Balranald Shire Council's

RESOURCING STRATEGY

2025 - 2029

The Resourcing Strategy has 3 components:

Long Term Financial Plan

Asset Management Plan

Workforce Plan

Balranald Shire Council

Long Term Financial Plan 2025/2026 to 2035

Income from Continuing Operations	Actual 2022	Actual 2023	Estimated 2023/24	Estimated 2024/25	Estimated 2025/26	Estimated 2026/27	Estimated 2027/28	Estimated 2028/29	Estimated 2029/30	Estimated 2030/31	Estimated 2031/32	Estimated 2032/33	Estimated 2033/34	Estimated 2034/35
Rates and Annual Charges	4,557	5,052	5,613	6,119	5,886	6,063	6,244	6,432	6,625	6,823	7,028	7,239	7,456	7,680
User Charges and Fees	2,191	2,225	2,080	1,448	3,842	3,977	4,116	4,260	4,409	4,563	4,723	4,888	5,059	5,236
Other Revenue	361	263	388	880	1,091	1,129	1,168	1,209	1,251	1,295	1,341	1,388	1,436	1,486
Grants and Contributions - Operating Purposes	9,612	14,216	9,622	9,221	9,504	9,599	9,695	9,792	9,890	9,989	10,089	10,190	10,291	10,394
Interest and Investment Income	119	665	890	1,208	1,580	1,596	1,612	1,628	1,644	1,661	1,677	1,694	1,711	1,728
Other Income	104	148	108	506	505	523	541	560	579	600	621	643	665	688
Net gains from Disposal of Assets			-											
	20,684	22,569	18,701	19,382	22,408	22,886	23,376	23,881	24,399	24,931	25,478	26,041	26,619	27,213
Grants and Contributions - Capital Purposes	3,740	2,762	3,940	1,895	3,460	3,495	3,530	3,565	3,600	3,636	3,673	3,710	3,747	3,784
Total Income from Continuing Operations	$ 24,424	$ 25,331	$ 22,641	$ 21,277	$ 25,868	$ 26,380	$ 26,906	$ 27,445	$ 27,999	$ 28,568	$ 29,151	$ 29,751	$ 30,366	$ 30,998

				19,382	22,408	
			$	1,071	1,071	Internal Contributions by other funds and accounts
			$	20,453	23,479	**Agrees with Operating Revenue in Budget Summary**

Expenses from Continuing Operations														
Employee benefits and on costs	5,432	4,936	7,700	7,777	8,317	8,608	8,909	9,221	9,544	9,878	10,224	10,582	10,952	11,335
Materials and Services	3,608	6,763	7,185	6,743	5,180	5,310	5,442	5,578	5,718	5,861	6,007	6,157	6,311	6,469
Borrowing Costs	119	101	101	77	106	51	30	20	15	10	3	-	-	1
Depreciation included in Operational Exp C/Park	53	53	55	60	6,949	7,018	7,089	7,160	7,231	7,303	7,377	7,450	7,525	7,600
Other Expenses	416	424	1,263	603	618	634	649	666	682	699	717	735	753	772
Net Loss from disposal of assets	36	300		-	-	-	-	-	-	-	-	-	-	-
Net Share of Interests in Joint Ventures	196	65	100	-	-	-	-	-	-	-	-	-	-	-
	9,860	12,642	16,404	15,260	21,170	21,621	22,120	22,645	23,190	23,751	24,327	24,924	25,541	26,177
Balance of Depreciation	5,373	5,840	6,103	5,955	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	$ 15,180	$ 18,482	$ 22,452	$ 21,215	$ 21,170	$ 21,621	$ 22,120	$ 22,645	$ 23,190	$ 23,751	$ 24,327	$ 24,924	$ 25,541	$ 26,177

				15,260	21,170	
			$	1,071	1,071	Internal Contributions by other funds and accounts
			$	16,331	22,241	**Agrees with Operating Expenditure in Budget Summary**

| **Operating Result from Continuing Operations** | 5,504 | 7,857 | 189 | 62 | 4,698 | 4,759 | 4,786 | 4,801 | 4,809 | 4,816 | 4,824 | 4,827 | 4,825 | 4,820 |

Balranald Shire Council

Overarching Asset Management Plan

July 2017

Document status

Ref	Approving director	Date
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1 Introduction

1.1 Scope of this asset management plan

This asset management plan has been developed to provide the framework to ensure that Council's infrastructure assets are operated, maintained, renewed and upgraded to guarantee that the Levels of Service are achieved in the most cost effective and sustainable way.

The audience for this asset management plan is Council staff, the Council executive management team, elected representatives (councillors), interest groups, stakeholders and other interested members of the general community.

The specific objectives of this plan are to

- demonstrate responsible and sustainable stewardship of the community assets
- define how Council assets are, and will be, managed to achieve the Levels of Service
- assist the management of the environmental, financial and public risks related to the infrastructure assets
- provide the basis for forward works programs
- provide the basis for optimising whole of life costs
- support long term financial planning.

The plan identifies the future funding requirements and service delivery in the context of

- Levels of Service
- forecast demand for infrastructure and services
- current asset performance
- funding constraints.

The plan supports Council's aim to have the 'best value' asset management strategies and practices by continually developing and improving its knowledge, systems, processes and strategies to ensure Council is providing the level of asset management necessary to competently, responsibly and sustainably manage the community assets now and into the future.

This core asset management plan and strategy is prepared using a top-down approach where analysis is applied at the system or network level. The focus is on current Levels of Service and current practices. It includes expenditure forecasts for asset maintenance, rehabilitation and replacement based on local knowledge of assets and options for meeting current Levels of Service.

Future revisions of this asset management plan and strategy will move towards a more advanced level of asset management using a bottom -up approach for gathering information for individual assets to support the optimisation of activities and programs to meet the Levels of Service. The focus of future plans developed in this manner will include risk and performance optimisation, risk-based strategies, use of predictive methods and optimised decision making techniques.

This plan is based generally on the guidelines outlined in the International Infrastructure Management Manual 2011 incorporating the Sections defined in Table 1.1.

Table 1.1   Asset Management Plan Sections

Sections	Guidelines
1 Introduction	Outline of the purpose and scope of the plan and how the plan relates to other key policies and strategies.
2 Levels of Service	Outline of Levels of Service and asset performance standards and customer/community expectations and feedback regarding Levels of Service.
3 Future Demand	Identification of demand trends, factors which may influence demand, forecast changes in demand, impacts and implications of future demand and effects on future planning.
4 Asset Management Practices	Provision of a comprehensive strategic asset management gap analysis process for asset management.
5 Risk Management Plan	Provision of an asset-based risk management plan.
6 Overarching Asset Management Strategy	Provision of a summary of Council's overall asset strategy including asset management policy and identification of critical assets.
Appendices Individual Asset Data, AM Improvement Plan and Compliance Checklist	Outline of asset information, operations and maintenance and capital planning information and processes, and future directions for the physical management of the assets.

1.2   Asset planning - background

Balranald Shire Council is following the guidelines that accompany the Local Government Amendment (Planning and Reporting) Act 2009 in the development of asset management plans and strategy. Given the size of the Council, the strategy is included as part of an overall asset management documentation. The Act makes the development of asset management plans a mandatory requirement for NSW local governments.

The primary role of assets is to support the delivery of services that deliver Council's long term objectives. As Council's assets age there are increased maintenance, refurbishment and disposal costs that increase the cost of the services that they support. It is currently estimated that Balranald Shire Council has approximately $162 million of depreciating physical assets.

The current Council planning framework has been revised to align with the legislated planning framework in the Local Government Amendment (Planning and Reporting) Act 2009 and the Integrated Planning and Reporting Guidelines for Local Government in NSW. This plan has been developed in line with the legislated framework and guidelines.

The legislated framework addresses the balance between the resources available against the long term aspirational objectives of Council to ensure that there is not an over-commitment to resources (particularly assets) in the short term.

The Long Term Community Strategic Plan for the Balranald Shire is outlined in 'Balranald Shire Community Strategic Plan 2027' which provides a series of themes for the community, with each driver having a number of strategic outcomes and strategies to achieve the desired outcomes.

The key strategic priorities have been developed and linked to a strategy in the Long Term Community Strategic Plan. These priorities also guide the Four Year Delivery Program. As both the Long Term Community Strategic Plan and the Four Year Delivery Program require community consultation, a strategy has been implemented to ensure that the priorities align with community requirements. Figure 1.1 shows the relationship between the various plans and resourcing strategies.

Figure 1.1   Integrated Planning and Reporting Framework

This figure above can be explained simply, as follows:

Community Strategic Plan - outlines what the community wants; the objectives of the community and strategies to achieve those objectives.

Resourcing Strategy - details the resources that the Council has.

Delivery Program/Operational Plan - shows how Council will use the resources that it has to meet the objectives in the Community Strategic Plan, specifically where Council has been identified as responsible or as a supporting partner in the identified strategies.

Annual Report - details the reporting mechanism used by Council to report on those activities, and actions that Council proposed in its delivery program and operational plan.

As part of this planning process, Council has also prepared a resourcing strategy which includes a long term financial plan, a workforce management strategy and asset management policy. This asset management plan and strategy form part of the overall resourcing strategy for Council. The Balranald Shire Community Strategic Plan 2027', the Delivery Program and Operational Plan have informed and been informed by the Resourcing Strategy. Figure 1.2 shows the relationship between the various resourcing strategies.

Figure 1.2   Resourcing Strategy Framework
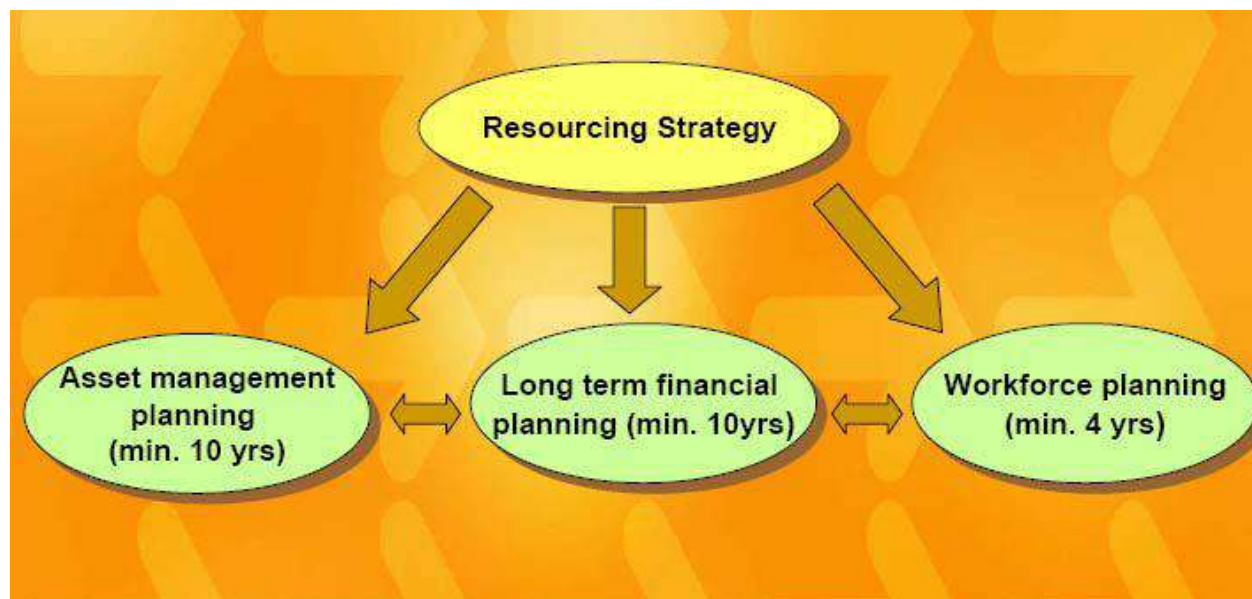
This asset management strategy establishes a framework to guide the planning, construction, maintenance and operation of the infrastructure necessary to achieve the goals and objectives as set out in Balranald Shire Community Strategic Plan 2027 and the Delivery Plan 2017-2021.

Underpinning the asset management policy is a combined asset management plan and overarching asset management strategy, which covers all Council's infrastructure assets.

1.3   Asset management policy

The purpose of this policy is to guide the strategic management of Council's assets to ensure the sustainability, equity and affordability of Council's service delivery for present and future Balranald communities.

This policy applies to all infrastructure assets owned or controlled by Council and forms part of the resourcing strategy which supports the Community Strategic Plan whilst meeting the outcomes of the integrated planning and reporting framework in accordance with the Local Government Act and Division of Local Government's Integrated Planning and Reporting Guidelines.

The objective of the policy is to provide the framework for Council to ensure that assets are provided, maintained and renewed so that they continue to meet the service delivery needs of the community in a way which assists in the achievement of Council's visions and provides the best value to the community.

By the implementation of long term management of its assets, Council will achieve significant benefits, including

- more informed decision making
- improved efficiency
- the ability to plan for the present and future generations
- improved long term financial forecasting and management.

Council needs to ensure that asset management is an integral part of its business cycle, and will

- be consistent with its goals and objectives
- help to manage business risk
- provide tangible benefits
- be integrated with other components of the business
- be sustainable.

The goal of the policy is to ensure adequate provision is made for the long term replacement of major assets by

- ensuring that Council's services and infrastructure are provided in a sustainable manner with the appropriate levels of service to residents, visitors and the environment
- safeguarding Council assets including physical assets and employees by implementing appropriate asset management strategies and appropriate financial resources for those assets
- creating an environment where all Council employees take an integral part in overall management of Council assets by creating and sustaining asset management awareness throughout the organisation by training and development
- meeting legislative requirements for asset management
- ensuring resources and operational capabilities are identified and responsibility for asset management is allocated
- demonstrating transparent and responsible asset management processes that align with demonstrated best practice.

Council's Asset Management Policy was adopted by Council at its meeting held on 26 June 2012 and has been reviewed in February 2017.

A full copy of Council's policy is available on Council's website.

1.4   About asset management

Asset management includes the creation, acquisition, maintenance, operation, renewal or rehabilitation and disposal of assets.

The key elements of infrastructure asset management are

- taking a lifecycle approach
- developing cost-effective management strategies for the long term
- providing a defined level of service and monitoring performance
- understanding and meeting the demands of growth through management and infrastructure investment
- managing risks associated with asset failures
- sustainable use of physical resources
- continuous improvement in asset management practices.

The asset management plan is a tool combining management, financial, engineering and technical practices to ensure that assets are managed and the Levels of Service required by customers are provided at the most economical cost to the community.

There are four broad asset management plan inputs and outputs. See Figure 1.3.

- **Processes** - the processes, analysis and evaluation techniques needed to support effective lifecycle asset management

- **Information Systems** - the information systems to support asset management processes and manipulate data

- **Data** - appropriate, accessible and reliable data for manipulation by information systems to produce the outputs required

- **Implementation Practices** - including organisation, commercial, contractual and people issues

Figure 1.3   Asset Management Plan Inputs and Outputs
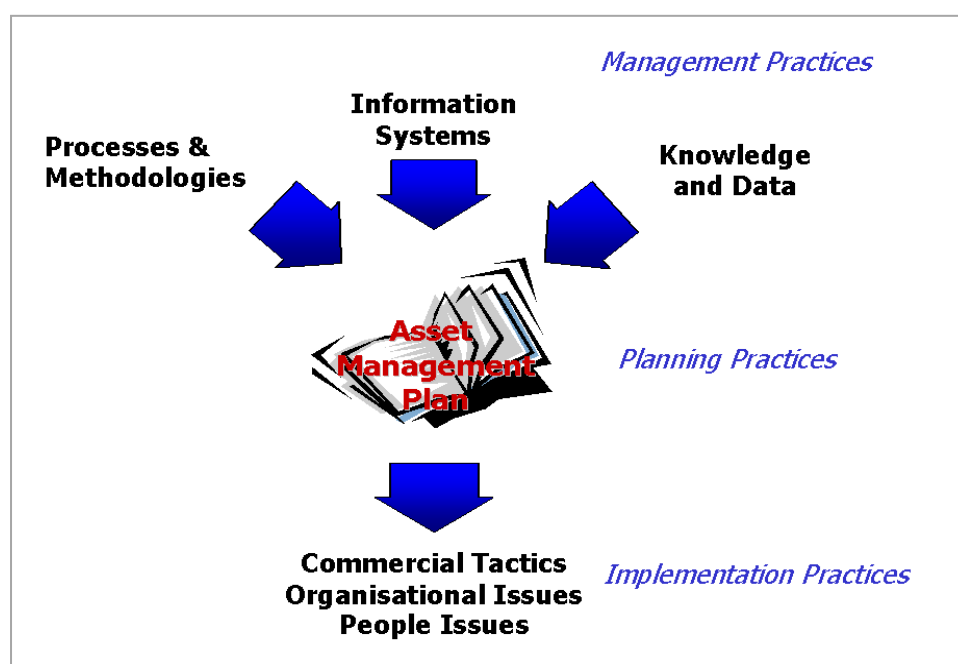
An organisation with solid asset management practices in place will:

- know what assets it owns or has responsibility or legal liability for

- have these assets recorded in an asset register down to an identifiable level

- understand asset values and depreciation

- know the physical condition and rate of deterioration and remaining life of its assets

- know the likely types of failure modes, and predict when they may occur

- know the right time to maintain, rehabilitate and reconstruct assets and implement relevant maintenance and renewal strategies

- have the ability to analyse alternative treatment options and have the ability to rank the treatment options available

- have the ability to determine the likelihood and consequence (risk) associated with the different failure modes

- have knowledge of asset performance and reliability

- have knowledge of asset utilisation and capacity
- understand and have recorded the current Levels of Service in terms of quantity and quality of service
- understand the future Levels of Service required by customers based on community expectations and consultation and in the context of changing demand
- understand and calculate the long term capital and recurrent expenditure and funding needs to sustain assets and provide future Levels of Service for at least ten years into the future
- develop and approve necessary asset renewal programs and funding to sustain Council assets and required Levels of Service.

The organisation should have uniform processes across the whole organisation for the evaluation of any investment in, and forecasts of, operations and maintenance, renewals and new works. Such processes involve:

- monitoring and reporting on the condition and performance of Council assets against Levels of Service and regulatory requirements
- understanding the demand for new assets and services through planning analysis and customer/community surveys
- linking Council corporate goals to asset investments and works programs by:
  - applying best appropriate life cycle processes and practices
  - acquiring and maintaining necessary data and knowledge
  - storing this data and knowledge in appropriate asset management information systems
  - preparing asset management plans so that the strategy is known to all
  - adopting appropriate and 'best value' commercial tactics.

1.5   Balranald Shire Council

Balranald Shire Council is located in the south western district of NSW, approximately 850km south west from Sydney and 450km north of Melbourne. It covers an area of 21,699 square kilometres, making it the fifth largest Shire in the State. The main townships are Balranald (population 1,200) and Euston (population 600), located on the banks of the Murrumbidgee and Murray Rivers respectively. Other localities in the Shire include Kyalite, Oxley, Penarie (Homebush), Hatfield and Claire. The total population of Balranald Shire is just under 2500 persons. Approximately seven percent of the Shire's population is indigenous.

Figure 1.4   Map of Balranald

Culturally the Shire is rich in both indigenous and non-indigenous history. Mungo National Park, which is primarily located in the Balranald Shire, has world archaeological significance with evidence of human occupation dating back at least 50,000 years. South-western NSW was settled by Europeans from the late 1840s, and the Shire has important sites of pastoral industry, inland port heritage and colonial built infrastructure.

The economy of the Balranald Shire Council is strongly connected to agriculture, including grains (dryland and irrigated), sheep and cattle. However diversification has occurred to encompass horticulture, viticulture, organic agriculture, tree (fruit and nut), timber harvesting and tourism. The Sturt Highway provides the east west route for flow of goods, services and visitors to the Shire.

1.6   Assets covered by this plan

The following asset groups are covered by this asset management plan and strategy

- Transport assets including
    - roads
    - kerb and gutter
    - footpaths
    - bridges and major culverts

- Building assets including
    - library
    - museum
    - art gallery
    - plant and depot etc.
- Sewer assets including
    - Balranald sewerage
    - Euston sewerage
- Water assets including
    - Balranald water
    - Euston water
- Stormwater assets
- Open space and recreation assets including:
    - parks, gardens and reserves
    - recreational facilities including swimming pools, sporting complex, tennis and netball courts, skate park etc.
- Other assets (waste/other structures)

Full details of the Council's assets are included in the asset class specific section of this plan.

1.7   Responsibilities for management of assets within Council

The responsibilities relating to infrastructure assets within Council are as follows:

- Councillors adopt the policy to ensure sufficient resources are applied to manage the assets

- The General Manager has overall responsibility for developing an asset management strategy, plans and procedures and reporting on the status and effectiveness of asset management within Council

- Executive managers are responsible for implementing asset management systems, policies and procedures

- Employees with management or supervisory responsibility are responsible for the management of assets within the area of responsibility, as determined under asset management plans

In the short term, employees will be tasked under implementation plans, and will be responsible for the timely completion of the activities contained within those plans. In the medium term, awareness sessions will be conducted to ensure that employees are familiar with asset management and how it is applied within Balranald Shire Council.

1.8   Key stakeholders

Key stakeholders are those groups of people who have an interest in the responsible management of assets. The following list identifies key stakeholders and a description of their role in the management of Council's assets.

Table 1.2   Key Stakeholders

Stakeholders	Role
Councillors	– Represent needs of community/stakeholders – Allocate resources to meet the organisation's objectives in providing services while managing risks – Ensure the organisation is financially sustainable
General Manager	Overall responsibility for the management of Council's asset network
Community	End users of Council's assets
Council Staff	Managers of Council's asset network
Visitors	End users of Council's asset network
Public Utility Providers	Utilisation of assets for public utilities infrastructure
Emergency Services	End users of Council's asset network
Local and National Business	End users of Council's asset network
State Government	Management and funding source for a range of assets

1.9   Links to Council plans and strategies

This asset management plan and strategy has been prepared having regard to the vision, guiding principles and strategic objectives as outlined in 'Balranald Shire Community Strategic Plan 2027', and is detailed as:

"To create a better, more vibrant, more resilient and more engaged community, by capitalising upon its human, cultural, environmental and business assets and encouraging a strong sense of civic participation and pride".

Infrastructure assets will play both a direct and an indirect role in the delivery of a number of the key community drivers and Council actions. The table below indicates how Council's assets play a role in the delivery of the key strategies linked to the Community Strategic Plan's pillars and goals.

Table 1.3   Asset Linkages to the Community Strategic Plan 2027

Pillars	Strategic Objectives		Strategies		Transport	Buildings	Sewer	Water	Stormwater	Open Space & Recreation Assets	Other (Waste)
Our People	1.1	Create more opportunities for community members to socialise and connect in our community	1.1.1	Expand opportunities for social interaction	✓	✓				✓	
Our Place	2.1.	Promote our community as a lifestyle, work and business destination	2.1.3	Towns are safe and inviting for locals and visitors	✓	✓				✓	
			2.1.4	Develop a series of communication mediums to promote the benefits of living and working in our community	✓	✓				✓	
	2.2	Create opportunities to assist community members who are disadvantaged	2.2.2	Plan for an ageing population	✓	✓	✓	✓	✓	✓	✓
	2.3	Provide and promote a wide range of lifestyle opportunities and activities, facilities and the environment to provide safe and inviting communities	2.3.1	Plan construct and maintain recreational facilities	✓	✓	✓	✓	✓	✓	✓
			2.3.3	Create and/or promote events							
Our Economy	3.2	Develop and promote our community as a desirable place to stop, stay and experience the Outback and river environments of South Western NSW	3.2.1	Formulate and implement a Balranald Shire Tourism and Marketing Strategy	✓	✓				✓	
			3.2.2	Improve Heritage Park (Discovery Centre Precinct)			✓	✓	✓	✓	
			3.2.3	Develop an eco-trail in the Euston Forest							
			3.2.4	Improve links between Balranald communities and Mungo and Yanga National Parks			✓			✓	

Pillars	Strategic Objectives		Strategies		Transport	Buildings	Sewer	Water	Stormwater	Open Space & Recreation Assets	Other (Waste)
			3.2.7	Implement physical improvements to Market Street	✔	✔	✔	✔	✔	✔	✔
	3.3	Lobby and facilitate the community gaining its fair share from regional investment to ensure sustainable provision of appropriate social, cultural and physical infrastructure.	3.3.4	Maximise regional development opportunities	✔	✔	✔	✔	✔	✔	✔
Our Culture	4.1	Promote opportunities to acknowledge and celebrate our diverse cultures, heritage, artistic expression, religions and faiths.	4.1.1	Identify, protect and interpret our significant heritage sites		✔				✔	
Our Infrastructure	5.1	To preserve and enhance our natural environments ensuring they remain sustainable, healthy and clean	5.1.1	Continual focus on reducing our environmental footprint and being environmentally sustainable.	✔	✔	✔	✔	✔	✔	✔
	5.2	Promote key health, community communications and infrastructure improvements	5.2.1	Extend mobile coverage especially in the Hatfield / Claire area and National Parks.	✔					✔	
	5.3	Plan, maintain and develop key transport, energy and community infrastructure.	5.3.1	Identify and lobby for key transport and road infrastructure improvements	✔		✔	✔	✔	✔	✔
			5.3.2	Provide for more and improved footpaths, bike paths and mobility scooter paved concrete paths	✔				✔	✔	
			5.3.3	Identify potential access to new energy technologies and infrastructure	✔	✔	✔	✔	✔	✔	✔

Pillars	Strategic Objectives		Strategies		Transport	Buildings	Sewer	Water	Stormwater	Open Space & Recreation Assets	Other (Waste)
			5.3.4	Create more tourism opportunities and offers with the existing aerodrome and other transport facilities	✓	✓				✓	✓
			5.3.5	Provide community infrastructure	✓	✓	✓	✓	✓	✓	✓
Our Leadership	6.2	Strengthen collaboration and partnerships across all levels of government.	6.2.2	Seek collaborative approaches in both planning and delivery of community services	✓	✓	✓	✓	✓	✓	✓

This asset management plan also has links with other Council plans and documents including:

- Operational Plan – detailed action plan on projects and finances for each particular year. The works identified in the Asset Management Plan form the basis on which operational plans are prepared

- Standards and Policies

- Direct Contributions Plans

- State of the Environment Report

- Plans of Management

1.10 Legislative requirements

There are a number of legislative requirements that apply to the management of assets, including but not limited to:

- Local Government Act 1993
- Local Government (General) Regula2tion 1999
- Environmental Planning and Assessment Act 1979
- Environmental Planning Legislation Amendment Act 2006
- Protection of the Environment Administration Act 1991
- Protection of the Environment Operation Act 1991
- Civil Liability Act 2002
- Environmental Protection Act 1970
- Work, Health and Safety Act and Regulations
- Disability Discrimination legislation including:
- Commonwealth Disability Discrimination Act 1992 (DDA)
- NSW Anti-Discrimination Act 1997
- AS 1428 (Set) – 2003 Design for Access and Mobility
- AS/NZS 4360 – 2004 Risk Management
- Australian Accounting Standards
- Environmentally Hazardous Chemicals Act 1985
- Water Management Act 2000
- Heritage Act 1977
- Crown Lands Act
- Building Code of Australia
- Plus other legislation relating to:
  - Working at Heights
  - Confined Spaces
  - Plant Regulations
  - Manual Handling
  - Noise Regulations
  - Planning Controls
  - Various other Australian Standards

2   Levels of Service

2.1   Introduction

Level of Service (also service level) can be defined as the service quality for a given activity. Levels of Service are often documented as a commitment to carry out a given action or actions within a specified time frame in response to an event or asset condition data.

Service levels may relate to:
- Reliability of Service
- Quality of Service
- Quantity of Service
- Safety/Risk/Security

The objective of asset management is to enable assets to be managed in such a way that agreed Levels of Service are consistently achieved in the most cost effective manner.

The current Levels of Service are governed by available funding.

Levels of Service that are based on an understanding of customer needs, expectations, preferences and their willingness to pay for any increase in the Levels of Service are required in the future.

2.2   Customer research and expectations

Council is planning to apply for a Special Rate Variation which will enable Council to carry out community satisfaction surveys.

2.3   Service level outcomes

This asset management plan specifically defines Levels of Service for each asset class. These service levels are defined for the individual asset classes as part of the lifecycle management sections of this plan.

These Levels of Service have been combined to deliver five asset-related service level outcomes. The service level outcomes are:
- Accessibility
- Quality / condition
- Responsiveness
- Customer satisfaction
- Affordability
- Sustainability

Each of the service level outcomes is related directly to the Community Strategic Plan 2027 by the way each asset class helps deliver the services required by the community. These service level outcomes are essential to ensure that the asset portfolio is not only maintained to a satisfactory level but also caters for the future demands of the community whilst balancing the potential risks to the community and the Council. The service level outcomes and how they are related to the assets and Council's strategies are detailed in Table 2.1.

Accessibility

To ensure the asset base performs as required it is essential that the asset, no matter which type of asset, is generally available to the community as required. As a service outcome the Council's customers will require assets that are accessible and can be relied upon to deliver the services that are not only expected, but the services that are required.

Quality / Condition

Asset quality is also very important. In this regard, Council should determine the quality of the assets required for the Shire area. Quality will have more to do with the manner and type of the asset rather than its condition. An asset may be poor in quality yet have a condition which is described as good.

Responsiveness

Council will maintain assets in a workman-like manner and be responsive to the needs of the community now and into the future. Whilst this may be difficult in some instances, Council places a high emphasis on customer service and it's responsiveness to customer enquiries. Strategies will be implemented to ensure that Council maintains a high level of customer support.

Customer satisfaction

Council will continue to provide services to the community in a manner that is efficient and effective. Council will continue to monitor community satisfaction with its current services and strive to improve community satisfaction where possible.

Affordability

Council will maintain its infrastructure assets in a cost effective affordable manner in accordance with responsible economic and financial management. In order for Council's assets to assist in meeting the strategic goals and in attaining optimum asset expenditure, Council will need to continually review its current operational strategies and adopt new and proven techniques to ensure that assets are maintained in their current condition.

Sustainability

Council will ensure that its assets are maintained in a manner that will ensure the long term financial sustainability of the Shire for current and future generations. This will be achieved by ensuring efficient and effective service delivery and ensuring appropriate funds are allocated to maintain and renew infrastructure assets.

The primary linkages between these service level outcomes and the community strategies are illustrated in the following table.

Table 2.1   Strategies and Service Level Outcomes

Pillars	Strategic Objectives	Strategies	Accessibility	Quality / condition	Responsiveness	Customer satisfaction	Affordability	Sustainability
Our People	1.1 Create more opportunities for community members to socialise and connect in our community	1.1.1 Expand opportunities for social interaction	✓	✓	✓	✓	✓	
Our Place	2.1 Promote our Community as a lifestyle, work and business destination	2.1.3 Towns are safe and inviting for locals and visitors		✓	✓	✓	✓	✓
		2.1.4 Develop a series of communication mediums to promote the benefits of living and working in our community			✓	✓	✓	✓
	2.2 Create opportunities to assist community members who are disadvantaged	2.2.2 Plan for an ageing population	✓	✓		✓	✓	✓
	2.3 Provide and promote a wide range of lifestyle opportunities and activities, facilities and the environment to provide safe and inviting communities	2.3.1 Plan construct and maintain recreational facilities	✓	✓	✓	✓	✓	✓
		2.3.3 Create and/or promote events		✓		✓	✓	
Our Economy	3.2 Develop and promote our community as a desirable place to stop, stay and experience the Outback and river environments of South Western NSW	3.2.1 Formulate and implement a Balranald Shire Tourism and Marketing Strategy	✓	✓		✓		✓
		3.2.2 Improve Heritage Park (Discovery Centre Precinct)		✓				✓
		3.2.3 Develop an eco-trail in the Euston Forest						
		3.2.4 Improve links between Balranald communities and Mungo and Yanga National Parks	✓		✓	✓		

Pillars	Strategic Objectives		Strategies		Accessibility	Quality / condition	Responsiveness	Customer satisfaction	Affordability	Sustainability
			3.2.7	Implement physical improvements to Market Street		✓		✓		✓
	3.3	Lobby and facilitate the community gaining its fair share from regional investment to ensure sustainable provision of appropriate social, cultural and physical infrastructure.	3.3.4	Maximise regional development opportunities	✓	✓			✓	✓
Our Culture	4.1	Promote opportunities to acknowledge and celebrate our diverse cultures, heritage, artistic expression, religions and faiths.	4.1.1	Identify, protect and interpret our significant heritage sites		✓				✓
Our Infrastructure	5.1	To preserve and enhance our natural environments ensuring they remain sustainable, healthy and clean	5.1.1	Continual focus on reducing our environmental footprint and being environmentally sustainable.		✓	✓		✓	✓
	5.2	Promote key health, community communications and infrastructure improvements	5.2.1	Extend mobile coverage especially in the Hatfield / Claire area and National Parks.	✓	✓		✓	✓	✓
	5.3	Plan, maintain and develop key transport, energy and community infrastructure	5.3.1	Identify and lobby for key transport and road infrastructure improvements	✓	✓	✓	✓	✓	✓
			5.3.2	Provide for more and improved footpaths, bike paths and mobility scooter paved concrete paths	✓	✓	✓	✓	✓	✓
			5.3.3	Identify potential access to new energy technologies and infrastructure		✓	✓		✓	✓

Pillars	Strategic Objectives	Strategies	Accessibility	Quality / condition	Responsiveness	Customer satisfaction	Affordability	Sustainability
		5.3.4 Create more tourism opportunities and offers with the existing aerodrome and other transport facilities	✔		✔	✔	✔	✔
		5.3.5 Provide community infrastructure	✔	✔	✔	✔	✔	✔
Our Leadership	6.2 Strengthen collaboration and partnerships across all levels of government	6.2.2 Seek collaborative approaches in both planning and delivery of community services			✔	✔		

2.4 Condition

Condition is a measure of an assets physical condition relative to its condition when first constructed. When rating asset condition, Council uses a scale of 0 - 5, where 0 = new and 5 = totally failed. A copy of a typical condition rating matrix is detailed below.

Condition Rating	Condition	Descriptor	Guide	Residual Life as a % of Total Life	Mean Percentage of Residual Life
1	Excellent	Sound physical condition. Asset likely to perform adequately without major work.	Normal maintenance required	>86	95
2	Good	Acceptable physical condition, minimal short-term risk of failure.	Normal maintenance plus minor repairs required (to 5% or less of the asset)	65 to 85	80
3	Satisfactory	Deterioration evident, failure in the short term unlikely. Minor components need replacement or repair now but asset still functions safely.	Significant maintenance and/or repairs required (to 10 - 20% of the asset)	41 to 64	55
4	Worn	Deterioration of the asset is evident and failure is possible in the short term. No immediate risk to health and safety.	Significant renewal required (to 20 - 40% of the asset)	10 to 40	35
5	Poor	Failed or failure is imminent or there is significant deterioration of the asset. Health and safety hazards exist which present a possible risk to public safety.	Over 50% of the asset requires renewal	<10	5

2.5 Levels of Service

The Levels of Service for each asset class have been developed based on current work practices and performance. They take into account current data collection and monitoring practices and reflect the service level outcome categories. Current service levels are detailed in the individual asset sections located in the appendices of this plan.

3 Future Demand

3.1 Demand forecast

The future infrastructure demand for community infrastructure and facilities is driven by changes and trends in

- population growth/reduction
- changes in the demography of the community
- lifestyle changes
- residential occupancy levels
- commercial/industrial demand
- technological changes which impact the asset
- the economic situation
- government policy
- environmental.

3.2 Population forecasts

The estimated current and forecast resident population of Balranald Shire from the New South Wales local area population projections is shown in the table below.

Table 3.1 Population Projections

Area	Forecast year						
	2011	**2016**	**2021**	**2026**	**2031**	**2036**	**Total change**
Riverina Cities	275,472	283,673	295,469	308,291	320,967	333,994	+58,522
Balranald Council area	2,372	2,332	2,333	2,333	2,336	2,339	-34

The population of the Balranald Shire is expected to decline slowly over the next twenty years. Recent population modelling predicts a decrease of approximately 34 persons between 2011 and 2036.

3.3 Changes in technology

Technology changes may affect the delivery of infrastructure services as a result of improvements to construction materials and methods. These may potentially increase the life of some assets and reduce susceptibility to damage.

3.4   Demand management plan

The following general implications and impacts are predicted on the Council assets, based upon changes and trends are shown in Table 3.2.

Table 3.2   Future Demand Impact on Assets

Demand Factor	Impact on Services
Population	Population growth will typically place an increased demand on assets, especially libraries and community centres; however population is estimated to remain static for the period of the plan and will not be a driving factor in planning for new assets
Demographics	The trend towards an increasing and older population will place an increased demand on some assets, especially aged care facilities, community centres and recreation assets
Social/Economic	Not directly applicable
Transportation Changes	Not directly applicable
Increasing Costs	Requirement to continue to maximise service delivery within the funding limitations
Environment and Climate	Some assets may be impacted by change such as more severe weather events
Lifestyle	Will impact on the type and size of facilities provided into the future
Technology	May require improved environmental management of facilities

3.5   Demand management strategies

A formal demand management plan does not currently exist and is not required. Increases in demand for asset-based services will not be driven by population increases but more by changing demographics of the population. Council will continue to monitor the changing population and adapt and modify services as appropriate to the existing community needs.

Council has a strategy for the development and expansion for the towns of Balranald and Euston and plans to take advantage of the proximity to Mildura to drive localised growth.

4 Asset Management Strategy and Practices

4.1 Asset management systems

Currently, Council has no formalised asset management system. All asset data for depreciation purposes is stored in the Council's financial system. The asset registers for asset management purposes are maintained in a series of standalone spreadsheets maintained by the individual asset managers. It is recommended that, to improve the asset management improvement program, a single corporate asset register be established.

4.2 Data collection and validation

In the preparation of this asset management plan and strategy, Council has used the most current and up to date information that it has available. This information will be required to be updated on a regular basis. Council currently has a semi-formal approach to the collection of asset condition data. In some asset classes such as sewerage there is a process for ongoing CCTV pipe inspections; in other asset classes data is updated on a regular basis however the process is not fully documented.

As part of the asset management improvement plan it is proposed that these matters be addressed on an ongoing basis.

4.3 Asset management gap analysis

An asset management gap analysis process has been undertaken for Council's assets as part of the NSW Division of Local Government Infrastructure Audit.

The gap analysis process included an

- assessment of current asset management practice against various desired asset management criteria and elements (generally assessment made considering frequency, emphasis, formality, systems and results)
- assessment of desired/target asset management practice to be achieved within the target timeframe against various best practice asset management criteria and elements (generally assessment made considering frequency, emphasis, formality, systems and results)
- identification of the gap between current asset management practice and desired/target asset management practice.

The results of the gap analysis are shown in Figure 4.1 below.

The audit results for Balranald indicate a low level of compliance with asset management practices within the organisation. This result is typically of a small size of the organisation that has adopted a practical day to day approach to the management of its assets. Typically, Balranald has many of the core aspects of asset management however these are not well documented and typically not carried out in a strategic manner.

Figure 4.1   Strategic Asset Management Gap Analysis Summary Chart

Balranald Council	Current Score	Desired score 3yrs	Priority (1-3)	1	2	3	4	5	6	7	8	9	10
Asset Knowledge / Data	**4.0**	**8.0**		🟩	🟩	🟩	🟩	🟥	🟥	🟥	🟥		
Asset Classification/ Hierarchy	6			🟩	🟩	🟩	🟩	🟩	🟩				
Attributes and Location	2			🟩	🟩								
Condition Data	3			🟩	🟩	🟩							
Lifecycle Cost Data	4			🟩	🟩	🟩	🟩						
Valuation, Depreciation and Age/Life Data	5			🟩	🟩	🟩	🟩	🟩					
Asset Knowledge Processes	**6.0**	**8.0**		🟩	🟩	🟩	🟩	🟩	🟩	🟥	🟥		
Asset Accounting/ Valuation	6			🟩	🟩	🟩	🟩	🟩	🟩				
Strategic Asset Planning Processes	**4.0**	**8.0**		🟩	🟩	🟩	🟩	🟥	🟥	🟥	🟥		
Strategic Long Term Plan	4			🟩	🟩	🟩	🟩						
Asset Management Policy and Strategy	6			🟩	🟩	🟩	🟩	🟩	🟩				
Levels of Service	4			🟩	🟩	🟩	🟩						
Risk Management	3			🟩	🟩	🟩							
Financial Planning and Capital Investment	2			🟩	🟩								
Asset Management Plans	6			🟩	🟩	🟩	🟩	🟩	🟩				
Operations and Maintenance Work Practices	**3.0**	**8.0**		🟩	🟩	🟩	🟥	🟥	🟥	🟥	🟥		
Operations / Maintenance Management	4			🟩	🟩	🟩	🟩						
Critical Assets	1			🟩									
Information Systems	**3.0**	**8.0**		🟩	🟩	🟩	🟥	🟥	🟥	🟥	🟥		
Asset Register	3			🟩	🟩	🟩							
Systems Integration	3			🟩	🟩	🟩							
Organisation Context	**2.0**	**8.0**		🟩	🟩	🟥	🟥	🟥	🟥	🟥	🟥		
Organisational Strategy	2			🟩	🟩								
Asset Management Review/Improvement	3			🟩	🟩	🟩							
AM Roles and Responsibilities	2			🟩	🟩								

4.4   Improvement plan

As part of an ongoing commitment to asset management within the organisation, each asset class has a number of improvement tasks which have been prioritised, and as each task is actioned, Council's capability and capacity for improved management of assets will be enhanced. Below are the high priority actions which will lead to improved management of Council's assets as a whole. The full asset management improvement program is detailed in Appendix 8.

4.5   Asset management strategy

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 Policy to be achieved
- ensure the integration of Council's asset management with its Long Term Strategic Plan.

The overarching Asset Management Strategy proposes the following strategies to enable the objectives of the Community Strategic Plan to be achieved.

No	Strategy	Desired Outcome
1	Continue the move from annual budgeting to long term financial planning	The long term implications of Council services are considered in annual budget deliberations
2	Further develop and review the Long Term Financial Plan covering ten years incorporating asset management plan expenditure projections with a sustainable funding position outcome	Sustainable funding model to provide Council services
3	Incorporate Year 1 of Long Term Financial Plan revenue and expenditure projections into annual budgets	Long term financial planning drives budget deliberations
4	Review and update asset management plan financial projections and long term financial plans after adoption of annual budgets. Communicate any consequence of funding decisions on service levels and service risks	Council and the community are aware of changes to service levels and costs arising from budget decisions
5	Report Council's financial position at Fair Value in accordance with Australian accounting standards, financial sustainability and performance against strategic objectives in annual reports	Financial sustainability information is available for Council and the community
5	Ensure Council's decisions are made from accurate and current information in asset registers, on service level performance and costs and 'whole of life' costs	Improved decision making and greater value for money
7	Report on Council's resources and operational capability to deliver the services needed by the community in the Annual Report	Services delivery is matched to available resources and operational capabilities
8	Ensure responsibilities for asset management are identified and incorporated into staff position descriptions	Responsibility for asset management is defined
9	Implement an Improvement Plan to realise 'core' maturity for the financial and asset management competencies.	Improved financial and asset management capacity within Council
10	Report annually to Council on development and implementation of asset management strategy and plan and long term financial plans	Oversight of resource allocation and performance

4.6   Monitoring and review procedures

The executive management team will consider a summary report on the progress against the asset management improvement plan on a regular basis and will prepare a detailed report on progress against the plan on an annual basis at the end of each financial year and present it to Council.

5   Risk Management Plan

Risk management is defined in AS/NZS 4360:2004 as: "the culture, processes and structures that are directed towards realising potential opportunities whilst managing adverse effects".

A high level risk assessment process to identify risks and to outline a plan to address the risks relating to assets was undertaken in November 2013. The risk assessment process was carried out generally in accordance with Australian Standard for Risk Management AS/NZS 4360:2004.

The risk assessment process identified and evaluated community and service risks that may impact on the community and delivery of services and developed a risk treatment plan.

Critical assets have been identified by utilising the day to day operational knowledge and technical skills of Council staff to identify critical assets in each asset category. Critical assets have been highlighted in the overarching asset management strategy.

Currently no risk mitigation strategies have been developed for critical assets. More work is required in terms of business continuity planning in relation to these assets. It is understood that these matters will be addressed over the next twelve months.

In addition to the community and service risks identified in the risk register, there are a number of risks associated with the management of the assets. These strategic risks are identified in Table 5.1.

Table 5.1   Risk Register for Council's Assets

Risk Categories: VH = very high, H = high, M = medium, L = low

Risk Details / Event	Likelihood	Consequence	Risk	Asset Group Affected							Existing Controls	Controls Adequate	Actions Needed
				Transport	Sewage	Water	Stormwater	Open Space and Rec	Other (Waste)	Buildings			
Poor design / construction causes damage or injury	Possible	Major	H	✓	✓	✓	✓	✓	✓	✓	Designs prepared and construction projects supervised by suitably qualified and experienced people	Y	Adopt more rigorous *Design Office Approach* to ensure standards are achieved for design and documentation. Implement improved *Project Management Approach* and establish mechanisms for better liaison between designers and constructors. Better communications between design and construction staff required.
Damage caused by vandalism including graffiti	Possible	Moderate	M	✓	✓			✓		✓	Efforts are made to design and construct works to reduce susceptibility to damage Council arranges removal of graffiti from its assets	Y	
Overall condition of assets decreases due to inadequate renewal and maintenance programs	Likely	Moderate	H	✓	✓	✓	✓	✓	✓	✓	Programs controlled by budget availability	N	Establish clear management plans, with forecast costs, to maintain Levels of Service and debate with Council.
Changes in legislation affect the responsibilities of Council	Unlikely	Moderate	L	✓	✓	✓	✓	✓	✓	✓	Monitor legislative changes	Y	Continue to monitor legislative changes.

Risk Details / Event	Likelihood	Consequence	Risk	Asset Group Affected							Existing Controls	Controls Adequate	Actions Needed
				Transport	Sewage	Water	Stormwater	Open Space and Rec	Other (Waste)	Buildings			
Resource constraints affect the management of the assets	Possible	Major	H	✓	✓	✓	✓	✓	✓	✓	None	N	Monitor staff turnover and maximise staff retention.
Unforeseen increases in fuel, plant and materials costs	Likely	Moderate	H	✓	✓	✓	✓	✓	✓	✓	Costs are monitored	Y	Continue to monitor costs.
Failure of materials supplies	Possible	Major	H	✓	✓	✓	✓	✓	✓	✓	None	N	Ensure alternative supply arrangements are in place for critical materials.
Flooding	Possible	Major	H	✓	✓		✓	✓		✓	Flood management plans being prepared	Y	Implement flood management program.
Impact of climate change on assets	Possible	Major	H	✓	✓	✓	✓	✓	✓	✓	None	N	Prepare climate change plans and programs targeting asset management.

5.1   Critical assets

Council has not undertaken any detailed analysis of critical assets, however based on the skills and knowledge of Council's operational and technical staff, Council has identified its critical assets as following:

- Balranald and Euston Water Treatment Plant

- Balranald and Euston Reservoirs, including intake structures

- Main Sewerage Pump Stations

- Councils Administration Centre

The emergency response plan for these assets is currently in development.

6 Combined Assets Overview

6.1 Combined assets values

In total, Balranald Shire Council has over $162 million worth of assets with a written down value of $108 million and over $2.8 million in annual depreciation expense.
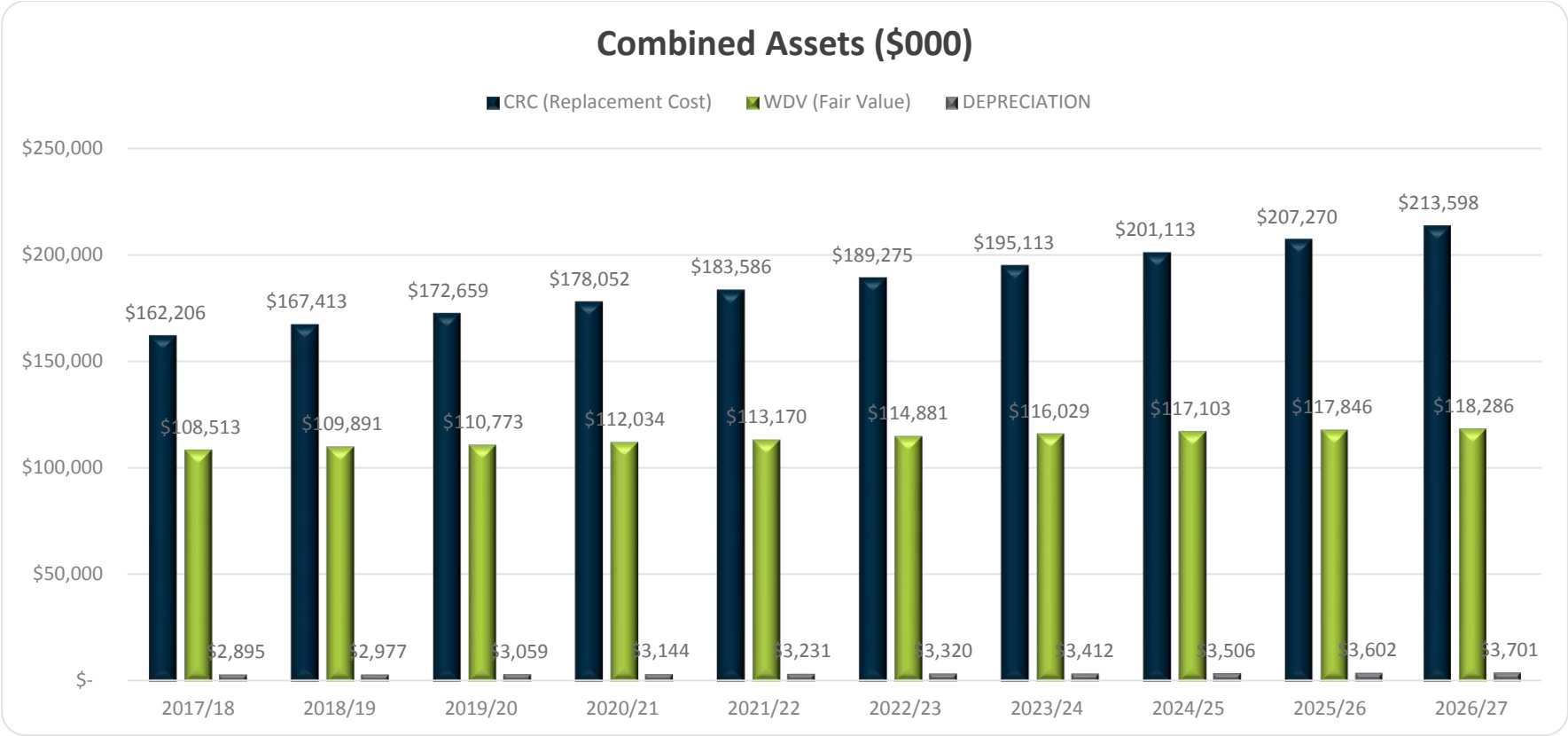
6.2   Overall funding strategy

Council's overall funding strategy is to align and to match the asset value and asset expenditure. Asset groups that are generally larger carry a greater replacement cost, have higher usage and importance and are allocated more funding than those from a smaller group.

Figure 6.1   Total Asset Composition Based on Current Replacement Cost and Budget Allocation
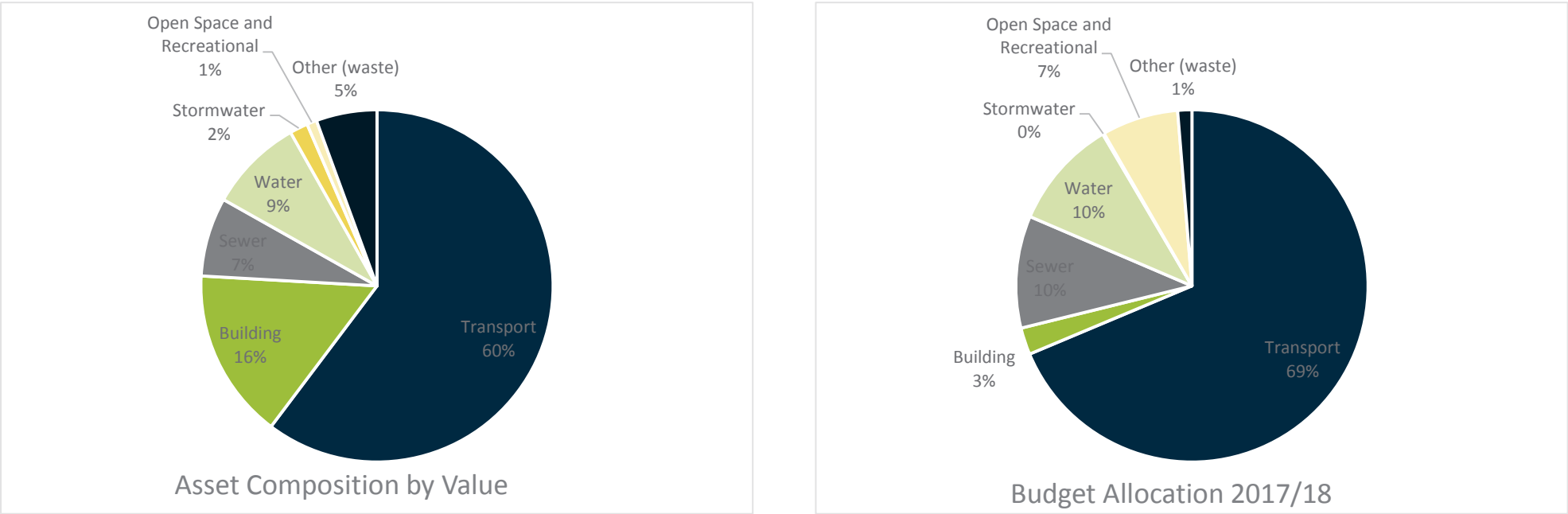
Figure 6.1 above shows asset composition based on current replacement cost and 2017/18 budget allocation. As indicated, Council expenditure is typically based on the asset groups that carry large replacement cost and high significance. In addition, Council monitors asset requirements regularly and allocates budget accordingly.

6.3   Summary of asset expenditure

Council's total ten year expenditure budget on its infrastructure assets is reasonable with estimated shortfall of $1.1 million. The table below provides a summary of Council's ten year expenditure of all assets.

Expenditure Summary	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	10 Year Total
Actual											
Renewal	$3,503	$3,186	$3,221	$3,127	$3,619	$2,888	$3,004	$2,526	$2,282	$2,782	$30,137
New and Expanded Assets	$876	$784	$799	$804	$819	$824	$840	$845	$861	$867	$8,318
Operational	$565	$577	$589	$602	$614	$627	$640	$654	$668	$682	$6,219
Maintenance	$1,943	$1,967	$1,997	$2,024	$2,054	$2,080	$2,112	$2,128	$2,161	$2,193	$20,658
Total Expenditure	$6,887	$6,514	$6,605	$6,557	$7,106	$6,419	$6,596	$6,153	$5,971	$6,524	$65,332
Required											
Required Renewal (Depreciation)	$2,895	$2,968	$3,042	$3,118	$3,195	$3,275	$3,356	$3,439	$3,524	$3,611	$32,422
New and Expanded Assets	$876	$784	$799	$804	$819	$824	$840	$845	$861	$867	$8,318
Required O&M	$3,363	$3,466	$3,569	$3,676	$3,785	$3,897	$4,012	$4,130	$4,252	$4,376	$38,526
Total	$7,133	$7,218	$7,410	$7,597	$7,799	$7,996	$8,208	$8,414	$8,636	$8,853	$79,266
Overall (GAP)	($246)	($704)	($805)	($1,041)	($693)	($1,577)	($1,612)	($2,261)	($2,665)	($2,330)	($13,934)

Excluding water and sewer assets from the expenditure calculations due to their separate budgets slightly increases this shortfall by $0.7 million.

Expenditure Summary	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	10 Year Total
Actual											
Renewal	$2,471	$2,126	$2,554	$2,487	$3,112	$2,611	$2,590	$2,324	$2,078	$2,573	$24,925
New and Expanded Assets	$876	$784	$799	$804	$819	$824	$840	$845	$861	$867	$8,318
Operational	$400	$409	$417	$426	$434	$443	$452	$462	$471	$481	$4,395
Maintenance	$1,508	$1,522	$1,542	$1,560	$1,580	$1,595	$1,616	$1,622	$1,643	$1,664	$15,854
Total Expenditure	$4,379	$4,057	$4,513	$4,472	$5,125	$4,649	$4,659	$4,408	$4,193	$4,718	$53,491
Required											
Required Renewal (Depreciation)	$2,530	$2,595	$2,661	$2,728	$2,797	$2,868	$2,940	$3,014	$3,089	$3,167	$28,389
New and Expanded Assets	$876	$784	$799	$804	$819	$824	$840	$845	$861	$867	$8,318
Required O&M	$2,846	$2,937	$3,029	$3,124	$3,221	$3,321	$3,423	$3,528	$3,636	$3,747	$32,813
Total	$6,251	$6,317	$6,489	$6,656	$6,837	$7,013	$7,203	$7,387	$7,587	$7,781	$69,520
Overall (GAP)	($1,872)	($2,259)	($1,976)	($2,184)	($1,712)	($2,364)	($2,544)	($2,980)	($3,394)	($3,062)	($16,029)

6.4 Asset performance ratios

An effective way of assessing performance of an asset is through measuring its performance ratios. Asset consumption ratio, asset sustainability ratio and asset renewal ratio are the three typical asset ratios that are used in this asset management plan to measure asset based service levels for the seven asset categories.

6.5   Asset Consumption Ratio

The average proportion of 'as new' condition remaining for assets. This ratio shows the written down current value of the local government's depreciable assets relative to their 'as new' value. It highlights the aged condition of a local government's stock of physical assets and the potential magnitude of capital outlays required in future to preserve their service potential.

6.6   Asset Sustainability Ratio

Are assets being replaced at the rate they are wearing out? This ratio indicates whether a local government is renewing or replacing existing non-financial assets at the same rate that its overall stock of assets is wearing out. It is calculated by measuring capital expenditure on renewal or replacement of assets relative to the rate of depreciation of assets for the same period. A local government would need to understand and be measuring its renewal expenditure to be able to determine this ratio.

6.7   Asset Renewal Funding Ratio

Is there sufficient future funding for renewal and replacement of assets? This ratio indicates whether Council is allocating sufficient funds aside in its long term financial plan to adequately fund asset renewals.

These are calculated for each asset category under the asset based service level in the appendices. However, we have provided an overall picture of Council's asset portfolio by charting the asset renewals and maintenance funding, as well as the asset consumption ratio for the general fund assets (excludes water and sewerage) and the total asset portfolio.

Renewals Ratio - All Assets
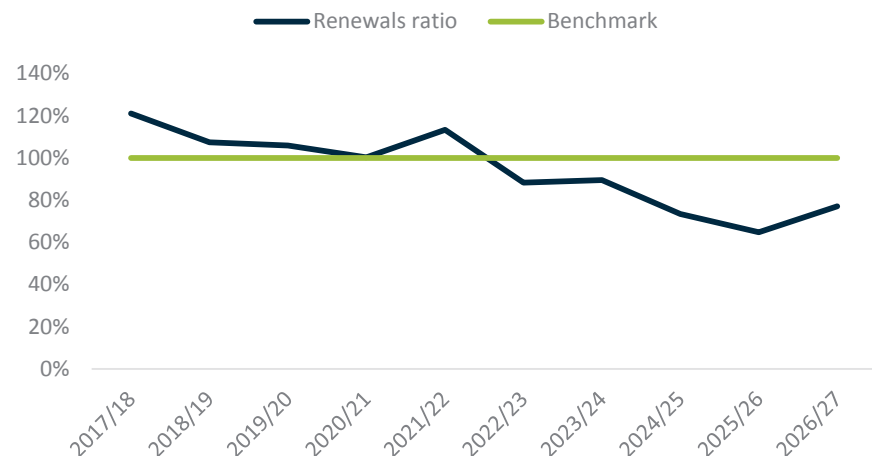
Renewals Ratio - General Fund Assets
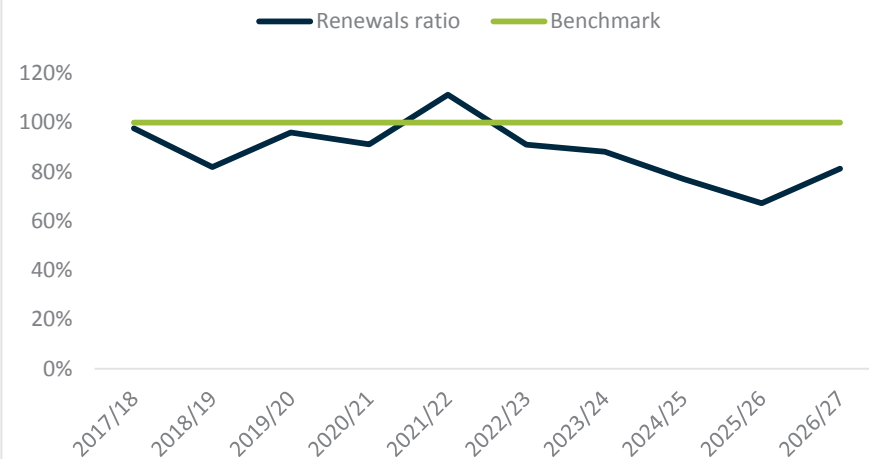
Maintenance Ratio - All Assets
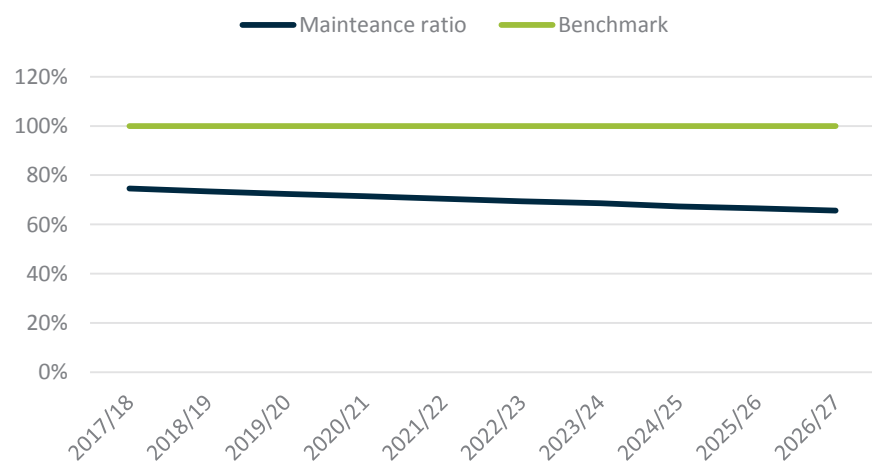
Maintenance Ratio - General Fund Assets

Backlog Ratio - All Assets

Backlog Ratio - General Fund Assets
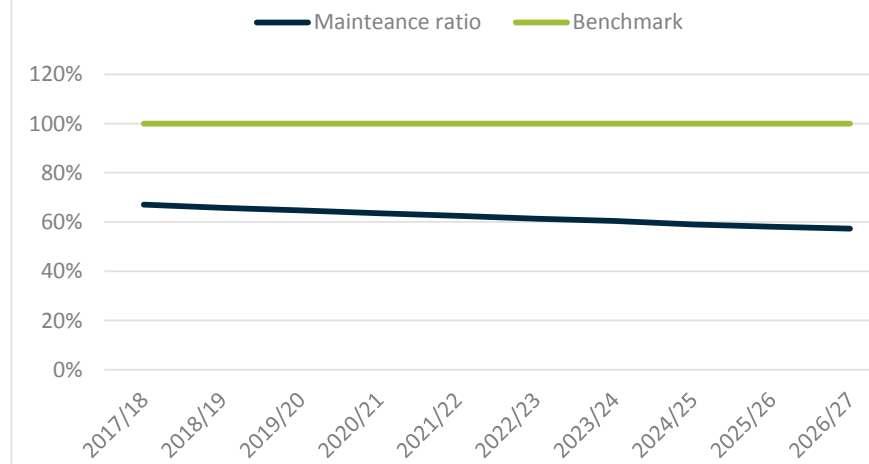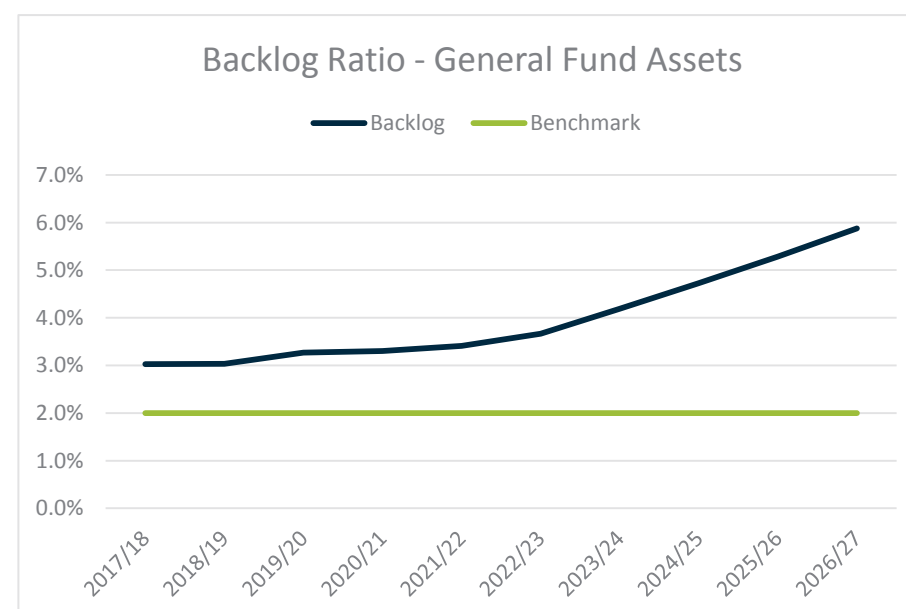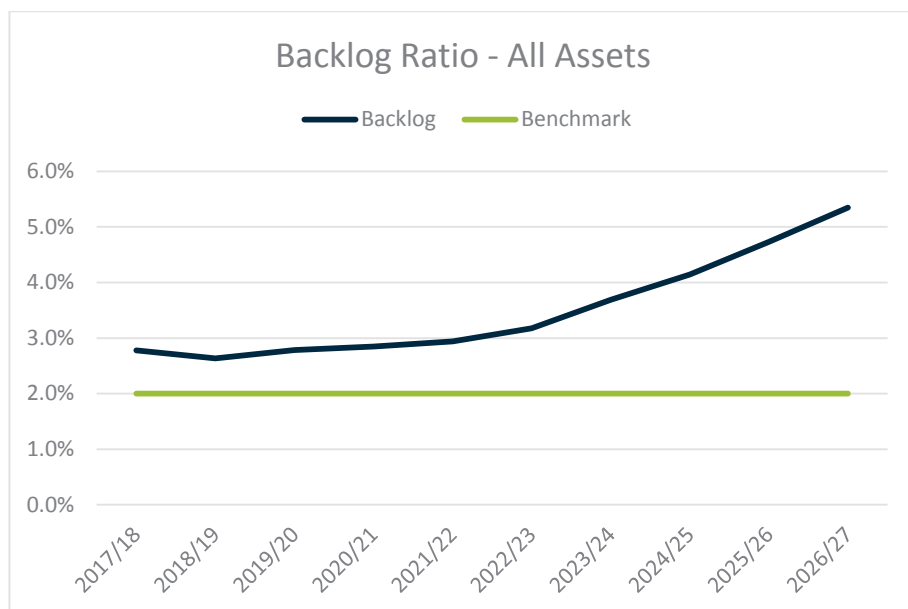
Appendix 1   Road Transport Assets

A. 1.1   Asset Inventory

The Council's road transport assets consist of the following assets:

Sub Group	Asset Class	No	Unit
Regional Roads	Gravel Regional	14.9	km
	Regional unsealed	28.4	km
	Regional sealed	245.5	km
Roads Sealed	Sealed carpark	1.6	km
	Sealed local tourist	40.1	km
	Sealed local	73.2	km
	Sealed local access	2.2	km
	Sealed local arterial	3.8	km
Roads Unsealed	Unsealed local	221.6	km
	Unsealed local access	346.9	km
	Unsealed local arterial	241	km
	Unsealed local tourist	159	km
Formed	Formed local	73.3	km
	Formed local access	82.6	km
	Formed Local Fire Access	20.9	km
Kerb and Gutter		60.7	km
Footpaths		10.1	Km
Bridges and Major Culverts		3	No

In summary, Council has 1,554km of roads as part of its road network including three bridges and major culverts, 61 km of kerb and gutter and 10 km of footpaths.

A. 1.2   Asset Values

Sub Group	No	Unit	Current Replacement Cost	Written Down Value
Roads Sealed	120.9	km	$71,830,239	$59,201,584
Road Formed	176.8	km	$12,132,888	$4,830,633
Road Unsealed	968	km	$4,127,263	$926,305
Kerb and Gutter	60.7	km	$5,668,260	$3,299,318
Footpaths	10.1	Km	$1,619,784	$911,049
Bridges and Major Culverts	3	No	$2,392,280	$1,196,205
Total			$97,770,714	$70,365,094

Transport Assets breakdown by % of Current Replacement Cost

Legend:
- Regional Roads
- Roads Sealed
- Formed
- Unsealed
- K&G
- Footpaths
- Bridges and Major Culverts
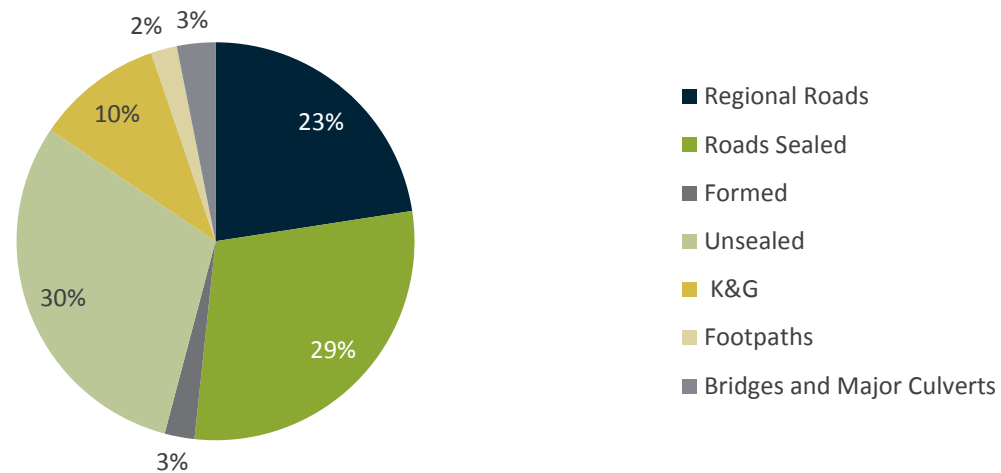
A. 1.3   Asset Condition

Sub Group	Class	Condition Data (Counts)				
		1	2	3	4	5
Roads	Formed local			14%	86%	
	Formed local access	9%	14%	32%	41%	
	Formed local fire access			100%		
	Gravel regional			100%		
	Sealed carpark	80%	20%			
	Sealed local	60%	38%		2%	
	Sealed local access	100%				
	Sealed local arterial	100%				
	Sealed local tourist	93%			7%	
	Sealed regional	100%				
	Unsealed local	14%	4%	56%	21%	4%
	Unsealed local	12%	88%			
	Unsealed local access	7%	19%	22%	48%	3%
	Unsealed local arterial	51%	19%	11%	13%	3%
	Unsealed local tourist	2%	7%	50%	39%	2%
	unsealed regional			100%		
Kerb and Gutter		30%	43%	23%	4%	
Footpaths		21%	74%	5%		

A. 1.4 Asset Based Service Levels

Key Performance Indicator	Level of Service	Performance Measurement Process	Target Performance	Current Performance
Quality / condition	Percent of assets in condition 3 or better	Condition assessment	95% for all assets	Roads - 74% Kerb and gutter - 95% Footpath – 100% Bridges and major culverts – 100%
Reliability / responsiveness	Precent compliance with Council's documented response time	CRMS data	90%	NA
Customer Service	Percent satisfaction with service provision	Community satisfaction report	Satisfaction rating	NA
Sustainability	Consumption ratio	Annual depreciation figures and expenditure details	Between 50% and 75%	63%
	Renewal funding ratio		Between 90% and 110%	133%
	Long term funding ratio		Between 95% and 105%	121%
Safety	Percent reduction in total crashes accidents in a three year rolling average	RMS Accident statistics	Ten in two years	NA
Affordability	Maintenance and operational cost per km of road	Annual budget expenditure	Increase by 1% lower than CPI	NA

Asset Consumption Ratio

The average proportion of 'as new' condition remaining for assets. This ratio shows the written down current value of the local government's depreciable assets relative to their 'as new' value. It highlights the aged condition of a local government's stock of physical assets and the potential magnitude of capital outlays required in future to preserve their service potential

Asset Sustainability Ratio

Are assets being replaced at the rate they are wearing out? This ratio indicates whether a local government is renewing or replacing existing non-financial assets at the same rate that its overall stock of assets is wearing out. It is calculated by measuring capital expenditure on renewal or replacement of assets relative to the rate of depreciation of assets for the same period. A local government would need to understand and be measuring its renewal expenditure to be able to determine this ratio.

Asset Renewal Funding Ratio

Is there sufficient future funding for renewal and replacement of assets? This ratio indicates whether Council is allocating sufficient funds aside in its long term financial plan to adequately fund asset renewals.

A. 1.5   Expenditure Projections

10 year Budget	Budget	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected
Forecast	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Actual										
Renewal	$2,452	$2,107	$2,534	$2,467	$3,091	$2,590	$2,568	$2,302	$2,055	$2,550
New and Expanded Assets	$704	$608	$619	$620	$631	$632	$644	$645	$656	$657
Operational	$240	$245	$249	$254	$259	$264	$270	$275	$280	$286
Maintenance	$1,129	$1,135	$1,147	$1,156	$1,167	$1,173	$1,185	$1,181	$1,193	$1,204
Total Expenditure	$4,525	$4,095	$4,549	$4,497	$5,148	$4,659	$4,667	$4,403	$4,185	$4,697
Required										
Required Renewal (Depreciation)	$1,565	$1,607	$1,649	$1,692	$1,736	$1,781	$1,828	$1,875	$1,923	$1,973
New and Expanded Assets	$704	$608	$619	$620	$631	$632	$644	$645	$656	$657
Required O&M	$1,955	$2,013	$2,069	$2,127	$2,186	$2,247	$2,309	$2,373	$2,438	$2,504
Total	$4,224	$4,228	$4,337	$4,439	$4,554	$4,661	$4,780	$4,892	$5,017	$5,134
Overall (GAP)	$301	($132)	$212	$58	$595	($1)	($113)	($489)	($832)	($437)

Transport Assets Expenditure
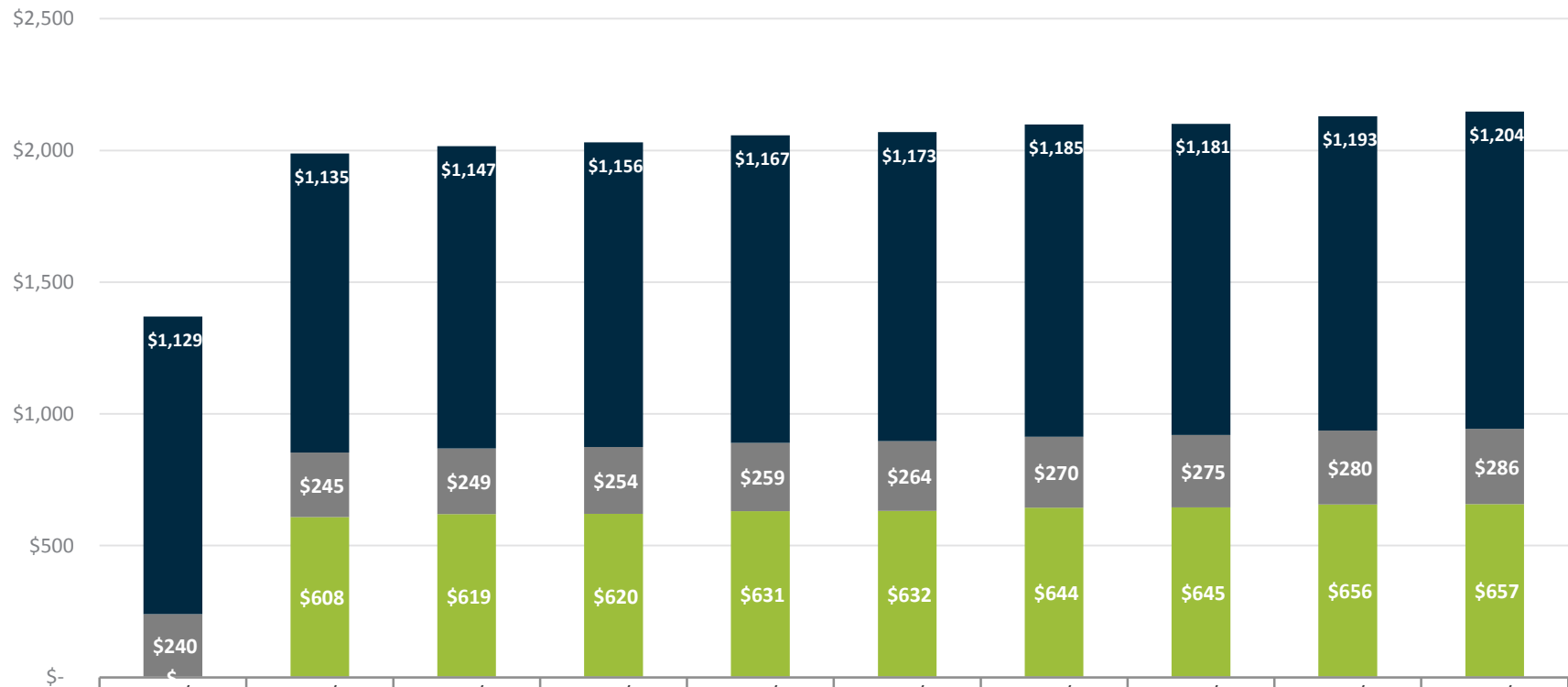
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
■ Actual Maintenance	$1,129	$1,135	$1,147	$1,156	$1,167	$1,173	$1,185	$1,181	$1,193	$1,204
■ Operational	$240	$245	$249	$254	$259	$264	$270	$275	$280	$286
■ Donated Assets	0	0	0	0	0	0	0	0	0	0
■ New & Expanded Assets	$-	$608	$619	$620	$631	$632	$644	$645	$656	$657
■ Asset Renewal	$-	$-	$-	$-	$-	$-	$-	$-	$-	$-

A. 1.6   Financial Ratios

Renewals Ratio - Transport Assets

	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Renewal Ratio	159%	133%	155%	147%	180%	147%	142%	124%	108%	131%
Renewal Benchmark	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
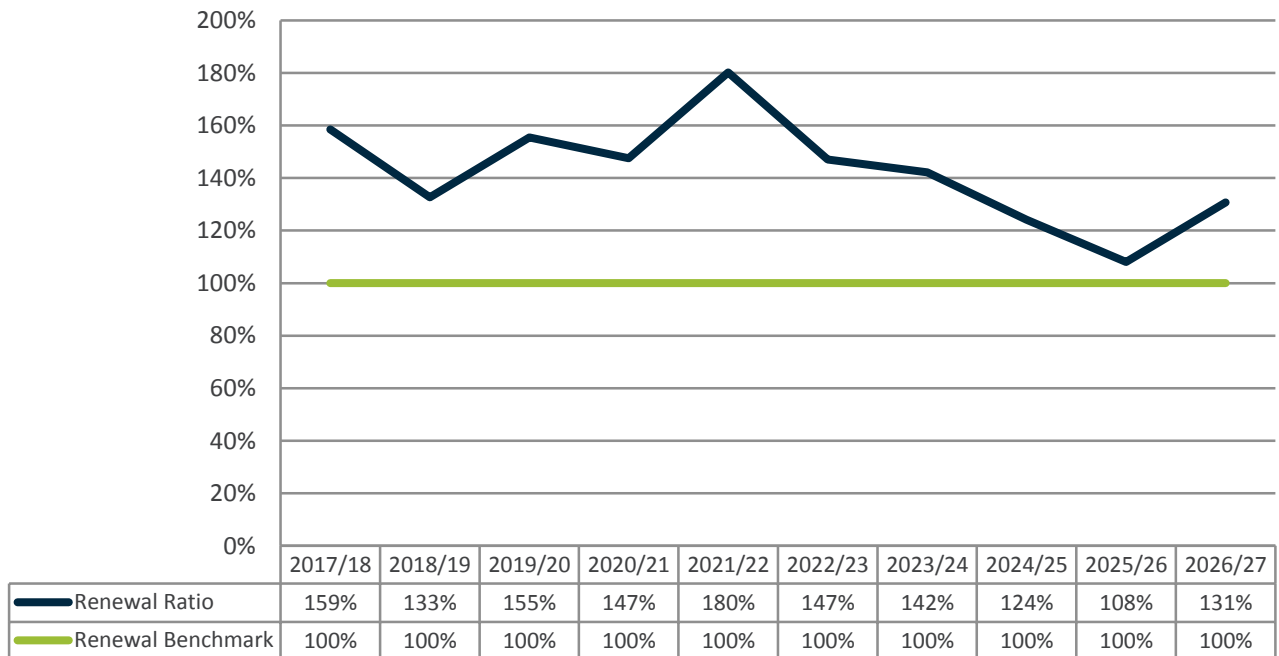
Backlog Ratio - Transport Assets

	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Backlog ratio	2.5%	1.8%	1.5%	0.8%	0.3%	0.0%	0.0%	0.0%	0.0%	0.0%
Backlog Benchmark	0.02	0.02	0.02	0.02	0.02	0.02	0.02	0.02	0.02	0.02
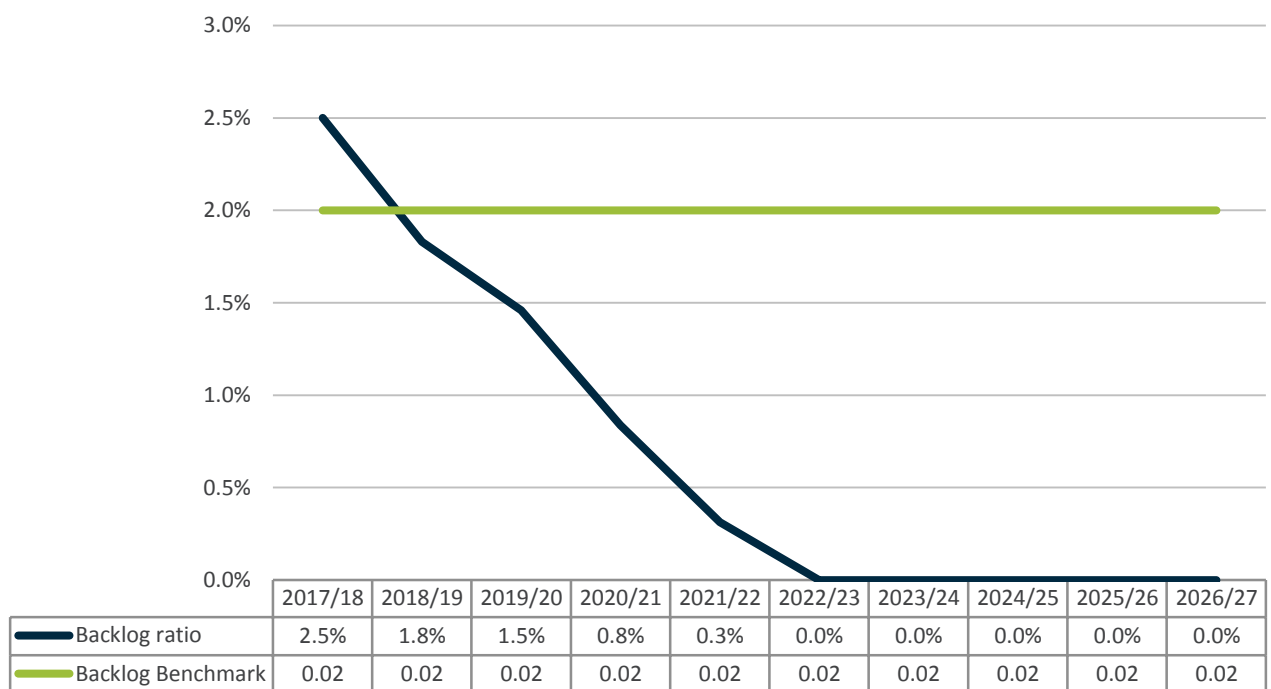
Maintenance Ratio - Transport Assets

	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Maintenance ratio	59%	57%	56%	55%	54%	53%	52%	50%	50%	49%
Maintenance Benchmark	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
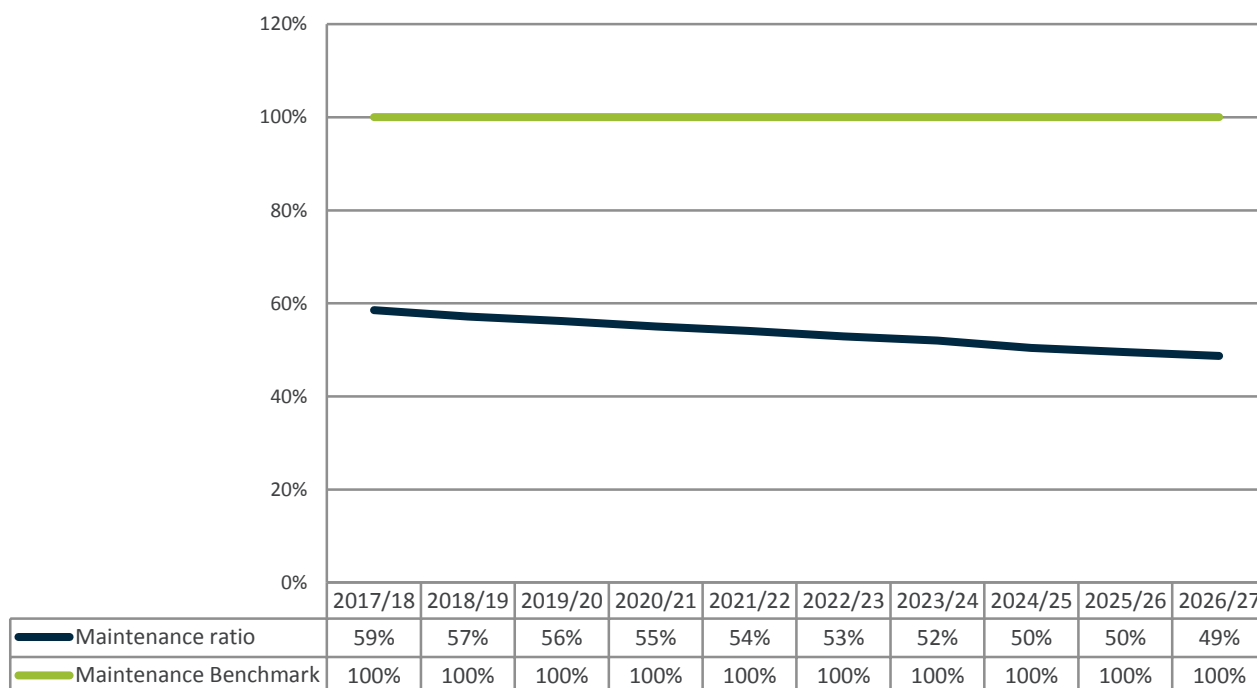
A. 1.7 Funding Strategy

Funding of operations and maintenance is from Council's general fund, supplemented by federal and state government grants, where available.

Restoration work on assets required as a result of work on the asset by another organisation is undertaken when fully funded by that organisation.

Funding of new works is by Council general funds as agreed by Council, supplemented by federal and state government grants where available and via Section 94 Development contributions where applicable.

A. 1.8 Main Findings

Over a long period of time, Balranald Shire Council has shown that the integrity of its road network is essential to the ongoing development and future of the Shire. As reflected in the projected financial ratio graphs, Council's immediate expenditure strategy is to spend money on the renewals to decrease the backlog. A higher (above 100%) renewals ratio reflects that Council has a priority to reduce the backlog. Although this approach falls under good practice, it is recommended that after year 2018/19, Council uses the excessive renewals budget towards maintenance. A backlog of 2% is considered healthy and, as such, Council does not need to continue the higher funding towards the renewals once it reaches 2%. Transferring these extra funds towards maintenance will improve Council's overall maintenance ratio, reduce the required versus actual maintenance gap, as well as prevent assets in good condition from deteriorating.

Overall, the road transport network condition appears to be in good condition with minimal assets in condition 4 and 5. This indicates that the expenditure on road renewal is being reflected in the ongoing asset condition.

A. 1.9   Confidence Levels

The confidence in the asset data used as a basis for the financial forecasts has been assessed using the following grading system, see the table below

Confidence Grade	General Meaning
Highly Reliable	Data based on sound records, procedure, investigations, and analysis that is properly documented and recognised as the best method of assessment
Reliable	Data based on sound records, procedures, investigations and analysis which is properly documented but has minor shortcomings; for example the data is old, some documentation is missing and reliance is placed on unconfirmed reports or some extrapolation
Uncertain	Data based on sound records, procedures, investigations and analysis which is incomplete or unsupported or extrapolation from a limited sample
Very Uncertain	Data based on unconfirmed verbal reports and/or cursory inspection and analysis

The overall confidence level of the plan is considered to be ***Reliable.***

Appendix 2 Building Assets

A. 2.1 Asset Inventory

Asset Class	No		
Administration and Operational	6	$2,921,050	$1,502,000
Aged Care	1	$366,600	$164,000
Community Facilities	20	$16,885,629	$7,514,500
Dwelling	8	$4,534,450	$3,149,000
Toilet Block	2	$640,690	$241,000
Grand Total	37	**$25,348,419**	**$12,570,500**

A. 2.2 Asset Values

Buildings	Current Replacement Cost	Written Down Value
Doctor's Residence	$368,000	$205,000
Greenham Park Sporting Complex	$3,640,000	$1,629,000
Caravan Park	$1,402,624	$743,000
Employee Residence	$293,000	$190,000
Preschool and Childcare Centre 136 Harben Street	$899,775	$538,000
Family Refuge/ SES Base	$48,950	$46,000
Car Parking Space Behind Elders	$0	$30,000
Library and CWA buildings	$614,945	$243,000
Senior Citizens	$366,600	$164,000
Dental Clinic/Baby Health Reserve	$540,500	$184,000
Council Chambers and Office	$1,364,000	$586,000
Employee Residence	$274,000	$195,000
Employee Residence	$284,000	$175,000
Employee Residence	$201,000	$110,000
Pump Station 3	$0	$2,000

Buildings	Current Replacement Cost	Written Down Value
Heritage Park - Old Goal and Hut	$393,360	$134,000
Employee Residence	$265,000	$200,000
Pump station 1 - Lions Park	$0	$2,000
Golf Club	$1,097,475	$291,000
Museum and Men's Shed	$532,300	$156,000
Independent Living Units 'Mandoola'	$814,350	$682,000
Theatre Royal	$3,036,200	$1,054,000
Lions Park	$101,840	$51,000
Balranald Works Depot Reserve Trust 82480	$1,274,750	$659,000
Hostel 'Bidgee Haven'	$2,212,100	$1,549,000
Balranald Waste Disposal Depot	$93,200	$86,000
Sewerage Treatment Plant and Easement	$60,000	$60,000
2604771 Aerodrome	$2,278,500	$954,000
2605827 Caltex Service Station	$0	$100,000
2605827 Caretakers Residence	$191,000	$48,000
2605202 Art Gallery	$435,200	$272,000
2604985 Vacant Land	$0	$12,500
Euston Preschool And Toilet	$538,850	$190,000
Euston Works Depot Reserve	$79,100	$34,000
Euston Recreational Ground	$1,096,500	$775,000
Euston Court House	$501,300	$144,000
Euston Sewerage Treatment	$50,000	$77,000
Total	$25,348,419	$12,570,500

A. 2.3   Asset Condition

Class	No	Condition Data (% by Value)					
		1	**2**	**3**	**4**	**5**	**NA**
Toilet Blocks	2			100%			
Admin and Operational	6			96%			4%
Community Facilities	20		25%	63%	10%	2%	
Dwellings	8		73%	27%			
Aged Care – Residential and self-care	1			100			
Total	37		30%	62%	6%	2%	0%

A. 2.4   Asset Based Service Levels

Key Performance Indicator	Level of Service	Performance Measurement Process	Target Performance	Current Performance
Quality / Condition	Reduction in number of defects	Annual inspection	Maintain defect at less than 10%	NA
	Percent of assets in Condition 3 or better	Condition Assessment	95%	59%
Reliability / responsiveness	Percent compliance with Council's documented response time	CRMS data	90%	NA
Customer Service	Percent satisfaction with service provision	Community satisfaction report	Maintain 80% satisfaction	NA
Sustainability	Occupation rate for residential and aged care units	Council records	90%	NA
	Consumption ratio	Annual depreciation figures and expenditure details	Between 50% and 75%	50%
	Renewal Funding Ratio		Between 90% and 110%	0%
	Long term funding ratio		Between 95% and 105%	0%

Key Performance Indicator	Level of Service	Performance Measurement Process	Target Performance	Current Performance
Safety	Compliance with Fire Safety regulation.	Annual Inspection	100% compliance	NA
	Electrical isolation switches operational	Annual Inspections of all residential properties	100% compliance	NA
Affordability	% by value of properties not managed by Council	Annual reports	Maintain	NA

A. 2.5 Expenditure Projections

10 year Budget	Budget	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected
Forecast	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Actual										
Renewal	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
New and Expanded Assets	$28	$29	$29	$30	$31	$31	$32	$33	$33	$34
Operational	$49	$50	$51	$52	$53	$55	$56	$57	$58	$60
Maintenance	$88	$90	$92	$94	$96	$98	$100	$102	$105	$107
Total Expenditure	$165	$169	$172	$176	$180	$184	$188	$192	$196	$201
Required										
Required Renewal (Depreciation)	$691	$707	$722	$739	$755	$772	$789	$807	$825	$844
New and Expanded Assets	$28	$29	$29	$30	$31	$31	$32	$33	$33	$34
Required O&M	$507	$519	$531	$543	$555	$568	$581	$595	$609	$623
Total	$1,226	$1,254	$1,282	$1,311	$1,341	$1,372	$1,403	$1,435	$1,467	$1,501
Overall (GAP)	($1,061)	($1,085)	($1,110)	($1,135)	($1,161)	($1,188)	($1,215)	($1,242)	($1,271)	($1,300)

Building Assets Expenditure
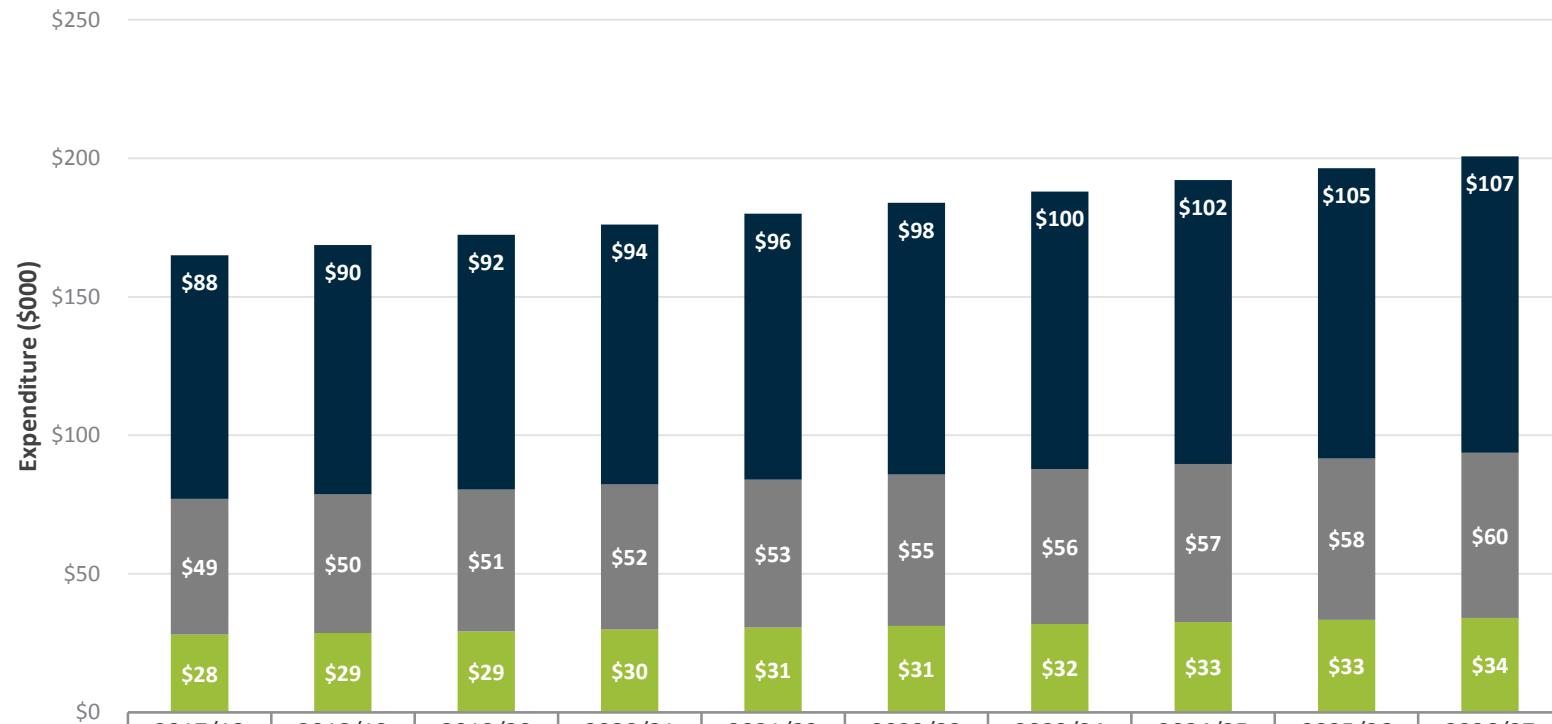
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
■ Actual Maintenance	$88	$90	$92	$94	$96	$98	$100	$102	$105	$107
■ Operational	$49	$50	$51	$52	$53	$55	$56	$57	$58	$60
■ Donated Assets	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
■ New & Expanded Assets	$28	$29	$29	$30	$31	$31	$32	$33	$33	$34
■ Asset Renewal	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0

A. 2.6   Financial Ratios

Renewals Ratio - Building Assets

	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Renewal Ratio	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Renewal Benchmark	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
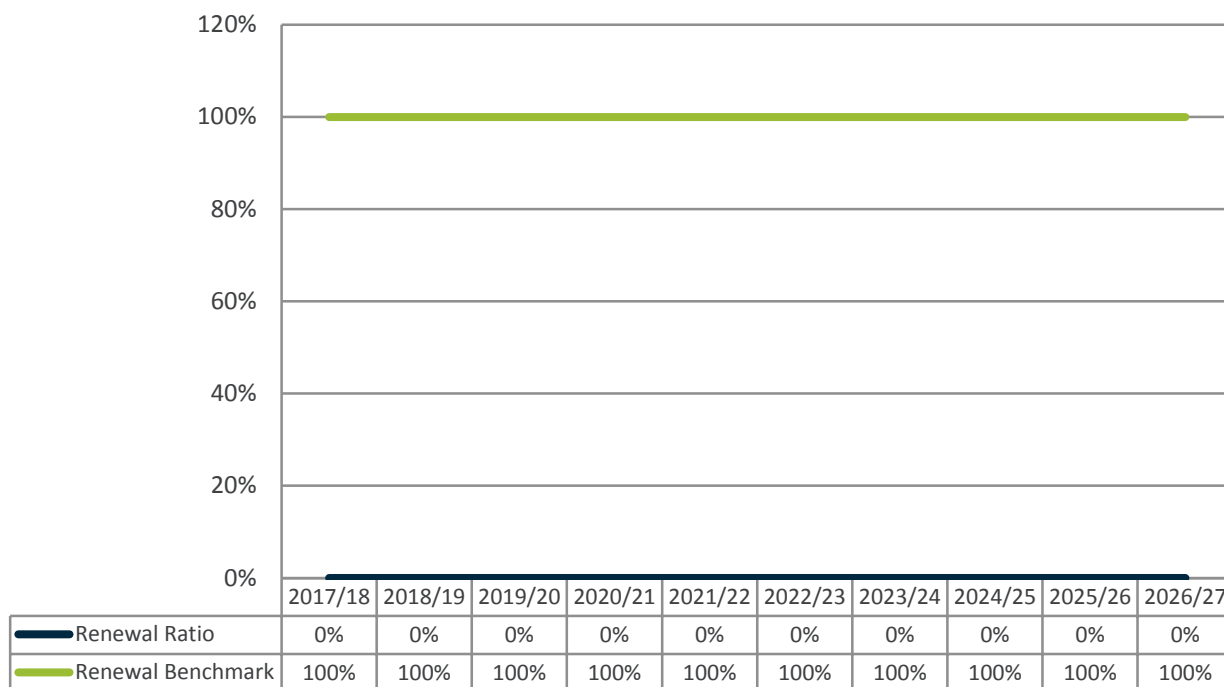
Backlog Ratio - Building Assets

	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Backlog Ratio	4.9%	6.5%	7.8%	9.0%	10.0%	11.0%	11.9%	12.7%	13.5%	14.3%
Backlog Benchmark	2%	2%	2%	2%	2%	2%	2%	2%	2%	2%
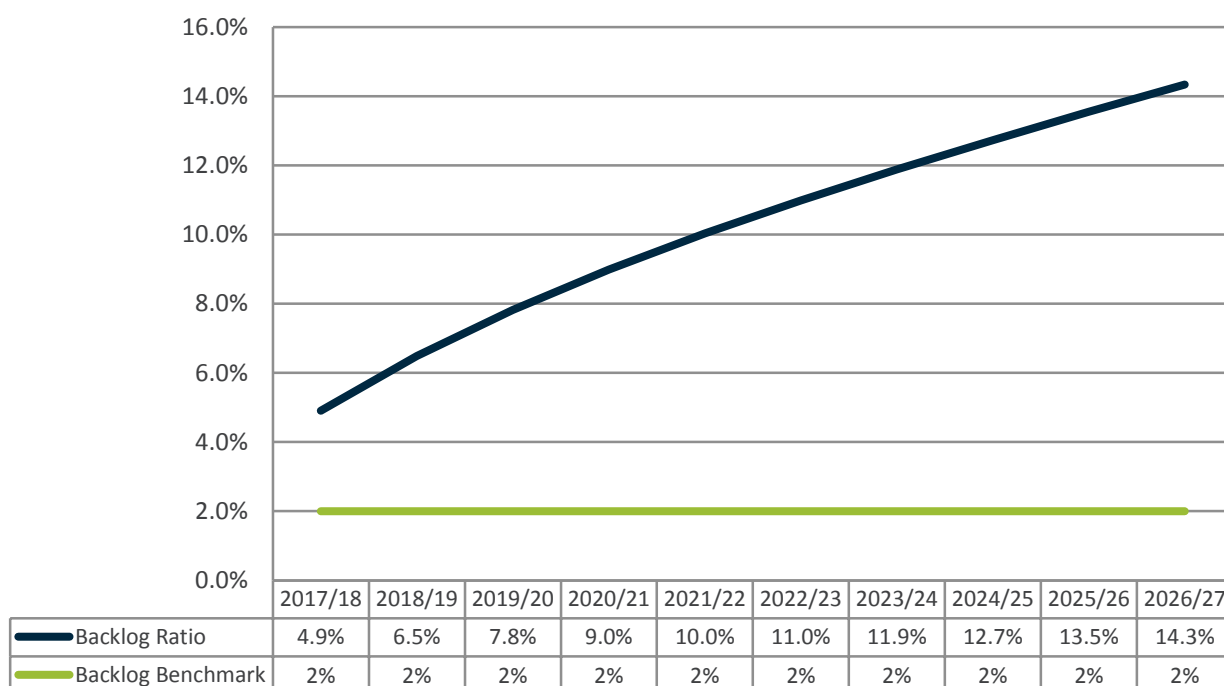
Maintenance Ratio - Building Assets
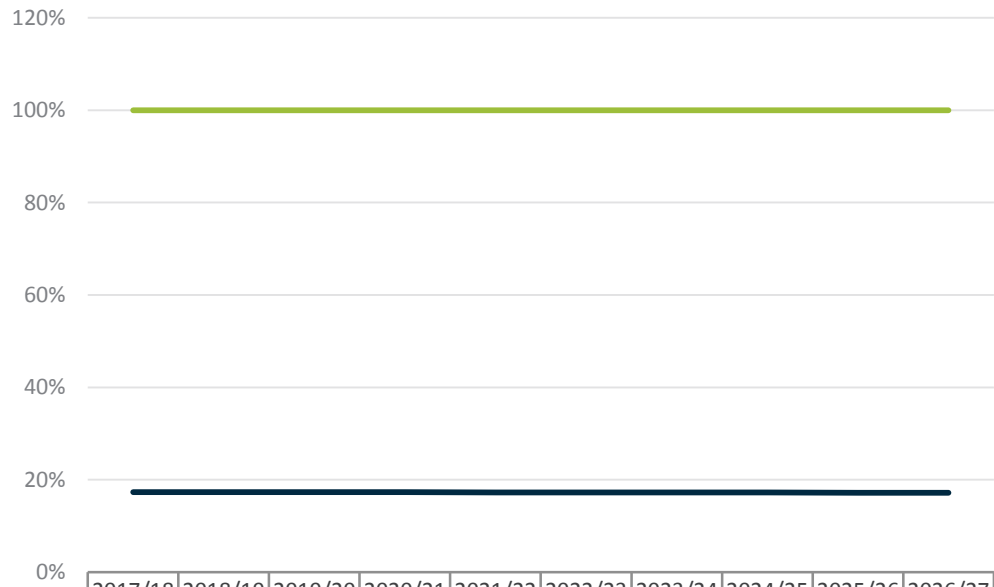
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
——— Maintenance Ratio	17%	17%	17%	17%	17%	17%	17%	17%	17%	17%
——— Maintenance Benchmark	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

A. 2.7   Funding Strategy

Funding of operations and maintenance is from Council's general fund, supplemented by federal and state government grants where available.

Restoration / renewal work on some building assets are carried out and funded by community based groups and not accounted for in Council's financial system.

Funding of new works is by Council's general funds as agreed by Council and supplemented by federal and state government grants where available.

A. 2.8   Main Findings

It is acknowledged that Council has most building assets in 'good' condition', however Council needs to invest further money into the ongoing renewal of the building assets to maintain asset sustainability. This is reflected in the low building renewal funding ratios and maintenance ratio over the period of the plan. It is recognised that part of Council's ongoing strategy for the maintenance of buildings is to have facilities managed, where possible, by community groups or the lessee or licensee of the facility. In many cases these users undertake ongoing asset renewal works without directly reporting to Council. This expenditure is not captured in Council's accounts.

The shortfall in the maintenance and renewal suggest there is an overall funding gap for the building assets over the period of the plan. This is shown in the table below.

Expenditure Gap	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	10 Year Total
Renewal	($691)	($707)	($722)	($739)	($755)	($772)	($789)	($807)	($825)	($844)	($7,651)
O&M	($370)	($379)	($388)	($397)	($406)	($416)	($425)	($435)	($446)	($456)	($4,117)
Total Gap	($1,061)	($1,085)	($1,110)	($1,135)	($1,161)	($1,188)	($1,215)	($1,242)	($1,271)	($1,300)	($11,768)

A. 2.9   Confidence Levels

The confidence in the asset data used as a basis for the financial forecasts has been assessed using the following grading system. See the table below.

Confidence Grade	General Meaning
Highly Reliable	Data based on sound records, procedure, investigations, and analysis that is properly documented and recognised as the best method of assessment
Reliable	Data based on sound records, procedures, investigations and analysis which is properly documented but has minor shortcomings; for example the data is old, some documentation is missing and reliance is placed on unconfirmed reports or some extrapolation
Uncertain	Data based on sound records, procedures, investigations and analysis which is incomplete or unsupported or extrapolation from a limited sample
Very Uncertain	Data based on unconfirmed verbal reports and/or cursory inspection and analysis

The overall confidence level of the plan is considered to be *Reliable*.

Appendix 3   Sewer Assets

A. 3.1   Asset Inventory

Sub Group	Asset Class	No	Unit
Balranald Sewerage	Rising Mains	5	No
	Sewer Mains	384	No
	Sewer Mains Lining	384	No
Euston Sewerage	Euston Rising Main 100	1	No
	Euston Rising Main 80	1	No
	Rising Mains	3	No
	Sewer Mains	105	No
	Sewer Mains Lining	105	No
Balranald Sewerage – Plant	Effluent Ponds	1	No
	Mechanical/Electrical	7	No
	Preliminary Treatment	1	No
	Structure	7	No
Euston Sewerage – Plant	Effluent Ponds	1	No
	Mechanical/Electrical	3	No
	Preliminary Treatment	1	No
	Sewerage Treatment Site Works	1	No
	Structure	3	No

A. 3.2   Asset Values

Sub Group	Class	Current Replacement Cost	Written Down Value
Balranald Sewerage - Sewer Line	Rising Mains	$954,029	$500,864
	Sewer Mains	$2,658,002	$1,891,485
	Sewer Mains Lining	$1,972,838	$1,063,345
Euston Sewerage - Sewer Line	Euston Rising Main 100	$ 6,515	$4,374
	Euston Rising Main 80	$ 41,458	$ 27,836
	Rising Mains	$ 877,339	$594,118
	Sewer Mains	$944,895	$ 782,312
	Sewer Mains Lining	$ 568,065	$504,341
Balranald Sewerage - Plant	Effluent Ponds	$236900	$236.9
	Mechanical/Electrical	$337000	$168500
	Preliminary Treatment	$92700	$69525
	Structure	$793000	$396500
	(blank)	$816900	$219061.9
Euston Sewerage - Plant	Effluent Ponds	$236900	$177675
	Mechanical/Electrical	$175000	$78750
	Preliminary Treatment	$236900	$177675
	Sewerage Treatment Site Works	$92700	$69525
	Structure	$295000	$147500
	(blank)	$430000	$243500
Total		$11,766,140	$ 7,117,124

A. 3.3   Asset Condition

Council has limited condition data for its sewer assets as such asset condition is assumed based on age, which may not be an accurate reflection of the overall asset condition.

Sub Group	Class	Condition Data (Count by Value)					
		1	2	3	4	5	NA
Balranald Sewerage - Sewer Line	Rising Mains		0%	100%	0%	0%	
	Sewer Mains		100%	0%	0%	0%	
	Sewer Mains Lining		49%	21%	26%	4%	
Euston Sewerage - Sewer Line	Euston Rising Main 100	0%	100%				
	Euston Rising Main 80	0%	100%				
	Rising Mains	0%	100%				
	Sewer Mains	21%	79%				
	Sewer Mains Lining	92%	8%				
Balranald Sewerage - Plant	Effluent Ponds		0%	0%	0%	100%	
	Mechanical/Electrical		0%	100%	0%	0%	
	Preliminary Treatment		100%	0%	0%	0%	
	Structure		0%	100%	0%	0%	
	(blank)		0%	45%	17%	38%	
Euston Sewerage - Plant	Effluent Ponds	0%	100%	0%	0%	0%	
	Mechanical/Electrical	0%	0%	80%	20%	0%	
	Preliminary Treatment	0%	100%	0%	0%	0%	
	Sewerage Treatment Site Works	0%	100%	0%	0%	0%	
	Structure	0%	0%	100%	0%	0%	
	(blank)	27%	8%	41%	24%	0%	
Total Sewer Line and Plant		**7%**	**51%**	**30%**	**7%**	**5%**	

Overall, most of Council's sewer assets are in 'good' condition or condition 3. Councils should monitor piped assets and investigate cost effective condition inspection strategies or sample testing of some major assets.

A. 3.4   Asset Based Service Levels

Key Performance Indicator	Level of Service	Performance Measurement Process	Target Performance	Current Performance
Quality / Condition	Effluent reuse water quality	Monthly quality testing for licence Conditions	100% compliance	
	Percent of network inspected by CCTV	CCTV monitoring	5% per year (within five years)	
	Percent of assets in Condition 3 or better	Condition assessment	95%	31%
Reliability / Responsiveness	Percent compliance with Council's documented response time	CRMS data	90%	
Customer Service	Percent satisfaction with service provision	IRIS Community satisfaction report		
Sustainability	Satisfactory operational performance on Balranald STP	Six monthly report from OEH	To maintain satisfactory performance	
	Consumption ratio		Between 50% and 75%	60%
	Renewal funding ratio	Annual depreciation figures and expenditure details	Between 90% and 110%	69%
	Long term funding ratio		Between 95% and 105%	60%
Accessibility	No of properties that are charged sewerage rates not connected to the sewerage system	Connection and rates records	Reduction in number of properties not connected	

A. 3.5　　　Expenditure Projections

10 year Budget	Budget	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected
Forecast	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Actual										
Renewal	$657	$570	$72	$145	$122	$115	$252	$65	$72	$65
New and Expanded Assets	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Operational	$22	$23	$23	$24	$25	$25	$26	$26	$27	$27
Maintenance	$118	$120	$123	$125	$128	$131	$134	$137	$140	$143
Total Expenditure	$797	$713	$218	$294	$275	$271	$412	$228	$239	$235
Required										
Required Renewal (Depreciation)	$152	$155	$159	$162	$166	$169	$173	$177	$181	$185
New and Expanded Assets	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Required O&M	$235	$240	$246	$251	$257	$262	$268	$274	$280	$286
Total	$387	$396	$405	$413	$423	$432	$441	$451	$461	$471
Overall (GAP)	$410	$317	($186)	($119)	($148)	($161)	($30)	($223)	($222)	($236)

Sewerage Assets Expenditure
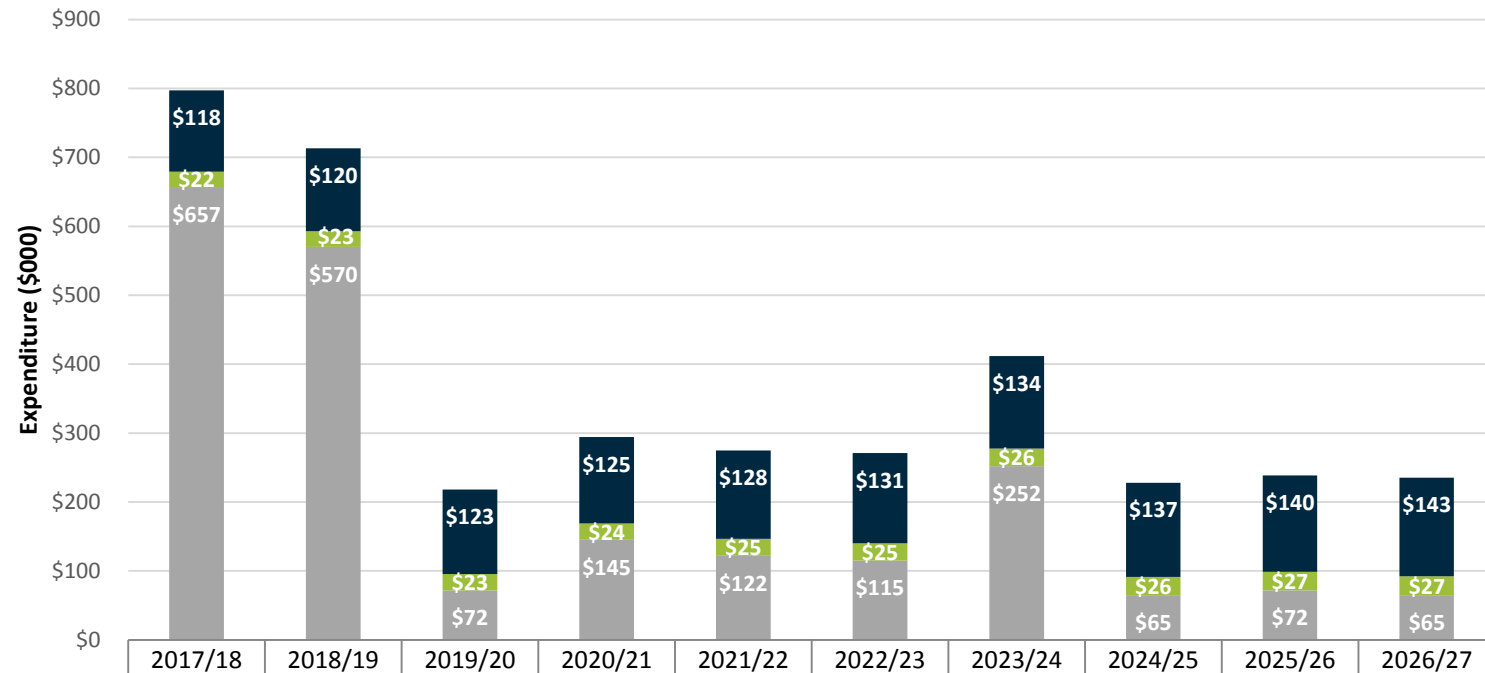
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
■ Actual Maintenance	$118	$120	$123	$125	$128	$131	$134	$137	$140	$143
■ Operational	$22	$23	$23	$24	$25	$25	$26	$26	$27	$27
■ Donated Assets	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
■ New & Expanded Assets										
■ Asset Renewal	$657	$570	$72	$145	$122	$115	$252	$65	$72	$65

A. 3.6   Financial Ratios

Renewals Ratio - Sewerage Assets

	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Renewal Ratio	432%	367%	45%	89%	74%	68%	145%	37%	40%	35%
Renewal Benchmark	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
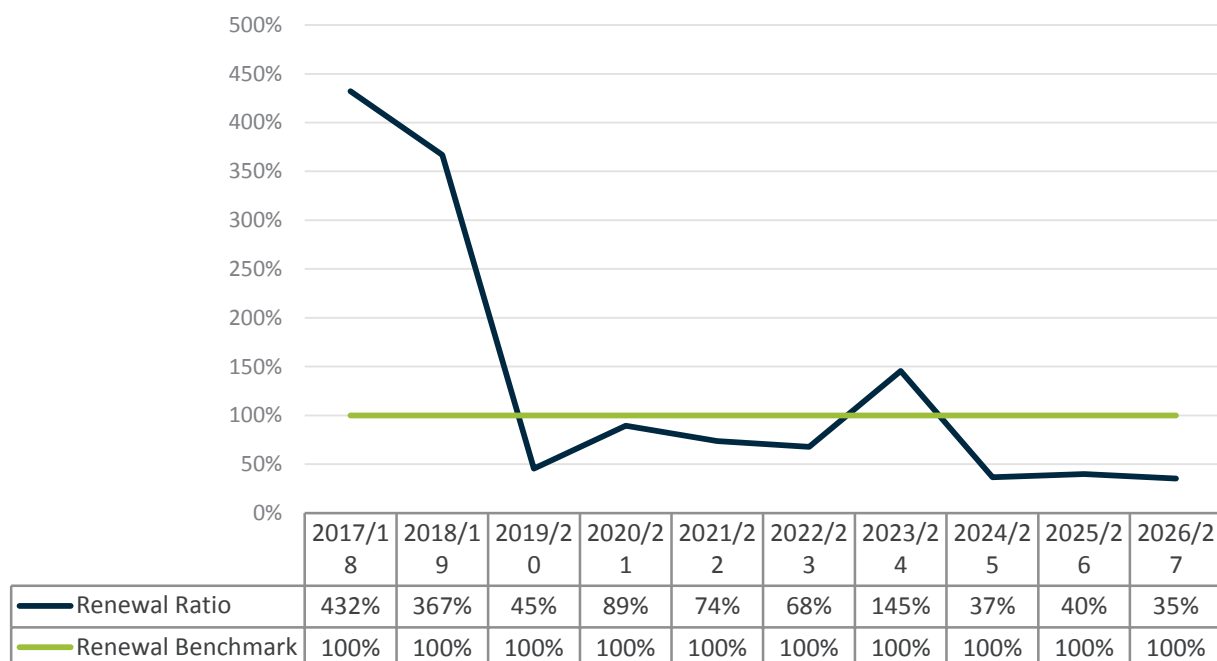
Backlog Ratio - Sewerage Assets

	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Backlog Ratio	0.9%	0.0%	0.0%	0.5%	0.7%	0.9%	1.3%	0.8%	1.5%	2.2%
Backlog Benchmark	2%	2%	2%	2%	2%	2%	2%	2%	2%	2%

Maintenance Ratio - Sewerage Assets

	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Maintenance Ratio	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%
Maintenance Benchmark	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
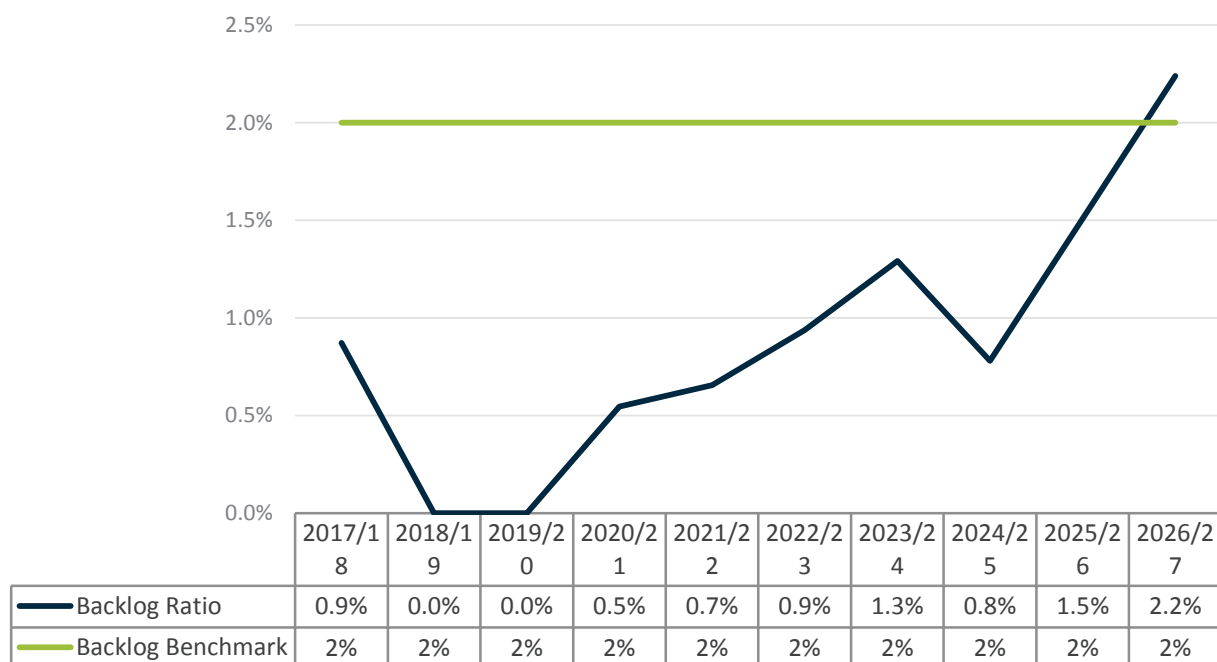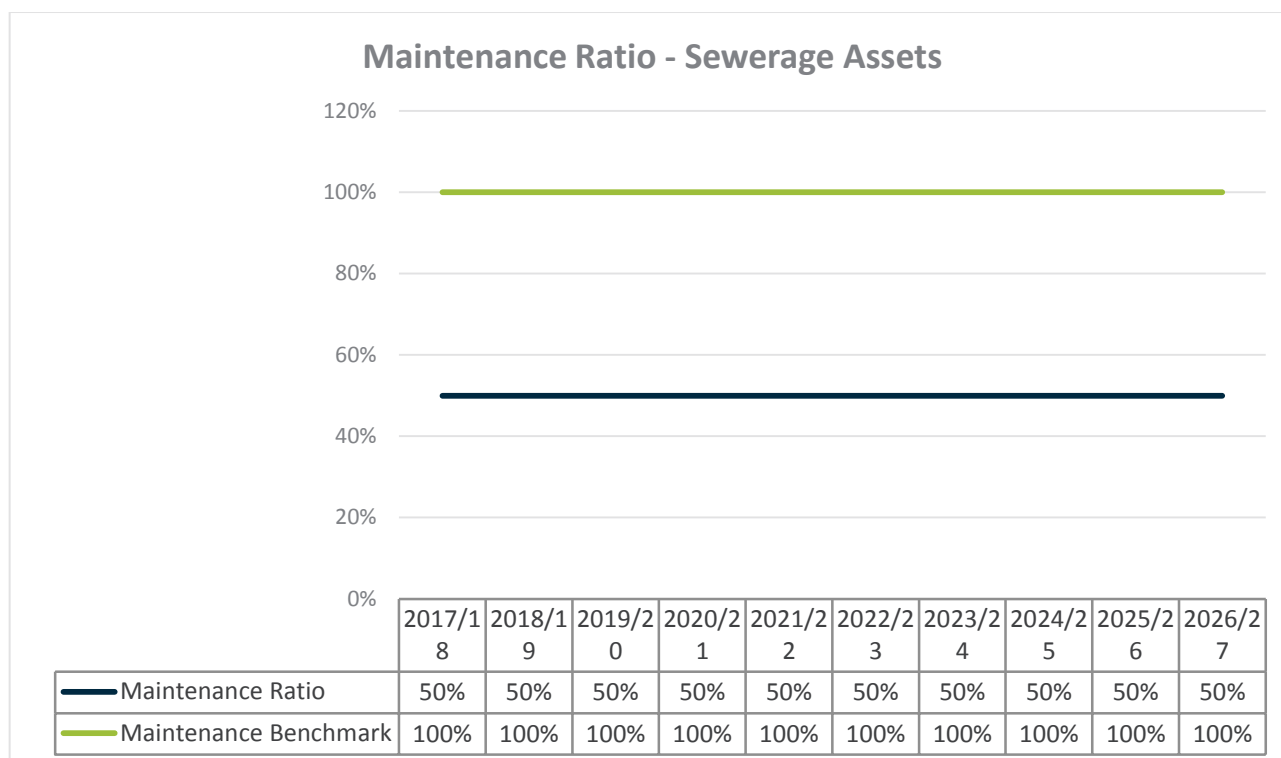
A. 3.7 Funding Strategy

Funding of operations and maintenance and renewal of sewerage assets is from Council's sewerage fund. Expansion / new asset funding is available from the NSW government if improvements to network capacity is required.

A. 3.8 Main Findings

Balranald Shire Council runs two sewerage schemes located in Balranald and Euston. The Balranald scheme is the larger of the two and is generally in reasonable condition. There appears to be limited renewal and maintenance funding available which reflected in the non-sustainable renewal and maintenance ratios. The overall shortfall in funding creates an average gap of $134K per year or $2.7 million over the ten year term. The shortfall in funding will impact the asset conditions and create backlog overtime. Although at this stage it not critical to review and relocate funding to renewal and maintenance of sewerage assets, it is advisable that in two to three years' time a budget is set for sewerage assets to ensure that optimum consumption of assets can occur.

Expenditure GAP	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Renewal	$505	$415	($87)	($17)	($44)	($54)	$79	($112)	($109)	($120)
O&M	($95)	($97)	($100)	($102)	($104)	($106)	($109)	($111)	($113)	($116)
Total Gap	$410	$317	($186)	($119)	($148)	($161)	($30)	($223)	($222)	($236)

Condition assessment of the assets appears to be incomplete with the majority of the sewer line assets in unknown condition. An ongoing program of pipe CCTV inspections will give Council a better understanding of the condition of its sewer mains and lines.

A. 3.9　　　Confidence Levels

The confidence in the asset data used as a basis for the financial forecasts has been assessed using the following grading system, see the following table.

Confidence Grade	General Meaning
Highly Reliable	Data based on sound records, procedure, investigations, and analysis that is properly documented and recognised as the best method of assessment
Reliable	Data based on sound records, procedures, investigations and analysis which is properly documented but has minor shortcomings; for example the data is old, some documentation is missing and reliance is placed on unconfirmed reports or some extrapolation
Uncertain	Data based on sound records, procedures, investigations and analysis which is incomplete or unsupported or extrapolation from a limited sample
Very Uncertain	Data based on unconfirmed verbal reports and/or cursory inspection and analysis

The overall confidence level of the plan is considered to be *Uncertain*.

Appendix 4   Water Assets

A. 4.1   Asset Inventory

Sub Group	Asset Class	No	Unit
Balranald Water	Filtered Mains	6	No
	Fluoridation Plant Civil Works	1	No
	Fluoridation Plant Mechanical and Elect Works	1	No
	Pump Station Electrical	1	No
	Pump Station Civil Works	3	No
	Pump Station Mechanical and Elect Works	2	No
	Raw Mains	9	No
	Reservoir 1mg	1	No
	Reservoir 2.5mg	1	No
	Reservoir Roof	2	No
	Treatment Plant Civil Works	1	No
	Treatment Plant Electrical Works	1	No
Euston Water	Filtered Mains	5	No
	Intake Structure	1	No
	Pump Station Electrical	1	No
	Pump Station Civil Works	2	No
	Pump Station Mechanical and Elect Works	1	No
	Pump Station Power Supply	1	No
	Raw Mains	5	No
	Raw Rising Main	1	No
	Reservoir .5mg	2	No
	Reservoir Roof	2	No
	Treatment Plant Civil Works	1	No
	Treatment Plant Mechanical and Elect Works	1	No
Other	Filter Banks	1	No
	Intake Structure	2	No
	Pump Station Mechanical (Pumps and Pipework)	2	No
Total		**57**	**No**

A. 4.2   Asset Values

Sub Group	Class	Current Replacement Cost	Written Down Value
Balranald Water	Filtered Mains	$1,529,426	$994,127
	Fluoridation Plant Civil Works	$113,300	$101,970
	Fluoridation Plant Mechanical and Elect Works	$-	$-
	Pump Station Electrical	$45,000	$-
	Pump Station Civil Works	$120,000	$72,000
	Pump Station Mechanical and Elect Works	$-	$-
	Raw Mains	$3,381,633	$1,173,076
	Reservoir 1mg	$560,000	$403,200
	Reservoir 2.5mg	$985,000	$591,000
	Reservoir Roof	$273,000	$29,400
	Treatment Plant Civil Works	$2,428,000	$1,456,800
	Treatment Plant Electrical Works	$250,000	$16,667
Euston Water	Filtered Mains	$552,453	$483,396
	Intake Structure	$65,000	$48,750
	Pump Station Electrical	$45,000	$7,500
	Pump Station Civil Works	$90,000	$67,500
	Pump Station Mechanical and Elect Works	$-	$-
	Pump Station Power Supply	$-	$-
	Raw Mains	$619,987	$272,189

Sub Group	Class	Current Replacement Cost	Written Down Value
	Raw Rising Main	$50,110	$43,220
	Reservoir .5mg	$760,000	$627,000
	Reservoir Roof	$134,000	$75,375
	Treatment Plant Civil Works	$1,696,000	$1,453,714
	Treatment Plant Mechanical and Elect Works	$-	$-
Total		$14,080,909	$8,050,159

A. 4.3   Asset Condition

The asset data below is based on the age of the asset which may not reflect the actual condition of the assets.

	Condition				
Water Supply Network	**1**	**2**	**3**	**4**	**5**
Filter Banks	100%	0%	0%	0%	0%
Filtered Mains	27%	0%	73%	0%	0%
Fluoridation Plant Civil Works	100%	0%	0%	0%	0%
Fluoridation Plant Mech and Elect Works					
Intake Structure	0%	67%	33%	0%	0%
Pump Station Electrical	0%	0%	0%	50%	50%
Pump Station Civil Works	0%	43%	57%	0%	0%
Pump Station Mech and Elect Works					
Pump Station Mechanical (Pumps and Pipework)	0%	0%	0%	0%	100%

	Condition				
Pump Station Power Supply					
Raw Mains	0%	1%	47%	52%	0%
Raw Rising Main	100%	0%	0%	0%	0%
Reservoir .5mg	50%	50%	0%	0%	0%
Reservoir 1mg	0%	100%	0%	0%	0%
Reservoir 2.5mg	0%	0%	100%	0%	0%
Reservoir Roof	0%	16%	0%	41%	43%
Treatment Plant Civil Works	41%	0%	59%	0%	0%
Treatment Plant Electrical Works	0%	0%	0%	0%	100%
Treatment Plant Mechanical and Elect Works					
Grand Total	**20%**	**9%**	**50%**	**16%**	**5%**

A. 4.4   Asset Based Service Levels

Key Performance Indicator	Level of Service	Performance Measurement Process	Target Performance	Current Performance
Quality / Condition	Effluent reuse water quality	Monthly quality testing for licence conditions	100% compliance	NA
	Percent of network inspected by CCTV	CCTV monitoring	5% per year (within 5 years)	NA
	Percent assets in Condition 3 or better	Condition assessment	95%	43%
Reliability / Responsiveness	Percent compliance with Council's documented response time	CRMS data	90%	NA
Customer Service	Percent satisfaction with service provision	Community satisfaction report	80% satisfaction	NA
Sustainability	Consumption ratio		Between 50% and 75%	57%
	Renewal funding ratio	Annual depreciation figures and expenditure details	Between 90% and 110%	28%
	Long term funding ratio		Between 95% and 105%	27%

A. 4.5   Expenditure Projections

10 year Budget	Budget	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected
Forecast	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Actual										
Renewal	$375	$490	$595	$495	$385	$162	$162	$137	$132	$144
New and Expanded Assets	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Operational	$143	$146	$149	$152	$156	$159	$162	$166	$170	$173
Maintenance	$317	$324	$331	$339	$346	$354	$361	$369	$378	$386
Total Expenditure	$835	$960	$1,075	$986	$887	$675	$686	$672	$679	$703
Required										
Required Renewal (Depreciation)	$213	$218	$222	$227	$232	$237	$243	$248	$254	$259
New and Expanded Assets	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Required O&M	$282	$288	$294	$301	$307	$314	$321	$328	$335	$343
Total	$495	$506	$517	$528	$540	$551	$564	$576	$589	$602
Overall (GAP)	$340	$454	$559	$458	$347	$123	$122	$96	$91	$102

Water Assets Expenditure
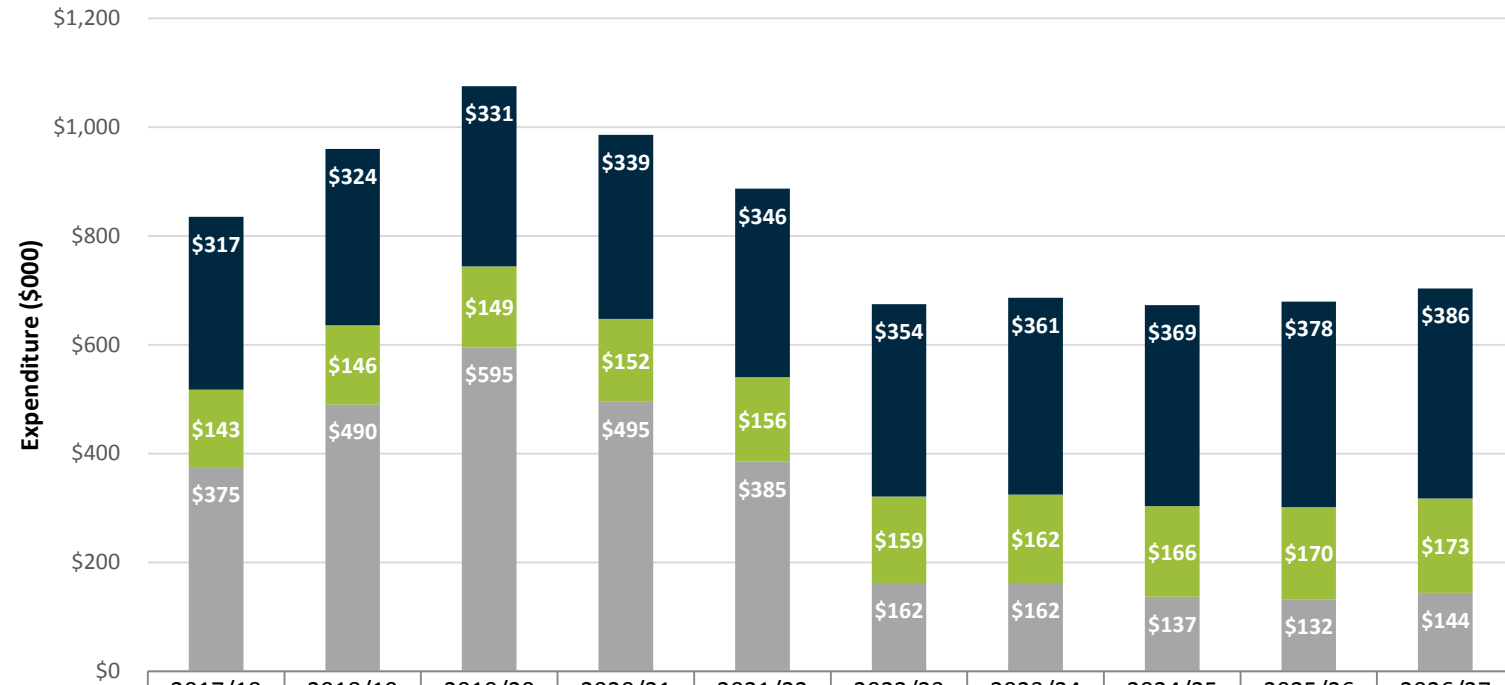
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
■ Actual Maintenance	$317	$324	$331	$339	$346	$354	$361	$369	$378	$386
■ Operational	$143	$146	$149	$152	$156	$159	$162	$166	$170	$173
■ Donated Assets	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
■ New & Expanded Assets										
■ Asset Renewal	$375	$490	$595	$495	$385	$162	$162	$137	$132	$144

A. 4.6   Financial Ratio

Renewals Ratio - Water Assets
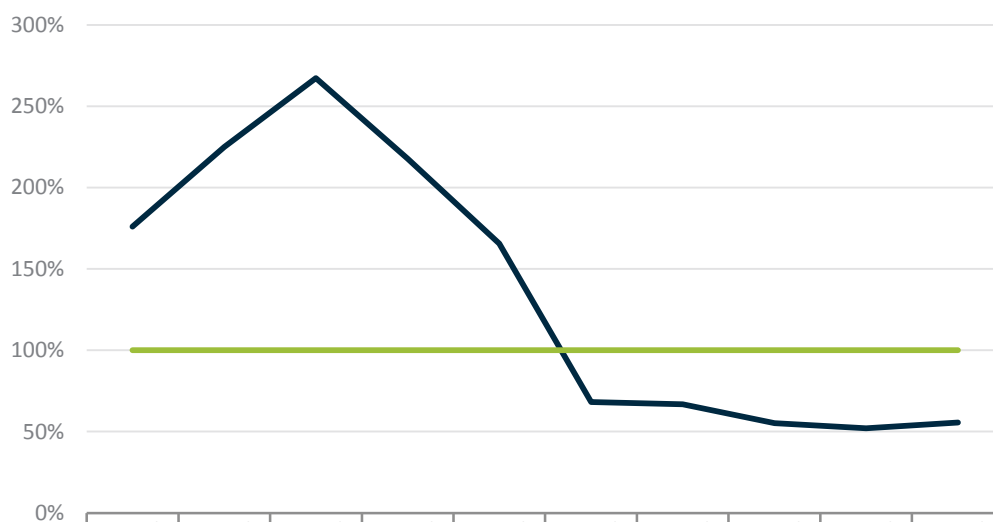
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Renewal Ratio	176%	225%	267%	218%	166%	68%	67%	55%	52%	56%
Renewal Benchmark	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

Backlog Ratio - Water Assets

	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Backlog Ratio	1.5%	0.5%	0.0%	0.0%	0.0%	0.0%	0.4%	0.9%	1.5%	2.2%
Backlog Benchmark	2%	2%	2%	2%	2%	2%	2%	2%	2%	2%

Maintenance Ratio - Water Assets

	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Maintenance Ratio	113%	113%	113%	113%	113%	113%	113%	113%	113%	113%
Maintenance Benchmark	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
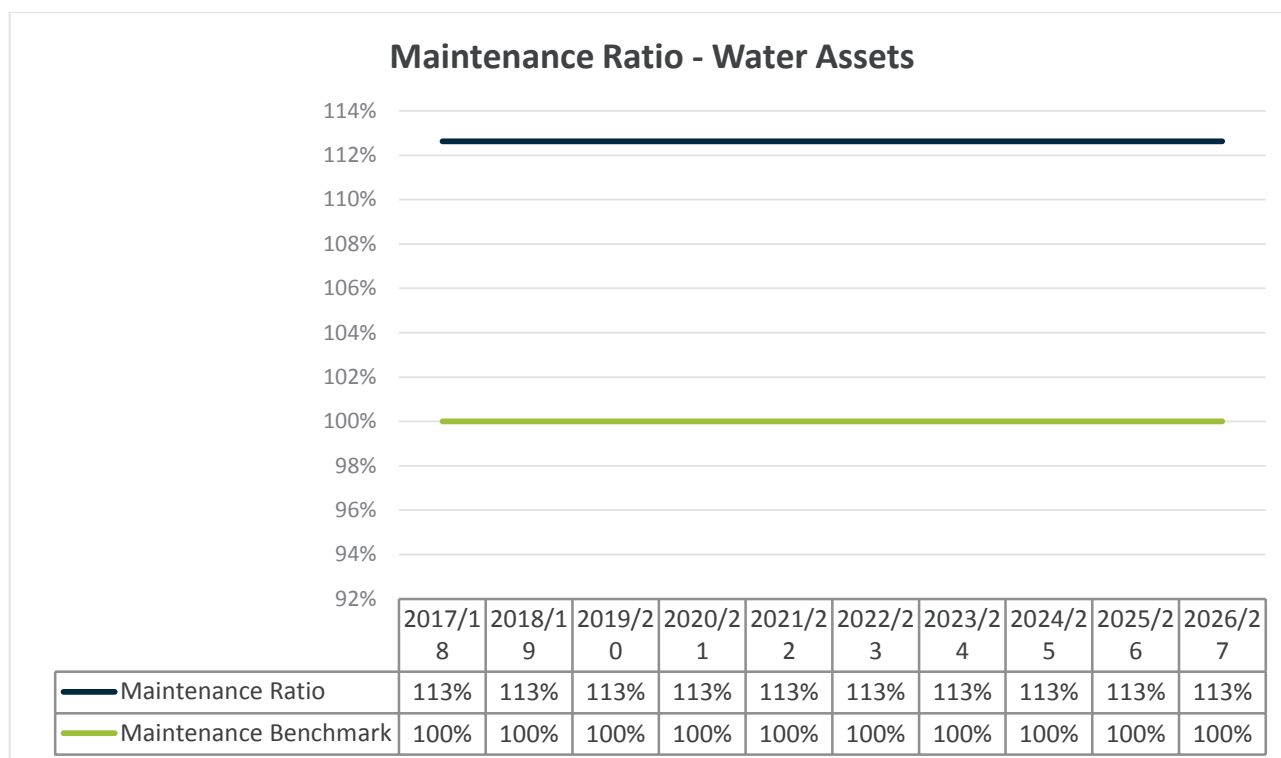
A. 4.7   Funding Strategy

Most of the Council's water supply assets were constructed from government grants; often provided and accepted without consideration of ongoing operations, maintenance and replacement needs.

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

A. 4.8   Main Findings

Balranald Shire Council runs two water systems located in Balranald and Euston. Both locations provide raw water and potable water and are generally in reasonable condition.

Based on the expenditure budget, it seems Councils' present funding levels are insufficient to continue to provide existing services at current levels in the medium term. There is an average renewal gap of $59K in the first year which gradually increases over the ten year term. This can be slightly reduced by the relocating of some maintenance budget to renewals that can reduce this gap. However, a total of $118K gap will still be present in 2017/18 or $1.6 million over ten years.

Expenditure GAP	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Renewal	$162	$272	$373	$268	$153	($75)	($81)	($111)	($122)	($115)
O&M	$178	$182	$186	$190	$194	$199	$203	$207	$212	$217
Total Gap	$340	$454	$559	$458	$347	$123	$122	$96	$91	$102

Condition assessment of the assets appears to be unreliable as it has been generated through a desktop analysis rather than physical inspection. An ongoing program of pipe CCTV inspections will give Council a better understanding of the condition of its water mains and lines.

A. 4.9 Confidence Levels

The confidence in the asset data used as a basis for the financial forecasts has been assessed using the following grading system. Refer to the following table.

Confidence Grade	General Meaning
Highly Reliable	Data based on sound records, procedure, investigations, and analysis that is properly documented and recognised as the best method of assessment
Reliable	Data based on sound records, procedures, investigations and analysis which is properly documented but has minor shortcomings; for example the data is old, some documentation is missing and reliance is placed on unconfirmed reports or some extrapolation
Uncertain	Data based on sound records, procedures, investigations and analysis which is incomplete or unsupported or extrapolation from a limited sample
Very Uncertain	Data based on unconfirmed verbal reports and/or cursory inspection and analysis

The overall confidence level of the Plan is considered to be *Uncertain*.

Appendix 5   Stormwater Assets

A. 5.1   Asset Inventory

Sub Group	Asset Class	Quantity (No)	Length (m)
Balranald Drainage Pipes	PVC (size 100mm – 200mm)	6	240
	Type C	25	2,747
	Type AC	5	240
Drainage Box Culverts	Type C (size 200mm – 450mm)	6	343
Balranald Drainage Spoon Drains	Type C	9	101
	Type Corr	2	9
Balranald Drainage Open Earth Drains	All types	9	1,150
Balranald Drainage Headwalls and Pits	Type C	107	NA
Main and other Road Culverts	Type C	86	879
West Balranald Drainage System	Type C	8	88
	Type S	7	3,744
	other	8	4,735

A. 5.2   Asset Values

Sub Group	Asset Class	Current Replacement Cost	Written Down Value
Balranald Drainage Pipes	PVC (size 100mm – 200mm)	$12,109	$8,809
	Type C	$334,403	$209,895
	Type AC	$9,598	$5,550
Drainage Box Culverts	Type C (size 200mm – 450mm)	$160,438	$64,175
Balranald Drainage Spoon Drains	Type C	$23,207	$14,566
	Type Corr	$2,070	$1,208
Balranald Drainage Open Earth Drains	All types	$3,231	$1,657
Balranald Drainage Headwalls and Pits	Type C	$92,480	$64,891
Main and Other Road Culverts	Type C	$182,509	$135,932
West Balranald Drainage System	Type C	$332,100	$314,816
	Type S	$1,329,995	$1,253,995
	other	$221,750	$209,079
Total		**$2,704,171**	**$2,229,795**

A. 5.3   Asset Condition

Asset Category	Condition				
	1	2	3	4	5
Water Supply Network	16%	83%	1%	0%	0%

From a desktop analysis using the 2015/16 SS7 results, it has been estimated that most assets are in very good condition or condition 2. Although this may seem like a good result, it does not accurately represent the condition of all assets which may have deteriorated due to usage. Physical or CCTV inspection of these assets is recommended which would result in a more accurate condition assessment.

A. 5.4   Asset Based Service Levels

Key Performance Indicator	Level of Service	Performance Measurement Process	Target Performance	Current Performance
Quality/ Condition	Percent of network inspected by CCTV	CCTV monitoring	5% per year (within 5 years)	NA
	Percent of assets in Condition 3 or better	Condition assessment	95%	83%
Reliability / responsiveness	Percent compliance with Council's documented response time	CRMS data	90%	NA
Customer Service	Percent satisfaction with service provision	Community satisfaction report	80% satisfaction	NA
	Consumption ratio		Between 50% and 75%	82%
Sustainability	Renewal Funding Ratio	Annual depreciation figures and expenditure details	Between 90% and 110%	0%
	Long term funding ratio		Between 95% and 105%	0%

A. 5.5 Expenditure Projections

10 year Budget	Budget	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected
Forecast	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Actual										
Renewal	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
New and Expanded Assets	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Operational	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Maintenance	$9	$9	$9	$10	$10	$10	$10	$10	$11	$11
Total Expenditure	$9	$9	$9	$10	$10	$10	$10	$10	$11	$11
Required										
Required Renewal (Depreciation)	$34	$35	$36	$36	$37	$38	$39	$40	$40	$41
New and Expanded Assets	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Required O&M	$54	$55	$56	$58	$59	$60	$62	$63	$64	$66
Total	$88	$90	$92	$94	$96	$98	$100	$103	$105	$107
Overall (GAP)	($79)	($81)	($83)	($84)	($86)	($88)	($90)	($92)	($94)	($96)

Stormwater Assets Expenditure

	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Actual Maintenance	$9	$9	$9	$10	$10	$10	$10	$10	$11	$11
Operational	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Donated Assets	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
New & Expanded Assets	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Asset Renewal	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0

A. 5.6 Financial Ratios

Renewals Ratio - Stormwater Assets

	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Renewal Ratio	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Renewal Benchmark	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
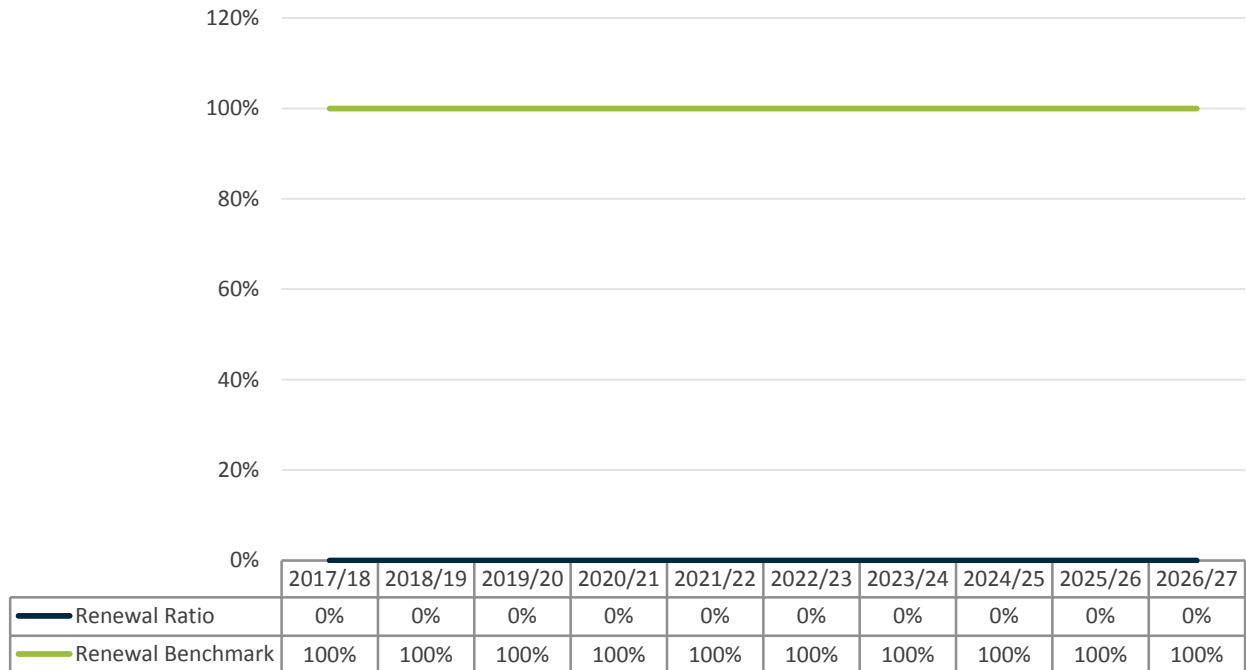
Backlog Ratio - Stormwater Assets

	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Backlog Ratio	0.0%	0.8%	1.6%	2.5%	3.4%	4.3%	5.4%	6.4%	7.6%	8.8%
Backlog Benchmark	2%	2%	2%	2%	2%	2%	2%	2%	2%	2%
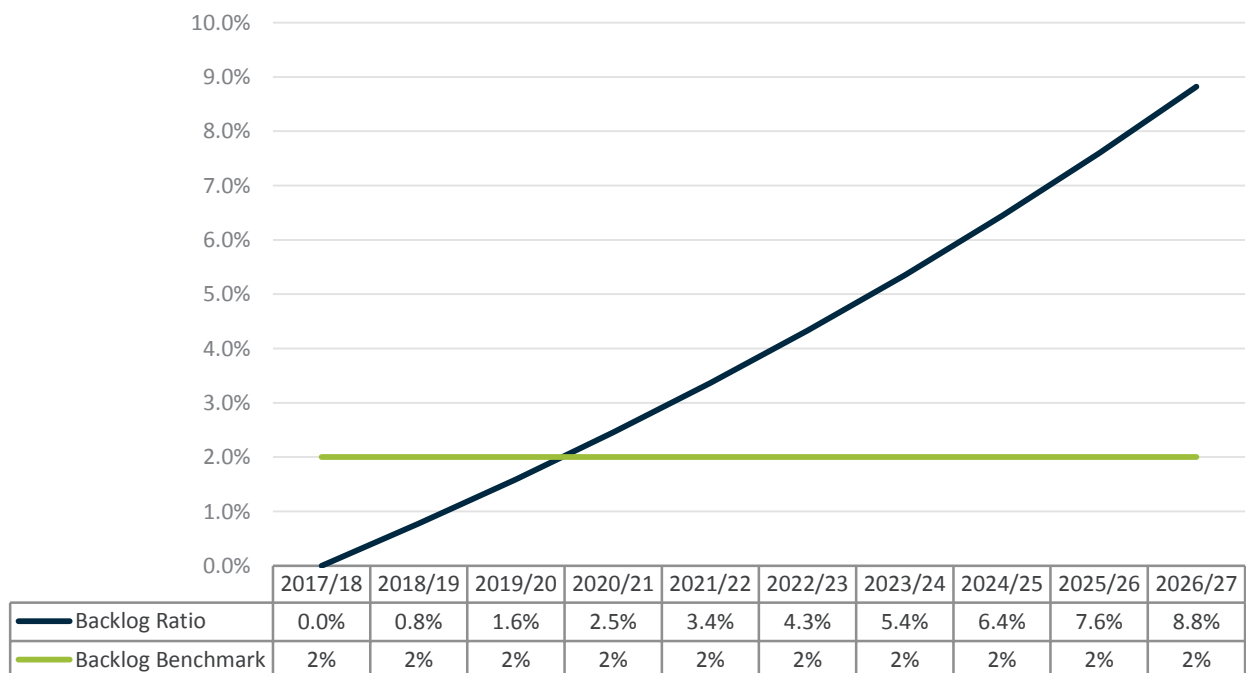
Maintenance Ratio - Stormwater Assets

	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Maintenance Ratio	17%	17%	17%	17%	17%	17%	17%	17%	17%	17%
Maintenance Benchmark	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
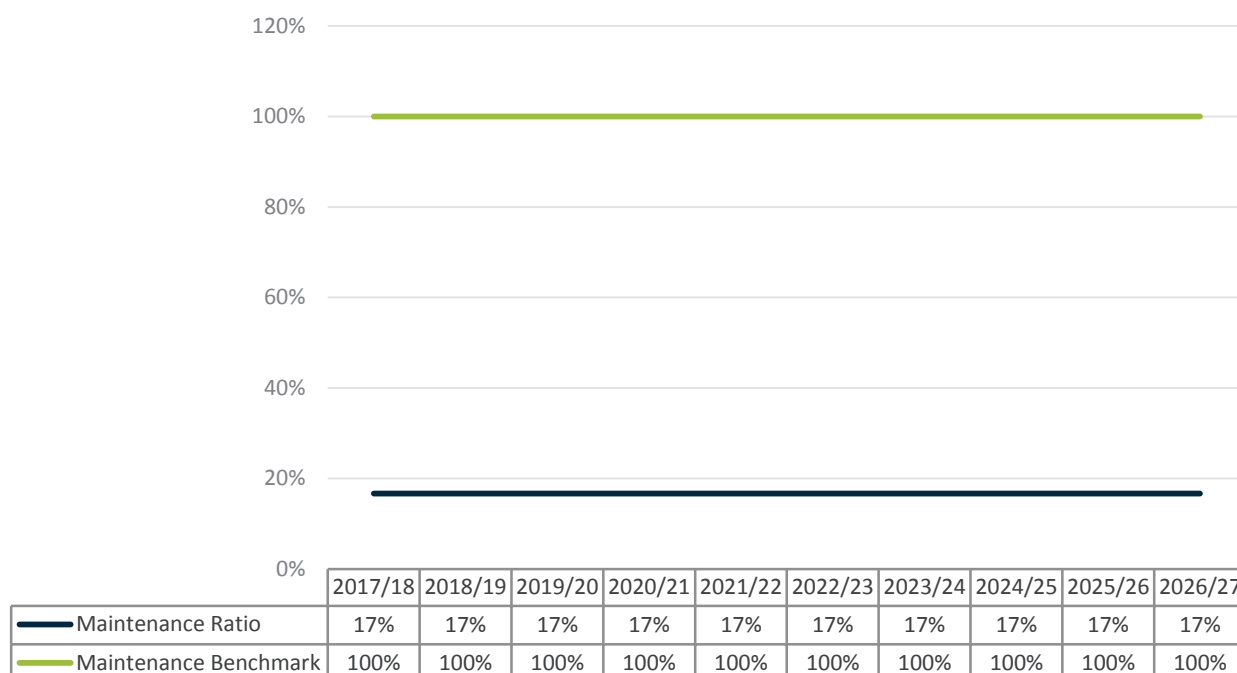
A. 5.7 Funding Strategy

Most of the Council's water supply assets were constructed from Council revenue and government grants, where available.

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.

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

A. 5.8 Main Findings

Stormwater assets have current replacement cost of $2.7 million, or make up 1.7% of the total asset replacement value of Balranald Shire Council. Reviewing the expenditure budget, it appears there is insufficient funding allocated for renewal, operations and maintenance of storm water assets. This is reflected through the 0% renewals ratio which increases backlog over the ten year period. The shortfall in funding creates a gap of approximately $79K in first year which can increase to $1.6 million over the ten year term, subject to no change.

Expenditure GAP	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Renewal	($34)	($35)	($36)	($36)	($37)	($38)	($39)	($40)	($40)	($41)
O&M	($45)	($46)	($47)	($48)	($49)	($50)	($51)	($52)	($54)	($55)
Total Gap	($79)	($81)	($83)	($84)	($86)	($88)	($90)	($92)	($94)	($96)

Condition assessment of the assets appears to be unreliable as it has been generated through a desktop analysis, rather than physical inspection. An ongoing program of pipe CCTV inspections will give Council a better understanding of the condition of its water mains and lines.

A. 5.9   Confidence Levels

The confidence in the asset data used as a basis for the financial forecasts has been assessed using the following grading system, see the following table.

Confidence Grade	General Meaning
Highly Reliable	Data based on sound records, procedure, investigations, and analysis that is properly documented and recognised as the best method of assessment
Reliable	Data based on sound records, procedures, investigations and analysis which is properly documented but has minor shortcomings; for example the data is old, some documentation is missing and reliance is placed on unconfirmed reports or some extrapolation
Uncertain	Data based on sound records, procedures, investigations and analysis which is incomplete or unsupported or extrapolation from a limited sample
Very Uncertain	Data based on unconfirmed verbal reports and/or cursory inspection and analysis

The overall confidence level of the Plan is considered to be *Uncertain*.

Appendix 6　Open Space and Recreation Assets

A. 6.1　Asset Inventory

Asset	Quantity	Unit
Parks, Gardens and Reserves	14	No
Furniture and Fittings	70	No
Swimming Pool	3	No

A. 6.2　Asset Values

Asset	Current Replacement Cost	Written Down Value
Parks, Gardens and Reserves	$567,760	$567,760
Furniture and Fittings	$219,540	$53,161
Swimming Pool	$1,480,094	$690,831
Operating Land	$1,456,406	$1,456,406
Total	**$3,723,800**	**$2,768,158**

A. 6.3　Asset Condition

| Asset Class	Condition Data (% by Value)				
	1	2	3	4	5
Parks, Gardens and Reserves			NA		
Furniture and Fittings			NA		
Swimming Pool	10%	40%	46%	0%	4%

A. 6.4   Asset Based Service Levels

Key Performance Indicator	Level of Service	Performance Measurement Process	Target Performance	Current Performance
Quality / Condition	Reduction in priority 1 defects for playground equipment	Annual inspection program	Less than 5% defects	NA
	Reduction in parks defects	1/4ly inspection program in reflect	Less than 10% defects	NA
	Percent of assets in condition 3 or better	Condition Assessment	95%	46% approx.
Reliability / responsiveness	Percent compliance with Council's documented response time	CRMS data	90%	NA
Customer Service	Percent satisfaction with service provision	Community satisfaction report	Achieve 80% satisfaction	NA
Sustainability	Average weekly attendance at aquatic centre.	Contractor admission records	75% capacity	NA
	Three year rolling average potable water consumption on parks and gardens	Water records	Reduction of 3% per year	NA
	Consumption ratio		Between 50% and 75%	47%
	Renewal Funding Ratio	Annual depreciation figures and expenditure details	Between 90% and 110%	35%
	Long term funding ratio		Between 95% and 105%	189%
Affordability	Cost /ha to maintain open space assets	Annual budget expenditure	Increase by 1% lower than CPI	

A. 6.5   Expenditure Projections

10 year Budget	Budget	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected
Forecast	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Actual										
Renewal	$19	$19	$20	$20	$21	$21	$22	$22	$23	$23
New and Expanded Assets	$144	$147	$150	$154	$157	$161	$164	$168	$171	$175
Operational	$27	$28	$28	$29	$29	$30	$31	$31	$32	$33
Maintenance	$279	$285	$291	$298	$304	$311	$318	$325	$332	$339
Total Expenditure	$469	$479	$490	$501	$512	$523	$534	$546	$558	$570
Required										
Required Renewal (Depreciation)	$55	$58	$61	$64	$67	$70	$73	$77	$80	$84
New and Expanded Assets	$144	$147	$150	$154	$157	$161	$164	$168	$171	$175
Required O&M	$148	$166	$184	$203	$223	$244	$265	$287	$310	$334
Total	$347	$371	$395	$420	$447	$474	$502	$532	$562	$593
Overall (GAP)	$122	$109	$95	$80	$65	$49	$32	$15	($4)	($23)

Open Spaces and Recreational Assets Expenditure
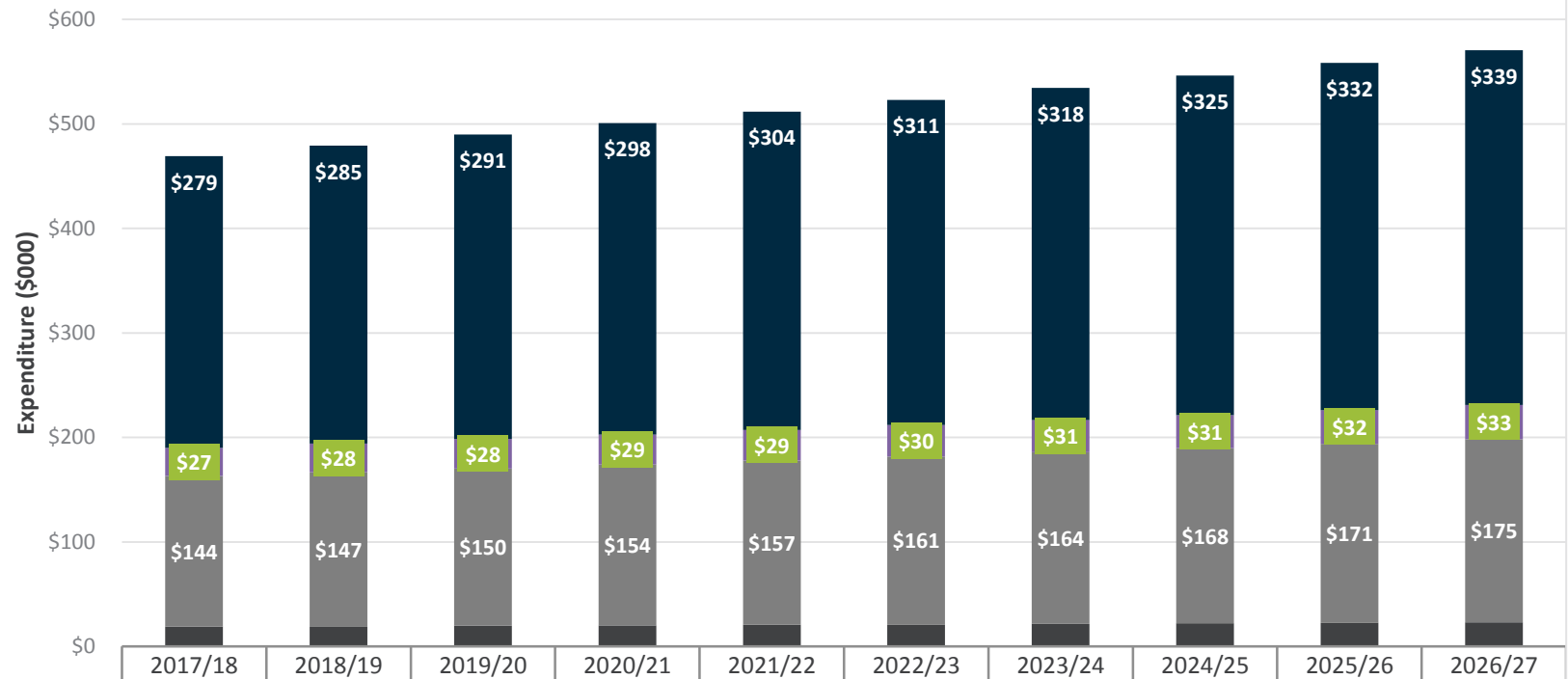
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
■ Actual Maintenance	$279	$285	$291	$298	$304	$311	$318	$325	$332	$339
■ Operational	$27	$28	$28	$29	$29	$30	$31	$31	$32	$33
■ Donated Assets	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
■ New & Expanded Assets	$144	$147	$150	$154	$157	$161	$164	$168	$171	$175
■ Asset Renewal	$19	$19	$20	$20	$21	$21	$22	$22	$23	$23

A. 6.6   Financial Ratios

Renewal Ratio - Open Spaces and Recreational Assets
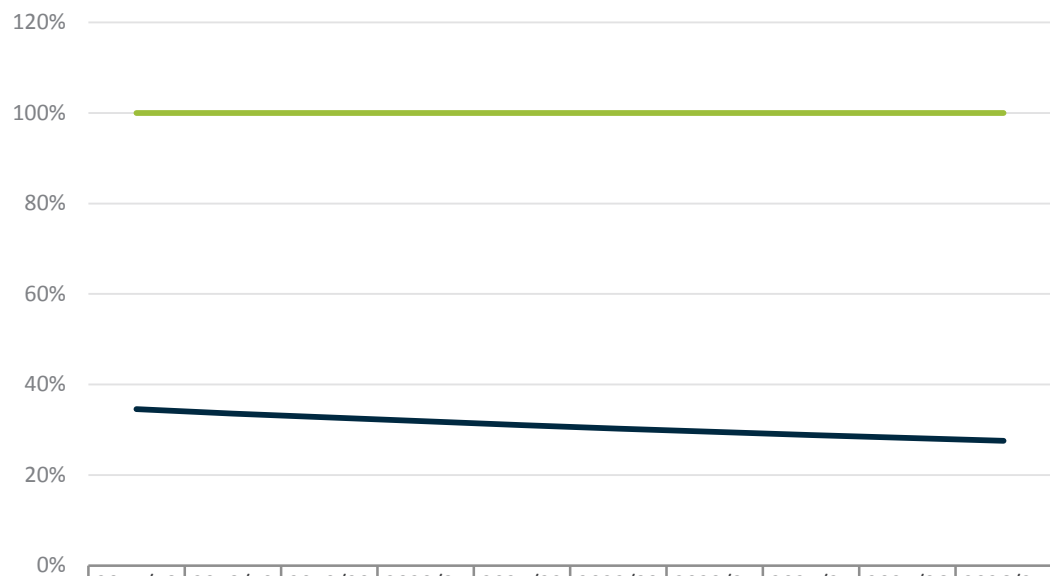
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Renewal Ratio	35%	34%	33%	32%	31%	30%	30%	29%	28%	28%
Renewal Benchmark	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

Backlog Ratio - Open Spaces and Recreational
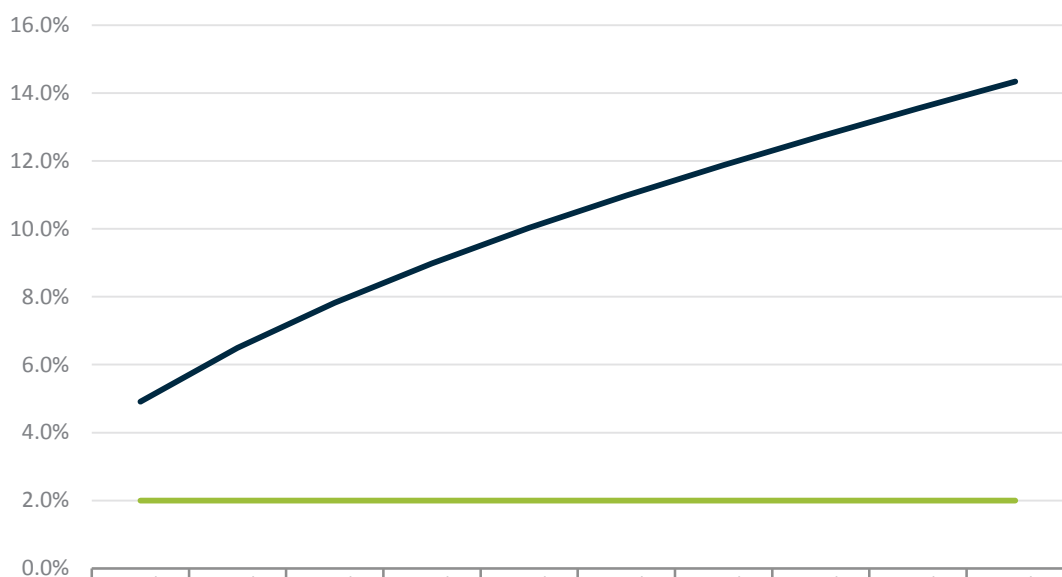
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Backlog Ratio	4.9%	6.5%	7.8%	9.0%	10.0%	11.0%	11.9%	12.7%	13.5%	14.3%
Backlog Benchmark	2%	2%	2%	2%	2%	2%	2%	2%	2%	2%

Maintenance Ratio - Open Spaces and Recreational

	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Maintenance Ratio	189%	172%	158%	147%	137%	128%	120%	113%	107%	102%
Maintenance Benchmark	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
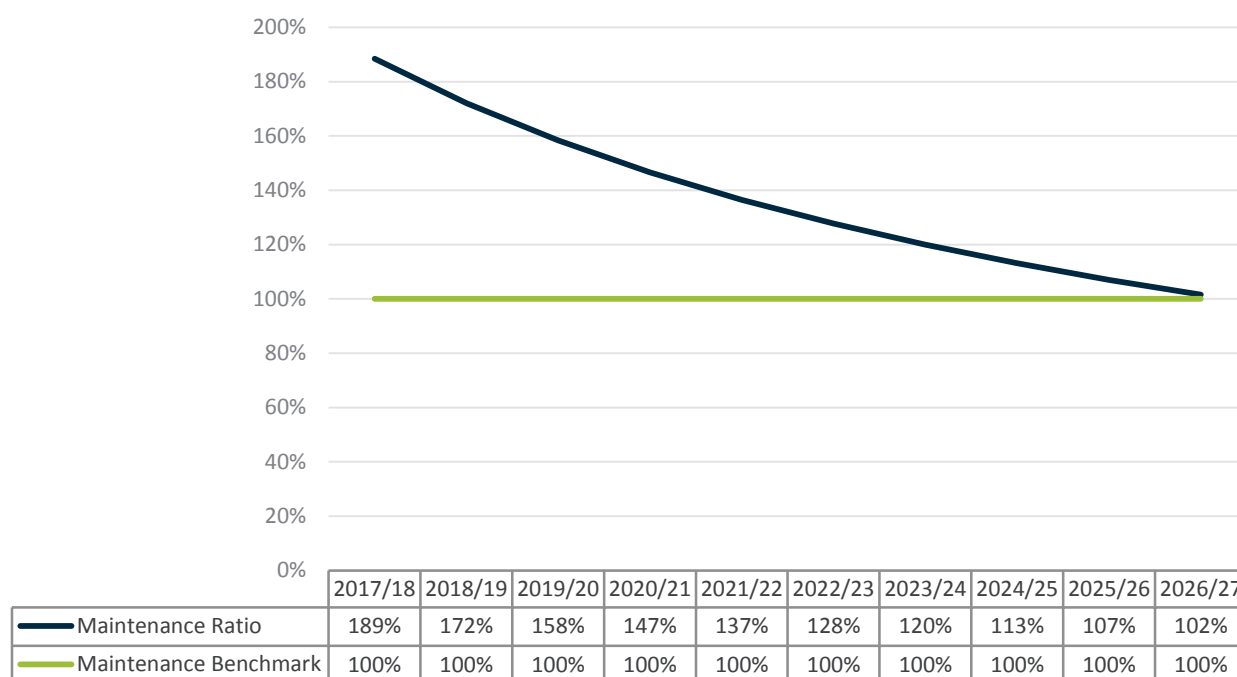
A. 6.7 Funding Strategy

Most of the Council's recreational assets were constructed from Council revenue and government grants, where available. These assets are often provided and accepted without consideration of ongoing operations, maintenance and replacement needs.

Restoration work on assets required as a result of work on the asset by another organisation is undertaken when fully funded by that organisation.

Funding of new works is by Council general funds as agreed by Council, supplemented by federal and state government grants, where available.

A. 6.8 Main Findings

Council has a range of open space and recreation assets. Most of the parks and open space assets are in unknown condition with only swimming pools noted to have known condition. The largest expenditure for open space and recreation assets is the maintenance cost which consumes a large portion of the parks budget. Typically parks assets are funded from grant applications and or community groups and rather than asset renewal a significant program of asset replacement is carried out as assets meet there service life.

Council has not allocated any renewal funding for its parks and recreation assets. The majority of these assets are replaced as they fail rather than undertaking an asset renewal type approach. This funding scenario best reflects how this asset group is managed at the current time. It should be noted however that building assets generally located in parks have been included in the buildings section of this asset management plan and strategy.

A. 6.9   Confidence Levels

The confidence in the asset data used as a basis for the financial forecasts has been assessed using the following grading system, see the following table.

Confidence Grade	General Meaning
Highly Reliable	Data based on sound records, procedure, investigations, and analysis that is properly documented and recognised as the best method of assessment
Reliable	Data based on sound records, procedures, investigations and analysis which is properly documented but has minor shortcomings; for example the data is old, some documentation is missing and reliance is placed on unconfirmed reports or some extrapolation
Uncertain	Data based on sound records, procedures, investigations and analysis which is incomplete or unsupported or extrapolation from a limited sample
Very Uncertain	Data based on unconfirmed verbal reports and/or cursory inspection and analysis

The overall confidence level of the Plan is considered to be *Uncertain*.

Appendix 7 Other Assets (Waste)

A. 7.1 Asset Inventory

Asset	Quantity	Unit
Operating Land	34	No
Infrastructure and other Structure	138	No

A. 7.2 Asset Values

	Current Replacement Cost	Written Down Value
Operating Land	$1,456,406	$1,456,406
Infrastructure and other Structure	$13,171,842	$7,491,466
Total		

A. 7.3 Asset Condition

Asset Class	Condition Data (% by Value)				
	1	2	3	4	5
Operating Land			NA		
Infrastructure and other Structure	5%	42%	43%	10%	0%

A. 7.4   Asset Based Service Levels

Key Performance Indicator	Level of Service	Performance Measurement Process	Target Performance	Current Performance
Quality / Condition	Reduction in priority 1 defects for playground equipment	Annual inspection program	Less than 10% priority 1 defects	NA
	Precent of assets in condition 3 or better	Condition assessment	95%	Approx. 43%
Reliability / Responsiveness	Precent compliance with Council's documented response time	CRMS data	90%	NA
Customer Service	Percent satisfaction with service provision	Community satisfaction report	Maintain	
Sustainability	Consumption ratio		Between 50% and 75%	83%
	Renewal funding ratio	Annual depreciation figures and expenditure details	Between 90% and 110%	0%
	Long term funding ratio		Between 95% and 105%	0%

A. 7.5 Expenditure Projections

10 year Budget	Budget	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected
Forecast	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Actual										
Renewal	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
New and Expanded Assets	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Operational	$84	$86	$88	$90	$92	$94	$96	$98	$100	$103
Maintenance	$3	$3	$3	$3	$3	$3	$3	$3	$3	$3
Total Expenditure	$87	$89	$91	$93	$95	$97	$99	$101	$103	$106
Required										
Required Renewal (Depreciation)	$185	$189	$193	$197	$202	$206	$211	$215	$220	$225
New and Expanded Assets	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Required O&M	$181	$185	$189	$193	$198	$202	$206	$211	$216	$220
Total	$366	$374	$382	$391	$399	$408	$417	$426	$436	$445
Overall (GAP)	($279)	($285)	($292)	($298)	($305)	($311)	($318)	($325)	($332)	($340)

Waste Assets Expenditure

Expenditure ($000)

	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
■ Actual Maintenance	$3	$3	$3	$3	$3	$3	$3	$3	$3	$3
■ Operational	$84	$86	$88	$90	$92	$94	$96	$98	$100	$103
■ Donated Assets	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
■ New & Expanded Assets	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
■ Asset Renewal	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0

A. 7.6 Financial Ratios

Renewals Ratio - Waste Assets

	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Renewal Ratio	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Renewal Benchmark	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
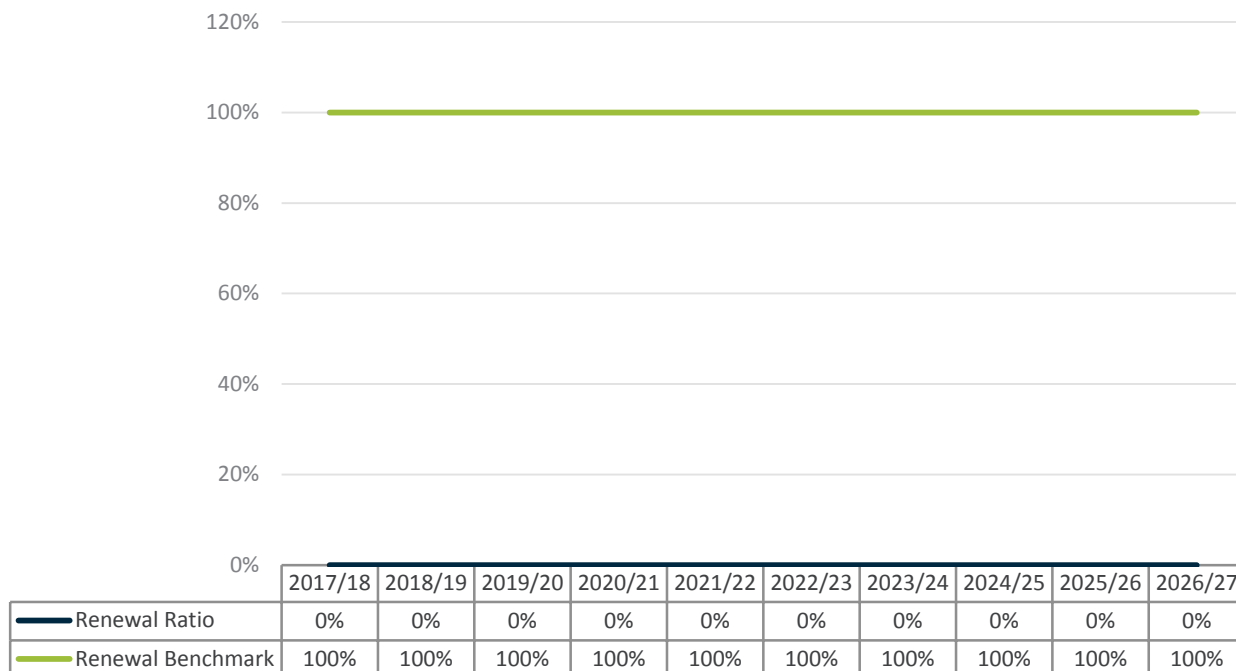
Backlog Ratio - Waste Assets

	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Backlog Ratio	2.1%	3.4%	4.9%	6.4%	8.0%	9.8%	11.8%	13.9%	16.3%	18.8%
Backlog Benchmark	2%	2%	2%	2%	2%	2%	2%	2%	2%	2%

Maintenance Ratio - Waste Assets
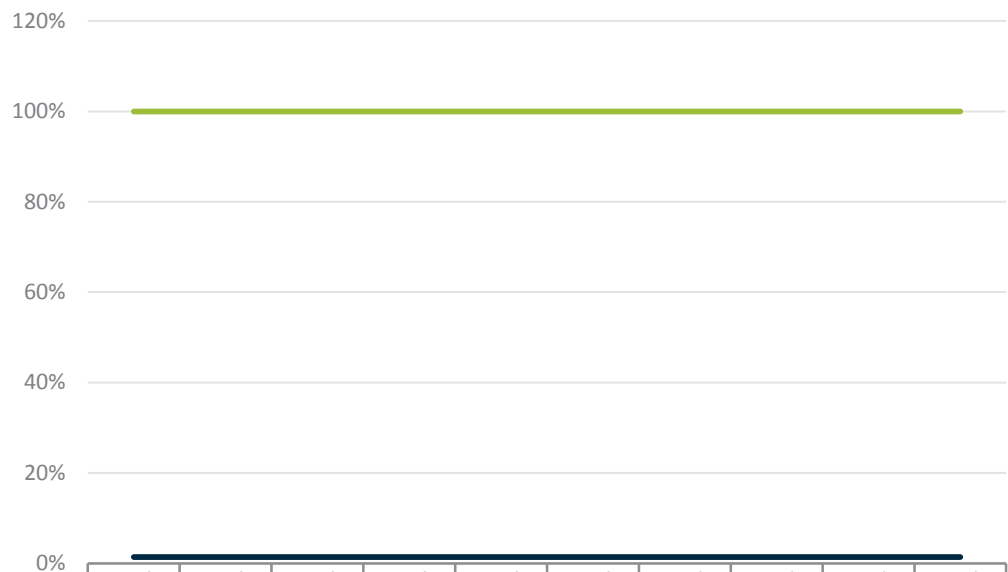
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Maintenance Ratio	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%
Maintenance Benchmark	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

A. 7.7 Funding Strategy

Funding of operations and maintenance is from Council's general fund, supplemented by federal and state government grants where available.

Restoration work on assets required as a result of work on the asset by another organisation is undertaken when fully funded by that organisation.

Funding of new works is by Council general funds as agreed by Council, supplemented by federal and state government grants where available.

A. 7.8 Main Findings

Council has not allocated any renewal funding for its waste and other assets which is apparent in the renewals ratio and increasing backlog. With the current budget allocations, there appears to be a funding gap of $364k for 2017/18.

Expenditure Gap	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	10 Year Total
Renewal	($185)	($189)	($193)	($197)	($202)	($206)	($211)	($215)	($220)	($225)	($2,044)
O&M	($94)	($96)	($98)	($101)	($103)	($105)	($107)	($110)	($112)	($115)	($1,042)
Total Gap	($279)	($285)	($292)	($298)	($305)	($311)	($318)	($325)	($332)	($340)	($3,086)

The majority of these assets are replaced as they fail rather than undertaking an asset renewal type approach. As such, it is recommended that Council continues to monitor and review waste and other assets regularly and allocate funds for replacement as necessary.

Appendix 8 Asset Management Improvement Plan

The asset management improvement program is directly linked to the NSW Division of Local Government Infrastructure Audit, and improvement tasks are broken down into the various categories utilised in that reporting and in the associated gap analysis.

A. 8.1 Asset Knowledge

Asset Knowledge/Data	Activity	Deliverables	Actions	Responsibility	Priority
Physical attributes and location	Review and collect required asset location and attribute data for all assets with target 98% coverage and 95% confidence with data across all assets	Database of asset data with acceptable coverage and confidence levels	Identify missing or incomplete data		Medium
Physical attributes and location	Collect base level data for all outstanding asset classes Minimum attribute data only	Completed asset database	Verification of asset data		Medium
Physical attributes and location	Collect information of missing assets	Completed asset database	Collecting information on existing assets and loading it on to database		Medium
Operational / maintenance data	Identify activity types so that costs can be allocated against individual assets in all asset classes	List of activity types	Workshop to be arranged to determine activity list acceptable to group		High
Condition data	Develop a program of ongoing asset condition assessment for all asset classes	Details time line of asset inspections	Develop condition collection strategy for all asset classes		High
Performance utilisation data	Decide on what utilisation data is required for major assets and arrange to collect the data as required	Corporate policy and procedure for performance and utilisation data collection, used to prepare procedures defining data to be recorded and frequency for each asset class by asset owners	Identify data to be recorded Review data already recorded and fill gaps		Medium
Performance utilisation data	Collect and record performance data for all assets against defined service/ performance criteria	Performance data for all assets	Identify data to be recorded. Review data already recorded and fill gaps		Medium

Asset Knowledge/Data	Activity	Deliverables	Actions	Responsibility	Priority
GIS / spatial data	Review, collect and record location and attribute data in spatial system for major assets	All assets identified in GIS	Spatial data to be collected		Medium
Lifecycle cost data	Develop guidelines as to how lifecycle costs will be recorded and measured on an ongoing basis	Procedure on lifecycle costing to be used by organisation	Examine the structure of the cost ledger to determine the most appropriate structure to obtain usable data		Medium
Lifecycle cost data	Record and manage operations and maintenance work type and cost data	Detailed lifecycle cost data for all asset classes	Manage asset data effectively		Medium
Lifecycle cost data	Review the existing cost ledger to ensure that asset information and lifecycle cost data is easily collected and is made available	Cost ledger that supports asset management reporting	Review the cost ledger with finance staff		Medium
Valuation, depreciation and effective life data	Document the process and assumptions around the valuation and depreciation of all assets classes	Ongoing as part of valuation exercise.	Ongoing as part of valuation exercise		High
Valuation, depreciation and effective life data	Review the existing road and building valuation process and ensure that accurate asset valuations are being undertaken	Reliable road and building asset valuations	Review road and building data		Low

A. 8.2 Asset Data Processes

Data processes / techniques	Activity	Deliverables	Actions	Responsibility	Priority
Data capture strategies and processes	Review, develop and implement data capture strategy, guidelines and processes including collection frequency and guidelines/ processes for data collection/ asset representation in spatial format	Procedure for data capture for all asset classes and types and all types of data	Review existing procedure for the capture of data for new assets and use as basis for overall procedure		High
Condition assessment processes / rating systems	Document the existing condition rating system within Council and provide guidelines to how assets are condition rated in each asset class	Corporate policy and procedure for condition rating, used to prepare condition ratings for each asset class by asset owners	Document a common condition rating matrix		High
Performance utilisation processes	Identify what performance and utilisation measures are appropriate for each asset class and document how this information will be collected	Corporate policy and procedure for performance and utilisation measures, used to prepare specific measures for each asset class by asset owners	Review existing practices within organisation and use as basis for corporate procedure		Medium
Asset GIS mapping systems	Document the process for linking assets in the GIS to the AM system	Procedure for linking assets in GIS to AM system	Use the existing flow of data procedure as the basis for corporate procedure Procedure to include for maintaining database		Medium

A. 8.3   Asset Strategy

Strategic Asset Planning Processes	Activity	Deliverables	Actions	Responsibility	Priority
Levels of service	Ensure all levels of service are measurable and monitored	Measurable service levels	Report on service delivery for assets		High
Risk management	Develop and implement risk analysis/ assessment processes for asset management, asset operations/ maintenance management and capital works planning/ evaluation	Asset related risks identification methodology developed	Document the asset based risk assessment process		Medium
Risk management	Undertake risk analysis/assessment and develop risk registers for all assets and implement risk management systems and processes for critical/major assets	Asset related risk register	Undertake risk assessment		Medium
Optimised decision making / predictive modelling	Council should continue to update and calibrate its decision-making tools to ensure long term asset requirements	Optimised decision making reports	Develop optimised decision making tools		Low
Lifecycle planning and funding projections	Develop lifecycle planning/costing guidelines and processes. Ensure clear understanding of lifecycle activities and applications. Undertake lifecycle planning for all major assets and develop robust long term financial forecasts	Funding projections and life cycle costing models	Detailed analysis of asset funding requirements		High
Financial planning and capital investment	Develop robust long term financial strategy/ forecasts for all assets including funding/ revenue forecasts	Long term financial forecast	Work with finance staff to fully integrate asset expenditure requirements into the LTFP		High
Financial planning and capital investment	Long term financial forecasts for assets to be reviewed on an annual basis	Long term financial forecast	Review asset expenditure projections		High

Strategic Asset Planning Processes	Activity	Deliverables	Actions	Responsibility	Priority
Asset capital processes	A capital works prioritisation model be developed to help prioritise capital works projects	Capital works prioritisation model	Develop prioritisation methodology		Medium
Asset management plans	Asset management plan to be reviewed for all major asset classes on an annual basis	Asset management plan covering al key infrastructure asset groups	Review and update asset management plans		Low
Asset management plans	Asset management strategy to undergo a minor review every two years and a major review every four years with the development of Council's Delivery Plan	Plans reviewed and adopted	Review and update asset management strategy		Low

A. 8.4   Asset Operations and Maintenance

Operations Maintenance and Work Processes	Activity	Deliverables	Actions	Responsibility	Priority
Emergency response plans	Identify critical assets and develop basic emergency management/response plans	Critical asset register	Identify factors that will make assets critical and identify critical assets		High
Contract administration	Identify opportunities for developing supply contracts that will enhance and productivity and performance improvement in works delivery	Improved supply agreements and improved value for money	Review existing supply contracts		Low
Critical assets	Identify critical assets and develop basic emergency management/response plans	a) Overall policy regarding the identification of critical assets. b) Identification of critical assets for each asset class	Review current assessment of critical assets in all asset classes		High
Critical assets	Undertake risk analysis/assessment for all assets and implement risk management systems and processes including condition monitoring/ inspection systems for critical/ major assets	Risk register	Undertake risk assessments		High

A. 8.5   Asset Information Systems

Information Systems	Activity	Deliverables	Actions	Responsibility	Priority
Asset register	Review AMIS. Review and rationalise asset registers/ databases. Complete organisation review/upgrade of systems considering business requirements	Audit of existing asset registers. Documented organisational system requirements	Review existing asset register and map strategic linkages		High
Asset costing systems	Review the existing cost ledger to ensure that asset information and lifecycle cost data is easily collected and is made available	Improved cost ledger that deals with assets in an appropriate manner	Review existing cost ledger and document asset requirements with finance staff		Low
Works / maintenance management	Develop links between AM&M systems and corporate systems	Systems information plan for asset management	Review existing systems		Medium
Works / maintenance management	Implement a works order system that supports improved works management and better asset management planning	Implementation of works order system	Identify works management, systems and asset requirements for works order systems		Medium
GIS	Increase utilisation of spatial system for asset data and information for all assets down to asset component level as appropriate	All assets have layers available in GIS	Link all asset to the GIS system		Medium
Asset management system / modules	Develop and implement asset rationalisation guidelines and processes for all assets. Include asset rationalisation consideration in asset lifecycle planning	Rationalisation guidelines	Review exiting assets needs and community expectations		Medium
Systems integration	Review system requirements/ capabilities as part of systems review with a view to maximising integration/ interfacing capability for sharing/ transfer of data and information	Systems information plan for asset management	Map out and plan the existing system and data processes and document		Medium
Systems integration	Review depreciation and capitalisation processes to ensure full reconciliation between the asset management systems and the corporate finance system	Documented processes for valuation and capitalisation of all assets	Review current valuation requirements and document the organisational needs		Medium

A. 8.6   Corporate / Organisational Commitment

Organisational /Commercial Context	Activity	Deliverables	Actions	Responsibility	Priority
Organisational strategy	Review corporate/organisation strategies and enhance AM focus as opportunities arise. Include AM focus in long term vision/strategies	Asset management strategy a key focus in Council's corporate management plans	Ensure that asset management plays an important part in all organisational strategies		Medium
Organisational strategy	Review AM policy	Asset management policy adopted. Asset management strategy adopted	Review AM Policy on annual basis		Medium
Organisational strategy	Increase corporate commitment to asset management including infrastructure renewal focus and financial strategies and programs	Improved understanding of asset management within the organisation	Ensure that asset management plays an important part in all organisational strategies		Medium
Asset management review / improvement	Develop AM status reporting processes for reporting to management, corporate team and Council	Reporting and monitoring plan developed	Regularly report on asset performance to the executive and/or Council		High
Commercial tactics	Develop and implement basic asset management benchmarking processes including industry and local regional council benchmarking	Participation in benchmarking programs	Determine the organisational benchmarking requirements		Low
Commercial tactics	Develop monitoring program for output in maintenance and construction works	Scheduled maintenance works to be carried out by works orders	Monitor asset performance		Medium
Corporate sponsorship / commitment	Ensure asset management has a strong corporate focus and support. Engage corporate team in asset management development. Inform and educate councillors about asset management	Improved awareness or asset management within the organisation	Ensure that asset management plays an important part in all organisational activities		Medium
Training and awareness	AM awareness programs developed and implemented for all staff and councillors	Training program and plan developed	Implement training program		Low

Appendix 9   IP&R Compliance Checklist

	Requirement	Reference	Yes	Partial	No	N/A	Link to evidence/examples
Asset Management Planning (AM)							
2.16	Council has accounted for and planned for all existing assets and any new asset solutions proposed in CSP and delivery program	EE - 2.9	✓				All assets are accounted for in Special Schedule 7 of Council's Annual Statements of Accounts
2.17	AM exists to support the CSP and delivery program	EE - 2.10	✓				
2.18	AM plan/s exist to support the CSP and delivery program	EE - 2.10	✓				A combined asset management plan and strategy has been developed for all major infrastructure assets and take into account the objectives and strategies defined in the Community Strategic plan and Council's Delivery Plan
2.19	Asset management strategy and plan/s have a minimum 10 year timeframe	EE - 2.11	✓				The AM strategy AMPs and LTFP cover a period of ten years
2.20	AM strategy includes a council endorsed AM policy	EE - 2.12	✓				The Council's AM Policy is detailed in section 1.3 of this report and the AM Policy, endorsed by Council in February 2017
2.21	AM strategy identifies assets critical to Council's operations, and outlines risk management strategies for these assets	EE – 2.13	✓				Critical assets have been identified in the asset management strategy at section 5.1
2.22	AM strategy includes specific actions required to improve AM capability and projected resource requirements and timeframes	EE - 2.14	✓				Asset management improvement plan is included as part of this strategy (section 4.4 and Appendix 8)

Balranald Shire Council

WORKFORCE PLAN
2025 - 30

TABLE OF CONTENTS

1. EXECUTIVE SUMMARY

In the current but now past Workforce Planning Period Balranald Shire Council focussed on creating an effective and efficient workforce. Through the use of disciplined analysis of the duties of each employee's role and duties, the organisation has identified the organisation's strengths as well as those areas of activity that needed greater attention to achieve overall performance improvement. Management changes and additional recruitment within the leadership and team level has created the opportunity to develop a more sustainable workforce that will engender community acknowledgement of the ability of the organisation to deliver the necessary community services and outcomes. Greater accountability for Council's resources has been established, especially as the organisation positions towards being an Employer of Choice.

The next four to five years will see a significant shift in our focus as we concentrate on strategic management, organisational development, strengthening our employee value proposition and more sophisticated performance management.

Team building processes will be developed through regular consultation and will concentrate on stabilising the workforce, strengthening our strong customer service ethic, as well as change management strategies that will drive greater efficiency in our operations. We will continue to develop the attractiveness of our location for both tourism and industry.

Council will need to face the continuing challenges in the contest for talent, skills shortages and effective leadership, all against the background of a carefully controlled organisation and an aging population. These issues are addressed in this Plan.

Agility will be required to meet the requirements of the Strategic, Operational, Long-Term Finance and Community Delivery Plans and programs. Apprenticeships/Traineeships, staff training, organisation development and effective human resource management will target the continuance of an engaged, qualified, skilled, diverse and committed workforce.

Strategies that will be key to Workforce Management Plan will be those based on performance principles set by the General Manager and the Executive Leadership Team. These will include strong asset management and financial planning, rigorous project oversight of grants and their delivery, sound quality control and governance, and an exceptional overall focus on staff capability, recognition and engagement.

These workforce planning objectives will place Council in a stronger position to deliver and maintain a reputation as an Employer of Choice in the region.

2. INTEGRATED PLANNING & REPORTING

This section outlines the Integrated Planning and Reporting framework for the Council with the details being derived from the Planning and Reporting Manual for local government in NSW 2010 (Version1, January 2010) prepared by the NSW Division of Local Government, Department of Premier and Cabinet, 2010.

2.1 New Approach to Planning and Reporting

In 2009 the Minister for Local Government introduced the Local Government Amendment (Planning and Reporting) Bill to Parliament. These reforms replace the former Management Plan and Social Plan strategies with an integrated framework. It also includes a new requirement to prepare a long-term Community Strategic Plan and Resourcing Strategy.

Figure 2.1.1 Local Government Integrated Planning and Reporting framework

This new framework encourages Councils to integrate their various plans and strategize their works and services based on community priorities that have been identified through consultation and engagement.

The clear goal is to turn community aspirations into reality, to ensure Council's priorities are set according to our residents' needs, to guarantee transparency in the decision-making process and to promote cooperation between all government levels, community groups and businesses including agriculture, manufacturing, hospitality and the retail sector.

2.2 Community Strategic Plan

The Community Strategic Plan is the highest-level plan that the Council will prepare. The purpose of the plan is to identify the community's main priorities and aspirations for the future and to plan strategies for achieving those goals. In doing this, the planning process will consider the issues and pressures that may affect the community and the level of resources that will realistically be available to achieve its aims and aspirations. While the Council has a custodial role in initiating, preparing and maintaining the Community Strategic Plan on behalf of the local government area, it is not wholly responsible for its implementation. Other partners, such as State agencies and community groups may also be engaged in delivering the long-term objectives of the plan.

2.3 Resourcing Strategy

The Community Strategic Plan provides a vehicle for expressing long-term community aspirations. However, these will not be achieved without sufficient resources - time, money, assets and people - to actually carry them out.

The result of the analysis of current and future capacity must be translated into Balranald Shire Council's Resourcing Strategy, which consists of three components:

- Long Term Financial Planning
- Workforce Management Planning
- Asset Management Planning

The Resourcing Strategy is the point where the Council assists the community by sorting out who is responsible for what, in terms of these issues identified in the Community Strategic Plan. Some issues will clearly be the responsibility of Council, some will be the responsibility of other levels of government, and some will rely on input from community groups and/or individuals. The resourcing strategy focuses in detail on matters that are the responsibility of Council and looks generally at obligations that are the responsibility of others.

2.4 Long Term Financial Plan

The Long-Term Financial Plan is an important part of Council's strategic planning process. This is the point where long-term community aspirations and goals are tested against financial realities. It is also where Council and the community may decide what resources the Council needs to influence and work with other parties so that they might deliver on responsibilities.

The Community Strategic Planning process will provide Council with valuable information about the future. From this exercise, both Council and the community will have a better understanding of:

- Expected pressure that will affect the community socially, environmentally and economically and the drivers behind this change.
- Expected economic growth rates.
- The community's aspirations and priorities for improving its economic, environmental and social outcomes.
- The community's priorities in terms of expected levels of service and community projects.

The Long-Term Financial Plan will seek to answer the questions:

- Can we survive the pressures of the future?
- What are the opportunities for future income and economic growth?
- Can we afford what the community wants?
- How can we go about achieving these outcomes?

3. THE WORKFORCE MANAGEMENT PLAN

Workforce planning helps to ensure that the community's strategic goals, as expressed in the Community Strategic Plan, will be met. The development of an effective workforce strategy will enable Council to focus on the medium and long-term, and also provide a framework for dealing with immediate challenges in a consistent way.

An effective workforce strategy aims to provide Council with the people best able to implement its strategic direction, develop innovative approaches to complex issues and deliver appropriate services effectively and efficiently.

By approaching workforce planning in a strategic way, a number of aims and statutory requirements can be addressed in a single process to ensure that all aspects of Council's operations are appropriate, efficiently delivered and effective. These include EEO management planning and practicing the principles of multiculturalism.

The benefit of ensuring a diverse workforce includes better local representation, improved communication and better understanding of issues affecting local communities, as well as maximising the pool of workers from which to address the challenges facing Council. Such challenges could include skills shortages, ageing workforce and business succession planning, as well as invigorating local communities and economies.

Strategic issues to consider when developing Council's Workforce strategy include the analysis of Council's workforce, forecasting future needs based on the commitments in the Community Strategic Plan and Delivery Program, determining the gap between the workforce and planning needs, strategically determining an appropriate workforce structure that will meet needs and objectives that recognises workplace equity and diversity as a tool to benefit the Council, strengthening Council's workplace governance, and supporting and developing Council's staff by monitoring and reviewing progress.

Figure 3.0.1 Workforce Planning Framework
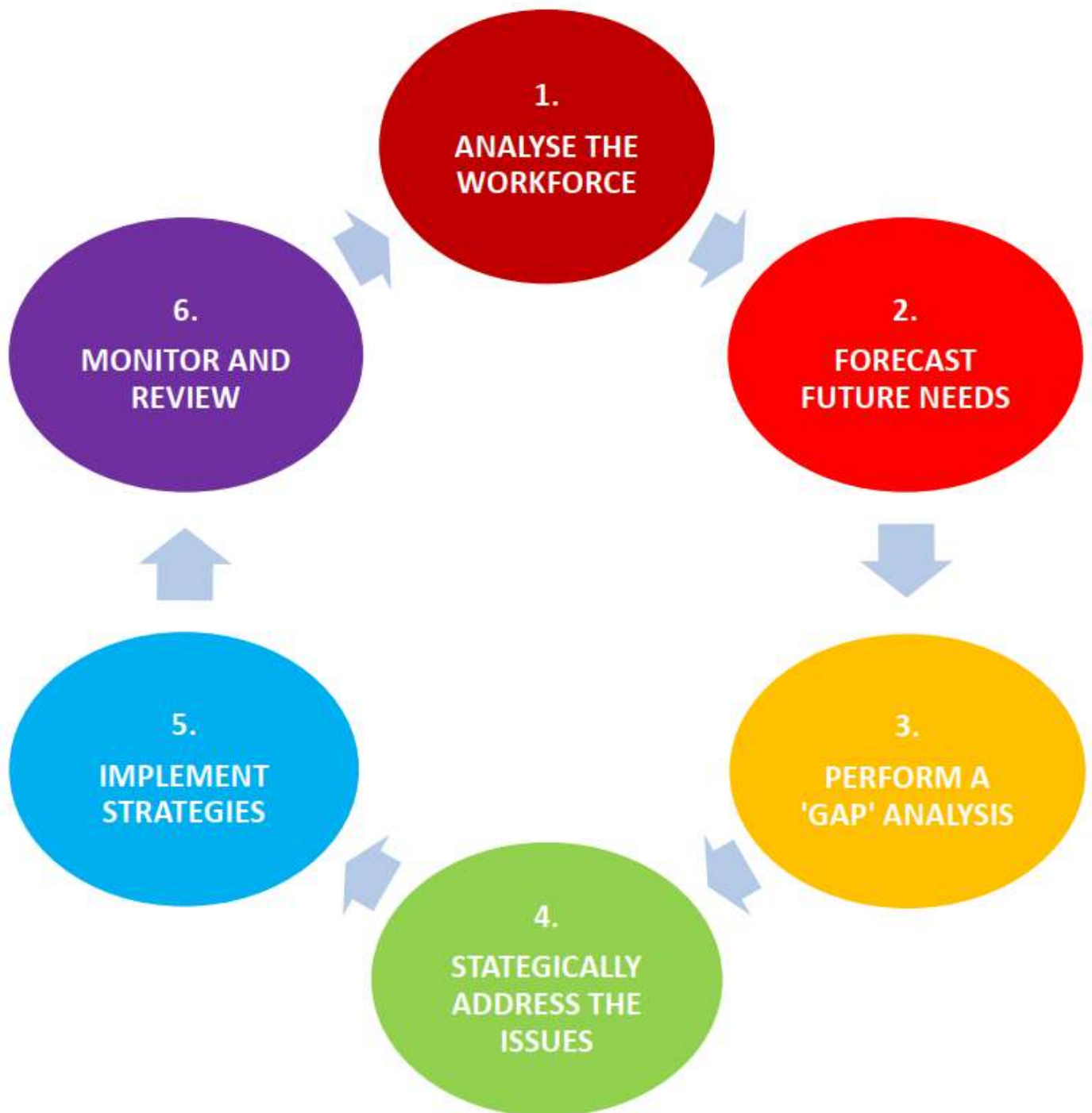
4. SCOPING & INTEGRATION OF THE WORKFORCE MANAGEMENT PLAN

Workforce Planning is the process of determining the future workforce required to meet the delivery programs included in Council's Community Strategic Plan. It provides a means for identifying any gaps between the demand for and the supply of labour, in the community at large, in terms of numbers, job roles, and required skills for developing strategies to bridge the gaps. Essentially, Workforce Planning looks to identify who we have, how we retain them, who we need in the future, how we will train our workforce and how we fill any gaps between demand and supply.

Although, Workforce Planning covers the entire workforce, emphasis will be given to those roles that are identified as presenting the most risk to Council not achieving its current and future delivery programs. Identification of these critical roles will enable Council to implement appropriate strategies to retain, develop and attract the staff required.

Critical attention needs to be paid issues such as the age profile within the workforce and whether it matches the community. This attention assists the Council to determine whether there will be adequately skilled and be able to replace those who retire, in essence an active succession planning process. This can then lead to the engagement of trainees and apprentices to address what is assessed to be a future deficit of the trade skills and professions within the workforce.

The General Manager is responsible for employing an appropriate workforce and monitoring the Council wide workforce planning. Directors are responsible for determining the staff required to fulfil their current and future delivery programs in terms of numbers, skills and job roles and for determining the critical roles within the team. Directors are also responsible for determining whether current incumbents have the desired skills and experience required to meet the delivery programs, as well as assessing the likelihood of retaining those individuals in critical roles and for identifying possible successors.

In order to deliver the essential services to the community in a perfect manner, Council has to ensure the stability of its workforce on an ongoing basis. Council's workforce comprises the indoor and the outdoor staff. Currently the Council has a fairly stable workforce totalling 60 staff, which consists of 38 indoor and 22 outdoor staff. This is complemented by casuals and external contractors to meet workload commitments as required.

The Workforce Management Plan involves analysing the current and future staff demands against the current and the future staff supply for a period of 2021/2022 to 2026/2027, and it also outlines the strategies and the actions required to maintain a stable workforce. The Workforce Management Plan can be read in conjunction with the following plans of the Council:

- Community Strategic Plan
- Delivery Program
- Asset Management Plans

Council's overarching community objective is:

To grow our resident population to reach our Vision by encouraging and supporting local youth to stay and work in our community

Council's community vision is:

"In Balranald Shire we grow and develop our lifestyle, our services, our businesses, our infrastructure, our natural environment and our Council to support a thriving, resilient and engaged community."

Council's strategic objectives are:

To attain our overarching objective of population growth we will work together on achieving the following strategic objectives, listed in priority order:

1. Strong, diverse and resilient local economy (Economic)
2. Healthy, safe, and educated community (Social)
3. Democratic and engaged community (Civil Leadership)
4. Culturally rich, vibrant and inclusive community (Social)
5. Cared for natural, agricultural and built environments (Environment)
6. Well maintained and improving Shire assets, including our roads and bridges, and service (Economic) - One of the strategies for this objective is to position the BSC (Council) as an 'employer of choice', which is in turn has an action plan to develop a highly motivated and skilled workforce capable of delivering quality service to all residents.

5. STAFF DEMAND & SUPPLY

The current distribution of staff in the organisation is set out below. This is followed by an organisation chart which details the application of those resources.

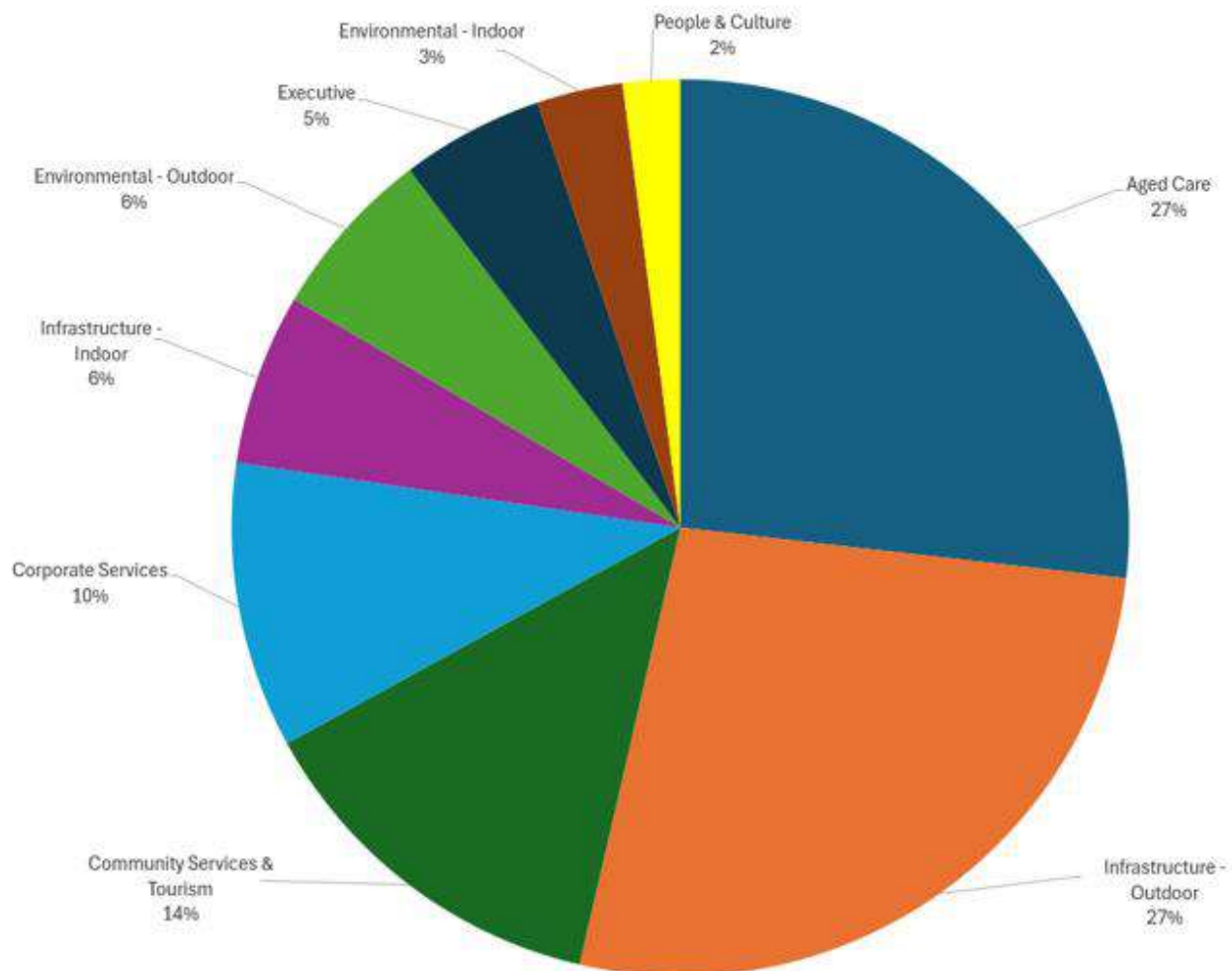**Figure 5.0.1 Balranald Shire Council – Employee Distribution**

Figure 5.0.2 Balranald Shire Council - Current Organisational Structure

The following paragraphs explain the labour demands in each department in detail.

5.1 General Manager

General Manager, which consists of a General Manager and his Executive Assistant generally operates within a stable staff structure. There has been a period governed by the appointment of an Acting General Manager and BSC currently has an experienced Interim General Manager appointed by Council whilst the recruitment process is underway.

The search for a suitable General Manager is in process. The Shire has one fulltime Human Resource Officer and the WHS & Risk Officer retired 12 months ago after 40+ years of service to Council. Having no one in this role for a year has helped us to identify the deficiencies' in the management of performance management, training and development, WHS and other key issues affecting staff recruitment, retention. The management of its most important asset, the workforce, requires at least one full time Human Resource management position and one fulltime WHS & Risk Officer.

5.2 Infrastructure & Planning Services

The Engineering Division currently operates with a relatively stable workforce, after filling some critical vacancies in the last 8 months, such as the recruitment of a Design Engineer. However, it has become increasingly difficult to employ Engineers, with vacancies being advertised for months on end, ideally BSC would like to employ an Engineering Trainee to learn within the Department.

The Director has mentored the Infrastructure Coordinator to handle the Division in his absence.

As per the strategies outlined in the Delivery Program, the Engineering Department has the major role in maintaining and improving the Council's transport infrastructure in order to achieve the required strategic objectives. A full time Asset Officer has been appointed, as planned, to manage the existing and new assets at the required levels of service. Corporate Services is needed to assist with related financial advice. To assist the Asset Officer in field activities, we continue to require the sufficient staff levels to inspect and maintain and improving roads, bridges and footpaths and improve parks and gardens.

Cleaning staff are also required to increase the cleaning frequency in towns and villages as part of the Community Strategic Plan and delivery program. Additional casual staff will be needed to support this, estimated to be equivalent to one full time employee.

In order to more effectively manage the Sewerage Treatment Plant and to address water supply issues in Balranald's Villages a Water and Sewerage trainee is required.

The Health, Environment & Development Division currently operates with a stable staff structure after the appointment of the new Ranger & Bio Security Officer. However, contract personnel have been required dependent on workloads. A trainee Health, Environment & Development Officer will be required to ensure active coverage, ultimately to take over the Building & Planning Administration as the Admin Officer has now moved into the Planning Officer role, who is the only staff member qualified in this area.

The management and handling of Trade Waste has become an issue throughout the State and has now impacted on Balranald Shire and an additional appointment will be required.

5.3 Government, Business & Community Services

Corporate Services Division currently operates in stable staff level following appointment of a new Director. However, BSC still has Contractors offsite doing Councils Budget and Accounting Services, ideally, we intend to advertise the Chief Financial Officer position ASAP. Moving forward with a CFO rather than relying on contractors.

An additional appointment was made to assist with customer information and service requests from the community and visitors and to meet Service NSW Requirement and obligations, as the staff member in this role was promoted into the Rates & Debtors Officer role. Further assistance will be needed to cover leave demands and to resource tourism development and visitor information needs in order to enhance the Shire as a destination of choice.

The Council Visitor Information Centre has undergone a significant development due to grant funding. At present staffing is very stable, however due to an aging workforce a Trainee would be a welcome addition.

The Council run Caravan Park will also require more discussion, as it is currently under management of council staff. It was decided when BSC was under administration any decisions regarding the management of the park be put on hold until a new Council was appointed, and facilities had been updated (per grant funding). If Council decides not to go out to contract, permanent staff will need to be appointed, such as; Caravan Park Coordinator, Reservations Assistant and Cleaners.

Human Resource management remained a well-established need to ensure strong recruitment processes, induction and staff and organisation development needs. As the demand for internal audit and inter/intra networking and computerisation/resources increases a full time IT & Records Officer has been recruited following the resignation of the previous employee over 12 months ago.

BSC Library has just had an internal & external update of facilities and is now opening 5 days per week. The Library has become an activity hub for all community member young & old. With courses now being held (eg. Mobile phone and computer information). Also holding school holiday and after school programs for school aged kids. We now have a fantastic area for learning and re connecting with Tafe NSW to offer even more opportunities for Traineeships and Apprenticeships within our area. To continue moving forward the Library requires a fulltime Trainee Assistant Librarian to help facilitate and organise all these exciting programs and courses.

Our Aged Care Hostel has appointed a permanent Facility Nurse Manager and an additional Registered Nurse, which enables BSC to significantly reduce the reliance on Agency staff. We still require 1 EFT for full coverage, however we are managing to cover this with Casuals staff at this point in time.

The PCA/Carers are at full capacity and now seem to be stable. We do require another 0.5 to 1 EFT to cover staff holidays, sick leave, etc as we have an aging workforce.

We have also recruited a new Administration Officer at the Hostel which has helped greatly with taking the administration, and phone pressure from the Nurses and PCA's. They previously had no-one in this role, however had a Project Officer working remotely doing the financial returns, accreditation and reporting.

As we are currently in the process of extending our Hostel beds by 5 and undergoing a full refurbishment, Hostel staffing will need reviewing again in the future.

6. FUTURE STAFF & ORGANISATIONAL NEEDS

The Organisation Chart which follows reflects both current staff and future staff needs, particularly in Accounting, Health and Building, Water and Sewerage, Human Resources and Workplace Health and Safety.

Figure 6.0.1 Balranald Shire Council - Predicted Organisational Structure

COUNCIL

MAYOR

GENERAL MANAGER

SENIOR EXECUTIVE ASSISTANT

HR OFFICER, WHS & RISK OFFICER

DIRECTOR OF GOVERNANCE, BUSINESS & COMMUNITY SERVICES

EXECUTIVE ASSISTANT

DIRECTOR OF INFRASTRUCTURE & PLANNING SERVICES

- Chief Financial Officer
- Senior Finance Officer
- Rates & Debtors Officer
- Creditors & Payroll Officer
- Project Officer
- Stores & Depot Security Officer
- Records & IT Officer
- Customer Service Officer /Service NSW x 2
- Administration Trainee
- Caravan Park Coordinator
- Reservations Officer
- Casual Cleaners
- Community Projects, Tourism / EconomicDevelopment & Grants Coordinator
- Tourist Information Centre Staff x 1.5
- Facility Nurse Manager
- Registered Nurses x 4
- Personal Care Assistants & Carers x 7.5
- Administration Officer
- Activites Coordinator
- Catering Officer x 1.4
- Housekeeper x 1.4
- Human Resources Officer
- Librarian
- Library Trainee

- Infrastructure Coordinator
- Assets Officer
- Design Engineer
- Mechanic
- Apprentice Mechanic x 2
- Health Environment & Development Coordinator
- Planning Officer
- Bio Security Officer
- Ranger
- Building Maintenance Officer
- Swimming Pool Supervisor
- Casual Lifeguards
- Administration Trainee
- Water & Sewer Coordinator
- Water & Sewer Operator
- Euston Overseer
- Euston GEO / Town Maintenance x 2
- Works Coordinator
- Works Overseer
- General Equipment Officers x 5
- Roads Maintenance Trainee
- Town Maintenance Overseer
- Town Maintenance Officers x 5
- Horticulture Trainee
- Waste Facility Operator

* For a more in-depth picture of each departments' organisation structure refer to

8. Appendix

6.1 Age and Years of Service Profiles.

The age profile demonstrates a well-balanced organisation, with succession in place to cover those moving towards retirement, although it must be noted that there are those who wish to remain in the workforce past traditional retirement dates - a very useful retention of seasoned skills.

The years of service chart demonstrates the 'visual fitness" of the Shires staff indicating a need to strengthen performance assessment and training and development to provide accelerated upskilling of the workforce in meeting local government demands and requirements.

Figure 6.1.1 Balranald Shire Council - Employee Age Profile
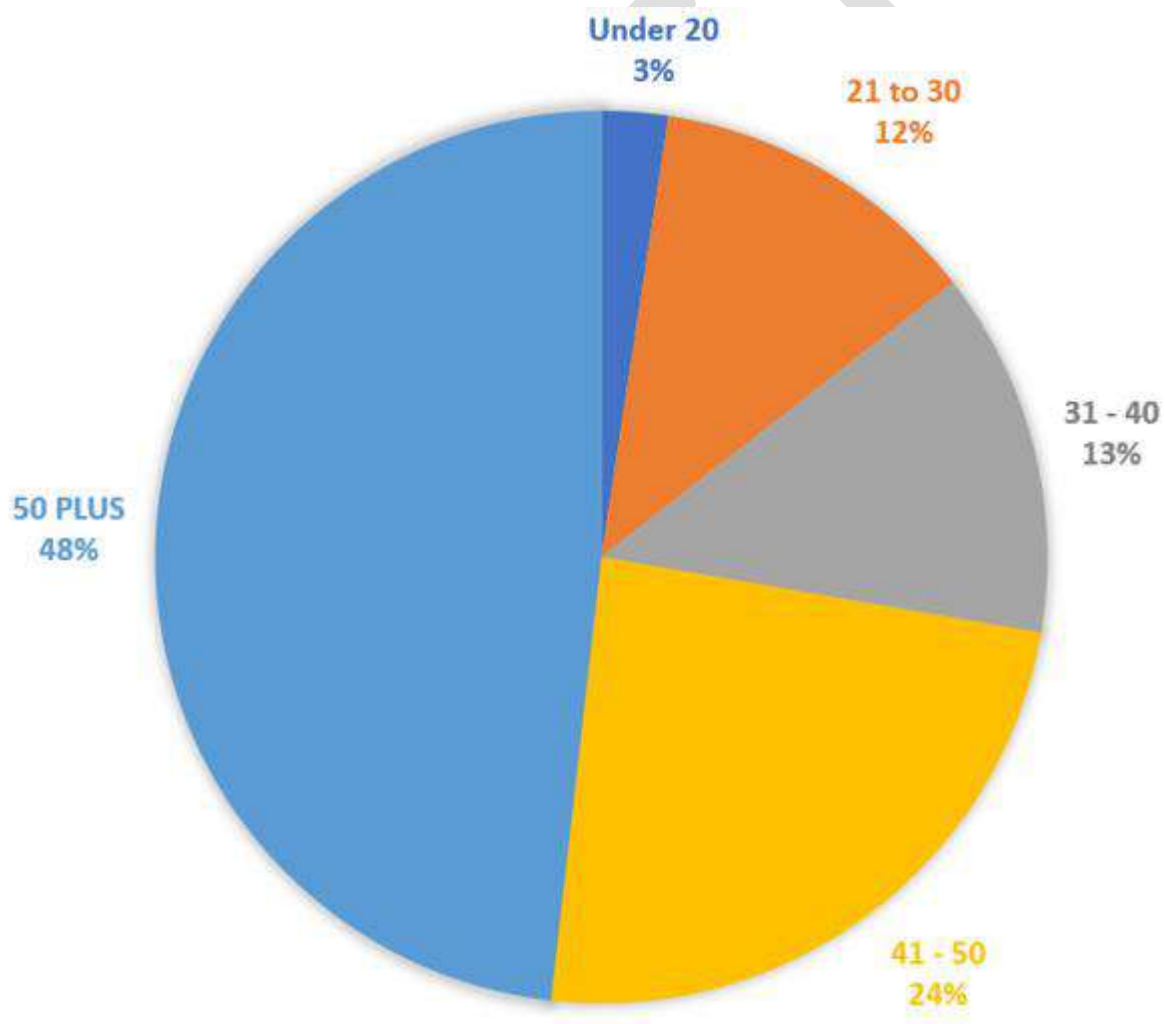
Figure 6.1.2 Balranald Shire Council – Years of Service
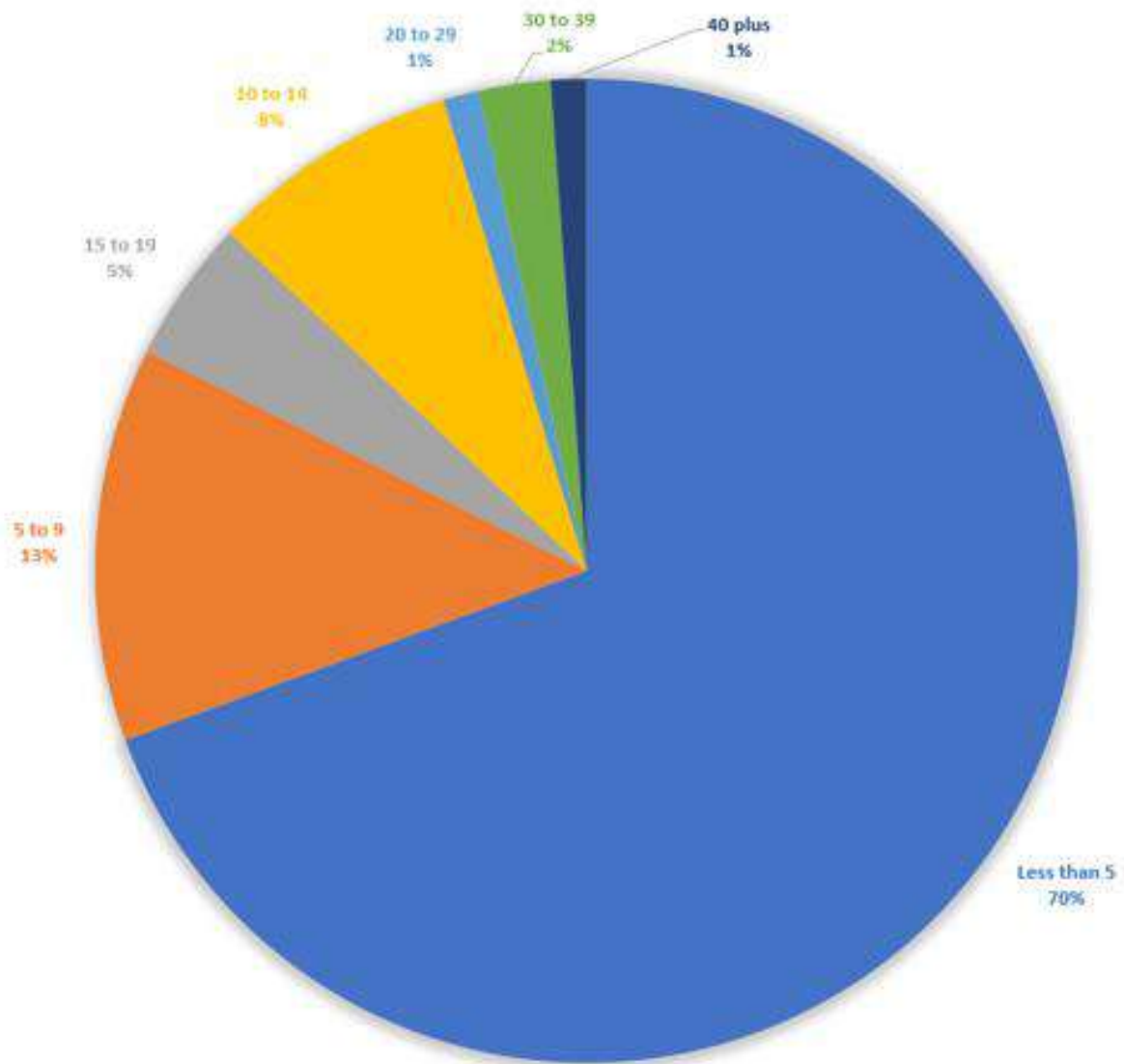
6.2 Current & Future Staff Demands & Organisational needs

Based on analysis of the Community Strategic Plan (CSP) and the Delivery Program (DP) the following schedule sets out the maintenance of staffing to meet current needs and moderate increases to meet future performance requirements. (FTE: Fulltime Equivalent)

Positions	Functions	Current Est	Future Demand	* Related to DP
Management				
General Manager	General Manager	1		Ensure effective management & maximisation of resource contributions
Senior Executive Assistant		1		
Human Resources Officer		1		
WHS & Risk Officer		1		
HR / WHS Trainee			1	Succession Planning

Infrastructure & Planning Services

Role	Function			
Director Executive Assistant	Infrastructure & Planning Services	1 0.5		Oversight & professional Accountability
Infrastructure Coordinator Engineering Trainee Assets Officer, Design Engineer Workshop Mechanic Apprentice Mechanic	Infrastructure & Engineering Services Management (oversee/ensure technical proficiency & delivery)	1 2 1 1	1 2	Succession Planning Succession Planning
Project Manager		1	0	Not required. Contract only
HE&D Coordinator Planning Officer HE&D Trainee Ranger, Bio Security, Building Maintenance, Swimming Pool Supervisor & Lifeguards	Health, Environment & Development (Building, Planning, Health & Laws)	1 1 3.2	1	Meet CSP, DP & Legislative Requirements Succession Planning Meet Legislative Requirements
Water & Sewer Coordinator Water & Sewer Operator Water & Sewer Trainee Euston Overseer, GEO/Town Maintenance	Technical Oversight of Sewerage Works & Water delivery in Villages	1 1 3	1	Succession Planning
Works Coordinator Works & Town Maintenance Overseers GEO / Town Maintenance, Waste Facility Operators Roads Maintenance & Horticulture Trainee	Engineering & transport works supervision & delivery Engineering & transport works delivery & maintenance	1 2 11	 2	 Succession Planning

Governance, Business & Community Services

Role	Function			
Director Executive Assistant	Governance, Business & Community Services	1 0.5		
Chief Finance Officer Senior Finance, Rates & Debtors, Creditors & Payroll, Customer Service Officer & Service NSW, Stores & Depot Security Trainee (SBAT)	Annual Compulsory Reporting Requirements	1 6 0.2	1	Meet statutory requirements (reduce consultancy costs) School Based
Project Officer		1	0	Replaced by Hostel Admin
Community Projects, Tourism / Economic Development & Grants Officer & VIC staff	Tourism, Grants, Economic Development, Arts, Customer Service & Community Services	1.5		

Caravan Park Coordinator, Casual Reservations Assistant & Cleaners		1.5		
Librarian	Library, Community & Tech Hub, Courses & programs	1	1	
Trainee Librarian			1	Succession Planning
Aged Care				
Facility Nurse Manager	General Nursing, Clinical and overall Care of Residents.	1		Meet Legislative compliance
Registered Nurses		4		
Personal Care Assistant & Carers		7.5	1	
Administration Officer, Activities & Lifestyle, Catering & Housekeeper	Audits, accreditation and required reporting to the Dept.	4.8		training
Trainee PCA			1	Succession Planning

6.3 Checklists for assessing Staff Demands

Following checklists may be used for assessing staff demands.

6.3.1 Checklist for assessing Current demand for staffing resources

- Does the Council understand its community's and projected changing needs?
- What do recent community surveys reveal? What do frontline staff think about community needs and better ways to provide services?
- How does the Council address the shire service needs?
- What work is being done and does it need to be done?
- Are staff members correctly allocated to the right tasks?
- Does the Council efficiently use its people, skills and attributes?
- What skills are currently vital to enable the Council to achieve its goals and objectives?
- What system does the Council have in place are they effective? Could technology or process reengineering improve service delivery or reduce costs?

6.3.2 Checklist for assessing Future Demand for staffing resources

- How is the Council's workforce expected to change (e.g. through changes in missions/goals, technology, new/terminated programs or functions, and shifts to contracting out)? How will this affect staff?
- What trends, such as demand for increased accountability or regulatory changes, will have human resourcing implications?
- How will changes in other related bodies affect the Council?
- What new or changed services will be needed in the medium term? What will be future best practice for the Council's operations and services?
- What will be the structure and method of service delivery in future years?
- Has the Council identified a set of skills/capabilities that are considered to be essential to the delivery of business outcomes in the future? What new skills will the Council need in the next five years, and which will be less important?

7. THE BALRANALD COMMUNITY

Based on ABS Statistics the charts that follow indicate the demand from different industry groups for staff, from the local Balranald community, to service their requirements i.e. demand for labour. The second chart demonstrates the supply of available labour, in terms of those working full time and part time within the Shire - i.e. the percentage of available resources/hours to meet industry need. Additional hours could be gained through offering or requiring full time work from part time workers or job offers to the unemployed.

Realistically the challenge remains to attract more skilled labour to the Shire. If that is not possible for example without growth in population, key additional or replacement staff will need continue to be recruited from adjacent Shires or major regional/population centres.

Figure 7.1.1 Balranald Local Government Area Top 5 Employment Industries
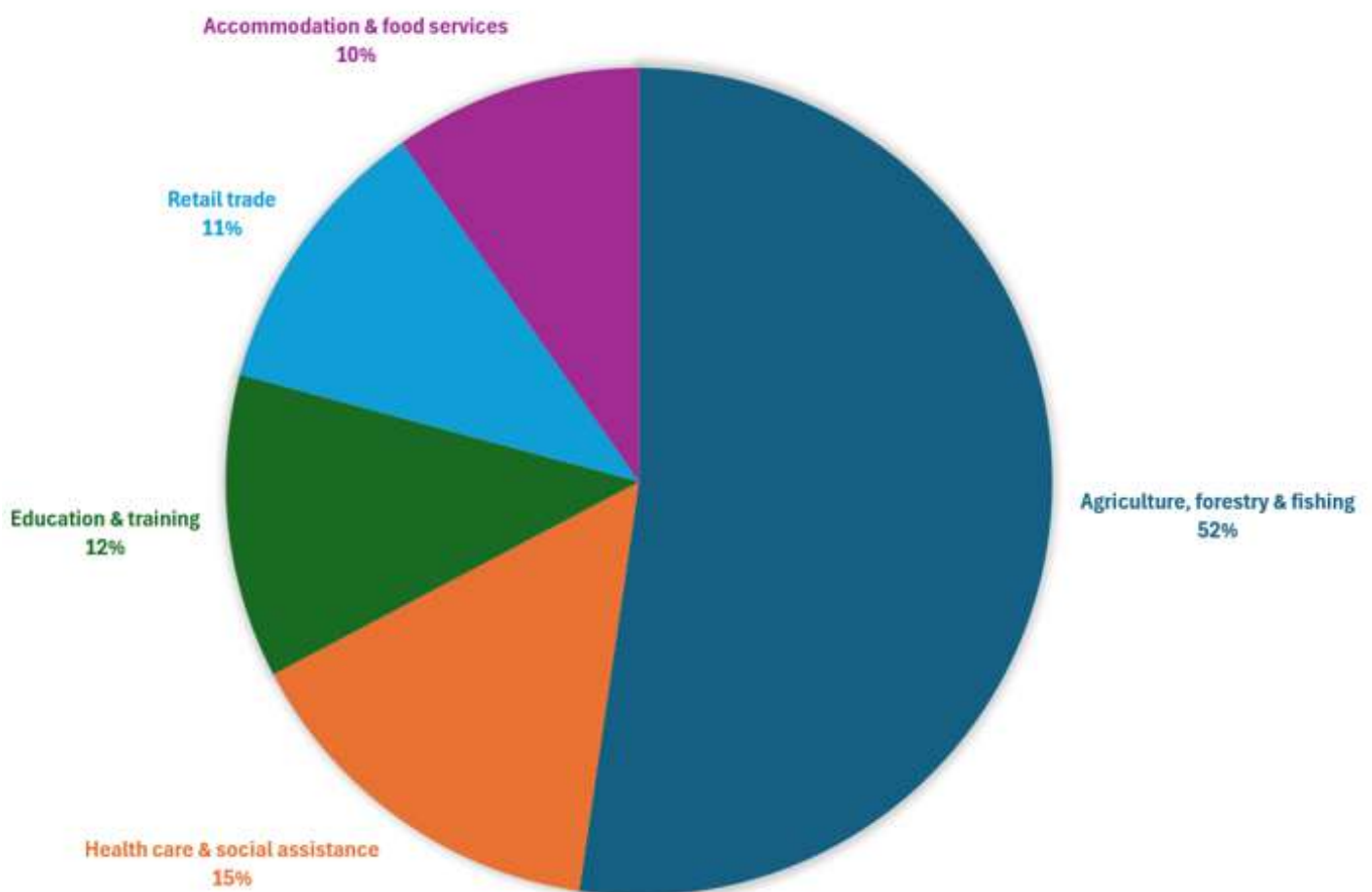
Figure 7.1.2 Balranald Local Government Area Employment Rates

Not in the labour force 33%

Employed 65%

Unemployed 2%
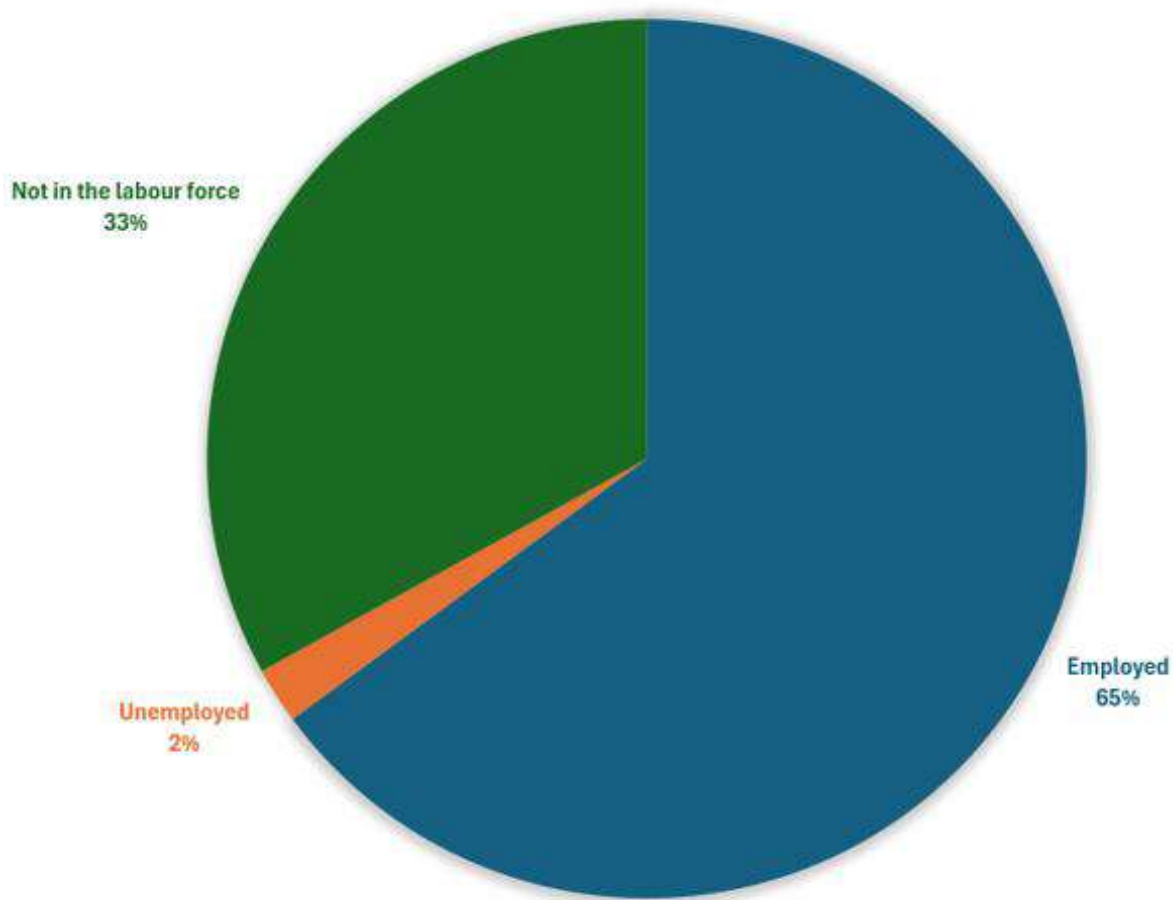
One of the related major issues identified by the analysis involved and associated with this Plan is the number of staff in the under 10 years of service chart. As a result of this statistic and the identified deficit in appraisal and training and development there will need to address these issues considering the following;

- Competition for positions between Council as a business & with other shire enterprises.
- Availability of funding for training.
- Local Government Regulations.
- Official Certification and qualifications required for specific positions.
- Internal acknowledgement and appreciation.
- A survey of the culture and staff views.

Allowance has already been made for the recruitment of selected apprentices and trainees. This approach will need to continue to satisfy long term workforce management requirements. However, attention will need to be given to the enhancement of civil construction skills and abilities through the use of established training programs, as well as to the maintenance of traffic control tickets and other job specific mandatory renewals and requirements.

Grants, as well as use of internal funding allocations, will need to be carefully researched, accessed and then training provided. Effective performance assessment and review will also assist employees in their development and skill and capability, potentially with the use of the Local Government Capability Framework.

8. APPENDIX

KEY

	CURRENT POSITIONS
	PREDICTED NEW POSITIONS
	CURRENT POSITION PROPOSED REMOVAL

General Manager (1)

- Senior Executive Assistant (1)
- Human Resoures & WHS & Risk Officers (2)
  - HR & WHS Trainee

Director of Governance, Business & Community Services (1)

Executive Assistant (1)

- Customer Service Officer (inc. Service NSW) (2)
- Chief Financial Officer (1)
  - Senior Finance Officer (1)
  - Rates & Debtors Officer (1)
  - Creditors & Payroll Officer (1)
  - Project Officer (1)
  - Stores & Depot Security Officer (1)
  - Records & IT (1)
  - Administration Trainee (0.2)
- Caravan Park Coordinator (1)
  - Reservations Officer (0.5)
  - Casual Cleaners
- Community Projects, Tourism / Economic Development & Grants Coordinator (1)
  - Tourist Info Centre Staff (1.5)
- Facility Nurse Manager (1)
  - Registered Nurses (4)
  - Personel Care Assistants & Carers (7.5)
    - PCA / Carer (1) Trainee PCA (1)
  - Administration Officer (1)
  - Activities Coordinator (1)
  - Catering Officer (1.4)
  - Housekeeper (1.4)
- Librarian (1)
  - Library Trainee (1)

Director of Infrastructure & Planning Services (1)

- Works Coordinator (1)
  - Works Overseer (1)
    - General Equipment Operators (5)
    - Roads Maintenance Trainee (1)
    - Casual Cleaners
  - Town Maintenance Overseer (1)
    - Town Maintenance Officers (5)
    - Horticulture Trainee (1)
    - Waste Facility Operator (1)
- Water & Sewer Coordinator (1)
  - Water & Sewer Operator (1)
    - Water & Sewer Trainee (1)
    - Euston Overseer (1)
      - Euston GEO/Town Maintenance (2)
- Health. Environment & Development Coordinator (1)
  - Planning Officer (1)
  - Bio Security Officer (1)
  - Ranger (1)
  - Building Maintenance Officer (1)
  - Swimming Pool Supervisor (0.2)
    - Casual Lifeguards
  - HE&D Planning Trainee (1)
- Infrastructure Coordinator (1)
  - Assets Oficer (1)
  - Design Engineer (1)
  - Mechanic (1)
    - Apprentice Mechanic (2)
  - Engineering Trainee (1)
- Project Manager (1)

	Requirement	Reference	Yes	Partial	No	N/A	Link to evidence/examples
Asset Management Planning (AM)							
2.23	AM plan/s encompass all assets under council's control	EE - 2.15	✓				Asset management plan encompasses for all major infrastructure assets. Asset management plans for minor assets will be completed as required
2.24	AM plan/s identify asset service standards	EE - 2.16	✓				Levels of Service for all assets have been included in the asset management plan in appendices 1 – 7 for each individual asset class)
2.25	AM plan/s contain long-term projections of asset maintenance, rehabilitation and replacement costs	EE - 2.17	✓				Long term asset expenditure requirements are included in the individual asset sections of the plan and outstanding maintenance requirements included as part of Special Schedule 7 of the Statements of Accounts
2.26	Condition of assets is reported in annual financial statements	EE - 2.18	✓				Asset condition for each asset class is detailed in the individual asset data sections at Appendices 1 – 7 of this plan. Also Special Schedule 7 of the Statements of Accounts also shows the condition of assets. Where condition is unknown a plan exists to fill the gaps in knowledge as part of the asset management improvement plan