468	41,843	48,964	7,121		
Parks and Ovals Total		111,468	41,843	48,964	7,121		

SHIRE OF BRIDGETOWN-GREENBUSHES
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
For the Period Ended 31 May 2016

Note 9: CAPITAL ACQUISITIONS

Assets	General Ledger/Job No.	YTD 31 May 2016				Variance (Under)/Over	Comment
		Amended Annual Budget	Amended YTD Budget	YTD Actual	\$		
Bridges		\$	\$	\$	\$		
Streets and Road Construction							
Winnepup Road Bridge	BR10	26,000	26,000	26,000	0	Job complete	
Hesters Brook Bridge	38714	4,465	4,465	4,465	0	Job complete	
		30,465	30,465	30,465	0		
Bridges Total		30,465	30,465	30,465	0		
Infrastructure Other							
Sanitation - Other							
Bridgetown Landfill New Cell	WA01	543,000	543,000	529,724	(13,276)	Job complete	
		543,000	543,000	529,724	(13,276)		
Swimming Areas & Beaches							
Greenbushes Skate Park Shelter	48BU	3,525	3,525	3,526	1	Job complete	
Greenbushes Pool Deck and Shelter	11IU	2,100	0	0	0		
		5,625	3,525	3,526	1		
Other Recreation and Sport							
Integrated Recreation Complex Mosaic	02IN	44,527	44,527	0	(44,527)	Works to continue in 2016/17	
		44,527	44,527	0	(44,527)		
Infrastructure Other Total		593,152	591,052	538,250	(57,802)		
Plant and Equipment							
Other Governance							
CEO Vehicle	1055440	55,000	55,000	54,135	(865)	Purchase finalised	
		55,000	55,000	54,135	(865)		
Fire Prevention							
Fire Fighting Equipment for Brigades	1065540	2,000	0	0	0		
Vehicle for Brigade	1065940	400,000	0	0	0		
		402,000	0	0	0		
Other Law, Order and Public Safety							
CCTV and Lighting	1080340	0	0	0	0		
		0	0	0	0		

SHIRE OF BRIDGETOWN-GREENBUSHES
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
For the Period Ended 31 May 2016

Note 9: CAPITAL ACQUISITIONS

Assets	General Ledger/Job No.	YTD 31 May 2016				Variance (Under)/Over	Comment
		Amended Annual Budget	Amended YTD Budget	YTD/Actual	\$		
Other Recreation and Sport		\$	\$	\$	\$		
Ride on Mower	1345240	7,990	7,990	7,990	0	Purchase finalised	
Road Plant Purchases		7,990	7,990	7,990	0		
Tip Truck	PL04	184,485	184,485	183,900	(585)	Purchase finalised	
Road Grader	PL09	304,350	304,350	304,350	0	Purchase finalised	
Works and Services Fleet	1405040	72,000	72,000	72,375	375	Purchase finalised	
Sundry Equipment	1403740	19,350	19,350	14,800	(4,550)	Minor purchases yet to occur	
Plant and Equipment Total		580,185	580,185	575,425	(4,760)		
Furniture and Equipment		1,045,175	643,175	637,550	(5,625)		
Other Governance							
IT Communications Equipment and Software	1055140	7,760	7,760	7,760	0	Purchases finalised	
Furniture and Equipment Total		7,760	7,760	7,760	0		
Capital Expenditure Total		7,986,032	7,195,054	6,851,980	(343,074)		

SHIRE OF BRIDGETOWN-GREENBUSHES
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
For the Period Ended 31 May 2016

Note 10: INFORMATION ON BORROWINGS

(a) Debenture Repayments

Particulars	Principal 1/07/2015	New Loans		Principal Repayments		Principal Outstanding		Interest Repayments	
		Actual	Amended Budget	Actual	Amended Budget	Actual	Amended Budget	Actual	Amended Budget
Community Amenities		\$	\$	\$	\$	\$	\$	\$	\$
Loan 107 Transfer Station	12,198		12,198	6,018		6,180	0	328	494
Loan 107A Transfer Station	25,352		12,439	6,162		19,190	12,913	478	840
Loan 107B Transfer Station	27,561		8,891	4,409		23,152	18,670	451	829
Loan 108 Landfill Plant	159,451		20,083	9,939		149,512	139,368	3,293	6,380
Loan 113 Landfill Site New Cell	0		0	0		0	500,000	0	0
Recreation and Culture									
Loan 105 Memorial Park Improvements	102,319		23,269	11,455		90,864	79,050	3,197	6,037
Loan 106 Somme Creek Parkland	80,929		18,405	9,061		71,868	62,524	2,529	4,775
Loan 109 Sports Ground Dam	21,127		10,366	5,135		15,992	10,761	398	700
Loan 110 Bridgetown Bowling Club - SSL	65,436		9,924	4,916		60,520	55,512	1,220	2,349
Loan 112 Bridgetown Swimming Pool	1,710,000		56,945	28,188		1,681,812	1,653,055	34,542	68,515
	2,204,373	0	172,520	85,282	2,119,091	2,531,853	46,436	90,919	

SHIRE OF BRIDGETOWN-GREENBUSHES
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
For the Period Ended 31 May 2016

Note 10: INFORMATION ON BORROWINGS

(b) Finance Lease Repayments

Particulars	Principal 1/07/2015	New Loans		Principal Repayments		Principal Outstanding		Interest Repayments	
		Actual	Amended Budget	Actual	Amended Budget	Actual	Amended Budget	Actual	Amended Budget
Economic Services		\$	\$						
Holden Colorado Vehicle	26,338	0	6,566	5,966	20,372	19,772	1,534	1,615	
	26,338	0	6,566	5,966	20,372	19,772	1,534	1,615	

(c) New Debentures

Particulars	Amount to be Borrowed Budget	Institution	Loan Type	Term, Years	Amount Borrowed Actual
Economic Services	\$				\$
Loan 111 Landfill Site New Cell	500,000	WATC	Debenture	5	0
	500,000				0

No new debentures were raised during the reporting period.

SHIRE OF BRIDGETOWN-GREENBUSHES
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
For the Period Ended 31 May 2016

Note 11: RATING INFORMATION

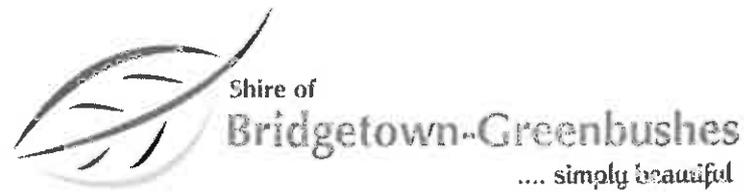
RATE TYPE	Rate in Dollar	Number of Properties	Rateable Value	Rate Revenue	Interim Rates	Back Rates	Total Revenue	Amended Budget Rate Revenue	Amended Budget Interim Rate	Amended Budget Back Rate	Amended Budget Total Revenue
Differential General Rate											
GRV Shire	0.07987	1,547	23,664,136	1,890,007	17,764	238	1,908,009	1,890,007	12,409		1,902,416
UV Shire Rural	0.00581	485	172,031,000	999,844	1,034	35	1,000,912	999,844			999,844
UV Bridgetown Urban Farmland	0.00494	3	2,240,000	11,066			11,066	11,066			11,066
UV Mining	0.08019	10	792,362	63,542	203		63,745	63,542			63,542
Sub-Totals		2,045	198,727,498	2,964,459	19,000	273	2,983,732	2,964,459	12,409	0	2,976,868
Minimum Payment											
GRV Shire	793.00	925	4,500,412	733,525	63	(1,919)	731,669	733,525		791	734,316
UV Shire Rural	982.00	236	29,989,900	231,752	(1,610)	-154	229,987	231,752			231,752
UV Bridgetown Urban Farmland	982.00	0	0	0			0	0			0
UV Mining	532.00	7	18,859	3,724	(90)		3,634	3,724			3,724
Sub-Totals		1,168	34,509,171	969,001	(1,638)	(2,073)	965,290	969,001	0	791	969,792
Rates Paid in Advance											
Amount from General Rates							3,949,023				3,946,660
Less Rates Written Off							(61,609)				0
Totals							3,887,414				3,946,660
							0				(100)
							3,887,414				3,946,560

SHIRE OF BRIDGETOWN-GREENBUSHES
NOTES TO THE STATEMENT OF FINANCIAL ACTIVITY
For the Period Ended 31 May 2016

Note 12: TRUST FUND

Funds held at balance date over which the Shire has no control and which are not included in this statement are as follows:

Description	Opening Balance 1-Jul-15	Amount Received	Amount Paid	Closing Balance 31-May-16
	\$	\$	\$	\$
BCITF	2,934	32,014	(27,544)	7,404
Builders Registration Board Levy	2,068	29,426	(24,646)	6,848
Traffic Act	0	1,148,795	(1,148,795)	0
Relocated Housing Bonds	25,184	4,577		29,761
Subdivision Clearance Bonds	30,129	83		30,212
Cat Trap Bonds	0	850	(800)	50
Community Bus Bonds	1,150	2,400	(3,000)	550
Community Stall Bonds	150	900	(800)	250
Landscaping/Retaining Wall Bonds	82,038	6,020	(12,319)	75,739
Hall Hire Bonds	1,154	3,806	(3,054)	1,906
Standpipe Card Bonds	6,050	2,100	(950)	7,200
Council Built Asset Bonds	55,462	775	(9,548)	46,689
Crossover Bonds	1,879	5	(628)	1,256
Bushfire Donations	5,334	15		5,349
Accommodation - Visitor Centre	76,542	290,494	(322,705)	44,331
South West Coach Lines	612	7,439	(7,447)	604
Other Visitor Centre	45	1,868	(1,822)	91
TransWA	1,180	15,112	(15,207)	1,085
Local Drug Action Group	754	2		756
Coral Marble - Extractive Industries Bond	4,443	12		4,455
Dept. of Agriculture - Bond	7,054	20		7,074
Bridgetown Tidy Town Bank A/C	819	3		822
Perry - Fee Relating to Caveat	102	1		103
Seagate Holdings - Turning Lane Bond	37,162	103		37,265
Ouch Festival	611	1		612
R Witlen Overpayment	21			21
Visitor Centre Accommodation Payment	230			230
Interest to be Distributed	0	1,024	(881)	143
	343,107	1,547,845	(1,580,146)	310,806



LIST OF ACCOUNTS PAID

May 2016

SHIRE OF BRIDGETOWN-GREENBUSHES

LIST OF ACCOUNTS PAID IN MAY TO BE RECEIVED

Cheque/ Voucher No.	Date of Payment	Payee	Payment Description	Payment Amount \$
<u>MUNICIPAL FUND</u>				
<u>DIRECT DEBITS</u>				
DD11878.1	11/05/2016	WA SUPER	PAYROLL DEDUCTIONS	16,808.56
DD11878.10	11/05/2016	AUSTRALIAN SUPER	SUPERANNUATION CONTRIBUTIONS	289.70
DD11878.11	11/05/2016	COLONIAL MUTUAL LIFE ASSURANCE	SUPERANNUATION CONTRIBUTIONS	70.52
DD11878.2	11/05/2016	COLONIAL FIRST STATE FIRSTCHOICE	SUPERANNUATION CONTRIBUTIONS	270.21
DD11878.3	11/05/2016	PLUM SUPERANNUATION	SUPERANNUATION CONTRIBUTIONS	205.36
DD11878.4	11/05/2016	JURONPI PTY LTD AS TRUSTEE FOR RA & JC	SUPERANNUATION CONTRIBUTIONS	243.00
DD11878.5	11/05/2016	GUILD SUPER	SUPERANNUATION CONTRIBUTIONS	214.16
DD11878.6	11/05/2016	COLONIAL FIRST CHOICE PERSONAL SUPER	SUPERANNUATION CONTRIBUTIONS	110.90
DD11878.7	11/05/2016	REST INDUSTRY SUPER	SUPERANNUATION CONTRIBUTIONS	123.65
DD11878.8	11/05/2016	AUSTRALIAN ETHICAL SUPER	SUPERANNUATION CONTRIBUTIONS	69.82
DD11878.9	11/05/2016	TRUST COMPANY SUPERANNUATION	SUPERANNUATION CONTRIBUTIONS	119.94
DD11886.1	08/05/2016	CALTEX STARCARD	FUEL FOR THE MONTH OF APRIL	3,722.47
DD11886.2	14/05/2016	CAPITAL FINANCE	MONTHLY PAYMENT ON PRINCIPAL BUILDING OFFICERS VEHICLE	687.71
DD11886.3	15/05/2016	COOL CLEAR WATER COMPANY	MONTHLY RENTAL/SERVICE OF WATER COOLERS	129.80
DD11886.4	14/05/2016	FLEXIRENT CAPITAL PTY LTD	COFFEE MACHINE RENTAL FOR MAY	239.68
DD11886.5	09/05/2016	LES MILLS AUSTRALIA	MONTHLY LES MILLS LICENSING FEES FOR MAY	628.98
DD11886.6	08/05/2016	WESTNET PTY LTD	HOSTING EMAIL PROTECTION FOR 31/03/2016 - 31/03/2017	119.00
DD11913.1	25/05/2016	WA SUPER	PAYROLL DEDUCTIONS	16,687.86
DD11913.10	25/05/2016	TRUST COMPANY SUPERANNUATION	SUPERANNUATION CONTRIBUTIONS	121.61
DD11913.11	25/05/2016	COLONIAL MUTUAL LIFE ASSURANCE	SUPERANNUATION CONTRIBUTIONS	71.09
DD11913.12	25/05/2016	HESTA SUPER	SUPERANNUATION CONTRIBUTIONS	53.84
DD11913.2	25/05/2016	REST INDUSTRY SUPER	SUPERANNUATION CONTRIBUTIONS	132.84
DD11913.3	25/05/2016	COLONIAL FIRST STATE FIRSTCHOICE	SUPERANNUATION CONTRIBUTIONS	270.21
DD11913.4	25/05/2016	PLUM SUPERANNUATION	SUPERANNUATION CONTRIBUTIONS	205.36
DD11913.5	25/05/2016	JURONPI PTY LTD AS TRUSTEE FOR RA & JC	SUPERANNUATION CONTRIBUTIONS	243.00
DD11913.6	25/05/2016	AUSTRALIAN SUPER	SUPERANNUATION CONTRIBUTIONS	421.01
DD11913.7	25/05/2016	GUILD SUPER	SUPERANNUATION CONTRIBUTIONS	214.16
DD11913.8	25/05/2016	COLONIAL FIRST CHOICE PERSONAL SUPER	SUPERANNUATION CONTRIBUTIONS	112.82
DD11913.9	25/05/2016	AUSTRALIAN ETHICAL SUPER	SUPERANNUATION CONTRIBUTIONS	69.82
DD11914.1	18/05/2016	COMMONWEALTH BANK	QUARTERLY RENTAL OF SERVERS FOR 28/05/2016 - 28/08/2016	3,212.89
B/S	03/05/2016	COMMONWEALTH BANK	MERCHANT FEES	587.47
B/S	02/05/2016	COMMONWEALTH BANK	EFTPOS FEES	83.20

SHIRE OF BRIDGETOWN-GREENBUSHES

LIST OF ACCOUNTS PAID IN MAY TO BE RECEIVED

Cheque/ Voucher No.	Date of Payment	Payee	Payment Description	Payment Amount \$
B/S	11/05/2016	COMMONWEALTH BANK	TOTAL WAGES FOR 28.04.2016 - 11.05.2016	119,666.15
B/S	16/05/2016	COMMONWEALTH BANK	ACCOUNT KEEPING FEES	49.41
B/S	16/05/2016	COMMONWEALTH BANK	BPOINT/BPAY FEES	318.18
B/S	25/05/2016	COMMONWEALTH BANK	TOTAL WAGES FOR 12.05.2016 - 25.05.2016	112,169.91
B/S	30/05/2016	COMMONWEALTH BANK	RETURNED EFT/CHEQUE FEES	10.00
B/S	29/04/2016	COMMONWEALTH BANK - CREDIT CARD	MONTHLY SURVEY MONKEY SUBSCRIPTION	24.00
B/S	1/05/2016	COMMONWEALTH BANK - CREDIT CARD	WINE GLASSES FOR COUNCIL CHAMBERS	10.00
B/S	3/05/2016	COMMONWEALTH BANK - CREDIT CARD	BARK & ACTIVITY COUNTER	93.99
B/S	3/05/2016	COMMONWEALTH BANK - CREDIT CARD	YOUTH STRATEGY CONSULTATION-SUBWAY CATERING	405.00
B/S	6/05/2016	COMMONWEALTH BANK - CREDIT CARD	STAFF FAREWELL LUNCH	46.50
B/S	9/05/2016	COMMONWEALTH BANK - CREDIT CARD	FOOD FOR COMMUNITY GRANTS WORKSHOP	12.29
B/S	12/05/2016	COMMONWEALTH BANK - CREDIT CARD	COUNCILLOR REFRESHMENTS	22.50
B/S	18/05/2016	COMMONWEALTH BANK - CREDIT CARD	ACCOMMODATION - SENIOR MANAGEMENT TRIP TO SHIRE OF MURRAY	357.00
B/S	23/05/2016	COMMONWEALTH BANK - CREDIT CARD	LUNCH - SENIOR MANAGEMENT VISIT TO SHIRE OF MURRAY	62.50
B/S	23/05/2016	COMMONWEALTH BANK - CREDIT CARD	REFRESHMENTS - SENIOR MANAGEMENT VISIT TO SHIRE OF MURRAY	33.30
B/S	24/05/2016	COMMONWEALTH BANK - CREDIT CARD	TAXI - SENIOR MANAGEMENT VISIT TO SHIRE OF MURRAY	52.61
B/S	24/05/2016	COMMONWEALTH BANK - CREDIT CARD	BREAKFAST - SENIOR MANAGEMENT VISIT TO SHIRE OF MURRAY	57.45
ELECTRONIC PAYMENTS				
EFT21331	05/05/2016	AUSTRALIA POST	SHIRE POSTAGE FOR THE MONTH OF MARCH	872.20
EFT21332	05/05/2016	AUSTRALIA'S SOUTH WEST INC	VC - BRIDGETOWN BROCHURES TO SINGAPORE TRAVEL FAIR	300.00
EFT21333	05/05/2016	AUSTRAL POOL SOLUTIONS	1X PACE CLOCK FOR SWIMMING POOL	865.15
EFT21334	05/05/2016	AUTOPRO DONNYBROOK	VARIOUS FILTER PARTS	245.33
EFT21335	05/05/2016	B & B STREET SWEEPING PTY LTD	MONTHLY STREET SWEEPING - MARCH 2016	1,716.00
EFT21336	05/05/2016	IAN MARK BELLAIRS	SHIRES CONTRIBUTION TO CROSSOVER AT 55 ROE STREET, BTWN	770.00
EFT21337	05/05/2016	BENDIGO METALS	100PFC GALV ROOF BEAMS & 6.5M GALV PIPES X 4 - CHANGEROOMS	1,020.80
EFT21338	05/05/2016	BESAFE BUILDING INSPECTIONS	CERTIFICATE OF DESIGN COMPLIANCE FOR CHANGEROOMS	450.00
EFT21339	05/05/2016	BLACKWOOD RURAL SERVICES	VARIOUS MINOR ITEM, TOOL KIT FOR MITIGATION WORKS & CARRY	814.68
EFT21340	05/05/2016	BLACKWOODS	1 BOX A/F LENS CLEANER WIPES	70.60
EFT21341	05/05/2016	BOOKEASY AUSTRALIA PTY LTD	BOOKING RETURNS COMMISSION/MONTHLY FEES FOR MARCH	220.00
EFT21342	05/05/2016	BRIDGETOWN MUFFLER & TOWBAR CENTRE	NEW RIDE ON MOWER INSPECTION	110.60
EFT21343	05/05/2016	BRIDGETOWN MEDICAL CENTRE	PRE-EMPLOYMENT MEDICAL	88.00
EFT21344	05/05/2016	BRIDGETOWN TIMBER SALES	VARIOUS BUILDING MATERIALS FOR CHANGEROOMS RENOVATIONS	8,728.83
EFT21345	05/05/2016	BRIDGETOWN PARTY HIRE	TABLECLOTH HIRE - OFFICIAL POOL RE-OPENING 15.4.16	32.00
EFT21346	05/05/2016	BRIDGETOWN BOARDING KENNELS &	BOARDING KENNEL & CATTERY FEES FOR JANUARY - APRIL	680.00

SHIRE OF BRIDGETOWN-GREENBUSHES

LIST OF ACCOUNTS PAID IN MAY TO BE RECEIVED

Cheque/ Voucher No.	Date of Payment	Payee	Payment Description	Payment Amount \$
EFT21347	05/05/2016	BRIDGETOWN MITRE 10 & RETRAVISION	RATTLE GUN, VARIOUS ITEMS FOR POOL & CHANGEROOM MATERIALS	2,034.04
EFT21348	05/05/2016	BRIDGETOWN & MANJIMUP TOWING	MONTHLY HIRE OF SEA CONTAINER FOR APRIL	132.00
EFT21349	05/05/2016	BRIDGETOWN TYRES	2 X DYNAMAX TL MS 301 TYRES FOR REAR OF LOADER	4,445.00
EFT21350	05/05/2016	BUILT RIGHT APPROVALS	CONTRACT BUILDING SURVEYOR SERVICES	1,221.00
EFT21351	05/05/2016	BURGESS RAWSON (WA) PTY LTD	WATER USAGE - 04/02/2016 - 31/03/2016	47.50
EFT21352	05/05/2016	CHILD SUPPORT AGENCY	PAYROLL DEDUCTIONS	103.53
EFT21353	05/05/2016	CHILD SUPPORT AGENCY	PAYROLL DEDUCTIONS	217.41
EFT21354	05/05/2016	CHUBB FIRE SAFETY LTD	ANNUAL SERVICING & MONITORING FOR MARCH	268.70
EFT21355	05/05/2016	CIVIC LEGAL	GOOD COUNCILLOR WORKSHOP	522.50
EFT21356	05/05/2016	CONSTRUCTION EQUIPMENT AUSTRALIA	HYDRAULIC PUMP - SINGLE GEAR PART, INCLUDING FREIGHT	2,129.26
EFT21357	05/05/2016	COURIER AUSTRALIA	FREIGHT CHARGES	182.45
EFT21358	05/05/2016	COUNTRY WOMEN'S ASSOCIATION -	CATERING FOR BLESSING OF THE ROADS CEREMONY	550.00
EFT21359	05/05/2016	CUSTOM SERVICE LEASING LTD	VEHICLE LEASING FOR APRIL	625.09
EFT21360	05/05/2016	DEPARTMENT OF ENVIRONMENT	ANNUAL LICENCE FEE BRIDGETOWN WASTE FACILITY L6818/1997/11	1,023.72
EFT21361	05/05/2016	CHRISTOPHER DRISCOLL	SCAFFOLD HIRE FOR CHANGEROOMS - INCLUDING DELIVERY & PICK-	4,977.50
EFT21362	05/05/2016	EMPORIUM BISTRO	MEAL FOR COUNCIL MEETING 28.4.16	385.00
EFT21363	05/05/2016	LGRCEU	PAYROLL DEDUCTIONS	143.52
EFT21364	05/05/2016	FORPARK AUSTRALIA	REPLACEMENT EQUIPMENT FOR SOMME CREEK FITNESS TRAIL	6,099.50
EFT21365	05/05/2016	FORTUS	CUTTING EDGE PARTS PLUS ASSIGNED CREDIT OF (-\$737)	57.47
EFT21366	05/05/2016	FULTON HOGAN PTY LTD	2000L CATEMUL FOR ROAD MAINTENANCE	2,794.00
EFT21367	05/05/2016	GREENBUSHES RSL	WREATH FOR GREENBUSHES ANZAC DAY SERVICE	70.00
EFT21368	05/05/2016	GREENWARD CONSULTING	MUNICIPAL INVENTORY REVIEW & POLICY DEVELOPMENT - STAGE	2,772.00
EFT21369	05/05/2016	J R & A HERSEY PTY LTD	VARIOUS MINOR ITEMS FOR WORKS STAFF	875.77
EFT21370	05/05/2016	ISA TECHNOLOGIES	20 SUPPORT HOURS	3,297.10
EFT21371	05/05/2016	IXOM OPERATIONS PTY LTD	MONTHLY RENTAL OF CHLORINE CYLINDER	174.25
EFT21372	05/05/2016	JASON SIGNMAKERS	TRACK CLOSED SIGNS & MAGNETIC DFES SECTOR COMMANDER	407.00
EFT21373	05/05/2016	ADAM JENKINS TREE SERVICES	TREE PRUNING/REMOVAL BLECHYNDEN ST, LAYMAN RES & AT POOL	2,090.00
EFT21374	05/05/2016	JETLINE KERBING CONTRACTORS	INSTALL OF KERBING AT - NELSON, ALLNUTT & ROE STREETS	15,633.20
EFT21375	05/05/2016	KORDICS BRIDGETOWN TRIPLE F	B16240 HOLDEN COLORADO 30,000 KM SERVICE	416.87
EFT21376	05/05/2016	LAMP REPLACEMENTS	15W FLUORO GLOBES & 12W LED GLOBES	120.78
EFT21377	05/05/2016	LIFESPORTS BRIDGETOWN	4 X VOLLEYBALL & VOLLEYBALL NET FOR POOL	149.75
EFT21378	05/05/2016	JUSTINE MACKAY	REFUND FOR MISCELLANEOUS ITEMS CXWORX LAUNCH	33.80
EFT21379	05/05/2016	MASTEC AUSTRALIA PTY LTD	30 X 240L RED BINS & 30 X 140L RED BINS	3,630.00
EFT21380	05/05/2016	MJB INDUSTRIES	MATERIALS FOR PHILLIPS STREET DRAINAGE	10,996.26

SHIRE OF BRIDGETOWN-GREENBUSHES

LIST OF ACCOUNTS PAID IN MAY TO BE RECEIVED

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EFT21381	05/05/2016	MOORE STEPHENS	COPY OF THE 2015/16 RATES COMPARISON REPORT	209.00
EFT21382	05/05/2016	N-COM PTY LTD	FM RADIO - ANNUAL SERVICE (SPORTS GROUND) & REMOTE SWITCH	2,761.00
EFT21383	05/05/2016	NITES ELECTRICAL	ASSESSMENT FOR INSTALL OF STREET LIGHTING IN PIONEER ROAD	550.00
EFT21384	05/05/2016	PAC FIRE AUSTRALIA	30 X DFES TAIL SWITCH TORCHES & HOLDERS	2,000.90
EFT21385	05/05/2016	P A DOUST & CO	3 X LOADS SAND TO SPORTSGROUND & 2 X MINOR JOBS	2,616.90
EFT21386	05/05/2016	PHILLIP OWEN ELECTRICAL	ATTEND TO ELECTRICAL TIMERS IN THE TOWN SQUARE	99.00
EFT21387	05/05/2016	PORT KEMBLA TILES	SUPPLY TILES, GLUE, GROUT ETC FOR CHANGE ROOMS	9,210.50
EFT21388	05/05/2016	PROTECTOR ALSAFE PTY LTD	49 X DFES PROMASK RESPIRATOR STORAGE BAGS 400 X400MM	983.24
EFT21389	05/05/2016	QUALITY SHOP	APRIL INSIGHT, DEPOT CHECKLIST BOOKS & AUS DAY FRAMING	2,375.98
EFT21390	05/05/2016	RAECO	F560 SCANNER USB CONNECTION FOR LIBRARY	336.49
EFT21391	05/05/2016	RON'S EXPRESS RUN	FREIGHT CHARGES	33.00
EFT21392	05/05/2016	R T WHEATLEY & SON	CONSTRUCT RETAINING WALL AT BUSH FIRE SERVICE HQ	3,410.00
EFT21393	05/05/2016	RYNAT INDUSTRIES	BABY CHANGING STATION FOR SWIMMING POOL	583.00
EFT21394	05/05/2016	SAFEMAY BUILDING & RENOVATIONS	SWIMMING POOL REDEVELOPMENT CONTRACT - PROGRESS CLAIM 11	32,542.29
EFT21395	05/05/2016	SHIRE OF BRIDGETOWN-GREENBUSHES	SOCIAL CLUB PAYMENTS FOR APRIL	184.00
EFT21396	05/05/2016	SIGMA POOL & SPA SUPPLIES	25KG BAGS BI-CARB & 25KG SODA ASH	321.31
EFT21397	05/05/2016	SOUTHERN'S WATER TECHNOLOGY	MATERIALS FOR SPORTSGROUND INFRASTRUCTURE WORKS	3,044.96
EFT21398	05/05/2016	SOUTH WEST OIL SUPPLIES	BULK OIL SUPPLIES	2,720.70
EFT21399	05/05/2016	STAR TRACK EXPRESS	FREIGHT CHARGES	155.52
EFT21400	05/05/2016	STAPLES AUSTRALIA PTY LTD	STATIONERY ITEMS	307.11
EFT21401	05/05/2016	STEWART & HEATON CLOTHING CO PTY LTD	ADDITIONAL NAME BADGES REQUIRED - KANGAROO GULLY	13.86
EFT21402	05/05/2016	TELSTRA CORPORATION	CONNECTION OF PHONE LINE AT BRIDGETOWN SWIMMING POOL	6,716.97
EFT21403	05/05/2016	TENNANT	MAIN BRUSH PART	411.60
EFT21404	05/05/2016	THE STABLES IGA	SHIRE GROCERIES FOR THE MONTH OF APRIL	302.76
EFT21405	05/05/2016	TRAFFIC FORCE	TRAFFIC MANAGEMENT - TREE PRUNING ON HESTER & HENDERSON	18,426.32
EFT21406	05/05/2016	WA NATURALLY PUBLICATIONS	LANDSCOPE 2016 CALENDARS	179.40
EFT21407	05/05/2016	WESTRAC EQUIPMENT	VARIOUS PARTS FOR CATERPILLAR GRADER REPAIRS	2,479.33
EFT21408	12/05/2016	JUSTINE MACKAY	REFUND FOR 15 X LES MILLS RESISTANCE TUBES FOR CXWORX	329.11
EFT21409	12/05/2016	ANGELA J WINTER	PROVIDE FIRST AID TRAINING	209.00
EFT21425	19/05/2016	ALL WORKS PLUMBING & GASFITTING	INSTALL STORMWATER DRAIN FOR SES & NEW DOWNPIPES TO GAOL	1,750.00
EFT21426	19/05/2016	ALS LIBRARY SERVICES PTY LTD	VARIOUS LIBRARY BOOKS	70.07
EFT21427	19/05/2016	AMITY SIGNS	VARIOUS STREET NAME PLATES SIGNS	1,311.97
EFT21428	19/05/2016	ARROW BRONZE	BRIDGETOWN CEMETERY - PLAQUE FEES	529.21
EFT21429	19/05/2016	ASTRON ENVIRONMENTAL SERVICES PTY	PROJECT MANAGEMENT & DRILLING COSTS - BTWN PIT	10,878.19

SHIRE OF BRIDGETOWN-GREENBUSHES

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EFT21430	19/05/2016	AUSTRALASIAN PERFORMING RIGHT	ANNUAL LICENCE FEE FOR 01/06/2016 - 31/05/2017 - CIVIC CENTRE	69.56
EFT21431	19/05/2016	AUSTRALIAN WILDFLOWER SEEDS PTY LTD	VC STOCK - WILDFLOWER SEEDS	466.80
EFT21432	19/05/2016	B & B STREET SWEEPING PTY LTD	MONTHLY STREET SWEEPING FOR APRIL 2016	1,859.00
EFT21433	19/05/2016	BCE SURVEYING PTY LTD	VARIATION OF SURVEY - DEDICATION OF STEWART STREET	1,369.50
EFT21434	19/05/2016	BELLS PANEL & PAINT	2 X INSURANCE POLICY EXCESS CLAIMS	600.00
EFT21435	19/05/2016	BLACKWOOD RURAL SERVICES	MINOR ITEMS	222.58
EFT21436	19/05/2016	BLISS FOR DESIGN	REPLACEMENT TRANSFER PUMP FOR BFB & REPAIR MITIGATION SAW	1,259.16
EFT21437	19/05/2016	BOOKS DIRECT	VARIOUS LIBRARY BOOKS	18.49
EFT21438	19/05/2016	BRIDGETOWN CLEANING SERVICE	MONTHLY CLEANING SERVICE FOR APRIL	2,597.79
EFT21439	19/05/2016	BRIDGETOWN TIMBER SALES	40 X GALVANISED WASHERS 10MM	8.40
EFT21440	19/05/2016	BRIDGETOWN COMMUNITY RESOURCE	SES POWER CONSUMPTION 23/02/2016 - 26/04/2016	324.72
EFT21441	19/05/2016	BRIDGETOWN MITRE 10 & RETRAVISION	MISCELLANEOUS HARDWARE ITEMS FOR CHANGEROOM UPGRADE	439.40
EFT21442	19/05/2016	BRIDGETOWN PAINT SALES	MISCELLANEOUS HARDWARE ITEMS FOR CHANGEROOM UPGRADE	618.43
EFT21443	19/05/2016	BRIDGETOWN & MANJIMUP TOWING	MONTHLY HIRE OF SEA CONTAINER - MAY	132.00
EFT21444	19/05/2016	BRIDGETOWN TYRES	4 X BATTERIES, TRAILER PLUGS & MINOR PARTS	952.00
EFT21445	19/05/2016	CHILD SUPPORT AGENCY	PAYROLL DEDUCTIONS	103.53
EFT21446	19/05/2016	CHILD SUPPORT AGENCY	PAYROLL DEDUCTIONS	217.41
EFT21447	19/05/2016	CHUBB FIRE SAFETY LTD	MONTHLY SERVICING & MONITORING FOR APRIL	268.70
EFT21448	19/05/2016	CITY & REGIONAL FUELS	BULK FUEL & OIL FOR APRIL	11,944.35
EFT21449	19/05/2016	COURIER AUSTRALIA	FREIGHT CHARGES	186.60
EFT21450	19/05/2016	CUSTOM SERVICE LEASING LTD	VEHICLE LEASING OF CEM VEHICLE FOR MAY	625.09
EFT21451	19/05/2016	DAVMECH	REPAIR 2 X HYDRAULIC HOSES	331.14
EFT21452	19/05/2016	DELRON CLEANING BUNBURY	MONTHLY DELRON CLEANING FEES - APRIL 2016	613.88
EFT21453	19/05/2016	DRAG-LINES DAM-IT CONTRACTING	INSTALL FIRE BREAK ON EEDLE TERRACE BUSH RESERVE	770.00
EFT21454	19/05/2016	EARTHMAC	HIRE OF WATER CART FOR GRAVEL SHEETING JOBS	3,690.23
EFT21455	19/05/2016	EMPORIUM BISTRO	MEAL FOR BUDGET WORKSHOP & STANDING COMMITTEE MEETING	572.00
EFT21456	19/05/2016	ESPRESSO ESSENTIAL WA PTY LTD	SUPPLIES FOR LIBRARY COFFEE MACHINE	366.80
EFT21457	19/05/2016	FIRE AND SAFETY WA	POCKET WEATHER METER & DFES PPE FIRE BOOTS	1,072.72
EFT21458	19/05/2016	FIRE PROTECTION ASSOCIATION AUSTRALIA	2 X BUSHFIRE PRONE AREAS - AWARENESS COURSE REGISTRATIONS	980.00
EFT21459	19/05/2016	FITBALL THERAPY & TRAINING	VARIOUS EQUIPMENT FOR REC CENTRE HEALTH & FITNESS	820.95
EFT21460	19/05/2016	HANCOCK MEMORIALS	CONCRETE PLINTH	185.90
EFT21461	19/05/2016	HANSENS HOT BREAD SHOP	DISABILITY AWARENESS TRAINING - LUNCH & MORNING TEA	157.80
EFT21462	19/05/2016	H C JONES & CO	ANNUAL BACKFLOW TESTING - STANDPIPE & LIBRARY	891.20
EFT21463	19/05/2016	HESKETH QUARRY'S PTY LTD	SUPPLY STABILISING ROCK FOR HAZARD REDUCTION PROGRAM	1,127.50

SHIRE OF BRIDGETOWN-GREENBUSHES

LIST OF ACCOUNTS PAID IN MAY TO BE RECEIVED

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EFT21464	19/05/2016	HILLVIEW ELECTRICAL SERVICE	INSTALL ELECTRICAL CIRCUITS & EQUIPMENT FOR NEW	16,703.50
EFT21465	19/05/2016	HITACHI CONSTRUCTION MACHINERY	INDICATOR LIGHT & STOP LIGHT PARTS	242.04
EFT21466	19/05/2016	IAN CAMUS CERAMIC TILER	TILING OF WET AREAS IN SPORTSGROUND CHANGEROOMS	8,449.38
EFT21467	19/05/2016	IXOM OPERATIONS PTY LTD	MONTHLY RENTAL OF CHLORINE CYLINDER	168.63
EFT21468	19/05/2016	JASON SIGNMAKERS	VARIOUS STREET & WARNING SIGNS	1,948.43
EFT21469	19/05/2016	JC & SD JEFFERY	REPAIR THE PERIMETER FENCE AT THE SOUTHERN INFORMATION BAY	503.80
EFT21470	19/05/2016	ADAM JENKINS TREE SERVICES	ROAD SIDE VEGETATION REMOVAL - 12 DAYS	39,600.00
EFT21471	19/05/2016	JOHNSON'S FOOD SERVICES	JASOL - SENTINEL DISINFECTANT 20LT	72.23
EFT21472	19/05/2016	KANIK EXPRESS	FREIGHT CHARGES	47.30
EFT21473	19/05/2016	KEIDY CONTRACTORS	SUPPLY EXCAVATOR FOR BOARDWALK & LAVENDER LANE REPAIR	660.00
EFT21474	19/05/2016	ALBERT KLAASSEN ELECTRICAL	FIT TWO GPOS ABOVE MAIN ENTRIES FOR LEISURE CENTRE & POOL	1,925.00
EFT21475	19/05/2016	LANDGATE	LAND VALUATION ENQUIRY CHARGES	595.56
EFT21476	19/05/2016	LOCAL GOVERNMENT MANAGERS	1 X LG INDUCTION COURSE REGISTRATION	270.00
EFT21477	19/05/2016	MANJIMUP MONOGRAMS	STAFF UNIFORMS	198.00
EFT21478	19/05/2016	MAROO WILDLIFE REFUGE INC	VC STOCK - POSTCARDS	148.00
EFT21479	19/05/2016	MARKETFORCE	ADVERTISING - AGED FRIENDLY COMMUNITY PLAN - MB TIMES 13.4.16	246.80
EFT21480	19/05/2016	JL & GF MAY	DIGGING OF TWO GRAVES	1,551.00
EFT21481	19/05/2016	MJB INDUSTRIES	MATERIALS FOR JEPHSON STREET DRAINAGE	2,006.40
EFT21482	19/05/2016	PENNANT HOUSE	AUSTRALIAN FLAG FOR OUTSIDE ADMIN OFFICE	114.40
EFT21483	19/05/2016	PFI SUPPLIES	HENRY VACUUM CLEANER FOR REC COMPLEX	514.50
EFT21484	19/05/2016	POSITION PARTNERS PTY LTD	SERVICE OF SURVEYING TOOL - TOPCON GTS-750	409.20
EFT21485	19/05/2016	PRESTON POWER EQUIPMENT	1 X BG86CE STIHL BLOWER FOR PARKS AND GARDENS DEPT	579.00
EFT21486	19/05/2016	QUALITY SHOP	DRY CLEAN PPE AFTER HOUSE FIRE & KERBSIDE COLLECTION	131.00
EFT21487	19/05/2016	REDWOOD HILLS	GRAVEL CARTED TO LEFROY RD - 537.56M3	2,956.58
EFT21488	19/05/2016	RICHFEEDS AND RURAL SUPPLIERS	HI VIS VESTS, GARDEN CHEMICALS, SPILL KIT GRANULES & MINOR	305.90
EFT21489	19/05/2016	RON'S EXPRESS RUN	FREIGHT CHARGES	20.90
EFT21490	19/05/2016	SCOPE BUSINESS IMAGING	MONTHLY PRINTING AND COPYING CHARGES	3,740.44
EFT21491	19/05/2016	SOUTH WEST FIRE UNITS	EMERGENCY REPAIRS TO VARIOUS FIRE VEHICLES	7,725.39
EFT21492	19/05/2016	SOUTH REGIONAL TAFE	ENROLMENT FEES FOR CERTIFICATE III IN FITNESS	256.80
EFT21493	19/05/2016	STAPLES AUSTRALIA PTY LTD	STATIONERY ITEMS	257.16
EFT21494	19/05/2016	DION STEVEN	ENVIRONMENTAL WORKS FOR THE MONTH OF APRIL	2,246.00
EFT21495	19/05/2016	THE WEST AUSTRALIAN	ADVERTISING IN MB TIMES FOR PARTICIPATE MATE /ME2 PROGRAM	500.00
EFT21496	19/05/2016	THE STABLES IGA	GROCERIES FOR DEPOT	50.04
EFT21497	19/05/2016	TOLL IPEC PTY LTD	LIBRARY BOOK EXCHANGE	35.15

SHIRE OF BRIDGETOWN-GREENBUSHES

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EFT21498	19/05/2016	TRAFFIC FORCE	TRAFFIC CONTROL FOR GRAVEL SHEETING WORKS & HORSESHOE	10,646.40
EFT21499	19/05/2016	TRUCKLINE	VARIOUS FILTER PARTS	696.63
EFT21500	19/05/2016	TTC GROUP PTY LTD	PREPAID IT SUPPORT HOURS	116.16
EFT21501	19/05/2016	WARREN BLACKWOOD WASTE	KERBSIDE COLLECTION & TRANSFER BIN EMPTYING - APRIL 2016	28,696.22
EFT21502	19/05/2016	SYDNEY WHEATLEY & SON	2 X TRUCKS & OPERATORS TO CART GRAVEL - LEFROY RE-SHEETING	1,320.00
EFT21503	19/05/2016	WML CONSULTANTS	PROJECT MANAGEMENT BRIDGETOWN LANDFILL - NEW CELL	11,641.85
EFT21504	19/05/2016	WRITING WA	ANNUAL MEMBERSHIP RENEWAL FOR THE CALENDAR YEAR 2016	135.00
EFT21505	19/05/2016	AUSTRALIAN TAXATION OFFICE	FINAL FBT PAYMENT FOR 2015/16	10,419.56
EFT21506	23/05/2016	AUSTRALIAN TAXATION OFFICE	BAS FOR APRIL 2016	25,533.00
EFT21507	25/05/2016	JULIA ANN BOYLE	MONTHLY COUNCILLOR ALLOWANCE	880.00
EFT21508	25/05/2016	STEVE HODSON	MONTHLY COUNCILLOR ALLOWANCE	880.00
EFT21509	25/05/2016	DOREEN MACKMAN	MONTHLY COUNCILLOR ALLOWANCE	880.00
EFT21510	25/05/2016	JOANN MOORE	MONTHLY COUNCILLOR ALLOWANCE	880.00
EFT21511	25/05/2016	JOHN NICHOLAS	MONTHLY COUNCILLOR ALLOWANCE	880.00
EFT21512	25/05/2016	A PRATICO	MONTHLY COUNCILLOR ALLOWANCE	880.00
EFT21513	25/05/2016	PETER QUINBY	MONTHLY COUNCILLOR ALLOWANCE	880.00
EFT21514	25/05/2016	P M SCALLAN	MONTHLY COUNCILLOR ALLOWANCE	880.00
EFT21515	25/05/2016	ALAN WILSON	MONTHLY COUNCILLOR ALLOWANCE	880.00
EFT21516	27/05/2016	COLONIAL MUTUAL LIFE ASSURANCE	MONTHLY COUNCILLOR ALLOWANCE	1,057.08
CHEQUES			SUPERANNUATION CONTRIBUTIONS	1,730.00
30230	05/05/2016	AVALON SHEDS AND STABLES	REFUND OF DEVELOPMENT APPLICATION FEE FOR (P29/2016)	118.95
30231	05/05/2016	BUNNINGS BUILDING SUPPLIES	GOODS FOR THE BRIDGETOWN SES UNIT.	744.52
30232	05/05/2016	MARGARET CHALMERS	RATES REFUND FOR 46 FORREST STREET BRIDGETOWN	490.85
30233	05/05/2016	HESTER BROOK BUSH FIRE BRIGADE	REFUND FOR INSTALLATION OF LINO INTO MEETING ROOM	1,200.00
30234	05/05/2016	CHLOE HINDS	REFUND FOR VARIANCE IN DOG REGISTRATION FEES FOR 1YR	30.00
30235	05/05/2016	SHIRE OF BRIDGETOWN-GREENBUSHES	STAFF DEBTORS FOR APRIL	2,282.00
30236	05/05/2016	SYNERGY	ELECTRICITY	5,584.55
30237	05/05/2016	TELSTRA	TELEPHONE	3,788.06
30238	19/05/2016	GREENBUSHES RATEPAYERS & RESIDENTS	CEO DONATION TOWARDS GREENBUSHES FUN RUN	200.00
30239	19/05/2016	HESTER BROOK BUSH FIRE BRIGADE	ASSISTANCE AT HESTER TOWN BURN - 6 HRS	450.00
30240	19/05/2016	JULIE OLIVER	REIMBURSEMENT FOR LOST BOOK FEE CHARGED INCORRECTLY	7.00
30241	19/05/2016	RAC	ANNUAL RENEWAL FOR BUSINESS WISE ABSOLUTE	187.00
30242	19/05/2016	CITY OF BUSSELTON	DAMAGED BOOKS	13.20
30243	19/05/2016	SHIRE OF DARDANUP	LOST / DAMAGED DVD DISC	37.40

SHIRE OF BRIDGETOWN-GREENBUSHES

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30244	19/05/2016	SYNERGY	ELECTRICITY	16,111.05
30245	27/05/2016	JACQUELINE HALIBURTON	REFUND OF OVERPAYMENT ON INVOICE 11254 - DEBTOR WIN06	153.75
30246	27/05/2016	BRANDIE KENNA	REFUND PORTION OF BUILDING PERMIT FEE (BL2016046)	72.22
				<u>732,018.36</u>
<u>TRUST FUND</u>				
<u>DIRECT DEBITS - LICENSING TRUST</u>				
21923	02/05/2016	DEPARTMENT OF TRANSPORT	LICENSING PAYMENTS FOR 02/05/2016	4,870.85
21924	03/05/2016	DEPARTMENT OF TRANSPORT	LICENSING PAYMENTS FOR 03/05/2016	4,990.90
21925	04/05/2016	DEPARTMENT OF TRANSPORT	LICENSING PAYMENTS FOR 04/04/2016	6,421.50
21926	05/05/2016	DEPARTMENT OF TRANSPORT	LICENSING PAYMENTS FOR 05/05/2016	4,806.00
21927	06/05/2016	DEPARTMENT OF TRANSPORT	LICENSING PAYMENTS FOR 06/05/2016	2,978.20
21928	09/05/2016	DEPARTMENT OF TRANSPORT	LICENSING PAYMENTS FOR 09/05/2016	4,455.25
21929	10/05/2016	DEPARTMENT OF TRANSPORT	LICENSING PAYMENTS FOR 10/05/2016	2,752.20
21930	11/05/2016	DEPARTMENT OF TRANSPORT	LICENSING PAYMENTS FOR 11/05/2016	4,218.05
21931	12/05/2016	DEPARTMENT OF TRANSPORT	LICENSING PAYMENTS FOR 12/05/2016	2,211.55
21932	13/05/2016	DEPARTMENT OF TRANSPORT	LICENSING PAYMENTS FOR 13/05/2016	5,069.10
21933	16/05/2016	DEPARTMENT OF TRANSPORT	LICENSING PAYMENTS FOR 16/05/2016	1,828.00
21934	17/05/2016	DEPARTMENT OF TRANSPORT	LICENSING PAYMENTS FOR 17/05/2016	7,564.60
21935	18/05/2016	DEPARTMENT OF TRANSPORT	LICENSING PAYMENTS FOR 18/05/2016	5,188.55
21936	19/05/2016	DEPARTMENT OF TRANSPORT	LICENSING PAYMENTS FOR 19/05/2016	1,405.95
21937	20/05/2016	DEPARTMENT OF TRANSPORT	LICENSING PAYMENTS FOR 20/05/2016	4,202.00
21938	23/05/2016	DEPARTMENT OF TRANSPORT	LICENSING PAYMENTS FOR 23/05/2016	6,744.45
21939	24/05/2016	DEPARTMENT OF TRANSPORT	LICENSING PAYMENTS FOR 24/05/2016	3,803.35
21940	25/05/2016	DEPARTMENT OF TRANSPORT	LICENSING PAYMENTS FOR 25/05/2016	6,308.05
21941	26/05/2016	DEPARTMENT OF TRANSPORT	LICENSING PAYMENTS FOR 26/05/2016	3,721.35
21942	27/05/2016	DEPARTMENT OF TRANSPORT	LICENSING PAYMENTS FOR 27/05/2016	4,155.00
21943	30/05/2016	DEPARTMENT OF TRANSPORT	LICENSING PAYMENTS FOR 30/05/2016	3,490.55
21944	31/05/2016	DEPARTMENT OF TRANSPORT	LICENSING PAYMENTS FOR 31/05/2016	5,953.40
<u>CHEQUES - GENERAL TRUST</u>				
2030	17/05/2016	BRIDGETOWN GREENBUSHES COMMUNITY	HALL HIRE BOND REFUND	100.00
2031	17/05/2016	BUILDING & CONSTRUCTION INDUSTRY	BCITF LEVIES COLLECTED FOR APRIL	3,080.88
2032	17/05/2016	SIMON NELSON	STANDPIPE BOND REFUND	100.00
2033	17/05/2016	SHIRE OF BRIDGETOWN-GREENBUSHES	BRIDGETOWN LIONS CLUB BOND RETAINED FOR MILEAGE CHARGES	414.50
2034	27/05/2016	JOHN CRABTREE	ANIMAL TRAP BOND REFUND	50.00

SHIRE OF BRIDGETOWN-GREENBUSHES

LIST OF ACCOUNTS PAID IN MAY TO BE RECEIVED

Cheque/ Voucher No.	Date of Payment	Payee	Payment Description	Payment Amount \$
2035	27/05/2016	PAUL HEGNEY	COMMUNITY STALL BOND REFUND	50.00
2036	27/05/2016	BRANDIE KENNA	PORTION OF BSL REFUNDED DUE TO UPDATE IN VALUE OF WORKS	52.07
2037	27/05/2016	SHIRE OF BRIDGETOWN-GREENBUSHES	SHIRES FEES & COMMISSIONS	132.48
2038	27/05/2016	DEREK & SYLVIA STEVENSON	LANDSCAPING BOND REFUND PLUS INTEREST FOR 15 EWING PLACE	1,157.53
2039	27/05/2016	ROBYN TRAINER	ANIMAL TRAP BOND REFUND	50.00
ELECTRONIC PAYMENTS - GENERAL TRUST				
EFT21410	17/05/2016	DANIELLE BAKER	COMMUNITY STALL BOND REFUND	50.00
EFT21411	17/05/2016	BRIDGETOWN PRIMARY SCHOOL	HALL HIRE BOND REFUND	106.00
EFT21412	17/05/2016	LELA BROWN	COMMUNITY STALL BOND REFUND	50.00
EFT21413	17/05/2016	BUILDING COMMISSION	BSL'S COLLECTED FOR THE MONTH OF APRIL	2,572.51
EFT21414	17/05/2016	RED CROSS - BRIDGETOWN	HALL HIRE BOND REFUND	100.00
EFT21415	17/05/2016	ELSIE SCARROTT	HALL HIRE BOND REFUND	100.00
EFT21416	17/05/2016	DEBBIE WALTON	HALL HIRE BOND REFUND	100.00
EFT21517	27/05/2016	K BIRKBECK AND G & J BRODY	COUNCIL BUILT ASSET BOND PLUS INTEREST FOR 4 SKYE LANE	563.17
EFT21518	27/05/2016	WA COUNTRY BUILDERS	LANDSCAPING BOND REFUND PLUS INTEREST FOR 27 DOUST STREET	1,166.65
CHEQUES - VISITOR CENTRE TRUST				
1237	17/05/2016	MEN IN SHEDS	CONSIGNMENT STOCK SOLD FOR APRIL	40.01
1238	17/05/2016	JOHN MASLIN	CONSIGNMENT STOCK SOLD FOR APRIL	141.75
1239	17/05/2016	SHIRE OF BRIDGETOWN-GREENBUSHES	SHIRES COMMISSIONS FOR APRIL	495.11
ELECTRONIC PAYMENTS - VISITOR CENTRE TRUST				
EFT21417	17/05/2016	BRIDGETOWN GREENBUSHES BUSINESS &	CONSIGNMENT STOCK SOLD FOR APRIL	7.46
EFT21418	17/05/2016	ANNE HARSE	CONSIGNMENT STOCK SOLD FOR APRIL	33.75
EFT21419	17/05/2016	SHELLEY JEFFS	ACCOMMODATION REFUND	600.00
EFT21420	17/05/2016	STEVE MCCASKIE	ACCOMMODATION REFUND	178.00
EFT21421	17/05/2016	PANCAKE DESIGNS	CONSIGNMENT STOCK SOLD FOR APRIL	131.25
EFT21422	17/05/2016	PUBLIC TRANSPORT AUTHORITY OF	BUS TICKETS SOLD FOR APRIL	1,293.60
EFT21423	17/05/2016	E & C RUSSELL	CONSIGNMENT STOCK SOLD FOR APRIL	56.25
EFT21424	17/05/2016	SOUTH WEST COACH LINES	BUS TICKETS SOLD FOR APRIL	520.82
V300136	04/05/2016	COMMONWEALTH BANK	TOTAL ACCOMMODATION FOR APRIL	18,561.00
				<u>129,193.64</u>

SHIRE OF BRIDGETOWN-GREENBUSHES

LIST OF ACCOUNTS PAID IN MAY TO BE RECEIVED

Cheque/ Voucher No.	Date of Payment	Payee	Payment Description	Payment Amount \$
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This schedule of accounts paid for the Municipal Fund totalling \$732,018.36 and for the Trust Fund totalling \$129,193.64 which was submitted to each member of the Council on 30 June 2016 has been checked and is fully supported by vouchers and invoices which are submitted herewith and which have been duly certified as to the receipt of goods and the rendition of services and as to prices, computations and castings.

Total creditor accounts outstanding as at 31/05/2016 ~~\$356,279.50~~


 30 June 2016
 CHIEF EXECUTIVE OFFICER



SHIRE OF BRIGETOWN-GREENBUSHES

FINANCIAL MANAGEMENT SYSTEMS AND PROCEDURES REVIEW

MAY 2016

1. Background

Pursuant to Regulation 5(1) of the *Local Government (Financial Management) Regulations 1996*, the Chief Executive Officer of a local government is to establish efficient systems and procedures for:

- (a) for the proper collection of all money owing to the local government; and for the safe custody and security of all money collected or held by the local government; and
- (b) for the proper maintenance and security of the financial records of the local government (whether maintained in written form or by electronic or other means or process); and
- (c) to ensure proper accounting for municipal or trust —
 - (i) revenue received or receivable; and
 - (ii) expenses paid or payable; and
 - (iii) assets and liabilities; and
- (d) to ensure proper authorisation for the incurring of liabilities and the making of payments; and
- (e) for the maintenance of payroll, stock control and costing records;
- (f) and to assist in the preparation of budgets, budget reviews, accounts and reports required by the Act or these regulations.

In addition, Regulation 5(2) requires the Chief Executive Officer of a local government to:

- (a) ensure that the resources of the local government are effectively and efficiently managed; and
- (b) assist the council to undertake reviews of fees and charges regularly (and not less than once in every financial year); and
- (c) undertake reviews of the appropriateness and effectiveness of the financial management systems and procedures of the local government regularly (and not less than once in every 4 financial years) and report to the local government the results of those reviews.

2. Overview and Objectives

In accordance with the requirements outlined within the *Local Government (Financial Management) Regulations 5(2)(c)*, a review of the financial management systems and procedures at the Shire of Bridgetown-Greenbushes has been undertaken. This report summarises the findings and observations of the review and makes recommendations as appropriate to improve any weaknesses in systems and controls.

The primary objective of the review was to provide assurance to the Council that its financial management systems are being effectively managed and have effective controls.

This includes a review:

- Of proper segregation of functional responsibilities
- A system of authorisation and recording adequate to provide accounting control of assets, liabilities, revenues and expenses
- Sound practices in performance of duties and functions

3. Methodology

This review was conducted by the Executive Manager Corporate Services and Senior Finance Officer as an internal process to assist the CEO discharge his responsibilities in respect to Regulation 5(2)(c) of the Local Government (Financial Management) Regulations 1885. The previous review was conducted in May 2012 by external contractor Dominic Carbone and Associates.

4. Scope

The following financial systems and procedures of Council were examined:

- Receipts
- Rates
- Fees and charges
- Bank reconciliations
- Petty Cash
- Investments
- Information technology
- Record keeping
- Receivables
- Purchases and payables
- Trust Fund
- Fixed assets
- Payments
- Payroll
- Budget and financial reports

5. Areas Examined and Findings

5.1 Proper collection of all money owing to the local government

The Shire provides monthly reports to Council in regards to outstanding debtors and rates. These reports show the total amount outstanding and the number of days overdue for sundry debtors. Also included are the trends for the collection of rates with a comparison to the previous financial year.

The Shire uses an external company to collect debts on its behalf. The Shire has two policies that guide officers on the procedures to collect outstanding revenue. Where a debt becomes unrecoverable, the amount is written off by the Chief Executive Officer under delegated authority (up to \$500), or following approval by Council.

Receipts

The Shire has a number of sites where a receipting function is performed. A sample of receipts from each site were selected and tested. Individual receipt detail, general ledger allocations, end of day balancing and bank deposits were traced to ensure all procedures were correctly performed.

Administration Office

Findings

All receipts tested were processed correctly and end of day procedures were followed. Independent review of the end of day reports and banking were evident.

Recommendations

Nil

Bridgetown Leisure Centre

Findings

Due to the installation of a new software system independent auditing of the daily receipts was limited by the absence of a daily transaction listing. End of day procedures were followed however evidence of balancing and bank deposit details is indicated on the accompanying sealed envelope that is not retained.

Recommendations

Request the software vendor to develop a printable daily transaction listing of all transactions processed through the point of sale module.

Request the software vendor to include a section on the end of day summary report that provides an area for signatures indicating the duty officer who has balanced and prepared the daily banking and the officer responsible for checking.

Bridgetown Regional Library

Findings

All receipts tested were processed correctly and end of day procedures were followed. Independent review of the end of day reports and banking were evident.

Recommendations

Nil

Visitor Centre

Findings

All receipts tested were processed correctly and end of day procedures were followed. While end of day procedures were followed evidence of balancing and bank deposit details is indicated on the accompanying sealed envelope that is not retained.

Recommendations

Update daily banking summary sheet to include a section that provides an area for signatures indicating the officer who has balanced and prepared the daily banking and the officer responsible for checking.

Bridgetown Landfill Site

Findings

All receipts tested were processed correctly and end of day procedures were followed. Independent review of the end of day reports and banking were evident.

Recommendations

Nil

Rates

Rates procedures were reviewed to ensure they were compliant with requirements.

Findings

Reconciliations of rates monies raised and owed are carried out each month by the rating officer and authorised by the Coordinator Corporate Services. Recovery action on rates outstanding is also attended to regularly by the rates officer. A debt collection policy is in place and was last reviewed on 26 November 2015. The outstanding rates ratio is consistent with previous financial years. The internal control around the rating process is sound.

Recommendations

Nil

Fees and Charges

A sample of fees and charges were reviewed to ensure compliance with legislative requirements.

Findings

Fees and Charges have been adopted by Council as a part of the 2015/16 budget. Spot checking of receipts found correct allocation of fees and charges.

Recommendations

To assist with ongoing transparency of the application of fees and charges, an analysis of the basis for each fee and charge would be beneficial to ensure it is reasonable and based on cost recovery where applicable. A new program has

recently been implemented to assist with this process during the 2016/17 financial year in readiness for the adoption of the 2017/18 Fees and Charges.

5.2 Safe custody and security of all money collected or held by the local government

Bank Reconciliations

Bank reconciliations for municipal, reserve and trust are conducted by the Coordinator Corporate Services and reviewed by the Senior Finance Officer.

Findings

The bank reconciliations have been completed promptly with relevant signoffs. The monthly bank reconciliation documents are kept for audit purposes and are analysed at least once per year by the Shire auditors.

Reconciliations have all supporting documentation attached including outstanding deposits and cheques. The reconciliations balance back to the general ledger total, debits and credits, and other supporting documentation.

End of month internal control system is in place and consistently used with the correct signing and authorisations.

Recommendations

Nil

Petty cash

The Shire has a written procedure to provide clear direction for the effective use and security of petty cash, and money received.

All recoup requests are independently audited by the Coordinator Corporate Services prior to a recoup being issued. Petty cash advances have been provided to the following areas:

- Administration Office
- Bridgetown Leisure Centre
- Bridgetown Regional Library
- Bridgetown SES
- Landfill Site

Findings

Petty cash procedures are in place and are followed correctly.

Recommendations

Nil

Investments

A review of Council's current investments was undertaken to ensure compliance with Council's Investment Policy and transactions approved in accordance with the established delegations.

Findings

Investments are being managed in accordance with policy and within delegation limits.

Recommendations

Nil

5.3 Maintenance and security of the financial records of the local government (whether maintained in written form or by electronic or other means or process)

Information Technology – Software

The Shire's financial records are securely maintained electronically within the SynergySoft business system. Access to the SynergySoft system is dependent upon a person's position in the organisation. The level of access granted is detailed in the new employee start up form duly authorised by the relevant manager. Network Access is managed by the Shire's Coordinator Corporate Services. This ensures that there is limited access to make changes in data files and systems.

A security access report is produced and reviewed quarterly by the Executive Manager Corporate Services to ensure access levels within SynergySoft for all staff are consistent with job requirements and delegated authority.

Findings

While procedures and documentation are in place and operating effectively for the setup of new employees, change requests to alter access for existing employees could be improved upon.

Recommendations

A form be developed for use when a change to access levels is requested. Form is to be authorised by relevant manager and the Executive Manager Corporate Services prior to any change being made in the system parameters.

Records Management

The Shire's records are maintained in accordance with the Shire's Record Keeping Plan, which complies with the State Records Act 2000. Access to the electronic records system is dependent upon a person's position in the organisation.

Findings

Upon commencement of new employees access is granted based on the previous employee or a similar position within the organisation, this process could be improved upon.

Recommendations

That a formal process and document containing specific access levels by position be developed.

5.4 Ensure proper accounting for all income, expenditure, assets, liabilities of the municipal or trust funds

The Shire uses SynergySoft which is a thorough and comprehensive finance software system that records income, expenditure, assets and liabilities of the Shire's municipal and trust funds. Financial transactions at the Bridgetown Leisure Centre are recorded in the Phoenix software system and financial transactions at the Bridgetown-Greenbushes Visitor Centre are recorded in Quicken Accounting package. Although information about individual financial transactions for these centres are not contained within SynergySoft, summary transactions are recorded in SynergySoft to reflect accurate allocation to general ledger accounts.

Accounts Receivable

A sample of invoices were tested to ensure correct allocations and authorisations were in place.

Findings

All invoices tested had correct allocations. It was noted that some invoice requests were not on the prescribed form, however it was also noted that where this occurred, the requesting document had all of the detail required and was duly authorised. One instance was identified where the request form had not been signed by the requesting officer. A number of invoice requests did not have sufficient supporting documentation attached.

Recommendations

No amendments required to current process. All staff are to be encouraged to use the standard invoice request form where practical and supporting documents to be attached when relevant providing clear evidence of debt owed.

Accounts Payable

A sample of payments was selected and testing performed to ensure invoices comply with the ATO's requirements, have been processed to the correct creditor, duly authorised by a purchasing officer and allocated to the correct cost centre.

Findings

All invoices within the sample complied with requirements.

Recommendations

Nil

Trust Fund

The trust fund was examined to determine compliance with regulatory requirements. The trust funds are balanced and reconciled on a monthly basis by the Coordinator Corporate Services and reviewed by the Senior Finance Officer.

Findings

Sound systems exist for the recording, reconciliation and return of all trust funds.

Recommendations

Nil

Fixed Assets

A review of the fixed assets system was conducted to ensure fixed assets are properly accounted for and supporting controls are in place and operating effectively.

Findings

Detailed procedures exist for the proper recording and reconciliation of fixed assets.

Recommendations

Nil

5.5 Ensure proper authorisation for the incurring of liabilities and the making of payments

The Shire has a comprehensive Accounts Payable Procedure which provides clear direction regarding the method for paying creditors that meets organisational, statutory and internal accounting control requirements.

Council has delegated authority to the CEO in regards to:

- Municipal and trust fund procedures and payments
- Some levels of debts, waivers, concessions or write offs

This delegation framework ensures financial decisions are made at the appropriate level.

Purchase Orders

The Shire has a purchasing structure for its staff in terms of financial authority as delegated by the CEO. Staff may raise a purchase order in the Shire's finance system, providing that it is within their purchasing limits. Officers that have no purchasing

authority have the ability to raise a requisition request to an officer with the relevant purchasing delegation. Council's purchasing policy details the requirements a purchasing officer must fulfil prior to raising an order for goods or services.

Purchase orders raised are reviewed for compliance with Council's purchasing authority and policy when being matched to invoices by the relevant Finance Officer. Instances of non-compliance with the purchasing policy are recorded and reported to the Senior Management Group on a fortnightly basis.

Findings

Existing system of auditing by Corporate Services staff and reporting to the Senior Management Group are considered sound. However further auditing of the purchase orders raised within the SynergySoft system could provide a further level of ensuring compliance with the purchasing policy.

Recommendations

That a monthly report be produced from SynergySoft of all purchase orders raised for the preceding month and reviewed by the Senior Finance Officer.

Payments

The Shire has robust processes to report, review and approve financial payments. Each payment run is checked by the Senior Finance Officer to ensure all payments included are for invoices correctly processed, authorised and due for payment. Electronic funds transfer payments are audited by the Executive Manager Corporate Service to ensure correct bank details of the payee have been recorded in the payment file.

Findings

Supporting controls for the payment of Shire accounts are in place and operating effectively.

Recommendations

Nil

Corporate Credit Card

A review of recent corporate credit card statements was undertaken to ensure purchases were authorised and in accordance with Council's Use of Corporate Credit Cards Policy.

Findings

All transactions audited were in accordance with Council policy.

Recommendations

Nil

5.6 Maintenance of payroll and costing records

Payroll

Testing of several individual employees was undertaken to ensure that the employee existed, the correct rate of pay was used, correct hours were paid, the timesheet was completed and authorised and the costing allocation was correctly posted.

Each pay run a report is produced that highlights amounts to be paid that differ from a previous fortnight, the change is reviewed to ensure correct hours, and rates etc. have been applied.

A system generated audit trail of the payroll system is also produced fortnightly, the audit trail lists any change that has been made to employee master files including bank account details, rate of pay, new employees, terminated employees and change of address. This report is independently reviewed by the Coordinator Corporate Services as part of the checking process each pay run.

Responsibility for signing and sending of the electronic payment file is delegated to two signatories, independent of the payroll preparation process.

Findings

Supporting controls for the recording of employee details and payment of the fortnightly pay run are in place and operating effectively.

Recommendations

Nil

5.7 Preparation of budgets, budget reviews, accounts and reports required by the Act or these regulations

The Shire prepares its budgets, accounts and reports and conducts budget reviews, as required by the Act and Regulations.

The Audit Committee assists Council to monitor the integrity of the Shire's financial statements, risk management, internal controls and compliance with legislative requirements.

Annual Budget

The 2015/16 budget documents and supporting documents were examined with a view to confirming compliance with regulatory requirements as outlined in Sections 22-31 of the Financial Management Regulations.

Findings

All requirements and inclusions as required by the Financial Management Regulations are contained within the 2015/16 Budget documents.

Recommendations

Nil

Budget Review

The organisation conducts an annual budget review which is reported to Council. The review contains a comparison and analysis of financial results against budgeted amounts as required by legislation.

Findings

All requirements and inclusions as required by the Local Government Act and associated Financial Management Regulations are contained within the 2015/16 Budget Review documents.

Recommendations

Nil

Monthly Financial Report

Financial statements are presented to Council on a monthly basis and these statements provide information on the variances between actual expenditure and budgeted amounts.

Findings

All requirements and inclusions as required by the Local Government Act and associated Financial Management Regulations are contained within the monthly financial statements.

Recommendations

Nil

Annual Financial Report

The Shire's financial statements are audited on an annual basis by a registered company auditor appointed by Council. The results of that audit are reported to the Audit Committee and Council. The Shire's audits have received unqualified opinions for several years, providing reassurance that the Shire's financial statements are accurate and comply with regulatory obligations.

Findings

All requirements and inclusions as required by the Local Government Act, Financial Management Regulations and relevant accounting standards are contained within the 2014/15 Annual Financial Report.

Recommendations

Nil

6. Summary of Review Recommendations

Area of Financial Management	Recommendations
Receipts – Bridgetown Leisure Centre	<p>Request the software vendor to develop a printable daily transaction listing of all transactions processed through the point of sale module.</p> <p>Request the software vendor to include a section on the end of day summary report that provides an area for signatures indicating the duty officer who has balanced and prepared the daily banking and the officer responsible for checking.</p>
Receipts – Visitor Centre	<p>Update daily banking summary sheet to include a section that provides an area for signatures indicating the officer who has balanced and prepared the daily banking and the officer responsible for checking.</p>
Fees and Charges	<p>To assist with ongoing transparency of the application of fees and charges, an analysis of the basis for each fee and charge would be beneficial to ensure it is reasonable and based on cost recovery where applicable.</p>
Information Technology – Software	<p>A form be developed for use when a change to access levels is requested. Form is to be authorised by relevant manager and the Executive Manager Corporate Services prior to any change being made in the system parameters.</p>
Records Management	<p>A formal process and document containing specific access levels by position be developed.</p>
Accounts Receivable	<p>All staff are to be encouraged to use the standard invoice request form where practical and supporting documents to be attached when relevant providing clear evidence of debt owed.</p>
Purchase Orders	<p>A monthly report be produced from SynergySoft of all purchase orders raised for the preceding month and reviewed by the Senior Finance Officer.</p>

7. Conclusion

A review of the financial management systems and procedures has been undertaken in accordance with the Regulation 5(2) of the Local Government Financial Management Regulations. No significant areas of inadequate systems, controls or procedures were identified, however, some minor items have been raised as recommendations to provide further opportunity for improvement.

The overall findings of this review are consistent with recent audit reports which have found that financial management systems and procedures are appropriate and effectively maintain significant controls for the correct financial management of the Shire.



ASSET MANAGEMENT STRATEGY

2016



Version 3

June 2016

Document Control

Document Control		NAMS.PLUS Asset Management www.ipwea.org/namsplus		 	
Document ID: 140527 nams.plus3 core am strategy template v1.1					
Rev No	Date	Revision Details	Author	Reviewer	Approver
1	14 April 2016	Draft AM Strategy completed	KJW		
2	10 May 2016	Draft AM Strategy revised	KJW	MH	
3	8 June 2016	Draft AM Strategy AM Graphs revised	KJW	MH	

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Executive Summary

This asset management strategy is prepared to assist council in improving the way it delivers services from infrastructure including roads, bridges, footpaths, stormwater drainage, parks and recreation, buildings and plant & equipment. These infrastructure assets have a replacement value of \$269,769,000.

The asset management strategy is to enable Council to show:

- how its asset portfolio will meet the service delivery needs of its community into the future,
- enable Council's asset management policies to be achieved, and
- ensure the integration of Council's asset management with its long term strategic plan.¹

Adopting this asset management strategy will assist council in meeting the requirements of national sustainability frameworks, Western Australian Local Government (Financial Management) Regulations 1996, WA Local Government Integrated Financial Planning Process and providing services needed by the community in a financially sustainable manner.

The asset management strategy is prepared following a review of the council's service delivery practices, financial sustainability indicators, asset management maturity and fit with council's vision for the future outlined in the Shire of Bridgetown-Greenbushes 10+ Strategic Community Plan 2013. The strategy outlines an asset management improvement plan detailing a program of tasks to be completed and resources required to bring council to a minimum 'core' level of asset maturity and competence.

Strategy outlook

1. The organisation is not able to continue the current levels of service, particularly in the Transport and Parks, Reserves & Other Infrastructure classes based on current Whole-of-Life costs. Until Council has undertaken a review of its current assets to ensure that the age, useful lives and condition data is accurate, no or limited new or upgrade works should be undertaken and funds should be allocated to the renewal of assets to extend their useful lives until such time as a more accurate "State of the Assets" report can be prepared.
2. The organisation is not able to fund current infrastructure life cycle cost at current levels of service and available revenue.
3. The organisation's current asset management maturity is below 'core' level and investment is needed to improve information management, lifecycle management, service management and accountability and direction.

¹ LGPMC, 2009, *Framework 2 Asset Planning and Management*, p 4.

Asset management strategies

Strategy	Desired Outcome
Strategic Longer Term Plan	
Improvement in LTFP process incorporating AM Plan projections.	The LTFP implications of Council services are considered in the annual budget deliberations
Annual Budget	
Annual Budget to include explanation of Councils financial position and performance.	The Annual Budget should provide an overview of Council's financial position and current performance
Annual Report	
Include a statement of significant variations in Councils Annual Report & changes to the organisational structure, policy and how these impact on Councils Strategic Plan.	Council's Annual Report should contain details of significant variations from the adopted budget, organisational structure or policy and how the variations impact of Council's Strategic Community Plan.
AM Policy	
Future review of policy may consider including additional principles and implications of decisions relating to assets and their performance.	A policy that meets the requirements for advanced Asset Management Maturity level that provides the necessary Council support.
AM Strategy	
Link Councils AM Strategy to all Integrated Planning plans and strategies, documents, show how assets will meet the service delivery need of the community and where the Council wants to be in the future.	Individual Community Strategic Plan outcomes should be linked through common numbering to the Asset Management Plans, LTFP, Corporate Plan and Annual Budget documents. In addition, any source documents such as Forward Capital Works Plans should also contain the same common numbering to ensure traceability.
AM Plans	
Review all levels of service, define performance & utilisation targets, impact of demand on future AM planning, define asset hierarchy, develop asset disposal plan, review alternative service delivery options, life cycle costs, condition ratings & cash flow forecasts for renewal, new & upgrades and maintenance & operational expenditures.	Service delivery is matched to available resources and operational capabilities. Demand drivers to be reviewed and where applicable, climate change impacts to be assessed and incorporated into AM Plans to ensure major demand drivers are considered. Condition rating of at least 80% of all assets and a review of useful lives to be completed to provide data that has a high level of confidence.
Governance and Management	
Implement AM improvement plans, develop terms of reference for AM Team, develop process to include whole of life & risk assessment into the capital investment process. Staff PDs to include Asset Management responsibilities & skill requirements. Develop process for high level oversight of the Asset Management Planning process.	Responsibility for asset management is defined. Council to achieve "Core" competency within 2 years. High level oversight of resource allocation and performance by Audit Committee and Executive Management Group.

Levels of Service	
Undertake a review of service levels for major expenditure areas initially.	Service delivery is matched to available resources and operational capabilities.
Data & Systems	
Undertake skills and knowledge audit, identify organisations skill and knowledge requirements, review and define processes for operations, maintenance, renewal and upgrade planning for existing assets, unit rates and to benchmark Councils asset performance against like councils over time. Develop and document processes to determine asset replacement and unit rates and record in Asset Management system.	Appropriate integrated Asset Management System identified that will record all asset management data and produce operations, maintenance, renewal and upgrade plans and cash flow projections. Benchmarking Council's Asset Management maturity at least 6 monthly with like councils (both state and nationally) will assist the continuous improvement process.
Skills and Processes	
Undertake an audit of skills and knowledge levels, determine organisations required level of skills and knowledge, training program for councillors and management and staff on key asset management topics. Develop a procedure for the annual review and update financial forecasts and the updating of the LTFP.	Identifying organisation asset management levels of skills and knowledge will enable targeted training to be scheduled to up-skill staff required to incorporate asset management into their PDs and KPI's. Asset Management becomes an organisational responsibility and is performance managed.
Evaluation	
Asset improvement tasks need to be included in staff PDs and reviewed at performance reviews and Develop an evaluation process where asset management improvements are identified, timeframes established, resources allocated, actioned, monitored and reported to the Executive Management Team and/or CEO.	Asset improvement is regularly performance managed and improvement plans updated, resources allocated and timeframes for completion set. Progress is to be reported to, and monitored by, the Executive Management Group and/or CEO

Asset management improvement plan

The program of tasks and resources required to achieve a minimum 'core' asset management maturity was developed in the asset management strategy. The tasks and program are shown below.

Ref	Task	Responsibility*	Target Date	Budget
1	Align the Strategic Plan with AMPs, Budget & LTFP in the 2016/17 Financial Year	AMT	30 June 2017	Staff time
2	Complete the review of the LTFP	EMCOR	30 June 2017	Staff time
3	Finalise development of 1st cut "Core" Asset Management Plans	AMT	30 June 2017	Staff time
4	Amend budget template to link 2017/18 Budget to the objectives of the Strategic Plan	EMCOR	30 June 2017	Staff time
5	Review AM Policy	AMC, AMT	30 June 2017	Staff time
6	Develop an Asset Management Improvement Strategy by end of 2017	AMT	30 June 2017	Staff time

* **Legend**

AMT Asset Management Team

EMCOR Executive Manager Corporate Services

AMC Asset Management Coordinator

1. Introduction

Assets deliver important services to communities. A key issue facing local governments throughout Australia is the management of ageing assets in need of renewal and replacement.

Infrastructure assets such as roads, drains, bridges, water and sewerage and public buildings present particular challenges. Their condition and longevity can be difficult to determine. Financing needs can be large, requiring planning for large peaks and troughs in expenditure for renewing and replacing such assets. The demand for new and improved services adds to the planning and financing complexity.²

The creation of new assets also presents challenges in funding the ongoing operating and replacement costs necessary to provide the needed service over the assets' full life cycle.³

The national frameworks on asset planning and management and financial planning and reporting endorsed by the Local Government and Planning Ministers' Council (LGPMC) require councils to adopt a longer-term approach to service delivery and funding comprising:

- A strategic longer-term plan covering, as a minimum, the term of office of the councillors and:
 - bringing together asset management and long term financial plans,
 - demonstrating how council intends to resource the plan, and
 - consulting with communities on the plan
- Annual budget showing the connection to the strategic objectives, and
- Annual report with:
 - explanation to the community on variations between the budget and actual results ,
 - any impact of such variances on the strategic longer-term plan,
 - report of operations with review on the performance of the council against strategic objectives.⁴

Framework 2 Asset Planning and Management has seven elements to assist in highlighting key management issues , promote prudent, transparent and accountable management of local government assets and introduce a strategic approach to meet current and emerging challenges.

- Asset management policy,
- Strategy and planning,
 - asset management strategy,
 - asset management plan,
- Governance and management arrangements,
- Defining levels of service,
- Data and systems,
- Skills and processes, and

² LGPMC, 2009, Framework 2 Asset Planning and Management, p 2.

³ LGPMC, 2009, Framework 3 Financial Planning and Reporting, pp 2-3.

⁴ LGPMC, 2009, Framework 3 Financial Planning and Reporting, pp 4-5.

- Evaluation.⁵

The asset management strategy is to enable Council to show:

- how its asset portfolio will meet the service delivery needs of its community into the future,
- to enable Council's asset management policies to be achieved, and
- to ensure the integration of Council's asset management with its long term strategic plan.⁶

The goal of asset management is to ensure that services are provided:

- in the most cost effective manner,
- through the creation, acquisition, maintenance, operation, rehabilitation and disposal of assets,
- for present and future consumers.

The objective of the Asset Management Strategy is to establish a framework to guide the planning, construction, maintenance and operation of the infrastructure essential for council to provide services to the community.

1.1 Legislative reform

Section 5.56 of the Western Australian *Local Government Act 1995* (as amended), require Councils to produce a Plan for the Future. In addition to the above requirement, the *WA Local Government (Financial Management) Regulations 1996* and the Western Australian Accounting Manual 2012 provide the guidance for the development of Asset Management strategies, plans and other associated documents as part of the National Integrated Financial Planning Framework Guidelines that have been developed with input from the Institute of Public Works Engineering Australia (IPWEA), the WA Local Government Association and the Local Government Managers Association (WA Division), and reflect a nationally consistent approach to asset management as established by the Council of Australian Governments' Local Government Planning Ministers' Council.

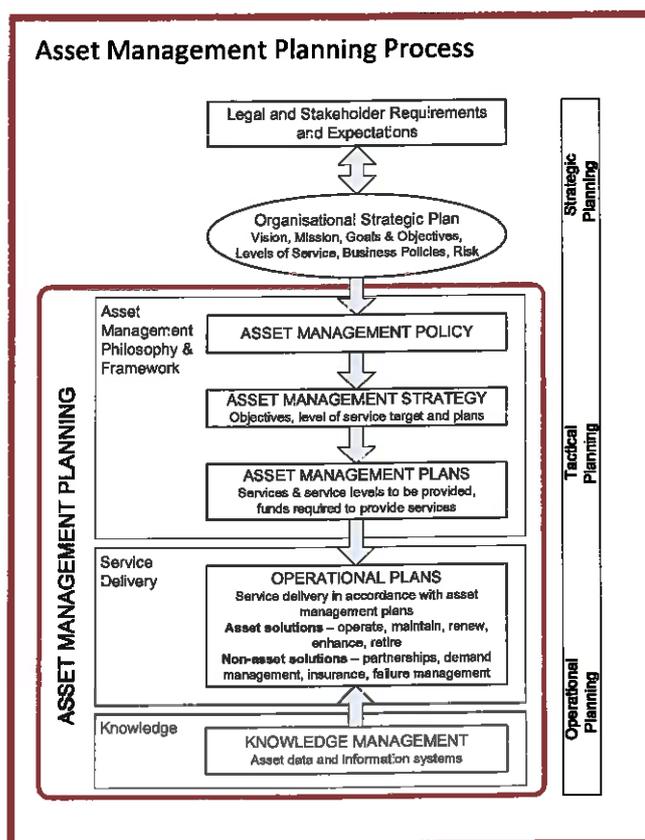
⁵ LGPMC, 2009, *Framework 2 Asset Planning and Management*, p 4.

⁶ LGPMC, 2009, *Framework 2 Asset Planning and Management*, p 4.

1.2 Asset Management Planning Process

Asset management planning is a comprehensive process to ensure that assets are managed and maintained in a way that enables affordable services from infrastructure to be provided in an economically optimal way. In turn, affordable service levels can only be determined by assessing Council's financial sustainability under scenarios with different proposed service levels.

Asset management planning commences with defining stakeholder and legal requirements and needs, incorporating these needs into the organisation's strategic plan, developing an asset management policy, strategy, asset management plan and operational plans, linked to a long-term financial plan with a funding plan.⁷



⁷ IPWEA, 2009, AIFMG, Quick Guide, Sec 4, p 5.

2. What Assets do we have?

Council uses infrastructure assets to provide services to the community. The range of infrastructure assets and the services provided from the assets is shown in Table 1.

Table 1: Assets used for providing Services

Asset Class	Description	Services Provided
Transport Infrastructure	Roads (pavement, sub-grade, sealed & un-sealed surfaces) Bridges Kerbing and table drains Footpaths Urban culverts & pits Rural culverts & pits	Quality transport routes between residents and destinations comprising regional distributor roads, local distributor roads, local access roads.
Property Infrastructure	Buildings, Furniture & Equipment held for the purpose of: <ul style="list-style-type: none"> • Community Use • Council Administration & Operations • Emergency Services • Historical • Libraries • Public Conveniences • Public Halls • Residential Property • Sport and Recreation • Tourism 	Functional and good condition buildings that are utilised for community use or service to the community.
Parks, Reserves & Other Infrastructure	Animal Control Facilities Cemetery Facilities Community Facilities Depot Facilities Other Recreation Facilities Parks and Ovals Aquatic Facilities Reticulation Equipment Waste Management Facilities	A range of community recreational (sporting and/or passive) facilities, civic and waste facilities utilised by the community.
Plant & Equipment	Major Plant Minor Plant Equipment	Necessary plant & equipment to maintain/renew or upgrade Council transport infrastructure, provide fire fighting capability and provide administration fleet to enable provision of services to the community.

3. The Organisation’s assets and their management?

3.1 State of the Assets

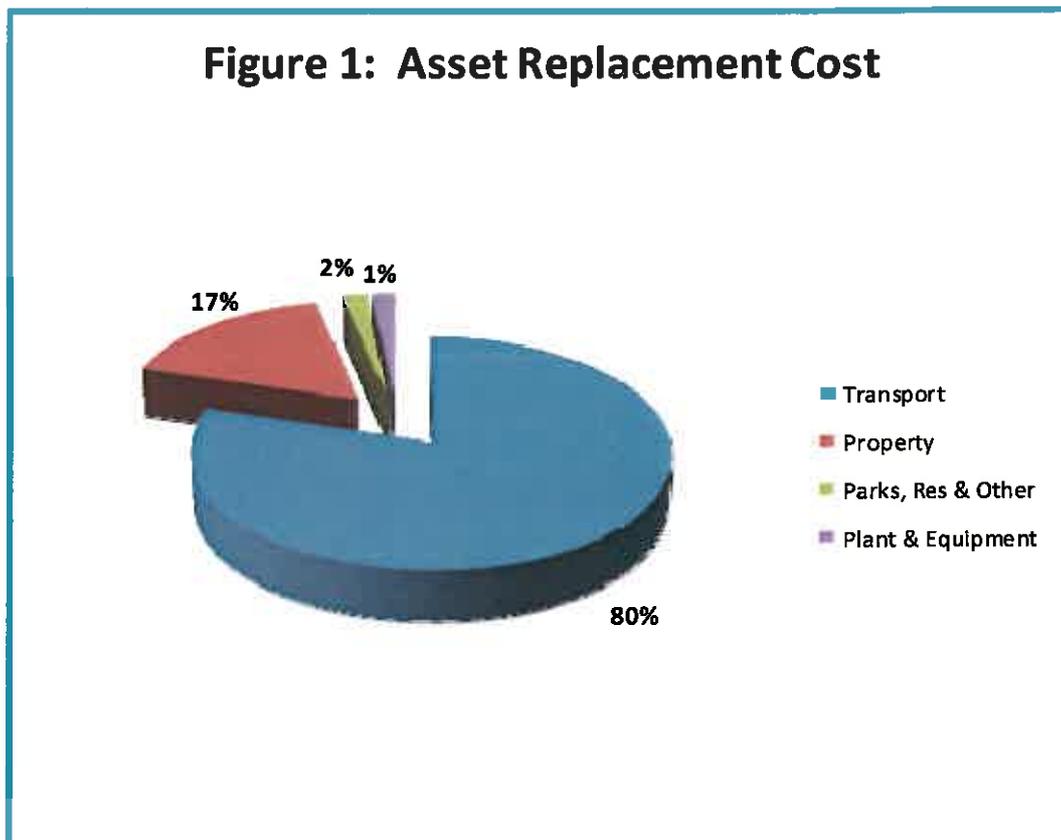
The financial status of the organisation’s assets is shown in Table 2.

Table 2: Financial Status of the Assets – 30th June 2015

Asset Class	Replacement Cost (\$000)	Residual Value (\$000)	Depreciable Amount (\$000)	Depreciated Replacement Cost (\$000)	Depreciation Expense (\$000)
Transport Infrastructure	\$215,052,000		\$215,052,000	\$167,997,000	\$2,454,000
Property Infrastructure	\$ 45,599,000	\$2,619,000	\$42,980,000	\$28,658,000	\$667,000
Parks, Reserves & Other Infrastructure	\$4,828,000		\$4,828,000	\$3,067,000	\$198,000
Plant & Equipment	\$4,290,000		\$4,290,000	\$3,658,000	\$345,000
Total	\$269,769,000	\$2,619,000	\$267,150,000	\$203,380,000	\$3,664,000

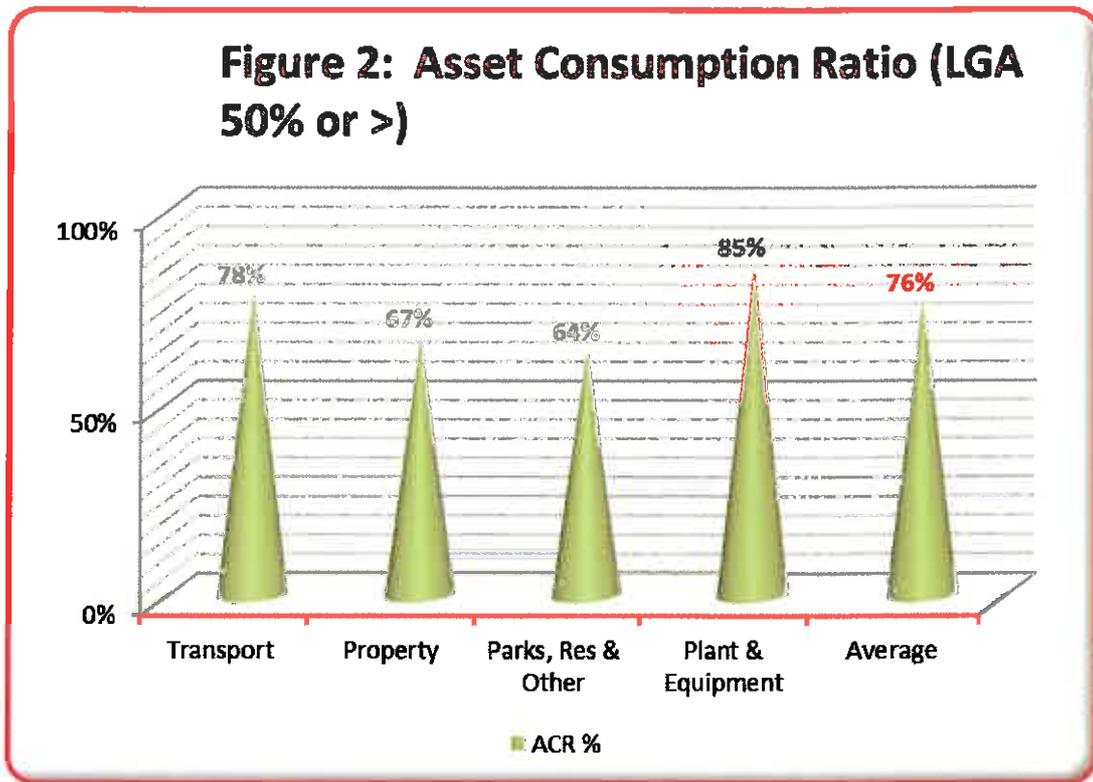
Figure 1 shows the replacement values of Council’s assets.

Figure 1: Asset Replacement Values – 30th June 2015



The asset consumption ratios of Council’s assets (average proportion of ‘as new’ condition left in assets) are shown in Figure 2. *Note: see Appendix A (page 30) for definitions of ratios.*

Figure 2: Asset Consumption Ratio – 30th June 2015



The Local Government Accounting Manual indicative Asset Consumption Ratio is $\geq 50\%$ and as can be seen from the above Figure 2, all asset classes are above the lower limit of 50%.

As the development of the Asset Management Plans progress and more accurate age, condition rating, function and capacity/utilisation data is collated, the Asset Consumption Ratios may change to reflect the better asset data held on Council’s assets.

The condition of Council’s assets is shown in Figure 3.

Figure 3: Asset Condition Profile

Note: A combined condition rating graph of all assets is not as yet available – and won’t be until such time as all assets have been conditioned rated at component level where applicable.

Property (i.e. Buildings and Furniture & Equipment), Transport and Parks, Gardens & Other Infrastructure assets have been condition rated to varying degrees. Some of the condition rating has been undertaken at a high level (i.e. from a complete asset perspective instead of from a component level) which does not reflect the different useful lives of individual components that make up the asset. All assets classes not yet condition rated at a component level will still have to have condition rating undertaken or finalised to allow Council to use condition as a driver for renewal planning.

3.2 Life Cycle Cost

Life cycle costs (or whole of life costs) are the average costs that are required to sustain the service levels over the longest asset life. Life cycle costs include operating and maintenance expenditure and asset consumption (depreciation expense). The life cycle cost for the services covered in the individual asset management plans are shown in Table 3.

Table 3: Life Cycle Cost for Council Services – 30th June 2015

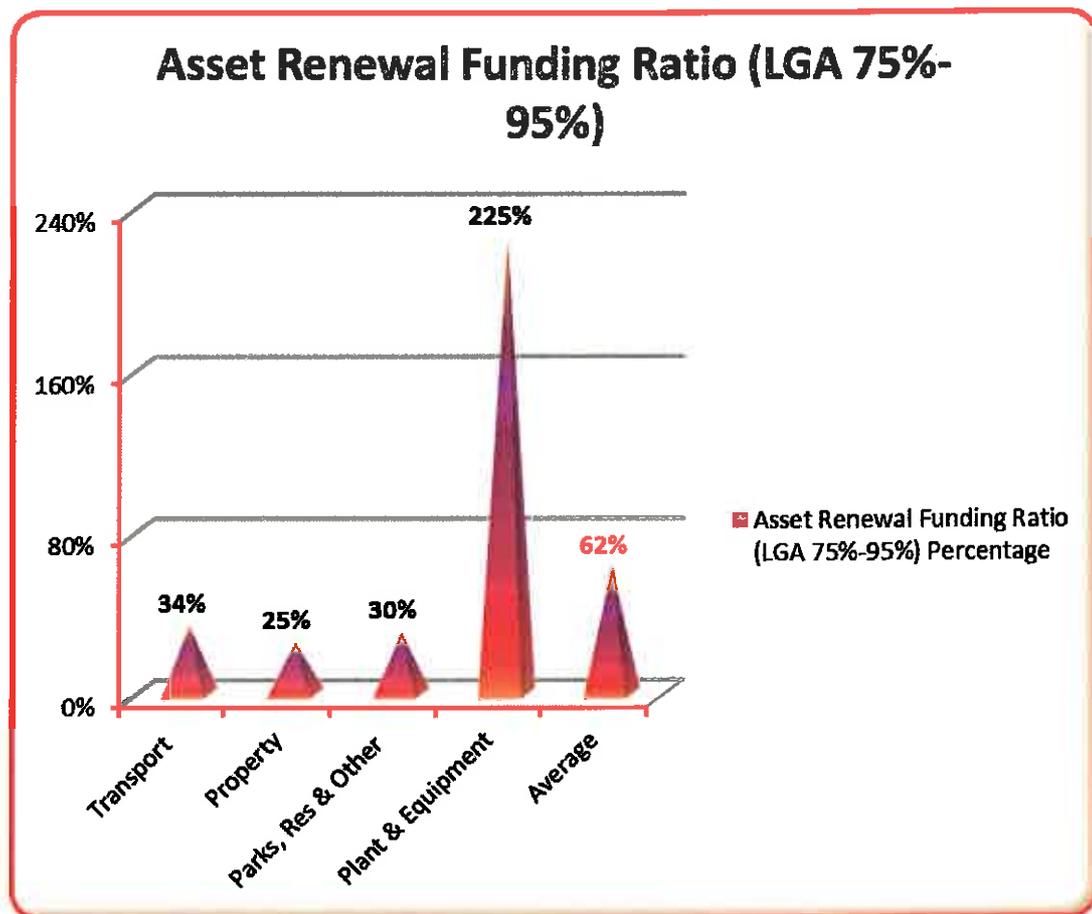
Service	Previous Year Expenditure		Previous Year Depreciation Exp	Life Cycle Cost (\$/yr)
	Operations	Maintenance		
Transport Infrastructure	\$2,893,000	\$1,498,000	\$2,454,000	\$6,968,000
Property Infrastructure	\$474,000	\$170,000	\$667,000	\$1,313,000
Parks, Reserves & Other Infrastructure	\$1,160,000	\$751,000	\$198,000	\$2,593,000
Plant & Equipment	\$481,000	\$315,000	\$345,000	\$1,141,000
TOTAL	\$5,008,000	\$2,734,000	\$3,664,000	\$12,015,000

Life cycle costs can be compared to life cycle expenditure to give an indicator of sustainability in service provision. Life cycle expenditure includes operating, maintenance and capital renewal expenditure in the previous year or preferably averaged over the past 3 years. Life cycle expenditure will vary depending on the timing of asset renewals. The life cycle expenditure at the start of the plan is shown in Table 4.

Table 4: Life Cycle Expenditure for Council Services – 30th June 2015

Service	Previous Year Expenditure		Cap Renewal Exp (\$/yr)	Life Cycle Exp (\$/yr)
	Operations	Maintenance		
Transport Infrastructure	\$2,893,000	\$1,498,000	\$484,000	\$4,310,000
Property Infrastructure	\$474,000	\$170,000	\$234,000	\$878,000
Parks, Reserves & Other Infrastructure	\$1,160,000	\$751,000	\$107,000	\$1,945,000
Plant & Equipment	\$481,000	\$315,000	\$1,094,000	\$1,890,000
All Services	\$5,008,000	\$2,734,000	\$1,919,000	\$9,023,000

Figure 4: Asset Renewal Funding Ratio Graph – 30th June 2015



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

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

A shortfall between life cycle cost and life cycle expenditure gives an indication of the life cycle gap to be addressed in the asset management and long term financial plan.

The life cycle gap and life cycle indicator for services covered by these asset management plans are summarised in Table 5.

Table 5: Life Cycle Indicators – 30th June 2015

Service	Life Cycle Cost (\$/yr)	Life Cycle Expenditure (\$/yr)	Life Cycle Gap * (\$/yr)	Life Cycle Indicator
Transport Infrastructure	\$6,968,000	\$4,310,000	-\$2,658,000	62%
Property Infrastructure	\$1,313,000	\$878,000	-\$435,000	67%
Parks, Reserves & Other Infrastructure	\$2,593,000	\$1,945,000	-\$648,000	75%
Plant & Equipment	\$1,141,000	\$1,890,000	\$749,000	166%
All Services	\$12,015,000	\$9,023,000	-\$2,992,000	92.34%

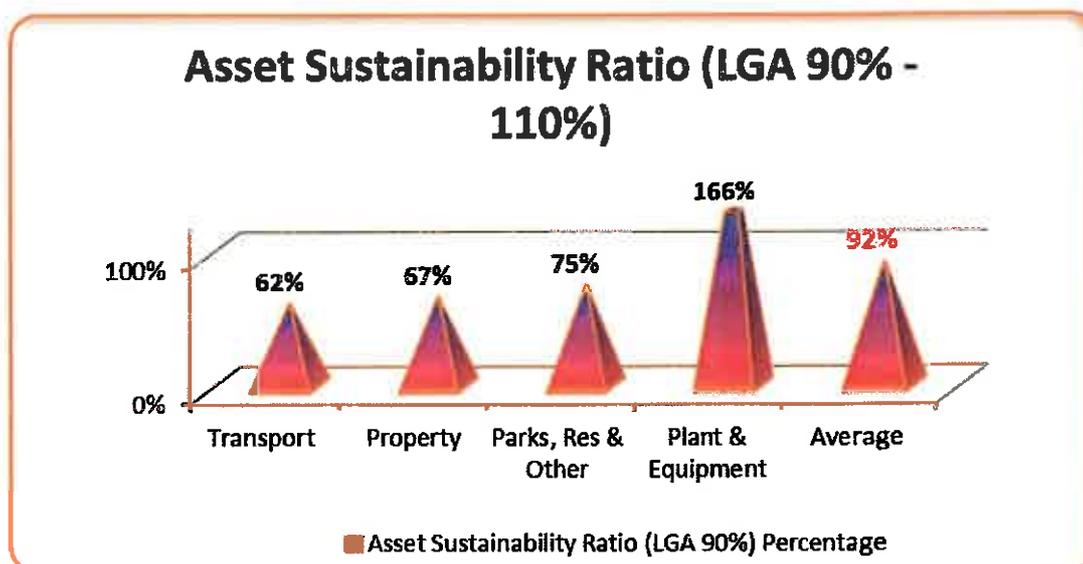
*Note: * A life cycle gap is reported as a negative value.*

Based on current data, the areas of Transport Infrastructure, Property Infrastructure and Parks, Reserves & Other Infrastructure do not have sufficient funds to renew assets at the optimum time and as a result the asset condition will continue to deteriorate unless more funds can be allocated to reverse this trend.

Plant & Equipment assets are being renewed in a timely manner, although it appears that Plant & Equipment assets may need to be reassessed to ensure replacement/renewal of the assets are more closely aligned to asset useful life.

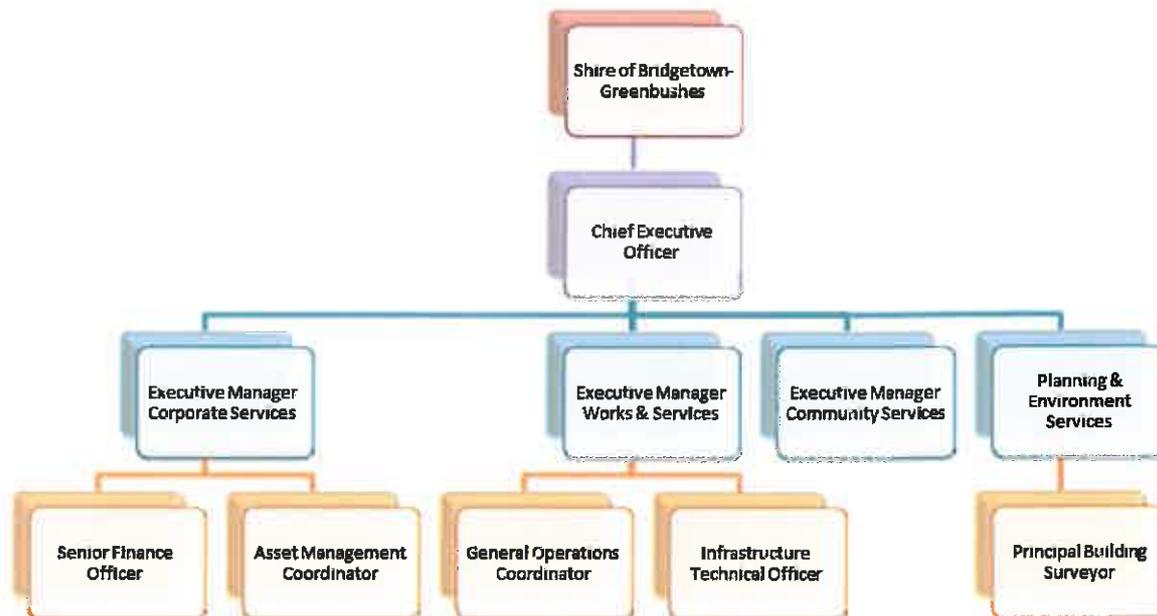
Overall, Council will need to fund more asset renewals to reduce the above gap of **-\$2,992,000** per annum to a more manageable figure that will enable all asset renewals to be fully funded in future years. This may come at a cost of no new assets being acquired and/or constructed until such time as the above gap has been eliminated.

Figure 5: Asset Sustainability Ratio Graph – 30th June 2015



3.3 Asset Management Structure – 30th June 2015

Council Asset Management Structure is shown below:



3.4 Corporate Asset Management Team

A 'whole of organisation' approach to asset management can be developed with a corporate asset management team. The benefits of a corporate asset management team include:

- demonstrate corporate support for sustainable asset management,
- encourage corporate buy-in and responsibility,
- coordinate strategic planning, information technology and asset management activities,
- promote uniform asset management practices across the organisation,
- information sharing across IT hardware and software,
- pooling of corporate expertise,
- championing of asset management process,
- wider accountability for achieving and reviewing sustainable asset management practices.

The role of the asset management team will evolve as the organisation maturity increases over several phases.

Phase 1

- strategy development and implementation of asset management improvement program,

Phase 2

- asset management plan development and implementation,
- reviews of data accuracy, levels of service and systems plan development,

Phase 3

- asset management plan operation,
- evaluation and monitoring of asset management plan outputs,
- ongoing asset management plans review and continuous improvement.

The current position of Council's asset management team is Phase 1 although some areas within Phase 2 are also being progressed at the same time.

3.5 Financial & Asset Management Core Competencies

The National Frameworks on Asset Planning and Management and Financial Planning and Reporting define 10 elements. 11 core competencies have been developed from these elements⁸ to assess 'core' competency under the National Frameworks. The core competencies are:

Financial Planning and Reporting

- Strategic Longer Term Plan
- Annual Budget
- Annual report

Asset Planning and Management

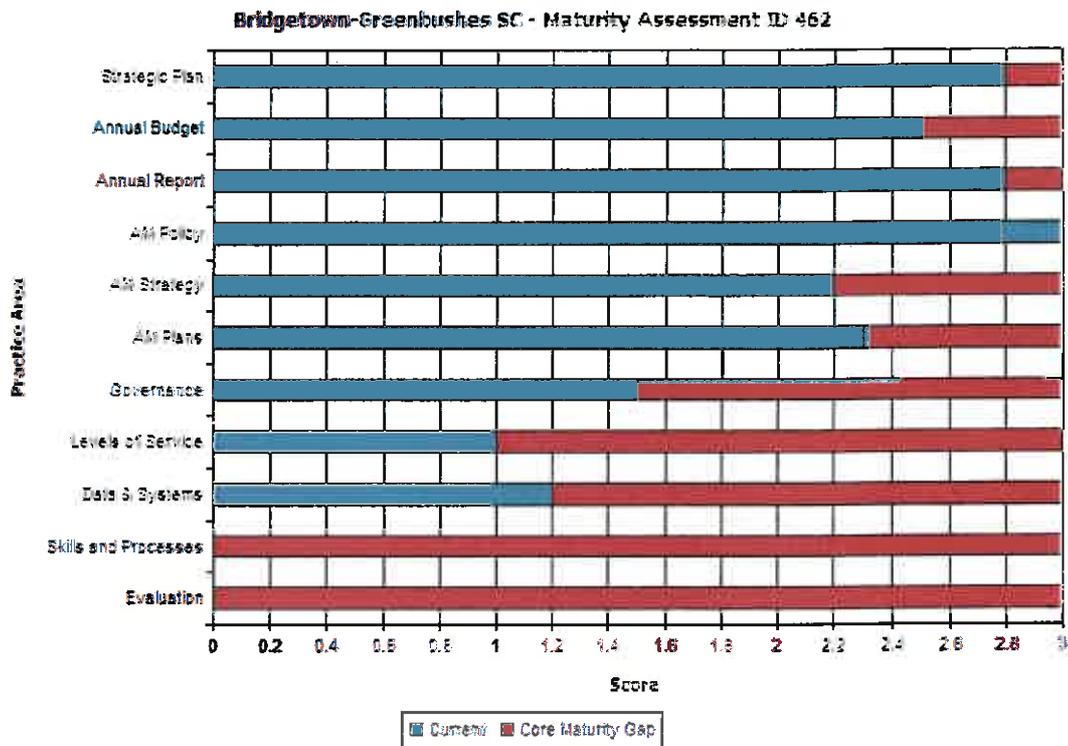
- Asset Management Policy
- Asset Management Strategy
- Asset Management Plan
- Governance & Management
- Levels of Service
- Data & Systems
- Skills & processes
- Evaluation

⁸ Asset Planning and Management Element 2 *Asset Management Strategy and Plans* divided into Asset Management Strategy and Asset Management Plans competencies.

Council’s maturity assessment for the core competencies is detailed in Appendix A and summarised in Figure 4. The current maturity level is shown by the blue bars. The maturity gap to be overcome for Council to achieve a core financial and asset management competency is shown by the red bars.

Figure 6: Core Asset Management Maturity – May 2016

The Core Maturity Histogram shows the Current maturity for each maturity element as assessed by the organisation compared to the ‘core’ competencies (level 3) required under the Australian National Assessment Framework (NAF).



3.6 Strategy Outlook

1. The organisation is not able to continue the current levels of service, particularly in the Transport and Parks, Reserves & Other Infrastructure based on current Whole-of-Life costs. Until Council has undertaken a review of its current assets to ensure that the age, useful lives and condition data is accurate, no or limited new or upgrade works should be undertaken and funds should be allocated to the renewal of assets to extend their useful lives until such time as a more accurate “State of the Assets” report can be prepared.
2. The organisation is not able to fund current infrastructure life cycle cost at current levels of service and available revenue.
3. The organisation’s current asset management maturity is below ‘core’ level and investment is needed to improve information management, lifecycle management, service management and accountability and direction.

4. Where do we want to be?

4.1 Council's Vision, Mission, Goals and Objectives

Council has adopted a Vision for the future in the Council Strategic Community Plan.

"A wonderful place to live, work, invest and visit with the community working together to achieve shared objectives"

Council's purpose or reason for existence is set out in the statement below,

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

The Strategic Plan sets goals and objectives to be achieved in the planning period. The goals set out where the organisation wants to be. The objectives are the steps needed to get there. Goals and objectives relating to the delivery of services from infrastructure are shown in Table 6.

Table 6: Goals and Objectives for Infrastructure Services

Goals	Objectives	How Goals & Objectives are addressed in AM Plan
Ensure infrastructure and services are provided for future development in keeping with the environment	Identify opportunities for expansion of the commercial area	Demand forecasting, level of service and monitoring
	Improved facilities for tourists	Capital works are programmed and funded
Maintain the heritage and character of the main streets in Bridgetown and Greenbushes	Ensure the maintenance of the Town Centres achieves a high level of appearance and amenity	Demand forecasting, level of service and monitoring
Recognition and retention of our cultural, indigenous and heritage assets	Review the municipal heritage inventory	Heritage assets are identified and maintained effectively
	Prepare conservation plans for key shire owned heritage buildings	Capital works are programmed and funded
	Work with the community to identify and assist in the implementation of projects that promote the unique heritage and history of each town	Data on forward works programs is available to the community for comments and suggestions
Natural resources are used efficiently and effectively	Investigate retrofitting of Shire buildings for energy and water efficiency	Optimise energy usage in buildings
	Future development of Shire buildings incorporates environmental sustainable design principles	Consider environmentally sustainable design principles on all future Shire buildings

Goals	Objectives	How Goals & Objectives are addressed in AM Plan
Maintain a safe community	Monitor the Shire's risk management profile and exposure to risk	The AMP reduces the Council's exposure to risk as it clearly sets out the most appropriate levels of service affordable by Council
A high standard of governance and accountability	Periodically review the organisational structure and its required service levels	The AMP incorporates current and proposed levels of service delivered via Council's property assets.
	Implement bi-annual feedback survey to monitor service provision	Council performance will be fed back to the community via the council newsletter and Shire website
	Provide quality local government services	Demand forecasting, level of service and monitoring
Long term financial viability	Develop and implement the Integrated Planning and Reporting framework	This AMP aligns with the Integrated Planning and Reporting framework
	Seek efficiencies in planning and operations	The AMP identifies that the management of the property assets must be done in a whole of life cycle manner in order that sustainable budgeting practices can be implemented
Develop and implement asset management plans	Implement Asset Management Plans by ensuring the inclusion of expenditure requirements in the Corporate Business Plan and Long Term Financial Plan	As these are the first AMPs to be completed by the Shire, future AMP whole of life costs will be incorporated into the LTFP & Corporate Business Plan.
	Periodically review the use of Shire buildings to ensure there use is optimised	Demand forecasting, level of service and monitoring

Council's Asset Management Policy defines the council's vision and service delivery objectives for asset management in accordance with legislative requirements, community needs and affordability.

4.2 Asset Management Policy

Council's Asset Management Policy defines the council's vision and service delivery objectives for asset management in accordance with the Strategic Plan and applicable legislation.

The asset management strategy is developed to support the asset management policy and is to enable council to show:

- how its asset portfolio will meet the affordable service delivery needs of the community into the future,
- enable Council's asset management policies to be achieved, and
- ensure the integration of Council's asset management with its long term strategic plans.

4.3 Asset Management Vision

To ensure the long-term financial sustainability of Council, it is essential to balance the community's expectations for services with their ability to pay for the infrastructure assets used to provide the services. Maintenance of service levels for infrastructure services requires appropriate investment over the whole of the asset life cycle. To assist in achieving this balance, Council aspires to:

Develop and maintain asset management governance, skills, process, systems and data in order to provide the level of service the community need at present and in the futures, in the most cost-effective and fit for purpose manner.

In line with the vision, the objectives of the asset management strategy are to:

- ensure that the Council's infrastructure services are provided in an economically optimal way, with the appropriate level of service to residents, visitors and the environment determined by reference to Council's financial sustainability,
- safeguard Council's assets including physical assets and employees by implementing appropriate asset management strategies and appropriate financial resources for those assets,
- adopt the long term financial plan as the basis for all service and budget funding decisions,
- meet legislative requirements for all Council's operations,
- ensure resources and operational capabilities are identified and responsibility for asset management is allocated,
- provide high level oversight of financial and asset management responsibilities through Audit Committee/CEO reporting to council on development and implementation of Asset Management Strategy, Asset Management Plan and Long Term Financial Plan.

Strategies to achieve this position are outlined in Section 5.

5. How will we get there?

The Asset Management Strategy proposes strategies to enable the objectives of the Strategic Plan, Asset Management Policy and Asset Management Vision to be achieved.

Table 7: Asset Management Strategies

Item #	Strategy	Desired Outcome
	<u>Strategic Longer Term Plan</u>	
1	Update LTFP with AM Plan projections	The LTFP implications of Council services are considered in the annual budget deliberations
2	Improvement in LTFP process incorporating AM Plan projections.	
	<u>Annual Budget</u>	
3	Annual Budget to include explanation of Councils financial position and performance.	The Annual Budget should provide an overview of Council's financial position and current performance
	<u>Annual Report</u>	
4	Include a statement of significant variations in Councils Annual Report.	Council's Annual Report should contain details of significant variations from the adopted budget, organisational structure or policy and how the variations impact of Council's Strategic Community Plan.
5	Inclusion of any changes to the organisational structure, policy and how these impact on Councils Strategic Plan.	
	<u>AM Policy</u>	
6	Future review of policy may consider including additional principles and implications of decisions relating to assets and their performance.	A policy that meets the requirements for advanced Asset Management Maturity level that provides the necessary Council support.
	<u>AM Strategy</u>	
7	Link Councils AM Strategy to all Integrated Planning plans and strategies, documents.	Individual Community Strategic Plan outcomes should be linked through common numbering to the Asset Management Plans, LTFP, Corporate Plan and Annual Budget documents. In addition, any source documents such as Forward Capital Works Plans should also contain the same common numbering to ensure traceability.
8	Need to show how assets will meet the service delivery need of the community.	
9	Strategy needs to state where the Council wants to be in the future.	
	<u>AM Plans</u>	
10	Consult with the community on levels of service.	Service delivery is matched to available resources and operational capabilities. Demand drivers to be reviewed and where applicable, climate change impacts to be assessed and incorporated into AM
11	Review climate change impacts for all AMPs.	
12	Review non-assets service delivery solutions where applicable (i.e. lease of service provision to private enterprise Vs Council staff delivering the service – e.g. fitness programs at Recreation Complex).	

13	Undertake levels of service and define performance and utilisation measures and targets.	Plans to ensure major demand drivers are considered. Condition rating of at least 80% of all assets and a review of useful lives to be completed to provide data that has a high level of confidence.
14	Prepare an asset rationalisation and disposal plan.	
15	Prepare cash flow forecasts for renewals, new and upgrades and maintenance and operational expenditure.	
16	Finalise review of life cycle costs.	
17	Finalise demand forecasts.	
18	Finalise condition rating of balance of assets.	
19	Finalise asset hierarchies.	
20	Make all AMPs available to all staff once adopted by Council.	
	<u>Governance and Management</u>	
21	Implement improvement plans.	Responsibility for asset management is defined. Council to achieve "Core" competency within 2 years. High level oversight of resource allocation and performance by Audit Committee and Executive Management Group.
22	Document terms of reference for AM Team.	
23	Document capital investment process to include whole of life costs and risk assessment.	
24	PDs need to be updated to include Asset Management functions, responsibilities and skill requirements.	
25	Develop internal processes to promote asset management within Council.	
26	Develop mechanism to provide high level oversight by Council, CEO and Executive Management Group for the development of the AM Strategy and AM Plans.	
27	Develop Audit Committees competency levels to provide independent advanced asset management review and an annual report on asset management performance across the organisation.	
	<u>Levels of Service</u>	
28	Undertake a review of service levels for major expenditure areas initially and then for other levels of service after that.	Service delivery is matched to available resources and operational capabilities.
29	Once Council has adopted the levels of service for existing services, undertake community consultation to determine the community expected service levels and determine an optimum level of service that can be affordable and sustainable.	
	<u>Data & Systems</u>	
30	Undertake skills and knowledge audit and identify organisations skill and knowledge requirements.	Appropriate integrated Asset Management System identified that will record all asset management data and produce operations, maintenance, renewal and upgrade plans and cash flow projections. Benchmarking Council's Asset Management maturity at least 6 monthly with like councils (both state and nationally) will assist the continuous improvement process.
31	Review and define processes for operations, maintenance, renewal and upgrade planning for existing assets.	
32	Develop and document processes to determine asset replacement and unit rates and record in Asset Management system.	
33	Investigate Asset Management systems that can provide maintenance and renewal programs with associated cash flow forecasts.	
34	Develop procedure to benchmark Councils asset performance against like councils over time.	

35	Develop method to carry out condition surveys and defect identification assessments.	
36	Prepare a common corporate data framework to be used across all asset groups that is defined by Councils Infrastructure Asset Hierarchy.	
	Skills and Processes	
37	Develop procedure for asset data management.	Identifying organisation asset management levels of skills and knowledge will enable targeted training to be scheduled to up-skill staff required to incorporate asset management into their PDs and KPI's. Asset Management becomes an organisational responsibility and is performance managed.
38	Undertake an audit of skills and knowledge levels.	
39	Determine organisations required level of skills and knowledge.	
40	Develop asset management training program for councillors, management and staff on key asset management topics.	
41	Develop procedure to communicate the financial implications of AM Plans to internal and external stakeholders.	
42	Develop procedure for the hand over of assets to custodians and or owners of assets.	
43	Develop procedure to collect and record asset data into an Asset Management system upon the commissioning of new assets.	
44	Develop procedure to assess remaining useful life, residual value and depreciation methods of assets.	
45	Identify staff training requirements for asset management and develop a training schedule.	
46	Develop a procedure for the annual review and update financial forecasts and the updating of the LTFP.	
	Evaluation	
47	Asset improvement tasks need to be included in staff PDs and reviewed at performance reviews.	Asset improvement is regularly performance managed and improvement plans updated, resources allocated and timeframes for completion set. Progress is to be reported to, and monitored by, the Executive Management Group and/or CEO
48	Procedure to monitor performance and report on Community and Technical levels of service to be developed.	
49	Develop an evaluation process where asset management improvements are identified, timeframes established, resources allocated, actioned, monitored and reported to the Executive Management Team and/or CEO.	

6. Asset Management Improvement Plan

The tasks required to achieve a 'core' financial and asset management maturity are shown in priority order in Table 8.

Table 8: Asset Management Improvement Plan

Ref	Task	Responsibility*	Target Date	Budget
1	Align the Strategic Plan with AMPs, Budget & LTFP in the 2016/17 Financial Year	AMT	30 June 2017	Staff time
2	Complete the review of the LTFP	EMCor	30 June 2017	Staff time
3	Finalise development of 1st cut "Core" Asset Management Plans	AMT	30 June 2017	Staff time
4	Amend budget template to link 2017/18 Budget to the objectives of the Strategic Plan	EMCor	30 June 2017	Staff time
5	Review AM Policy	AMC, AMT	30 June 2017	Staff time
6	Develop an Asset Management Improvement Strategy by end of 2017	AMT	30 June 2017	Staff time

*** Legend**

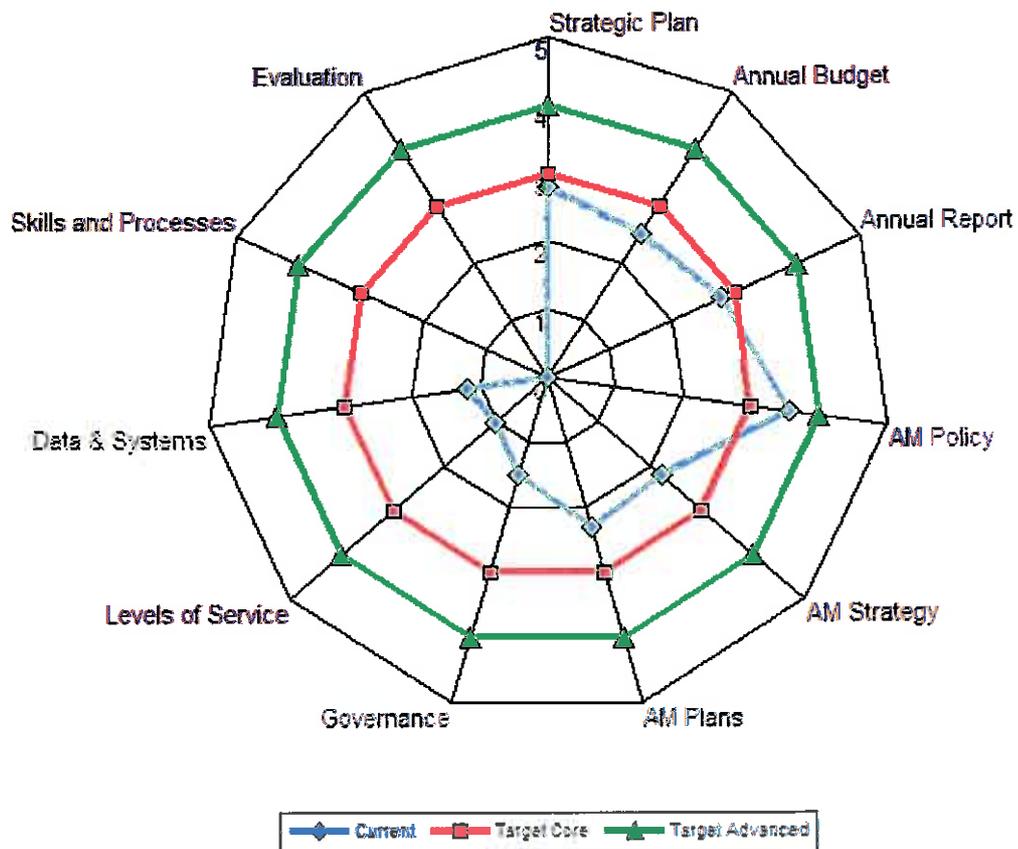
- AMT Asset Management Team
- EMCor Executive Manager Corporate Services
- AMC Asset Management Coordinator

Appendix A Asset Management Maturity Assessment – May 2016

Core and Advanced Maturity Assessment

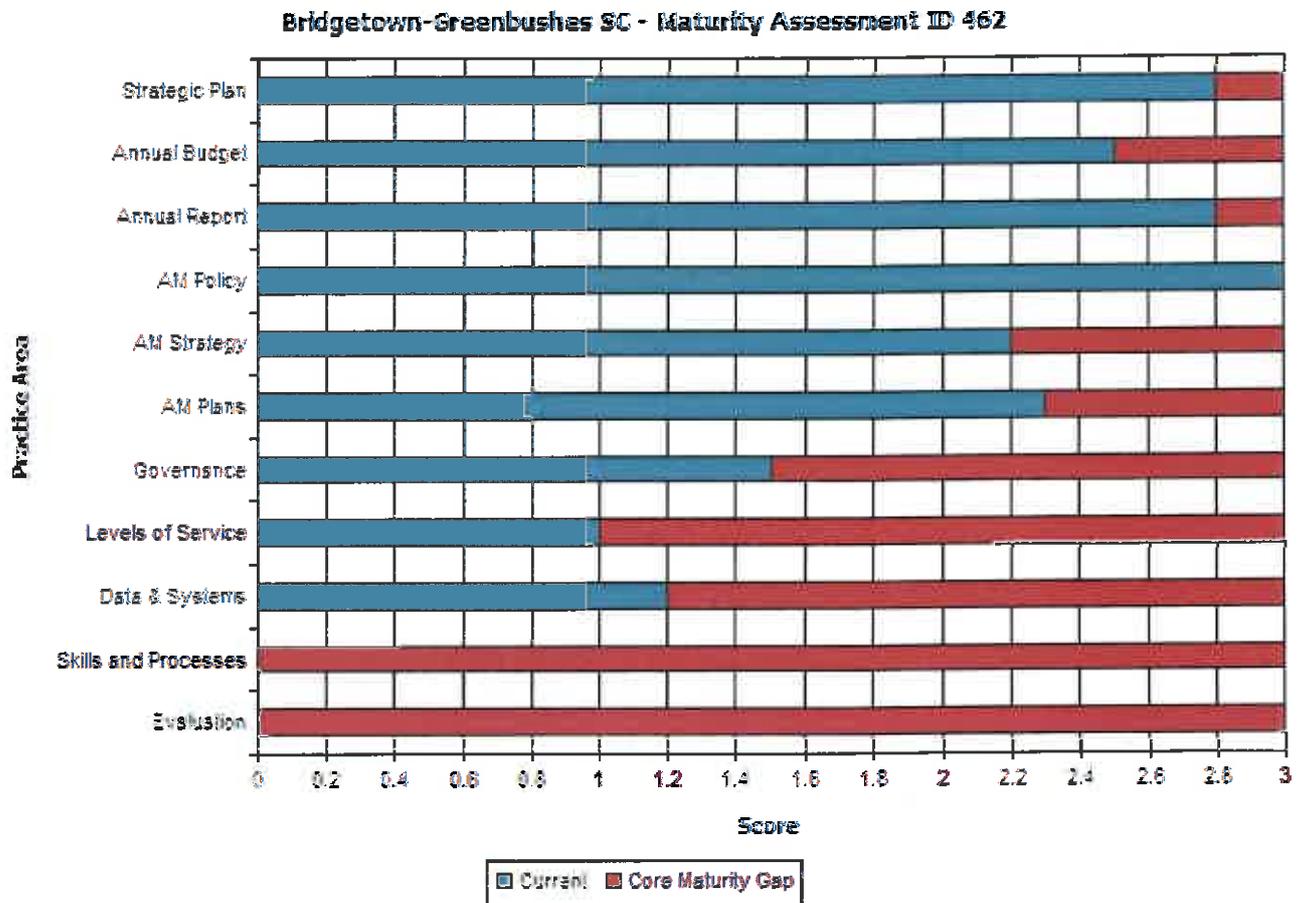
The Maturity Score Spider Graph shows the Current maturity for each maturity element as assessed by the organisation compared to the 'core' competencies (Level 3) required under the Australian National Assessment Framework (NAF) and the Target maturity competency desired and set by the organisation.

Bridgetown-Greenbushes SC - Maturity Assessment ID 462



Core Maturity Assessment

The Core Maturity Histogram shows the Current maturity for each maturity element as assessed by the organisation compared to the 'core' competencies (level 3) required under the Australian National Assessment Framework (NAF).



Appendix A Definition of Formulae for Asset Ratios

Asset Consumption Ratio =
(Asset renewals as a % of consumption)

Purpose:

Depreciated Replacement Cost of Depreciable Assets
Current Replacement Cost of Depreciable Assets
This ratio measures the extent to which depreciable assets have been consumed by comparing their written down value to their replacement cost.

Standards:

Standard is met if the ratio can be measured and is 50% or greater (0.50 or >). Standard is improving if the ratio is between 60% and 75% (0.60 and 0.75).

Asset Renewal Funding Ratio =

NPV of Planned Capital Renewals over 10 years

Purpose:

NPV of Required Capital Expenditure over 10 years
This ratio is a measure of the ability of a local government to fund its projected asset renewal / replacements in the future.

Standards:

Standard is met if the ratio is between 75% and 95% (or 0.75 and 0.95). Standard is improving if the ratio is between 95% and 105% (or 0.95 and 1.05), and the ASR falls within the range 90% to 110%, and ACR falls within the range 50% to 75%.

Asset Sustainability Ratio =
(Life Cycle Indicator – Life cycle expend/life cycle cost)

Purpose:

Capital Renewal and Replacement Expenditure
Depreciation

This ratio indicates whether a local government is replacing or renewing existing non-financial assets at the same rate that its overall asset stock is wearing out.

Standards:

Standard is met if the ratio can be measured and is 90% (or 0.90) Standard is improving if this ratio is between 90% and 110% (or 0.90 and 1.10).



Transport Infrastructure Asset Management Plan 2016-2020



Scenario 2 Version 5

8 June 2016 Revision 3

Document Control



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3	8 June 2016	Draft AMP S2 V5 revised & completed	KJW	ML	

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1. EXECUTIVE SUMMARY

Context

The Shire of Bridgetown-Greenbushes is located at the heart of the South West of Western Australia close to forests and National Parks, wineries, heritage walks and trails, and some of the state's most stunning historical buildings. In 2000, Bridgetown was recognised as a "Heritage Town" and as such it is important that our assets are managed in such a way to enhance this image and the development of this Asset Management Plan is an important step in this process.

As part of this process, Council faces the significant task of ensuring its transport infrastructure meets the service levels that the community desires, within its service capabilities whilst maintaining a sustainable financial position. The provision of the level of service desired by the community is also wholly dependent on the level of State Government grant funding for renewal and upgrade works.

The following transport infrastructure assets are covered within this Asset Management Plan (AMP):

- Roads (pavement, sub-grade & sealed surface)
- Bridges
- Kerbing and table drains
- Road signage
- Footpaths
- Rural culverts
- Drainage (pits & pipes)

Assets are fundamental to the local government's service delivery and planning. Responsibility for assets requires a strong and informed Council, and executive oversight to achieve and maintain sustainable asset management outcomes.

Asset management must form part of an effective integrated planning and reporting framework which links with, and supports long-term financial and strategic planning to ensure that the appropriate level of funding and resources are available to provide the levels of services to the community in accordance with Council's objectives contained in the Strategic Community Plan.

Major issues for Transport Infrastructure are:

- Improving the state of the road asset indicator to be >60% which would represent a reasonable level of service to the community;
- Improving the Asset Renewal Funding Ratio (ARFR), currently 34%, to ensure that Council is at least spending enough funds to maintain the existing assets to the current condition, the ratio should be \geq 50%. The goal is to achieve the target ratio or better within 10 years.
- Improving the Asset Consumption Ratio (ACR), currently 19.7%, to 55% within 5 years and eventually 90% within 10 years.
- Improve the Asset Sustainability Ratio (ASR), currently 62%, to between 90% – 110% within 10 years to ensure the life cycle of the asset is preserved.

The Transport Infrastructure Service

The Transport Infrastructure network comprises:

- 253.827 kms of sealed roads;
- 483.561 kms of unsealed roads;
- 17.884 kms of paths, both shared and footpaths;
- 423m Road bridges (16)
- 2 Pedestrian bridges
- 1,413,416m Kerbing & Table Drains (SWC)
- 692 Road Signs
- 15,852m (1,559) Rural Culverts
- 681 Drainage Pits
- 15,566m Drainage Pipes

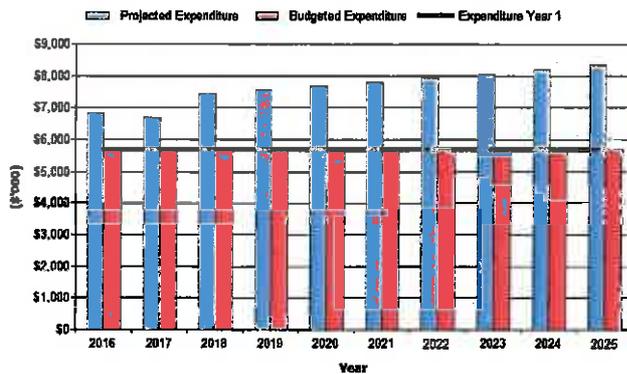
These infrastructure assets have a replacement value of \$215,052,753 based on the Fair Value as at 30th June 2015.

What does it Cost?

The projected outlays necessary to provide the services covered by this Asset Management Plan (AM Plan) includes operations, maintenance, renewal and upgrade of existing assets over the 10 year planning period is \$76,506,000 or \$7,651,000 on average per year.

Estimated available funding for this period is \$56,940,000 or \$5,694,000 on average per year which is 74% of the cost to provide the service. This is a funding shortfall of **\$-1,957,000** on average per year. Projected expenditure required to provide services in the AM Plan compared with planned expenditure currently included in the Long Term Financial Plan are shown in the graph below.

Bridgetown-Greenbushes SC - Projected and Budget Expenditure for (Transport_2016_S2_V5)



What we will do

We plan to provide Transport Infrastructure services for the following:

- Operation, maintenance, renewal and upgrade of Roads, Bridges, Kerbing & Table Drains, Road Signage, Footpaths, Rural Culverts and Drainage Pits and Pipes to meet service levels set by Council in annual budgets.
- Major Renewals include –
 - Drainage
 - Footpaths
 - Trails
 - Road reseals & overlays
 - Regional Roads
 a total of \$11,429,000, and:
- Defect Repairs derived from Risk Assessment of Transport Infrastructure assets:
 - Annual implementation cost of a 20 year gravel re-sheeting program of \$300,000
- Major Upgrades/new works include –

○ Road construction	\$5.280m
○ Mine lookout carpark	\$0.025m
○ Road reseals & overlays	\$5.463m
○ Regional roads	\$3.779m
○ Other – footpaths, drainage & trails	\$2.387m

 an overall total of \$16.934 million within the 10 year planning period.

What we cannot do

Until the issue of poor data confidence has been resolved, Council will judiciously increase its expenditure on transport assets. Currently there is a shortfall in the Whole of Life 10 year expenditure forecast period of **-\$2,658,000** per year which is 62% of life cycle costs.

Should the review of the levels of service reveal that Council has insufficient funding to provide all the services desired or for new services, Council will

consider new levels of affordable service in consultation with the community.

Managing the Risks

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

- Unsealed Roads - Loss of all-weather access due to loss of gravel
- Sealed Road Network - No reseal program
- Road Network - Loss of access due to storm damage – fallen trees
- Staff - Loss of corporate knowledge when staff leave
- Road Network - Inefficient expenditure on road asset through maintenance being undertaken in an ad-hoc manner
- Transport Levels of Service - Data collection processes fail to provide data for accurate measurement of levels of service provided
- Transport Levels of Service - Service levels not workshopped or adopted by Council
- Transport Levels of Service - Current Levels of Service unsustainable
- Unsealed Road Network - The road deteriorates and is below acceptable/ safe standards
- Asset Management Inventory - Developers don't supply 'as constructed' e-plans
- Asset Management System - Funding and management decisions made in isolation of AMP
- Asset Management Inventory - Inventory is not used to develop forward works plans
- Forward Work Planning/Budgeting - Performance information collected but not used

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

- Implement road hierarchy & 20 year re-sheeting program with appropriate signage
- Introduce 10 year strategic reseal program incorporating annual review and inspections. Patch urgent surfaces.
- Rapid response for fallen trees to reduce hazard & risk of injury
- Introduce succession planning and document all corporate knowledge prior to exit interview and ensure levels of service documentation reflects current activity
- Implement routine inspections and develop Planned Maintenance Works Plans
- Develop and implement processes to allow AMP levels of service to be monitored
- Workshop Levels of Service & AMP with Council

- Develop road safety & maintenance defect framework including inspection & treatment processes
- Develop standard format for as-cons and include in development standards manual
- Develop & implement elected member & staff training for AMP activity
- Train additional staff in the maintenance & use of ROMAN II
- Develop processes to monitor performance data collected and stored in Synergy's Customer Service module

Confidence Levels

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

The Next Steps

The actions resulting from this asset management plan are:

- Develop hierarchy for all transport assets and link to Levels of Service
- Determine split in the costs between renewal and upgrades for all future capital works
- Individually identify Operation, Planned Maintenance, Reactive Maintenance, Specific Maintenance, Capital Renewal and Capital Upgrade/new expenditure in all Budget, Long Term Financial Plan, and other strategies that support the Budget & LTFP documents.
- Identify suitable gravel resources for future gravel re-sheeting and upgrade/new works
- Review Levels of Service for transport infrastructure assets to ensure they are specific, measurable, achievable, relevant and based on performance criteria/needs rather than anniversary of treatments.
- Review Future Demand drivers for determining level of service
- Revise current development conditions to include the provision of electronic as-constructed asset information and whole-of-life cost analysis
- Review the year acquired and useful life against the condition of the asset to ensure forward planning for renewal projections are correct.
- Review the current customer requests system to implement a maintenance management system
- Review Unit Rates in the ROMAN II system to ensure they reflect current costs associated with road infrastructure work incurred by Council.
- Condition rate the balance of all assets where not currently condition rated. Implement a system to undertake regular condition rating reviews.

- Develop and implement a formal staff & Councillor AM training program, including induction awareness.
- Investigate, identify and change procedures to improve the way in which asset data and financial data is captured and recorded to ensure that KPI's are accurately measured.
- Review the Forward Works planning process to ensure the reliability of the planned upgrade/new works expenditure levels
- Develop and implement 20 yr gravel re-sheeting program
- Implement an annual inspection of fuel loads adjacent to bridge structures and undertake fuel reduction within 100m of bridges as required.
- Develop and implement Strategic 10 yr reseal program
- Implement additional staff training in the use and maintenance of Council's ROMAN II asset management system
- Incorporate Levels of Service KPI's into staff performance review process.
- Investigate alternative Asset Management Software to develop a strategy to utilise the most appropriate system to achieve desired outcomes for Asset Management.
- Develop a Succession Plan for Asset Management activities
- Undertake an annual community satisfaction survey on the current levels of service provided by Council with any alternative options provided for comment/input from the community.
- Develop individual works maintenance plans for all planned maintenance work.
- Undertake risk assessment on each sub-class of asset

Questions you may have

What is this plan about?

This asset management plan covers the infrastructure assets that serve the Shire of Bridgetown-Greenbushes community's Transport Infrastructure needs. These assets include roads, bridges, footpaths, drainage pits and pipes, culverts and street signage throughout the community area that enable community members and visitors to the area to travel throughout the Shire on well-maintained road infrastructure.

What is an Asset Management Plan?

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

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

Why is there a funding shortfall?

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

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

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

What options do we have?

Resolving the funding shortfall involves several steps:

1. Improving asset knowledge so that data accurately records the asset inventory, how assets are performing and when assets are not able to provide the required service levels,
2. Improving our efficiency in operating, maintaining, renewing and replacing existing assets to optimise life cycle costs,
3. Identifying and managing risks associated with providing services from infrastructure,
4. Making trade-offs between service levels and costs to ensure that the community receives the best return from infrastructure,

5. Identifying assets surplus to needs for disposal to make saving in future operations and maintenance costs,
6. Consulting with the community to ensure that Transport Infrastructure services and costs meet community needs and are affordable,
7. Developing partnership with other bodies, where available to provide services,
8. Seeking additional funding from governments and other bodies to better reflect a 'whole of government' funding approach to infrastructure services.

What happens if we don't manage the shortfall?

It is likely that we will have to reduce service levels in some areas, unless new sources of revenue are found. For Transport Infrastructure, the service level reduction may include:

- Reduction in capital upgrade work
- Reduction in capital renewal work
- Reduction in planned maintenance works
- Reduction in works & services personnel
- Reduction in the frequency of maintenance work (e.g. longer intervals between scheduled grading of the unsealed road network).



What can we do?

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

What can you do?

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

2. INTRODUCTION

2.1 Background

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

The asset management plan follows the format for AM Plans recommended in Section 4.2.6 of the International Infrastructure Management Manual¹.

The asset management plan is to be read with the organisation’s Asset Management Policy, Asset Management Strategy and the following associated planning documents:

- 10 year Long Term Financial Plan
- Strategic Community Plan
- Corporate Business Plan
- Forward Capital Works Plan

This infrastructure assets covered by this asset management plan are shown in Table 2.1. These assets are used to provide road networks, drainage system, footpaths and bridge services to the community.

Table 2.1: Assets covered by this Plan

Asset category	Dimensions	Replacement Value
Roads - Sealed	253.827 kms	\$ 131,721,663
Roads – Un-sealed	483.651 kms	
Bridges (Road)	423m	\$ 8,648,227
Kerbing & Table Drains (SWC)	1,413,416m	\$ 42,408,537
Road Signage	692 (number)	\$ 419,600
Footpaths	17,884m	\$3,178,210
Rural Culverts	15,852m	\$ 21,600,330
Drainage Pits & Pipes	Pits (681) Pipes (15,566m)	\$ 7,075,793
TOTAL		\$215,052,753

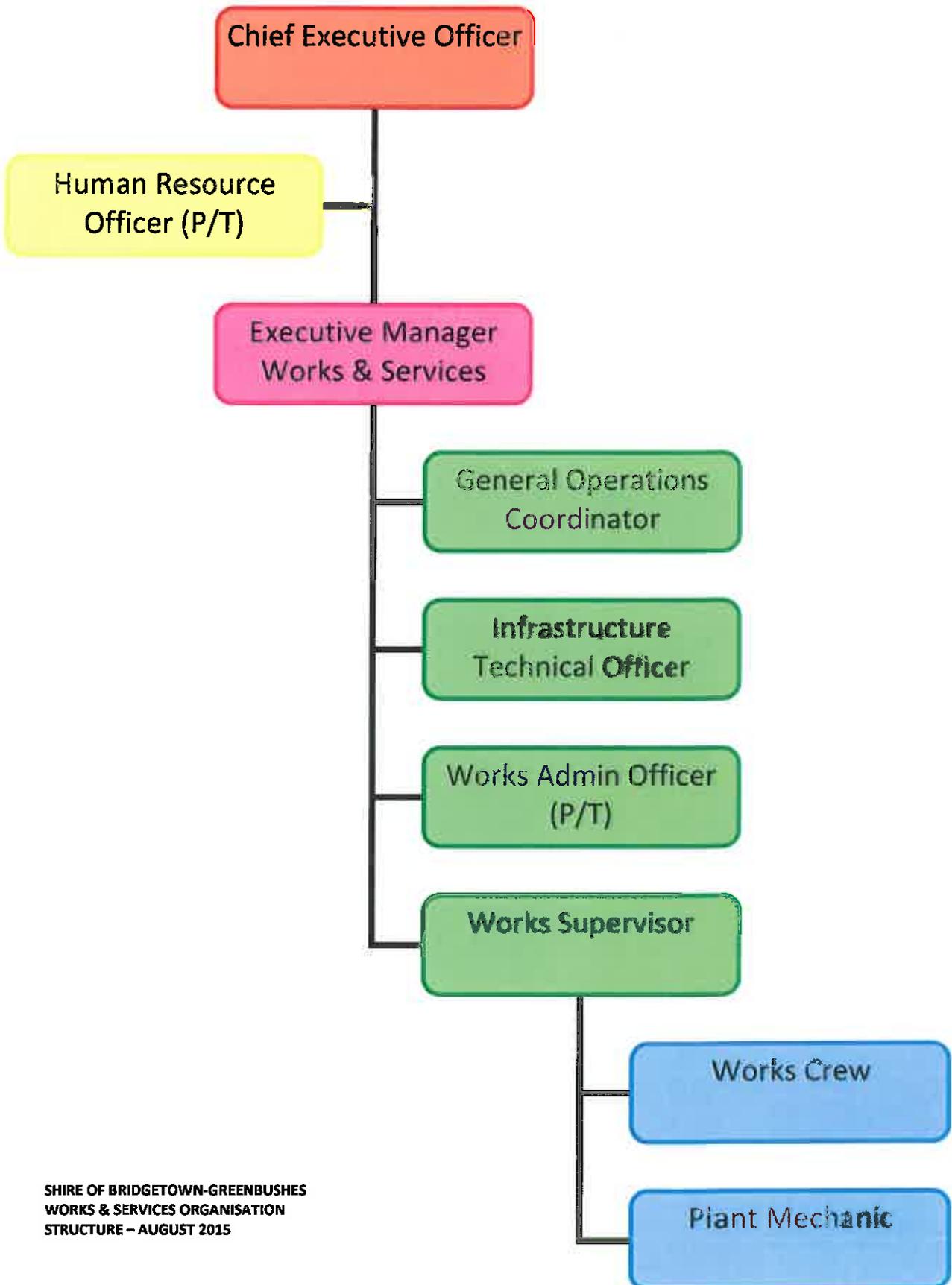
Key stakeholders in the preparation and implementation of this asset management plan are: Shown in Table 2.1.1.

Table 2.1.1: Key Stakeholders in the AM Plan

Key Stakeholder	Role in Asset Management Plan
Councillors Members	Meeting community needs, sound management and allocation of resources, good governance.
Employees / Contractors	Safe working environment
Community residents and businesses	Value for money, equitable and responsible service, well maintained assets
Transport Infrastructure Users	Well maintained assets specific to users needs
Insurers	Appropriate risk management policies and practices, safe working environments, well maintained assets.
Tourists	Well maintained assets, accessible services, safe facilities
Government (Federal & State)	Systems in place to sustain transport infrastructure, accountability & transparency

Our organisational structure for service delivery from infrastructure assets is detailed below,

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



SHIRE OF BRIDGETOWN-GREENBUSHES
WORKS & SERVICES ORGANISATION
STRUCTURE – AUGUST 2015

2.2 Goals and Objectives of Asset Management

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

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

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

2.3 Plan Framework

Key elements of the plan are

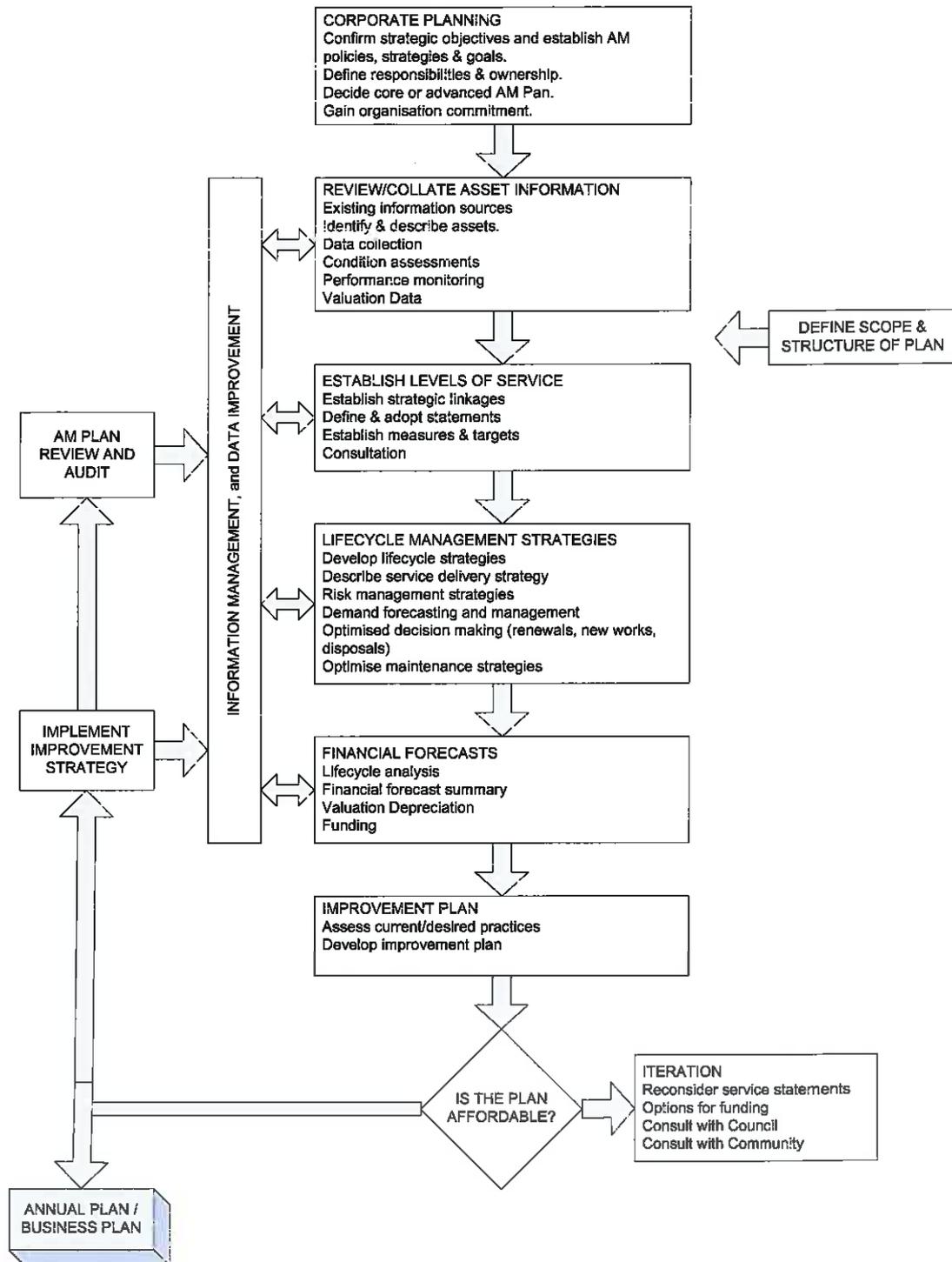
- Levels of service – specifies the services and levels of service to be provided by the organisation,
- Future demand – how this will impact on future service delivery and how this is to be met,
- Life cycle management – how Council will manage its existing and future assets to provide defined levels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

A road map for preparing an asset management plan is shown below.

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

Road Map for preparing an Asset Management Plan

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



2.4 Core and Advanced Asset Management

This asset management plan is prepared as a 'core' asset management plan over a 20 year planning period in accordance with the International Infrastructure Management Manual³. It is prepared to meet minimum legislative and organisational requirements for sustainable service delivery and long term financial planning and reporting. Core asset management is a 'top down' approach where analysis is applied at the 'system' or 'network' level.

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

2.5 Community Consultation

Future revisions of the asset management plan will incorporate community consultation on service levels and costs of providing the service. This will assist the Council and the community in matching the level of service needed by the community, service risks and consequences with the community's ability and willingness to pay for the service.

3. LEVELS OF SERVICE

3.1 Customer Research and Expectations

We participated in the 2013 Shire of Bridgetown-Greenbushes Strategic Community Plan which incorporated a Local Government Customer Satisfaction survey. This involved an on-line survey, hard copy survey an community street event promoted as the "Bridgetown Wishing Tree" and a community visioning workshop to obtain a sample of residents level of satisfaction with Council's services. The most recent community satisfaction survey reported satisfaction levels for the following services

Table 3.1: Community Satisfaction Survey Levels⁴

Performance Measure	Satisfaction Level				
	Very Satisfied	Fairly Satisfied	Satisfied	Somewhat satisfied	Not satisfied
Roads - urban	✓				
Roads - rural	✓				
Footpaths	✓				
Drainage			✓		
Walk/bridle trails				✓	

The organisation uses this information in developing its Strategic Plan and in allocation of resources in the budget.

3.2 Strategic and Corporate Goals

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

Our vision is:

A wonderful place to live, work and invest, with the community and the Shire Council working together to achieve shared outcomes.

³ IPWEA, 2011, IIMM.

⁴ Shire Bridgetown-Greenbushes Community Strategic Plan 2013 – page 10

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

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

Goal	Objective	How Goal and Objectives are addressed in AM Plan	How Objectives, Outcomes and Strategies are addressed in AM Plan
Objective 1: A strong, resilient and balanced economy	Outcome 1.5: Maintain an appropriate standard of transport networks, roads and pathways.	Strategy 1.5.2 Lobby State Government to ensure transport networks are maintained. Strategy 1.5.4 Implement Asset Management Plans	Council will seek the State Government continue the upgrade/renewal of major regional transport routes within the Shire. This Asset Management Plan has been developed as a "Core" Asset Management Plan to assist Council to a greater understanding of asset management planning and levels of service determination.
	Objective 2: Our unique natural and built environment is protected and enhanced	Objective 2.8: Natural resources are used efficiently and effectively	Strategy 2.8.3 Source gravel from local land for roadworks, using powers under the Local Government Act with the view to minimise transport distances.
Objective 3: Our community enjoys a high quality of life.	Objective 3.4 Maintain a safe community	Strategy 3.4.5 Monitor the Shire's risk management profile and exposure to risk.	The AMP reduces Council's exposure to risk as it clearly sets out the most appropriate levels of service affordable by Council.
	Objective 3.8: Maintain our strong sense of community	Strategy 3.8.1 Continue to publish the council newsletter	Council will inform their community of future works and performance against benchmarks
Objective 4: A collaborative and engaged community	Outcome 4.1 A community that actively participates in civic life.	Strategy 4.1.3 Regularly review community engagement strategies and policies.	The AMP requires that the levels of service be reviewed every four years.
	Outcome 4.2. A high standard of governance and accountability	Strategy 4.2.1 Continue to provide elected member training and development	Asset management training for both elected members and Council staff has been identified as areas for improvement
		Strategy 4.2.3 Ensure compliance with relevant legislation	Compliance with the amendments to the Local Government Act 1995 and regulations that were effective from June 2013
		Strategy 4.2.4 Periodically review the organisational structure and its required service levels	The most appropriate level of service for the road network has been chosen, and will be reviewed periodically as required by the AMP.
		Strategy 4.2.5 Implement an annual feedback survey to monitor service provision	Council performance will be fed back to the community on a quarterly basis via the council newsletter and Shire website.
	Outcome 4.3 To be strong advocates representing the community's interests	Strategy 4.2.6 Provide quality local government services.	This AMP affects the way Council will do business in the future provision of a consistent quality of services.
		Strategy 4.3.1 Lobby government and industry to represent the community's needs as required.	Community road needs are identified in a timely manner ensuring the most appropriate funding sources are utilised.
	Outcome 4.4 The Shire provides a can-	Strategy 4.4.1 Review existing policies to	The levels of service are reviewed periodically to ensure they align with

do approach within the regulatory framework	determine if the regulatory framework is aligned to the needs of the broader community	community needs
Outcome 4.5 Long term financial viability	Strategy 4.5.1 Develop and implement the integrated Planning and reporting framework. Strategy 4.5.3 Seek efficiencies in planning and operations	This AMP aligns with the Integrated Planning and Reporting Framework. The AMP identifies that the management of the network must be done in a whole of life cycle manner in order that sustainable budgeting practices can be implemented.
Outcome 4.6 The revenue needs are managed in an equitable and sustainable manner	Strategy 4.6.1 Establish targets and monitor performance for income stream types	The monitoring and reporting of Key Performance Areas reflect financial performance and levels of service.
Outcome 4.7 A high standard of human resource management practices	Strategy 4.7.2 Continue to implement staff training and development programs	A gap analysis has been carried out which highlights training needs of councillors and staff.
Outcome 4.10 Best practice asset management	Strategy 4.10.1 Develop and implement asset management plans (AMP).	This is the second AMP for Transport Infrastructure completed by the Shire.

3.3 Legislative Requirements

The organisation has to meet many legislative requirements including Australian and State legislation and State regulations. These include:

Table 3.3: Legislative Requirements

Legislation	Requirement
Local Government Act 1995	Sets out role, purpose, responsibilities and powers of local governments including the preparation of a long term financial plan supported by asset management plans for sustainable service delivery.
Local Government (Miscellaneous Provisions) Act 1960	Sets out the local authority as the responsible body for roads, streets, bridges and unallocated land abutting such infrastructure development.
Land Administration Act 1997	Sets out the requirements for undertaking activities on land vested in the Crown and managed by Council
Main Roads Act 1930	Sets out the requirements and responsibilities of local government for the design standards of the road networks within Western Australia
Occupational Safety and Health Act 1984	Sets out the responsibilities of local government, employees and contractors engaged by local government in relation to their safety and health
Planning and Development Act 2005	Sets out the responsibilities of local government in relation to the land resumption process for the purpose of roadworks
Environmental Protection Act 1986	Sets out the local government's responsibilities to protect the environment whilst undertaking road infrastructure works.
Environmental Protection (Clearing of Native Vegetation) Regulations 2004	Sets out the requirements for clearing associated with road construction & maintenance works within the road reserve.
Aboriginal Heritage Act 1972	Sets out the responsibilities of local government to ensure that areas of aboriginal significance are not impacted adversely as a result of undertaking infrastructure works
Heritage of Western Australia Act 1990	Sets out the responsibilities of local government to ensure that areas of heritage significance are not impacted adversely as a result of undertaking infrastructure works
Conservation and Land Management Act 1984	Sets out the requirements of undertaking works on lands under the management of State Government agencies – ie gravel for roads works accessed from crown land.

Public Works Act 1902

Sets out the responsibilities for undertaking public works associated with roads, bridges etc.

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

3.4 Community Levels of Service

Service levels are defined in two terms, customer levels of service and technical levels of service.

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

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

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

The organisation's current and expected community service levels are detailed in Tables 3.4 and 3.5. Table 3.4 shows the agreed expected community levels of service based on resource levels in the current long-term financial plan and community consultation/engagement.

Table 3.4: Community Level of Service

Service Attribute (KPI)	Service Objective	Performance Measure Process	Current Performance	Expected position in 10 years based on current LTFF
Community Outcomes:				
<ul style="list-style-type: none"> • A strong, resilient and balanced economy • Our unique natural and built environment is protected and enhanced • Our community enjoys a high quality of life • A collaborative and engaged community 				
Strategic Community Plan Outcomes 1.5.2; 1.5.4; 2.8.3; 3.4.5; 3.8.1; 4.1.3; 4.2.1; 4.2.3; 4.2.4; 4.2.5; 4.2.6; 4.3.1; 4.4.1; 4.5.1; 4.5.3; 4.6.1; 4.7.2; 4.10.1				
Maintain Sealed Road Networks				
Community/Operational Level of Service				
Quality	Well maintained and suitable road network			
	Ride-ability & Visibility	Customer service requests	Customer requests/complaints - <50 complaints/year	Customer requests/complaints - <30 complaints/ year
Function	Adequate road width for traffic demands			
	Road network meets users requirements	Assessment of suitability for purpose	Number of road closures per annum of inaccessibility due to lack of maintenance <5	Number of road closures per annum of inaccessibility due to lack of maintenance <5
Capacity/ Utilisation	Provide a fully accessible network			
	Provide a safe network	Organisational measure Confidence level	Medium	
		Number of injury/accidents	<5/year	Nil/year
		Organisational measure Confidence level	Medium	

Service Attribute (KPI)	Service Objective	Performance Measure Process	Current Performance	Expected position in 10 years based on current LTTP
Community Outcomes: <ul style="list-style-type: none"> A strong, resilient and balanced economy Our unique natural and built environment is protected and enhanced Our community enjoys a high quality of life A collaborative and engaged community 				
Strategic Community Plan Outcomes 1.5.2; 1.5.4; 2.8.3; 3.4.5; 3.8.1; 4.1.3; 4.2.1; 4.2.3; 4.2.4; 4.2.5; 4.2.6; 4.3.1; 4.4.1; 4.5.1; 4.5.3; 4.6.1; 4.7.2; 4.10.1				
Maintain Un-Sealed Road Networks				
<i>Community/Operational Level of Service</i>				
Quality	Well maintained and suitable road network	Customer service requests	Customer requests/complaints - <50 complaints/year	Customer requests/complaints - <30 complaints/ year
	Ride-ability & Visibility			
Function	Adequate road width for traffic demands	Assessment of suitability for purpose	Number of road closures per annum of inaccessibility due to lack of maintenance <5	Number of road closures per annum of inaccessibility due to lack of maintenance <5
	Road network meets users requirements			
Capacity/ Utilisation	Provide a fully accessible network	Organisational measure Confidence level	Medium	
	Provide a safe network	Number of injury/accidents	<5/year	Nil/year
		Organisational measure Confidence level	Medium	

Key Performance Measures	Level of Service Objective	Performance Measure Process	Current Level of Service	Target Level of Service
Community Outcomes: <ul style="list-style-type: none"> A strong, resilient and balanced economy Our unique natural and built environment is protected and enhanced Our community enjoys a high quality of life A collaborative and engaged community 				
Strategic Community Plan Outcomes 1.5.2; 1.5.4; 2.8.3; 3.4.5; 3.8.1; 4.1.3; 4.2.1; 4.2.3; 4.2.4; 4.2.5; 4.2.6; 4.3.1; 4.4.1; 4.5.1; 4.5.3; 4.6.1; 4.7.2; 4.10.1				
Maintain Bridge Infrastructure				
<i>Community/Operational Level of Service</i>				
Quality	Well maintained and suitable bridge infrastructure	User satisfaction measurement survey	Customer requests/complaints - <5 complaints / year	Customer requests/complaints - <5 complaints/year
Function	Bridges are functionally fit for purpose	Assessment of condition and load capacity	All bridges are better than MRD Condition rating 39	Bridge Condition Index of 39 or better (good condition)
			Load capacity exceeds traffic requirements (currently 12 bridges not determined)	Load capacity exceeds traffic requirements
		Organisational measure Confidence level	High	

Capacity/ Utilisation	Provide a safe network	Number of injury/accidents	0/year	Nil/year
		Organisational measure Confidence level	High	

Service Attribute (KPI)	Service Objective	Performance Measure Process	Current Performance	Expected position in 10 years based on current LTFP
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Community Outcomes:

- A strong, resilient and balanced economy
- Our unique natural and built environment is protected and enhanced
- Our community enjoys a high quality of life
- A collaborative and engaged community

Strategic Community Plan Outcomes 1.5.2; 1.5.4; 2.8.3; 3.4.5; 3.8.1; 4.1.3; 4.2.1; 4.2.3; 4.2.4; 4.2.5; 4.2.6; 4.3.1; 4.4.1; 4.5.1; 4.5.3; 4.6.1; 4.7.2; 4.10.1

Maintain Footpath Networks

Community/Operational Level of Service

Quality	Well maintained and suitable footpath network Ride-ability & Visibility Adequate road width for traffic demands	Customer service requests	Customer requests/complaints - <50 complaints/year	Customer requests/complaints - <30 complaints/ year
Function	Footpath network meets users requirements Provide a fully accessible network	Assessment of suitability for purpose	Number of footpath closures per annum of inaccessibility due to lack of maintenance <5	Number of footpath closures per annum of inaccessibility due to lack of maintenance <5
		Organisational measure Confidence level	Medium	
Capacity/ Utilisation	Provide a safe network	Number of injury/accidents	<5/year	Nil/year
		Organisational measure Confidence level	Medium	

Service Attribute (KPI)	Service Objective	Performance Measure Process	Current Performance	Expected position in 10 years based on current LTFP
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Community Outcomes:

- A strong, resilient and balanced economy
- Our unique natural and built environment is protected and enhanced
- Our community enjoys a high quality of life
- A collaborative and engaged community

Strategic Community Plan Outcomes 1.5.2; 1.5.4; 2.8.3; 3.4.5; 3.8.1; 4.1.3; 4.2.1; 4.2.3; 4.2.4; 4.2.5; 4.2.6; 4.3.1; 4.4.1; 4.5.1; 4.5.3; 4.6.1; 4.7.2; 4.10.1

Tree Removals (Road Network) – Emergency Response

Community/Operational Level of Service

Quality	Rapid response to trees fallen over road network	Customer service requests	Customer requests/complaints - <80 complaints/year	Customer requests/complaints - <60 complaints/ year
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Function	Provide a fully accessible road network	Assessment of suitability for purpose	Number of road closures for a period of 24 hours due to trees blocking the road <10	Number of road closures for a period of 24 hours due to trees blocking the road <10
		Organisational measure Confidence level	Very High	
Capacity/ Utilisation	Provide a safe network	Number of injury/accidents	<5/year	Nil/year
		Organisational measure Confidence level	Medium	

3.5 Technical Levels of Service

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

Technical service measures are linked to annual budgets covering:

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

Service and asset managers plan, implement and control technical service levels to influence the customer service levels.⁵

Table 3.5 shows the technical level of service expected to be provided under this AM Plan. The agreed sustainable position in the table documents the position agreed by the Council following community consultation and trade-off of service levels performance, costs and risk within resources available in the long-term financial plan.

⁵ IPWEA, 2011, IIMM, p 2.22

Table 3.5: Technical Levels of Service

Service Attribute (KPI)	Service Objective	Activity Measure Process	Current Performance*	Expected position in 10 years based on current LTPP**	Agreed Sustainable Position***
Maintain Sealed Road Networks <i>Technical Level of Service</i>	Meet criteria as detailed in Licences, Acts or Regulations	Compliance with Legislative/Statutory requirements	100 % compliance	100 % compliance	100 % compliance
	Road network are safe for users requirements	Assessment of suitability for purpose through regular condition and defect surveys	3 yearly condition and defect inspections of network	3 yearly condition and defect inspections of network	TBC
	Streets are clean	Street sweeping frequency	CBD areas 1/month Other areas as required Inspections (av) \$ 5,000 Cleansing \$60,000 Other \$ Total \$ 65,000	CBD areas 1/month Other areas as required Inspections (av) \$ 8,000 Cleansing \$70,000 Other \$ Total \$ 78,000	TBC Inspections (av) \$ TBC Cleansing \$ TBC Other \$ TBC Total \$ TBC
		Budget	90.7% of reactive service requests completed	95% of reactive service requests completed	TBC % of reactive service requests completed
Maintenance	Manage the road network at the agreed standards for lowest lifecycle cost	Reactive service requests completed within adopted time-frames.	\$1,283 Reactive \$286,000 Planned \$137,000 Other \$184,000 Total \$607,000	\$969 Reactive \$216,000 Planned \$137,000 Other \$184,000 Total \$537,000	\$ TBC Reactive \$ TBC Planned \$ TBC Other \$ TBC Total \$ TBC
Renewal	Roads are suitable for purpose	% of surfaces and pavements renewed/replaced in year	Surfaces TBC % Pavements TBC %	Surfaces TBC % Pavements TBC %	Surfaces TBC % Pavements TBC %
		% of sealed roads in poor/very poor (4,5) condition	TBC %	TBC %	TBC %
		Budget	\$864,000	\$1,143,000	\$ TBC
Upgrade/New	Road capacity matches usage	Road capacity compared to traffic volumes	TBC % of sealed roads meet hierarchy capacity standards	TBC % of sealed roads meet hierarchy capacity standards	TBC % of sealed roads meet hierarchy capacity standards
		Budget	\$428,000	\$531,000	\$ TBC

Note: * Current activities and costs (currently funded).

** Desired activities and costs to sustain current service levels and achieve minimum life cycle costs (not currently funded).

*** Activities and costs communicated and agreed with the community as being sustainable (funded position following trade-offs, managing risks and delivering agreed service levels).

Service Attribute (KPI)	Service Objective	Activity Measure Process	Current Performance*	Expected position in 10 years based on current LTFP**	Agreed Sustainable Position***
Maintain Un-Sealed Road Networks					
Technical Level of Service					
Legislative/ Statutory Operations	Meet criteria as detailed in Licences, Acts or Regulations Road network are safe for users requirements	Compliance with Legislative/Statutory requirements Assessment of suitability for purpose through regular condition and defect surveys	100 % compliance 3 yearly condition and defect inspections of network	100 % compliance 3 yearly condition and defect inspections of network	100 % compliance TBC
	Provide clear safety signage	Regular condition and defect surveys	Less than TBC % of signs with defects Inspections (av) \$ 5,000 Other \$ 19,000 Total \$ 24,000	Less than TBC % of signs with defects Inspections (av) \$ 8,000 Other \$ 20,000 Total \$ 28,000	TBC Inspections (av) \$ TBC Other \$ TBC Total \$ TBC
Maintenance	Manage the road network at the agreed standards for lowest lifecycle cost	Budget Reactive service requests completed within adopted time-frames.	80.5 % of reactive service requests completed	90 % of reactive service requests completed	TBC % of reactive service requests completed
		Maintenance grading of all un-sealed roads at least twice per year (1 Winter & 1 Summer grade) as per Council Policy WS.14 Cost effectiveness (\$/km/year)	All unsealed roads 2/year \$ TBC	District distributor (B) 6/yr Local distributor (Rural) 4/yr Access Roads (Rural) 2/yr \$ TBC	District distributor (B) TBC Local distributor (Rural) TBC Access Roads (Rural) TBC
		Budget	Reactive \$430,000 Planned \$ Other \$ Total \$430,000	Reactive \$500,000 Planned \$ Other \$ Total \$500,000	Reactive \$ TBC Planned \$ TBC Other \$ TBC Total \$ TBC
Renewal	Gravel re-sheeting program	% of gravel surfaces re-sheeted each year	TBC %	TBC %	TBC %
		% of un-sealed roads in poor/very poor (4,5) condition Budget	TBC %	TBC %	TBC %
			\$ TBC	\$ TBC	\$ TBC

Upgrade/New	Road capacity matches usage	Road capacity compared to traffic volumes	TBC % of un-sealed roads meet hierarchy capacity standards	TBC % of un-sealed roads meet hierarchy capacity standards	TBC % of un-sealed roads meet hierarchy capacity standards
	Budget		\$ TBC	\$ TBC	\$ TBC
Service Attribute (KPI)	Service Objective	Activity Measure Process	Current Performance*	Expected position in 10 years based on current LTFP**	Agreed Sustainable Position***
Maintain Bridge Infrastructure	Technical Level of Service				
Legislative/Statutory	Meet criteria as detailed in Licences, Acts or Regulations	Compliance with Legislative/Statutory requirements	100% compliance	100% compliance	100% compliance
Operations	Shire inspects all bridge assets annually and priorities and repairs defects in accordance with its inspection schedule to ensure they are safe.	Annual Bridge Inspection and Maintenance Plan	Emergency repairs are completed within 24 hours. Planned works completed within required timeframes recommended in the 10 year maintenance plan. Inspections (av) \$ 2,000 Other \$ Total \$2,000	Emergency repairs are completed within 24 hours. Planned works completed within required timeframes recommended in the 10 year maintenance plan. Inspections (av) \$ 3,000 Other \$ Total \$ 3,000	Emergency repairs are completed within (TBC) hours. Planned works completed within required timeframes recommended in the 10 year maintenance plan. Inspections (av) \$ TBC Other \$ TBC Total \$ TBC
Maintenance	Bridge assets will be maintained in a reasonably usable condition. Defects found or reported that are outside Shire's service standard will be repaired	Annual Bridge Inspection and Maintenance Plan Operations budget and expenditure	MRD Bridge Condition Index better than 39	MRD Bridge Condition Index better than 39	MRD Bridge Condition Index better than 39
	Cost effectiveness (\$/km/yr)		\$TBC	\$TBC	\$ TBC
	Budget		Reactive \$60,000 Planned \$ Other \$40,000 Total \$100,000	Reactive \$80,000 Planned \$ Other \$45,000 Total \$125,000	Reactive \$ TBC Planned \$ TBC Other \$ TBC Total \$ TBC
Renewal	Bridges are suitable for purpose	Asses useful life of asset Measure, condition of assets	MRD Bridge Condition Index better than 39	MRD Bridge Condition Index better than 39	Assets have a useful life of 50 years. Assets are in average condition or better
	Budget (Funded by Main Roads WA)		\$n/a	\$n/a	\$n/a

Upgrade/New	Bridges meets load and accessibility needs	Assessment of suitability for purpose Budget (Funded by Main Roads WA)	Number of reports per annum of assets not meeting requirements <5 \$/n/a	Number of complaints per annum of assets not meeting requirements <5 \$/n/a	Number of complaints per annum of assets not meeting requirements <TBC \$/n/a
Service Attribute (KPI)	Service Objective	Activity Measure Process	Current Performance*	Expected position in 10 years based on current LTFP**	Agreed Sustainable Position***
Maintain Footpath Networks					
Technical Level of Service					
Legislative/Statutory Operations	Meet criteria as detailed in Licences, Acts or Regulations Footpath network is safe for users requirements	Compliance with Legislative/Statutory requirements Assessment of suitability for purpose through regular condition and defect surveys	100 % compliance 3 yearly condition and defect inspections of network	100 % compliance 3 yearly condition and defect inspections of network	100 % compliance TBC
	Provide clear safety signage	Regular condition and defect surveys	Less than TBC % of signs with defects	Less than TBC % of signs with defects	TBC
Maintenance	Manage the footpath network at the agreed standards for lowest lifecycle cost	Budget Reactive service requests completed within adopted time-frames.	Inspections (av) \$ TBC Other \$ TBC Total \$ TBC 87.5 % of reactive service requests completed	Inspections (av) \$ TBC Other \$ TBC Total \$ TBC 95 % of reactive service requests completed	Inspections (av) \$ TBC Other \$ TBC Total \$ TBC TBC % of reactive service requests completed
Renewal	Footpath program	Cost effectiveness (\$/km/year) Budget	\$TBC Reactive \$24,000 Planned \$ Other \$ Total \$ 24,000 TBC %	\$ TBC Reactive \$40,000 Planned \$ Other \$ Total \$ 40,000 TBC %	\$ TBC Reactive \$ TBC Planned \$ TBC Other \$ TBC Total \$ TBC TBC %
Upgrade/New	Footpath capacity matches usage	% Footpaths renewed each year % of footpaths in poor/very poor (4,5) condition Budget Footpath capacity compared to traffic volumes Budget	TBC % TBC % \$ TBC TBC % of footpaths meet hierarchy capacity standards \$ TBC	TBC % TBC % \$ TBC TBC % of footpaths meet hierarchy capacity standards \$ TBC	TBC % TBC % \$ TBC TBC % of footpaths meet hierarchy capacity standards \$ TBC



Service Attribute (KPI)	Service Objective	Activity Measure Process	Current Performance*	Expected position in 10 years based on current LTFP**	Agreed Sustainable Position***
Tree Removals (Road Network) – Emergency Response					
<i>Technical Level of Service</i>					
Legislative/ Statutory	Meet criteria as detailed in Licences, Acts or Regulations	Compliance with Legislative/Statutory requirements	100 % compliance	100 % compliance	100 % compliance
Operations	Road network is safe for users requirements	Trees that have a potential to fall over part/all road are identified	No inspections of road network undertaken for problem trees Inspections (av) \$ 0 Other \$ 0 Total \$ 0	5 yearly inspections of network for problem trees Inspections (av) \$ TBC Other \$ TBC Total \$ TBC	TBC Inspections (av) \$ TBC Other \$ TBC Total \$ TBC
Maintenance	Manage response to urgent requests to remove fallen trees	Reactive service requests completed within adopted time-frames.	98.4 % of reactive service requests completed	99 % of reactive service requests completed	TBC % of reactive service requests completed
Renewal		Cost effectiveness (\$/km/year)	\$ TBC	\$ TBC	\$ TBC
		Budget	Reactive \$59,000 Planned \$ Other \$ Total \$59,000	Reactive \$70,000 Planned \$ Other \$ Total \$70,000	Reactive \$ TBC Planned \$ TBC Other \$ TBC Total \$ TBC
Upgrade/New		Budget	\$ TBC	\$ TBC	\$ TBC
		Budget	\$ TBC	\$ TBC	\$ TBC

4. FUTURE DEMAND

4.1 Demand Drivers

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

4.2 Demand Forecast

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

4.3 Demand Impact on Assets

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

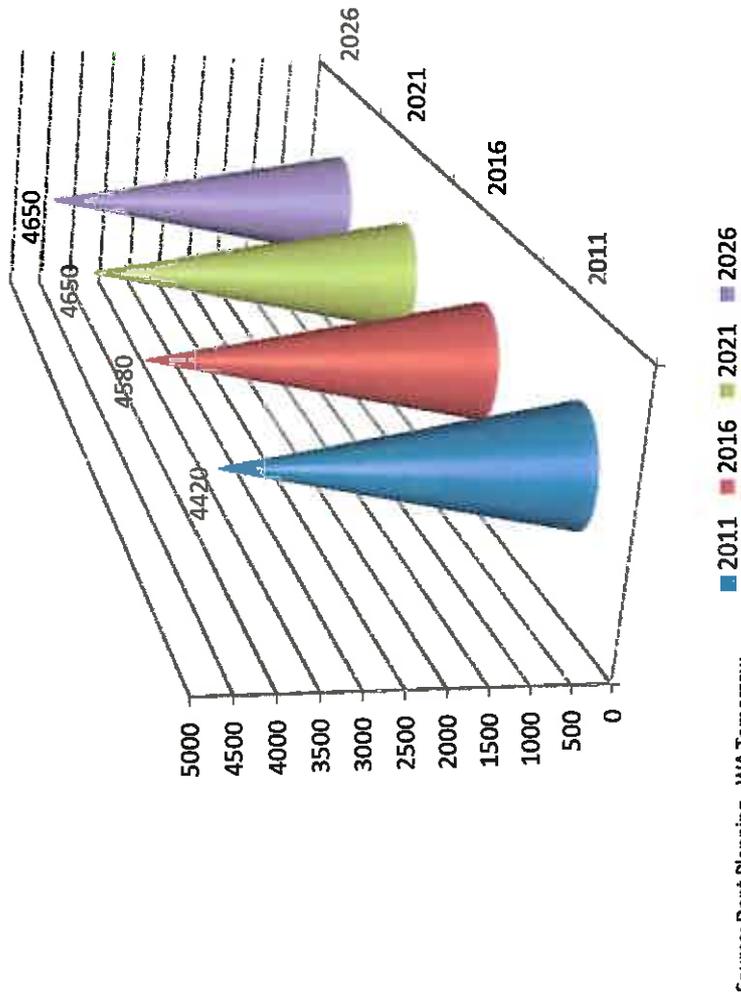
Table 4.3: Demand Drivers, Projections and Impact on Services

Demand Factor	Present Position		Projection			Impact on Services
Population	Present population estimated as at 2016 approx. 4,580		Increase of 1.53% from 2016 (4,580) to 2026 (4,650) an increase of 70 over 10 years.			At an average increase of 7 per year (0.34%pa) the impact on services is considered to be neutral .
			Projected increase of 0.34% per annum ⁶ from base year 2011 is less than predicted in 2013 due to the down-turn in the mining industry having a negative impact on the resident population in the future.			
Demographic	Age	No.	Age	No.	Difference	Increasing population in the 60+ age group will impact in the areas of disability parking facilities, aged care facilities and associated path and parking requirements for the aged and infirm. Increase . The net decrease in the 20-59 age group may impact on the service levels currently provided by Council. Decrease .
	00-09	590	00-09	520	- 70	
	10-19	700	10-19	710	+ 10	
	20-39	720	20-39	770	+ 50	
	40-59	1280	40-59	1110	- 170	
	60-79	1200	60-79	1280	+ 80	
	80+	100	80+	250	+150	
			Projected increases in the: 20-39 age group (8.5%), 60-79 age group (13.6%), 80+ age group (25.4%) and decreases in the 0-9 age group (-11.9 %) & 40-59 age group (-28.8%).			
Seasonal			The population increases during fruit harvesting season with transient workers. The size of the seasonal change is not currently known			Demand for travel to work routes from short stay, camping and caravan facilities may increase aligned to seasonal work demands, however existing infrastructure can meet the small seasonal volume. Neutral .

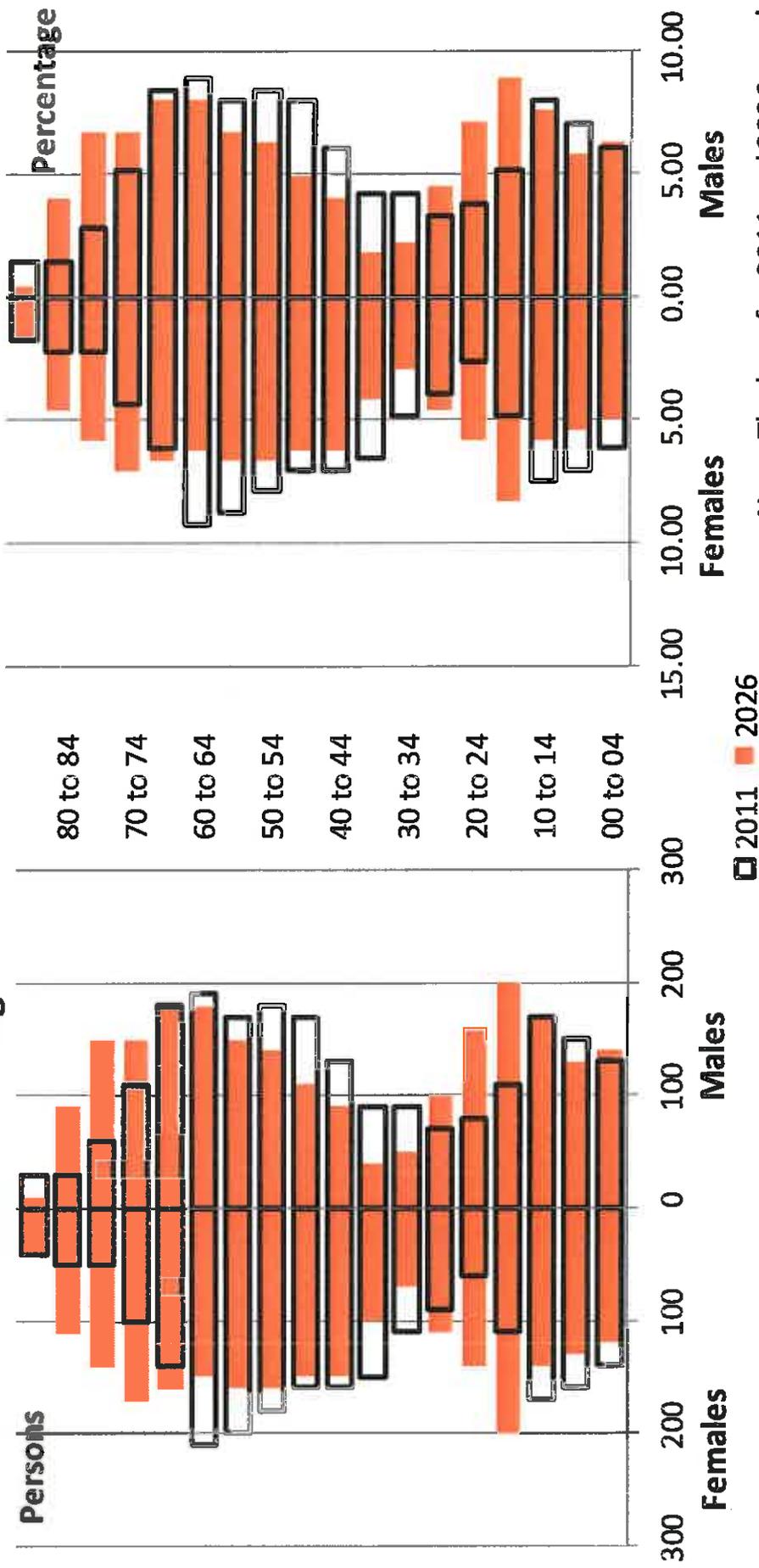
⁶ ABS Population projection 2013

Tourism	Temperature: The Annual Mean Temperature has increased by approx. 0.40 C since the late 1960's to 2015.	The population increases during peak tourist periods, especially during the "Blues at Bridgetown" music festival. The size of the increase is unknown.	Seasonal increase in demand for use of ablution facilities, temporary road closures, rubbish collection and signage is negligible. Neutral.
Climate Change	Rainfall: Annual rainfall has been decreasing steadily since 1910 to 2015 (down approx. 150mm).	Temperature: The annual mean temperature anomaly trend for the Southwestern Australia graph (see below) indicates that the temperatures for the SW area will continue increase in years to come. Annual maximum & minimum temperatures are forecast to increase in accordance with BOM projections.	With increasing temperatures both maximum & minimum, decreasing rainfall, extended growing season, the trend down in both the number of wet days and consecutive wet days being experienced and more extreme weather events being experienced, there will be an increase in fire risk, increased occurrences of storm damage and possible increase in the service requirements of controlling areas of parks due to longer growing seasons. Increase.
		Rainfall: Annual rainfall will continue to decrease as indicated by the Annual Rainfall Anomaly trend graph (see below) with the likelihood of more extreme weather events occurring.	

Shire of Bridgetown - Greenbushes Projected Population 2011 to 2026 Band C



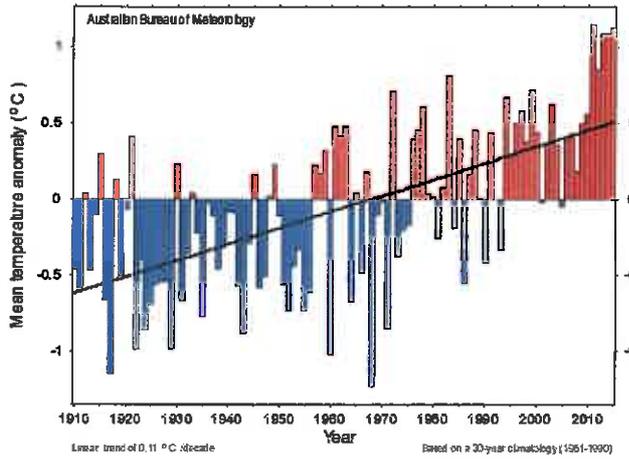
Bridgetown-Greenbushes (S) Age - Sex Distribution - Band C



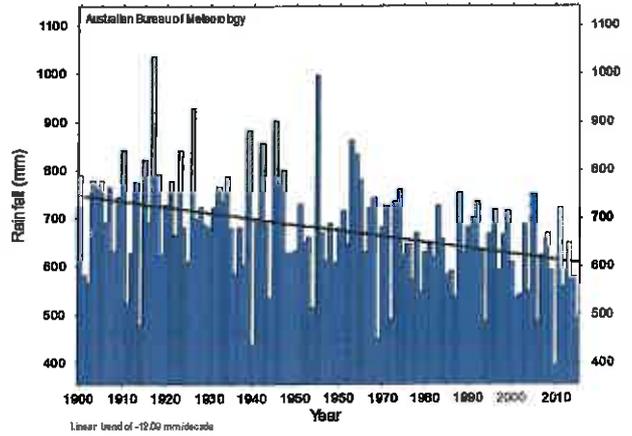
Source: WA Tomorrow Population Report No. 10

Note: The bars for 2011 and 2026 overlap

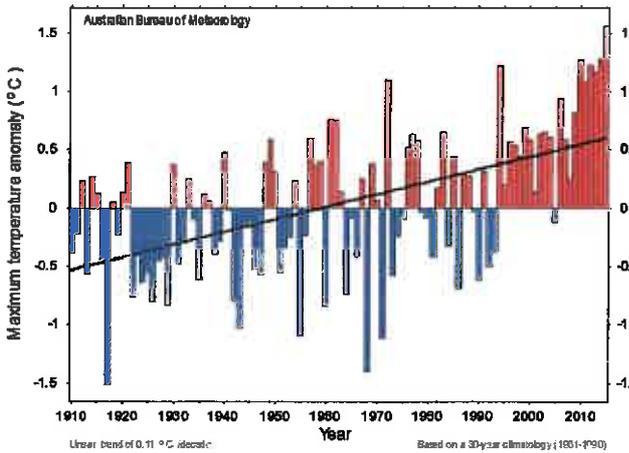
Annual mean temperature anomaly - Southwestern Australia (1910-2015)



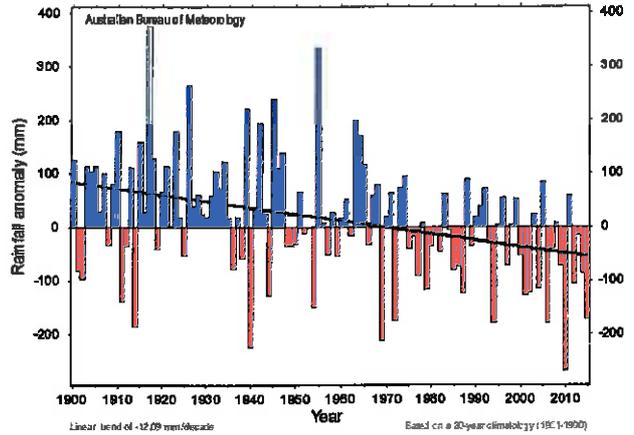
Annual rainfall - Southwestern Australia (1900-2015)



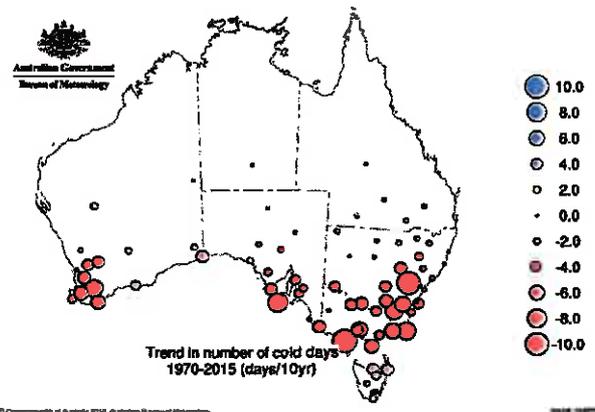
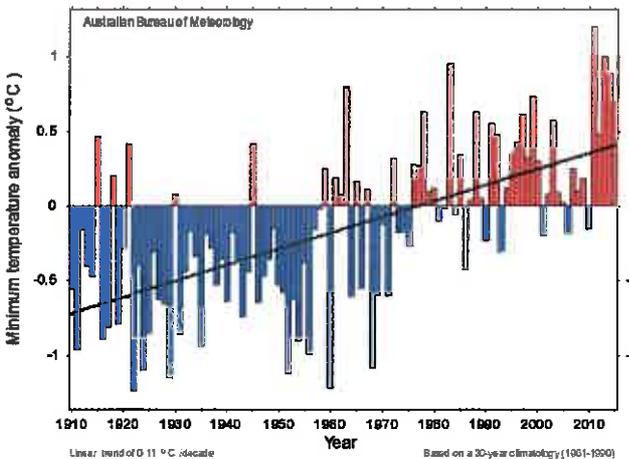
Annual maximum temperature anomaly - Southwestern Australia (1910-2015)

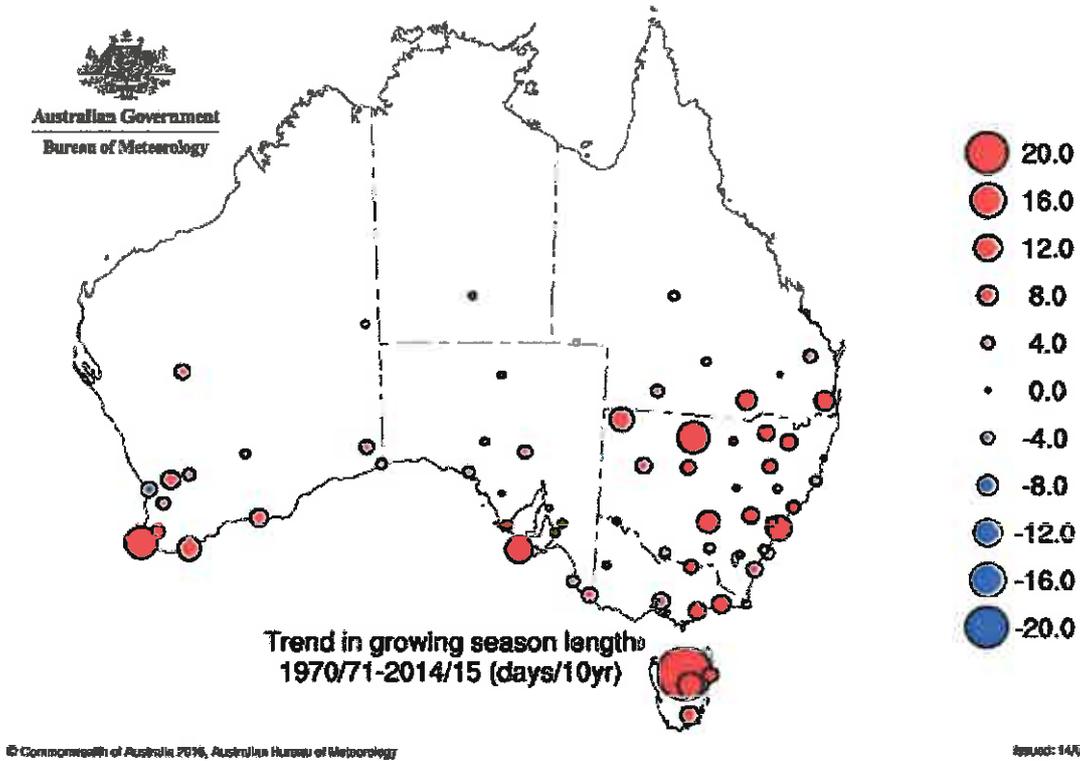
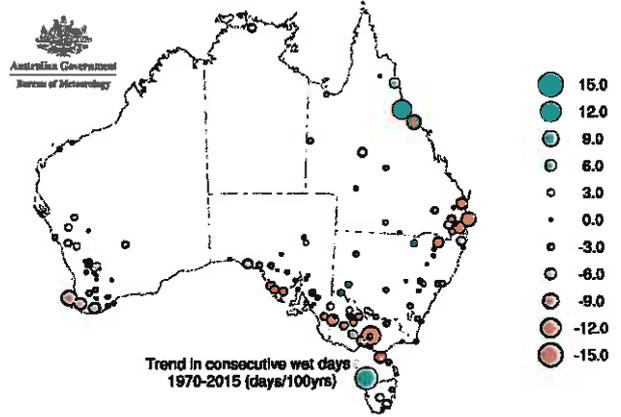
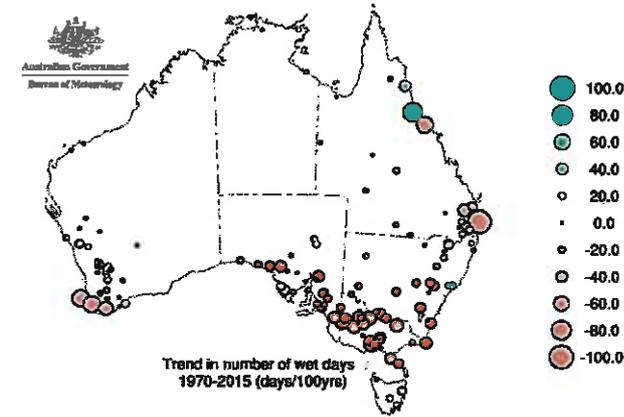


Annual rainfall anomaly - Southwestern Australia (1900-2015)



Annual minimum temperature anomaly - Southwestern Australia (1910-2015)





4.4 Demand Management Plan

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

Non-asset solutions focus on providing the required service without the need for the organisation to own the assets and management actions including reducing demand for the service, reducing the level of service (allowing some assets to deteriorate beyond current service levels) or educating customers to accept appropriate asset failures⁷. Examples of non-asset solutions include providing services from existing infrastructure such as aquatic centres and libraries that may be in another community area or public toilets provided in commercial premises.

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

Table 4.4: Demand Management Plan Summary

Service Activity	Demand Management Plan
Community Engagement	<ul style="list-style-type: none"> • Engage with the community to identify justifiable community needs from other expectations and consider only community needs consistent with Shire's charter. • Develop an understanding of the community's desired level of service.
Customer Requests	<ul style="list-style-type: none"> • Analyse customer requests to optimise the use and performance of existing assets and look for non-asset based solutions to meet demand for services
Urban and Rural roads	<ul style="list-style-type: none"> • Identify and promote major transport routes with road hierarchy matched to levels of service. • Develop an understanding of how the network fits in with applicable policies and the LTFFP. • Develop a robust road inspection and maintenance program. • Develop a robust road inventory.
Traffic load and volume controls	<ul style="list-style-type: none"> • Improve road and pavement performance through road mass restrictions and reducing traffic volumes. • Understand the physical and financial extent of any future road network
Rural unsealed roads	<ul style="list-style-type: none"> • Develop road hierarchy with matched levels of service for patrol grading and re-sheet cycles
Footpaths	<ul style="list-style-type: none"> • Develop footpath levels of service relating to hierarchy • Develop a robust inspection and maintenance program • Understand how the network complies with the DDA & DSAPT requirements.
Shire capacity Strategic Community Plan	<ul style="list-style-type: none"> • Understand the Shire's future resource capacity. • Develop the needs identified in the Strategic Community Plan into fully costed and scheduled project proposals for inclusion in the Budget process.

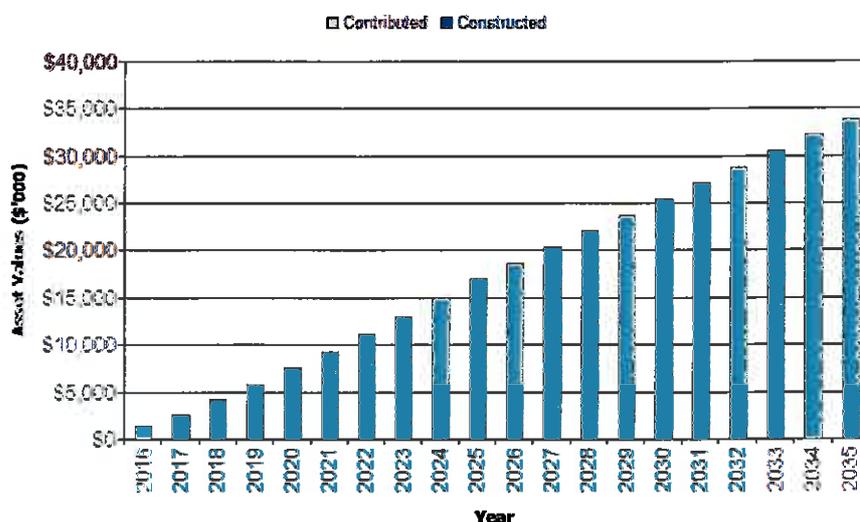
⁷ IPWEA, 2011, IIMM, Table 3.4.1, p 3|58.

4.5 Asset Programs to meet Demand

The new assets required to meet growth will be acquired free of cost from land developments and constructed/acquired by the organisation. New assets constructed/acquired by the organisation are discussed in Section 5.5. The cumulative value of new contributed and constructed asset values are summarised in Figure 1.

Figure 1: Upgrade and New Assets to meet Demand

**Bridgetown-Greenbushes SC - Upgrade & New Assets to meet Demand
(Transport_2016_S2_V5)**



Acquiring these new assets will commit the organisation to fund ongoing operations, maintenance and renewal costs for the period that the service provided from the assets is required. These future costs are identified and considered in developing forecasts of future operations, maintenance and renewal costs in Section 5.

5. LIFECYCLE MANAGEMENT PLAN

The lifecycle management plan details how the organisation plans to manage and operate the assets at the agreed levels of service (defined in Section 3) while optimising life cycle costs.

5.1 Background Data

5.1.1 Physical parameters

The assets covered by this asset management plan are shown in Table 2.1.

The Shire of Bridgetown-Greenbushes has the following road asset classes:

- Sealed roads and streets 253.728 kms
- Unsealed roads (Gravel) roads 483.651 kms
- Bridges (Road) 16
- Bridges (Pedestrian) 2
- Footpaths/Dual Use Paths 17.884 kms
- Drainage Pits & Pipes Pits 681 (number) & Pipes 15,566m
- Culverts 15,852m
- Signs 692 (number)
- Kerbing & Table Drains (SWC) 1,413,416m

with road infrastructure maintenance and renewal/upgrade programs consuming a significant proportion of the Shire's budgeted funds.

Major issues are:

- Availability of suitable gravel resources to undertake a 10-20 year gravel re-sheet renewal program
- Lack of confidence in sub-grade data for sealed pavements to determine thickness of gravel required to sustain reseal treatments – if lack of gravel, reseal treatment may prove to be ineffective and the funds would be better allocated to the reconstruction of the asset at a higher cost to Council.

All road infrastructure data is held on Council’s ROMAN II database

The age profile of the assets include in this AM Plan will be shown in Figure 2 in later versions of the plan.

Figure 2: Asset Age Profile

There are no detailed constructed or as constructed plans/drawings currently available showing the Transport Infrastructure assets.

5.1.2 Asset capacity and performance

The organisation’s services are generally provided to meet design standards where these are available.

Locations where deficiencies in service performance are known are detailed in Table 5.1.2.

Table 5.1.2: Known Service Performance Deficiencies

Location	Service Deficiency
Sealed Roads	Older roads sub-grade standard unknown – depth of gravel unknown and will determine whether to undertake a reseal or reconstruction

The above service deficiencies were identified from the Manager of Works & Services (verbal advice).

5.1.3 Asset condition

Condition should be monitored every three (3) years in line with the Integrated Planning Framework requirements for all transport infrastructure except bridges (which are assessed annually by Main Roads WA), and is assessed by external consultants at the same time revaluations are undertaken. The majority of transport infrastructure assets (road pavement, sub base, footpaths & culverts) have not been fully condition rated, or if they have been the data has not, as yet been uploaded into the ROMAN II database.

The condition profile of our assets will be shown in Figure 3 in later versions of the plan.

Fig 3: Asset Condition Profile

Condition is measured using a 1 – 5 grading system⁸ as detailed in Table 5.1.3.

Table 5.1.3: Simple Condition Grading Model

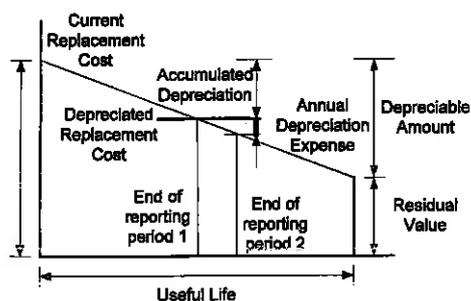
Condition Grading	Description of Condition
1	Very Good: only planned maintenance required
2	Good: minor maintenance required plus planned maintenance
3	Fair: significant maintenance required
4	Poor: significant renewal/rehabilitation required
5	Very Poor: physically unsound and/or beyond rehabilitation

⁸ IPWEA, 2011, IIMM, Sec 2.5.4, p 2|79.

5.1.4 Asset valuations

The value of assets recorded in the asset register as at 30th June 2015 covered by this asset management plan is shown below. Assets were last revalued at 30th June 2015. Assets are valued at fair value at cost to replace service capacity.

Value	(\$000)
Current Replacement Cost	\$215,052
Depreciable Amount	\$215 052
Depreciated Replacement Cost ⁹	\$167,997
Annual Depreciation Expense	\$ 2,454



Asset useful lives were last reviewed on 30th June 2015.¹⁰

The review was undertaken by AssetVal and they state that “Generally structural assets have longer lives and mechanical and electrical assets shorter lives. To further specify an estimated useful life, inputs such as climate, maintenance, usage and special factors including obsolescence are used to refine generic lives based on broad range acceptable values”.

The valuer also stated that that “...in reality, no two assets provide the same useful life due to varying usage, actual consumption (versus assumed) and maintenance factors.”

Key assumptions made in preparing the valuations were:

- All items inspected are compliant with regulatory and government statutes.
- All items have been subject to normal wear and tear.
- All items have been properly maintained.

Major changes from previous valuations are due to the review of unit costs for the road asset components.

Various ratios of asset consumption and expenditure have been prepared to help guide and gauge asset management performance and trends over time.

Rate of Annual Asset Consumption (Depreciation/Depreciable Amount)	1.1%
Rate of Annual Asset Renewal (Capital renewal exp/Depreciable amount)	0.2%

In 2016 the organisation plans to renew assets at 19.7% of the rate they are being consumed and will be increasing its asset stock by 0.6% in the year.

5.1.5 Historical Data

The data as shown in the table below was sourced from the Shire of Bridgetown-Greenbushes’ Annual Financial Reports for the relevant years.

⁹ Also reported as Written Down Current Replacement Cost (WDCRC).

¹⁰ AssetVal Pty Ltd – Valuation for Accounting Compliance Purposes – Specified Roads, Bridges, Footpaths, Urban Stormwater dated 30th June 2015

Annual Consumption & Renewal (% of Asset Value)	LG accounting Manual Range	Year		
		2012-13	2013-14	2014-15
Asset Consumption Ratio (ACR)	≥ 50%	71%	73%	79%
Asset Renewal Funding Ratio (ARFR)	75% - 95%	n/a	n/a	n/a
Asset Sustainability Ratio (ASR)	90% - 110%	n/a	n/a	n/a

Note: Above ratios are sourced from the Shire of Bridgetown-Greenbushes Annual Financial Reports and cover ALL assets. No separate ratios are available for individual asset classes as yet.

5.2 Infrastructure Risk Management Plan

An assessment of risks¹¹ associated with service delivery from infrastructure assets has identified critical risks that will result in loss or reduction in service from infrastructure assets or a 'financial shock' to the organisation.

The risk assessment process identifies credible risks, the likelihood of the risk event occurring, the consequences should the event occur, develops a risk rating, evaluates the risk and develops a risk treatment plan for non-acceptable risks.

Critical risks, being those assessed as 'Very High' - requiring immediate corrective action and 'High' – requiring prioritised corrective action identified in the Infrastructure Risk Management Plan, together with the estimated residual risk after the selected treatment plan is operational are summarised in Table 5.2. These risks are reported to management and Council.

Table 5.2: Critical Risks and Treatment Plans

Service or Asset at Risk	What can Happen	Risk Rating (VH, H)	Risk Treatment Plan	Residual Risk *	Treatment Costs \$,000
Unsealed Roads	Loss of all-weather access due to loss of gravel	H	Implement road hierarchy & 20 year re-sheeting program with appropriate signage	L	\$320
Sealed Road Network	No renewal program	H	Introduce 10 year strategic reseal program incorporating annual review and inspections. Patch urgent surfaces.	L	\$355
Road Network	Loss of access due to storm damage – fallen trees	H	Rapid response for fallen trees to reduce hazard & risk of injury	L	\$425
Staff	Loss of corporate knowledge when staff leave	VH	Introduce succession planning and document all corporate knowledge prior to exit interview and ensure levels of service documentation reflects current activity	L	\$30
Road Network	Inefficient expenditure on road asset through maintenance being undertaken in an ad-hoc manner	VH	Implement routine inspections and develop Planned Maintenance Works Plans	L	\$15

¹¹ Shire of Bridgetown-Greenbushes Draft Infrastructure Risk Management Plan 2015

Transport Levels of Service	Data collection processes fail to provide data for accurate measurement of levels of service provided	H	Develop and implement processes to allow AMP levels of service to be monitored	L	\$10
Transport Levels of Service	Service levels not workshopped or adopted by Council	H	Workshop Levels of Service & AMP with Council	L	\$2
Transport Levels of Service	Current Levels of Service unsustainable	H	Workshop Levels of Service & AMP with Council	L	\$2
Unsealed Road Network	The road deteriorates and is below acceptable/safe standards	H	Develop road safety & maintenance defect framework including inspection & treatment processes	L	\$10
Asset Management Inventory	Developers don't supply 'as constructed' e-plans	VH	Develop standard format for as-cons and include in development standards manual	L	\$0 (staff cost only)
Asset Management System	Funding and management decisions made in isolation of AMP	VH	Develop & implement elected member & staff training for AMP activity	L	\$10
Asset Management Inventory	Inventory is not used to develop forward works plans	H	Train additional staff in the maintenance & use of ROMAN II	L	\$5
Forward Work Planning/Budgeting	Performance information collected but not used	H	Develop processes to monitor performance data collected and stored in Synergy's Customer Service module	L	\$5

Note * The residual risk is the risk remaining after the selected risk treatment plan is operational.

5.3 Routine Operations and Maintenance Plan

Operations include regular activities to provide services such as public health, safety and amenity, eg cleansing, street sweeping, grass mowing and street lighting.

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

5.3.1 Operations and Maintenance Plan

Operations activities affect service levels including quality and function through street sweeping and grass mowing frequency, intensity and spacing of street lights and cleaning frequency and opening hours of building and other facilities.

Maintenance includes all actions necessary for retaining an asset as near as practicable to an appropriate service condition including regular ongoing day-to-day work necessary to keep assets operating, e.g. road patching but excluding rehabilitation or renewal. Maintenance may be classified into reactive, planned and specific maintenance work activities.

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

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

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

Actual past maintenance expenditure is shown in Table 5.3.1.

Table 5.3.1: Maintenance Expenditure Trends

Year	Maintenance Expenditure (\$,000)	
	Planned and Specific	Unplanned
2012-2013	\$	\$3,056
2013-2014	\$	\$3,189
2014-2015	\$	\$3,388

Planned maintenance work is currently 0% of total maintenance expenditure (*breakdown of figures not currently available*).

Maintenance expenditure levels are considered to be adequate to meet projected service levels, which may be less than or equal to current service levels. Where maintenance expenditure levels are such that will result in a lesser level of service, the service consequences and service risks have been identified and service consequences highlighted in this AM Plan and service risks considered in the Infrastructure Risk Management Plan.

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

5.3.2 Operations and Maintenance Strategies

The organisation will operate and maintain assets to provide the defined level of service to approved budgets in the most cost-efficient manner. The operation and maintenance activities include:

- Scheduling operations activities to deliver the defined level of service in the most efficient manner,
- Undertaking maintenance activities through a planned maintenance system to reduce maintenance costs and improve maintenance outcomes. Undertake cost-benefit analysis to determine the most cost-effective split between planned and unplanned maintenance activities (50 – 70% planned desirable as measured by cost),
- Maintain a current infrastructure risk register for assets and present service risks associated with providing services from infrastructure assets and reporting Very High and High risks and residual risks after treatment to management and Council,
- Review current and required skills base and implement workforce training and development to meet required operations and maintenance needs,
- Review asset utilisation to identify underutilised assets and appropriate remedies, and over utilised assets and customer demand management options,
- Maintain a current hierarchy of critical assets and required operations and maintenance activities,
- Develop and regularly review appropriate emergency response capability,
- Review management of operations and maintenance activities to ensure Council is obtaining best value for resources used.

Asset hierarchy

An asset hierarchy provides a framework for structuring data in an information system to assist in collection of data, reporting information and making decisions. The hierarchy includes the asset class and component used for asset planning and financial reporting and service level hierarchy used for service planning and delivery.

The organisation's Draft Road Asset service hierarchy is shown in Table 5.3.2. Hierarchy for all other transport assets are yet to be developed.

Table 5.3.2: Draft Asset Service Hierarchy

Service Hierarchy	Service Level Objective
Regional Sealed Distributor Roads	Provide safe, smooth and all weather access [2 lane width, 80km/h design speed, legal load limits]
Sealed Local Distributor Roads	Provide safe, smooth and all weather access [2 lane width, (for more than 200 vpd), 60km/h design speed, no load limits]
Unsealed Local Distributor Roads	Provide safe, smooth and all weather access [2 lane width, 60km/h design speed, no load limits]
Sealed Local Access Roads	Provide safe, smooth and all weather access [2 lane width, 60km/h design speed, no load limits]
Unsealed Local Access Roads	Provide safe, smooth and all weather access [2 lane width, (for more than 100 vpd), 50km/h design speed]

Critical Assets

Critical assets are those assets which have a high consequence of failure but not necessarily a high likelihood of failure. By identifying critical assets and critical failure modes, organisations can target and refine investigative activities, maintenance plans and capital expenditure plans at the appropriate time.

Operations and maintenance activities may be targeted to mitigate critical assets failure and maintain service levels. These activities may include increased inspection frequency, higher maintenance intervention levels, etc. Critical assets failure modes and required operations and maintenance activities are detailed in Table 5.3.2.1.

Table 5.3.2.1: Critical Assets and Service Level Objectives

Critical Assets	Critical Failure Mode	Operations & Maintenance Activities
Unsealed Roads	Loss of all-weather access due to loss of gravel surface	Implement road hierarchy, 20 year re-sheeting program & signage
Bridges	Structural failure due to fire	Annual inspection and fuel reduction within 100m of bridges
Sealed Road Network	No reseal program	Introduce 10 year strategic reseal program incorporating annual review and inspections. Patch urgent surfaces.
Road Network	Inefficient maintenance expenditure performed in an ad-hoc manner.	Implement routine inspections and develop Planned Maintenance Works Plans
Asset Management Inventory	Lack of procedure requiring contractors to provide 'as-constructed' plans	Develop standard format for as-cons and include in development standards manual
Asset Management System	Funding and management decisions made in isolation of AMP	Develop & implement elected member & staff training for AMP activity
Asset Management Inventory	Inventory not used to develop forward works plans	Train additional staff in the maintenance & use of ROMAN II

Standards and specifications

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

- Austroads standards and specifications
- Australian standards
- Aus-spec; and

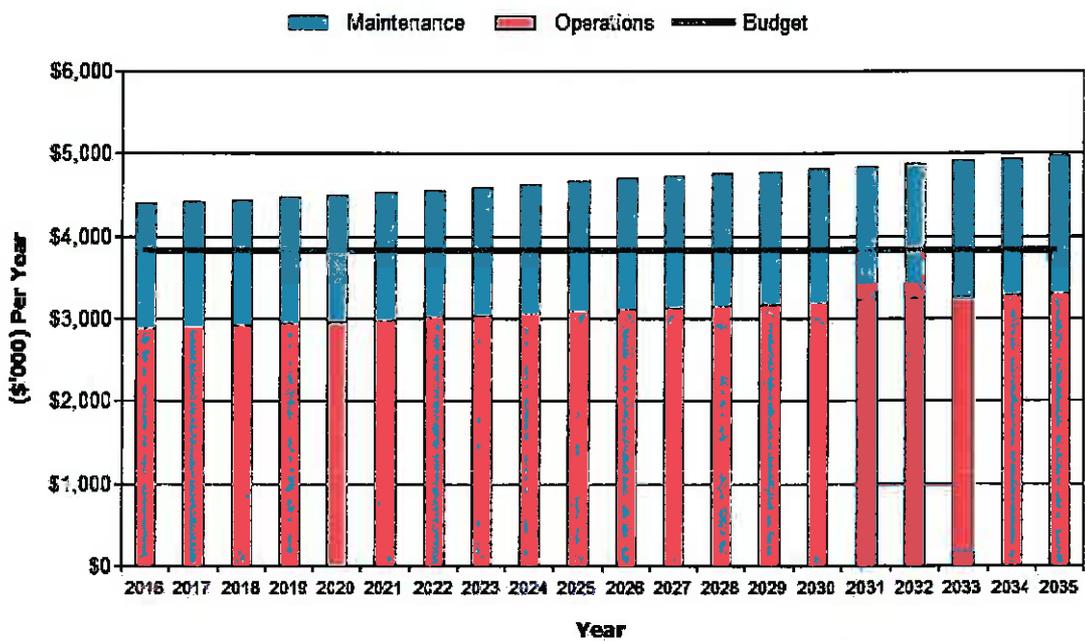
- Australian Roads and Research Board (ARRB) Sealed Local Roads Manual
- WA Handbook of Environmental Practice for Road Construction and Maintenance Works 2010

5.3.3 Summary of future operations and maintenance expenditures

Future operations and maintenance expenditure is forecast to trend in line with the value of the asset stock as shown in Figure 4. Note that all costs are shown in current 2016 dollar values (ie real values).

Figure 4: Projected Operations and Maintenance Expenditure

Bridgetown-Greenbushes SC - Projected Operations & Maintenance Expenditure (Transport_2016_S2_V5)



Deferred maintenance, ie works that are identified for maintenance and unable to be funded are to be included in the risk assessment and analysis in the infrastructure risk management plan.

Maintenance is funded from the operating budget where available. This is further discussed in Section 6.2.

5.4 Renewal/Replacement Plan

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

5.4.1 Renewal plan

Assets requiring renewal/replacement are identified from one of three methods provided in the ‘Expenditure Template’.

- Method 1 uses Asset Register data to project the renewal costs using acquisition year and useful life to determine the renewal year, or
- Method 2 uses capital renewal expenditure projections from external condition modelling systems (such as Pavement Management Systems), or

- Method 3 uses a combination of average *network renewals* plus *defect repairs* in the *Renewal Plan* and *Defect Repair Plan* worksheets on the 'Expenditure template'.

Method 2 was used for this asset management plan.

The useful lives of assets used to develop projected asset renewal expenditures are shown in Table 5.4.1. Asset useful lives were last reviewed on 30th June 2015.¹²

Table 5.4.1: Useful Lives of Assets

Asset (Sub)Category	Useful life
Road – Sub Grade Structure	Infinite
Road – Pavement Structure	12-100
Road – Surface Structure	10-25
Surface water Channel - kerbs	50
Surface water channel – all other	75
Footpaths	25-50
Drainage Culverts – Box	100
Drainage Culverts – other	40-60
Drainage – Headwalls	60
Drainage – Pits	100

5.4.2 Renewal and Replacement Strategies

The organisation will plan capital renewal and replacement projects to meet level of service objectives and minimise infrastructure service risks by:

- Planning and scheduling renewal projects to deliver the defined level of service in the most efficient manner,
- Undertaking project scoping for all capital renewal and replacement projects to identify:
 - the service delivery 'deficiency', present risk and optimum time for renewal/replacement,
 - the project objectives to rectify the deficiency,
 - the range of options, estimated capital and life cycle costs for each options that could address the service deficiency,
 - and evaluate the options against evaluation criteria adopted by the organisation, and
 - select the best option to be included in capital renewal programs,
- Using 'low cost' renewal methods (cost of renewal is less than replacement) wherever possible,
- Maintain a current infrastructure risk register for assets and service risks associated with providing services from infrastructure assets and reporting Very High and High risks and residual risks after treatment to management and Council,
- Review current and required skills base and implement workforce training and development to meet required construction and renewal needs,
- Maintain a current hierarchy of critical assets and capital renewal treatments and timings required ,
- Review management of capital renewal and replacement activities to ensure Council is obtaining best value for resources used.

Renewal ranking criteria

Asset renewal and replacement is typically undertaken to either:

- Ensure the reliability of the existing infrastructure to deliver the service it was constructed to facilitate (e.g. replacing a bridge that has a 5 t load limit), or

¹² AssetVal Pty Ltd – Valuation for Accounting Compliance Purposes – Specified Roads, Bridges, Footpaths, Urban Stormwater dated 30th June 2015

- To ensure the infrastructure is of sufficient quality to meet the service requirements (e.g. roughness of a road).¹³

It is possible to get some indication of capital renewal and replacement priorities by identifying assets or asset groups that:

- Have a high consequence of failure,
- Have a high utilisation and subsequent impact on users would be greatest,
- The total value represents the greatest net value to the organisation,
- Have the highest average age relative to their expected lives,
- Are identified in the AM Plan as key cost factors,
- Have high operational or maintenance costs, and
- Where replacement with modern equivalent assets would yield material savings.¹⁴

The draft ranking criteria used to determine priority of identified renewal and replacement proposals is detailed in Table 5.4.2.

Table 5.4.2: Draft Renewal and Replacement Priority Ranking Criteria

Criteria	Weighting
Functional Significance/Road Usage (vpd)	25%
Safety	20%
Width Deficiency	20%
Condition – Gravel thickness	15%
Customer/Community requests	10%
Life Cycle cost	10%
Total	100%

Renewal and replacement standards

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

- Austroads Guides to Road Design
- Australian Design Rules (ADRs)
- Main Road Western Australia (MRWA) - Road Design Guide
- MRWA Traffic Management Guide
- MRWA Drainage & Waterways Guide
- MRWA Supplement to Austroads Guide to Road Design – Part 6
- WA Handbook of Environmental Practice for Road Construction and Maintenance Works 2010

5.4.3 Summary of future renewal and replacement expenditure

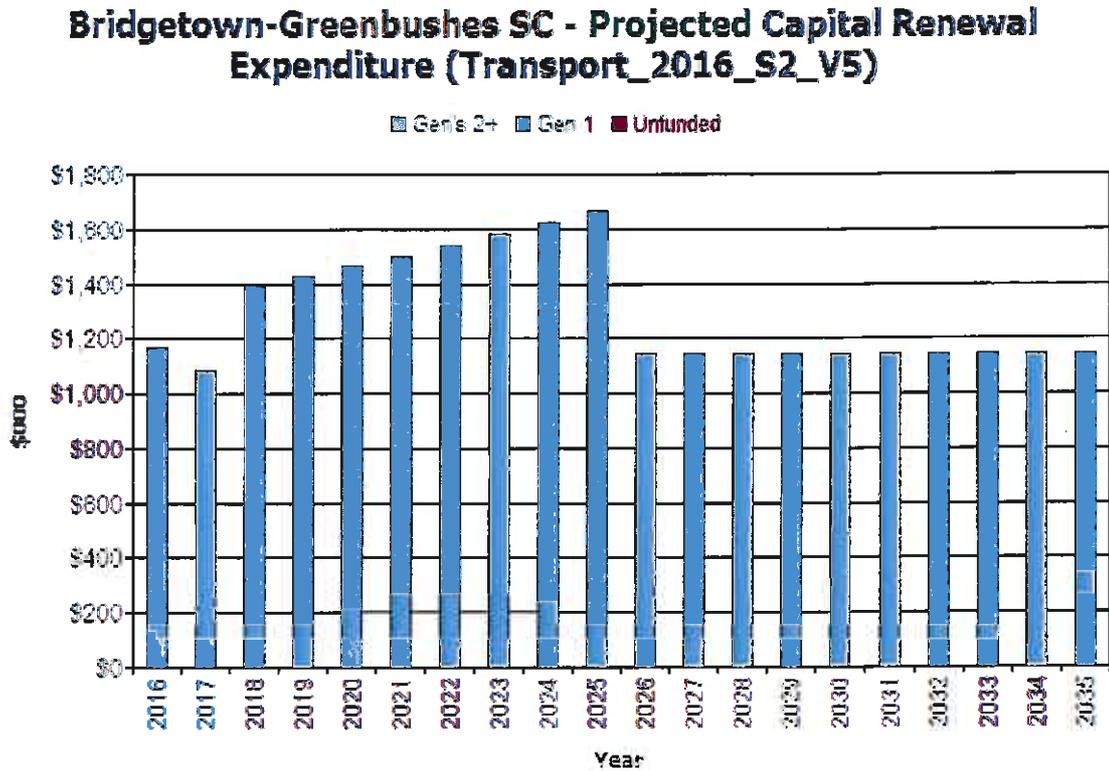
Projected future renewal and replacement expenditures are forecast to increase over time as the asset stock increases from growth. The expenditure is summarised in Fig 5. Note that all amounts are shown in real values.

¹³ IPWEA, 2011, IIMM, Sec 3.4.4, p 3|60.

¹⁴ Based on IPWEA, 2011, IIMM, Sec 3.4.5, p 3|66.

The projected capital renewal and replacement program is shown in Appendix B.

Fig 5: Projected Capital Renewal and Replacement Expenditure



Deferred renewal and replacement, i.e. those assets identified for renewal and/or replacement and not scheduled in capital works programs are to be included in the risk analysis process in the risk management plan.

Renewals and replacement expenditure in the organisation’s capital works program will be accommodated in the long term financial plan. This is further discussed in Section 6.2.

5.5 Creation/Acquisition/Upgrade Plan

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

5.5.1 Selection criteria

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

Table 5.5.1: Draft New Assets Priority Ranking Criteria

Criteria	Weighting
Road & Project Categorisation	
Roads of Regional Significance (RRS) Category (A,B or C)	17.7%
Upgrade/New Construction	17.7%
Sub-Total	35.3%
Traffic Data	
Average Daily Traffic - vehicles per day (vpd)	8.8%
Equivalent Standard Axles	11.7%
School Bus Route	2.9%
Road Trail Route	2.9%
Sub-Total	26.5%
Treatment Details	
Existing Road Standard	5.9%
Proposed Road Standard	11.7%
Horizontal and Vertical Alignment	2.9%
Drainage	1.2%
Treatment Safety Devices	9.4%
Environmental Management	1.2%
Sub-Total	32.3%
General Details	
Five Year Programme	1.2%
Ongoing Project	1.2%
Ongoing Maintenance	1.8%
Regional Development	1.8%
Sub-Total	5.9%
Total	100%

5.5.2 Capital Investment Strategies

The organisation will plan capital upgrade and new projects to meet level of service objectives by:

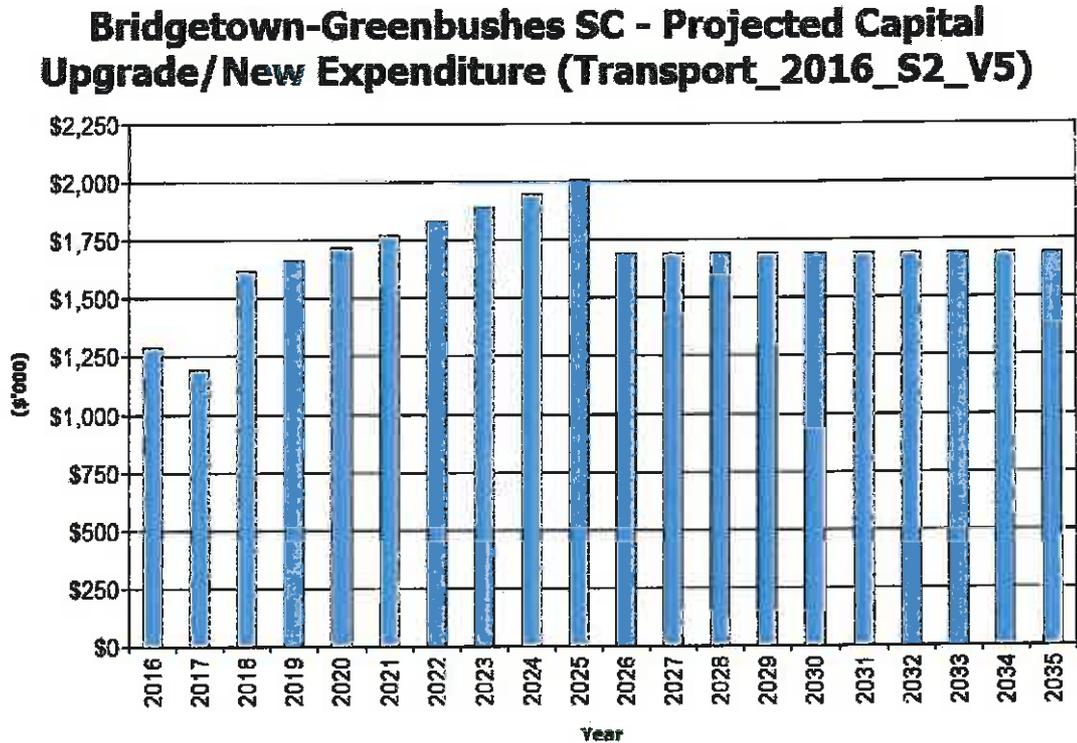
- Planning and scheduling capital upgrade and new projects to deliver the defined level of service in the most efficient manner,
- Undertake project scoping for all capital upgrade/new projects to identify:
 - the service delivery 'deficiency', present risk and required timeline for delivery of the upgrade/new asset,
 - the project objectives to rectify the deficiency including value management for major projects,
 - the range of options, estimated capital and life cycle costs for each options that could address the service deficiency,
 - management of risks associated with alternative options,
 - and evaluate the options against evaluation criteria adopted by Council, and
 - select the best option to be included in capital upgrade/new programs,
- Review current and required skills base and implement training and development to meet required construction and project management needs,
- Review management of capital project management activities to ensure Council is obtaining best value for resources used.

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

5.5.3 Summary of future upgrade/new assets expenditure

Projected upgrade/new asset expenditures are summarised in Fig 6. The projected upgrade/new capital works program is shown in Appendix C. All amounts are shown in real values.

Fig 6: Projected Capital Upgrade/New Asset Expenditure



Expenditure on new assets and services in the organisation’s capital works program will be accommodated in the long term financial plan. This is further discussed in Section 6.2.

5.6 Disposal Plan

Disposal includes any activity associated with disposal of a decommissioned asset including sale, demolition or relocation. Assets identified for possible decommissioning and disposal are shown in Table 5.6, together with estimated annual savings from not having to fund operations and maintenance of the assets. These assets will be further reinvestigated to determine the required levels of service and see what options are available for alternate service delivery, if any. Any revenue gained from asset disposals is accommodated in Council’s long term financial plan.

Where cash-flow projections from asset disposals are not available, these will be developed in future revisions of this asset management plan.

Table 5.6: Assets Identified for Disposal

Asset	Reason for Disposal	Timing	Disposal Expenditure	Operations & Maintenance Annual Savings
None identified	n/a	n/a	n/a	n/a

5.7 Service Consequences and Risks

The organisation has prioritised decisions made in adopting this AM Plan to obtain the optimum benefits from its available resources. Decisions were made based on the development of 3 scenarios of AM Plans.

Scenario 1 - What we would like to do based on asset register data

Scenario 2 – What we should do with existing budgets and identifying level of service and risk consequences (ie what are the operations and maintenance and capital projects we are unable to do, what is the service and risk consequences associated with this position). This may require several versions of the AM Plan.

Scenario 3 – What we can do and be financially sustainable with AM Plans matching long-term financial plans.

The development of scenario 1 and scenario 2 AM Plans provides the tools for discussion with the Council and community on trade-offs between what we would like to do (scenario 1) and what we should be doing with existing budgets (scenario 2) by balancing changes in services and service levels with affordability and acceptance of the service and risk consequences of the trade-off position (scenario 3).

5.7.1 What we cannot do

There are some operations and maintenance activities and capital projects that are unable to be undertaken within the next 10 years. These include:

- To be determined after undertaking community consultation and Council considering the most appropriate sustainable levels of service.

5.7.2 Service consequences

Operations and maintenance activities and capital projects that cannot be undertaken will maintain or create service consequences for users. These include:

- To be determined after undertaking community consultation and Council considering the most appropriate sustainable levels of service.

5.7.3 Risk consequences

The operations and maintenance activities and capital projects that cannot be undertaken may maintain or create risk consequences for the organisation. These include:

- To be determined after undertaking community consultation and Council considering the most appropriate sustainable levels of service.

These risks have been included with the Infrastructure Risk Management Plan summarised in Section 5.2 and risk management plans actions and expenditures included within projected expenditures.

6. FINANCIAL SUMMARY

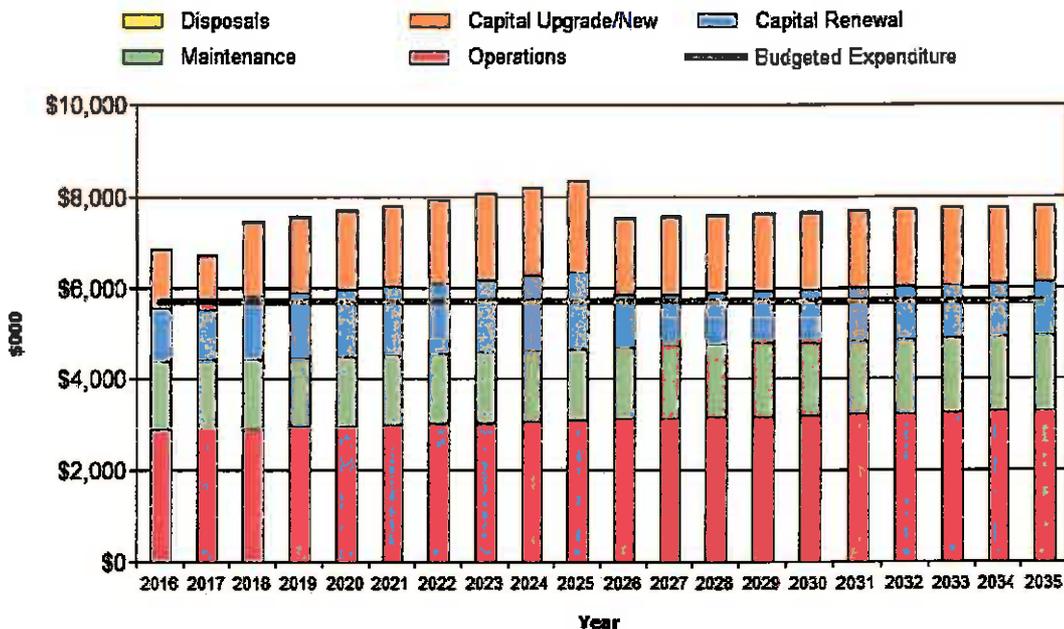
This section contains the financial requirements resulting from all the information presented in the previous sections of this asset management plan. The financial projections will be improved as further information becomes available on desired levels of service and current and projected future asset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

6.1 Financial Statements and Projections

The financial projections are shown in Fig 7 for projected operating (operations and maintenance) and capital expenditure (renewal and upgrade/expansion/new assets). Note that all costs are shown in real values.

Fig 7: Projected Operating and Capital Expenditure

Bridgetown-Greenbushes SC - Projected Operating and Capital Expenditure (Transport_2016_S2_V5)



6.1.1 Sustainability of service delivery

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

Asset Renewal Funding Ratio

Asset Renewal Funding Ratio¹⁵ 34%

The Asset Renewal Funding Ratio is the most important indicator and reveals that over the next 10 years, Council is forecasting that it will have 34% of the funds required for the optimal renewal and replacement of its assets.

¹⁵ AIFMG, 2012, Version 1.3, Financial Sustainability Indicator 4, Sec 2.6, p 2.16

Long term - Life Cycle Cost

Life cycle costs (or whole of life costs) are the average costs that are required to sustain the service levels over the asset life cycle. Life cycle costs include operations and maintenance expenditure and asset consumption (depreciation expense). The life cycle cost for the services covered in this asset management plan is \$6,968,000 per year (average operations and maintenance expenditure plus depreciation expense projected over 10 years).

Life cycle costs can be compared to life cycle expenditure to give an initial indicator of affordability of projected service levels when considered with age profiles. Life cycle expenditure includes operations, maintenance and capital renewal expenditure. Life cycle expenditure will vary depending on the timing of asset renewals. The life cycle expenditure over the 10 year planning period is \$4,310,000 per year (average operations and maintenance plus capital renewal budgeted expenditure in LTFP over 10 years).

A shortfall between life cycle cost and life cycle expenditure is the life cycle gap. The life cycle gap for services covered by this asset management plan is **-\$2,658,000** per year (-ve = gap, +ve = surplus).

Life cycle expenditure is 62% of life cycle costs.

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

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

Medium term – 10 year financial planning period

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

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

The projected operations, maintenance and capital renewal expenditure required over the 10 year planning period is \$5,957,000 on average per year.

Estimated (budget) operations, maintenance and capital renewal funding is \$4,310,000 on average per year giving a 10 year funding shortfall of **-\$1,647,000** per year. This indicates that Council expects to have 72% of the projected expenditures needed to provide the services documented in the asset management plan.

Medium Term – 5 year financial planning period

The projected operations, maintenance and capital renewal expenditure required over the first 5 years of the planning period is \$5,745,000 on average per year.

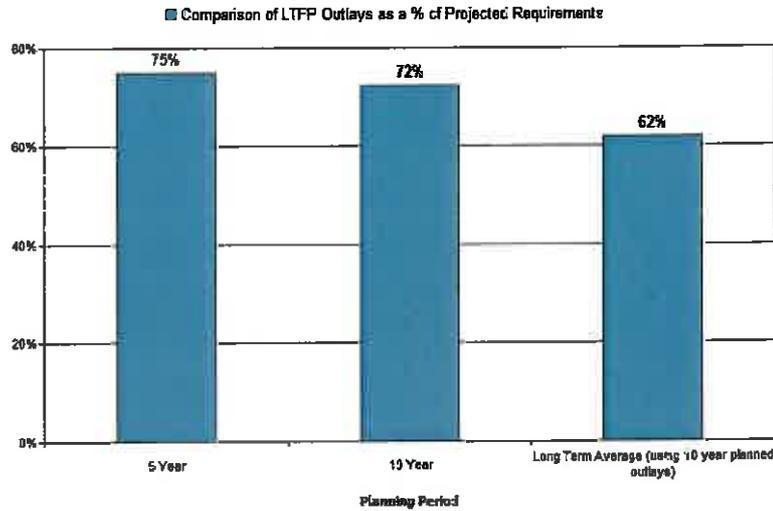
Estimated (budget) operations, maintenance and capital renewal funding is \$4,310,000 on average per year giving a 5 year funding shortfall of **-\$1,435,000**. This indicates that Council expects to have 75% of projected expenditures required to provide the services shown in this asset management plan.

Asset management financial indicators

Figure 7A shows the asset management financial indicators over the 10 year planning period and for the long term life cycle.

Figure 7A: Asset Management Financial Indicators

Bridgetown-Greenbushes SC - AM Financial Indicators (Transport_2016_S2_V5)



Providing services from infrastructure in a sustainable manner requires the matching and managing of service levels, risks, projected expenditures and financing to achieve a financial indicator of approximately 1.0 for the first years of the asset management plan and ideally over the 10 year life of the Long Term Financial Plan.

Figure 8 shows the projected asset renewal and replacement expenditure over the 20 years of the AM Plan. The projected asset renewal and replacement expenditure is compared to renewal and replacement expenditure in the capital works program, which is accommodated in the long term financial plan

Figure 8: Projected and LTFP Budgeted Renewal Expenditure

Bridgetown-Greenbushes SC - Projected & LTFP Budgeted Renewal Expenditure (Transport_2016_S2_V5)

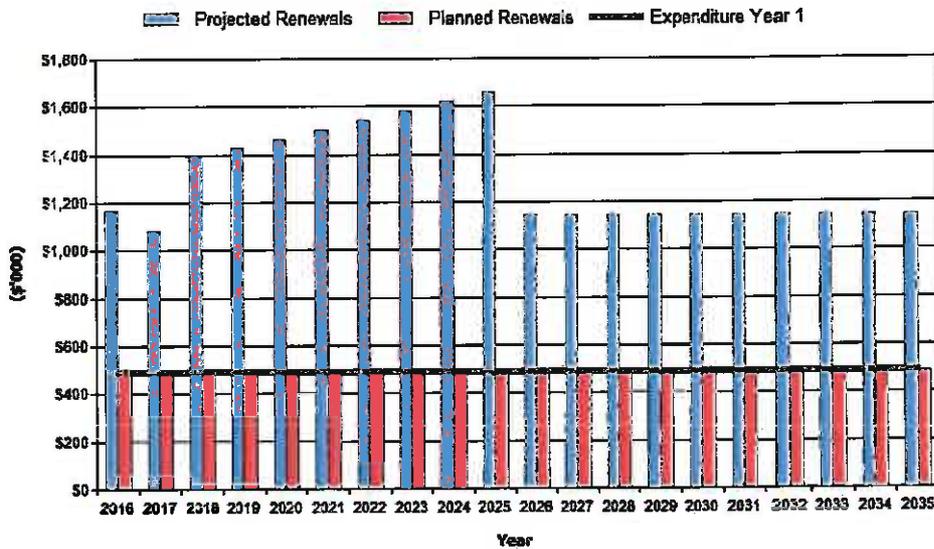


Table 6.1.1 shows the shortfall between projected renewal and replacement expenditures and expenditure accommodated in long term financial plan. Budget expenditures accommodated in the long term financial plan or extrapolated from current budgets are shown in Appendix D.

Table 6.1.1: Projected and LTFP Budgeted Renewals and Financing Shortfall

Year End June 30	Projected Renewals (\$'000)	LTFP Renewal Budget (\$'000)	Renewal Financing Shortfall (- gap, + surplus) (\$'000)	Cumulative Shortfall (- gap, + surplus) (\$'000)
2016	\$1,164	\$484	\$-680	\$-680
2017	\$1,083	\$484	\$-599	\$-1,279
2018	\$1,392	\$484	\$-908	\$-2,187
2019	\$1,427	\$484	\$-943	\$-3,130
2020	\$1,463	\$484	\$-979	\$-4,109
2021	\$1,500	\$484	\$-1,016	\$-5,125
2022	\$1,539	\$484	\$-1,055	\$-6,180
2023	\$1,579	\$484	\$-1,095	\$-7,275
2024	\$1,621	\$484	\$-1,137	\$-8,412
2025	\$1,661	\$484	\$-1,177	\$-9,589
2026	\$1,143	\$484	\$-659	\$-10,248
2027	\$1,143	\$484	\$-659	\$-10,907
2028	\$1,143	\$484	\$-659	\$-11,566
2029	\$1,143	\$484	\$-659	\$-12,225
2030	\$1,143	\$484	\$-659	\$-12,884
2031	\$1,143	\$484	\$-659	\$-13,542
2032	\$1,143	\$484	\$-659	\$-14,201
2033	\$1,143	\$484	\$-659	\$-14,860
2034	\$1,143	\$484	\$-659	\$-15,519
2035	\$1,143	\$484	\$-659	\$-16,178

Note: A negative shortfall indicates a financing gap, a positive shortfall indicates a surplus for that year.

Providing services in a sustainable manner will require matching of projected asset renewal and replacement expenditure to meet agreed service levels with **the corresponding** capital works program accommodated in the long term financial plan.

A gap between **projected asset renewal/replacement expenditure and amounts accommodated in the LTFP** indicates that **further work is required on reviewing service levels in the AM Plan (including possibly revising the LTFP)** before finalising the asset management plan to manage required service levels and funding **to eliminate any funding gap**.

We will manage the 'gap' by developing this asset management plan to provide guidance on future service levels and resources required to provide these services, and review future services, service levels and costs with the community.

6.1.2 Projected expenditures for long term financial plan

Table 6.1.2 shows the projected expenditures for the 10 year long term financial plan.

Expenditure projections are in 2016 real values.

Table 6.1.2: Projected Expenditures for Long Term Financial Plan (\$000)

Year	Operations	Maintenance	Projected Capital Renewal	Capital Upgrade/New	Disposals
2016	\$2,893	\$1,498	\$1,164	\$1,285	\$0
2017	\$2,910	\$1,504	\$1,083	\$1,193	\$0
2018	\$2,925	\$1,510	\$1,392	\$1,614	\$0
2019	\$2,946	\$1,518	\$1,427	\$1,667	\$0
2020	\$2,968	\$1,526	\$1,463	\$1,719	\$0
2021	\$2,990	\$1,534	\$1,500	\$1,775	\$0
2022	\$3,013	\$1,543	\$1,539	\$1,832	\$0
2023	\$3,037	\$1,551	\$1,579	\$1,890	\$0
2024	\$3,061	\$1,561	\$1,621	\$1,949	\$0
2025	\$3,087	\$1,570	\$1,661	\$2,010	\$0
2026	\$3,113	\$1,580	\$1,143	\$1,693	\$0
2027	\$3,135	\$1,588	\$1,143	\$1,693	\$0
2028	\$3,157	\$1,596	\$1,143	\$1,693	\$0
2029	\$3,179	\$1,604	\$1,143	\$1,693	\$0
2030	\$3,200	\$1,612	\$1,143	\$1,693	\$0
2031	\$3,222	\$1,620	\$1,143	\$1,693	\$0
2032	\$3,244	\$1,629	\$1,143	\$1,693	\$0
2033	\$3,266	\$1,637	\$1,143	\$1,693	\$0
2034	\$3,288	\$1,645	\$1,143	\$1,693	\$0
2035	\$3,310	\$1,653	\$1,143	\$1,693	\$0

All dollar values are in (\$'000)'s

6.2 Funding Strategy

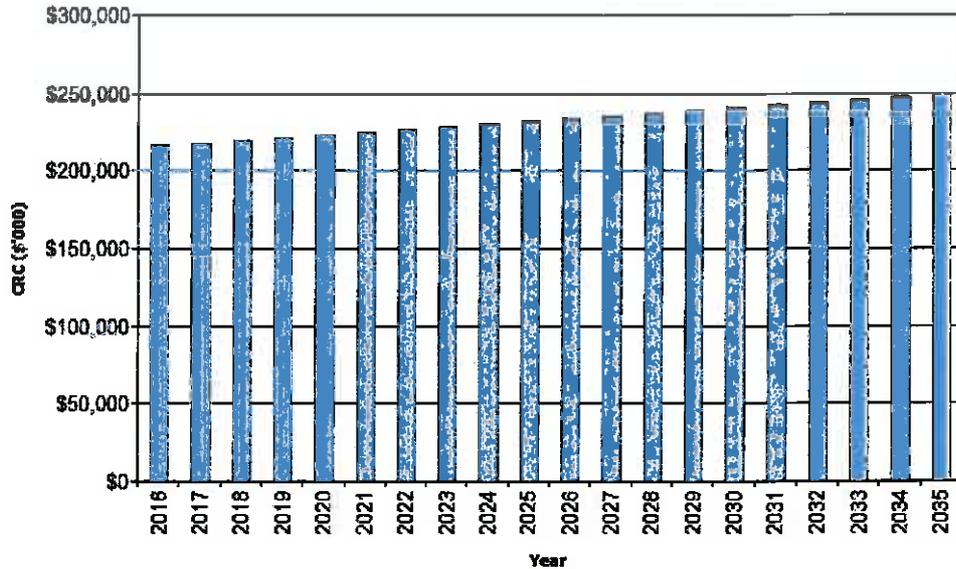
After reviewing service levels, as appropriate to ensure ongoing financial sustainability projected expenditures identified in Section 6.1.2 will be accommodated in the Council's 10 year long term financial plan.

6.3 Valuation Forecasts

Asset values are forecast to increase as additional assets are added to the asset stock from construction and acquisition by Council and from assets constructed by land developers and others and donated to Council. Figure 9 shows the projected replacement cost asset values over the planning period in real values.

Figure 9: Projected Asset Values

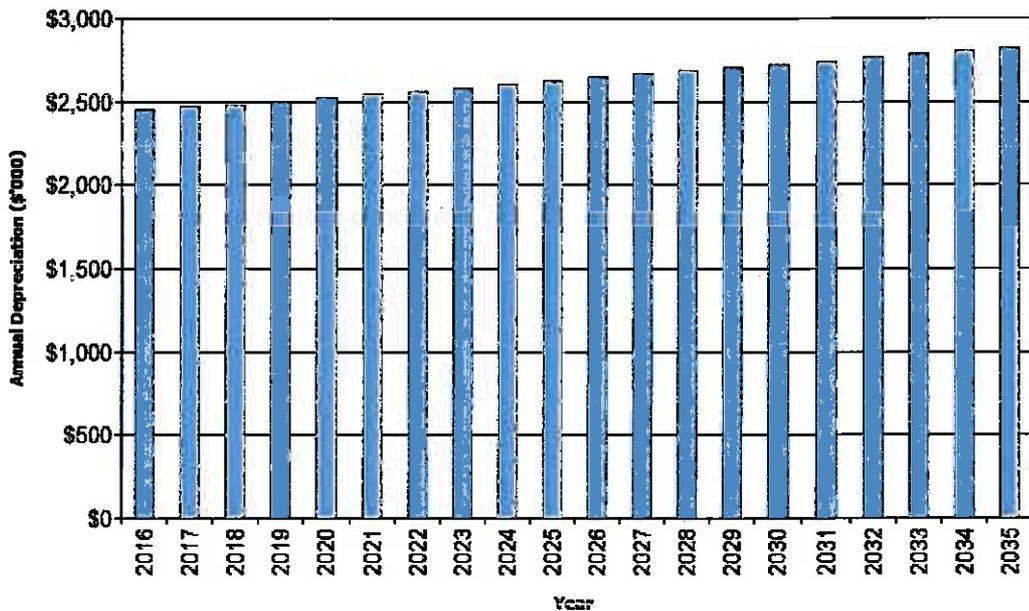
**Bridgetown-Greenbushes SC - Projected Asset Values
(Transport_2016_S2_V5)**



Depreciation expense values are forecast in line with asset values as shown in Figure 10.

Figure 10: Projected Depreciation Expense

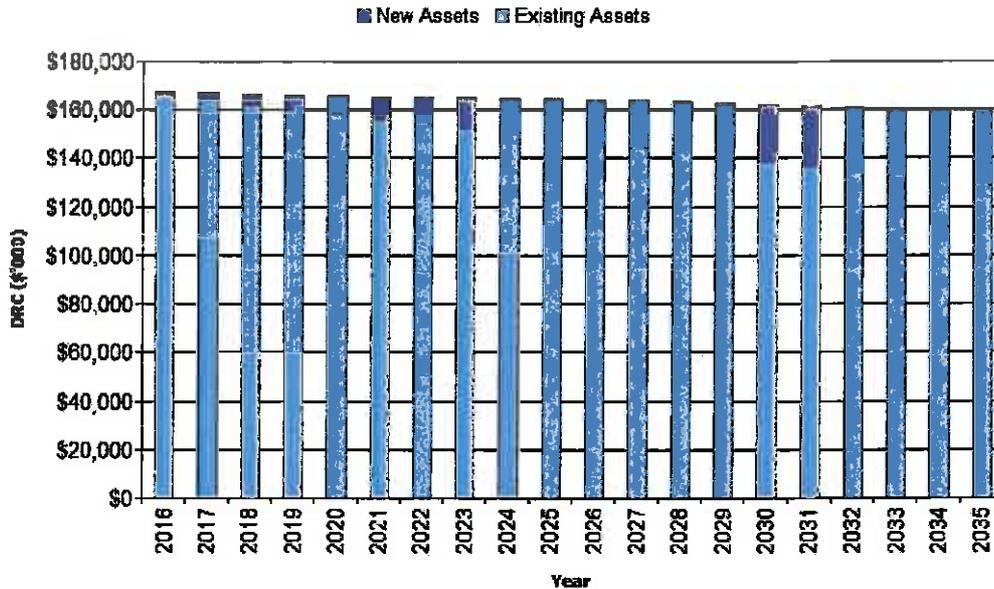
**Bridgetown-Greenbushes SC - Projected Depreciation
Expense (Transport_2016_S2_V5)**



The depreciated replacement cost will vary over the forecast period depending on the rates of addition of new assets, disposal of old assets and consumption and renewal of existing assets. Forecast of the assets' depreciated replacement cost is shown in Figure 11. The depreciated replacement cost of contributed and new assets is shown in the darker colour and in the lighter colour for existing assets.

Figure 11: Projected Depreciated Replacement Cost

Bridgetown-Greenbushes SC - Projected Depreciated Replacement Cost (Transport_2016_S2_V5)



6.4 Key Assumptions made in Financial Forecasts

This section details the key assumptions made in presenting the information contained in this asset management plan and in preparing forecasts of required operating and capital expenditure and asset values, depreciation expense and carrying amount estimates. It is presented to enable readers to gain an understanding of the levels of confidence in the data behind the financial forecasts.

Key assumptions made in this asset management plan and risks that these may change are shown in Table 6.4.

Table 6.4: Key Assumptions made in AM Plan and Risks of Change

Key Assumptions	Risks of Change to Assumptions
<p>The inventory and expenditure details of the following asset classes have been included in this AMP: Roads (sealed & unsealed), Footpaths, Bridges, Kerb barrier & Table drains, Road signage, Culverts and Drainage pits & pipes</p> <p>Condition data for sealed roads, footpaths, bridges, kerbs, culverts and drainage have been incorporated into the AMP for predicting future expenditure needs.</p> <p>The asset data held in ROMAN II is 90-95% complete and accurate.</p>	<p>No potential change on assumptions</p>
<p>Current levels of service will remain constant over the life of this AMP</p>	<p>Condition of unsealed roads is yet to be completed and may result in additional renewal expenditure being required to maintain or improve asset condition.</p>
<p>The budget and expenditure details are accurate and expenditure will continue in line with historical trends</p>	<p>Minimal additional impact expected from reviewing useful life or condition rating apart from unsealed roads as mentioned above.</p>
<p>The current network deficiency is accurately reported as given.</p>	<p>If LoS are altered it will probably be as a result of a lower LoS being adopted which will reduce the cost to the organisation.</p>
<p>Where operational and maintenance budget/expenditure has not been separately identified and recorded, it is assumed all budget/expenditures are recorded as maintenance</p>	<p>If additional one-off grant funding is received there will be little impact on the AMP.</p>
<p>All forecast financial figures are based on 2015-16 budget figures and not adjusted for inflation.</p>	<p>No potential change on assumptions.</p> <p>No potential change on assumptions – will provide better accountabilities if separated into Operations and Planned, Reactive or Specific Maintenance within the Budget and COA.</p> <p>If rate of inflation increases above forecast levels it may impact the assumptions used over the life of the AMP.</p>

6.5 Forecast Reliability and Confidence

The expenditure and valuations projections in this AM Plan are based on best available data. Currency and accuracy of data is critical to effective asset and financial management. Data confidence is classified on a 5 level scale¹⁶ in accordance with Table 6.5.

Table 6.5: Data Confidence Grading System

Confidence Grade	Description
A Highly reliable	Data based on sound records, procedures, investigations and analysis, documented properly and recognised as the best method of assessment. Dataset is complete and estimated to be accurate $\pm 2\%$
B Reliable	Data based on sound records, procedures, investigations and analysis, documented properly but has minor shortcomings, for example some of the data is old, some documentation is missing and/or reliance is placed on unconfirmed reports or some extrapolation. Dataset is complete and estimated to be accurate $\pm 10\%$
C Uncertain	Data based on sound records, procedures, investigations and analysis which is incomplete or unsupported, or extrapolated from a limited sample for which grade A or B data are available. Dataset is substantially complete but up to 50% is extrapolated data and accuracy estimated $\pm 25\%$
D Very Uncertain	Data is based on unconfirmed verbal reports and/or cursory inspections and analysis. Dataset may not be fully complete and most data is estimated or extrapolated. Accuracy $\pm 40\%$
E Unknown	None or very little data held.

The estimated confidence level for and reliability of data used in this AM Plan is shown in Table 6.5.1.

Table 6.5.1: Data Confidence Assessment for Data used in AM Plan

Data	Confidence Assessment	Comment
Demand drivers	Reliable	Main drivers currently influencing demand within Shire – reviewed at the time of reviewing AMP
Growth projections	Highly reliable	Based on ABS & Dept Planning projections
Operations expenditures	Reliable	Need to implement better documented procedures, plans etc to support expenditures.
Maintenance expenditures	Reliable	Primarily reactive maintenance undertaken. Need to implement better documented procedures, plans etc to support expenditures.
Projected Renewal expenditure - Asset values	Reliable	Primarily reactive renewal program undertaken. Need to implement better documented procedures, plans etc to support expenditures.
- Asset residual values	Highly reliable	Undertaken every three years by accredited valuer
- Asset useful lives	Uncertain	Useful lives and age of individual assets are to be reviewed and updated where necessary to better reflect actual condition of assets.
- Condition modelling	Highly reliable	Condition rating undertaken as at 30/06/2015 on main asset components, need to complete condition rating on balance.
- Network renewals	Very Uncertain	Renewal expenditures not supported by data held on ROMAN 11 – Reactive renewal process utilised.
- Defect repairs	Unknown	Defect repair methodology not currently used in AMP
Upgrade/New expenditures	Very Uncertain	Upgrade/New expenditures not supported by data held on ROMAN 11 – Ad hoc upgrade/new process utilised.
Disposal expenditures	Unknown	No disposal expenditure identified for this AMP

Over all data sources the data confidence is assessed as medium confidence level for data used in the preparation of this AM Plan.

¹⁶ IPWEA, 2011, IIMM, Table 2.4.6, p 2|59.

7. PLAN IMPROVEMENT AND MONITORING

7.1 Status of Asset Management Practices

7.1.1 Accounting and financial systems

Council uses IT Vision's Synergy Soft as their accounting software. The general ledger module provides a breakdown of costings for each individual General Ledger account for each month over a particular financial year together with details of the current allocated budget and total current expenditure.

Accountabilities for financial systems

The Executive Manager of Corporate Services is accountable for the accuracy and level of confidence in the accounting and financial systems of the Shire. The CEO is required to undertake reviews of the Financial Management Systems every 4 years.

Accounting standards and regulations

Council operates under the:

- Local Government Act 1995;
- Local Government (Financial Management) Regulations 1996; and
- Western Australian Local Government Accounting Manual (Edition 3)

The Shires complies with the above standards, legislation & regulations and produces an Annual General Purpose Financial Report in accordance with Australian Accounting Standards.

Capital/maintenance threshold

The Shire of Bridgetown-Greenbushes has adopted the following Capitalisation Thresholds¹⁷:

- Property, Plant and Equipment assets \$2,000
- Infrastructure assets \$5,000

Required changes to accounting financial systems arising from this AM Plan

- Amending COA to reflect nature of expenditure into Operations; Planned, Reactive & Specific Maintenance; Capital Renewal & Capital Upgrade/New/Expansion.
- Implement a single asset management system that holds all relevant data (asset id, asset name/description, year acquired, updated useful life, current replacement cost, renewal/replacement cost, condition, function, utilization, accumulated depreciation, annual depreciation & written down value etc) to ensure continuity of asset management procedures and the facilitation of data transfer for the Long Term Financial Plan.

7.1.2 Asset management system

Council currently has the following Asset Management Systems being utilized:

- ROMAN II/RAMM GIS all road infrastructure assets
- SynergySoft – Asset Register all non- road infrastructure assets
- Microsoft Excel holds some asset data (exported from ROMAN II & SynergySoft) for data analysis purposes.

¹⁷ Shire of Bridgetown-Greenbushes Annual Budget 2015-16

Data held within the ROMAN II asset management system has been reviewed in light of recent Fair Value reports, condition rating reports and a process of data validation undertaken in-house by works and services staff. The level of data confidence has been assessed as 'Reliable'.

Data held within the Asset Register within the SynergySoft system for all assets, other than road assets, requires a more detailed and in-depth review to ensure it is accurate and up-to-date, in particular the date of acquisition for buildings and other assets (which will be covered under separate AMP's). Currently there are a significant number of assets that appear to have a default date of acquisition being the date the asset was entered into the system rather than the actual acquisition date. Confidence in the SynergySoft data is therefore 'Uncertain' in relation to these other assets.

Data exported to spreadsheets from the SynergySoft data would also be rated as 'Uncertain' until such time as it has been analysed and corrected.

Asset registers

All road infrastructure asset data is held on ROMAN II database in a format that is compatible with Main Roads Western Australia system requirements. Financial data is also held on the Council's SynergySoft Asset Register as a total amount (derived from ROMAN II data) and not as individual asset items.

Linkage from asset management to financial system

All financial data required for the financial system is output from ROMAN II to spreadsheets and then up-loaded (either electronically or by manual data input) to the financial system as required.

Accountabilities for asset management system and data maintenance

The Executive Manager of Corporate Services is accountable for the accuracy and level of confidence in the non – road infrastructure assets management and data maintenance systems and the Executive Manager Works & Services is accountable for the accuracy and level of confidence in the road infrastructure assets management and data maintenance systems of the Shire.

Required changes to asset management system arising from this AM Plan

It would be desirable if all asset data could be centralized into the one asset management system, however ROMAN II is still being adapted to facilitate such an action and SynergySoft system currently does not allow uploading directly from ROMAN II and is unlikely to do so in the future. SynergySoft is also developing an Asset Management module, however this has yet to be fully evaluated at the time of preparing this Asset Management Plan.

As an interim measure, Council will continue to use the SynergySoft Asset system for all non-transport infrastructure assets and all transport infrastructure assets will be held on ROMAN II and other assets will be added to ROMAN II as staff resources permit with the aim of having all assets held within ROMAN II by the time this AMP is reviewed and updated.

7.2 Improvement Plan

The asset management improvement plan generated from this asset management plan is shown in Table 7.2.

Table 7.2: Improvement Plan

Task No	Task	Responsibility	Resources Required	Timeline
1	Develop hierarchy for all transport assets and link to Levels of Service	Exec. Manager of Works & Services	Staff time	Jan 2016
2	Determine split in the costs between renewal and upgrades for all future capital works	Exec Manager of Works & Services	Staff time	May 2016
3	Individually identify Operation, Planned Maintenance, Reactive Maintenance, Specific Maintenance, Capital Renewal and Capital Upgrade/new expenditure in all Budget, Long Term Financial Plan, and other strategies that support the Budget & LTFP documents.	CEO All Exec Managers	Staff time	June 2016
4	Identify suitable gravel resources for future gravel re-sheeting and upgrade/new works	Exec Manager of Works & Services	Staff time	June 2016
5	Review Levels of Service for transport infrastructure assets to ensure they are specific, measurable, achievable, relevant and based on performance criteria/needs rather than anniversary of treatments.	Exec Manager of Works & Services	Staff time	July 2016
6	Review Future Demand drivers for determining level of service	Exec Manager of Works & Services	Staff time	July 2016
7	Revise current development conditions to include the provision of electronic as-constructed asset information and whole-of-life cost analysis	Exec Manager of Works & Services	Staff time	July 2016
8	Review the year acquired and useful life against the condition of the asset to ensure forward planning for renewal projections are correct.	Exec Manager of Works & Services	Staff time	July 2016
9	Review the current customer requests system to implement a maintenance management system	Exec Managers Works & Services and Corporate Services	Staff time	July 2016
10	Review Unit Rates in the ROMAN II system to ensure they reflect current costs associated with road infrastructure work incurred by Council.	Exec Manager of Works & Services	Staff time	July 2016
11	Condition rate the balance of all assets where not currently condition rated. Implement a system to undertake regular condition rating reviews.	Exec Manager of Works & Services	Staff time	August 2016
12	Develop and implement a formal staff & Councillor AM training program, including induction awareness.	CEO	Staff time	August 2016
13	Investigate, identify and change procedures to improve the way in which asset data and financial data is captured and recorded to ensure that KPI's are accurately measured.	Exec Manager of Works & Services	Staff time	August 2016
14	Review the Forward Works planning process to ensure the reliability of the planned upgrade/new works expenditure levels	Exec Manager of Works & Services	Staff time	Sept 2016
15	Develop and implement 20 yr gravel re-sheeting program	Exec Manager of Works & Services	Staff time	Sept 2016
16	Implement an annual inspection of fuel loads adjacent to bridge structures and undertake fuel reduction within 100m of bridges as required.	Exec Manager of Works & Services	Staff time	Sept 2016
17	Develop and implement Strategic 10 yr reseal program	Exec Manager of Works & Services	Staff time	Sept 2016

18	Implement additional staff training in the use and maintenance of Council's ROMAN II asset management system	Exec Manager of Works & Services	Consultant	Nov 2016
19	Incorporate Levels of Service KPI's into staff performance review process.	Exec Manager of Works & Services	Staff time	Dec 2016
20	Investigate alternative Asset Management Software to develop a strategy to utilise the most appropriate system to achieve desired outcomes for Asset Management.	Exec Manager Corporate Service & Asset Management Team	Staff time	Jan 2017
21	Develop a Succession Plan for Asset Management activities	Exec Manager of Works & Services	Staff time	Feb 2017
22	Undertake an annual community satisfaction survey on the current levels of service provided by Council with any alternative options provided for comment/input from the community.	Executive Management Team	Staff time	March 2017
23	Develop individual works maintenance plans for all planned maintenance work.	Exec Manager of Works & Services	Staff time	April 2017
24	Undertake risk assessment on each sub-class of asset	Exec Manager of Works & Services	Staff time	July 2017

7.3 Monitoring and Review Procedures

This asset management plan will be reviewed during annual budget planning processes and amended to recognise any material changes in service levels and/or resources available to provide those services as a result of budget decisions.

The AM Plan will be updated annually to ensure it represents the current service level, asset values, projected operations, maintenance, capital renewal and replacement, capital upgrade/new and asset disposal expenditures and projected expenditure values incorporated into the organisation's long term financial plan.

The AM Plan has a life of 4 years (Council election cycle) and is due for complete revision and updating within 12 months of each Council election.

7.4 Performance Measures

The effectiveness of the asset management plan can be measured in the following ways:

- The degree to which the required projected expenditures identified in this asset management plan are incorporated into Council's long term financial plan,
- The degree to which 1-5 year detailed works programs, budgets, business plans and organisational structures take into account the 'global' works program trends provided by the asset management plan,
- The degree to which the existing and projected service levels and service consequences (what we cannot do), risks and residual risks are incorporated into the Council's Strategic Plan and associated plans,
- **The Asset Renewal Funding Ratio achieving the target of 1.0.**

8. REFERENCES

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- Shire of Bridgetown-Greenbushes, 'Corporate Plan and Budget'.
- Shire of Bridgetown-Greenbushes, 'Draft Long Term Financial Plan 2013-2028'
- Shire of Bridgetown-Greenbushes, 'Forward Capital Works Plan 2012-2017'
- Australian Bureau of Statistics, Table 5 Estimated Resident Population, Local Government Areas, Western Australia, Publication 3218.0 released 3rd April 2014.
- Western Australian Department of Planning, Western Australia Tomorrow, Population Report 10, Medium Term Population Forecasts 2014 to 2026
- Western Australian Department of Local Government and Communities, 2012 Local Government Accounting Manual – Section 9 Asset Accounting, Appendix 6 Depreciation Schedule – South West Region.

9. APPENDICES

Appendix A Maintenance Response Levels of Service

Appendix B Projected 10 year Capital Renewal and Replacement Works Program

Appendix C Projected 10 year Capital Upgrade/New Works Program

Appendix D LTFP Budgeted Expenditures Accommodated in AM Plan

Appendix E Abbreviations

Appendix F Glossary

Appendix A Maintenance Response Levels of Service

To be developed.

Appendix B Projected 10 year Capital Renewal and Replacement Works Program – Transport S2 V5

(\$000)

Year	Item	Description	Estimate
2016		Network Renewals	
	1	Drainage	\$113
	2	Footpaths	\$95
	3	Trails	\$250
	4	Roads Reseals and Overlays	\$61
	5	Regional Roads	\$345
2016		Defect Repairs	
	1	Implement 20 year gravel resheeting program (Annual provision)	\$300
	2		
2016		Total	\$1,164

2017		Network Renewals	
	1	Drainage	\$75
	2	Footpaths	\$84
	3	Trails	\$250
	4	Roads Reseals and Overlays	\$29
	5	Regional Roads	\$345
2017		Defect Repairs	
	1	Implement 20 year gravel resheeting program (Annual provision)	\$300
2017		Total	\$1,083

2018		Network Renewals	
	1	Drainage	\$77
	2	Footpaths	\$70
	3	Roads Reseals and Overlays	\$600
	4	Regional Roads	\$345
2018		Defect Repairs	
	1	Implement 20 year gravel resheeting program (Annual provision)	\$300
2018		Total	\$1,392

2019		Network Renewals	
	1	Drainage	\$80
	2	Footpaths	\$72
	3	Roads Reseals and Overlays	\$619
	4	Regional Roads	\$356
2019		Defect Repairs	
	1	Implement 20 year gravel resheeting program (Annual provision)	\$300
2019		Total	\$1,427

2020		Network Renewals	
	1	Drainage	\$82
	2	Footpaths	\$75
	3	Roads Reseals and Overlays	\$639
	4	Regional Roads	\$367
2020		Defect Repairs	
	1	Implement 20 year gravel resheeting program (Annual provision)	\$300
2020		Total	\$1,463

Year	Item	Description	Estimate
2021		Network Renewals	
	1	Drainage	\$85
	2	Footpaths	\$77
	3	Roads Reseals and Overlays	\$659
	4	Regional Roads	\$379
2021		Defect Repairs	
	1	Implement 20 year gravel resheeting program (Annual provision)	\$300
2021		Total	\$1,500

2022		Network Renewals	
	1	Drainage	\$88
	2	Footpaths	\$79
	3	Roads Reseals and Overlays	\$681
	4	Regional Roads	\$391
2022		Defect Repairs	
	1	Implement 20 year gravel resheeting program (Annual provision)	\$300
2022		Total	\$1,539

2023		Network Renewals	
	1	Drainage	\$91
	2	Footpaths	\$82
	3	Roads Reseals and Overlays	\$702
	4	Regional Roads	\$404
2023		Defect Repairs	
	1	Implement 20 year gravel resheeting program (Annual provision)	\$300
2023		Total	\$1,579

2024		Network Renewals	
	1	Drainage	\$94
	2	Footpaths	\$85
	3	Roads Reseals and Overlays	\$725
	4	Regional Roads	\$417
2024		Defect Repairs	
	1	Implement 20 year gravel resheeting program (Annual provision)	\$300
2024		Total	\$1,621

2025		Network Renewals	
	1	Drainage	\$96
	2	Footpaths	\$87
	3	Roads Reseals and Overlays	\$748
Year	Item	Description	Estimate
	4	Regional Roads	\$430
2025		Defect Repairs	
	1	Implement 20 year gravel resheeting program (Annual provision)	\$300
2025		Total	\$1,661

Appendix C Projected Upgrade/Exp/New 10 year Capital Works Program – Transport S2 V5

(\$000)

Year	Item	Description	Estimate
2016	1	Drainage	\$113
	2	Footpaths	\$84
	3	Trails	\$254
	4	Roads Construction	\$428
	5	Roads Reseals and Overlays	\$61
	6	Regional Roads	\$345
2016		Total	\$1,285

2017	1	Drainage	\$75
	2	Footpaths	\$70
	3	Trails	\$255
	4	Roads Construction	\$374
	5	Roads Reseals and Overlays	\$29
	6	Mine Lookup Carpark	\$25
	7	Regional Roads	\$345
	8	Sports Ground Asphaltting	\$20
2017		Total	\$1,193

2018	1	Drainage	\$77
	2	Footpaths	\$72
	3	Trails	\$20
	4	Roads Construction	\$500
	5	Roads Reseals and Overlays	\$600
	6	Regional Roads	\$345
2018		Total	\$1,614

2019	1	Drainage	\$80
	2	Footpaths	\$75
	3	Trails	\$21
	4	Roads Construction	\$516
	5	Roads Reseals and Overlays	\$619
	6	Regional Roads	\$356
2019		Total	\$1,667

2020	1	Drainage	\$82
	2	Footpaths	\$77
	3	Trails	\$21
	4	Roads Construction	\$533
	5	Roads Reseals and Overlays	\$639
	6	Regional Roads	\$367
2020		Total	\$1,719

2021	1	Drainage	\$85
	2	Footpaths	\$80
	3	Trails	\$22
	4	Roads Construction	\$550
	5	Roads Reseals and Overlays	\$659
	6	Regional Roads	\$379
2021		Total	\$1,775

2022	1	Drainage	\$88
	2	Footpaths	\$82
	3	Trails	\$23
	4	Roads Construction	\$567
	5	Roads Reseals and Overlays	\$681
	6	Regional Roads	\$391
2022		Total	\$1,832

2023	1	Drainage	\$91
	2	Footpaths	\$85
	3	Trails	\$23
	4	Roads Construction	\$585
	5	Roads Reseals and Overlays	\$702
	6	Regional Roads	\$404
2023		Total	\$1,890

2024	1	Drainage	\$94
	2	Footpaths	\$85
	3	Trails	\$24
	4	Roads Construction	\$604
	5	Roads Reseals and Overlays	\$725
	6	Regional Roads	\$417
2024		Total	\$1,949

2025	1	Drainage	\$97
	2	Footpaths	\$87
	3	Trails	\$25
	4	Roads Construction	\$623
	5	Roads Reseals and Overlays	\$748
	6	Regional Roads	\$430
2025		Total	\$2,010

Appendix D Budgeted Expenditures Accommodated in LTFP

NAMS.PLUS3 Asset Management Bridgetown-Greenbushes SC

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Transport_S2_V5

Asset Management Plan



Transport First year of expenditure projections **2016** (financial yr ending)

Asset values at start of planning period

Current replacement cost	\$215,052 (000)
Depreciable amount	\$215,052 (000)
Depreciated replacement cost	\$167,997 (000)
Annual depreciation expense	\$2,454 (000)

Calc CRC from Asset Register

\$215,053 (000)

This is a check for you.

Operations and Maintenance Costs for New Assets

Additional operations costs	% of asset value
Additional maintenance	1.30%
Additional depreciation	0.48%
Planned renewai budget (Information only)	1.14%

You may use these values calculated from your data or overwrite the links.

Planned Expenditures from LTFP

20 Year Expenditure Projections Note: Enter all values in current 2016 values

Financial year ending	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Expenditure Outlays included in Long Term Financial Plan (in current \$ values)										

Operations

Operations budget	\$2,675	\$2,675	\$2,675	\$2,675	\$2,675	\$2,675	\$2,675	\$2,675	\$2,675	\$2,675
Management budget	\$114	\$114	\$114	\$114	\$114	\$114	\$114	\$114	\$114	\$114
AM systems budget	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Total operations	\$2,789									
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Maintenance

Reactive maintenance budget	\$716	\$716	\$716	\$716	\$716	\$716	\$716	\$716	\$716	\$716
Planned maintenance budget	\$137	\$137	\$137	\$137	\$137	\$137	\$137	\$137	\$137	\$137
Specific maintenance items budget	\$184	\$184	\$184	\$184	\$184	\$184	\$184	\$184	\$184	\$184

Total maintenance	\$1,037									
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Capital

Planned renewal budget	\$484	\$484	\$484	\$484	\$484	\$484	\$484	\$484	\$484	\$484
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Planned upgrade/new budget	\$1,384	\$1,384	\$1,384	\$1,384	\$1,384	\$1,384	\$1,384	\$1,384	\$1,384	\$1,384
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Non-growth contributed asset value	\$0									
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Asset Disposals

Est Cost to dispose of assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
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Carrying value (DRC) of disposed assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
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Additional Expenditure Outlays Requirements (e.g from Infrastructure Risk Management Plan)

Additional Expenditure Outlays required and not included above	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Operations	\$104	\$104	\$104	\$104	\$104	\$104	\$104	\$104	\$104	\$104
Maintenance	\$461	\$461	\$461	\$461	\$461	\$461	\$461	\$461	\$461	\$461

Capital Renewal to be incorporated into Forms 2 & 2.1 (where Method 1 is used) OR Form 2B Defect Repairs (where Method 2 or 3 is used)

Capital Upgrade	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
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User Comments #2

Forecasts for Capital Renewals using Methods 2 & 3 (Form 2A & 2B) & Capital Upgrade (Form 2C)

	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000	\$000
Forecast Capital Renewal from Forms 2A & 2B	\$1,164	\$1,083	\$1,392	\$1,427	\$1,463	\$1,500	\$1,539	\$1,579	\$1,621	\$1,661
Forecast Capital Upgrade from Form 2C	\$1,285	\$1,193	\$1,614	\$1,667	\$1,719	\$1,775	\$1,832	\$1,890	\$1,949	\$2,010

Appendix E Abbreviations

AAAC	Average annual asset consumption
AM	Asset management
AM Plan	Asset management plan
ARI	Average recurrence interval
ASC	Annual service cost
BOD	Biochemical (biological) oxygen demand
CRC	Current replacement cost
CWMS	Community wastewater management systems
DA	Depreciable amount
DRC	Depreciated replacement cost
EF	Earthworks/formation
IRMP	Infrastructure risk management plan
LCC	Life Cycle cost
LCE	Life cycle expenditure
LTFP	Long term financial plan
MMS	Maintenance management system
PCI	Pavement condition index
RV	Residual value
SoA	State of the Assets
SS	Suspended solids
vph	Vehicles per hour
WDCRC	Written down current replacement cost

Appendix F Glossary

Annual service cost (ASC)

- 1) Reporting actual cost
The annual (accrual) cost of providing a service including operations, maintenance, depreciation, finance/opportunity and disposal costs less revenue.
- 2) For investment analysis and budgeting
An estimate of the cost that would be tendered, per annum, if tenders were called for the supply of a service to a performance specification for a fixed term. The Annual Service Cost includes operations, maintenance, depreciation, finance/opportunity and disposal costs, less revenue.

Asset

A resource controlled by an entity as a result of past events and from which future economic benefits are expected to flow to the entity. Infrastructure assets are a sub-class of property, plant and equipment which are non-current assets with a life greater than 12 months and enable services to be provided.

Asset category

Sub-group of assets within a class hierarchy for financial reporting and management purposes.

Asset class

A group of assets having a similar nature or function in the operations of an entity, and which, for purposes of disclosure, is shown as a single item without supplementary disclosure.

Asset condition assessment

The process of continuous or periodic inspection, assessment, measurement and interpretation of the resultant data to indicate the condition of a specific asset so as to determine the need for some preventative or remedial action.

Asset hierarchy

A framework for segmenting an asset base into appropriate classifications. The asset hierarchy can be based on asset function or asset type or a combination of the two.

Asset management (AM)

The combination of management, financial, economic, engineering and other practices applied to physical assets with the objective of providing the required level of service in the most cost effective manner.

Asset renewal funding ratio

The ratio of the net present value of asset renewal funding accommodated over a 10 year period in a long term financial plan relative to the net present value of projected capital renewal expenditures identified in an asset management plan for the same period [AIFMG Financial Sustainability Indicator No 8].

Average annual asset consumption (AAAC)*

The amount of an organisation's asset base consumed during a reporting period (generally a year). This may be calculated by dividing the depreciable amount by the useful life (or total future economic benefits/service potential) and totalled for each and every asset OR by dividing the carrying amount (depreciated replacement cost) by the remaining useful life (or remaining future economic benefits/service potential) and totalled for each and every asset in an asset category or class.

Borrowings

A borrowing or loan is a contractual obligation of the borrowing entity to deliver cash or another financial asset to the lending entity over a specified period of time or at a specified point in time, to cover both the initial capital provided and the cost of the interest incurred for providing this capital. A borrowing or loan provides the means for the borrowing entity to finance outlays (typically physical assets) when it has insufficient funds of its own to do so, and for the lending entity to make a financial return, normally in the form of interest revenue, on the funding provided.

Capital expenditure

Relatively large (material) expenditure, which has benefits, expected to last for more than 12 months. Capital expenditure includes renewal, expansion and upgrade. Where capital projects involve a combination of renewal, expansion and/or upgrade expenditures, the total project cost needs to be allocated accordingly.

Capital expenditure - expansion

Expenditure that extends the capacity of an existing asset to provide benefits, at the same standard as is currently enjoyed by existing beneficiaries, to a new group of users. It is discretionary expenditure, which increases future operations and maintenance costs, because it increases the organisation's asset base, but may be associated with additional revenue from the new user group, eg. extending a drainage or road network, the provision of an oval or park in a new suburb for new residents.

Capital expenditure - new

Expenditure which creates a new asset providing a new service/output that did not exist beforehand. As it increases service potential it may impact revenue and will increase future operations and maintenance expenditure.

Capital expenditure - renewal

Expenditure on an existing asset or on replacing an existing asset, which returns the service capability of the asset up to that which it had originally. It is periodically required expenditure, relatively large (material) in value compared with the value of the components or sub-components of the asset being renewed. As it reinstates existing service potential, it generally has no impact on revenue, but may reduce future operations and maintenance expenditure if completed at the optimum time, eg. resurfacing or resheeting a material part of a road network, replacing a material section of a drainage network with pipes of the same capacity, resurfacing an oval.

Capital expenditure - upgrade

Expenditure, which enhances an existing asset to provide a higher level of service or expenditure that will increase the life of the asset beyond that which it had originally. Upgrade expenditure is discretionary and often does not result in additional revenue unless direct user charges apply. It will increase operations and maintenance expenditure in the future because of the increase in the organisation's asset base, eg. widening the sealed area of an existing road, replacing drainage pipes with pipes of a greater capacity, enlarging a grandstand at a sporting facility.

Capital funding

Funding to pay for capital expenditure.

Capital grants

Monies received generally tied to the specific projects for which they are granted, which are often upgrade and/or expansion or new investment proposals.

Capital investment expenditure

See capital expenditure definition

Capitalisation threshold

The value of expenditure on non-current assets above which the expenditure is recognised as capital expenditure and below which the expenditure is charged as an expense in the year of acquisition.

Carrying amount

The amount at which an asset is recognised after deducting any accumulated depreciation / amortisation and accumulated impairment losses thereon.

Class of assets

See asset class definition

Component

Specific parts of an asset having independent physical or functional identity and having specific attributes such as different life expectancy, maintenance regimes, risk or criticality.

Core asset management

Asset management which relies primarily on the use of an asset register, maintenance management systems, job resource management, inventory control, condition assessment, simple risk assessment and defined levels of service, in order to establish alternative treatment options and long-term cashflow predictions. Priorities are usually established on the basis of financial return gained by carrying out the work (rather than detailed risk analysis and optimised decision-making).

Cost of an asset

The amount of cash or cash equivalents paid or the fair value of the consideration given to acquire an asset at the time of its acquisition or construction, including any costs necessary to place the asset into service. This includes one-off design and project management costs.

Critical assets

Assets for which the financial, business or service level consequences of failure are sufficiently severe to justify proactive inspection and rehabilitation. Critical assets have a lower threshold for action than non-critical assets.

Current replacement cost (CRC)

The cost the entity would incur to acquire the asset on the reporting date. The cost is measured by reference to the lowest cost at which the gross future economic benefits could be obtained in the normal course of business or the minimum it would cost, to replace the existing asset with a technologically modern equivalent new asset (not a second hand one) with the same economic benefits (gross service potential) allowing for any differences in the quantity and quality of output and in operating costs.

Deferred maintenance

The shortfall in rehabilitation work undertaken relative to that required to maintain the service potential of an asset.

Depreciable amount

The cost of an asset, or other amount substituted for its cost, less its residual value.

Depreciated replacement cost (DRC)

The current replacement cost (CRC) of an asset less, where applicable, accumulated depreciation calculated on the basis of such cost to reflect the already consumed or expired future economic benefits of the asset.

Depreciation / amortisation

The systematic allocation of the depreciable amount (service potential) of an asset over its useful life.

Economic life

See useful life definition.

Expenditure

The spending of money on goods and services. Expenditure includes recurrent and capital outlays.

Expenses

Decreases in economic benefits during the accounting period in the form of outflows or depletions of assets or increases in liabilities that result in decreases in equity, other than those relating to distributions to equity participants.

Fair value

The amount for which an asset could be exchanged, or a liability settled, between knowledgeable, willing parties, in an arms length transaction.

Financing gap

A financing gap exists whenever an entity has insufficient capacity to finance asset renewal and other expenditure necessary to be able to appropriately maintain the range and level of services its existing asset stock was originally designed and intended to deliver. The service capability of the existing asset stock should be determined assuming no additional operating revenue, productivity improvements, or net financial liabilities above levels currently planned or projected. A current financing gap means service levels have already or are currently falling. A projected financing gap if not addressed will result in a future diminution of existing service levels.

Heritage asset

An asset with historic, artistic, scientific, technological, geographical or environmental qualities that is held and maintained principally for its contribution to knowledge and culture and this purpose is central to the objectives of the entity holding it.

Impairment Loss

The amount by which the carrying amount of an asset exceeds its recoverable amount.

Infrastructure assets

Physical assets that contribute to meeting the needs of organisations or the need for access to major economic and social facilities and services, eg. roads, drainage, footpaths and cycleways. These are typically large, interconnected networks or portfolios of composite assets. The components of these assets may be separately maintained, renewed or replaced individually so that the required level and standard of service from the network of assets is continuously sustained. Generally the components and hence the assets have long lives. They are fixed in place and are often have no separate market value.

Investment property

Property held to earn rentals or for capital appreciation or both, rather than for:

- (a) use in the production or supply of goods or services or for administrative purposes; or
- (b) sale in the ordinary course of business.

Key performance indicator

A qualitative or quantitative measure of a service or activity used to compare actual performance against a standard or other target. Performance indicators commonly relate to statutory limits, safety, responsiveness, cost, comfort, asset performance, reliability, efficiency, environmental protection and customer satisfaction.

Level of service

The defined service quality for a particular service/activity against which service performance may be measured. Service levels usually relate to quality, quantity, reliability, responsiveness, environmental impact, acceptability and cost.

Life Cycle Cost *

1. **Total LCC** The total cost of an asset throughout its life including planning, design, construction, acquisition, operation, maintenance, rehabilitation and disposal costs.
2. **Average LCC** The life cycle cost (LCC) is average cost to provide the service over the longest asset life cycle. It comprises average operations, maintenance expenditure plus asset consumption expense, represented by depreciation expense projected over 10 years. The Life Cycle Cost does not indicate the funds required to provide the service in a particular year.

Life Cycle Expenditure

The Life Cycle Expenditure (LCE) is the average operations, maintenance and capital renewal expenditure accommodated in the long term financial plan over 10 years. Life Cycle Expenditure may be compared to average Life Cycle Cost to give an initial indicator of affordability of projected service levels when considered with asset age profiles.

Loans / borrowings

See borrowings.

Maintenance

All actions necessary for retaining an asset as near as practicable to an appropriate service condition, including regular ongoing day-to-day work necessary to keep assets operating, eg road patching but excluding rehabilitation or renewal. It is operating expenditure required to ensure that the asset reaches its expected useful life.

Planned maintenance

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

Reactive maintenance

Unplanned repair work that is carried out in response to service requests and management/supervisory directions.

Specific maintenance

Maintenance work to repair components or replace sub-components that need to be identified as a specific maintenance item in the maintenance budget.

Unplanned maintenance

Corrective work required in the short-term to restore an asset to working condition so it can continue to deliver the required service or to maintain its level of security and integrity.

Maintenance expenditure *

Recurrent expenditure, which is periodically or regularly required as part of the anticipated schedule of works required to ensure that the asset achieves its useful life and provides the required level of service. It is expenditure, which was anticipated in determining the asset's useful life.

Materiality

The notion of materiality guides the margin of error acceptable, the degree of precision required and the extent of the disclosure required when preparing general purpose financial reports. Information is material if its omission, misstatement or non-disclosure has the potential, individually or collectively, to influence the economic decisions of users taken on the basis of the financial report or affect the discharge of accountability by the management or governing body of the entity.

Modern equivalent asset

Assets that replicate what is in existence with the most cost-effective asset performing the same level of service. It is the most cost efficient, currently available asset which will provide the same stream of services as the existing asset is capable of producing. It allows for technology changes and, improvements and efficiencies in production and installation techniques

Net present value (NPV)

The value to the organisation of the cash flows associated with an asset, liability, activity or event calculated using a discount rate to reflect the time value of money. It is the net amount of discounted total cash inflows after deducting the value of the discounted total cash outflows arising from eg the continued use and subsequent disposal of the asset after deducting the value of the discounted total cash outflows.

Non-revenue generating investments

Investments for the provision of goods and services to sustain or improve services to the community that are not expected to generate any savings or revenue to the Council, eg. parks and playgrounds, footpaths, roads and bridges, libraries, etc.

Operations

Regular activities to provide services such as public health, safety and amenity, eg street sweeping, grass mowing and street lighting.

Operating expenditure

Recurrent expenditure, which is continuously required to provide a service. In common use the term typically includes, eg power, fuel, staff, plant equipment, on-costs and overheads but excludes maintenance and depreciation. Maintenance and depreciation is on the other hand included in operating expenses.

Operating expense

The gross outflow of economic benefits, being cash and non cash items, during the period arising in the course of ordinary activities of an entity when those outflows result in decreases in equity, other than decreases relating to distributions to equity participants.

Operating expenses

Recurrent expenses continuously required to provide a service, including power, fuel, staff, plant equipment, maintenance, depreciation, on-costs and overheads.

Operations, maintenance and renewal financing ratio

Ratio of estimated budget to projected expenditure for operations, maintenance and renewal of assets over a defined time (e.g. 5, 10 and 15 years).

Operations, maintenance and renewal gap

Difference between budgeted expenditures in a long term financial plan (or estimated future budgets in absence of a long term financial plan) and projected expenditures for operations, maintenance and renewal of assets to achieve/maintain specified service levels, totalled over a defined time (e.g. 5, 10 and 15 years).

Pavement management system (PMS)

A systematic process for measuring and predicting the condition of road pavements and wearing surfaces over time and recommending corrective actions.

PMS Score

A measure of condition of a road segment determined from a Pavement Management System.

Rate of annual asset consumption *

The ratio of annual asset consumption relative to the depreciable amount of the assets. It measures the amount of the consumable parts of assets that are consumed in a period (depreciation) expressed as a percentage of the depreciable amount.

Rate of annual asset renewal *

The ratio of asset renewal and replacement expenditure relative to depreciable amount for a period. It measures whether assets are being replaced at the rate they are wearing out with capital renewal expenditure expressed as a percentage of depreciable amount (capital renewal expenditure/DA).

Rate of annual asset upgrade/new *

A measure of the rate at which assets are being upgraded and expanded per annum with capital upgrade/new expenditure expressed as a percentage of depreciable amount (capital upgrade/expansion expenditure/DA).

Recoverable amount

The higher of an asset's fair value, less costs to sell and its value in use.

Recurrent expenditure

Relatively small (immaterial) expenditure or that which has benefits expected to last less than 12 months. Recurrent expenditure includes operations and maintenance expenditure.

Recurrent funding

Funding to pay for recurrent expenditure.

Rehabilitation

See capital renewal expenditure definition above.

Remaining useful life

The time remaining until an asset ceases to provide the required service level or economic usefulness. Age plus remaining useful life is useful life.

Renewal

See capital renewal expenditure definition above.

Residual value

The estimated amount that an entity would currently obtain from disposal of the asset, after deducting the estimated costs of disposal, if the asset were already of the age and in the condition expected at the end of its useful life.

Revenue generating investments

Investments for the provision of goods and services to sustain or improve services to the community that are expected to generate some savings or revenue to offset operating costs, eg public halls and theatres, childcare centres, sporting and recreation facilities, tourist information centres, etc.

Risk management

The application of a formal process to the range of possible values relating to key factors associated with a risk in order to determine the resultant ranges of outcomes and their probability of occurrence.

Section or segment

A self-contained part or piece of an infrastructure asset.

Service potential

The total future service capacity of an asset. It is normally determined by reference to the operating capacity and economic life of an asset. A measure of service potential is used in the not-for-profit sector/public sector to value assets, particularly those not producing a cash flow.

Service potential remaining

A measure of the future economic benefits remaining in assets. It may be expressed in dollar values (Fair Value) or as a percentage of total anticipated future economic benefits. It is also a measure of the percentage of the asset's potential to provide services that are still available for use in providing services (Depreciated Replacement Cost/Depreciable Amount).

Source: IPWEA, 2009, Glossary

Additional and modified glossary items shown *

Specific Maintenance

Replacement of higher value components/sub-components of assets that is undertaken on a regular cycle including repainting, replacement of air conditioning equipment, etc. This work generally falls below the capital/ maintenance threshold and needs to be identified in a specific maintenance budget allocation.

Strategic Longer-Term Plan

A plan covering the term of office of councillors (4 years minimum) that reflects the needs of the community for the foreseeable future. It brings together the detailed requirements in the Council's longer-term plans such as the asset management plan and the long-term financial plan. The plan is prepared in consultation with the community and details where the Council is at that point in time, where it wants to go, how it is going to get there, mechanisms for monitoring the achievement of the outcomes and how the plan will be resourced.

Sub-component

Smaller individual parts, that make up a component part.

Useful life

Either:

- (a) the period over which an asset is expected to be available for use by an entity, or
- (b) the number of production or similar units expected to be obtained from the asset by the entity.

It is estimated or expected time between placing the asset into service and removing it from service, or the estimated period of time over which the future economic benefits embodied in a depreciable asset, are expected to be consumed by the Council.

Value in Use

The present value of future cash flows expected to be derived from an asset or cash generating unit. It is deemed to be depreciated replacement cost (DRC) for those assets, whose future economic benefits are not primarily dependent on the asset's ability to generate net cash inflows, where the entity would, if deprived of the asset, replace its remaining future economic benefits.