

Clarence Valley Council Resourcing Strategy June 2021

PAGE HAS BEEN LEFT INTENTIONALLY BLANK

CONTENTS

Resourcing Strategy	1
Introduction	5
Long term financial plan	6
Workforce Management Strategy.....	6
Asset Management Planning	7
Integrated planning & reporting	10
Our planning framework.....	11
Long Term Financial Plan	13
Introduction	15
What is financial sustainability.....	15
Estimates, assumptions and forecasts.....	15
Attachments	21
Workforce Management Strategy.....	43
Introduction	44
Workforce planning and development.....	45
Our Organisation.....	46
Our Workforce	47
Transforming our Workforce.....	52
Our four-year plan	53
Our one year plan 2021-22	55
Asset Management Strategy (AMS)	57
Introduction	60
Our Assets	60
Asset Conditions	61
Asset Values	63
Asset Management Framework	69
Asset Management Policy.....	70
Asset Management Strategy	70
Asset Management Plans (AMPs)	71
Asset Management Plans and Strategy Methodology.....	73
Asset Management Plan Summaries	75
The Path Forward	190
Where Do We Want to Be?	194

Appendices	195
Infrastructure Asset Management	195
Appendix 4 – Glossary	213

INTRODUCTION

The Clarence 2027 provides a vehicle for expressing long-term community aspirations. However, these will not be achieved without sufficient resources – time, money, assets and people – to achieve them. The Resourcing Strategy demonstrates how the Council's resources will be used to achieve The Clarence 2027.

The Resourcing Strategy consists of three components:

1. Long Term Financial Planning
2. Workforce Management Planning – identifies current and predicted workforce issues and explains what will be done to address them.
3. Asset Management Strategy

Statement of Acknowledgement

We acknowledge the Bundjalung, Gumbaynggirr and Yaegl people as the Traditional Owners of the land on which we all live and work. We honour the First Nations peoples culture & connection to land, sea and community. We pay our respects to their Elders past, present and emerging.

LONG TERM FINANCIAL PLAN

The Long Term Financial Plan demonstrates how Council will achieve financial sustainability over the long term.

Our Long Term Financial Plan is used to inform decision-making during the development of our Delivery Program. The Plan covers a ten year period and includes:

- Planning assumptions used to develop the Plan.
- Projected income and expenditure, balance sheet and cash flow documents.
- Sensitivity analysis (factors/assumptions most likely to affect the Plan).
- Financial modelling for different scenarios.
- Methods of monitoring financial performance.

We will review our ten year Financial Plan annually as part of the development of our annual Operational Plan. The review will include:

- An assessment of the previous year's performance in terms of the accuracy of the projections made in the Plan.
- Were estimates accurate?
- Were the assumptions underpinning the estimates accurate?
- An explanation where major differences emerge between budget estimates and actual expenditure.

Workforce Management Strategy

The Workforce Management Strategy aims to identify current and predicted impacting workforce issues and trends and what will be done to address them.

Our Workforce Management Strategy outlines our commitment to ensuring Council has the capacity, capability, skills, and sustainability within its workforce to deliver positive outcomes for the organisation and ultimately the community, by meeting the objectives of the Community Strategic Plan. The Strategy seeks to address major challenges faced by Council in its endeavours to remain responsive to its community and financially sustainable. The challenges identified include an ageing workforce, workplace health and safety, workforce diversity and leadership, learning and development needs.

Asset Management Planning

Asset management planning is critical to the operation of Council and its continuing financial sustainability. Clarence Valley Council is the custodian of approximately \$2.54B of community assets to support community activity. These assets include roads, water and sewerage services, drains, bridges, footpaths, buildings, floodplain protection structures, sporting facilities, parks and gardens. Council is responsible for accounting for and managing these assets to ensure they are maintained in a safe/serviceable condition for their specific use by community. To do this, Council must determine acceptable maintenance service levels and the long term cost of maintaining those service levels. It must then ensure that sufficient financial and human resources are provided now and, in the future, to meet those obligations.

In September 2012, Council appointed Jeff Roorda & Associates (JRA) to undertake a review of Council's asset management systems and processes, with the key objective of identifying areas where changes and improvements can occur. Contractors are engaged to conduct annual desktop revaluations; with full revaluations conducted on a 4 year cycle of Council's key infrastructure assets including buildings, roads, water, sewer and other structures. The data from this process has been incorporated into Council's various Asset Management Plans and summarised in the Asset Management Strategy.

In 2015, an Asset Management Audit Preparedness Assessment was performed by Council's Auditor on behalf of the Office of Local Government. The assessment identified areas for improvement and an action plan has been implemented to address these.

Asset Management Planning consists of 3 elements:

Asset Management Policy

Council's Asset Management Policy sets the broad framework for undertaking asset management in a structured and co-ordinated way and addresses the following:

- Establishing goals and objectives for asset management in terms of providing a platform for service delivery.
- Integrating asset management with Council's strategic planning.
- Maximising value for money by adopting lifecycle costing combined with performance measurements.
- Assigning accountability and responsibility for service delivery.
- Promoting sustainability to protect the needs of future generations.

Asset Management Strategy

Each financial year Council develops a new Asset Management Strategy; this identifies assets critical to Council's operations as well as outlining the risk management strategies for those assets. It also includes specific actions required to improve our asset management capabilities, project resource requirements and time frames.

The Asset Management Strategy and Asset Management Plans have been developed in line with Council's 2021/22 to 2030/31 Long Term Financial Plan.

The medium term projected expenditure is \$83M per the General Fund Asset Management Plans per year (average operations and maintenance expenditure plus projected renewals required over 10 years).

The medium term LTFP budgeted expenditure over the 10 year planning period is \$77.6M per year (average operations and maintenance plus capital renewal budgeted expenditure in the LTFP over 10 years). The financing shortfall is \$5.4M per year, a medium term (10 year) financing indicator of 93.5%. This scenario is financially sustainable in the long term. Council will be able to maintain the condition of infrastructure assets in a sustainable fashion. Performing renewals as they are required will stop the deterioration and failure of assets reducing the levels of risk. Levels of service can be maintained at current levels.

The LTFP Asset Sustainability Ratio indicates Council will have 117.86% of the funds required for the optimal renewal and replacement of its assets; this is higher than Council's target range of 90% to 110% which is attributable to the significant grant funds that have been approved for expenditure in 2021-22 & 2022-23. Asset Management Plans

Council has prepared the following Asset Management Plans –

Transport Asset Management Plan, including:
▪ sealed roads
▪ unsealed roads
▪ bridges
▪ drainage
▪ stormwater
▪ traffic infrastructure & furniture
▪ footpaths
▪ cycleways
Buildings Asset Management Plan, including:
▪ amenity buildings
▪ community halls/centres
▪ depots
▪ sporting facilities
▪ office/administrative buildings and others
Floodplain Asset Management Plan, including:
▪ levees
▪ pumps, etc.
▪ drains
▪ off creek storage (dam)
▪ chlorination plant
▪ fluoridation and stabilisation plant
▪ water pump stations
▪ reticulation and trunk mains
Sewer Asset Management Plan, including:
▪ sewage treatment plants
▪ sewer pump stations

Transport Asset Management Plan, including:
▪ rising mains
▪ gravity reticulation
Open Space Asset Management Plan, including:
▪ sports grounds
▪ parks and playgrounds
▪ lighting
▪ irrigation
▪ ancillary structures
Waste Asset Management Plan, including:
▪ landfill
▪ waste operations buildings
▪ ancillary structures
▪ stormwater, including stormwater pipelines, junction pits and inlets
Holiday Parks, including:
▪ Buildings
▪ other structures
Saleyards, including:
▪ Buildings
▪ other structures
Swimming Pools, including:
▪ buildings
▪ other structures
Airports, including:
▪ Buildings
▪ Runways
▪ other structures

Reporting

Council's Annual Report on achievements against the Delivery Program is prepared by 30 November each year, will includes:

- Assets acquired by Council during the year
- Assets held by Council at the end of the financial year
- An estimate of the amount of funding required to bring assets up to a satisfactory standard
- An estimate of the annual expense to maintain assets at that standard
- Council's asset maintenance program for that year.

INTEGRATED PLANNING & REPORTING



OUR PLANNING FRAMEWORK

The Integrated Planning and Reporting (IP&R) framework guides the way local government plans, documents and reports its future strategies for the future. The IP&R Framework begins with the community's aspirations for a period of least 10 years, considered by each newly elected council and which is underpinned by a suite of integrated plans that set out a vision and objectives and hones down to specific actions to achieve those aspirations. It involves a reporting structure to communicate progress to council and the community as well as a structured timeline for review to ensure the goals and actions are still relevant.

Community Engagement Strategy

The Community Engagement Strategy is based on social justice principles and details how we engage with our community to prepare the Community Strategic Plan.

Community Strategic Plan – THE CLARENCE 2027

The Community Strategic plan is the overarching document for all plans and policies of the Council. It identifies the community's aspirations and priorities for the future of the local government area.

The five themes of the CSP



1. Society

To create a place where people are healthy, safe, connected and in harmony with the natural environment to retain and improve the quality of community life



2. Infrastructure

For Council to maintain our diverse infrastructure base to serve the needs of the Clarence



3. Economy

To strengthen and diversify the region's economic base in a way that complements the environmental and social values of the Clarence



4. Environment

For Council and the community to value, respect and actively participate in the care and management of the Clarence's natural environment for current and future generations



5. Leadership

To set the overall direction and long term goals for the Clarence in accordance with community aspirations

Delivery Program

The Delivery Program is the key directional document for the term of the elected council. It is developed by a newly elected council and adopted before the end of June in the year following the election. And it presents as a statement of commitment to the community by outlining the focus the council intends to contribute toward achieving the long term aspirational goals of the community as identified in the Community Strategic Plan.

It should be noted that postponement of the 2020 local government election has created a fifth year for the current Council and as a result the Delivery Program 2018/2020, has been extended by one year to enable guidance over achievement of any activities and projects not completed within the term of Council due to the significant number of disasters and related disruptions experienced in 2020.

Resourcing Strategy

Without sufficient resources - money, people and assets, the objectives of the Operational Plan cannot be achieved. The Resourcing Strategy consists of three components:

- Long Term Financial Plan – a ten year financial plan, often presented as more than one scenario that informs decision making and planning.
- Workforce Management Strategy – a minimum four year strategy that addresses the human resourcing needs and challenges of the organisation in achieving goals.
- Asset Management Strategy – a minimum ten year strategy that is supported by Asset Management Plans that details the management and maintenance strategies for assets within the ownership of Council.

Operational Plan

Supporting the Delivery Program is an annual Operational Plan prepared by the General Manager and staff. The Operational Plan defines quite specifically how the commitments of the Delivery Program will be achieved by detailing what the organisation will deliver where, how delivery will be resourced, at what cost and who is accountable for action as well as how performance is measured. It is a document of organisational accountability. The Operational Plan is intrinsically linked to staff performance with outcomes reflected in individual workplans.

The Clarence Valley Council's Operational Plan is prepared by the organisation's leadership team in consultation with coordinators of teams and staff who deliver services and activities. This ongoing cycle of planning and reporting is reflected in the illustration below:

The 2021/2022 Operational Plan is presented in a different format to previous years with a view to being more transparent about what activities individually funded services deliver and how they are resourced. The activities are aligned with the strategies identified in the Delivery Program (2018/2022), which are the focus of the current Council and were determined following the 2016 election.

Long Term Financial Plan 2021/22 to 2030/31



Issue	Revision	Date	Description	Controlled by	Approved – Resolution No.
Draft		17/4/2021	For Exhibition	Nigel Longstaff	6c.20.043
Final		23/6/2021	Adopted	Nigel Longstaff	6a.20.014
Draft		28/4/2021	For Exhibition	Nigel Longstaff	

Introduction

The Long Term Financial Plan (LTFP) is prepared in accordance with the provisions of the Local Government Amendment (planning and reporting) Act 2009 and the associated Guidelines and Manual.

The LTFP supports Council's Community Strategic Plan and Delivery Program. It is a component of Council's Resourcing Strategy, in conjunction with Council's Asset Management Plans and Workforce Management Plan. As these plans evolve so too will the LTFP as it is a 'living' document and will continue to be reviewed and refined into the future.

The LTFP is a financial projection that quantifies the cost of Council's Services for the next 10 years, given certain assumptions and estimates. Financial planning over a 10-year timeframe is challenging and relies on a variety of assumptions with differing degrees of certainty. Assumptions will be subject to change during this period and are closely monitored, and revised by Council, to reflect the changing circumstances and operating, political and legislative environments.

The LTFP is a strategic document that will assist and guide Council with the decisions it needs to make in order to achieve Council's corporate financial objective of long term financial sustainability. The LTFP is not the instrument that determines the services/proposals that should be allocated funds but rather a tool to inform the Council and the community of the impact of proceeding with different courses of actions and how these actions impact on Council's financial objectives.

This LTFP has been prepared based on adopted Fit for the Future proposal, Delivery Program and the 2021/22 Operational Plan and Budget, which forms the base year of the LTFP.

What is financial sustainability

TCorp has defined financial sustainability in the following terms:

1. *"A local government will be financially sustainable over the long term when it is able to generate sufficient funds to provide the levels of service and infrastructure agreed with its community"*

There is a need to achieve at least a breakeven General Fund operating position on an on-going basis. Council has several key financial objectives to achieve financial sustainability, which has been considered in the preparation of the LTFP. These objectives are:

Balanced Budgets – Council strives to deliver a "balanced budget" (expenditure matching revenues/reserve funding) annually.

Continued Operational and Financial Efficiencies – Council is committed to the ongoing review of Council service provision to ensure a culture of continuous improvement is maintained and "value for money" is achieved.

Estimates, assumptions and forecasts

All LTFPs must be based on a set of assumptions, which generally relate to those things most likely to affect the overall outcome of the LTFP. The following assumptions have been considered, discussed and ultimately used as a basis to forecast Council's long term financial position over the 10 year plan.

Planned Assumptions

Assumptions and factors affecting the budget result have been incorporated into the 2021/22 budget and "Planned" ten-year plan as follows:

Key Assumptions for 2021/22 Budget and Long Term Financial Plan

Scenario 1 - Base Case

General rate revenue will be increased by the Rate Peg which is set at 2.0% p.a. for 2021/22 and assumed at 2.5% from 2022-23 onwards. 2020-21 saw the completion of the SRV Rate peg increase meaning that the standard Rate Peg now applies from 2021/22 onwards. For the next 7 years (2021/22 to 2027/28), the estimated yield from the now built in SRV component of our rate base will be restricted and then subsequently used to improve infrastructure as per the SRV requirements. The estimated yield in 21/22 is \$5.425mil per the original SRV application.

Revenue streams and future service requirements will be adjusted for population growth forecasts where a direct relationship can be determined. Population forecasts will be based upon the NSW Department of Planning, Industry and Environment population projections (currently + 0.5% p.a.) plus an adjustment for current local population growth strategies.

Recurrent operating expenditure for 2021/22 will be based on the Revised Budget as at December 2020, with consideration of actuals, as a cost containment measure. This position will then be further adjusted for contractual obligations or for expected spend as informed through discussion with Management. From 2022/23 onwards recurrent operating expenditure generally will be indexed by 2% p.a.

Recurrent operating revenue for 2021/22 onwards will initially be increased in line with service deliverables and as evidenced through discussion with Management. A general indexation rate of 2.0% p.a. will be applied on all general revenue streams where no other evidence is available to support a specific revenue increase.

Interest and investment income forecast at a conservative rate of 1.0% per year, based on the running yield of Council's investment portfolio (value average \$110 million per month) for the quarter ended 30 September 2020

Water Charges will be indexed by 2.5% pa from 2021/22 to 2030/31.

Sewer Charges will be indexed by 2.5% pa from 2021/22 to 2030/31.

Domestic Waste Management Charges will be calculated based upon the reasonable cost requirements (income funds the operating and maintenance costs associated with providing the service) for 2021/22 Budget.

Operating Grants - Council has assumed it will continue to receive operating grants in relation to ongoing operations (where evidenced by management) and that these will generally increase annually in line with estimated indexation of 1.0%. Operating grants received for specific project related purposes have been included in the year Council anticipates they will be received.

Capital Grants - the capital grants applied in the model will be based on the capital grants for 2021/22 as indicated in the updated 2020/21 to 2021/22 capital works program. These assumptions have been carried out into latter years.

The Financial Assistance Grant value is estimated at \$11,440,518 which is an increase of approximately 2%. This assumes the current prepayment arrangements stand however it is noted that the actual value and payment will be determined by the Federal Government determined in late May 2021. Council has assumed over the 10 years of the LTFP that the "in advance" tap has not been turned off, and therefore Council does not have to report a drop in Financial Assistance Grant income.

Tax equivalent dividends will be based upon the maximum allowable rate of \$3 per assessment (which equates to approximately \$68K from the Water Fund and \$73K from the Sewer Fund). These figures will be adjusted by both estimated charge increases, and population increases.

All positions on the adopted organisation structure to be funded unless otherwise indicated.

Employee wage increases are estimated at 2.0% p.a. for 2020/21 - 2029/30 as per Local Government (State) Award 2020.

Leave Entitlement accruals will be based upon the assumption that all positions in the organisation structure will be filled.

Workers Compensation premiums will be based upon 2.6% of the estimated wages from 2021/22 onwards. The historical Basic Tariff Premiums as a % on wages is as follows:

2018/19 = 2.594%

2019/20 = 2.594%

2020/21 = 2.594 %

The average of the past three years indicates an indicative Basic Tariff Premium of approx. 2.6% of estimated wages. This is consistent with the 2.6% to be utilised in the 2021/22 Budget and onwards. Any savings realised will be transferred to the smoothing reserve. Any additional costs will firstly be funded from the Workers Compensation Smoothing Reserve (RA10700).

Superannuation - Employees are generally in either of two schemes being:

The Defined Benefits scheme, are calculated as per employee contribution

The Super Guarantee Scheme (SG), Council is legislatively required to contribute 10% of the employee's gross wages for 2021/22. The SG rate will then be increasing to 10.5% from July 2022, and eventually increasing to 12% from July 2025.

Street lighting charges will be indexed by 2% from 2021-22 onwards

Electricity charges (excluding street lighting) will not be indexed as it is expected that any increase will be offset by our solar energy rebates achieved through our Renewable Energy Project.

Due to the current hard insurance market, property insurance will increase by approximately 15% and all other insurances will be increased by an estimated indexation of 10%. These increases are in line with advice received from our current insurance provider and are the result of the recent pandemic and natural disaster events over the past few years.

In addition, the LTFP has assumed that there is always a proportion of the organisational structure that is vacant. This has been estimated at 5% and has had the effect of a \$1.8m reduction in the total Employee Benefits & On-Costs Operating Expenditure figure shown in the LTFP.

Proposed Key Assumptions for 2021/22 Long Term Financial Plan Scenario 2 - Optimistic Population Growth

All assumptions listed in Scenario 1 will be applied to a second scenario for the LTFP except for population growth which will be applied at optimistic level of 1% increase per annum.

Revenue streams and future service requirements will be adjusted for optimistic population growth forecasts where a direct relationship can be determined. Optimistic population growth rate has been determined to be 1% for the purposes of this scenario which is twice that forecast by the NSW

Department of Planning, Industry and Environment population projections (currently + 0.5% p.a.) plus an adjustment for current local population growth strategies.

Capital Expenditure and Service Level Variations for 2021/22 to 2030/31

The Long-Term Financial Plan includes the 2021-22 Capital expenditure program as reported in the 2021-22 Operational Plan. The Capital projects proposed have been determined based upon recurrent renewal projects, deferred projects from 2020-21 and additional priority projects identified by section managers.

From 2022-23 onwards the Capital Works Program will be informed by the Asset Management Plans, taking into account required levels of renewal expenditure required to meet Fit For The Future performance ratios and in line with Council's Project Management Framework. Projects approved through this process will be prioritised and wherever possible offset by available grant funding.

Sensitivity/risk analysis

By their very nature all Long Term Financial Plans have risks associated with assumptions and the impacts on estimated expenditure and income streams. Some items identified that could potentially impact on this plan are:

- Asset Management Plan updates changing useful life assumptions, depreciation expense and reflecting revised whole of life costs
- Council agreed service level changes
- Interest rate changes
- Flood events
- Legislative changes
- Pandemics
- Grant funding changes
- Employment costs, changes to rates of pay through the Local Government State Award negotiations
- Indexing applied to recurrent grant income lower than anticipated
- Population growth
- Global Economic impacts
- Joint works

Predicting certain income streams such as Grants and Contributions, Asset Revaluation adjustments and Depreciation movements is very problematic and as such the estimates for these pose a much higher risk.

In this LTFP the estimates for grants and contributions have been based upon historical averages excluding anomalies such as major floods or significant programs associated with economic stimulus like those recently experience due to the recession and COVID-19 pandemic.

It is important to point out that Operating Grants reported in the Income Statement (in accordance with the Financial Statement accounting legislation) include the Federal Governments Roads to Recovery funding even though council may use this funding for Capital expenditure. If this income could in fact be included in the Capital Grants Income Statement line, then Council's current forecast General Fund Operating Result would in contrast show an operating loss before grants and contributions provided for capital purposes for at least the next four years.

As the landscape changes each year and Council's asset management and other data improves so too will the Long-Term Financial Plans projections and outputs to assist strategic decision making.

The LTFP Includes two scenarios to examine the impacts of population growth on the operating result. Assuming this is only applied to the indexation of Rates & Annual Charges income. Scenario 1 – Average Population Growth – 0.50% and Scenario 2 – Optimistic Population Growth – 1%.

It is proposed that the effect of an increase in population of an additional half of a percent would not result in any increase in the required infrastructure or expenditure on services provided, rather only an increase in revenue streams.

Applying an additional half of one percent increase in population would generate approximately an additional \$412,000 in income (2022/23). The impact on the Fit for the Future ratio's would be very minimal as indicated in the table below.

SENSITIVITY ANALYSIS OF INCOME TO POPULATION GROWTH

	SCENARIO 1	SCENARIO 2	Sensitivity to Population Growth
	Average Pop	Optimistic Pop	
	0.50%	1%	
	2022/23	2022/23	2022/23
	\$'000	\$'000	\$'000
Consolidated All Funds Income from Continuing Operations			
Revenue:			
Rates & Annual Charges	\$ 69,608	\$ 69,946	\$ 338
User Charges & Fees	\$ 44,133	\$ 44,207	\$ 74

Impact upon Applicable Ratios	2022/23	2023/24	2024/25	2025/26
Operating Performance Ratio - Scenario 1 Average Growth 0.5%	3.93%	5.67%	7.41%	9.16%
Operating Performance Ratio - Scenario 2 Optimistic Growth 1%	4.21%	6.22%	8.11%	10.21%
Sensitivity Movement	0.28%	0.55%	0.70%	1.05%
Own Source Revenue Ratio - Scenario 1 Average Growth 0.5%	67.77%	77.03%	77.28%	77.52%
Own Source Revenue Ratio - Scenario 2 Optimistic Growth 1%	67.84%	77.15%	77.46%	77.76%
Sensitivity Movement	0.07%	0.12%	0.18%	0.24%

It is proposed that future LTFP will include scenario's showing the impact of different levels of service.

Attachments

Income Statement - Consolidated

Clarence Valley Council 10 Year Financial Plan for the Years ending 30 June 2031 INCOME STATEMENT - CONSOLIDATED Scenario: 1 Average Population Growth 0.50%										
	2021/22	2022/23	2023/24	2024/25	Projected Years		2027/28	2028/29	2029/30	2030/31
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Income from Continuing Operations										
Revenue:										
Rates & Annual Charges	67,550	69,608	71,728	73,911	76,161	78,477	80,864	83,322	85,822	88,397
User Charges & Fees	43,123	44,133	45,168	46,228	47,314	48,426	49,566	50,733	51,929	53,155
Other Revenues	2,377	2,424	2,473	2,522	2,572	2,624	2,676	2,730	2,785	2,840
Grants & Contributions provided for Operating Purposes	24,408	22,991	23,464	23,948	24,464	24,970	25,487	26,016	26,556	27,109
Grants & Contributions provided for Capital Purposes	34,293	33,659	13,085	13,143	13,203	13,263	13,325	13,388	13,453	13,519
Interest & Investment Revenue	1,250	2,943	3,182	3,488	3,854	4,264	4,715	5,251	2,659	1,250
Other Income:										
Net Gains from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-
Fair value increment on investment properties	-	-	-	-	-	-	-	-	-	-
Reversal of revaluation decrements on IPPE previously expensed	-	-	-	-	-	-	-	-	-	-
Reversal of impairment losses on receivables	-	-	-	-	-	-	-	-	-	-
Rental Income	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities - Gain	-	-	-	-	-	-	-	-	-	-
Total Income from Continuing Operations	173,000	175,758	159,099	163,240	167,567	172,025	176,633	181,440	183,204	186,269
Expenses from Continuing Operations										
Employee Benefits & On-Costs	36,878	37,619	38,388	39,172	39,973	40,773	41,588	42,420	43,268	44,133
Borrowing Costs	6,007	5,484	4,957	4,413	3,852	3,251	2,611	2,041	1,630	1,204
Materials & Contracts	33,010	34,148	34,822	35,510	36,211	36,926	37,655	38,399	39,157	39,931
Depreciation & Amortisation	43,661	43,661	43,661	43,706	43,725	43,745	43,765	43,785	43,785	43,785
Impairment of investments	-	-	-	-	-	-	-	-	-	-
Impairment of receivables	-	-	-	-	-	-	-	-	-	-
Other Expenses	15,321	15,598	15,881	16,169	16,464	16,764	17,071	17,383	17,703	18,028
Interest & Investment Losses	-	-	-	-	-	-	-	-	-	-
Net Losses from the Disposal of Assets	-	-	-	-	-	-	-	-	-	-
Revaluation decrement/impairment of IPPE	-	-	-	-	-	-	-	-	-	-
Fair value decrement on investment properties	-	-	-	-	-	-	-	-	-	-
Joint Ventures & Associated Entities	-	-	-	-	-	-	-	-	-	-
Total Expenses from Continuing Operations	134,877	136,511	137,729	138,970	140,225	141,459	142,690	144,028	145,543	147,082
Operating Result from Continuing Operations	38,123	39,247	21,371	24,271	27,342	30,566	33,943	37,412	37,661	39,187
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	38,123	39,247	21,371	24,271	27,342	30,566	33,943	37,412	37,661	39,187
Net Operating Result before Grants and Contributions provided for Capital Purposes	3,830	5,588	8,286	11,128	14,139	17,302	20,618	24,024	24,208	25,669

Balance Sheet – Consolidated

Clarence Valley Council
10 Year Financial Plan for the Years ending 30 June 2031
BALANCE SHEET – CONSOLIDATED
Scenario: 1 Average Population Growth 0.50%

	2021/22	2022/23	2023/24	2024/25	Projected Years		2027/28	2028/29	2029/30	2030/31
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
ASSETS										
Current Assets										
Cash & Cash Equivalents	14,000	16,811	23,561	32,018	28,544	32,078	38,112	47,163	54,298	64,687
Investments	51,233	54,361	57,510	60,451	63,024	62,467	66,772	74,055	82,464	90,848
Receivables	27,076	27,040	23,308	23,941	24,508	25,106	25,742	26,459	27,215	27,983
Inventories	1,452	1,479	1,506	1,534	1,563	1,582	1,621	1,651	1,682	1,714
Contract assets	4,991	4,991	4,991	4,991	4,991	4,991	4,991	4,991	4,991	4,991
Contract cost assets	-	-	-	-	-	-	-	-	-	-
Other	312	318	325	331	337	344	351	358	365	372
Non-current assets classified as "held for sale"	1,147	1,147	1,147	1,147	1,147	1,147	1,147	1,147	1,147	1,147
Total Current Assets	100,211	106,146	112,347	124,412	124,114	127,726	138,736	155,824	172,162	191,742
Non-Current Assets										
Investments	40,516	41,808	43,109	44,324	45,387	44,245	45,981	48,989	52,462	55,925
Receivables	968	997	1,028	1,059	1,091	1,124	1,159	1,194	1,230	1,267
Inventories	137	137	137	137	137	137	137	137	137	137
Contract assets	-	-	-	-	-	-	-	-	-	-
Contract cost assets	-	-	-	-	-	-	-	-	-	-
Infrastructure, Property, Plant & Equipment	2,051,498	2,074,460	2,077,777	2,080,063	2,097,519	2,115,861	2,126,711	2,137,953	2,149,364	2,160,226
Investment Property	-	-	-	-	-	-	-	-	-	-
Intangible Assets	1,720	1,985	2,250	2,515	2,780	3,045	3,310	3,575	3,840	4,105
Right of use assets	368	368	368	368	368	368	368	368	368	368
Investments Accounted for using the equity method	42	42	42	42	42	42	42	42	42	42
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	2,095,249	2,119,798	2,124,711	2,128,508	2,147,323	2,164,822	2,177,707	2,192,257	2,207,443	2,222,069
TOTAL ASSETS	2,195,461	2,225,944	2,237,058	2,252,920	2,271,437	2,292,548	2,316,443	2,348,082	2,379,605	2,413,812
LIABILITIES										
Current Liabilities										
Bank Overdraft	-	-	-	-	-	-	-	-	-	-
Payables	26,523	26,658	26,428	26,821	27,315	27,740	28,173	28,642	29,118	29,650
Income received in advance	-	-	-	-	-	-	-	-	-	-
Contract liabilities	5,099	4,939	3,399	3,452	3,508	3,564	3,620	3,678	3,738	3,798
Lease liabilities	-	-	-	-	-	-	-	-	-	-
Borrowings	8,739	8,486	8,854	9,375	9,936	10,537	6,301	6,673	5,574	6,005
Provisions	12,303	12,303	12,303	12,303	12,303	12,303	12,303	12,303	12,303	12,303
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	52,664	52,386	50,984	51,951	53,062	54,144	50,397	51,296	50,732	51,756
Non-Current Liabilities										
Lease liabilities	375	375	375	375	375	375	375	375	375	375
Borrowings	78,945	70,459	61,604	52,229	42,293	31,756	25,455	18,782	13,209	7,203
Provisions	15,379	15,379	15,379	15,379	15,379	15,379	15,379	15,379	15,379	15,379
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	94,699	86,213	77,359	67,983	58,047	47,510	41,209	34,536	28,963	22,958
TOTAL LIABILITIES	147,363	138,599	128,342	119,934	111,109	101,654	91,606	85,832	79,695	74,714
Net Assets	2,048,098	2,087,345	2,108,716	2,132,986	2,160,328	2,190,894	2,224,837	2,262,249	2,299,911	2,339,098
EQUITY										
Retained Earnings	910,837	950,084	971,455	995,725	1,023,067	1,053,633	1,087,576	1,124,988	1,162,650	1,201,837
Revaluation Reserves	1,137,261	1,137,261	1,137,261	1,137,261	1,137,261	1,137,261	1,137,261	1,137,261	1,137,261	1,137,261
Other Reserves	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	2,048,098	2,087,345	2,108,716	2,132,986	2,160,328	2,190,894	2,224,837	2,262,249	2,299,911	2,339,098
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-
Total Equity	2,048,098	2,087,345	2,108,716	2,132,986	2,160,328	2,190,894	2,224,837	2,262,249	2,299,911	2,339,098

Cash Flow Statement – Consolidated

Clarence Valley Council 10 Year Financial Plan for the Years ending 30 June 2031 CASH FLOW STATEMENT - CONSOLIDATED Scenario: 1 Average Population Growth 0.50%										
	2021/22 \$'000	2022/23 \$'000	2023/24 \$'000	2024/25 \$'000	Projected Years 2025/26 \$'0002026/27 \$'000		2027/28 \$'000	2028/29 \$'000	2029/30 \$'000	2030/31 \$'000
Cash Flows from Operating Activities										
Receipts:										
Rates & Annual Charges	67,489	69,549	71,667	73,849	76,096	78,411	80,796	83,252	85,750	88,323
User Charges & Fees	42,590	43,984	44,957	46,012	47,092	48,198	49,332	50,494	51,683	52,903
Investment & Interest Revenue Received	1,210	2,830	3,154	3,327	3,777	4,163	4,589	5,057	2,438	1,029
Grants & Contributions	59,783	56,901	38,930	37,037	37,609	38,177	38,754	39,345	39,949	40,566
Other	2,520	2,411	2,625	2,478	2,527	2,578	2,630	2,682	2,736	2,791
Payments:										
Employee Benefits & On-Costs	(36,870)	(37,613)	(38,381)	(39,166)	(39,966)	(40,766)	(41,581)	(42,413)	(43,261)	(44,126)
Materials & Contracts	(33,263)	(34,080)	(34,711)	(35,396)	(36,095)	(36,808)	(37,534)	(38,276)	(39,032)	(39,763)
Borrowing Costs	(6,054)	(5,534)	(5,004)	(4,462)	(3,905)	(3,307)	(2,670)	(2,074)	(1,665)	(1,234)
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-
Other	(14,997)	(14,332)	(14,605)	(14,884)	(15,169)	(15,460)	(15,757)	(16,059)	(16,348)	(17,767)
Net Cash provided (or used in) Operating Activities	82,408	84,116	68,632	68,795	71,966	75,187	78,559	82,007	82,251	82,721
Cash Flows from Investing Activities										
Receipts:										
Sale of Investment Securities	8,189	-	-	-	-	6,616	303	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	1,673	1,308	1,308	1,308	1,308	1,308	1,308	1,308	1,308	1,308
Payments:										
Purchase of Investment Securities	(458)	(4,420)	(4,450)	(4,155)	(3,637)	(4,917)	(6,344)	(10,291)	(11,883)	(11,846)
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	(83,292)	(68,147)	(48,940)	(47,318)	(62,413)	(63,395)	(55,922)	(56,334)	(56,504)	(55,954)
Purchase of Real Estate Assets	-	-	-	-	-	-	-	-	-	-
Purchase of Intangible Assets	(265)	(265)	(265)	(265)	(265)	(265)	(265)	(265)	(265)	(265)
Net Cash provided (or used in) Investing Activities	(74,152)	(71,524)	(52,347)	(50,431)	(65,007)	(60,654)	(60,921)	(65,582)	(67,345)	(66,758)
Cash Flows from Financing Activities										
Receipts:										
Proceeds from Borrowings & Advances	-	-	-	-	-	-	-	-	-	-
Payments:										
Repayment of Borrowings & Advances	(8,256)	(8,739)	(8,486)	(8,854)	(9,375)	(9,936)	(10,537)	(6,301)	(6,673)	(5,574)
Distribution of Best Practice Dividends paid	-	(1,043)	(1,048)	(1,053)	(1,058)	(1,063)	(1,067)	(1,073)	(1,098)	(0)
Net Cash Flow provided (used in) Financing Activities	(8,256)	(9,782)	(9,534)	(9,907)	(10,433)	(10,999)	(11,605)	(7,374)	(7,771)	(5,574)
Net Increase/(Decrease) in Cash & Cash Equivalents	0	2,811	6,751	8,456	(3,474)	3,535	6,033	9,051	7,135	10,389
plus: Cash & Cash Equivalents - beginning of year	14,000	14,000	16,811	23,561	32,018	28,544	32,078	38,112	47,163	54,298
Cash & Cash Equivalents - end of the year	14,000	16,811	23,561	32,018	28,544	32,078	38,112	47,163	54,298	64,687
Cash & Cash Equivalents - end of the year	14,000	16,811	23,561	32,018	28,544	32,078	38,112	47,163	54,298	64,687
Investments - end of the year	91,749	96,169	100,619	104,774	108,411	106,712	112,753	123,043	134,926	146,773
Cash, Cash Equivalents & Investments - end of the year	105,749	112,980	124,180	136,792	136,955	138,790	150,865	170,206	189,224	211,460

Consolidated All Funds Key Financial Performance Indicators

Clarence Valley Council 10 Year Financial Plan for the Years ending 30 June 2031 FINANCIAL PERFORMANCE INDICATORS Scenario: 1 Average Population Growth 0.50%										
	2021/22	2022/23	2023/24	2024/25	Projected Years		2027/28	2028/29	2029/30	2030/31
Fit For The Future (FFTF) Ratios										
Operating Performance Ratio 1)	2.76%	3.93%	5.67%	7.41%	9.16%	10.90%	12.63%	14.30%	14.26%	14.86%
Own Source Revenue Ratio 1)	66.07%	67.77%	77.03%	77.28%	77.52%	77.77%	78.03%	78.28%	78.16%	78.19%
Building & Infrastructure Asset Renewal Ratio	143.15%	127.39%	90.39%	91.21%	124.94%	125.60%	107.42%	107.53%	108.36%	107.58%
Infrastructure Backlog Ratio	0.03	0.02	0.02	0.02	0.02	0.02	0.01	0.01	0.01	0.01
Asset Maintenance Ratio	1.05	1.05	1.05	1.05	1.05	1.05	1.05	1.05	1.05	1.05
Debt Service Ratio	10.28%	10.01%	9.21%	8.84%	8.57%	8.31%	8.05%	4.96%	4.89%	3.92%
Real Operating Expenditure per Capita Ratio	855.66	861.71	865.07	868.53	872.01	875.31	878.53	882.36	887.20	892.12

Income Statement – General Fund

Clarence Valley Council 10 Year Financial Plan for the Years ending 30 June 2031 INCOME STATEMENT - GENERAL FUND Scenario: 1 Average Population Growth 0.50%										
	2021/22	2022/23	2023/24	2024/25	Projected Years		2027/28	2028/29	2029/30	2030/31
	\$'000	\$'000	\$'000	\$'000	2025/26	2026/27	\$'000	\$'000	\$'000	\$'000
Income from Continuing Operations										
Revenue:										
Rates & Annual Charges	46,808	48,242	49,719	51,240	52,807	54,422	56,085	57,797	59,529	61,313
User Charges & Fees	25,802	26,318	26,844	27,381	27,929	28,487	29,057	29,638	30,231	30,836
Other Revenues	2,190	2,233	2,278	2,324	2,370	2,417	2,466	2,515	2,565	2,617
Grants & Contributions provided for Operating Purposes	23,270	21,828	22,276	22,734	23,223	23,702	24,191	24,691	25,203	25,726
Grants & Contributions provided for Capital Purposes	31,487	30,796	10,165	10,165	10,165	10,165	10,165	10,165	10,165	10,165
Interest & Investment Revenue	742	1,029	1,079	1,162	1,276	1,424	1,605	1,861	2,152	742
Other Income:										
Total Income from Continuing Operations	130,298	130,446	112,361	115,006	117,770	120,617	123,569	126,668	129,845	131,398
Expenses from Continuing Operations										
Employee Benefits & On-Costs	33,407	34,079	34,777	35,490	36,217	36,941	37,680	38,433	39,202	39,986
Borrowing Costs	934	772	624	496	371	237	94	-	-	-
Materials & Contracts	21,435	22,374	22,821	23,278	23,743	24,218	24,702	25,196	25,700	26,214
Depreciation & Amortisation	28,644	28,644	28,664	28,688	28,708	28,728	28,748	28,768	28,768	28,768
Impairment of investments	-	-	-	-	-	-	-	-	-	-
Impairment of receivables	-	-	-	-	-	-	-	-	-	-
Other Expenses	13,447	13,699	13,956	14,218	14,485	14,757	15,035	15,318	15,608	15,902
Total Expenses from Continuing Operations	97,868	99,568	100,842	102,169	103,524	104,881	106,259	107,716	109,278	110,871
Operating Result from Continuing Operations	32,430	30,879	11,518	12,836	14,246	15,736	17,309	18,951	20,567	20,527
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	32,430	30,879	11,518	12,836	14,246	15,736	17,309	18,951	20,567	20,527
Net Operating Result before Grants and Contributions provided for Capital Purposes	944	82	1,353	2,671	4,081	5,571	7,144	8,786	10,402	10,362

Balance Sheet – General Fund

Clarence Valley Council
10 Year Financial Plan for the Years ending 30 June 2031

BALANCE SHEET – GENERAL FUND

Scenario: 1 Average Population Growth 0.50%

	2021/22	2022/23	2023/24	2024/25	Projected Years		2027/28	2028/29	2029/30	2030/31
	\$'000	\$'000	\$'000	\$'000	2025/26	2026/27	\$'000	\$'000	\$'000	\$'000
ASSETS										
Current Assets										
Cash & Cash Equivalents	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Investments	33,862	36,989	40,139	43,079	45,653	49,133	53,622	60,905	69,314	77,698
Receivables	21,045	20,838	16,930	17,382	17,763	18,170	18,609	19,123	19,670	20,224
Inventories	1,452	1,479	1,506	1,534	1,563	1,592	1,621	1,651	1,682	1,714
Contract assets	4,991	4,991	4,991	4,991	4,991	4,991	4,991	4,991	4,991	4,991
Other	309	315	322	328	334	341	348	354	361	368
Non-current assets classified as "held for sale"	1,147	1,147	1,147	1,147	1,147	1,147	1,147	1,147	1,147	1,147
Total Current Assets	72,806	75,759	75,034	78,462	81,451	85,373	90,338	98,172	107,166	116,142
Non-Current Assets										
Investments	13,986	15,278	16,578	17,793	18,856	20,293	22,147	25,155	28,629	32,091
Receivables	701	722	744	767	791	815	840	865	891	918
Inventories	137	137	137	137	137	137	137	137	137	137
Infrastructure, Property, Plant & Equipment	1,422,463	1,451,307	1,458,269	1,464,707	1,473,124	1,481,522	1,489,900	1,498,258	1,506,616	1,514,974
Investment Property	-	-	-	-	-	-	-	-	-	-
Intangible Assets	1,683	1,948	2,213	2,478	2,743	3,008	3,273	3,538	3,803	4,068
Right of use assets	368	368	368	368	368	368	368	368	368	368
Investments Accounted for using the equity method	42	42	42	42	42	42	42	42	42	42
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-
Other	-	-	-	-	-	-	-	-	-	-
Total Non-Current Assets	1,444,379	1,469,802	1,478,352	1,486,292	1,496,061	1,506,185	1,516,707	1,528,364	1,540,486	1,552,598
TOTAL ASSETS	1,517,185	1,545,562	1,553,386	1,564,753	1,577,511	1,591,558	1,607,045	1,626,536	1,647,652	1,668,741
LIABILITIES										
Current Liabilities										
Bank Overdraft	-	-	-	-	-	-	-	-	-	-
Payables	25,334	25,524	25,308	25,718	26,230	26,676	27,130	27,611	28,102	28,602
Contract liabilities	5,099	4,939	3,399	3,452	3,508	3,564	3,620	3,678	3,738	3,798
Lease liabilities	-	-	-	-	-	-	-	-	-	-
Borrowings	2,532	1,938	1,931	2,056	2,191	2,333	-	-	-	-
Provisions	12,303	12,303	12,303	12,303	12,303	12,303	12,303	12,303	12,303	12,303
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	45,267	44,704	42,941	43,529	44,231	44,875	43,053	43,593	44,142	44,703
Non-Current Liabilities										
Lease liabilities	375	375	375	375	375	375	375	375	375	375
Borrowings	10,450	8,512	6,580	4,524	2,333	-	-	-	-	-
Provisions	15,379	15,379	15,379	15,379	15,379	15,379	15,379	15,379	15,379	15,379
Investments Accounted for using the equity method	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-
Total Non-Current Liabilities	26,204	24,266	22,334	20,278	18,088	15,754	15,754	15,754	15,754	15,754
TOTAL LIABILITIES	71,472	68,970	65,276	63,807	62,319	60,630	58,808	59,347	59,896	60,458
Net Assets	1,445,713	1,476,592	1,488,110	1,500,947	1,515,193	1,530,928	1,548,237	1,567,189	1,587,756	1,608,283
EQUITY										
Retained Earnings	572,253	603,132	614,650	627,487	641,733	657,468	674,777	693,729	714,296	734,823
Revaluation Reserves	873,460	873,460	873,460	873,460	873,460	873,460	873,460	873,460	873,460	873,460
Other Reserves	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	1,445,713	1,476,592	1,488,110	1,500,947	1,515,193	1,530,928	1,548,237	1,567,189	1,587,756	1,608,283
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-
Total Equity	1,445,713	1,476,592	1,488,110	1,500,947	1,515,193	1,530,928	1,548,237	1,567,189	1,587,756	1,608,283

Cash Flow Statement – General Fund

Clarence Valley Council
 10 Year Financial Plan for the Years ending 30 June 2031
 CASH FLOW STATEMENT - GENERAL FUND
 Scenario: 1 Average Population Growth 0.50%

	2021/22	2022/23	2023/24	2024/25	Projected Years		2027/28	2028/29	2029/30	2030/31
	\$'000	\$'000	\$'000	\$'000	2025/26	2026/27	\$'000	\$'000	\$'000	\$'000
Employee Benefits & On-Costs	(33,400)	(34,073)	(34,771)	(35,483)	(36,210)	(36,934)	(37,673)	(38,426)	(39,195)	(39,979)
Materials & Contracts	(21,615)	(22,274)	(22,719)	(23,173)	(23,637)	(24,110)	(24,592)	(25,084)	(25,585)	(26,097)
Borrowing Costs	(951)	(790)	(638)	(510)	(386)	(252)	(111)	-	-	-
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-
Other	(13,123)	(13,476)	(13,728)	(13,986)	(14,248)	(14,516)	(14,789)	(15,067)	(15,351)	(15,641)
Net Cash provided (or used in) Operating Activities	62,169	59,921	42,914	41,496	43,008	44,498	46,068	47,681	49,274	49,237
Cash Flows from Investing Activities										
Receipts:										
Sale of Infrastructure, Property, Plant & Equipment	1,298	1,308	1,308	1,308	1,308	1,308	1,308	1,308	1,308	1,308
Payments:										
Purchase of Investment Securities	(458)	(4,420)	(4,450)	(4,155)	(3,637)	(4,917)	(6,344)	(10,291)	(11,883)	(11,846)
Purchase of Investment Property	-	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	(60,374)	(54,012)	(37,568)	(36,452)	(38,358)	(38,433)	(38,433)	(38,433)	(38,433)	(38,433)
Purchase of Real Estate Assets	-	-	-	-	-	-	-	-	-	-
Purchase of Intangible Assets	(265)	(265)	(265)	(265)	(265)	(265)	(265)	(265)	(265)	(265)
Net Cash provided (or used in) Investing Activities	(59,799)	(57,389)	(40,975)	(39,565)	(40,952)	(42,307)	(43,735)	(47,681)	(49,274)	(49,237)
Cash Flows from Financing Activities										
Receipts:										
Other Financing Activity Receipts	-	-	-	-	-	-	-	-	-	-
Payments:										
Repayment of Borrowings & Advances	(2,370)	(2,532)	(1,938)	(1,931)	(2,056)	(2,191)	(2,333)	-	-	-
Net Cash Flow provided (used in) Financing Activities	(2,370)	(2,532)	(1,938)	(1,931)	(2,056)	(2,191)	(2,333)	-	-	-
Net Increase/(Decrease) in Cash & Cash Equivalents	0	-	0	0	-	(0)	-	0	0	(0)
plus: Cash & Cash Equivalents - beginning of year	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Cash & Cash Equivalents - end of the year	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Cash & Cash Equivalents - end of the year	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Investments - end of the year	47,847	52,267	56,717	60,872	64,509	69,426	75,770	86,060	97,943	109,790
Cash, Cash Equivalents & Investments - end of the year	57,847	62,267	66,717	70,872	74,509	79,426	85,770	96,060	107,943	119,790

General Fund Key Financial Performance Indicators

Clarence Valley Council

10 Year Financial Plan for the Years ending 30 June 2031

FINANCIAL PERFORMANCE INDICATORS - GENERAL FUND

Scenario: Average Growth 0.5%

	2021/22	2022/23	2023/24	2024/25	Projected Years		2027/28	2028/29	2029/30	2030/31
					2025/26	2026/27				
Fit For The Future (FFTF) Ratios										
Operating Performance Ratio 1) - Policy > 0%	0.95%	0.08%	1.32%	2.55%	3.79%	5.04%	6.30%	7.54%	8.69%	8.55%
Own Source Revenue Ratio 1) - Policy > 60%	57.98%	59.66%	71.13%	71.39%	71.65%	71.92%	72.20%	72.48%	72.76%	72.69%
Building & Infrastructure Asset Renewal Ratio - Policy > 100%	141.36%	157.69%	106.13%	104.34%	111.52%	111.52%	111.52%	111.52%	111.52%	111.52%
Infrastructure Backlog Ratio - Policy < 2%	0.03	0.02	0.02	0.02	0.02	0.02	0.02	0.02	0.02	0.02
Asset Maintenance Ratio - Policy > 1	1.01	1.01	1.01	1.01	1.01	1.01	1.01	1.01	1.01	1.01
Debt Service Ratio - Policy < 12%	3.34%	3.32%	2.51%	2.32%	2.26%	2.20%	2.14%	0.00%	0.00%	0.00%
Real Operating Expenditure per Capita Ratio - Policy Declining Ratio	1788.85	1774.65	1752.66	1731.55	1745.78	1724.67	1703.86	1684.26	1666.17	1648.41

Income Statement – Water Fund

Clarence Valley Council 10 Year Financial Plan for the Years ending 30 June 2031 INCOME STATEMENT - WATER FUND Scenario: 1 Average Population Growth 0.50%	Projected Years									
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
Income from Continuing Operations										
Revenue:										
Rates & Annual Charges	2,640	2,719	2,801	2,885	2,971	3,060	3,152	3,247	3,344	3,445
User Charges & Fees	14,666	15,091	15,528	15,977	16,440	16,917	17,408	17,912	18,432	18,967
Other Revenues	166	169	173	176	179	183	187	190	194	198
Grants & Contributions provided for Operating Purposes	949	970	990	1,011	1,033	1,055	1,078	1,101	1,124	1,148
Grants & Contributions provided for Capital Purposes	1,808	1,845	1,881	1,919	1,957	1,997	2,037	2,077	2,119	2,161
Interest & Investment Revenue	346	1,753	1,942	2,165	2,417	2,679	2,948	3,228	346	346
Other Income:										
Total Income from Continuing Operations	20,575	22,546	23,315	24,133	24,998	25,891	26,809	27,756	25,560	26,265
Expenses from Continuing Operations										
Employee Benefits & On-Costs	1,672	1,705	1,739	1,774	1,810	1,846	1,883	1,920	1,959	1,998
Borrowing Costs	1,486	1,397	1,302	1,199	1,088	969	841	709	575	432
Materials & Contracts	6,771	6,397	6,525	6,655	6,788	6,924	7,062	7,204	7,348	7,495
Depreciation & Amortisation	6,091	6,091	6,091	6,091	6,091	6,091	6,091	6,091	6,091	6,091
Other Expenses	978	1,002	1,026	1,051	1,077	1,104	1,131	1,159	1,187	1,216
Total Expenses from Continuing Operations	16,998	16,592	16,683	16,771	16,855	16,934	17,009	17,083	17,160	17,232
Operating Result from Continuing Operations	3,578	5,954	6,631	7,363	8,144	8,957	9,800	10,673	8,399	9,033
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	3,578	5,954	6,631	7,363	8,144	8,957	9,800	10,673	8,399	9,033
Net Operating Result before Grants and Contributions provided for Capital Purposes	1,769	4,109	4,750	5,444	6,186	6,961	7,764	8,596	6,281	6,872

Balance Sheet – Water Fund

Clarence Valley Council
10 Year Financial Plan for the Years ending 30 June 2031
BALANCE SHEET - WATER FUND
Scenario: 1 Average Population Growth 0.50%

	2021/22	2022/23	2023/24	2024/25	Projected Years		2027/28	2028/29	2029/30	2030/31
	\$'000	\$'000	\$'000	\$'000	2025/26	2026/27	\$'000	\$'000	\$'000	\$'000
ASSETS										
Current Assets										
Cash & Cash Equivalents	2,000	2,497	5,235	9,949	14,738	20,078	26,112	32,895	37,347	43,044
Investments	12,133	12,133	12,133	12,133	12,133	12,133	12,133	12,133	12,133	12,133
Receivables	4,448	4,575	4,707	4,842	4,980	5,123	5,271	5,422	5,578	5,738
Other	2	2	2	2	2	2	2	2	2	2
Non-current assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-
Total Current Assets	18,583	19,207	22,077	26,925	31,853	37,337	43,517	50,452	55,059	60,917
Non-Current Assets										
Investments	23,184	23,184	23,184	23,184	23,184	23,184	23,184	23,184	23,184	23,184
Receivables	37	38	40	41	42	43	45	46	47	49
Infrastructure, Property, Plant & Equipment	367,324	371,358	373,772	374,835	376,489	378,280	380,090	382,112	384,054	385,258
Investment Property	-	-	-	-	-	-	-	-	-	-
Intangible Assets	1	1	1	1	1	1	1	1	1	1
Total Non-Current Assets	390,546	394,582	396,997	398,061	399,715	401,508	403,320	405,343	407,286	408,492
TOTAL ASSETS	409,129	413,789	419,073	424,986	431,568	438,845	446,837	455,795	462,345	469,409
LIABILITIES										
Current Liabilities										
Bank Overdraft	-	-	-	-	-	-	-	-	-	-
Payables	725	689	695	701	707	712	717	723	728	758
Borrowings	1,258	1,353	1,456	1,567	1,686	1,814	1,721	1,855	1,998	2,153
Provisions	-	-	-	-	-	-	-	-	-	-
Liabilities associated with assets classified as "held for sale"	-	-	-	-	-	-	-	-	-	-
Total Current Liabilities	1,982	2,042	2,151	2,268	2,392	2,526	2,438	2,577	2,727	2,911
Non-Current Liabilities										
Borrowings	17,923	16,570	15,113	13,547	11,861	10,047	8,326	6,471	4,473	2,320
Total Non-Current Liabilities	17,923	16,570	15,113	13,547	11,861	10,047	8,326	6,471	4,473	2,320
TOTAL LIABILITIES	19,905	18,611	17,265	15,814	14,253	12,573	10,764	9,048	7,199	5,230
Net Assets	389,224	395,178	401,809	409,171	417,315	426,272	436,073	446,746	455,146	464,179
EQUITY										
Retained Earnings	218,980	224,934	231,565	238,927	247,071	256,028	265,829	276,502	284,902	293,935
Revaluation Reserves	170,244	170,244	170,244	170,244	170,244	170,244	170,244	170,244	170,244	170,244
Other Reserves	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	389,224	395,178	401,809	409,171	417,315	426,272	436,073	446,746	455,146	464,179
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-
Total Equity	389,224	395,178	401,809	409,171	417,315	426,272	436,073	446,746	455,146	464,179

Cash Flow Statement – Water Fund

Clarence Valley Council 10 Year Financial Plan for the Years ending 30 June 2031 CASH FLOW STATEMENT - WATER FUND Scenario: 1 Average Population Growth 0.50%										
	2021/22	2022/23	2023/24	2024/25	Projected Years		2027/28	2028/29	2029/30	2030/31
	\$'000	\$'000	\$'000	\$'000	2025/26	2026/27	\$'000	\$'000	\$'000	\$'000
Cash Flows from Operating Activities										
Receipts:										
Rates & Annual Charges	2,644	2,723	2,805	2,889	2,976	3,065	3,157	3,252	3,349	3,450
User Charges & Fees	14,488	14,974	15,407	15,853	16,313	16,786	17,272	17,773	18,289	18,820
Investment & Interest Revenue Received	343	1,750	1,939	2,161	2,413	2,676	2,945	3,225	342	342
Grants & Contributions	2,758	2,814	2,872	2,930	2,990	3,052	3,114	3,178	3,243	3,310
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-
Other	129	165	169	172	176	179	183	186	190	194
Payments:										
Employee Benefits & On-Costs	(1,672)	(1,705)	(1,739)	(1,774)	(1,810)	(1,846)	(1,883)	(1,920)	(1,959)	(1,998)
Materials & Contracts	(6,822)	(6,433)	(6,519)	(6,649)	(6,782)	(6,918)	(7,056)	(7,197)	(7,341)	(7,484)
Borrowing Costs	(1,494)	(1,405)	(1,311)	(1,208)	(1,099)	(980)	(853)	(720)	(587)	(445)
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-
Other	(978)	(393)	(415)	(438)	(461)	(485)	(509)	(534)	(559)	(1,216)
Net Cash provided (or used in) Operating Activities	9,397	12,489	13,207	13,937	14,717	15,529	16,370	17,243	14,967	14,992
Cash Flows from Investing Activities										
Receipts:										
Sale of Investment Securities	7,671	-	-	-	-	-	-	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	337	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	(16,235)	(10,126)	(8,505)	(7,154)	(7,745)	(7,883)	(7,901)	(8,113)	(8,033)	(7,296)
Net Cash provided (or used in) Investing Activities	(8,228)	(10,126)	(8,505)	(7,154)	(7,745)	(7,883)	(7,901)	(8,113)	(8,033)	(7,296)
Cash Flows from Financing Activities										
Receipts:										
Payments:										
Repayment of Borrowings & Advances	(1,169)	(1,258)	(1,353)	(1,456)	(1,567)	(1,686)	(1,814)	(1,721)	(1,855)	(1,998)
Distribution of Best Practice Dividends paid	-	(608)	(611)	(614)	(617)	(619)	(622)	(625)	(628)	(0)
Net Cash Flow provided (used in) Financing Activities	(1,169)	(1,866)	(1,964)	(2,070)	(2,183)	(2,305)	(2,436)	(2,347)	(2,483)	(1,998)
Net Increase/(Decrease) in Cash & Cash Equivalents	(0)	497	2,738	4,713	4,789	5,341	6,033	6,784	4,451	5,697
plus: Cash & Cash Equivalents - beginning of year	2,000	2,000	2,497	5,235	9,949	14,738	20,078	26,112	32,895	37,347
Cash & Cash Equivalents - end of the year	2,000	2,497	5,235	9,949	14,738	20,078	26,112	32,895	37,347	43,044
Cash & Cash Equivalents - end of the year	2,000	2,497	5,235	9,949	14,738	20,078	26,112	32,895	37,347	43,044
Investments - end of the year	35,317	35,317	35,317	35,317	35,317	35,317	35,317	35,317	35,317	35,317
Cash, Cash Equivalents & Investments - end of the year	37,317	37,814	40,552	45,266	50,054	55,395	61,429	68,212	72,663	78,361

Water Fund Key Financial Performance Indicators

Clarence Valley Council 10 Year Financial Plan for the Years ending 30 June 2031 FINANCIAL PERFORMANCE INDICATORS - WATER FUND Scenario: Average Growth 0.50%										
	2021/22	2022/23	2023/24	2024/25	Projected Years		2027/28	2028/29	2029/30	2030/31
Fit For The Future (FFTF) Ratios										
Operating Performance Ratio 1) - Policy > 0%	9.43%	19.85%	22.16%	24.50%	26.85%	29.13%	31.34%	33.48%	26.79%	28.51%
Own Source Revenue Ratio 1) - Policy >60%	86.60%	87.52%	87.68%	87.86%	88.04%	88.21%	88.38%	88.55%	87.31%	87.40%
Building & Infrastructure Asset Renewal Ratio	239.56%	102.63%	100.21%	101.00%	100.81%	100.58%	100.43%	101.57%	106.60%	102.41%
Infrastructure Backlog Ratio - Policy < 2%	0.02	0.02	0.02	0.02	0.01	0.01	0.01	0.01	0.01	0.01
Asset Maintenance Ratio - Policy >1	1.03	1.03	1.03	1.03	1.03	1.03	1.03	1.03	1.03	1.03
Debt Service Ratio - Policy <= 50%	14.15%	12.83%	12.39%	11.95%	11.52%	11.11%	10.72%	9.46%	10.37%	10.08%
Real Operating Expenditure per Capita Ratio - Policy N/A	310.69	295.73	289.96	284.23	284.23	278.46	272.73	267.11	261.65	256.21

Income Statement – Sewer Fund

Clarence Valley Council 10 Year Financial Plan for the Years ending 30 June 2031 INCOME STATEMENT - SEWER FUND Scenario: 1 Average Population Growth 0.50%										
	2021/22	2022/23	2023/24	2024/25	Projected Years		2027/28	2028/29	2029/30	2030/31
	\$'000	\$'000	\$'000	\$'000	2025/26	2026/27	\$'000	\$'000	\$'000	\$'000
Income from Continuing Operations										
Revenue:										
Rates & Annual Charges	18,452	19,005	19,575	20,163	20,767	21,391	22,032	22,693	23,374	24,075
User Charges & Fees	2,655	2,725	2,796	2,869	2,944	3,022	3,101	3,182	3,266	3,352
Other Revenues	21	22	22	22	23	23	24	24	25	25
Grants & Contributions provided for Operating Purposes	188	193	198	203	208	213	218	224	229	235
Grants & Contributions provided for Capital Purposes	998	1,018	1,038	1,059	1,080	1,102	1,124	1,146	1,169	1,193
Interest & Investment Revenue	162	162	162	162	162	162	162	162	162	162
Other Income:										
Total Income from Continuing Operations	22,476	23,124	23,791	24,478	25,184	25,912	26,661	27,431	28,225	29,042
Expenses from Continuing Operations										
Employee Benefits & On-Costs	1,798	1,834	1,871	1,909	1,947	1,986	2,025	2,066	2,107	2,149
Borrowing Costs	3,587	3,315	3,030	2,718	2,393	2,045	1,676	1,333	1,054	772
Materials & Contracts	5,153	5,736	5,844	5,953	6,065	6,179	6,295	6,414	6,535	6,658
Depreciation & Amortisation	8,926	8,926	8,926	8,926	8,926	8,926	8,926	8,926	8,926	8,926
Impairment of investments	-	-	-	-	-	-	-	-	-	-
Impairment of receivables	-	-	-	-	-	-	-	-	-	-
Other Expenses	896	897	899	900	902	903	905	906	908	909
Total Expenses from Continuing Operations	20,361	20,709	20,570	20,406	20,232	20,039	19,827	19,644	19,530	19,415
Operating Result from Continuing Operations	2,115	2,415	3,221	4,072	4,952	5,873	6,834	7,787	8,695	9,627
Discontinued Operations - Profit/(Loss)	-	-	-	-	-	-	-	-	-	-
Net Profit/(Loss) from Discontinued Operations	-	-	-	-	-	-	-	-	-	-
Net Operating Result for the Year	2,115	2,415	3,221	4,072	4,952	5,873	6,834	7,787	8,695	9,627
Net Operating Result before Grants and Contributions provided for Capital Purposes	1,117	1,397	2,183	3,013	3,872	4,771	5,710	6,641	7,526	8,434

Balance Sheet – Sewer Fund

Clarence Valley Council
10 Year Financial Plan for the Years ending 30 June 2031
BALANCE SHEET - SEWER FUND
Scenario: 1 Average Population Growth 0.50%

	2021/22	2022/23	2023/24	2024/25	Projected Years		2027/28	2028/29	2029/30	2030/31
	\$'000	\$'000	\$'000	\$'000	2025/26	2026/27	\$'000	\$'000	\$'000	\$'000
ASSETS										
Current Assets										
Cash & Cash Equivalents	2,000	4,314	8,326	12,069	3,806	2,000	2,000	4,268	6,951	11,643
Investments	5,238	5,238	5,238	5,238	5,238	1,202	1,017	1,017	1,017	1,017
Receivables	1,583	1,627	1,671	1,717	1,765	1,813	1,863	1,914	1,967	2,021
Other	1	1	1	1	1	1	1	1	1	1
Total Current Assets	8,823	11,180	15,237	19,026	10,810	5,016	4,881	7,200	9,937	14,683
Non-Current Assets										
Investments	3,347	3,347	3,347	3,347	3,347	768	650	650	650	650
Receivables	230	237	244	251	259	266	274	283	291	300
Infrastructure, Property, Plant & Equipment	256,712	251,795	245,736	240,522	247,906	256,059	256,721	257,583	258,695	259,994
Intangible Assets	36	36	36	36	36	36	36	36	36	36
Total Non-Current Assets	260,324	255,414	249,362	244,156	251,547	257,129	257,681	258,551	259,671	260,979
TOTAL ASSETS	269,147	266,594	264,599	263,181	262,357	262,145	262,562	265,751	269,608	275,662
LIABILITIES										
Current Liabilities										
Bank Overdraft	-	-	-	-	-	-	-	-	-	-
Payables	465	446	425	402	378	353	326	308	288	290
Borrowings	4,949	5,195	5,467	5,752	6,060	6,390	4,580	4,818	3,575	3,852
Total Current Liabilities	5,414	5,641	5,891	6,154	6,438	6,742	4,905	5,126	3,863	4,142
Non-Current Liabilities										
Borrowings	50,572	45,377	39,911	34,159	28,099	21,709	17,129	12,311	8,736	4,884
Total Non-Current Liabilities	50,572	45,377	39,911	34,159	28,099	21,709	17,129	12,311	8,736	4,884
TOTAL LIABILITIES	55,986	51,018	45,802	40,313	34,537	28,451	22,035	17,437	12,599	9,026
Net Assets	213,161	215,576	218,797	222,868	227,821	233,693	240,527	248,314	257,009	266,636
EQUITY										
Retained Earnings	119,604	122,019	125,240	129,311	134,264	140,136	146,970	154,757	163,452	173,079
Revaluation Reserves	93,557	93,557	93,557	93,557	93,557	93,557	93,557	93,557	93,557	93,557
Other Reserves	-	-	-	-	-	-	-	-	-	-
Council Equity Interest	213,161	215,576	218,797	222,868	227,821	233,693	240,527	248,314	257,009	266,636
Non-controlling equity interests	-	-	-	-	-	-	-	-	-	-
Total Equity	213,161	215,576	218,797	222,868	227,821	233,693	240,527	248,314	257,009	266,636

Cash Flow Statement Sewer Fund

Clarence Valley Council
 10 Year Financial Plan for the Years ending 30 June 2031
CASH FLOW STATEMENT - SEWER FUND
 Scenario: 1 Average Population Growth 0.50%

	2021/22	2022/23	2023/24	2024/25	Projected Years		2027/28	2028/29	2029/30	2030/31
	\$'000	\$'000	\$'000	\$'000	2025/26	2026/27	\$'000	\$'000	\$'000	\$'000
Cash Flows from Operating Activities										
Receipts:										
Rates & Annual Charges	18,427	18,975	19,544	20,131	20,735	21,357	21,997	22,657	23,337	24,037
User Charges & Fees	2,528	2,712	2,783	2,855	2,930	3,007	3,086	3,167	3,250	3,336
Investment & Interest Revenue Received	159	159	159	159	159	159	158	158	158	158
Grants & Contributions	1,186	1,211	1,236	1,262	1,288	1,315	1,342	1,370	1,399	1,428
Bonds & Deposits Received	-	-	-	-	-	-	-	-	-	-
Other	22	17	18	18	18	19	19	19	20	20
Payments:										
Employee Benefits & On-Costs	(1,798)	(1,834)	(1,871)	(1,909)	(1,947)	(1,986)	(2,025)	(2,066)	(2,107)	(2,149)
Materials & Contracts	(5,176)	(5,731)	(5,840)	(5,950)	(6,061)	(6,175)	(6,292)	(6,410)	(6,531)	(6,639)
Borrowing Costs	(3,610)	(3,339)	(3,055)	(2,744)	(2,420)	(2,074)	(1,706)	(1,355)	(1,077)	(790)
Bonds & Deposits Refunded	-	-	-	-	-	-	-	-	-	-
Other	(896)	(463)	(462)	(461)	(461)	(460)	(459)	(459)	(438)	(909)
Net Cash provided (or used in) Operating Activities	10,842	11,707	12,511	13,361	14,241	15,160	16,120	17,083	18,010	18,492
Cash Flows from Investing Activities										
Receipts:										
Sale of Investment Securities	519	-	-	-	-	6,616	303	-	-	-
Sale of Infrastructure, Property, Plant & Equipment	39	-	-	-	-	-	-	-	-	-
Purchase of Infrastructure, Property, Plant & Equipment	(6,683)	(4,009)	(2,867)	(3,712)	(16,310)	(17,079)	(9,588)	(9,788)	(10,038)	(10,225)
Net Cash provided (or used in) Investing Activities	(6,125)	(4,009)	(2,867)	(3,712)	(16,310)	(10,463)	(9,285)	(9,788)	(10,038)	(10,225)
Cash Flows from Financing Activities										
Receipts:										
Payments:										
Repayment of Borrowings & Advances	(4,717)	(4,949)	(5,195)	(5,467)	(5,752)	(6,060)	(6,390)	(4,580)	(4,818)	(3,575)
Distribution of Best Practice Dividends paid	-	(435)	(437)	(439)	(441)	(443)	(445)	(448)	(470)	-
Net Cash Flow provided (used in) Financing Activities	(4,717)	(5,384)	(5,632)	(5,906)	(6,193)	(6,503)	(6,835)	(5,027)	(5,288)	(3,575)
Net Increase/(Decrease) in Cash & Cash Equivalents	-	2,314	4,012	3,743	(8,263)	(1,806)	-	2,268	2,684	4,692
plus: Cash & Cash Equivalents - beginning of year	2,000	2,000	4,314	8,326	12,069	3,806	2,000	2,000	4,268	6,951
Cash & Cash Equivalents - end of the year	2,000	4,314	8,326	12,069	3,806	2,000	2,000	4,268	6,951	11,643
Cash & Cash Equivalents - end of the year	2,000	4,314	8,326	12,069	3,806	2,000	2,000	4,268	6,951	11,643
Investments - end of the year	8,585	8,585	8,585	8,585	8,585	1,969	1,666	1,666	1,666	1,666
Cash, Cash Equivalents & Investments - end of the year	10,585	12,899	16,911	20,654	12,391	3,969	3,666	5,934	8,618	13,310

Sewer Fund Key Financial Performance Indicators

Clarence Valley Council

10 Year Financial Plan for the Years ending 30 June 2031

FINANCIAL PERFORMANCE INDICATORS - SEWER FUND

Scenario: Average Growth 0.50% Scenario 1

	Projected Years									
	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31
Fit For The Future (FFTF) Ratios										
Operating Performance Ratio 1) Must be > 0%	5.20%	6.32%	9.59%	12.86%	16.06%	19.23%	22.36%	25.26%	27.82%	30.29%
Own Source Revenue Ratio 1) Policy > 60%	94.72%	94.76%	94.80%	94.85%	94.89%	94.93%	94.97%	95.01%	95.04%	95.08%
Building & Infrastructure Asset Renewal Ratio - Policy >100%	77.24%	44.83%	30.79%	40.53%	187.32%	188.49%	100.29%	100.19%	100.57%	100.24%
Infrastructure Backlog Ratio - Policy < 2%	0.02	0.02	0.02	0.02	0.02	0.02	0.01	0.01	0.01	0.01
Asset Maintenance Ratio - Policy >1	1.47	1.47	1.47	1.47	1.47	1.47	1.47	1.47	1.47	1.47
Debt Service Ratio - Policy <= 50%	38.66%	37.38%	36.15%	34.95%	33.79%	32.67%	31.58%	22.49%	21.71%	15.61%
Real Operating Expenditure per Capita Ratio - Policy N/A	372.16	369.11	357.51	345.84	341.18	329.52	317.93	307.16	297.77	288.66

Financial planning policy key financial indicators (KFI's):

KEY FINANCIAL INDICATORS	COUNCIL'S KFI GOAL	Fit For The Future KFI (General Fund Only)	KEY FINANCIAL INDICATOR TYPE	
			Financial Position Indicator	Financial Performance Indicator
1. Operational Liquidity (short term focus)				
<p>Unrestricted Current Ratio – unrestricted current assets divided by unrestricted current liabilities. As per Note 13 Local Government Code of Accounting Practice & Financial Reporting Update 25 – benchmark >1.5:1.</p> <p><u>Purpose</u> – this is a measure of Council's ability to meet its short-term liabilities with its short term assets.</p>	>1.5:1	Not Applicable	Yes	No
<p>1.2 Rates and Annual Charges Outstanding – rates & annual charges outstanding divided by rates & annual charges collectible. As per Note 13 Local Government Code of Accounting Practice & Financial Reporting Update 25 – benchmark <10%.</p> <p><u>Purpose</u> – this measure assesses the impact of uncollected rates & annual charges on Council's liquidity and the adequacy of Council's debt recovery efforts.</p>	<=5%	Not Applicable	Yes	No
<p>1.3 Available Working Funds</p> <p><u>Purpose</u> - similar to the Unrestricted Current Ratio this is a measure of Council's ability to meet short term financial shocks whether they be reductions in anticipated revenues or unplanned additional expenditure (measured in \$).</p>	General Fund >\$4 million Water Fund >\$2 million Sewer Fund >\$2 million	Not Applicable	Yes	No

KEY FINANCIAL INDICATORS	COUNCIL'S KFI GOAL	Fit For The Future KFI (General Fund Only)	KEY FINANCIAL INDICATOR TYPE	
			Financial Position Indicator	Financial Performance Indicator
<p>1.4 Cash Expense Cover Ratio – Current Year's Cash and Cash Equivalents and all Term Deposits divided by Payments from cash flow of operating and financing activities, multiplied by 12. As per Note 13 Local Government Code of Accounting Practice & Financial Reporting Update 25 – benchmark >3 months.</p> <p><u>Purpose</u> - This liquidity ratio indicates the number of months a Council can continue paying for its immediate expenses without additional cash inflow.</p>	Consolidated Funds: Minimum >3 months	Not Applicable	Yes	No
2. Fiscal Responsibility (Council elected term focus)				
<p>2.1 Operating Performance Ratio – total continuing operating revenue excluding capital grants and contributions less operating expenses, divided by total continuing operating revenue. Total continuing operating revenue excludes fair value adjustments and reversal of revaluation decrements, net gain/ (loss) on sale of assets and the net share of interests in joint ventures & associates. As per Note 13 Local Government Code of Accounting Practice & Financial Reporting Update 25 – benchmark >0%.</p> <p><u>Purpose</u> - This ratio measures Council's achievement of containing operating expenditure within operating revenue. Councils should not be recording recurring operating deficits, or funding operating results from capital revenues.</p>	All Funds: Minimum >0%	>=0% meet within 5 years i.e. by 2020/21	No	Yes

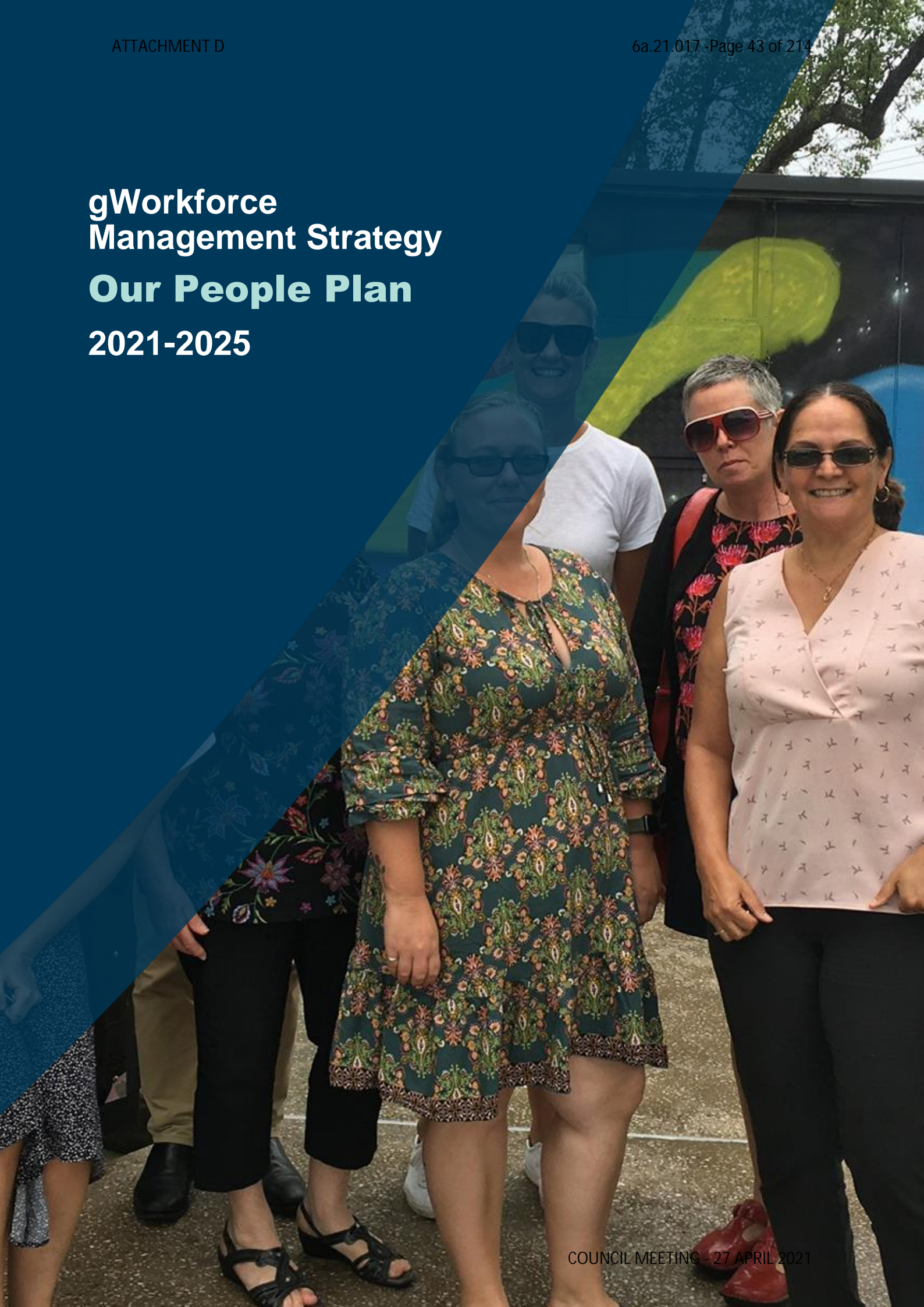
KEY FINANCIAL INDICATORS	COUNCIL'S KFI GOAL	Fit For The Future KFI (General Fund Only)	KEY FINANCIAL INDICATOR TYPE	
			Financial Position Indicator	Financial Performance Indicator
<p>2.2 Own Source Revenue Ratio – total continuing operating revenue (excluding ALL grants & contributions), divided by total continuing operating revenue inclusive of all grants and contributions. Total continuing operating revenue excludes fair value adjustments and reversal of revaluation decrements, net gain/ (loss) on sale of assets and the net share of interests in joint ventures & associates. As per Note 13 Local Government Code of Accounting Practice & Financial Reporting Update 25 – benchmark >60%.</p> <p><u>Purpose</u> - This ratio measures fiscal flexibility. It is the degree of reliance on external funding sources such as operating grants & contributions. A council's financial flexibility improves as its own source revenue increases.</p>	All Funds: Minimum >60%	>60%	No	Yes
<p>2.3 Debt Service Cover Ratio – Operating result before capital (excludes fair value adjustments and reversal of revaluation decrements, net gain/(loss) on sale of assets, interest expense, depreciation / impairment / amortization, and the net share of interests in joint ventures & associates), divided by Principal Repayments (from the Statement of Cash Flows) plus borrowing costs (from the Income Statement). As per Note 13 Local Government Code of Accounting Practice & Financial Reporting Update 25 – benchmark >2x.</p> <p><u>Purpose</u> - This ratio measures the availability of operating cash to service debt including interest, principal and lease payments.</p>	All Funds: Minimum >2x	Not Applicable	No	Yes

KEY FINANCIAL INDICATORS	COUNCIL'S KFI GOAL	Fit For The Future KFI (General Fund Only)	KEY FINANCIAL INDICATOR TYPE	
			Financial Position Indicator	Financial Performance Indicator
<p>2.4 Debt Service Ratio - Cost of debt service (interest expense & principal repayments) divided by total continuing operating revenue (excluding capital grants and contributions).</p> <p><u>Purpose</u> – A Council with a low or zero level of debt may incorrectly place the funding burden on current ratepayers when in fact it could be spread across generations, who also benefit from the assets. High Levels of debt generally indicate a weakness in financial sustainability and/or poor balance sheet management.</p>	<p>General Fund <12%, Water & Sewer Fund <=50% (per Council's Borrowing Policy)</p>	>0%<=20%	No	Yes
<p>2.5 Real Operating Expenditure Per Capita – Operating expenditure indexed by the Local Government Cost Index, divided by population of Council area. Per IPART's Fit for the Future (FFTF) requirement – there must be a demonstrated decrease in the ratio over time, i.e. operational savings (net of Integrated Planning & Reporting (IP&R) supported service improvements) over 5 years</p> <p><u>Purpose</u> - Changes in real operating expenditure per capita are considered to assess how effectively Councils:</p> <ul style="list-style-type: none"> • can realise natural efficiencies as population increases (through lower average cost of service delivery and representation); and • can make necessary adjustments to maintain current efficiency if population is declining (e.g. appropriate reductions in staffing or other costs) <p>Assuming that service levels remain constant, a decline in real expenditure per capita indicates efficiency improvements (i.e. the same level of output per capita is achieved with reduced expenditure).</p>	General Fund only - A decline in ratio	Demonstrate savings over 5 years	No	Yes
3. Financial Sustainability (Long term intergenerational focus)				

KEY FINANCIAL INDICATORS	COUNCIL'S KFI GOAL	Fit For The Future KFI (General Fund Only)	KEY FINANCIAL INDICATOR TYPE	
			Financial Position Indicator	Financial Performance Indicator
3.1 Building & Asset Renewal Ratio – expenditure on building and infrastructure asset renewals divided by depreciation, amortisation & impairment for building and infrastructure assets. As per Special Schedule 7, Local Government Code of Accounting Practice & Financial Reporting Update 25 – benchmark >100%. <u>Purpose</u> – this measure assesses the rate at which building & infrastructure assets are being renewed & upgraded against the rate at which they are depreciating.	All Funds Minimum > 100%	>100%	Yes	Yes
3.2 Infrastructure Backlog Ratio - Estimated Cost to bring Assets to a Satisfactory Condition, divided by carrying value of infrastructure, building, other structures and depreciable land improvement assets. As per Special Schedule 7, Local Government Code of Accounting Practice & Financial Reporting Update 25 – benchmark <2%. <u>Purpose</u> - This ratio shows what proportion the infrastructure backlog is against the total value of a council's infrastructure.	All Funds Maximum <2%	<2%	Yes	No
3.3 Cost to bring assets to agreed service level – Estimated cost to bring to an agreed level of service set by the council divided by gross replacement cost. As per Special Schedule 7, Local Government Code of Accounting Practice & Financial Reporting Update 26. There is no industry benchmark available. <u>Purpose</u> - To assess the proportion of outstanding renewal works compared to the total suite of assets that Council has under its care and stewardship.	All Funds <=4.5%	Not Applicable	Yes	No

KEY FINANCIAL INDICATORS	COUNCIL'S KFI GOAL	Fit For The Future KFI (General Fund Only)	KEY FINANCIAL INDICATOR TYPE	
			Financial Position Indicator	Financial Performance Indicator
<p>3.4 Asset Maintenance Ratio - Actual Asset Maintenance divided by Required Asset Maintenance. As per Special Schedule 7, Local Government Code of Accounting Practice & Financial Reporting Update 25 – benchmark >100%.</p> <p><u>Purpose</u> - Compares actual vs required annual asset maintenance. A ratio above 100% indicates Council is investing enough funds that year to halt the Infrastructure Backlog from growing.</p>	All Funds: Minimum >100%	>100%	No	Yes
<p>3.5 Asset Sustainability Ratio – Planned capital expenditure on renewing and replacing existing assets (net of proceeds from sale of replaced assets), divided by the optimal level proposed in Council's Asset Management Plan. Local Government Association South Australia Financial Sustainability Information Paper No.9: <i>Financial Indicators</i> – Revised February 2012.</p> <p><u>Purpose</u> – Indicates the extent to which existing non-financial assets are being renewed and replaced compared with what is needed to cost-effectively maintain service levels. Achievement of the suggested target would mean that Council was reasonably optimising the timing of capital outlays on the renewal/replacement of assets.</p>	All Funds: Minimum >90% but <110%	Not Applicable	Yes	No

gWorkforce Management Strategy Our People Plan 2021-2025



Introduction

Clarence Valley Council's Workforce Management Strategy outlines our commitment to ensuring Council has the capacity, capability, skills, and sustainability within its workforce to deliver positive outcomes for the organisation and ultimately the community, by meeting the objectives of the Community Strategic Plan.

The Workforce Management Strategy together with the Asset Management Strategy and Long Term Financial Plan, provide the resources necessary to achieve Council's Delivery Program and Operational Plan that support our Community Strategic Plan. It aligns with and supports our key planning and strategy documents to ensure that we have a capable, skilled, engaged, and sustainable workforce in order to deliver on our commitments.

This strategy meets the Division of Local Government's Integrated Planning and Reporting (IP&R) requirements where assets, finances and the workforce are planned in an integrated framework. It identifies high level issues and themes and provides a strategic framework to guide our people management strategies over the next four years.



Workforce planning and development

Standards Australia defines Workforce Planning as a management technique which is used to effectively manage workforce demand and supply. It is the process used to align the needs of a business with those of its workforce by identifying current and future staffing needs.

Workforce planning focuses on retaining existing staff as well as attracting new employees to ensure an organisation has the right number of people, with the right skills, in the right jobs, at the right time.



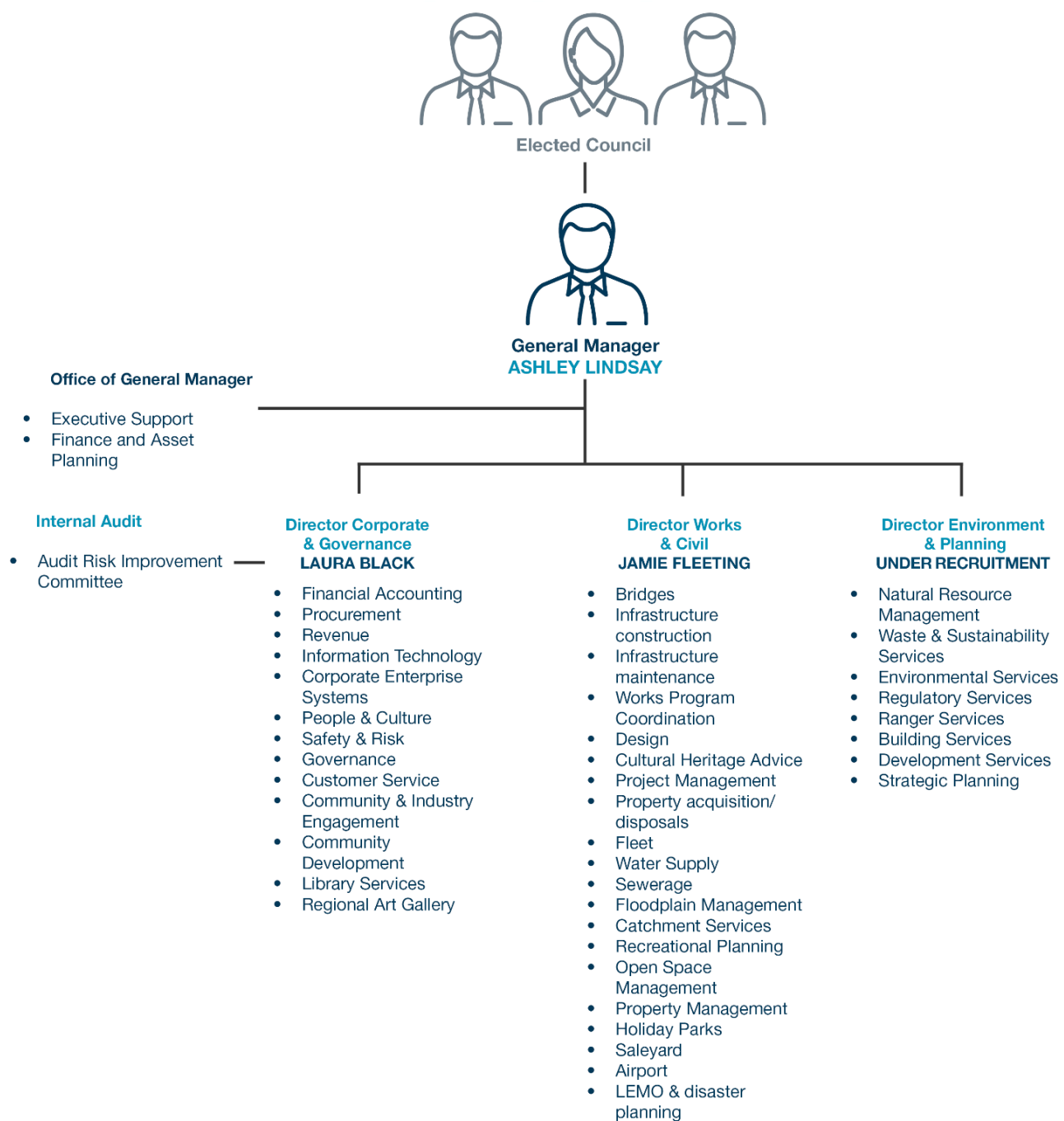
Our Organisation

Our Values



Our Workforce

Our organisation structure



Our people

Our structure breakdown	Total
General Manager	1
Directors	3
Managers	7
Office of the General Manager	7
Corporate and Directorate	78.89
Works and Civil	301.63
Environment and Planning	74.55
Total	473.03



NUMBER OF FULL-TIME
EQUIVALENT STAFF
473.03

How we have changed over the years (Performance Excellence Benchmarking report)

	FY16	FY17	FY18	FY19	FY20
Female Managers and above	20%	15%	18%	20%	33%
Baby boomer employees	53%	47%	45%	43%	39%
Gen X employees	36%	37%	38%	39%	40%
Gen Y employees	11%	16%	17%	15%	16%
Gen Z employees	NA	NA	NA	3%	5%

Our Diversity

Women	50.4%	37.0%
First Nations peoples	6.3%	4.4%
People with a disability	7.8%	TBC*
Cultural and linguistically diverse backgrounds	2.7%	TBC*

Challenges and moving into the future

Areas forecast to have an impact of the workforce over the next four years

- COVID-19
- Local labour market
- Skill shortages
- Future of work and technology innovations
- Diversity
- Recovery and resilience

Areas of impact on the workforce identified by LGNSW

- The ageing workforce
- Workplace diversity
- Attraction and retention
- Learning and development
- Performance
- Work health and safety

Areas for improvement as identified in 2019 Staff engagement survey



Minimising corporate risk

The CVC Enterprise Management Framework identified risks and develops actions to reduce the risk. The workforce Management Strategy has an impact in reducing corporate and operation risks. These are

- Work, health and safety management
- Resource management
- Workforce management
- Legislative compliance
- Staff communication

- policy management
- organisational culture

Performance Excellence benchmarking

Clarence Valley Council has participated in The Australasian Local Government Performance Excellence Program (FY20). This report provides the Council with comparative data analysis to better communicate, control and manage the internal business and prioritise change based on data-driven decision making.

Workforce summary trend from report

Staff turn over rate and new staff turn over rate.

	FY16	FY17	FY18	FY19	FY20
Staff turnover rate	13%	12%	12%	11%	7%
Staff turnover rate in first year of employment	33%	30%	21%	29%	6%
Gen Y turnover rate	17%	16%	21%	17%	5%
Female turnover rate	14%	18%	15%	12%	8%
Male staff turnover rate	12%	9%	11%	11%	6%

Potential Executive/Managers retirements by June 2029

- General Manager 100%
- Director 66.7%
- Managers 12.5%

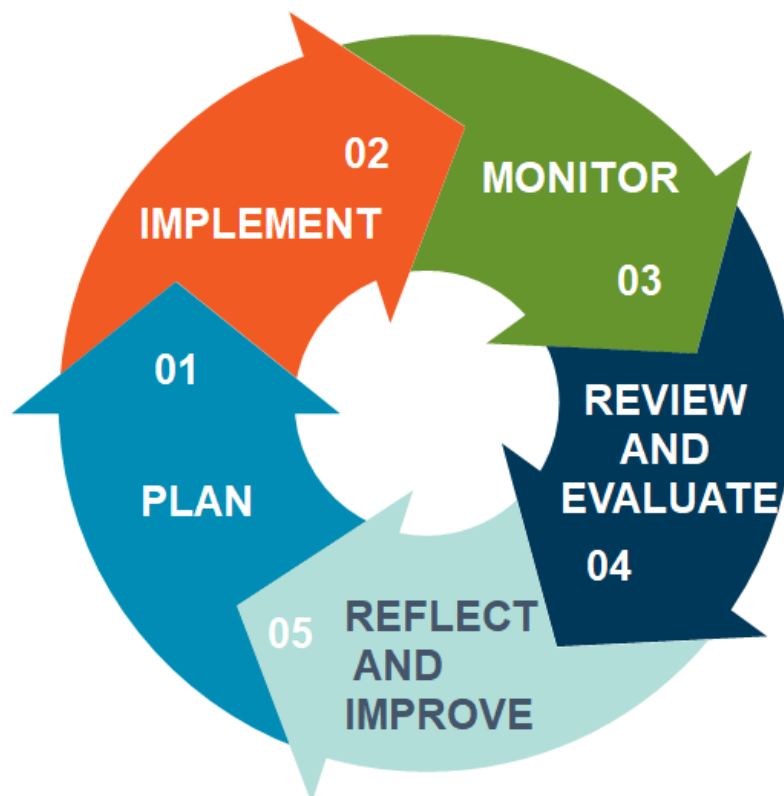
Leave Management

	FY16	FY17	FY18	FY19	FY20
Workforce with more than 8 weeks annual leave	7%	8%	10%	10%	11%
Workforce with more that 12 weeks log service leave	34%	35%	35%	34%	32%
Median sick leave days taken across workforce	5.3%	27.7%	4.7%	3.3%	30.3%
Lost time de to injury (days) per 100 employees	34%	36%	41%	25%	20%

Monitor evaluation and review

Annual workforce planning cycle

We will report on our achievements yearly to our workforce. We will reflect, improve, update and communicate our evaluation and review.



Transforming our Workforce

In response to the Staff Survey and Internal HR Audit (Forsyth, 2020) the My Employee Journey Framework was developed. This framework ensures the journey of all our employee is successful, fulfilling and engaging and good performance is rewarded and celebrated.



We have been reviewing all our policies and procedures to ensure they meet the requirement of our workforce inline with the My Employee Journey.

We have updated how we measure our individual performance and propose to fully introduce the performance development plans and the CVC Capability Framework over the next four years. With our updated Operation Plan, our workforce will have transparent goals to achieve and over the next four years continue to ensure our workforce has the skills, capability, and engagement to be successful.

Our four-year plan

Objective 1: Full implementation of My Employee Journey to ensure all employees are supported at every stage of their career, feel values and confident to achieve goals of our community.

Our Commitments	When
Full implementation of my Employee Journey	July 2023
Full implementation of the actions from the external HR Audit	Dec 2021
Full review of all people policies and procedure	Dec 2021
People & Culture Charter and Plan created	Dec 2021
Ensure internal communications are clear, transparent and all accessible	Ongoing
Commitment to consultation and open communication with any workplace change	Ongoing
Develop, implement, and invest in a leadership development framework	Jun 2022
Develop and implement training to support the introduction of new technologies	Ongoing
Review STRIVE value definitions and what STRIVE Values means in action	Dec 2022
Complete an organisation wide training and capability needs analysis	March each year
Ensure a robust training and development plan is published prior to the commencement of each financial year	May each year

Objective 2: Increase our workforce planning capability

Our commitments	When
Create a robust strategic workforce planning process	22/23
Develop the framework for an integrated HR reporting and analytics strategy	22/23
Develop criteria to identify critical positions based on current and future needs	22/23
Create a register of critical positions, skills, and qualifications, monitor turnover and create retention, attraction, and succession planning	22/23

Objective 3: Drive innovations, flexibility, and sustainability in our future workforce

Our commitments	When
Ensure workplace flexibility and mobility	Ongoing
Implementation of CI Anywhere HRP modules	June 2023
Develop strategies to address workforce sustainability	22/23 & 23/24

Objective 4: Build as safe, diverse, and inclusive culture

Our commitments	When
Implement, monitor, and review the Equal Employment Opportunity plan and related policies and procedures	Annually
Implement, monitor, and review the Disability Inclusion Action Plan	Annually
Implement, monitor, and review the Reconciliation Action Plan include First Nations People Employment Strategy	Annually
Implement, monitor, and review Safety strategies and programs	Annually
Develop, implement, and review Health and Wellness annual plan	Annually

Our one year plan 2021-22

Objective 1: Full implementation of My Employee Journey to ensure all employees are supported at every stage of their career, feel values and confident to achieve goals of our community.

Our Commitments	What we will deliver	When
Full review of all people policies and procedure	Update, consult and implement all people protocols to policies and procedures inline with My Employee Journey and legislation. See Policy and procedure spreadsheet	Dec 2021
People & Culture Charter and Plan created	Identified as outlined in HR Audit 2019 Develop in Q3 and Q4 2021 and communication and action in 21/22 and ongoing (as per HR Audit)	Dec 2021
Ensure internal communications are clear, transparent and all accessible	Develop an internal communication strategy Effectively utilise diverse communications methods to ensure communication is circulated to all staff	Ongoing Ongoing
Commitment to consultation and open communication with any workplace change	Follow workplace change procedure Engage with Consultation Committee Engage with all employees through effective communication	Ongoing Ongoing Ongoing
Develop, implement, and invest in a leadership development framework	Leadership Development Framework developed, communicated, and consulted on, finalised and implemented	Dec 2021
Complete an organisation wide training and capability needs analysis	Complete a full training and capability needs analysis of the whole organisation to enable an effective training plan, leadership development plan.	December 2021 and ongoing
Develop and implement training to support the introduction of new technologies	Ensure effective training on new technologies such as HRP modules in CI Anywhere Develop eLearning packages as needed/requested	Ongoing
Review STRIVE value definitions and what STRIVE Values means in action	Engage with key stakeholder and employee representatives to ensure STRIVE value definitions are relevant and meaningful Create a STRIVE values in action charter that is representative of all staff	June 2022
Ensure a robust training and development plan is published prior to the commencement of each financial year	Complete a training needs analysis to use in developing the training plan Complete a detailed training and development plan	March 2022 May 2022
Create a robust strategic workforce planning process	Research strategic workforce planning Create a process Conduct analysis	Sept 2021 Dec 2022 Feb 2022

Objective 3: Drive innovations, flexibility, and sustainability in our future workforce

Our Commitments	What we will deliver	When
Ensure workplace flexibility and mobility	Ensure effective policies, procedures and practices are in place around flexibility in the workplace	June 2021
	Follow-up with recommendation from the Career Revive - Women in the workforce program	Oct 2021
	Complete Staff Survey and create a plan for implementation	Sept 2022

Objective 4: Build a safe, diverse, and inclusive culture

Our Commitments	What we will deliver	When
Implement, monitor, and review the Equal Employment Opportunity plan and related policies and procedures	Updated the Plan as needed and communication plan to the workforce	August 2021
	Monitor the actions quarterly	Quarterly
	Review and report on the actions in the plan annually	June 2022
Implement, monitor, and review the Reconciliation Action Plan include First Nations People Employment Strategy	Updated the Plan as needed and communication plan to the workforce	August 2021
	Monitor the actions in the plan quarterly	Quarterly
	Review and report on the actions in the plan annually	June 2022

Asset Management Strategy (AMS)

2021/2022 – 2030/31



AMS Document Control

Document ID: CVC Asset Management Strategy_2017_2027.docx

Rev No	Date	Revision Details	Author	Reviewer	Approver
1	6/3/2014	Draft	EM OPaG	AM Review Group	Council
2	24/6/2014	Final Adopted Item 12.008/14	EM OPaG	Executive Manager OPaG	Council
3	4/6/2015	Draft Review Update & Reformat	Asset Coord	AMS Group	Council
4	28/7/2015	Final Draft Updated Strategy Adopted Item 14.145/15 18/8/15	Asset Coord	Director Works & Civil	Council
5	8/12/2015	Revised Strategy for exhibition RE: SRV application	MF&S	Director Corporate	Council
6	9/02/2016	Adopted revised Strategy 12.001/16	MF&S	Director Corporate	Council
7	01/05/2017	Draft Review Update Strategy	IP&SAC	AMSG	Council
8	27/06/2017	Adopted revised Strategy 13.043/17	IP&SAC	AMSG	Council
9	15/08/2017	Revised 2017-2027 Strategy – Draft 13.052/17	IP&SAC	A/Director Corporate	Council
10	21/11/2017	Revised 2017-2027 Strategy – Final 13.070/17	IP&SAC	A/DC&G	Council
11	12/12/2017	Revised 2017-2027 Strategy Version 2 – Draft	IP&SAC	A/DC&G	Council
12	06/02/2018	Revised 2017-2027 Strategy Version 2 – Final	IP&SAC	A/DC&G	Council
13	19/04/2018	Draft Financial update	IP&SAC	DC&G	Council
14	29/03/2019	Draft review	IP&SAC	DC&G	Council
15	25/07/2019	Adopted 25/06/2019	IP&SAC	DC&G	Council
16	07/04/2020	Draft Financial update	IAPS	F&ASP	Council
17	23/6/20	Adopted 23/06/20	IAPS	F&ASP	Council

Introduction

This Asset Management Strategy (AMS) is designed to provide a plan to manage Council's physical infrastructure assets, including establishment of a framework to guide planning, construction, maintenance, and operation of infrastructure essential for Clarence Valley Council to provide services to the community.

Asset Management Planning incorporates an Asset Management Policy, Asset Management Strategy and Asset Management Plans. These documents provide an approach and guidance for improving Council's asset management systems and practices.

This Asset Management Strategy and associated Asset Management Plans are aligned with the 30 June 2020 Report on Infrastructure figures and reflect the 2021/22 to 2030/31 Long Term Financial Plan.

Our Assets

Our Assets summaries below
Libraries
Gallery & Museums
Sporting Fields & Facilities
Showgrounds
Roads
Bridges & Culverts
Footpaths & Cycleways
Kerb & Gutter
Parks & Reserves
Stormwater
Water Supply Network
Sewerage Service Network
Airport & Aerodrome
Community Halls
Swimming Pools
Cemetery

Our Assets summaries below
Parking Facilities
Saleyard
Holiday Parks
Coastal and Estuary Management
CBD Assets
Depots
Waste Management
Landfill
Floodplain Assets
Stormwater Network
Reserves & Wetlands
Noxious Weed Assets
Corporate Buildings
Streetscaping
Public Amenities

In late 2014, CVC undertook a 'council-wide' service review primarily to address budgetary shortfalls. The service review provided a framework of all Council services and was linked to the assets. This review has led to asset rationalisation and efficiency savings by eliminating 'end of life' or under-used assets, contributing to the future sustainability of Council.

In 2015 an Asset Management Audit Preparedness Assessment was performed by Council's Auditor on behalf of the Office of Local Government. The assessment identified areas for improvement and an action plan has been implemented to address these.

Asset Conditions

Condition assessments for assets are undertaken using the Institute of Public Works Engineering Australasia's (IPWEA) International Infrastructure Management Manual (IIMM) recommended 5-point scale:

Condition 1	Very Good Condition – No work required (normal maintenance)
Condition 2	Good Condition – Only minor maintenance work required
Condition 3	Fair or Moderate Condition – Maintenance work required
Condition 4	Poor Condition – Renewal/Replacement required
Condition 5	Very Poor Condition – Urgent Renewal/Replacement required

The graph following demonstrates that most Council's assets are in good to fair or moderate condition.



To define what condition ratings are acceptable, Council will take into consideration the following:

- Community views/acceptance
- Establishing asset standards necessary to provide and support desired levels of service now and into the future
- Determining appropriate and sustainable levels of maintenance and renewals/upgrades
- Risk hazard and risk reduction requirements

Management strategies for assets in 'poor' condition (rating 4 and 5) are detailed in each individual Asset Management Plan. There are considerable costs associated with the renewal and/or upgrade of these assets noting that not all will necessarily be required to be renewed. Any that should have already been renewed but due to funding limitation have not are deemed as backlog works. Any delay in carrying out these works could result in increased annual operation and maintenance cost as well as increased risks and consequences of failure.

The Table below is an extract from the Report on Infrastructure Assets included in the Special Schedules of the Annual Financial Statements for 2019/20. This indicates the cost to bring councils infrastructure assets to a satisfactory standard is currently \$73.8M.

Asset Group	2019/20 Cost to Bring to Satisfactory	2019/20 Required Annual Maintenance	2019/20 Actual Maintenance	2019/20 Asset Maintenance Gap
Buildings	\$ 4,214,000	\$ 1,107,000	\$ 1,722,000	(\$ 615,000)
Other Structures	\$477,000	\$334,000	\$320,000	\$14,000
Roads	\$35,495,000	\$9,060,000	\$8,994,000	\$66,000
Water Supply Network	\$ 13,803,000	\$ 2,513,000	\$ 2,588,000	(\$ 75,000)
Sewerage Network	\$3,805,000	\$1,735,000	\$2,552,000	(\$817,000)
Stormwater Drainage	\$14,299,000	\$1,167,000	\$902,000	\$265,000
Open Space & Facilities	\$ 1,552,000	\$ 3,133,000	\$ 3,006,000	\$ 127,000
Floodplain	\$191,000	\$603,000	\$633,000	(\$30,000)
Total	\$ 73,836,000	\$ 19,652,000	\$ 20,717,000	(\$ 1,065,000)

Council currently endeavours to maintain its assets at a condition rating between 1 and 3, any assets rated 4 or 5 will be assessed for risk and managed through a replacement/renewal program or alternatively disposed of. Current conditions scores have been established through previous inspections and revaluation processes. As such it is imperative that current assigned scores, inspection processes and procedures are reviewed and where necessary adjusted on an annual basis.

Asset Values

As at 30 June 2020 the estimated replacement value of Council's assets is over \$2.54 billion dollars and represented below by the major asset groups as a percentage of the total asset replacement value:

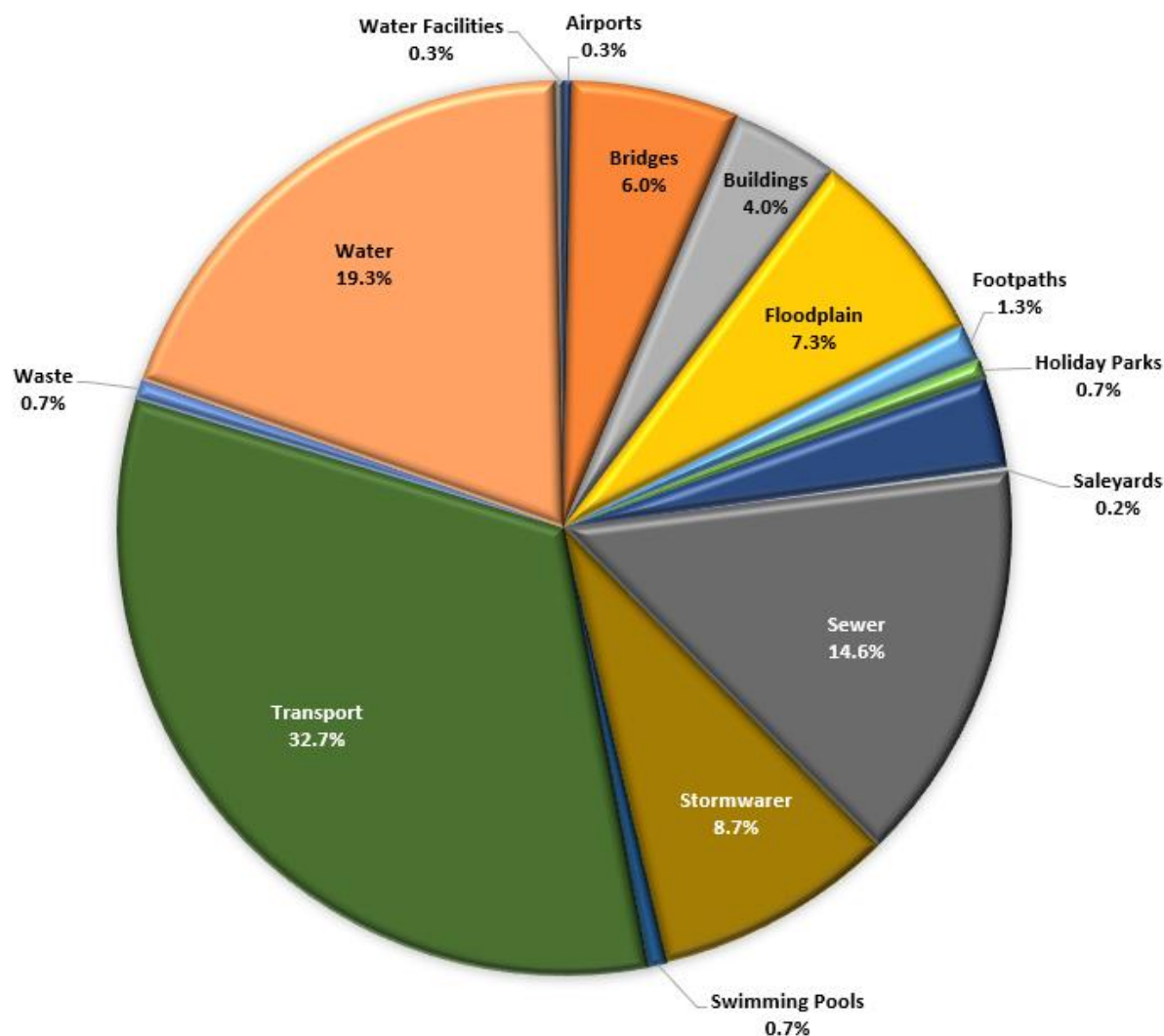


Figure 3: Asset Replacement Value

The condition state of major infrastructure assets as reported in the Clarence Valley General Purpose Financial Statements for the year ending 30 June 2020 is included below:

Clarence Valley Council

Special Schedules 2020

Report on Infrastructure Assets

as at 30 June 2020

Asset Class	Asset Category	Estimated cost	Estimated cost	2019/20	2019/20	Net carrying amount	Gross replacement cost (GRC)	Assets in condition as a percentage of gross replacement cost				
		to bring assets to satisfactory standard	to bring to the agreed level of service set by Council	Required maintenance *	Actual maintenance			1	2	3	4	5
		\$ '000	\$ '000	\$ '000	\$ '000							
(a) Report on Infrastructure Values as at 30 June 2020												
Buildings	Other	—	—	9	46	1,748	2,354	48.6%	45.5%	5.9%	0.0%	(0.0%)
	Council Offices /Administration Centres	—	—	110	192	8,656	14,932	0.0%	53.5%	37.7%	0.0%	8.8%
	Council Works Depot	169	169	47	250	10,621	12,395	77.4%	11.0%	10.2%	1.4%	0.0%
	Council Public Halls	—	—	110	118	12,325	19,758	34.2%	47.5%	18.3%	0.0%	0.0%
	Libraries	—	—	67	141	8,625	9,800	86.0%	12.4%	1.6%	0.0%	0.0%
	Council Houses	223	223	50	57	4,877	8,690	19.2%	61.2%	18.4%	1.2%	0.0%
	Museums	—	—	33	32	1,889	3,319	7.2%	72.7%	20.1%	0.0%	0.0%
	Childcare / Community Health	—	—	79	74	1,436	2,109	19.3%	73.8%	7.0%	0.0%	0.0%
	Art Gallery	—	—	40	40	2,219	3,315	30.6%	47.0%	22.4%	0.0%	0.0%
	Public Toilets	155	155	42	43	4,165	6,055	37.4%	42.2%	17.8%	2.6%	0.0%
	Parks & Reserves Buildings	—	—	80	4	824	1,366	13.0%	75.3%	11.7%	0.0%	0.0%
	Sports Buildings	918	918	141	443	24,102	33,817	51.8%	35.1%	11.4%	1.8%	0.0%
	Swimming Pool Buildings	95	95	61	33	3,895	6,046	33.3%	56.4%	8.7%	1.6%	0.0%
	Holiday Parks Buildings	1,787	1,787	193	120	6,184	12,029	15.0%	52.7%	17.5%	14.9%	0.0%
	Saleyard Buildings	—	—	3	3	253	370	18.2%	57.2%	24.6%	0.0%	0.0%
	Waste Facilities	—	—	6	13	7,922	9,663	58.0%	41.1%	1.0%	0.0%	0.0%
	Water & Sewer Buildings	544	544	10	28	6,565	8,071	75.8%	11.9%	5.6%	6.7%	0.0%
Emergency Services	323	323	26	85	9,891	13,801	42.9%	41.9%	12.9%	2.3%	0.0%	
	Sub-total	4,214	4,214	1,107	1,722	116,197	167,890	42.1%	40.5%	14.3%	2.3%	0.8%
Other structures	Other structures	55	55	5	101	10,096	11,861	89.4%	4.1%	5.6%	0.9%	0.0%
	Airports	390	390	132	143	3,949	5,461	91.5%	1.3%	0.0%	7.1%	0.0%
	Saleyards	—	—	9	69	2,000	3,520	47.8%	37.0%	15.2%	0.0%	0.0%
	Cemeteries	32	32	185	—	847	1,766	3.7%	37.1%	57.5%	1.8%	0.0%
	Tips	—	—	3	7	4,088	6,946	54.8%	30.5%	14.7%	0.0%	0.0%
	Sub-total	477	477	334	320	20,980	29,554	71.6%	15.7%	11.0%	1.8%	0.0%

Clarence Valley Council

Special Schedules 2020

Report on Infrastructure Assets (continued)

as at 30 June 2020

Asset Class	Asset Category	Estimated cost to bring assets to satisfactory standard	Estimated cost to bring to the agreed level of service set by Council	2019/20 Required maintenance ^a	2019/20 Actual maintenance	Net carrying amount	Gross replacement cost (GRC)	Assets in condition as a percentage of gross replacement cost				
		\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	1	2	3	4	5
Roads	Sealed roads	32,686	32,686	4,743	4,158	531,029	665,722	41.8%	34.1%	19.2%	4.5%	0.5%
	Unsealed roads	—	—	2,952	3,003	77,511	135,978	36.3%	15.0%	48.7%	0.0%	0.0%
	Bridges	827	827	777	794	109,898	152,862	13.5%	18.5%	67.5%	0.5%	0.0%
	Footpaths & Cycleways	1,765	1,765	296	230	19,901	30,513	27.3%	29.1%	37.9%	2.1%	3.7%
	Road Furniture	39	39	173	640	17,643	22,520	38.7%	56.1%	5.0%	0.2%	0.0%
	Water Transport Facilities	178	178	88	85	5,931	7,562	53.7%	28.8%	15.1%	2.4%	0.0%
	Carparks	—	—	14	59	4,299	4,643	81.8%	17.3%	0.9%	0.0%	0.0%
	Bus Shelters	—	—	17	25	780	1,165	29.0%	59.4%	11.6%	0.0%	0.0%
	Sub-total	35,495	35,495	9,060	8,994	766,992	1,020,965	36.5%	29.5%	30.5%	3.1%	0.4%
Water supply network	Dams / Weirs	286	286	274	238	74,388	89,793	99.7%	0.0%	0.0%	0.3%	0.0%
	Mains	8,242	8,242	1,909	1,926	235,540	341,779	26.7%	66.9%	3.6%	0.0%	2.8%
	Reservoirs & Treatment	4,905	4,905	281	351	31,710	45,868	14.1%	40.2%	28.3%	0.0%	17.4%
	Pumping Station/s	370	370	49	73	3,969	8,886	59.4%	20.4%	16.0%	0.0%	4.2%
	Sub-total	13,803	13,803	2,513	2,588	345,607	486,326	39.6%	51.1%	5.5%	0.1%	3.7%
Sewerage network	Mains	279	279	502	812	133,622	178,133	41.9%	47.3%	10.7%	0.2%	0.0%
	Pumping Station/s	2,799	2,799	529	683	30,619	58,743	55.7%	31.1%	8.5%	4.8%	0.0%
	Treatment	727	727	704	1,057	84,697	128,579	73.8%	4.9%	17.3%	3.9%	0.0%
	Sub-total	3,805	3,805	1,735	2,552	245,938	365,455	55.4%	29.8%	12.7%	2.2%	0.0%
Stormwater drainage	Stormwater drainage	14,299	14,299	1,167	902	149,737	219,408	25.6%	54.4%	19.8%	0.2%	0.0%
	Sub-total	14,299	14,299	1,167	902	149,737	219,408	25.6%	54.4%	19.8%	0.2%	0.0%
Open space / recreational assets	Swimming pools	222	222	152	182	6,602	10,422	18.9%	29.4%	49.7%	0.4%	1.8%
	Holiday Parks	31	31	152	181	4,308	6,920	56.3%	39.2%	4.1%	0.0%	0.5%
	Parks	221	221	1,600	1,220	8,529	13,255	46.9%	37.8%	13.7%	1.6%	0.1%
	Reserves	48	48	425	516	5,763	8,345	60.3%	28.4%	10.7%	0.6%	0.0%
	Sports Facilities	1,030	1,030	804	907	12,474	23,508	34.7%	43.4%	17.6%	4.4%	0.0%
	Sub-total	1,552	1,552	3,133	3,006	37,676	62,450	40.4%	37.4%	19.7%	2.1%	0.4%

Clarence Valley Council

Special Schedules 2020

Report on Infrastructure Assets (continued)

as at 30 June 2020

Asset Class	Asset Category	Estimated cost to bring assets to satisfactory standard	Estimated cost to bring to the agreed level of service set by Council	2019/20 Required maintenance ^a	2019/20 Actual maintenance	Net carrying amount	Gross replacement cost (GRC)	Assets in condition as a percentage of gross replacement cost				
		\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	\$ '000	1	2	3	4	5
Other infrastructure assets	Floodplain	191	191	603	633	143,477	184,164	3.2%	65.4%	31.3%	0.1%	0.0%
	Sub-total	191	191	603	633	143,477	184,164	3.2%	65.4%	31.3%	0.1%	0.0%
TOTAL - ALL ASSETS		73,836	73,836	19,652	20,717	1,826,604	2,536,212	37.4%	39.2%	20.7%	1.8%	0.9%

(a) Required maintenance is the amount identified in Council's asset management plans.

Infrastructure asset condition assessment 'key'

1	Excellent/very good	No work required (normal maintenance)
2	Good	Only minor maintenance work required
3	Satisfactory	Maintenance work required
4	Poor	Renewal required
5	Very poor	Urgent renewal/upgrading required

Infrastructure asset performance indicators (consolidated) *

Buildings and infrastructure renewals ratio ¹

Asset renewals ²	12,678	30.87%	31.73%	>=100.00%
Depreciation, amortisation and impairment	41,073			

Infrastructure backlog ratio ¹

Estimated cost to bring assets to a satisfactory standard	73,836	4.04%	4.29%	<2.00%
Net carrying amount of infrastructure assets	1,826,604			

Asset maintenance ratio

Actual asset maintenance	20,717	105.42%	95.94%	>100.00%
Required asset maintenance	19,652			

Cost to bring assets to agreed service level

Estimated cost to bring assets to an agreed service level set by Council	73,836	2.91%	3.14%	
Gross replacement cost	2,536,212			

(*) All asset performance indicators are calculated using classes identified in the previous table.

(1) Excludes Work In Progress (WIP)

(2) Asset renewals represent the replacement and/or refurbishment of existing assets to an equivalent capacity/performance as opposed to the acquisition of new assets (or the refurbishment of old assets) that increases capacity/performance.

Clarence Valley Council

Special Schedules 2020

Report on Infrastructure Assets (continued)

as at 30 June 2020

\$ '000	General fund		Water fund		Sewer fund		Benchmark
	2020	2019	2020	2019	2020	2019	
Infrastructure asset performance indicators (by fund)							
Buildings and infrastructure renewals ratio ¹							
Asset renewals ²							
Depreciation, amortisation and impairment	39.50%	43.04%	13.67%	14.18%	16.17%	6.59%	>=100.00%
Infrastructure backlog ratio ¹							
Estimated cost to bring assets to a satisfactory standard							
Net carrying amount of infrastructure assets	4.58%	4.83%	3.97%	4.53%	1.51%	1.43%	<2.00%
Asset maintenance ratio							
Actual asset maintenance							
Required asset maintenance	101.12%	94.65%	102.98%	97.33%	147.09%	105.42%	>100.00%
Cost to bring assets to agreed service level							
Estimated cost to bring assets to an agreed service level set by Council							
Gross replacement cost	3.36%	3.58%	2.82%	3.26%	1.02%	1.00%	

(1) Excludes Work In Progress (WIP)

(2) Asset renewals represent the replacement and/or refurbishment of existing assets to an equivalent capacity/performance as opposed to the acquisition of new assets (or the refurbishment of old assets) that increases capacity/performance.

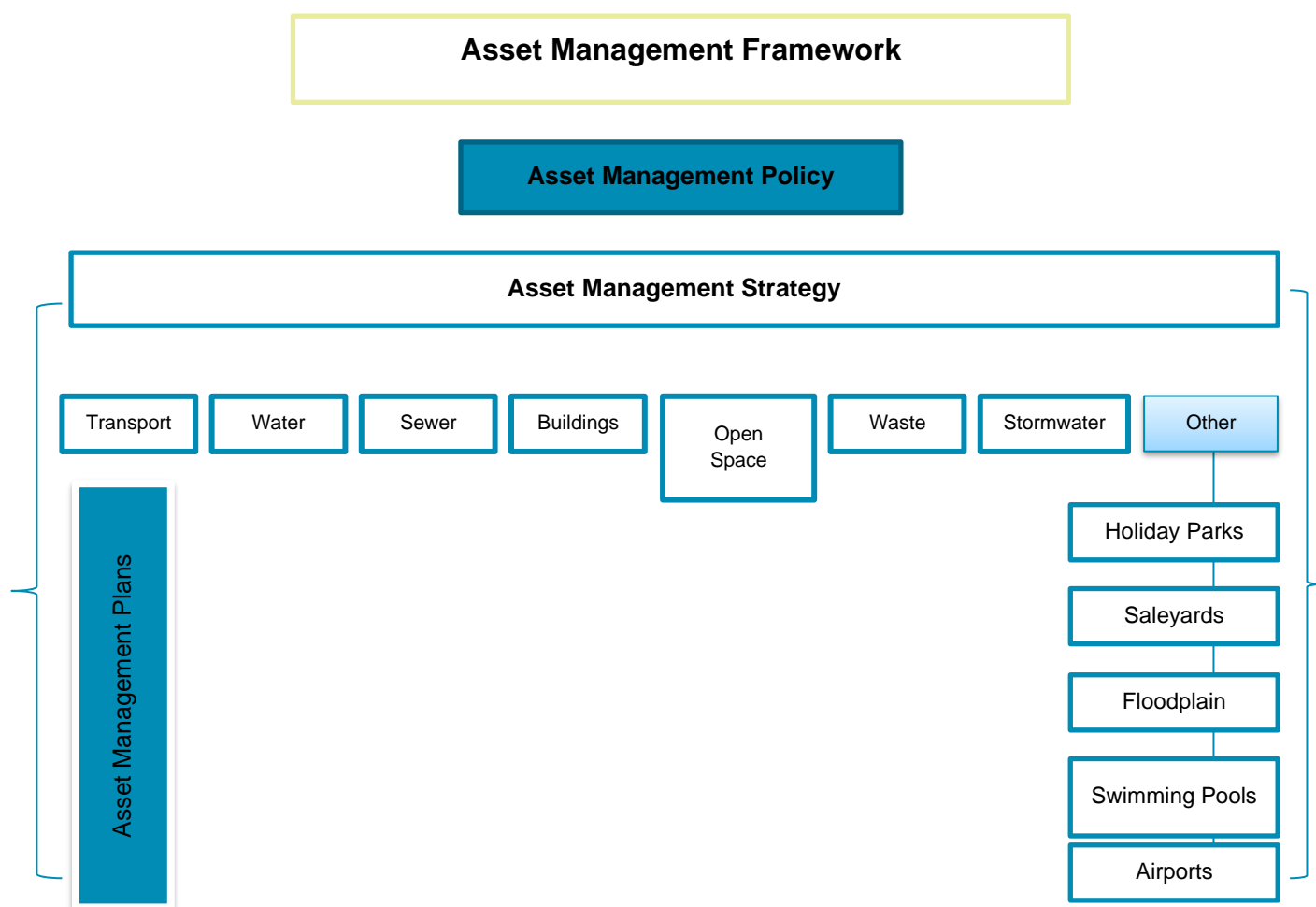
Asset Management Framework

Council has developed an Asset Management Framework, which comprises an Asset Management Policy supported by the Asset Management Strategy and individual Asset Management Plans.

Figure 4: Council's Asset Management Framework

The Transport Asset Management Plan has now been further split into individual plans for Roads, Bridges and Footpaths.

A Specific Asset Management Plan has also been created for Water Facilities Assets.



Asset Management Policy

Council's Asset Management Policy sets the broad direction for all asset management activities and its aim is to:

'strategically provide, maintain, renew, and replace an appropriate stock of community infrastructure that is required to support the communities of the Clarence Valley Council; is sustainable across the long term; and is provided at the lowest possible life cycle cost'

Council's adopted Asset Management Policy is attached; in Appendix 1.

Asset Management Strategy

There is evidence to suggest that historically, little or no analysis was done to understand the cumulative consequences of decisions to build capital infrastructure projects. The construction of infrastructure has been driven by short-term objectives with little consideration given to the recurrent whole of life (strategic) impacts of the decisions. This position is constantly changing as council's data capturing systems and processes are improved. More accurate asset data will ensure credible and robust asset management plans. This in turn will better inform future strategic planning and the determination of a four-year rolling capital works program.

Asset Management Strategy - Goals

The Key Goal of this Asset Management Strategy is to ensure that services provided:

- Provide value for present and future generations of residents and visitors.
- In the most cost-effective manner
- Are guided by the Asset Management Plan outputs, the community's requirements, and ability to pay.

To develop and maintain a robust/credible asset management strategy several key elements need to be present, including:

- Sound information and systems
- Comprehensive asset management planning
- Rigour in financial modelling and assumptions
- Accurate workforce planning
- Community involvement in establishing service standards; and
- Performance Management of Asset Management.

Accordingly, the following Goals have been identified and prioritised, to facilitate a more strategic approach to Asset Management at Clarence Valley Council in future periods.

Goal 1- Have a cross-organisational Asset Management Steering Group in place that reports directly to the Executive. Provides assurance that all Asset Management activities are consistent with the objectives of the Integrated Planning and Reporting Framework and are supported by the Long-Term Financial Plan. They also monitor the implementation of the Asset Management Improvement and Risk Plans for all asset classes.

Goal 2 - Consider the ongoing ownership costs (recurrent whole of life) of new capital works proposals as part of project scoping and model these through Council's LTFP to identify impacts and risks.

Goal 3 - Undertake a detailed assessment of the resources required to implement this Asset Management Strategy and ensure it is integrated with the other Resourcing Strategies so that a program of improvement and milestones can be implemented and performance managed.

Goal 4 - Identify the maintenance and renewal 'shortfall' and any renewal and replacement 'backlogs' for all asset groups.

Goal 5 - Develop comprehensive Risk Management Plans for all major asset groups.

Goal 6 - Integrate all knowledge and asset management systems for infrastructure assets.

Goal 7 - Review and maintain Asset Management Plans for all major asset groups already developed.

These goals have been incorporated into an Asset Management Improvement Plan, detailed in Appendix 2

Asset Management Plans (AMPs)

Asset Management Plans (AMP's) are detailed long-term plans that outline the asset activities for each asset category. An AMP has been developed for each major asset category as illustrated in Council's Asset Management Framework diagram.

Council's operational Asset Management Plans contain, as a minimum, the following items:

- The objective or purpose of the asset and its components in providing service/s
- The service levels Council currently delivers and any future challenges
- Forecasted future demand requirements for service delivery
- A description of the assets and details of the current asset inventory
- Identification of assets critical to the Council in service provision
- Risks associated with assets and their management
- Financial projections for operation, maintenance, renewal and replacement including any gaps or renewal backlogs
- Assumptions, exclusions, and observations on the maturity of data presented
- Maintenance, renewal, and disposal programs
- Key performance measures
- An Asset Management Improvement Plan.

Council subscribes to NAMS+, which is an Institute of Public Works Engineering Australasia initiative for Local Government, to assist in the development of asset management planning. The NAMS+ suite of templates has been used for development of the Asset Management Plans as 'core' plans, which are practical documents designed to be easily understood and used by asset managers. The level of detail within each individual plan is dependent upon the scope and size of the asset category contained in the plan together with the level of asset data maturity.

Annual review of the individual Asset Management Plans is required to ensure they provide a useful and up-to-date management tool and reference document. The review of the AMPs will include changes in objectives, policies, service levels, systems, technology, and any other relevant amendment including changes to community expectations.

Over time Council will work from 'core' asset management towards 'advanced' asset management planning, through a cycle of continuous improvement that will support the changing needs of Council and the community.

A summary of each Asset Management Plan has been included in this strategy.

Asset Management Plans and Strategy

Methodology

The Asset Management Strategy and Asset Management Plans have been developed in line with Council's 2021/22 to 2030/31 Long-Term Financial Plan. The Long-Term Financial Plan has been prepared based on a set of assumptions and the Fit for the Future key performance indicator benchmarks.

There are four key indicators for asset management and sustainability utilised in the Asset Management Plans and Strategy:

1. Asset Sustainability Ratio	Estimated Capital Renewal LTFP / Projected capital renewal Exp. AMP
2. Long Term – Life Cycle Indicator	Life cycle expenditure / life cycle cost
3. Medium Term – 10 Year Financing Indicator	LTFP Budget Exp. / 10 yr. Projected Exp.
4. Short Term – 5 Year Financing Indicator	LTFP Budget Exp. / 5 yr. Projected Exp.

Life cycle costs (or whole of life costs) are the average costs that are required to sustain the service levels over the longest asset life. Life cycle costs include operating and maintenance expenditure and asset consumption (depreciation expense). Life cycle costs can be compared to life cycle expenditure to give an indicator of sustainability in service provision.

Life cycle expenditure includes operating and maintenance expenditures plus capital renewal expenditure. Life cycle expenditure will vary depending on the timing of asset renewals.

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

The Asset Sustainability Ratio is the most important indicator and reveals whether projected capital renewal and replacement expenditure can be financed in the long-term financial plan. Council's Financial Planning Policy outlines a target range of between 90% - 110%.

The 4 key indicators are detailed in the following table for the General Fund assets only:

Long Term Financial Plan	
SUSTAINABILITY INDICATORS	
Asset Sustainability Ratio	
Asset Sustainability Ratio	100%
Long Term - Life Cycle Costs	
Life Cycle Cost [average 10 years projected ops, maint exp and deprn.]	\$71.2m
Life Cycle Exp [average 10 years LTFP budget ops, maint & capital renewal exp]	\$77.6
Life Cycle Gap [life cycle expenditure – life cycle cost (-ve = gap)]	(\$6.3)
Life Cycle Indicator [life cycle expenditure / life cycle cost]	108.97%
Medium Term - 10 year financial planning period	
10 yr Ops, Maint & Renewal Projected Expenditure	\$83
10 yr Ops, Maint & Renewal LTFP Budget Exp	\$77.6
10 year financing shortfall [10 yr proj exp - LTFP Budget exp]	(\$5.4)
10 year financing indicator [LTFP Budget exp / 10 yr proj exp]	93.48%
Short Term – 5 year financial planning period	
5 yr Ops, Maint & Renewal Projected Expenditure	\$81
5 yr Ops, Maint & Renewal LTFP Budget Exp	\$79.9
5 year financing shortfall [10 yr proj exp - LTFP Budget exp]	(\$1.4)
5 year financing indicator [LTFP Budget exp / 5 yr proj exp]	98.31%

The medium term projected expenditure is \$83M per year (average operations and maintenance expenditure plus projected renewals required over 10 years).

The medium term LTFP budgeted expenditure over the 10-year planning period is 78M per year (average operations and maintenance plus capital renewal budgeted expenditure in the LTFP over 10 years).

The financing shortfall is \$5.4M per year, a medium term (10 year) financing indicator of 93.48%. This scenario is financially sustainable in the long term. Council will be able to maintain the condition of infrastructure assets in a sustainable fashion. Performing renewals as they are required will stop the deterioration and failure of assets reducing the levels of risk. Levels of service can be maintained at current levels.

The Asset Sustainability Ratio indicates Council will have 100% of the funds required for the optimal renewal and replacement of its assets, this is within Council's target range of 90% to 110%. The ratio indicates optimised budgeted capital expenditure assisting in minimising the life cycle costs of the assets.

Asset Management Plan Summaries

Transport

Key Data

Executive Summary AM Plan Report

These are figures to be input into the executive summary.

10 year total cost [10 yr Ops, Maint, Renewal & Acquisition Forecast]	408,837,792
10 year average forecast	40,883,780
10 year planned budget [Ops, Maint & Acquisition] (from LTFP)	358,963,360
10 year average planned budget	35,896,336
10 year AM financial indicator	87.80%
10 year average shortfall	-4,987,443

Valuation Report

These are asset values either input by the user or system calculated from an asset register uploaded into Renewal Forecast.

Asset Values at start of planning period:

Current or Gross Replacement Cost	829,125,312
Depreciable Amount	829,125,312
Depreciated Replacement Cost	631,070,144
Annual Depreciation Expense	14,136,317
Rate of Annual Asset Consumption	1.7%
Rate of Annual Asset Renewal	2.8%
Rate of Annual Asset Acquisition	0.4%
Rate of Asset Acquisition	0.36%
Asset renewals as percentage of consumption	133.46%
Percentage Increase in asset stock	0.36%

Sustainability Report

These are summaries and calculations to report on sustainability.

Asset Renewal Funding Ratio

Asset Renewal Funding Ratio	80.39%
-----------------------------	--------

Long Term - Lifecycle Costs

Lifecycle Forecast [average 10 years forecast ops, maint and depreciation]	28,585,272
Lifecycle Planned Budget [average 10 years planned budget ops, maint & depreciation]	32,928,496
Lifecycle Gap [lifecycle planned budget - lifecycle forecast (-ve = gap)]	4,343,224
Lifecycle Indicator [lifecycle planned budget / lifecycle forecast]	115.19%

Medium Term - 10 year financial planning period

10 yr Ops, Maint & Renewal forecast [average]	37,915,940
10 yr Ops, Maint & Renewal planned budget [average]	32,928,496
10 year Gap [lifecycle planned budget - lifecycle forecast (-ve = gap)]	-4,987,443
10 year Indicator [lifecycle planned budget / lifecycle forecast]	86.85%

Medium Term - 5 year financial planning period

5 yr Ops, Maint & Renewal forecast [average]	30,813,522
5 yr Ops, Maint & Renewal planned budget [average]	29,867,780
5 year Gap [lifecycle planned budget - lifecycle forecast (-ve = gap)]	-945,742
5 year Indicator [lifecycle planned budget / lifecycle forecast]	96.93%

Long Term Financial Plan

This table shows the figures to be entered into the Projected Expenditures for Long Term Financial Plan in nominal (current Year) values.

Year	Acquisition	Operation	Maintenance	Renewal	Disposal	Budget
2021	\$15,120,892	\$6,575,078	\$7,652,632	\$15,069,539	\$0	\$44,056,412
2022	\$7,557,525	\$6,502,359	\$7,797,183	\$18,087,004	\$0	\$37,371,204
2023	\$2,800,000	\$6,560,552	\$7,866,713	\$9,590,725	\$0	\$26,434,724
2024	\$600,000	\$6,582,112	\$7,892,473	\$19,703,260	\$0	\$34,347,260
2025	\$600,000	\$6,586,732	\$7,897,993	\$19,703,260	\$0	\$33,807,720
2026	\$600,000	\$6,591,352	\$7,903,513	\$21,236,314	\$0	\$35,880,312
2027	\$600,000	\$6,595,972	\$7,909,033	\$64,892,760	\$0	\$36,783,168
2028	\$600,000	\$6,600,592	\$7,914,553	\$21,993,468	\$0	\$36,637,468
2029	\$600,000	\$6,605,212	\$7,920,073	\$22,196,752	\$0	\$36,840,752
2030	\$600,000	\$6,609,832	\$7,925,593	\$22,196,752	\$0	\$36,804,352

Renewals

This table shows the renewal forecast and the planned renewal budget and calculates the difference between the two.

Year	Forecast Renewal	Planned Renewal Budget	Annual Renewal Budget Shortfall	Cumulative Renewal Budget Shortfall
2021	\$15,069,539	\$14,707,809	-\$361,730	-\$361,730
2022	\$18,087,004	\$15,769,681	-\$2,317,323	-\$2,679,053
2023	\$9,590,725	\$9,590,725	\$0	-\$2,679,053
2024	\$19,703,260	\$19,703,260	\$0	-\$2,679,053
2025	\$19,703,260	\$19,163,722	-\$539,538	-\$3,218,591
2026	\$21,236,314	\$21,236,314	\$0	-\$3,218,591
2027	\$64,892,760	\$22,139,168	-\$42,753,592	-\$45,972,184
2028	\$21,993,468	\$21,993,468	\$0	-\$45,972,184
2029	\$22,196,752	\$22,196,752	\$0	-\$45,972,184
2030	\$22,196,752	\$22,160,352	-\$36,400	-\$46,008,584

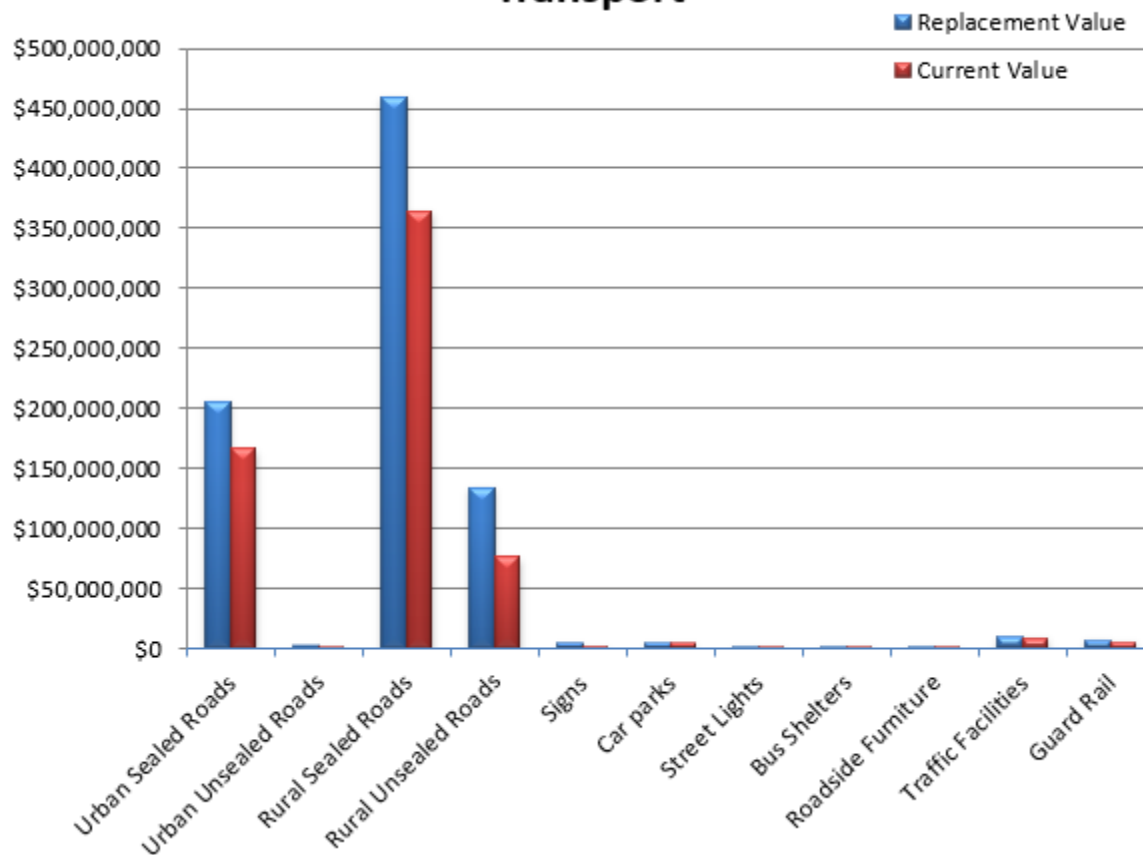
**Budget
Implications**

- Consideration should be given to the percentage of Council's Transport assets, which are currently in average condition. Renewal shortfalls currently indicated will need to be investigated and addressed.
- There is a funding shortfall of \$4.99M on average per year over the life of the 10 Year Plan for maintenance, operations, renewals, and upgrade/new assets; totalling \$49.9M for the life of the Plan.
- Additional grant funding will be sought for programs, especially for capital programs.
- Grant funding where there is not certainty of the grant funding being available has not been included in the assessment.

**Maintenance
Programs**

- Appropriate maintenance programs are implemented to ensure all assets reach their maximum useful life within budgetary constraints
- Council is implementing a detailed inspection program to identify and rectify defects, especially those that pose a safety issue to motorists, in a timely manner.

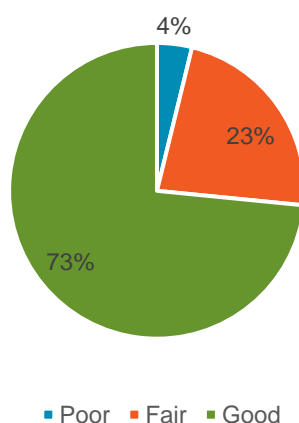
Transport



Last Condition Survey

- Valuation dated – March 2018 Valuation by APV
- Condition assessment undertaken by Clarence Valley Council

Transport



Transport					
General Assessment of Condition		Condition Rating	% of Asset Value		
	1	Very Good condition	41.5		
	2	Good condition	32		
	3	Fair or Moderate condition	22.7		
	4	Poor condition	3.5		
	5	Very poor condition	0.4		
Critical Risks & Risk Management	Detail the critical risks and risk management approach taken.				
	Service or Asset at Risk	What can Happen	Risk Rating (VH, H)	Risk Treatment Plan	Residual Risk *
	Sealed Roads	Vehicle accident	H	Increased inspections, minor rehabilitation works and maintenance. Conduct roughness and cracking analysis.	L
	Sealed Roads	Reduction on vehicle travel speed from poor condition of roads	H	Reseal all roads on a 15-year cycle for Regional Roads, 20-year cycle for Local Roads	L
	Guardrail	Guardrail is dangerous to vehicles	H	Complete guardrail audit and commence programmed maintenance/ replacement	L
	Quarries	Legislation or regulations are not complied with	M	Create induction document and sign on register for quarry users	L
	Quarries	Unauthorised access leading to Injury or accident in the quarry	H	Improve Signage	L
	Quarries	Authorised access leading to Injury or accident in the quarry	L	Create induction document and sign on register for quarry users	L
	Quarries	Illegal Dumping of hazardous materials	M	Gates installed on all quarries	L
	Bus Shelters	Community expectation and demand not being met	H	Confirm which shelters are maintained by Council then inspect and clean them monthly	L

Transport

General
Assessment of
Condition

	Condition Rating	% of Asset Value
1	Very Good condition	41.5
2	Good condition	32
3	Fair or Moderate condition	22.7
4	Poor condition	3.5
5	Very poor condition	0.4

Bus
SheltersFailure to inspect
and maintain

H

Confirm which
shelters are
maintained by
Council then inspect
and clean them
monthly

L

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

Main Findings

- Council manages approx. 1,468km of sealed road and 961km of unsealed roads
- The major influences on the road network in future will be the devolved old Pacific Highway as each new section is completed.
- Major emphasis is to increase maintenance levels in the following areas:
 - Sealed road resealing
 - Sealed road shoulder maintenance
 - Unsealed road resurfacing and
 - Widening Regional roads where required to meet current traffic loading.
- General focus will be on managing condition 4 and 5 roads and maintaining roads at condition 3 and above.
- Additional data is to be gathered on the unsealed road network to better schedule resurfacing requirements.
- Further investigations to be carried out on program and requirements to seal currently unsealed roads and options to return very low trafficked sealed roads to unsealed roads.
- Council also maintains:
 - 16 car parks.
 - 868 traffic facility items (including traffic medians, pedestrian refuges, Kerb blisters, speed humps, school crossings and edging around trees).
 - 22 km of guardrail and road fencing.
 - 306 roadside furniture items (including bus shelters, bollards, seating and bicycle racks).
 - 18 Council owned streetlights (this does not include general streetlights that are not owned by Council).
 - 12,350 signs.
- Major emphasis is to implement programs in the following areas:
 - Making provision for the remarking of Council car parks.

Transport			
General Assessment of Condition		Condition Rating	% of Asset Value
	1	Very Good condition	41.5
	2	Good condition	32
	3	Fair or Moderate condition	22.7
	4	Poor condition	3.5
	5	Very poor condition	0.4
	<ul style="list-style-type: none">○ Implement a program to replace warning signs over a 15-year period to ensure continued performance.○ Installation of new streetlights.• General focus will be on managing condition 4 and 5 assets and maintaining assets at condition 3 and above.		

Bridges

Key Data

Executive Summary AM Plan Report

These are figures to be input into the executive summary.

10 year total cost [10 yr Ops, Maint, Renewal & Acquisition Forecast]	45,645,892
10 year average forecast	4,564,590
10 year planned budget [Ops, Maint & Acquisition] (from LTFP)	45,645,892
10 year average planned budget	4,564,590
10 year AM financial indicator	100.00%
10 year average shortfall	0

Valuation Report

These are asset values either input by the user or system calculated from an asset register uploaded into Renewal Forecast.

Asset Values at start of planning period:

Current or Gross Replacement Cost	152,861,728
Depreciable Amount	152,861,728
Depreciated Replacement Cost	109,897,720
Annual Depreciation Expense	1,505,919
Rate of Annual Asset Consumption	1.0%
Rate of Annual Asset Renewal	2.7%
Rate of Annual Asset Acquisition	0.0%
Rate of Asset Acquisition	0.00%
Asset renewals as percentage of consumption	272.78%
Percentage Increase in asset stock	0.00%

Sustainability Report

These are summaries and calculations to report on sustainability.

Asset Renewal Funding Ratio

Asset Renewal Funding Ratio	100.00%
-----------------------------	---------

Long Term - Lifecycle Costs

Lifecycle Forecast [average 10 years forecast ops, maint and depreciation]	1,962,609
Lifecycle Planned Budget [average 10 years planned budget ops, maint & depreciation]	4,564,590
Lifecycle Gap [lifecycle planned budget - lifecycle forecast (-ve = gap)]	2,601,980
Lifecycle Indicator [lifecycle planned budget / lifecycle forecast]	232.58%

Medium Term - 10 year financial planning period

10 yr Ops, Maint & Renewal forecast [average]	4,564,590
10 yr Ops, Maint & Renewal planned budget [average]	4,564,590
10 year Gap [lifecycle planned budget - lifecycle forecast (-ve = gap)]	0
10 year Indicator [lifecycle planned budget / lifecycle forecast]	100.00%

Medium Term - 5 year financial planning period

5 yr Ops, Maint & Renewal forecast [average]	8,247,029
5 yr Ops, Maint & Renewal planned budget [average]	8,247,029
5 year Gap [lifecycle planned budget - lifecycle forecast (-ve = gap)]	0
5 year Indicator [lifecycle planned budget / lifecycle forecast]	100.00%

Bridges

Long Term Financial Plan

This table shows the figures to be entered into the Projected Expenditures for Long Term Financial Plan in nominal (current Year) values.

Year	Acquisition	Operation	Maintenance	Renewal	Disposal	Budget
2021	\$0	\$99,156	\$357,534	\$3,103,853	\$0	\$3,560,543
2022	\$0	\$99,156	\$357,534	\$12,245,369	\$0	\$12,702,059
2023	\$0	\$99,156	\$357,534	\$22,750,974	\$0	\$23,207,664
2024	\$0	\$99,156	\$357,534	\$425,900	\$0	\$882,590
2025	\$0	\$99,156	\$357,534	\$425,600	\$0	\$882,290
2026	\$0	\$99,156	\$357,534	\$426,697	\$0	\$883,387
2027	\$0	\$99,156	\$357,534	\$425,600	\$0	\$882,290
2028	\$0	\$99,156	\$357,534	\$425,000	\$0	\$881,690
2029	\$0	\$99,156	\$357,534	\$425,000	\$0	\$881,690
2030	\$0	\$99,156	\$357,534	\$425,000	\$0	\$881,690

Renewals

This table shows the renewal forecast and the planned renewal budget and calculates the difference between the two.

Year	Forecast Renewal	Planned Renewal Budget	Annual Renewal Budget Shortfall	Cumulative Renewal Budget Shortfall
2021	\$3,103,853	\$3,103,853	\$0	\$0
2022	\$12,245,369	\$12,245,369	\$0	\$0
2023	\$22,750,974	\$22,750,974	\$0	\$0
2024	\$425,900	\$425,900	\$0	\$0
2025	\$425,600	\$425,600	\$0	\$0
2026	\$426,697	\$426,697	\$0	\$0
2027	\$425,600	\$425,600	\$0	\$0
2028	\$425,000	\$425,000	\$0	\$0
2029	\$425,000	\$425,000	\$0	\$0
2030	\$425,000	\$425,000	\$0	\$0

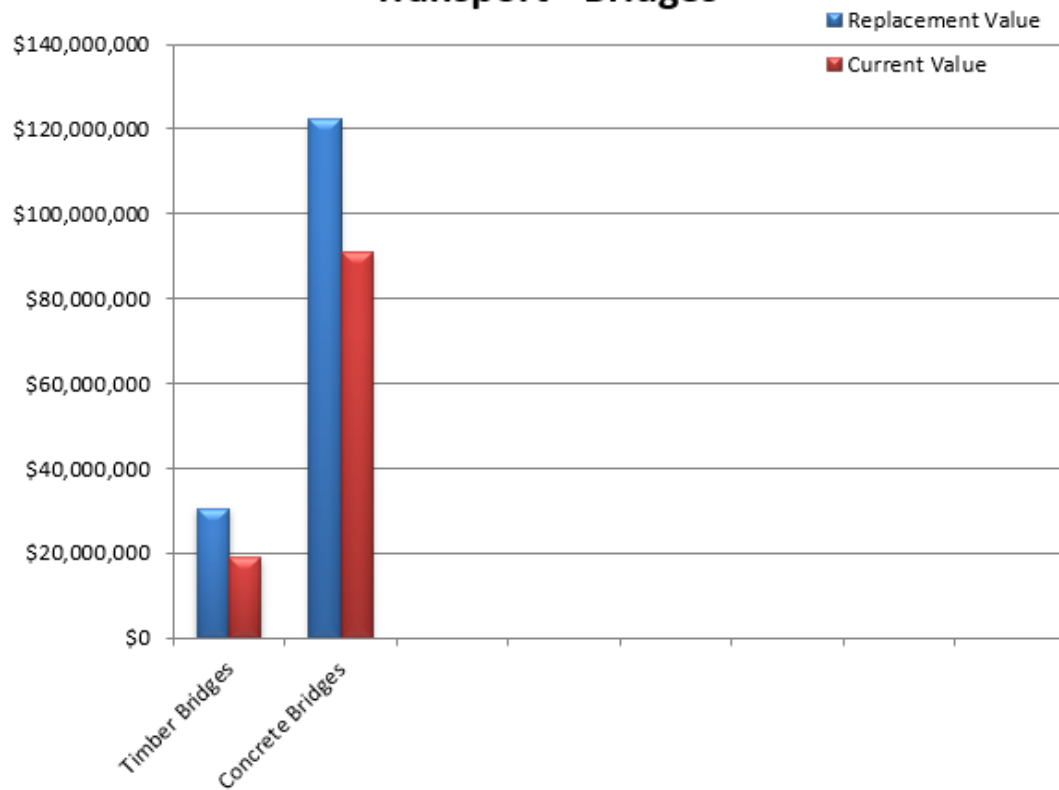
Budget Implications

- There is no funding shortfall for the life of the Plan. This reflects recent Fixing Country Bridges grant allocations to replace 31 timber bridges over the next two years.
- Additional grant funding will be sought for programs, especially for capital programs.
- Grant funding where there is not certainty of the grant funding being available has not been included in the assessment.

Maintenance Programs

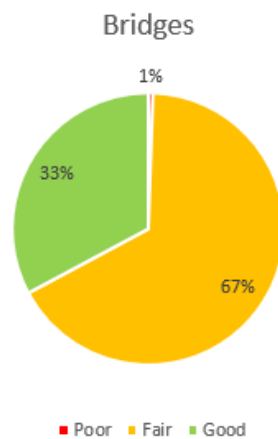
- Appropriate maintenance programs are implemented to ensure all assets reach their maximum useful life within budgetary constraints
- Council is implementing a detailed inspection program to identify and rectify defects, especially those that pose a safety issue to motorists, in a timely manner.

Transport - Bridges



Last Condition Survey

- Valuation dated – March 2018 Desktop Valuation by APV
- Condition assessment undertaken by Clarence Valley Council



General Assessment of Condition	Condition Rating		% of Asset Value		
	1	Very Good condition	14.3		
	2	Good condition	18.5		
	3	Fair or Moderate condition	66.6		
	4	Poor condition	0.5		
	5	Very poor condition	0.0		
Critical Risks & Risk Management	Detail the critical risks and risk management approach taken.				
	Service or Asset at Risk	What can Happen	Risk Rating (VH, H)	Risk Treatment Plan	Residual Risk *
	Bridges	Failure to inspect and maintain	H	Document and review inspections conducted, and action taken on risks identified	L
	Note * The residual risk is the risk remaining after the selected risk treatment plan is operational.				
Main Findings	<ul style="list-style-type: none">• Council has 125 timber bridges (of which 31 will be replaced in 21-22 & 22-23) and 157 concrete bridges.• The deterioration of the timber bridges potentially resulting in increased maintenance requirements of those bridges.• Major emphasis is to increase maintenance levels in the following areas:<ul style="list-style-type: none">○ Timber bridge maintenance; and○ Timber bridge replacement.○ Recent significant grant funding under the Fixing country Bridges Program will over the next two years result in 32 timber bridges being replaced and upgraded• General focus will be on managing condition 4 bridges and maintaining bridges at condition 3 and above.• Additional data is to be gathered on the timber bridges to better schedule maintenance requirements.				

Water Facilities

Key Data

Executive Summary AM Plan Report

These are figures to be input into the executive summary.

10 year total cost [10 yr Ops, Maint, Renewal & Acquisition Forecast]	2,139,309
10 year average forecast	213,931
10 year planned budget [Ops, Maint & Acquisition] (from LTFP)	1,889,382
10 year average planned budget	188,938
10 year AM financial indicator	88.32%
10 year average shortfall	-24,993

Valuation Report

These are asset values either input by the user or system calculated from an asset register uploaded into Renewal Forecast.

Asset Values at start of planning period:

Current or Gross Replacement Cost	7,647,006
Depreciable Amount	7,647,006
Depreciated Replacement Cost	5,969,819
Annual Depreciation Expense	133,412
Rate of Annual Asset Consumption	1.7%
Rate of Annual Asset Renewal	1.0%
Rate of Annual Asset Acquisition	0.5%
Rate of Asset Acquisition	0.49%
Asset renewals as percentage of consumption	40.18%
Percentage Increase in asset stock	0.49%

Sustainability Report

These are summaries and calculations to report on sustainability.

Asset Renewal Funding Ratio

Asset Renewal Funding Ratio	71.74%
-----------------------------	--------

Long Term - Lifecycle Costs

Lifecycle Forecast [average 10 years forecast ops, maint and depreciation]	235,125
Lifecycle Planned Budget [average 10 years planned budget ops, maint & depreciation]	151,438
Lifecycle Gap [lifecycle planned budget - lifecycle forecast (-ve = gap)]	-83,687
Lifecycle Indicator [lifecycle planned budget / lifecycle forecast]	64.41%

Medium Term - 10 year financial planning period

10 yr Ops, Maint & Renewal forecast [average]	176,431
10 yr Ops, Maint & Renewal planned budget [average]	151,438
10 year Gap [lifecycle planned budget - lifecycle forecast (-ve = gap)]	-24,993
10 year Indicator [lifecycle planned budget / lifecycle forecast]	85.83%

Medium Term - 5 year financial planning period

5 yr Ops, Maint & Renewal forecast [average]	222,947
5 yr Ops, Maint & Renewal planned budget [average]	177,761
5 year Gap [lifecycle planned budget - lifecycle forecast (-ve = gap)]	-45,185
5 year Indicator [lifecycle planned budget / lifecycle forecast]	79.73%


Water Facilities

Long Term Financial Plan

This table shows the figures to be entered into the Projected Expenditures for Long Term Financial Plan in nominal (current Year) values.

Year	Acquisition	Operation	Maintenance	Renewal	Disposal	Total Budget
2021	\$30,000	\$97,835	\$0	\$185,742	\$0	\$313,577
2022	\$345,000	\$98,219	\$0	\$321,143	\$0	\$552,835
2023	\$0	\$102,635	\$0	\$20,000	\$0	\$117,835
2024	\$0	\$102,635	\$0	\$63,890	\$0	\$161,725
2025	\$0	\$102,635	\$0	\$20,000	\$0	\$117,835
2026	\$0	\$102,635	\$0	\$20,000	\$0	\$117,835
2027	\$0	\$102,635	\$0	\$20,000	\$0	\$117,835
2028	\$0	\$102,635	\$0	\$20,000	\$0	\$117,835
2029	\$0	\$102,635	\$0	\$20,000	\$0	\$117,835
2030	\$0	\$102,635	\$0	\$56,400	\$0	\$154,235

Renewals

This table  (Ctrl) renewal forecast and the planned renewal budget and calculates the difference between the two.

Year	Forecast Renewal	Planned Renewal Budget	Annual Renewal Budget Shortfall	Cumulative Renewal Budget Shortfall
2021	\$185,742	\$185,742	\$0	\$0
2022	\$321,143	\$110,000	-\$211,143	-\$211,143
2023	\$20,000	\$20,000	\$0	-\$211,143
2024	\$63,890	\$63,890	\$0	-\$211,143
2025	\$20,000	\$20,000	\$0	-\$211,143
2026	\$20,000	\$20,000	\$0	-\$211,143
2027	\$20,000	\$20,000	\$0	-\$211,143
2028	\$20,000	\$20,000	\$0	-\$211,143
2029	\$20,000	\$20,000	\$0	-\$211,143
2030	\$56,400	\$56,400	\$0	-\$211,143

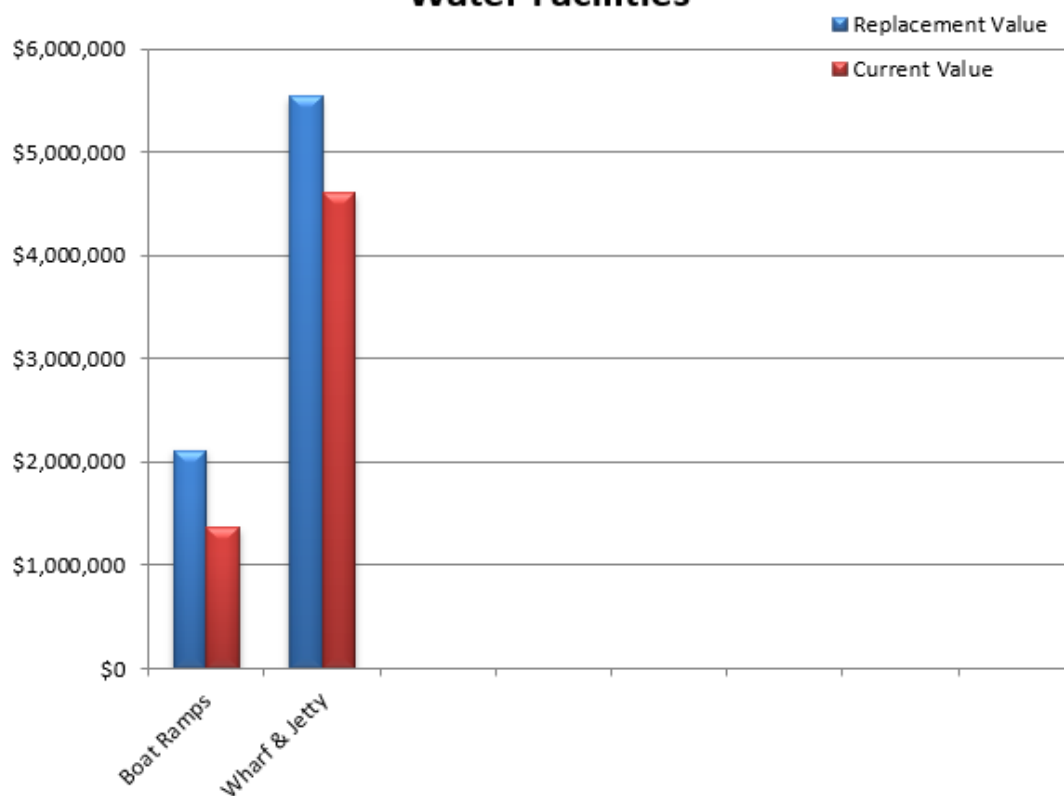
Budget Implications

- Consideration should be given to the percentage of Council's Water Facilities assets, which are currently in average condition. Renewal shortfalls currently indicated will need to be investigated and addressed.
- There is a funding shortfall of \$25K on average per year over the life of the 10 Year Plan for maintenance, operations, renewals, and upgrade/new assets; totalling \$250K for the life of the Plan.
- Additional grant funding will be sought for programs, especially for capital programs.
- Grant funding where there is not certainty of the grant funding being available has not been included in the assessment.

Maintenance Programs

- Appropriate maintenance programs are implemented to ensure all assets reach their maximum useful life within budgetary constraints
- Council is implementing a detailed inspection program to identify and rectify defects, especially those that pose a safety issue to motorists, in a timely manner.

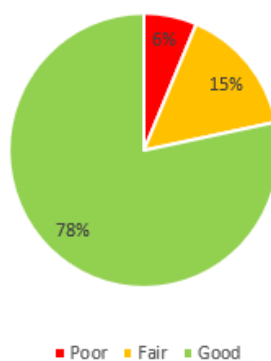
Water Facilities



Last Condition Survey

- Valuation dated – March 2018 Desktop Valuation by APV
- Condition assessment undertaken by Clarence Valley Council

Water Facilities



General Assessment of Condition	Condition Rating		% of Asset Value		
	1	Very Good condition	49.5		
	2	Good condition	28.8		
	3	Fair or Moderate condition	15.3		
	4	Poor condition	6.4		
	5	Very poor condition	0		
Critical Risks & Risk Management	Detail the critical risks and risk management approach taken.				
	Service or Asset at Risk	What can Happen	Risk Rating (VH, H)	Risk Treatment Plan	Residual Risk *
	Boat Ramps, Wharves and Jetties	There is an impact by Natural Disasters (during and post natural disasters	M	If road is not already closed, display a closed sign at water facilities during flood events.	L
	Note * The residual risk is the risk remaining after the selected risk treatment plan is operational.				
Main Findings	<ul style="list-style-type: none">• Council also maintains:<ul style="list-style-type: none">◦ 27 wharves/jetties and 35 boat ramps; and• Major emphasis is to implement programs in the following areas:<ul style="list-style-type: none">◦ Renew water facility components currently condition rated 4 or 5 over a four-year period and implement the programs previously adopted by Council and those identified in the Clarence River Wharves Development Plan over a 20-year period.• General focus will be on managing condition 4 and 5 assets and maintaining assets at condition 3 and above.• Additional data is to be gathered on the condition of Water Facility assets to better schedule requirements.				

Footpaths/Cycleways

Key Data

Executive Summary AM Plan Report

These are figures to be input into the executive summary.

10 year total cost [10 yr Ops, Maint, Renewal & Acquisition Forecast]	5,790,264
10 year average forecast	579,026
10 year planned budget [Ops, Maint & Acquisition] (from LTFP)	5,749,395
10 year average planned budget	574,940
10 year AM financial indicator	99.29%
10 year average shortfall	-4,087

Valuation Report

These are asset values either input by the user or system calculated from an asset register uploaded into Renewal Forecast.

Asset Values at start of planning period:

Current or Gross Replacement Cost	33,797,004
Depreciable Amount	33,797,004
Depreciated Replacement Cost	22,274,256
Annual Depreciation Expense	678,899
Rate of Annual Asset Consumption	2.0%
Rate of Annual Asset Renewal	0.9%
Rate of Annual Asset Acquisition	0.1%
Rate of Asset Acquisition	0.14%
Asset renewals as percentage of consumption	44.59%
Percentage Increase in asset stock	0.14%

Sustainability Report

These are summaries and calculations to report on sustainability.

Asset Renewal Funding Ratio

Asset Renewal Funding Ratio	99.61%
-----------------------------	--------

Long Term - Lifecycle Costs

Lifecycle Forecast [average 10 years forecast ops, maint and depreciation]	905,372
Lifecycle Planned Budget [average 10 years planned budget ops, maint & depreciation]	526,330
Lifecycle Gap [lifecycle planned budget - lifecycle forecast (-ve = gap)]	-379,043
Lifecycle Indicator [lifecycle planned budget / lifecycle forecast]	58.13%

Medium Term - 10 year financial planning period

10 yr Ops, Maint & Renewal forecast [average]	530,416
10 yr Ops, Maint & Renewal planned budget [average]	526,330
10 year Gap [lifecycle planned budget - lifecycle forecast (-ve = gap)]	-4,087
10 year Indicator [lifecycle planned budget / lifecycle forecast]	99.23%

Medium Term - 5 year financial planning period

5 yr Ops, Maint & Renewal forecast [average]	719,136
5 yr Ops, Maint & Renewal planned budget [average]	714,171
5 year Gap [lifecycle planned budget - lifecycle forecast (-ve = gap)]	-4,965
5 year Indicator [lifecycle planned budget / lifecycle forecast]	99.31%

Long Term Financial Plan

This table shows the figures to be entered into the Projected Expenditures for long Term Financial Plan in nominal (current Year) values.

Year	Acquisition	Operation	Maintenance	Renewal	Disposal	Budget
2021	\$486,100	\$36,492	\$187,094	\$345,315	\$0	\$1,055,001
2022	\$0	\$37,027	\$189,768	\$472,000	\$0	\$683,586
2023	\$0	\$37,027	\$189,768	\$1,140,410	\$0	\$1,363,996
2024	\$0	\$37,027	\$189,768	\$401,194	\$0	\$624,786
2025	\$0	\$37,027	\$189,768	\$106,000	\$0	\$329,586
2026	\$0	\$37,027	\$189,768	\$136,810	\$0	\$360,396
2027	\$0	\$37,027	\$189,768	\$119,700	\$0	\$343,286
2028	\$0	\$37,027	\$189,768	\$106,000	\$0	\$329,586
2029	\$0	\$37,027	\$189,768	\$106,000	\$0	\$329,586
2030	\$0	\$37,027	\$189,768	\$106,000	\$0	\$329,586

Renewals

This table shows the renewal forecast and the planned renewal budget and calculates the difference between the two.

Year	Forecast Renewal	Planned Renewal Budget	Annual Renewal Budget Shortfall	Cumulative Renewal Budget Shortfall
2021	\$345,315	\$345,315	\$0	\$0
2022	\$472,000	\$460,000	-\$12,000	-\$12,000
2023	\$1,140,410	\$1,140,410	\$0	-\$12,000
2024	\$401,194	\$401,200	\$6	-\$11,994
2025	\$106,000	\$106,000	\$0	-\$11,994
2026	\$136,810	\$136,810	\$0	-\$11,994
2027	\$119,700	\$119,700	\$0	-\$11,994
2028	\$106,000	\$106,000	\$0	-\$11,994
2029	\$106,000	\$106,000	\$0	-\$11,994
2030	\$106,000	\$106,000	\$0	-\$11,994

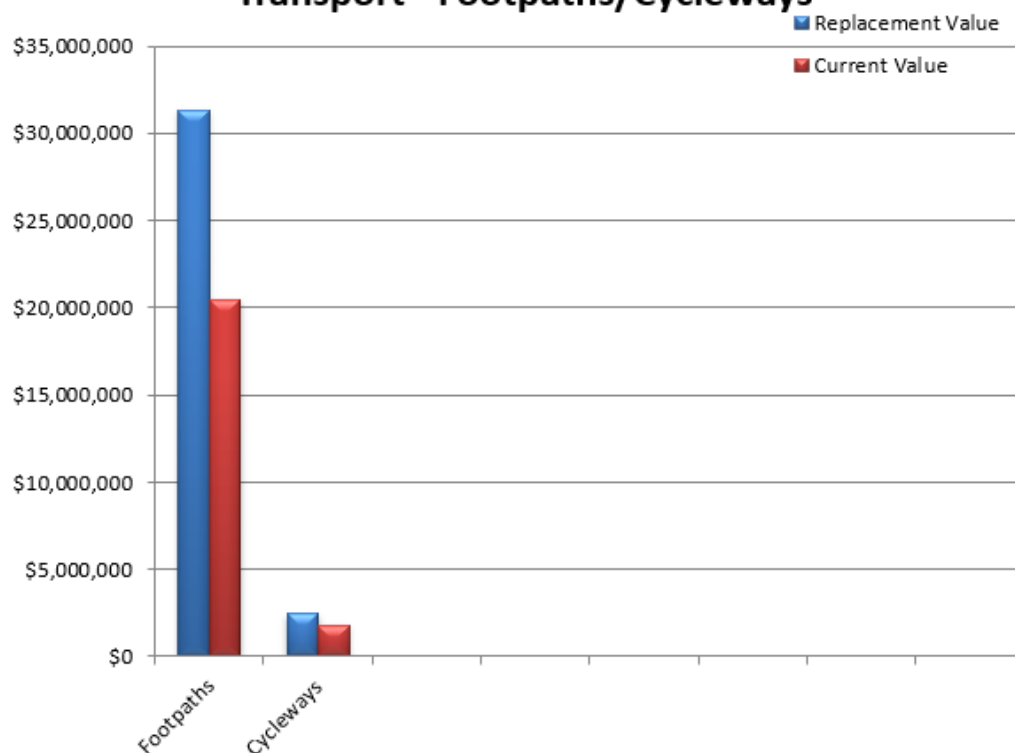
**Budget
Implications**

- Consideration should be given to the percentage of Council's Water Facilities assets, which are currently in average condition. Renewal shortfalls currently indicated will need to be investigated and addressed.
- There is a funding shortfall of \$4K on average per year over the life of the 10 Year Plan for maintenance, operations, renewals, and upgrade/new assets; totalling \$41K for the life of the Plan.
- Additional grant funding will be sought for programs, especially for capital programs.
- Grant funding where there is not certainty of the grant funding being available has not been included in the assessment.

**Maintenance
Programs**

- Appropriate maintenance programs are implemented to ensure all assets reach their maximum useful life within budgetary constraints
- Council is implementing a detailed inspection program to identify and rectify defects, especially those that pose a safety issue to motorists, in a timely manner.

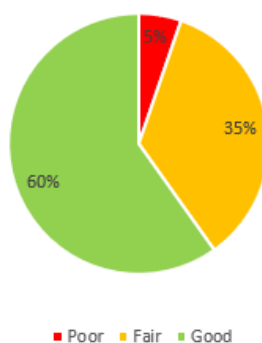
Transport - Footpaths/Cycleways



Last Condition Survey

- Valuation dated – March 2018 Desktop Valuation by APV
- Condition assessment undertaken by Clarence Valley Council

Footpaths/Cycleways



General Assessment of Condition	Condition Rating		% of Asset Value
	1	Very Good condition	31
	2	Good condition	28.8
	3	Fair or Moderate condition	64.9
	4	Poor condition	1.9
	5	Very poor condition	3.4
Critical Risks & Risk Management	Detail the critical risks and risk management approach taken.		

General Assessment of Condition	Condition Rating		% of Asset Value		
	1	Very Good condition	31		
	2	Good condition	28.8		
	3	Fair or Moderate condition	64.9		
	4	Poor condition	1.9		
	5	Very poor condition	3.4		
	Service or Asset at Risk	What can Happen	Risk Rating (VH, H)	Risk Treatment Plan	Residual Risk *
	Footpaths/ Cycleways	Injury from trip on footpath	M	Complete footpath audit and schedule routine inspections from which regular maintenance can be prioritised.	L
	Note * The residual risk is the risk remaining after the selected risk treatment plan is operational.				
Main Findings	<ul style="list-style-type: none"> • Council maintains 117km of footpaths/off-road cycleways. • Council has Pedestrian Access Mobility Plans and Bike Plans prepared for Grafton, South Grafton, Maclean, Yamba, Iluka, Woombah, Lawrence and Ulmarra. Preparation of Plans for the remaining villages and review of the Plan covering Grafton, South Grafton, Maclean and Yamba are planned for completion in the coming years. • Major emphasis is to increase maintenance levels in the following areas: <ul style="list-style-type: none"> ○ General footpath maintenance. ○ Replacement of defective footpath sections; and ○ Continued implementation of the PAMP's and Bike Plans. • General focus will be on managing condition 4 and 5 footpath segments and maintaining footpaths at condition 3 and above. • Additional detailed data is to be gathered on footpath/cycleway network condition to better schedule maintenance and replacement requirements. These includes measuring the severity of defects so that a more directed maintenance and replacement program can be developed. • A Road Safety Officer is to be appointed in late 2020-21. • Further investigations are to be carried out on potential programs and funding options with the Roads and Maritime Service. 				

Transport

Objective	<p>To manage Council's:</p> <ul style="list-style-type: none"> • road network is a safe and serviceable condition • bridges in a safe and serviceable condition • rural drainage network to ensure that the network operates and allows the free passage of water in a safe manner • footpath and off-road cycleway network to ensure that it is free of significant defects and meets the community's walking and cycling needs • Car parks to provide adequate parking opportunities for the community • Traffic facilities to provide increased safety to the public using the road network • Guardrail/safety fencing so that it offers protection to motorists • Roadside furniture to provide additional amenity for pedestrians at required locations • Street lighting to improve safety in car parks and on urban streets • Signs to provide appropriate warning and advice to motorists • Water facilities to provide an enhance the usage of Council's natural waterways • maintain all other assets in a safe and serviceable condition
------------------	---

Performance Measures	Target
(a) Ensure that maintenance works are undertaken effectively	<ul style="list-style-type: none"> • Review and monitor the inspection system to better target maintenance works to areas required. • Review and monitor maintenance procedures to ensure effective practices are utilised. • Implement upgraded maintenance programs.
(b) Develop detailed forward works programs.	<ul style="list-style-type: none"> • Collect detailed data, including updated condition data, on all assets • Prepare detailed maintenance works programs • Monitor effectiveness of implemented programs though over-all asset condition assessments. • Seek additional sources of funding for capital works.
(c) Asset Management	<ul style="list-style-type: none"> • Develop technical standards to assess and prioritise future works. • Review and update the Transport Asset Management Plan in line with updated asset data on an annual basis. • Review and update data from the result of the Annual desktop revaluation of transport assets for current value. • Review and update data from the full revaluation of transport assets as per the Non-Current Asset Accounting Procedures

Activities	Who	When									
(a) Ensure that maintenance works are undertaken effectively		2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Review and monitor the inspection system to better target maintenance works to areas required.	MCS ¹	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Review and monitor maintenance procedures to ensure effective practices are utilised.		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Implement upgraded maintenance programs.		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

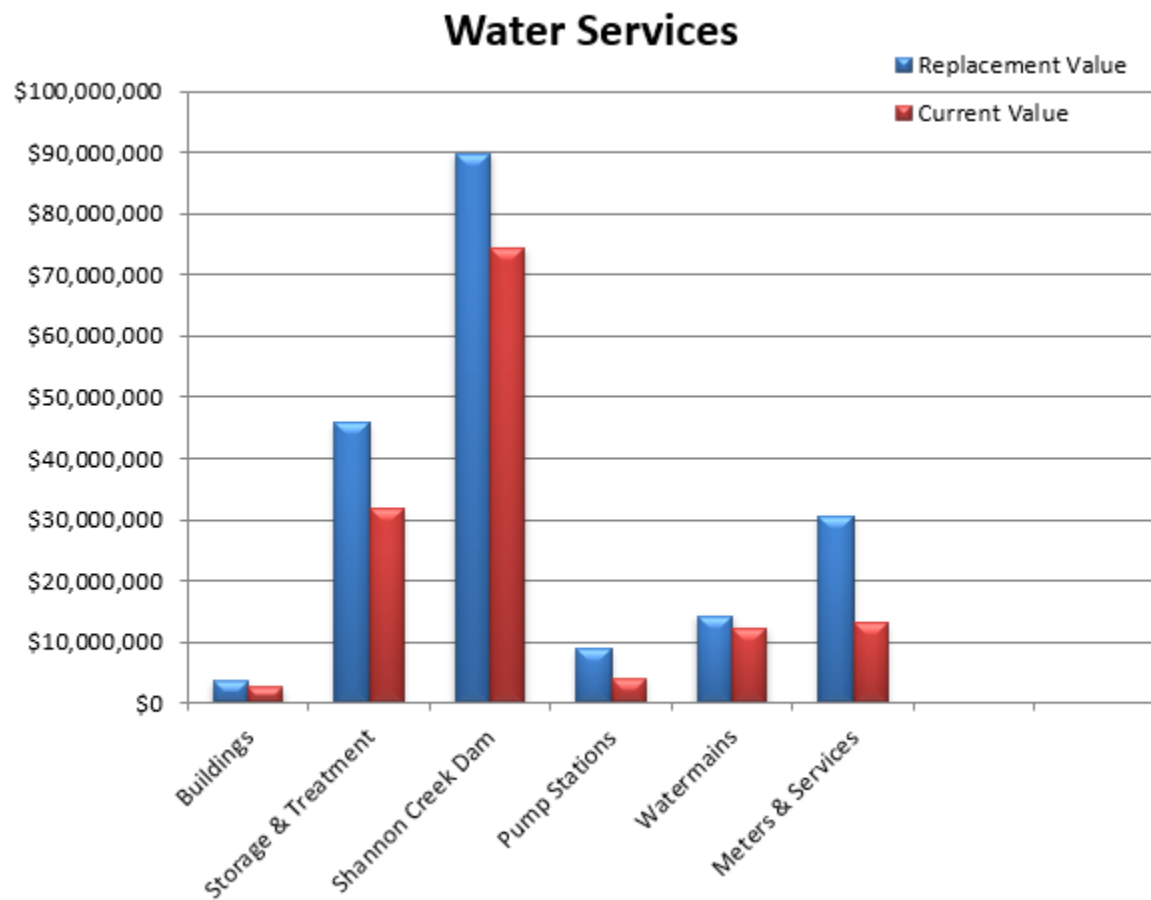
Activities	Who	When									
(b) Develop detailed forward works programs.		2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Collect detailed data, including updated condition data, on all assets.	MCS & F&AS P ²	✓			✓			✓			✓
Prepare detailed maintenance works programs.	MCS	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Monitor effectiveness of implemented programs through over-all asset condition assessments.	MCS	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Seek additional sources of funding for capital works.	MCS	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

¹ Manager Civil Services

² Finance & Asset Strategy Planner

Activities	Who	When									
(c) Asset Management		2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Develop technical standards to assess and prioritise future works.	F&ASP	✓									
Review and update the Transport Asset Management Plan in line with updated asset data on an annual basis.		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Review and update data from the result of the Annual desktop revaluation of transport assets for current value.		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Review and update data from the full revaluation of transport assets as per the Non-Current Asset Accounting Procedures				✓				✓			

Water Services



Key Data

Executive Summary AM Plan Report

These are figures to be input into the executive summary.

10 year total cost [10 yr Ops, Maint, Renewal & Acquisition Forecast]	185,243,600
10 year average forecast	18,524,360
10 year planned budget [Ops, Maint & Acquisition] (from LTFP)	182,845,312
10 year average planned budget	18,284,532
10 year AM financial indicator	98.71%
10 year average shortfall	-239,828

Valuation Report

These are asset values either input by the user or system calculated from an asset register uploaded into Renewal Forecast.

Asset Values at start of planning period:

Current or Gross Replacement Cost	489,903,872
Depreciable Amount	487,592,352
Depreciated Replacement Cost	348,232,832
Annual Depreciation Expense	5,981,502
Rate of Annual Asset Consumption	1.2%
Rate of Annual Asset Renewal	1.5%
Rate of Annual Asset Acquisition	0.1%
Rate of Asset Acquisition	0.08%
Asset renewals as percentage of consumption	121.65%
Percentage Increase in asset stock	0.08%

Sustainability Report

These are summaries and calculations to report on sustainability.

Asset Renewal Funding Ratio

Asset Renewal Funding Ratio	97.56%
-----------------------------	--------

Long Term - Lifecycle Costs

Lifecycle Forecast [average 10 years forecast ops, maint and depreciation]	16,642,917
Lifecycle Planned Budget [average 10 years planned budget ops, maint & depreciation]	17,879,906
Lifecycle Gap [lifecycle planned budget - lifecycle forecast (-ve = gap)]	1,236,990
Lifecycle Indicator [lifecycle planned budget / lifecycle forecast]	107.43%

Medium Term - 10 year financial planning period

10 yr Ops, Maint & Renewal forecast [average]	18,119,736
10 yr Ops, Maint & Renewal planned budget [average]	17,879,906
10 year Gap [lifecycle planned budget - lifecycle forecast (-ve = gap)]	-239,828
10 year Indicator [lifecycle planned budget / lifecycle forecast]	98.68%

Medium Term - 5 year financial planning period

5 yr Ops, Maint & Renewal forecast [average]	18,633,212
5 yr Ops, Maint & Renewal planned budget [average]	18,229,292
5 year Gap [lifecycle planned budget - lifecycle forecast (-ve = gap)]	-403,922
5 year Indicator [lifecycle planned budget / lifecycle forecast]	97.83%

Long Term Financial Plan

This table shows the figures to be entered into the Projected Expenditures for Long Term Financial Plan in nominal (current Year) values.

Year	Acquisition	Operation	Maintenance	Renewal	Disposal	Budget
2021	\$846,252	\$8,362,747	\$2,596,935	\$5,744,399	\$0	\$16,112,780
2022	\$1,760,000	\$7,980,966	\$2,601,420	\$14,463,726	\$0	\$26,404,608
2023	\$180,000	\$8,009,654	\$2,610,748	\$6,480,000	\$0	\$17,224,108
2024	\$180,000	\$8,012,588	\$2,611,702	\$6,453,000	\$0	\$17,197,108
2025	\$180,000	\$8,015,522	\$2,612,656	\$6,610,000	\$0	\$17,354,108
2026	\$180,000	\$8,018,456	\$2,613,610	\$6,687,000	\$0	\$17,431,108
2027	\$180,000	\$8,021,390	\$2,614,564	\$6,768,075	\$0	\$17,512,182
2028	\$180,000	\$8,024,324	\$2,615,518	\$6,856,000	\$0	\$17,600,108
2029	\$180,000	\$8,027,258	\$2,616,472	\$7,033,000	\$0	\$17,777,108
2030	\$180,000	\$8,030,192	\$2,617,426	\$7,488,000	\$0	\$18,232,108

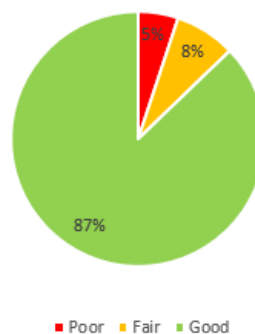
Renewals

This table shows the renewal forecast and the planned renewal budget and calculates the difference between the two.

Year	Forecast Renewal	Planned Renewal Budget	Annual Renewal Budget Shortfall	Cumulative Renewal Budget Shortfall
2021	\$5,744,399	\$4,306,846	-\$1,437,553	-\$1,437,553
2022	\$14,463,726	\$14,080,500	-\$383,226	-\$1,820,779
2023	\$6,480,000	\$6,480,000	\$0	-\$1,820,779
2024	\$6,453,000	\$6,453,000	\$0	-\$1,820,779
2025	\$6,610,000	\$6,610,000	\$0	-\$1,820,779
2026	\$6,687,000	\$6,687,000	\$0	-\$1,820,779
2027	\$6,768,075	\$6,768,075	\$0	-\$1,820,779
2028	\$6,856,000	\$6,856,000	\$0	-\$1,820,779
2029	\$7,033,000	\$7,033,000	\$0	-\$1,820,779
2030	\$7,488,000	\$7,488,000	\$0	-\$1,820,779

**Last Condition
Survey**

- Valuation dated – March 2018 Revaluation by APV
- Condition assessment undertaken by Clarence Valley Council

Water

General Assessment of Condition	Condition Rating		% of Asset Value		
	1	Very Good condition	28.3		
	2	Good condition	58.8		
	3	Fair or Moderate condition	7.7		
	4	Poor condition	4.6		
	5	Very poor condition	0.5		
Critical Risks & Risk Management	Detail the critical risks and risk management approach taken.				
	Service or Asset at Risk	What can Happen	Risk Rating (VH, H)	Risk Treatment Plan	Residual Risk *
	Water Construction	Changing legislative requirements (inc. changes in drinking water quality standards) require Council to undertake unplanned/ unfunded work	H	Only possible mitigation is political approach	M
	Construction work - Water	There is a death or injury to staff or public	H	Risk assessment completed before task Compliance with WH&S legislation SWMS/SOP are followed Incidents reported for continuous improvement	L
	Note * The residual risk is the risk remaining after the selected risk treatment plan is operational.				
Main Findings	<ul style="list-style-type: none">• Council's water supplies are unfiltered. While the water supply generally meets the Australian Drinking Water Guidelines (ADWG) requirements, recommended limits for aesthetic limits are occasionally exceeded. These do not present a health risk. The main complaint is dirty or discolored water, which is addressed with mains flushing and source management.• All water supplies are chlorinated and (other than Glenreagh and Coutts) stabilised due to the natural soft water.• As part of the DWQAMP, additional treatment barriers (inc. filtration) may be required.• A particular risk to water supply infrastructure is that in several locations there are water mains that are threatened by riverbank erosion and where there are single pipelines crossing waterways. The forward financial plan is proposing to manage these risks.• Inability to upgrade water treatment if regulatory changes require an increased treatment level. Potentially Council could be in breach of the Public Health Act.				
Budget Implications	<ul style="list-style-type: none">• Consideration should be given to the percentage of Council's Water assets, which are currently in average condition. Renewal shortfalls currently indicated will need to be investigated and addressed.• There is a balanced budget over the life of the 10 Year Plan for maintenance, operations, renewals, and upgrade/new assets. The Office of Water's Best Practice Management requires Council to have a robust 30-year financial model				

	Condition Rating		% of Asset Value
General Assessment of Condition	1	Very Good condition	28.3
	2	Good condition	58.8
	3	Fair or Moderate condition	7.7
	4	Poor condition	4.6
	5	Very poor condition	0.5
	<p>for its water fund. This is monitored and updated each year with the audited financial statements, The FINMOD 30-year financial model has indicated that this projected funding can be met under the current pricing path.</p> <ul style="list-style-type: none"> The renewal program in the Water Services AMP, which has been included in the LTFP, is based on the current water supply asset renewal requirements. The AMP has assessed only 5.1% of the assets assessed as being in a "poor" condition, notwithstanding that a significant proportion of water assets which are currently assessed as being in "fair" or "good" condition are at, or have exceeded, their theoretical life. It is only proposed to schedule replacement of these assets when their condition deteriorates to a "poor" condition, and there is insufficient evidence to enable establishment of a timeframe for this deterioration. In the next three years further analysis of asset deterioration will be performed. It is proposed that the cash surplus in the water fund be used to establish a water renewal reserve, with the maximum reserve amount to be set as a percentage of the gross replacement cost of the Water infrastructure. The percentage is to be determined through the further analysis of asset deterioration. Future unscheduled water asset renewals will be funded from this reserve. In addition, a risk identified in the Asset Management Strategy is regulatory change mandating an increased level of drinking water treatment. An increase in treatment is not included in the current LTFP but, if required, it is estimated that the capital cost of increased treatment could be up to \$80 million (2018/19), with recurrent operating costs of up to \$2 million. The water fund financial modelling has also not included the potential future augmentation of Shannon Creek Dam to 75,000ML, which was foreshadowed in the Regional Water Supply as potentially being required by the year 2046, although current consumption trends indicate that augmentation would not be required within the 30 year life of this LTFP. If this augmentation were to proceed, it is estimated to cost at least \$150 million. 		
Maintenance Programs	<ul style="list-style-type: none"> Appropriate maintenance programs are implemented to ensure all assets reach their maximum useful life within budgetary constraints. A Maintenance Management System (MMS) has been implemented, with a particular focus on mechanical and electrical assets. Most resources are currently committed to preventative maintenance since the introduction of the MMS, unplanned and breakdown work. 		

Water Services	
Objective	Provide customers a reliable, best quality, affordable and environmentally sustainable water supply promoting water efficiency and Total Water Cycle Management principles.
Performance Measures	Target
(a) Ensure that maintenance works are undertaken effectively	<ul style="list-style-type: none"> • Manage the drinking water system to minimise environmental impacts • Review and monitor the inspection system to better target maintenance works to areas required. • Review and monitor maintenance procedures to ensure effective practices are utilised. • Implement upgraded maintenance programs.
(b) Develop detailed forward works programs	<ul style="list-style-type: none"> • Collect detailed data, including updated condition data, on all assets. • Prepare detailed maintenance works programs. • Monitor effectiveness of implemented programs through over-all asset condition assessments.
(c) Ensure good governance and administrative support for the Council and organisation	<ul style="list-style-type: none"> • Comply with the OoW Best Practice Management Guidelines. • Review and implement the Strategic Business Plan (SBP) and the Development Servicing Plan (DSP) for Water Services. • Water supply is managed in accordance with the Drinking Water Quality Assurance Management Plan (DWQAMP). • Investigate water treatment upgrades for both main and village supplies to improve drinking water quality in accordance with the DWQAMP. • Drinking water supply meets the Australian Drinking Water Guidelines (ADWG).
(d) Asset Management	<ul style="list-style-type: none"> • Develop technical standards to assess and prioritise future works (e.g. standards to assess risk-based replacement program). • Review and update the Water Asset Management Plan in line with updated asset data on an annual basis. • Review and update data from the result of the Annual desktop revaluation of water assets for current value. • Review and update data from the full revaluation of water assets as per the Non-Current Asset Accounting Procedures.

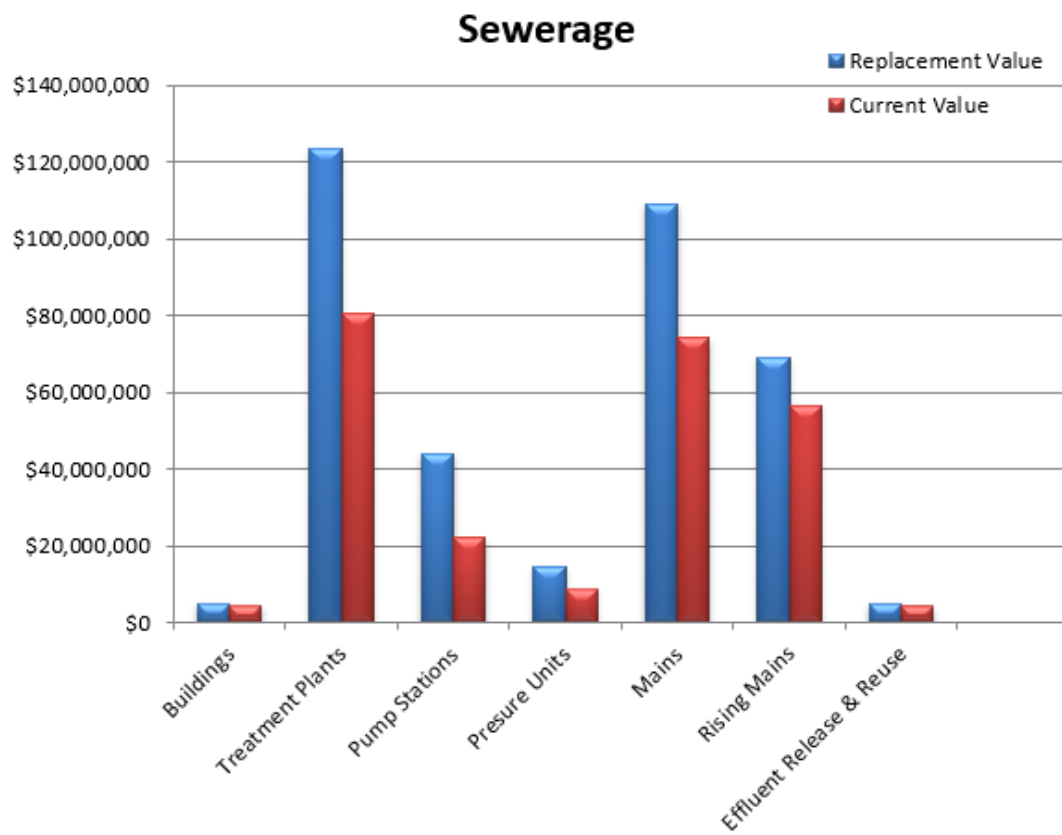
Activities	Who	When									
(a) Ensure that maintenance works are undertaken effectively		2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Manage the drinking water system to minimise environmental impacts	MWC ³	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Review and monitor the inspection system to better target maintenance works to areas required		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Review and monitor maintenance procedures to ensure effective practices are utilised		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Implement upgraded maintenance programs		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Activities	Who	When									
(b) Develop detailed forward works programs.		2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Collect detailed data, including updated condition data, on all assets	MWC & F&ASP	✓			✓			✓			✓
Prepare detailed maintenance works programs	MWC	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Monitor effectiveness of implemented programs though over-all asset condition assessments	MWC	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

³ Manager Water Cycle

Activities	Who	When									
(c) Ensure good governance and administrative support for the Council and organisation		2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Comply with the OoW Best Practice Management Guidelines	MWC	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Review and implement the Strategic Business Plan (SBP) and the Development Servicing Plan (DSP) for Water Services		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Water supply is managed in accordance with the Drinking Water Quality Assurance Management Plan (DWQAMP)		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Investigate water treatment upgrades for both main and village supplies to improve drinking water quality in accordance with the DWQAMP		✓	✓								
Drinking water supply meets the Australian Drinking Water Guidelines (ADWG)		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

Activities	Who	When									
(d) Asset Management		2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Develop technical standards to assess and prioritise future works	F&ASP	✓									
Review and update the water Asset Management Plan in line with updated asset data on an annual basis		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Review and update data from the result of the Annual desktop revaluation of water assets for current value		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Review and update data from the full revaluation of water assets as per the Non-Current Asset Accounting Procedures		✓				✓				✓	

Sewerage Services



Key Data

Executive Summary AM Plan Report

These are figures to be input into the executive summary.

10 year total cost [10 yr Ops, Maint, Renewal & Acquisition Forecast]	200,618,256
10 year average forecast	20,061,824
10 year planned budget [Ops, Maint & Acquisition] (from LTFP)	197,269,568
10 year average planned budget	19,726,956
10 year AM financial indicator	98.33%
10 year average shortfall	-334,868

Valuation Report

These are asset values either input by the user or system calculated from an asset register uploaded into Renewal Forecast.

Asset Values at start of planning period:

Current or Gross Replacement Cost	370,511,616
Depreciable Amount	367,397,472
Depreciated Replacement Cost	250,493,264
Annual Depreciation Expense	8,448,325
Rate of Annual Asset Consumption	2.3%
Rate of Annual Asset Renewal	2.2%
Rate of Annual Asset Acquisition	0.1%
Rate of Asset Acquisition	0.10%
Asset renewals as percentage of consumption	93.39%
Percentage Increase in asset stock	0.10%

Sustainability Report

These are summaries and calculations to report on sustainability.

Asset Renewal Funding Ratio

Asset Renewal Funding Ratio	96.79%
-----------------------------	--------

Long Term - Lifecycle Costs

Lifecycle Forecast [average 10 years forecast ops, maint and depreciation]	19,979,542
Lifecycle Planned Budget [average 10 years planned budget ops, maint & depreciation]	19,349,518
Lifecycle Gap [lifecycle planned budget - lifecycle forecast (-ve = gap)]	-630,024
Lifecycle Indicator [lifecycle planned budget / lifecycle forecast]	96.85%

Medium Term - 10 year financial planning period

10 yr Ops, Maint & Renewal forecast [average]	19,683,112
10 yr Ops, Maint & Renewal planned budget [average]	19,349,518
10 year Gap [lifecycle planned budget - lifecycle forecast (-ve = gap)]	-333,593
10 year Indicator [lifecycle planned budget / lifecycle forecast]	98.31%

Medium Term - 5 year financial planning period

5 yr Ops, Maint & Renewal forecast [average]	15,637,710
5 yr Ops, Maint & Renewal planned budget [average]	15,065,243
5 year Gap [lifecycle planned budget - lifecycle forecast (-ve = gap)]	-572,468
5 year Indicator [lifecycle planned budget / lifecycle forecast]	96.34%

Long Term Financial Plan

This table shows the figures to be entered into the Projected Expenditures for Long Term Financial Plan in nominal (current Year) values.

Year	Acquisition	Operation	Maintenance	Renewal	Disposal	Budget
2021	\$1,551,701	\$10,273,250	\$2,188,694	\$5,677,793	\$0	\$17,059,240
2022	\$310,604	\$9,198,293	\$2,197,849	\$4,650,149	\$0	\$16,308,947
2023	\$240,604	\$9,206,058	\$2,199,682	\$3,734,000	\$0	\$15,322,798
2024	\$240,604	\$9,212,073	\$2,201,101	\$2,592,000	\$0	\$14,180,798
2025	\$240,604	\$9,218,088	\$2,202,521	\$3,437,000	\$0	\$15,025,798
2026	\$240,604	\$9,224,103	\$2,203,940	\$16,035,000	\$0	\$27,623,798
2027	\$240,604	\$9,230,118	\$2,205,360	\$16,804,000	\$0	\$28,392,798
2028	\$240,604	\$9,236,133	\$2,206,780	\$9,313,000	\$0	\$20,901,798
2029	\$240,604	\$9,242,148	\$2,208,199	\$9,513,000	\$0	\$21,101,798
2030	\$240,604	\$9,248,163	\$2,209,619	\$9,763,000	\$0	\$21,351,798

Renewals

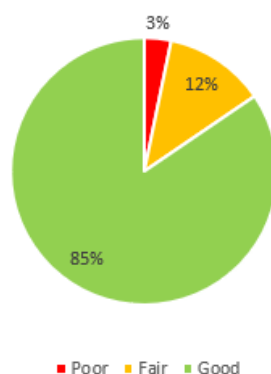
This table shows the renewal forecast and the planned renewal budget and calculates the difference between the two.

Year	Forecast Renewal	Planned Renewal Budget	Annual Renewal Budget Shortfall	Cumulative Renewal Budget Shortfall
2021	\$5,677,793	\$3,058,344	-\$2,619,449	-\$2,619,449
2022	\$4,650,149	\$4,650,149	\$0	-\$2,619,449
2023	\$3,734,000	\$3,734,000	\$0	-\$2,619,449
2024	\$2,592,000	\$2,592,000	\$0	-\$2,619,449
2025	\$3,437,000	\$3,437,000	\$0	-\$2,619,449
2026	\$16,035,000	\$16,035,000	\$0	-\$2,619,449
2027	\$16,804,000	\$16,804,000	\$0	-\$2,619,449
2028	\$9,313,000	\$9,313,000	\$0	-\$2,619,449
2029	\$9,513,000	\$9,513,000	\$0	-\$2,619,449
2030	\$9,763,000	\$9,763,000	\$0	-\$2,619,449

Last Condition Survey

- Valuation dated – March 2018 Revaluation by APV + Annual Indexing
- Condition assessment undertaken by Clarence Valley Council

Sewer



	Condition Rating		% of Asset Value
General Assessment of Condition	1	Very Good condition	52.4
	2	Good condition	32.1
	3	Fair or Moderate condition	12.2
	4	Poor condition	3.2
	5	Very poor condition	0.0
Critical Risks & Risk Management	Detail the critical risks and risk management approach taken.		

General Assessment of Condition	Condition Rating		% of Asset Value		
	1	Very Good condition	52.4		
	2	Good condition	32.1		
	3	Fair or Moderate condition	12.2		
	4	Poor condition	3.2		
	5	Very poor condition	0.0		
	Service or Asset at Risk	What can Happen	Risk Rating (VH, H)	Risk Treatment Plan	Residual Risk *
	Recycled Water Management	Water quality does not meet AGWR	M	Implement critical control points and monitor chlorine residuals	M
	Note * The residual risk is the risk remaining after the selected risk treatment plan is operational.				
Main Findings	<ul style="list-style-type: none"> Currently fully compliant with NSW DPI Water Best Practice Guidelines. A particular risk to sewerage infrastructure is changing environmental requirements, which may require future currently unforeseen augmentation. Significant investigation is required to determine feasible schemes for rural villages. Inability to upgrade a STP if a regulatory change requires an increased level of treatment. This would potentially place Council in breach of an Environmental Protection Licence. 				
Budget Implications	<ul style="list-style-type: none"> Consideration should be given to the percentage of Council's Sewerage assets, which are currently in Fair or Moderate condition. There is a balanced budget over the life of the 10 Year Plan for maintenance, operations, renewals, and upgrade/new assets. The Office of Water's Best Practice Management Council is required to have a robust 30-year financial model for its sewer fund. This is monitored and updated each year when the audited financial statements are completed, The FINMOD 30-year financial model has indicated that this projected funding can be met under the current pricing path. The renewal program in the Sewerage AMP, which has been included in the LTFP, is based on the current sewerage asset renewal requirements. The AMP has assessed only 3.2% of the assets assessed as being in a "poor" condition, notwithstanding that a significant proportion of sewer assets which are currently assessed as being in "fair" or "good" condition are at, or have exceeded, their theoretical life. It is only proposed to schedule replacement of these assets when their condition deteriorates to a "poor" condition, and there is insufficient evidence to enable establishment of a timeframe for this deterioration. As part of the 20-21 revaluation a significant amount of CCTV sampling will be undertaken to assist with future strategic planning. It is proposed that the cash surplus in the sewer fund be used to establish a sewer renewal reserve, with the maximum reserve amount to be set as a percentage of the gross replacement cost of the Sewer infrastructure. The percentage is to be determined through the further analysis of asset deterioration. Future unscheduled sewer asset renewals will be funded from this reserve. 				
Maintenance Programs	<ul style="list-style-type: none"> Appropriate maintenance programs are implemented to ensure all assets reach their maximum useful life within budgetary constraints. Since the introduction of the Maintenance Management System (MMS) most resources are now committed to preventative maintenance, unplanned and breakdown work. 				

General Assessment of Condition	Condition Rating		% of Asset Value
	1	Very Good condition	52.4
	2	Good condition	32.1
	3	Fair or Moderate condition	12.2
	4	Poor condition	3.2
	5	Very poor condition	0.0
	<ul style="list-style-type: none"> Ongoing CCTV inspection of reticulation is undertaken to determine reticulation condition. 		

<i>Sewerage Services</i>	
Objective	Provide high quality management of sewerage services that is ecologically, socially, and economically sustainable.
Performance Measures	Target
(a) Ensure that maintenance works are undertaken effectively	<ul style="list-style-type: none"> • Sewer network is adequately maintained to prevent environmental overflows and offensive odours. • Review and monitor the inspection system to better target maintenance works to areas required. • Review and monitor maintenance procedures to ensure effective practices are utilised. • Implement upgraded maintenance programs.
(b) Develop detailed forward works programs	<ul style="list-style-type: none"> • Collect detailed data, including updated condition data, on all assets. • Prepare detailed maintenance works programs. • Monitor effectiveness of implemented programs through over-all asset condition assessments.
(c) Ensure good governance and administrative support for the Council and organisation	<ul style="list-style-type: none"> • Comply with the OoW Best Practice Management Guidelines. • Review and implement the Strategic Business Plan (SBP) and the Development Servicing Plan (DSP) for Sewer Services. • Meet Environmental Protection Licence requirements for environmental release of recycled water and NOW requirements for reuse. • All trade waste dischargers to have appropriate agreements and are inspected. • All recycled water end used to have appropriate agreements and monitoring.
(d) Asset Management	<ul style="list-style-type: none"> • Develop technical standards to assess and prioritise future works (e.g. standards to assess risk-based replacement program). • Review and update the Sewerage Asset Management Plan in line with updated asset data on an annual basis. • Review and update data from the result of the Annual desktop revaluation of sewerage assets for market/current value. • Review and update data from the full revaluation of sewerage assets as per the Non-Current Asset Accounting Procedures.

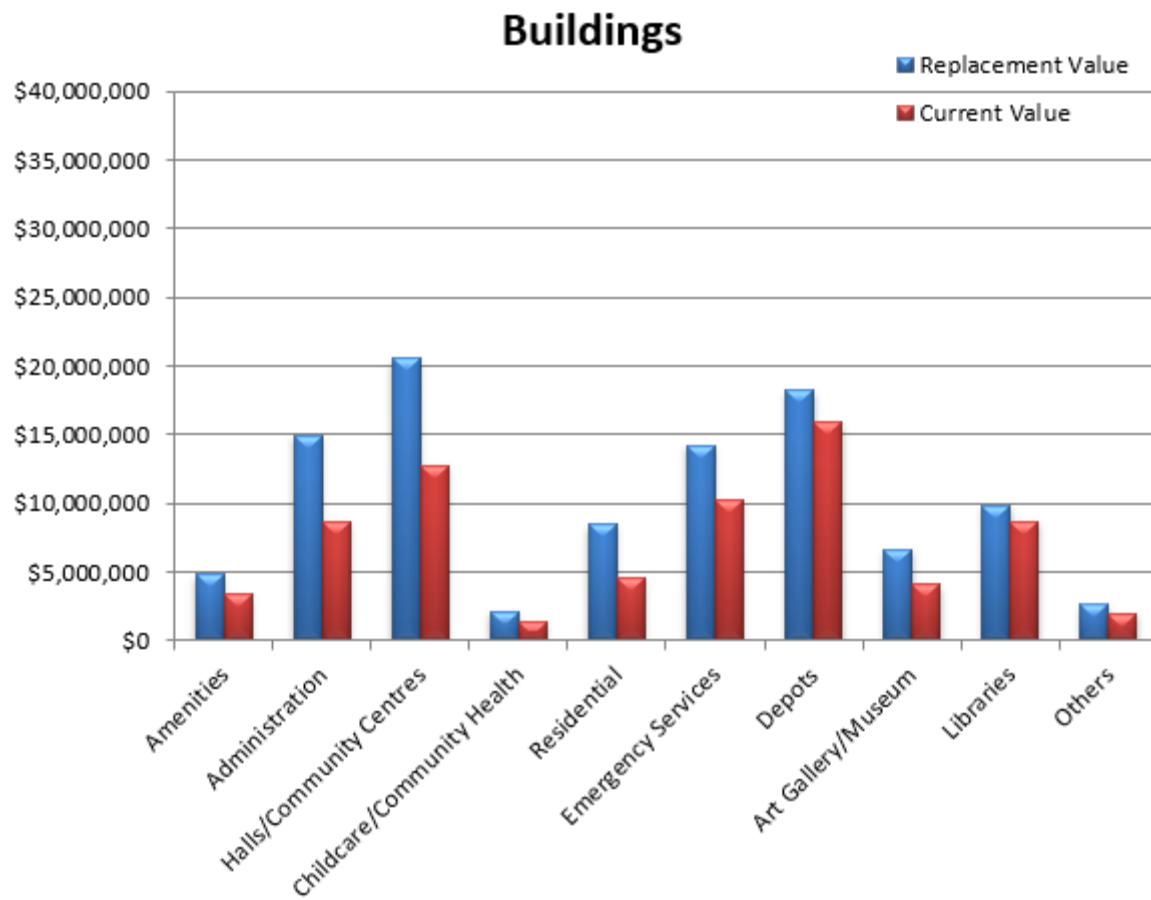
Activities	Who	When									
(a) Ensure that maintenance works are undertaken effectively		2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Sewer network is adequately maintained to prevent environmental overflows and offensive odours	MWC	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Review and monitor the inspection system to better target maintenance works to areas required		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Review and monitor maintenance procedures to ensure effective practices are utilised		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Implement upgraded maintenance programs		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

Activities	Who	When									
(b) Develop detailed forward works programs.		2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Collect detailed data, including updated condition data, on all assets	MWC & F&ASP	✓			✓			✓			✓
Prepare detailed maintenance works programs	MWC	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Monitor effectiveness of implemented programs through over-all asset condition assessments	MWC	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

Activities	Who	When									
(c) Ensure good governance and administrative support for the Council and organisation		2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Comply with the NOW Best Practice Management Guidelines	MWC	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Review and implement the Strategic Business Plan (SBP) and the Development Servicing Plan (DSP) for Sewer Services		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Meet Environmental Protection Licence requirements for environmental release of recycled water and OoW requirements for reuse		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
All trade waste dischargers to have appropriate agreements and are inspected		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
recycled water end used to have appropriate agreements and monitoring		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

Activities	Who	When									
(d) Asset Management		2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Develop technical standards to assess and prioritise future works	F&ASP	✓									
Review and update the Sewerage Asset Management Plan in line with updated asset data on an annual basis		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Review and update data from the result of the Annual desktop revaluation of sewerage assets for market/current value		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Review and update data from the full revaluation of sewerage assets as per the Non-Current Asset Accounting Procedures		✓				✓				✓	

Buildings



Key Data

Executive Summary AM Plan Report

These are figures to be input into the executive summary.

10 year total cost [10 yr Ops, Maint, Renewal & Acquisition Forecast]	71,702,768
10 year average forecast	7,170,277
10 year planned budget [Ops, Maint & Acquisition] (from LTFP)	68,351,792
10 year average planned budget	6,835,180
10 year AM financial indicator	95.33%
10 year average shortfall	-335,098

Valuation Report

These are asset values either input by the user or system calculated from an asset register uploaded into Renewal Forecast.

Asset Values at start of planning period:

Current or Gross Replacement Cost	100,560,088
Depreciable Amount	44,586,372
Depreciated Replacement Cost	70,187,920
Annual Depreciation Expense	1,340,288
Rate of Annual Asset Consumption	3.0%
Rate of Annual Asset Renewal	3.0%
Rate of Annual Asset Acquisition	1.9%
Rate of Asset Acquisition	1.94%
Asset renewals as percentage of consumption	99.34%
Percentage Increase in asset stock	1.94%

Sustainability Report

These are summaries and calculations to report on sustainability.

Asset Renewal Funding Ratio

Asset Renewal Funding Ratio	99.55%
-----------------------------	--------

Long Term - Lifecycle Costs

Lifecycle Forecast [average 10 years forecast ops, maint and depreciation]	6,307,975
Lifecycle Planned Budget [average 10 years planned budget ops, maint & depreciation]	5,969,978
Lifecycle Gap [lifecycle planned budget - lifecycle forecast (-ve = gap)]	-337,997
Lifecycle Indicator [lifecycle planned budget / lifecycle forecast]	94.64%

Medium Term - 10 year financial planning period

10 yr Ops, Maint & Renewal forecast [average]	6,305,076
10 yr Ops, Maint & Renewal planned budget [average]	5,969,978
10 year Gap [lifecycle planned budget - lifecycle forecast (-ve = gap)]	-335,098
10 year Indicator [lifecycle planned budget / lifecycle forecast]	94.69%

Medium Term - 5 year financial planning period

5 yr Ops, Maint & Renewal forecast [average]	7,106,207
5 yr Ops, Maint & Renewal planned budget [average]	6,821,039
5 year Gap [lifecycle planned budget - lifecycle forecast (-ve = gap)]	-285,168
5 year Indicator [lifecycle planned budget / lifecycle forecast]	95.99%

Long Term Financial Plan

This table shows the figures to be entered into the Projected Expenditures for Long Term Financial Plan in nominal (current Year) values.

Year	Acquisition	Operation	Maintenance	Renewal	Disposal	Budget
2021	\$5,776,406	\$4,327,844	\$294,253	\$6,156,611	\$60,000	\$16,556,862
2022	\$2,075,608	\$4,685,685	\$311,005	\$2,486,531	\$0	\$9,291,005
2023	\$100,000	\$4,775,351	\$317,024	\$576,100	\$0	\$5,406,497
2024	\$100,000	\$4,779,671	\$317,314	\$701,250	\$0	\$5,531,647
2025	\$100,000	\$4,783,991	\$317,604	\$700,800	\$0	\$5,531,197
2026	\$100,000	\$4,638,311	\$317,894	\$702,600	\$0	\$5,382,997
2027	\$100,000	\$4,627,631	\$318,184	\$500,000	\$0	\$5,165,397
2028	\$100,000	\$4,631,951	\$318,474	\$500,000	\$0	\$5,165,397
2029	\$100,000	\$4,636,271	\$318,764	\$500,000	\$0	\$5,165,397
2030	\$100,000	\$4,640,591	\$319,054	\$550,000	\$0	\$5,215,397

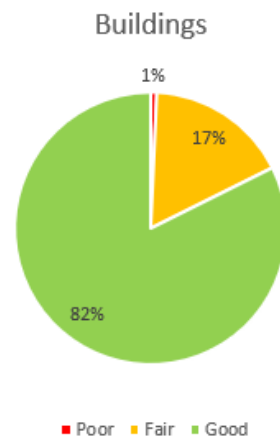
Renewals

This table shows the renewal forecast and the planned renewal budget and calculates the difference between the two.

Year	Forecast Renewal	Planned Renewal Budget	Annual Renewal Budget Shortfall	Cumulative Renewal Budget Shortfall
2021	\$6,156,611	\$6,098,359	-\$58,252	-\$58,252
2022	\$2,486,531	\$2,485,000	-\$1,531	-\$59,783
2023	\$576,100	\$576,100	\$0	-\$59,783
2024	\$701,250	\$701,250	\$0	-\$59,783
2025	\$700,800	\$700,800	\$0	-\$59,783
2026	\$702,600	\$702,600	\$0	-\$59,783
2027	\$500,000	\$500,000	\$0	-\$59,783
2028	\$500,000	\$500,000	\$0	-\$59,783
2029	\$500,000	\$500,000	\$0	-\$59,783
2030	\$550,000	\$550,000	\$0	-\$59,783

Last Condition Survey

- Valuation dated – March 2018 Desktop Valuation by APV
- Condition assessment undertaken by Clarence Valley Council



General Assessment of Condition	Condition Rating		% of Asset Value		
	1	Very Good Condition	43.1		
	2	Good Condition	39.2		
	3	Fair or Moderate Condition	16.9		
	4	Poor Condition	0.6		
	5	Very Poor Condition	0.1		
Critical Risks & Risk Management	Detail the critical risks and risk management approach taken.				
	Service or Asset at Risk	What can Happen	Risk Rating (VH, H)	Risk Treatment Plan	Residual Risk *
	All Groups across the Building Assets Network	Materials containing Asbestos within existing buildings are disturbed/broken	VH	Asbestos identified in buildings is managed according to the CVC Asbestos Management Protocol and recorded on the Asbestos Risk Register together with control measures and completion date for removal.	L
	All Groups across the Building Assets Network	Buildings deteriorate to a lesser service standard and higher risk situation due to Maintenance costs increasing from an inadequate renewal program	H	Continue to improve data. Maintenance is managed appropriately at an operational level. Future planning improvements can be made by documented service level risks and utilisation of these in establishing future maintenance priorities in the 10yr LTTP.	M
	All Groups across the Building Assets Network	Building under utilised	M	Review the usage of groups of Buildings - such as Public Halls, and recommend outcomes to improve utilisation.	L
	All Groups across the Building Assets Network	Increasing financial pressure to adequately maintain the building portfolio	M	Consideration should be made to ensure sufficient ongoing operation and maintenance funds can be provided to support these additional assets.	L
	Note * The residual risk is the risk remaining after the selected risk treatment plan is operational.				

	Condition Rating		% of Asset Value
General Assessment of Condition	1	Very Good Condition	43.1
	2	Good Condition	39.2
	3	Fair or Moderate Condition	16.9
	4	Poor Condition	0.6
	5	Very Poor Condition	0.1
Main Findings	<ul style="list-style-type: none"> The buildings are classified as either specialised or non-specialised buildings being made up of – 		
	<p><u>Specialised</u></p> <ul style="list-style-type: none"> Amenities; Cemeteries; Community; Community Halls/Centres; Depots; Parks and Reserves; RFS/SES; Sheds; Sporting. <p><u>Non-Specialised</u></p> <ul style="list-style-type: none"> Community Health; Cultural; Museums; Office/Administration; Public Libraries; Residential. <ul style="list-style-type: none"> Additional buildings are included in other Asset Management Plans such as Waste, Holiday Parks, Saleyards and Pools. The current rationalisation of Council's building footprint is to reduce operations and maintenance costs; this will have major impact during the life of this Plan. The need for this arose due to the number of buildings and facilities Council is still carrying from the amalgamation of former Council's. The rationalisation of Council's Buildings has commenced with the sale of a number properties and the construction of new encompassing facilities. Depot rationalisation has been completed. The rationalisations of Council's Administration commenced with the sale and relocation of staff from <ul style="list-style-type: none"> Pound Street, MacNaughton Place, and 42 Victoria Street, Upgrade works of 2 Prince Street has commenced, to be completed by October 2021. A review of the Developer Contribution Plan is to be undertaken. Focus will be on strategically planning for Condition 4 -5 buildings and any Condition 3 that are likely to move to Condition 4 in the next 10 years. Ensure data is available to determine maintenance required to achieve estimated useful life are achieved. Asbestos management plans and their implementation for major buildings will be a key action. Priority to manage asbestos and its removal wherever practicable. Assets in condition 5 will require demolition and disposal and some will be replaced and upgraded. A review of residential properties has been undertaken with buildings identified for disposal. Focus on energy/efficiency for major facilities to reduce operational costs associated with power use e.g. major upgrade of air conditioning systems and installation of solar panels. Focus on providing all accessible access to buildings and facilities due to demographics as population ages. 		
Budget Implications	<ul style="list-style-type: none"> Consideration should be given to the percentage of Council's Building Assets, which are currently in Fair or Moderate condition. There is a funding shortfall of \$TBA on average per year over the life of the 10 Year Plan for maintenance, operations, renewals, and upgrade/new assets: totalling \$ TBA for the life of the Plan. 		

	Condition Rating		% of Asset Value
General Assessment of Condition	1	Very Good Condition	43.1
	2	Good Condition	39.2
	3	Fair or Moderate Condition	16.9
	4	Poor Condition	0.6
	5	Very Poor Condition	0.1
	<ul style="list-style-type: none"> • Appropriate funding is required to ensure maintenance programs are implemented so that assets reach end of useful life. • Funding includes a proportion of Clarence Coast Reserve Trust funding for buildings located within the Reserve Trust managed by Council. • Grant and community support funding is to be sought wherever possible to assist make up the funding shortfall when upgraded/new buildings are proposed. • Other contributions from grants or other sources have been considered in the Plan. 		
Maintenance Programs	<ul style="list-style-type: none"> • Appropriate maintenance programs are implemented to ensure all assets reach their maximum useful life within budgetary constraints. • Council regularly inspects buildings and undertakes maintenance programs to ensure as a priority they are safe. • Asbestos management safety is a priority for Council's renewal, upgrade, and disposal programs. 		

<i>Buildings</i>	
Objective	To provide sustainable buildings which are in a safe and serviceable condition. Provide buildings that meet the on-going needs of the community.
Performance Measures	Target
(a) Ensure that maintenance works are undertaken effectively	<ul style="list-style-type: none"> Review and monitor the inspection system to better target maintenance works to areas required. Review and monitor maintenance procedures to ensure effective practices are utilised.
(b) Develop detailed forward works programs	<ul style="list-style-type: none"> Collect detailed data, including updated condition data, on all assets. Prepare detailed maintenance, renewal and new/upgraded works programs targeting condition 4 and 5 assets and safety issues aligned to available budgets. Monitor effectiveness of implemented programs through over-all building asset condition assessments. Seek additional sources of funding for capital works.
(c) Ensure good governance and administrative support for the Council and organisation	<ul style="list-style-type: none"> Review property portfolio for replacement/upgrade/disposal of assets. Review Developer Contributions Plan 2011 to ensure it is appropriate to new Community Strategic Plan when completed.
(d) Asset Management	<ul style="list-style-type: none"> Develop technical standards to assess and prioritise future works. Review and update the Buildings Asset Management Plan in line with updated asset data on an annual basis. Review and update data from the result of the Annual desktop revaluation of building portfolio for market/current value. Review and update data from the full revaluation of building portfolio as per the Non-Current Asset Accounting Procedures.

Activities	Who	When									
(a) Ensure that maintenance works are undertaken effectively		2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Review and monitor the inspection system to better target maintenance works to areas required	MOS&F ⁴	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Review and monitor maintenance procedures to ensure effective practices are utilised		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

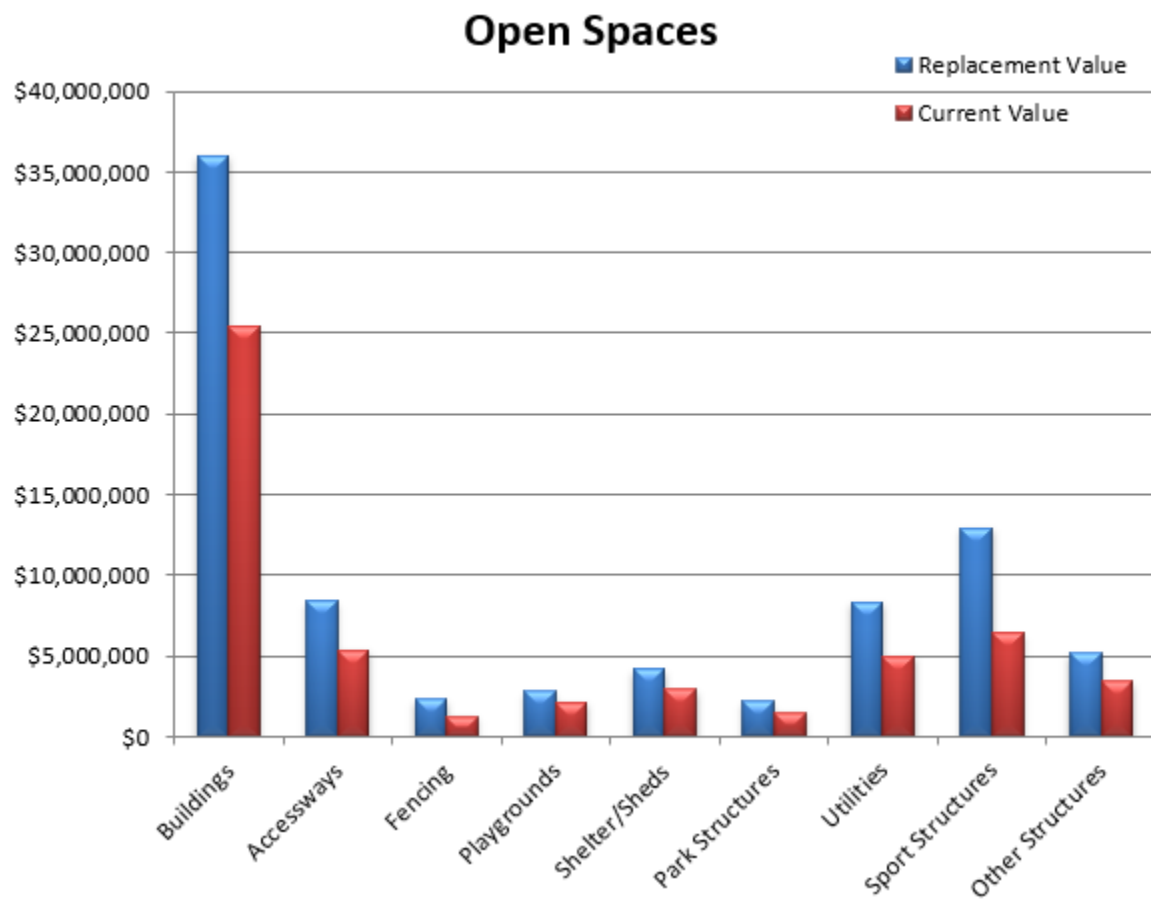
Activities	Who	When									
(b) Develop detailed forward works programs		2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Collect detailed data, including updated condition data, on all assets	MOS&F and F&ASP	✓			✓			✓			✓
Prepare detailed maintenance, renewal and new/upgraded works programs targeting condition 4 and 5 assets and safety issues aligned to available budgets	MOS&F	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Monitor effectiveness of implemented programs through over-all Building asset condition assessments	MOS&F	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Seek additional sources of funding for capital works	MOS&F	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

⁴ Manager Open Spaces & Facilities

Activities	Who	When									
(c) Ensure good governance and administrative support for the Council and organisation		2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Review property portfolio for replacement/upgrade/disposal of assets	MO S & F	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Review Developer Contributions Plan 2011 to ensure it is appropriate to the Community Strategic Plan		✓									

Activities	Who	When									
(d) Asset Management		2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Develop technical standards to assess and prioritise future works	IP&SAC	✓									
Review and update the Buildings Asset Management Plan in line with updated asset data on an annual basis		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Review and update data from the result of the Annual desktop revaluation of building portfolio for market/current value		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Review and update data from the full revaluation of building portfolio as per the Non-Current Asset Accounting Procedures			✓				✓				✓

Open Spaces



Key Data

Executive Summary AM Plan Report

These are figures to be input into the executive summary.

10 year total cost [10 yr Ops, Maint, Renewal & Acquisition Forecast]	111,413,032
10 year average forecast	11,141,303
10 year planned budget [Ops, Maint & Acquisition] (from LTFP)	110,939,192
10 year average planned budget	11,093,919
10 year AM financial indicator	99.57%
10 year average shortfall	-47,384

Valuation Report

These are asset values either input by the user or system calculated from an asset register uploaded into Renewal Forecast.

Asset Values at start of planning period:

Current or Gross Replacement Cost	82,562,756
Depreciable Amount	48,498,249
Depreciated Replacement Cost	53,334,594
Annual Depreciation Expense	1,880,438
Rate of Annual Asset Consumption	3.9%
Rate of Annual Asset Renewal	5.7%
Rate of Annual Asset Acquisition	2.1%
Rate of Asset Acquisition	2.10%
Asset renewals as percentage of consumption	143.34%
Percentage Increase in asset stock	2.10%

Sustainability Report

These are summaries and calculations to report on sustainability.

Asset Renewal Funding Ratio

Asset Renewal Funding Ratio	98.27%
-----------------------------	--------

Long Term - Lifecycle Costs

Lifecycle Forecast [average 10 years forecast ops, maint and depreciation]	9,261,517
Lifecycle Planned Budget [average 10 years planned budget ops, maint & depreciation]	10,076,450
Lifecycle Gap [(lifecycle planned budget - lifecycle forecast (-ve = gap))]	814,932
Lifecycle Indicator [lifecycle planned budget / lifecycle forecast]	108.80%

Medium Term - 10 year financial planning period

10 yr Ops, Maint & Renewal forecast [average]	10,123,834
10 yr Ops, Maint & Renewal planned budget [average]	10,076,450
10 year Gap [(lifecycle planned budget - lifecycle forecast (-ve = gap))]	-47,384
10 year Indicator [lifecycle planned budget / lifecycle forecast]	99.53%

Medium Term - 5 year financial planning period

5 yr Ops, Maint & Renewal forecast [average]	10,186,023
5 yr Ops, Maint & Renewal planned budget [average]	10,103,136
5 year Gap [(lifecycle planned budget - lifecycle forecast (-ve = gap))]	-82,887
5 year Indicator [lifecycle planned budget / lifecycle forecast]	99.19%

Long Term Financial Plan

This table shows the figures to be entered into the Projected Expenditures for Long Term Financial Plan in nominal (current Year) values.

Year	Acquisition	Operation	Maintenance	Renewal	Disposal	Budget
2021	\$3,254,696	\$5,345,521	\$3,489,146	\$3,453,768	\$207,145	\$15,543,622
2022	\$6,760,000	\$4,014,422	\$3,338,481	\$1,641,873	\$0	\$15,566,996
2023	\$20,000	\$3,864,422	\$3,338,481	\$2,247,896	\$0	\$9,450,799
2024	\$20,000	\$3,864,422	\$3,338,481	\$2,736,253	\$0	\$9,959,156
2025	\$20,000	\$3,864,422	\$3,338,481	\$3,054,045	\$0	\$10,276,948
2026	\$20,000	\$3,864,422	\$3,338,481	\$2,941,423	\$0	\$10,164,326
2027	\$20,000	\$3,864,422	\$3,338,481	\$2,664,220	\$0	\$9,896,123
2028	\$20,000	\$3,864,422	\$3,338,481	\$2,864,220	\$0	\$10,096,123
2029	\$20,000	\$3,864,422	\$3,338,481	\$2,864,220	\$0	\$10,096,123
2030	\$20,000	\$3,864,422	\$3,338,481	\$2,959,623	\$0	\$10,096,123

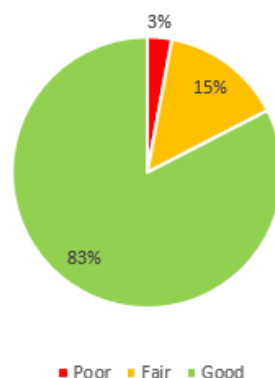
Renewals

This table shows the renewal forecast and the planned renewal budget and calculates the difference between the two.

Year	Forecast Renewal	Planned Renewal Budget	Annual Renewal Budget Shortfall	Cumulative Renewal Budget Shortfall
2021	\$3,453,768	\$3,247,114	-\$206,654	-\$206,654
2022	\$1,641,873	\$1,454,093	-\$187,780	-\$394,434
2023	\$2,247,896	\$2,227,896	-\$20,000	-\$414,434
2024	\$2,736,253	\$2,736,253	\$0	-\$414,434
2025	\$3,054,045	\$3,054,045	\$0	-\$414,434
2026	\$2,941,423	\$2,941,423	\$0	-\$414,434
2027	\$2,664,220	\$2,673,220	\$9,000	-\$405,434
2028	\$2,864,220	\$2,873,220	\$9,000	-\$396,434
2029	\$2,864,220	\$2,873,220	\$9,000	-\$387,434
2030	\$2,959,623	\$2,873,220	-\$86,403	-\$473,837

**Last Condition
Survey**

- Valuation dated – March 2018 Desktop Valuation by APV
- Condition assessment undertaken by Clarence Valley Council

Open Spaces

General Assessment of Condition	Condition Rating		% of Asset Value		
	1	Very Good condition	46.3		
	2	Good condition	36.3		
	3	Moderate condition	14.5		
	4	Poor condition	2.5		
	5	Very poor condition	0.4		
Critical Risks & Risk Management	Detail the critical risks and risk management approach taken.				
	Service or Asset at Risk	What can Happen	Risk Rating (VH, H)	Risk Treatment Plan	Residual Risk *
	Open Spaces & Facilities	The loss of appointment as Crown Lands Manager	M	Financial management of Crown Land in accordance with Division 3.4 of the Crown Land Management Act 2016	L
	Sporting Facilities	There is injury to users/ spectators due to hazards	M	Improvement of ground conditions; clarification and documentation of responsibilities; establish formal criteria guidelines for closing fields or reducing use.	L
	Sporting Facilities	There is injury to users/ spectators due to conflicting activities	M	Undertake review of use and sporting conflicts; clarification and documentation of use criteria, capacity, and responsibilities	L
	Trees	Serious injury to public	H	Formalise staff checking process; introduce formal inspection and recording system; develop standard processes for actioning faults.	L
	BBQ	Burns from BBQ's	M	Formalise staff checking process; introduce formal inspection and recording system; develop standard processes for actioning faults.	L
	Open Spaces	Needle stick injury to public	H	Formalise staff checking process; introduce formal inspection and recording system; develop standard processes for actioning faults.	M

General Assessment of Condition	Condition Rating			% of Asset Value	
	1	Very Good condition		46.3	
	2	Good condition		36.3	
	3	Moderate condition		14.5	
	4	Poor condition		2.5	
	5	Very poor condition		0.4	
	Open Spaces	Injury due to poor lighting	H	Review and improve floodlighting to comply with standard; documented lux level on each lit field or court; Inform parks committees of applicable standards, existing lux levels and what is permissible.	L
	Open Spaces	Injury caused by poor fencing including temporary fencing	H	Formalise staff checking process; introduce formal inspection and recording system; develop standard processes for actioning faults.	M
	Open Spaces	Irrigation system malfunction	H	Develop maintenance plan; upgrade monitoring of key sites.	L
	Open Spaces & Facilities	Falls from shade cloth occurs	M	Secure any egress points onto shade structures Install harness points to shade structures which require access by authorised persons.	L
	Note * The residual risk is the risk remaining after the selected risk treatment plan is operational.				
Main Findings	<ul style="list-style-type: none"> Open Spaces assets include - <ul style="list-style-type: none"> Buildings (Canteens, Amenities) Accessways (access tracks, bridges, cycle ways, footpaths, internal roads & car parks) Fencing (bollards, fences, gates) Playgrounds Shelters & Sheds Park Structures (BBQs, landscaping, park furniture) Utilities (Lighting, water tanks, septic's) Sports Structures (grandstands, irrigation, sporting structures) Other Structures Green assets such as sports fields and street trees are not currently valued. Council currently manages: <ul style="list-style-type: none"> 123 Parks (~101ha) 25 Sportsgrounds (~209ha) 194 General Community Uses (~194ha) 69 Natural Areas (~573ha) 19 Areas of Cultural Significance (~93ha) 				

General Assessment of Condition	Condition Rating		% of Asset Value
	1	Very Good condition	46.3
	2	Good condition	36.3
	3	Moderate condition	14.5
	4	Poor condition	2.5
	5	Very poor condition	0.4
	<ul style="list-style-type: none"> Asset Service Hierarchy from Open spaces Strategic Plan and Generic Plan of Management <ul style="list-style-type: none"> Regional District Local Levels of Service have been defined and documented for most of these areas. Community surveys conducted revealed community is overall satisfied with current Open Spaces levels of service. 		
Budget Implications	<ul style="list-style-type: none"> Consideration should be given to the percentage of Council's Open Spaces Assets, which are currently rated condition 3 to 5. Renewal shortfalls will need to be investigated and addressed. There is a funding shortfall of \$ TBA on average per year over the life of the 10 Year Plan for maintenance, operations, renewals, and upgrade/new asserts: totalling \$ TBA for the life of the Plan. Grant and community support funding is to be sought wherever possible to assist make up the funding shortfall when upgraded/new buildings are proposed. Other contributions from grants or other sources have been considered in the Plan. 		
Maintenance Programs	<ul style="list-style-type: none"> Appropriate maintenance programs are implemented to ensure all assets reach their maximum useful life within budgetary constraints. Develop or review asset inspection programs for the various types of facilities 		

Open Spaces	
Objective	To provide quality and sustainable sport and recreational opportunities at a standard to be safe, functional and of appropriate appearance and that meet our community's needs.
Performance Measures	Target
(a) Ensure that maintenance works are undertaken effectively	<ul style="list-style-type: none"> Review and monitor the inspection system to better target maintenance works to areas required. Review and monitor maintenance procedures to ensure effective practices are utilised.
(b) Develop detailed forward works programs	<ul style="list-style-type: none"> Collect detailed data, including updated condition data, on all assets. Prepare detailed maintenance, renewal and new/upgraded works programs targeting condition 4 and 5 assets and safety issues aligned to available budgets. Monitor effectiveness of implemented programs through over-all Open Spaces asset condition assessments. Seek additional sources of funding for capital works.
(c) Ensure good governance and administrative support for the Council and organisation	<ul style="list-style-type: none"> Review asset portfolio for replacement/upgrade/disposal of assets as defined in Open Spaces Strategic Plan. Review Developer Contributions Plan 2011 to ensure it is appropriate to new Community Strategic Plan when completed. Review and implement adopted Open Spaces Strategic and Sports Facilities Plan. Continue to review fee structure and implement any changes. Review contract maintenance agreements.
(d) Asset Management	<ul style="list-style-type: none"> Develop technical standards to assess and prioritise future works. Review and update the Open Spaces Asset Management Plan in line with updated asset data on an annual basis. Review and update data from the result of the Annual desktop revaluation of open spaces portfolio for market/current value. Review and update data from the full revaluation of open spaces portfolio as per the Non-Current Asset Accounting Procedures.

Activities	Who	When									
(a) Ensure that maintenance works are undertaken effectively		2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Review and monitor the inspection system to better target maintenance works to areas required	MOS&F	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Review and monitor maintenance procedures to ensure effective practices are utilised		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

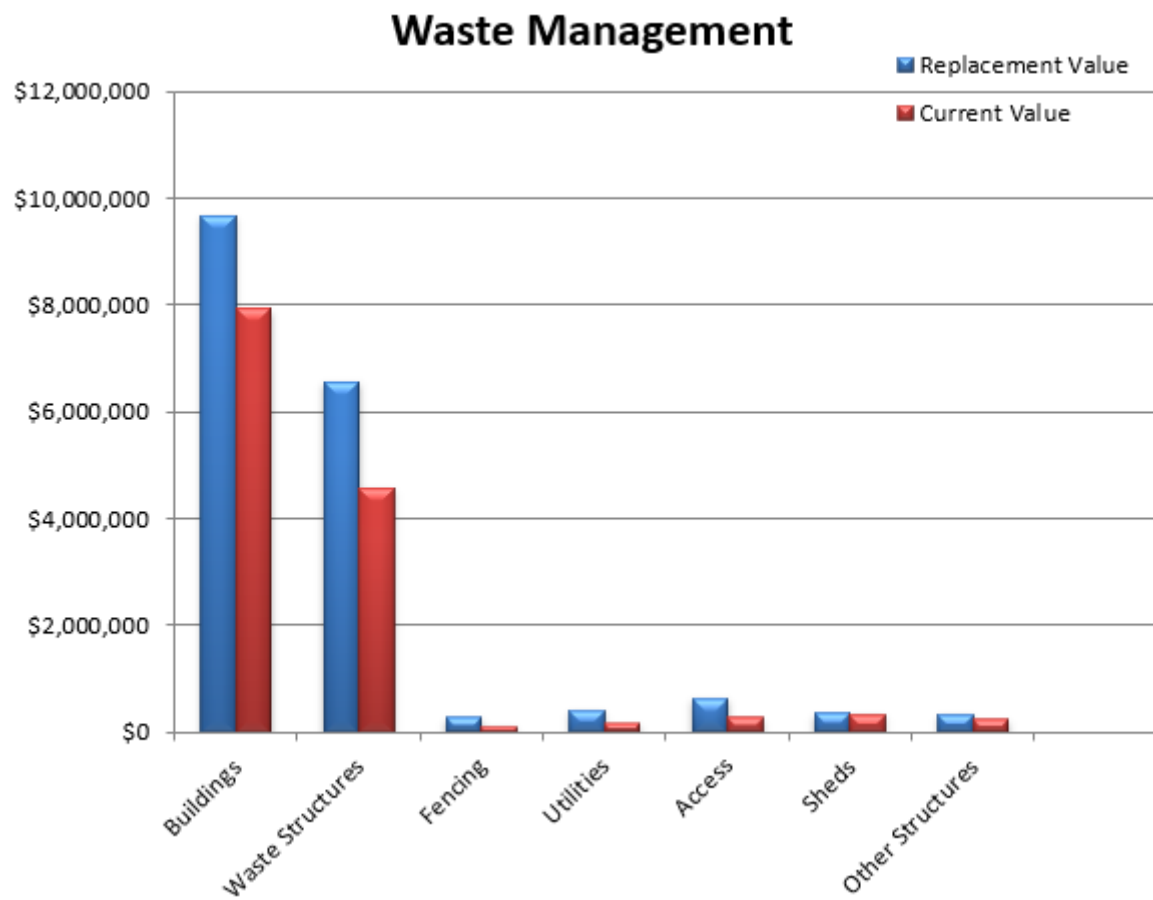
Activities	Who	When									
(b) Develop detailed forward works programs		2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Collect detailed data, including updated condition data, on all assets	MOS&F and F&ASP ⁵	✓			✓			✓			✓
Prepare detailed maintenance, renewal and new/upgraded works programs targeting condition 4 and 5 assets and safety issues aligned to available budgets	MOS&F	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Monitor effectiveness of implemented programs though over-all Open Spaces asset condition assessments	MOS&F	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Seek additional sources of funding for capital works	MOS&F	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

⁵ Finance & Asset Strategy Planner

Activities	Who	When									
(c) Ensure good governance and administrative support for the Council and organisation		2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Review asset portfolio for replacement/ upgrade/ disposal of assets as defined in Open Spaces Strategic Plan	MOS&F	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Review Developer Contributions Plan 2011 to ensure it is appropriate to new Community Strategic Plan when completed		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Review contract maintenance agreements		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

Activities	Who	When									
(d) Asset Management		2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Develop technical standards to assess and prioritise future works	F&SAP	✓									
Review and update the Open Spaces Asset Management Plan in line with updated asset data on an annual basis		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Review and update data from the result of the Annual desktop revaluation of open spaces portfolio for market/current value		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Review and update data from the full revaluation of open spaces portfolio as per the Non-Current Asset Accounting Procedures			✓				✓				✓

Waste Management



Key Data

- Grafton Regional Landfill has approx. 70 years of landfill space remaining at current filling rates**

Executive Summary AM Plan Report

These are figures to be input into the executive summary.

10 year total cost [10 yr Ops, Maint, Renewal & Acquisition Forecast]	101,515,816
10 year average forecast	10,151,582
10 year planned budget [Ops, Maint & Acquisition] (from LTFP)	101,502,528
10 year average planned budget	10,150,253
10 year AM financial indicator	99.99%
10 year average shortfall	-1,329

Valuation Report

These are asset values either input by the user or system calculated from an asset register uploaded into Renewal Forecast.

Asset Values at start of planning period:

Current or Gross Replacement Cost	18,343,166
Depreciable Amount	11,083,788
Depreciated Replacement Cost	13,649,022
Annual Depreciation Expense	699,149
Rate of Annual Asset Consumption	6.3%
Rate of Annual Asset Renewal	9.1%
Rate of Annual Asset Acquisition	8.0%
Rate of Asset Acquisition	8.02%
Asset renewals as percentage of consumption	144.94%
Percentage Increase in asset stock	8.02%

Sustainability Report

These are summaries and calculations to report on sustainability.

Asset Renewal Funding Ratio

Asset Renewal Funding Ratio	100.00%
-----------------------------	---------

Long Term - Lifecycle Costs

Lifecycle Forecast [average 10 years forecast ops, maint and depreciation]	8,948,020
Lifecycle Planned Budget [average 10 years planned budget ops, maint & depreciation]	9,260,905
Lifecycle Gap [lifecycle planned budget - lifecycle forecast (-ve = gap)]	312,885
Lifecycle Indicator [lifecycle planned budget / lifecycle forecast]	103.50%

Medium Term - 10 year financial planning period

10 yr Ops, Maint & Renewal forecast [average]	9,262,234
10 yr Ops, Maint & Renewal planned budget [average]	9,260,905
10 year Gap [lifecycle planned budget - lifecycle forecast (-ve = gap)]	-1,329
10 year Indicator [lifecycle planned budget / lifecycle forecast]	99.99%

Medium Term - 5 year financial planning period

5 yr Ops, Maint & Renewal forecast [average]	9,098,792
5 yr Ops, Maint & Renewal planned budget [average]	9,097,913
5 year Gap [lifecycle planned budget - lifecycle forecast (-ve = gap)]	-879
5 year Indicator [lifecycle planned budget / lifecycle forecast]	99.99%

Long Term Financial Plan

This table shows the figures to be entered into the Projected Expenditures for Long Term Financial Plan in nominal (current Year) values.

Year	Acquisition	Operation	Maintenance	Renewal	Disposal	Budget
2021	\$3,254,696	\$5,345,521	\$3,489,146	\$3,453,768	\$207,145	\$15,543,622
2022	\$6,760,000	\$4,014,422	\$3,338,481	\$1,641,873	\$0	\$15,566,996
2023	\$20,000	\$3,864,422	\$3,338,481	\$2,247,896	\$0	\$9,450,799
2024	\$20,000	\$3,864,422	\$3,338,481	\$2,736,253	\$0	\$9,959,156
2025	\$20,000	\$3,864,422	\$3,338,481	\$3,054,045	\$0	\$10,276,948
2026	\$20,000	\$3,864,422	\$3,338,481	\$2,941,423	\$0	\$10,164,326
2027	\$20,000	\$3,864,422	\$3,338,481	\$2,664,220	\$0	\$9,896,123
2028	\$20,000	\$3,864,422	\$3,338,481	\$2,864,220	\$0	\$10,096,123
2029	\$20,000	\$3,864,422	\$3,338,481	\$2,864,220	\$0	\$10,096,123
2030	\$20,000	\$3,864,422	\$3,338,481	\$2,959,623	\$0	\$10,096,123

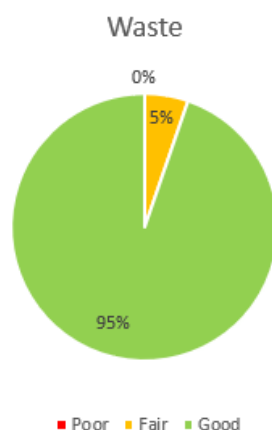
Renewals

This table shows the renewal forecast and the planned renewal budget and calculates the difference between the two.

Year	Forecast Renewal	Planned Renewal Budget	Annual Renewal Budget Shortfall	Cumulative Renewal Budget Shortfall
2021	\$0	\$0	\$0	\$0
2022	\$0	\$0	\$0	\$0
2023	\$1,164,000	\$1,164,000	\$0	\$0
2024	\$1,416,970	\$1,416,970	\$0	\$0
2025	\$1,415,884	\$1,415,884	\$0	\$0
2026	\$1,419,578	\$1,419,578	\$0	\$0
2027	\$1,259,300	\$1,259,300	\$0	\$0
2028	\$1,219,300	\$1,219,300	\$0	\$0
2029	\$1,119,300	\$1,119,300	\$0	\$0
2030	\$1,119,300	\$1,119,300	\$0	\$0

Last Condition
Survey

- Valuation dated – March 2018 Desktop Valuation by APV
- Condition assessment undertaken by Clarence Valley Council



General Assessment of Condition	Condition Rating		% of Asset Value		
	1	Very Good condition	62.1		
	2	Good condition	32.6		
	3	Fair or Moderate condition	5.3		
	4	Poor condition	0.0		
	5	Very poor condition	0.0		
Critical Risks & Risk Management	Detail the critical risks and risk management approach taken.				
	Service or Asset at Risk	What can Happen	Risk Rating (VH, H)	Risk Treatment Plan	Residual Risk *
	Waste disposal facilities not adequately maintained	Safety concerns for public and workers at waste facilities	M	Maintain waste disposal sites and replace equipment and safety equipment when necessary. Training for staff in asbestos waste management. Ensure waste staff follows safe work procedures and patrons follow safety procedures.	L
	Waste disposal facilities not adequately supervised	Injury at any Waste transfer station	H	Review Operation of the site in line with Waste Management Strategy	H
	Landfill - Non-compliance with EPA Licence	Regulatory action from the EPA at landfill or Transfer Stations if regulations and	M	Review and report on effects of implementing changes in regulations/legislation	L

General Assessment of Condition	Condition Rating			% of Asset Value	
	1	Very Good condition		62.1	
	2	Good condition		32.6	
	3	Fair or Moderate condition		5.3	
	4	Poor condition		0.0	
	5	Very poor condition		0.0	
		legislation are not complied with			
	Waste Recycling	Agencies restricting/ limiting recycling materials to processing facilities	H	Assess the impact of restrictions and implement any changes recommended by Council. Reinforce public education programs on recycling	L
Note * The residual risk is the risk remaining after the selected risk treatment plan is operational					
Main Findings	<ul style="list-style-type: none"> Not all expenditures are captured, with the Contracted sites this expenditure is classified 'Commercial in Confidence'. Not all waste assets have been captured in this plan, landfill cells are not considered. 				
Budget Implications	<ul style="list-style-type: none"> Consideration should be given to the percentage of Council's Waste Assets, which are currently in Fair or Moderate condition. There is a funding shortfall of \$ TBA on average per year over the life of the 10 Year Plan for maintenance, operations, renewals, and upgrade/new assets: totalling \$ TBA for the life of the Plan. Domestic waste is self funding. Regional Landfill is self funding. 'Other Waste Services', which includes the network of transfer stations, is funded by a waste management fund. 				
Maintenance Programs	<ul style="list-style-type: none"> Appropriate maintenance programs are implemented to ensure all assets reach their maximum useful life within budgetary constraints. 				

<i>Waste Management</i>	
Objective	To provide waste management facilities which are cost effective and meet the communities expected service level while also complying with environmental and health and safety requirements.
Performance Measures	Target
(a) Ensure that maintenance works are undertaken effectively	<ul style="list-style-type: none"> • Review and monitor the inspection system to better target maintenance works to areas required. • Review and monitor maintenance procedures to ensure effective practices are utilised. • Review and monitor Contractor Agreements.
(b) Develop detailed forward works programs	<ul style="list-style-type: none"> • Collect detailed data, including updated condition data, on all assets. • Develop and implement waste management capital works program. • Monitor effectiveness of implemented programs through over-all asset condition assessments.
(c) Compliance	<ul style="list-style-type: none"> • Implement the Solid Waste Management Strategy within the agreed timeframe. • Implement the annual Waste Education Program. • Implement the Regional Landfill Environmental Management Plan. • Comply with Landfill POEO Act License.
(d) Asset Management	<ul style="list-style-type: none"> • Develop technical standards to assess and prioritise future works. • Review and update the Waste Asset Management Plan in line with updated asset data on an annual basis. • Review and update data from the result of the Annual desktop revaluation of waste portfolio for market/current value. • Review and update data from the full revaluation of waste portfolio as per the Non-Current Asset Accounting Procedures.

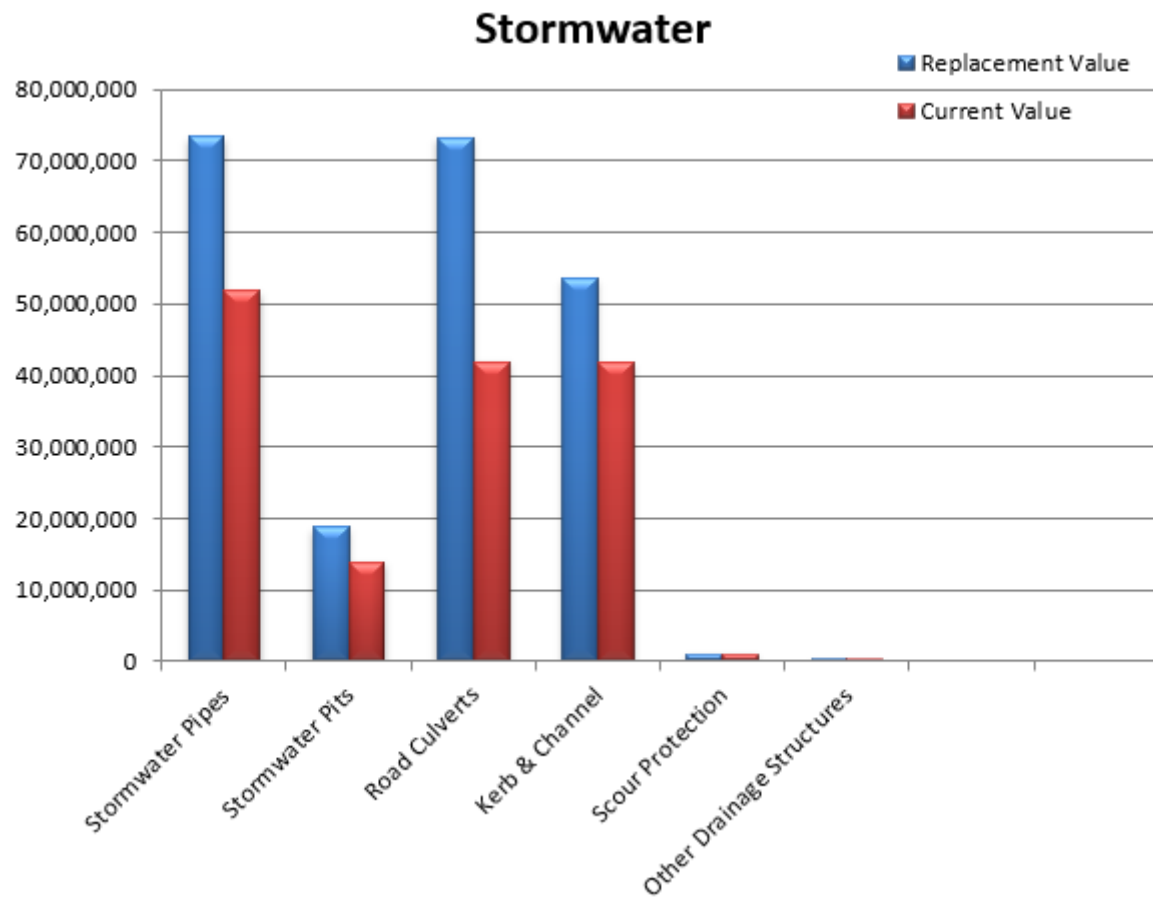
Activities	Who	When									
(a) Ensure that maintenance works are undertaken effectively		2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Review and monitor the inspection system to better target maintenance works to areas required	MOS&F	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Review and monitor maintenance procedures to ensure effective practices are utilised		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Review and monitor Contractor Agreements		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

Activities	Who	When									
(b) Develop detailed forward works programs		2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Collect detailed data, including updated condition data, on all assets	MOS&F and F&ASP	✓			✓			✓			✓
Develop and implement waste management capital works program	MOS&F	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Monitor effectiveness of implemented programs through over-all asset condition assessments	MOS&F	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

Activities	Who	When									
(c) Compliance		2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Implement the Solid Waste Management Strategy within the agreed timeframe	MOS&F	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Implement the annual Waste Education Program		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Implement the Regional Landfill Environmental Management Plan		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Comply with Landfill POEO Act License		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

Activities	Who	When									
(d) Asset Management		2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Develop technical standards to assess and prioritise future works	IP&SAC	✓									
Review and update the Waste Asset Management Plan in line with updated asset data on an annual basis		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Review and update data from the result of the Annual desktop revaluation of waste portfolio for market/current value.		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Review and update data from the full revaluation of waste portfolio as per the Non-Current Asset Accounting Procedures			✓				✓				✓

Stormwater



Key Data

Executive Summary AM Plan Report

These are figures to be input into the executive summary.

10 year total cost [10 yr Ops, Maint, Renewal & Acquisition Forecast]	35,811,524
10 year average forecast	3,581,152
10 year planned budget [Ops, Maint & Acquisition] (from LTFP)	35,811,020
10 year average planned budget	3,581,102
10 year AM financial indicator	100.00%
10 year average shortfall	-50

Valuation Report

These are asset values either input by the user or system calculated from an asset register uploaded into Renewal Forecast.

Asset Values at start of planning period:

Current or Gross Replacement Cost	220,311,520
Depreciable Amount	220,311,520
Depreciated Replacement Cost	150,640,560
Annual Depreciation Expense	2,756,224
Rate of Annual Asset Consumption	1.3%
Rate of Annual Asset Renewal	1.0%
Rate of Annual Asset Acquisition	0.0%
Rate of Asset Acquisition	0.00%
Asset renewals as percentage of consumption	83.31%
Percentage Increase in asset stock	0.00%

Sustainability Report

These are summaries and calculations to report on sustainability.

Asset Renewal Funding Ratio

Asset Renewal Funding Ratio	100.00%
-----------------------------	---------

Long Term - Lifecycle Costs

Lifecycle Forecast [average 10 years forecast ops, maint and depreciation]	4,040,182
Lifecycle Planned Budget [average 10 years planned budget ops, maint & depreciation]	3,580,140
Lifecycle Gap [lifecycle planned budget - lifecycle forecast (-ve = gap)]	-460,043
Lifecycle Indicator [lifecycle planned budget / lifecycle forecast]	88.61%

Medium Term - 10 year financial planning period

10 yr Ops, Maint & Renewal forecast [average]	3,580,190
10 yr Ops, Maint & Renewal planned budget [average]	3,580,140
10 year Gap [lifecycle planned budget - lifecycle forecast (-ve = gap)]	-50
10 year Indicator [lifecycle planned budget / lifecycle forecast]	100.00%

Medium Term - 5 year financial planning period

5 yr Ops, Maint & Renewal forecast [average]	3,347,516
5 yr Ops, Maint & Renewal planned budget [average]	3,347,471
5 year Gap [lifecycle planned budget - lifecycle forecast (-ve = gap)]	-45
5 year Indicator [lifecycle planned budget / lifecycle forecast]	100.00%

Long Term Financial Plan

This table shows the figures to be entered into the Projected Expenditures for Long Term Financial Plan in nominal (current Year) values.

Year	Acquisition	Operation	Maintenance	Renewal	Disposal	Budget
2021	\$9,624	\$0	\$1,283,908	\$90,864	\$0	\$1,384,396
2022	\$0	\$0	\$1,283,964	\$0	\$0	\$1,283,908
2023	\$0	\$0	\$1,283,964	\$4,936,016	\$0	\$6,219,924
2024	\$0	\$0	\$1,283,964	\$2,646,400	\$0	\$3,930,308
2025	\$0	\$0	\$1,283,964	\$2,644,536	\$0	\$3,928,444
2026	\$0	\$0	\$1,283,964	\$2,644,500	\$0	\$3,928,408
2027	\$0	\$0	\$1,283,964	\$2,500,000	\$0	\$3,783,908
2028	\$0	\$0	\$1,283,964	\$2,500,000	\$0	\$3,783,908
2029	\$0	\$0	\$1,283,964	\$2,500,000	\$0	\$3,783,908
2030	\$0	\$0	\$1,283,964	\$2,500,000	\$0	\$3,783,908

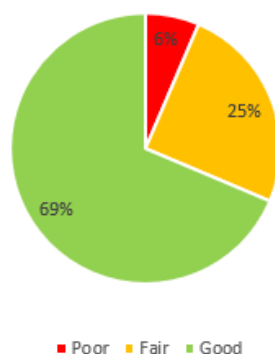
Renewals

This table shows the renewal forecast and the planned renewal budget and calculates the difference between the two.

Year	Forecast Renewal	Planned Renewal Budget	Annual Renewal Budget Shortfall	Cumulative Renewal Budget Shortfall
2021	\$90,864	\$90,864	\$0	\$0
2022	\$0	\$0	\$0	\$0
2023	\$4,936,016	\$4,936,016	\$0	\$0
2024	\$2,646,400	\$2,646,400	\$0	\$0
2025	\$2,644,536	\$2,644,536	\$0	\$0
2026	\$2,644,500	\$2,644,500	\$0	\$0
2027	\$2,500,000	\$2,500,000	\$0	\$0
2028	\$2,500,000	\$2,500,000	\$0	\$0
2029	\$2,500,000	\$2,500,000	\$0	\$0
2030	\$2,500,000	\$2,500,000	\$0	\$0

**Last Condition
Survey**

- Valuation dated – March 2018 Desktop Valuation by APV
Condition assessment undertaken by Clarence Valley Council

Stormwater

General Assessment of Condition	Condition Rating		% of Asset Value		
	1	Excellent condition	11.1		
	2	Good condition	57.5		
	3	Moderate condition	24.9		
	4	Poor condition	3.4		
	5	Very poor condition	3.1		
Critical Risks & Risk Management	Detail the critical risks and risk management approach taken.				
	Service or Asset at Risk	What can Happen	Risk Rating (VH, H)	Risk Treatment Plan	Residual Risk *
	Stormwater Infrastructure	Failure to inspect Assets occurs	L	- Develop/ document inspection maintenance process/ procedure, inc. inspection forms - Commence an inspection program to enable the prioritisation of renewal/ maintenance work	L
	Stormwater Infrastructure	Failure to inspect Assets occurs	M	Engage consultants to inspect the network	L
	Stormwater Infrastructure	Stormwater asset collapses	M	Commence an inspection program to assess condition and enable the prioritisation of renewal/ maintenance work	L
	Stormwater Infrastructure	Drainage overflows causing localised flooding	M	-Identified/requested drainage upgrades prioritised for future funding programs. -Capital upgrades to existing systems where overflows occur most frequently and with the most impact	L
	Stormwater Infrastructure	Drainage overflows causing localised flooding	H	-Commence a proactive maintenance/ renewal program -Prioritise any identified maintenance and/or renewal work -Capital upgrades to existing systems where overflows occur most frequently and with the most impact	L
	Stormwater Infrastructure	Assets reach the end of their usable	M	-Review asset group useful lives	L

General Assessment of Condition	Condition Rating		% of Asset Value		
	1	Excellent condition			11.1
	2	Good condition			57.5
	3	Moderate condition			24.9
	4	Poor condition			3.4
	5	Very poor condition			3.1
		life but remain in service/use		-Review inspection and maintenance recording procedures and provide training where required	
	Stormwater Infrastructure	Rising sea levels & changes to weather patterns impacting on the capacity of the system	H	Develop Climate Change Management Plan	M
	Road Culverts	Pipe collapse in roadway	H	Complete culvert audit and commence programmed maintenance on a priority basis	L
	Road Culverts	Localised flooding	H	Complete culvert audit and commence programmed maintenance on a priority basis	L
Note * The residual risk is the risk remaining after the selected risk treatment plan is operational.					
Main Findings	<ul style="list-style-type: none"> Floods have had an impact on some of the stormwater network condition, with pipes becoming separated and disjointed. It is possible that there are sections of pipeline where this has occurred but has not yet appeared as a defect on the surface. A program to inspect critical sections of the stormwater network through CCTV inspection on an on-going basis will be implemented to better determine the structural integrity and functioning of the network. General focus will be on managing condition 4 and 5 stormwater segments and maintaining stormwater segments at condition 3 and above. Council maintains 7,066 pipe and box culverts. Most of the pipe culverts have been constructed using butt jointed pipes. Many of these culverts have separated and become disjointed, causing them to not operate correctly and raise concern over their structural integrity. Culvert inspections also identified that many of the culverts, including inlets and outlets, are at least partially blocked causing them to operate inefficiently. Major emphasis is to increase maintenance levels in the following areas: <ul style="list-style-type: none"> Culvert maintenance, clearing culverts on a regular cycle; and Replacing culverts where pipes have separated and become disjointed. General focus will be on managing condition 4 culverts and maintaining culverts at condition 3 and above. Council maintains 287km of Kerb and Gutter and 272km of open drain. As part of the assessment no allowance has been made for the construction of new Kerb and Gutter that is not associated with provision of new stormwater 				

	Condition Rating		% of Asset Value
General Assessment of Condition	1	Excellent condition	11.1
	2	Good condition	57.5
	3	Moderate condition	24.9
	4	Poor condition	3.4
	5	Very poor condition	3.1
	<p>drainage. Construction of new Kerb and Gutter in this situation will be included in the costs associated with the provision of the stormwater drainage.</p> <ul style="list-style-type: none"> Major emphasis is to increase maintenance levels in the following areas: <ul style="list-style-type: none"> Renewing surface drainage condition rated 4 or 5 over a 20-year period and not constructing any new Kerb and Gutter unless associated with stormwater works. <p>Additional data is to be gathered on the condition of Culverts and the "Other" transport assets to better schedule requirements.</p>		
Budget Implications	<ul style="list-style-type: none"> Consideration should be given to the percentage of Council's Stormwater Assets, which are currently in Fair to Moderate condition. There is a funding shortfall of \$ TBA on average per year over the life of the 10 Year Plan for maintenance, operations, renewals, and upgrade/new assets; totalling \$ TBA for the life of the Plan Additional grant funding will be sought for programs, especially for capital programs. Grant funding where there is not certainty of the grant funding being available has not been included in the assessment. 		
Maintenance Programs	<ul style="list-style-type: none"> Appropriate maintenance programs are implemented to ensure all assets reach their maximum useful life within budgetary constraints. Council is implementing a detailed inspection program to identify and rectify defects, especially those that pose a safety issue, in a timely manner. 		

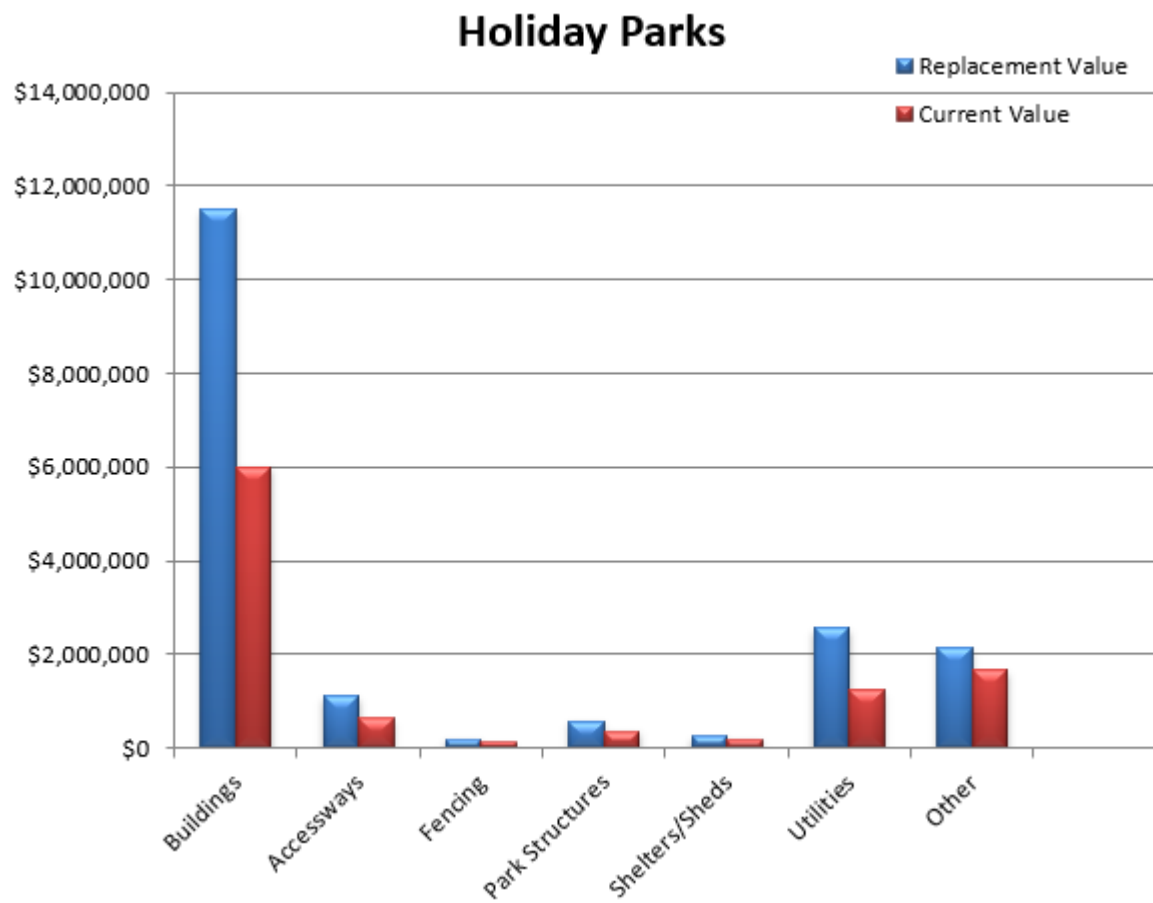
Stormwater	
Objective	To manage the stormwater network in a safe and serviceable condition so that stormwater system operates efficiently under normal rainfall conditions.
Performance Measures	Target
(a) Ensure that maintenance works are undertaken effectively	<ul style="list-style-type: none"> Review and monitor the inspection system to better target maintenance works to areas required. Review and monitor maintenance procedures to ensure effective practices are utilised. Implement upgraded maintenance programs.
(b) Develop detailed forward works programs.	<ul style="list-style-type: none"> Collect detailed data, including updated condition data, on all assets. Prepare detailed maintenance works programs. Monitor effectiveness of implemented programs through over-all asset condition assessments. Seek additional sources of funding for capital works.
(c) Asset Management	<ul style="list-style-type: none"> Develop technical standards to assess and prioritise future works (e.g. standards to assess risk-based replacement program). Review and update the Stormwater Asset Management Plan in line with updated asset data on an annual basis. Review and update data from the result of the Annual desktop revaluation of stormwater assets for current value. Review and update data from the full revaluation of stormwater assets as per the Non-Current Asset Accounting Procedures.

Activities	Who	When									
(a) Ensure that maintenance works are undertaken effectively		2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Review and monitor the inspection system to better target maintenance works to areas required	MCS	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Review and monitor maintenance procedures to ensure effective practices are utilised		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Implement upgraded maintenance programs		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

Activities	Who	When									
(b) Develop detailed forward works programs.		2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Collect detailed data, including updated condition data, on all assets	MCS & F&A SP	✓			✓			✓			✓
Prepare detailed maintenance works programs	MCS	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Monitor effectiveness of implemented programs though over-all asset condition assessments	MCS	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Seek additional sources of funding for capital works	MCS	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

Activities	Who	When									
(c) Asset Management		2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Develop technical standards to assess and prioritise future works	IP&SA C	✓									
Review and update the Stormwater Asset Management Plan in line with updated asset data on an annual basis		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Review and update data from the result of the Annual desktop revaluation of stormwater assets for current value		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Review and update data from the full revaluation of stormwater assets as per the Non-Current Asset Accounting Procedures				✓				✓			

Holiday Parks



Key Data

Executive Summary AM Plan Report

These are figures to be input into the executive summary.

10 year total cost [10 yr Ops, Maint, Renewal & Acquisition Forecast]	63,764,308
10 year average forecast	6,376,431
10 year planned budget [Ops, Maint & Acquisition] (from LTFP)	63,759,308
10 year average planned budget	6,375,931
10 year AM financial indicator	99.99%
10 year average shortfall	-500

Valuation Report

These are asset values either input by the user or system calculated from an asset register uploaded into Renewal Forecast.

Asset Values at start of planning period:

Current or Gross Replacement Cost	18,373,239
Depreciable Amount	8,516,898
Depreciated Replacement Cost	10,264,606
Annual Depreciation Expense	453,661
Rate of Annual Asset Consumption	5.3%
Rate of Annual Asset Renewal	13.0%
Rate of Annual Asset Acquisition	0.0%
Rate of Asset Acquisition	0.00%
Asset renewals as percentage of consumption	244.26%
Percentage Increase in asset stock	0.00%

Sustainability Report

These are summaries and calculations to report on sustainability.

Asset Renewal Funding Ratio

Asset Renewal Funding Ratio	99.95%
-----------------------------	--------

Long Term - Lifecycle Costs

Lifecycle Forecast [average 10 years forecast ops, maint and depreciation]	5,721,462
Lifecycle Planned Budget [average 10 years planned budget ops, maint & depreciation]	6,375,931
Lifecycle Gap [lifecycle planned budget - lifecycle forecast (-ve = gap)]	654,469
Lifecycle Indicator [lifecycle planned budget / lifecycle forecast]	111.44%

Medium Term - 10 year financial planning period

10 yr Ops, Maint & Renewal forecast [average]	6,376,431
10 yr Ops, Maint & Renewal planned budget [average]	6,375,931
10 year Gap [lifecycle planned budget - lifecycle forecast (-ve = gap)]	-500
10 year Indicator [lifecycle planned budget / lifecycle forecast]	99.99%

Medium Term - 5 year financial planning period

5 yr Ops, Maint & Renewal forecast [average]	7,063,090
5 yr Ops, Maint & Renewal planned budget [average]	7,062,090
5 year Gap [lifecycle planned budget - lifecycle forecast (-ve = gap)]	-1,000
5 year Indicator [lifecycle planned budget / lifecycle forecast]	99.99%

Long Term Financial Plan

This table shows the figures to be entered into the Projected Expenditures for Long Term Financial Plan in nominal (current Year) values.

Year	Acquisition	Operation	Maintenance	Renewal	Disposal	Budget
2021	\$0	\$4,953,814	\$313,987	\$7,700,179	\$0	\$12,942,980
2022	\$0	\$4,953,814	\$313,987	\$0	\$0	\$5,287,801
2023	\$0	\$4,953,814	\$313,987	\$371,700	\$0	\$5,639,501
2024	\$0	\$4,953,814	\$313,987	\$452,450	\$0	\$5,720,251
2025	\$0	\$4,953,814	\$313,987	\$452,115	\$0	\$5,719,916
2026	\$0	\$4,953,814	\$313,987	\$453,285	\$0	\$5,721,086
2027	\$0	\$4,953,814	\$313,987	\$453,285	\$0	\$5,721,086
2028	\$0	\$4,953,814	\$313,987	\$453,285	\$0	\$5,721,086
2029	\$0	\$4,953,814	\$313,987	\$400,000	\$0	\$5,667,801
2030	\$0	\$4,953,814	\$313,987	\$350,000	\$0	\$5,617,801

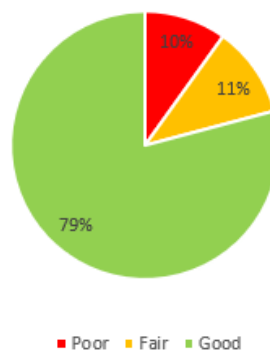
Renewals

This table shows the renewal forecast and the planned renewal budget and calculates the difference between the two.

Year	Forecast Renewal	Planned Renewal Budget	Annual Renewal Budget Shortfall	Cumulative Renewal Budget Shortfall
2021	\$7,700,179	\$7,675,179	-\$25,000	-\$25,000
2022	\$0	\$20,000	\$20,000	-\$5,000
2023	\$371,700	\$371,700	\$0	-\$5,000
2024	\$452,450	\$452,450	\$0	-\$5,000
2025	\$452,115	\$452,115	\$0	-\$5,000
2026	\$453,285	\$453,285	\$0	-\$5,000
2027	\$453,285	\$453,285	\$0	-\$5,000
2028	\$453,285	\$453,285	\$0	-\$5,000
2029	\$400,000	\$400,000	\$0	-\$5,000
2030	\$350,000	\$350,000	\$0	-\$5,000

**Last Condition
Survey**

- Valuation dated – March 2018 Desktop Valuation by APV
- Condition assessment undertaken by Clarence Valley Council

Holiday Parks

General Assessment of Condition	Condition Rating		% of Asset Value		
	1	Very Good condition	30.8		
	2	Good condition	48.4		
	3	Fair or Moderate condition	11		
	4	Poor condition	9.7		
	5	Very poor condition	0.2		
Critical Risks & Risk Management	Detail the critical risks and risk management approach taken.				
	Service or Asset at Risk	What can Happen	Risk Rating (VH, H)	Risk Treatment Plan	Residual Risk *
	Holiday Parks	The loss of appointment as Crown Land Manager	H	Financial management of Crown Land in accordance with Division 3.4 of the Crown Land Management Act 2016	M
	Holiday Parks	Assets deteriorate to a lesser service standard and higher risk situation	M	Continue to improve data. Maintenance is managed appropriately at an operational level. Future planning improvements can be made by documented service level risks and utilisation of these in establishing future maintenance priorities.	L
	Note * The residual risk is the risk remaining after the selected risk treatment plan is operational.				
Main Findings	<ul style="list-style-type: none">Holiday Parks managed by Council are:<ul style="list-style-type: none">Calypso Holiday Park YambaIluka Riverside Holiday Park IlukaBrooms Head Holiday ParkMinnie Water Holiday ParkWooli Holiday ParkStaged Redevelopment of Calypso Holiday Park and Brooms Head Holiday Park are guided by a Business Development Strategy.Update the Business Development Strategy and Development Plans for Wooli and Minnie Water Holiday Parks.				

Budget Implications	<ul style="list-style-type: none"> • Consideration should be given to the percentage of Council's Holiday Park Assets, which are currently in Fair or Moderate condition. • There is a funding shortfall of \$ TBA on average per year over the life of the 10 Year Plan for maintenance, operations, renewals, and upgrade/new asserts: totalling \$ TBA for the life of the Plan. • Funding for Holiday Parks is sourced from CCRT⁶ fund, not Councils general fund. • Fair or Moderate condition may not be sufficient in a competitive environment, certain assets such as amenities; cabins may be required to be maintained in a good to very good condition.
Maintenance Programs	<ul style="list-style-type: none"> • Appropriate maintenance programs are implemented to ensure all assets reach their maximum useful life within budgetary constraints. • Maintain cabin refurbishment program.

<i>Holiday Parks</i>	
Objective	To operate the caravan parks in a sustainable manner whilst returning an adequate return on investment by offering customers a superior holiday experience.
Performance Measures	Target
(a) Ensure that maintenance works are undertaken effectively	<ul style="list-style-type: none"> • Review and monitor the inspection system to better target maintenance works to areas required • Review and monitor maintenance procedures to ensure effective practices are utilised. • Maintain assets to meet customer expectations.
(b) Develop detailed forward works programs	<ul style="list-style-type: none"> • Collect detailed data, including updated condition data, on all assets. • Prepare detailed maintenance, renewal and new/upgraded works programs and safety issues aligned to available budgets. • Monitor effectiveness of implemented programs.
(c) Sustainable operation	<ul style="list-style-type: none"> • Oversee professional management of caravan parks, through regular contract reviews. • Develop and implement Business Development Strategy for all Holiday Parks. • Develop and implement effective marketing strategy for all Holiday Parks. • Review and set pricing appropriate to target market.
(d) Asset Management	<ul style="list-style-type: none"> • Develop technical standards to assess and prioritise future works. • Review and update the Holiday Parks Asset Management Plan in line with updated asset data on an annual basis. • Review and update data from the result of the Annual desktop revaluation of holiday parks portfolio for market/current value. • Review and update data from the full revaluation of holiday parks portfolio as per the Non-Current Asset Accounting Procedures.

⁶ Clarence Coast Reserve Trust

Activities	Who	When									
(a) Ensure that maintenance works are undertaken effectively		2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Review and monitor the inspection system to better target maintenance works to areas required	MOS&F	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Review and monitor maintenance procedures to ensure effective practices are utilised		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Maintain assets to meet customer expectations		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

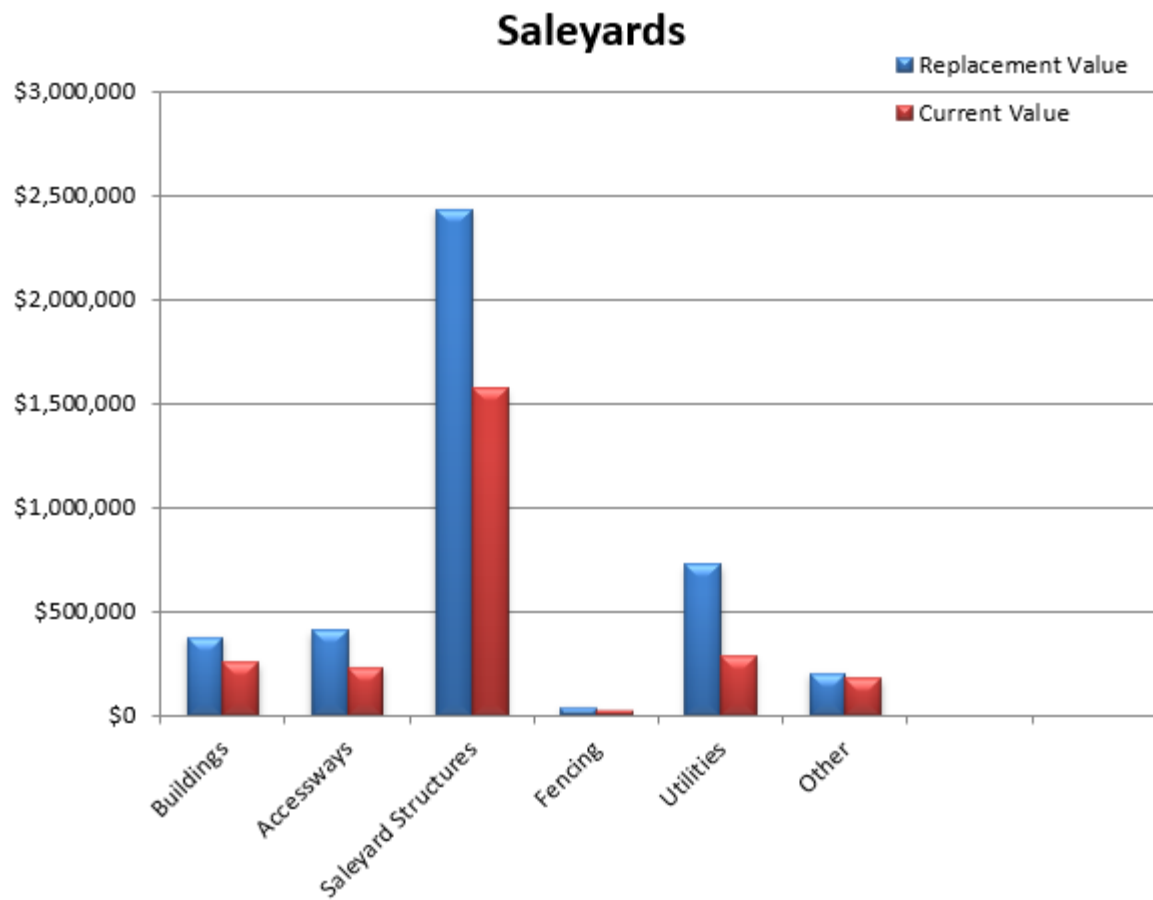
Activities	Who	When									
(b) Develop detailed forward works programs		2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Collect detailed data, including updated condition data, on all assets	MOS&F and F&ASP	✓			✓			✓			✓
Prepare detailed maintenance, renewal and new/upgraded works programs and safety issues aligned to available budgets	MOS&F	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Monitor effectiveness of implemented programs	MOS&F	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

Activities	Who	When									
(c) Sustainable operation		2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Oversee professional management of caravan parks, through regular contract reviews	MOS&F	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

Activities	Who	When									
Develop and implement Business Development Strategy for all Holiday Parks		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Develop and implement effective marketing strategy for all Holiday Parks		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Review and set pricing appropriate to target market		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

Activities	Who	When									
(d) Asset Management		2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Develop technical standards to assess and prioritise future works	F&ASP	✓									
Review and update the Holiday Parks Asset Management Plan in line with updated asset data on an annual basis		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Review and update data from the result of the Annual desktop revaluation of holiday parks portfolio for market/current value		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Review and update data from the full revaluation of holiday parks portfolio as per the Non-Current Asset Accounting Procedures			✓				✓				✓

Saleyards



Key Data

Executive Summary AM Plan Report

These are figures to be input into the executive summary.

10 year total cost [10 yr Ops, Maint, Renewal & Acquisition Forecast]	4,539,492
10 year average forecast	453,949
10 year planned budget [Ops, Maint & Acquisition] (from LTFP)	4,520,880
10 year average planned budget	452,088
10 year AM financial indicator	99.59%
10 year average shortfall	-1,861

Valuation Report

These are asset values either input by the user or system calculated from an asset register uploaded into Renewal Forecast.

Asset Values at start of planning period:

Current or Gross Replacement Cost	4,198,566
Depreciable Amount	3,267,566
Depreciated Replacement Cost	2,527,736
Annual Depreciation Expense	118,101
Rate of Annual Asset Consumption	3.6%
Rate of Annual Asset Renewal	3.6%
Rate of Annual Asset Acquisition	2.5%
Rate of Asset Acquisition	2.54%
Asset renewals as percentage of consumption	100.27%
Percentage Increase in asset stock	2.54%

Sustainability Report

These are summaries and calculations to report on sustainability.

Asset Renewal Funding Ratio

Asset Renewal Funding Ratio	100.00%
-----------------------------	---------

Long Term - Lifecycle Costs

Lifecycle Forecast [average 10 years forecast ops, maint and depreciation]	370,540
Lifecycle Planned Budget [average 10 years planned budget ops, maint & depreciation]	369,000
Lifecycle Gap [lifecycle planned budget - lifecycle forecast (-ve = gap)]	-1,540
Lifecycle Indicator [lifecycle planned budget / lifecycle forecast]	99.58%

Medium Term - 10 year financial planning period

10 yr Ops, Maint & Renewal forecast [average]	370,861
10 yr Ops, Maint & Renewal planned budget [average]	369,000
10 year Gap [lifecycle planned budget - lifecycle forecast (-ve = gap)]	-1,861
10 year Indicator [lifecycle planned budget / lifecycle forecast]	99.50%

Medium Term - 5 year financial planning period

5 yr Ops, Maint & Renewal forecast [average]	416,617
5 yr Ops, Maint & Renewal planned budget [average]	415,222
5 year Gap [lifecycle planned budget - lifecycle forecast (-ve = gap)]	-1,396
5 year Indicator [lifecycle planned budget / lifecycle forecast]	99.66%

Long Term Financial Plan

This table shows the figures to be entered into the Projected Expenditures for Long Term Financial Plan in nominal (current Year) values.

Year	Acquisition	Operation	Maintenance	Renewal	Disposal	Budget
2021	\$0	\$238,790	\$11,788	\$150,000	\$0	\$400,578
2022	\$830,882	\$238,790	\$11,788	\$319,118	\$0	\$1,400,578
2023	\$0	\$238,790	\$14,114	\$210,000	\$0	\$460,578
2024	\$0	\$238,790	\$14,114	\$72,100	\$0	\$322,678
2025	\$0	\$238,790	\$14,114	\$72,000	\$0	\$322,578
2026	\$0	\$238,790	\$14,114	\$72,200	\$0	\$322,778
2027	\$0	\$238,790	\$14,114	\$72,200	\$0	\$322,778
2028	\$0	\$238,790	\$14,114	\$72,200	\$0	\$322,778
2029	\$0	\$238,790	\$14,114	\$72,200	\$0	\$322,778
2030	\$0	\$238,790	\$14,114	\$72,200	\$0	\$322,778

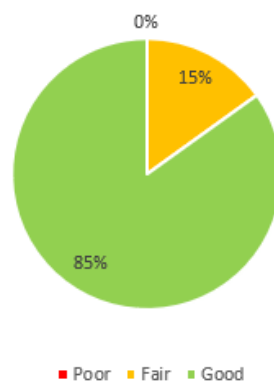
Renewals

This table shows the renewal forecast and the planned renewal budget and calculates the difference between the two.

Year	Forecast Renewal	Planned Renewal Budget	Annual Renewal Budget Shortfall	Cumulative Renewal Budget Shortfall
2021	\$150,000	\$150,000	\$0	\$0
2022	\$319,118	\$319,118	\$0	\$0
2023	\$210,000	\$210,000	\$0	\$0
2024	\$72,100	\$72,100	\$0	\$0
2025	\$72,000	\$72,000	\$0	\$0
2026	\$72,200	\$72,200	\$0	\$0
2027	\$72,200	\$72,200	\$0	\$0
2028	\$72,200	\$72,200	\$0	\$0
2029	\$72,200	\$72,200	\$0	\$0
2030	\$72,200	\$72,200	\$0	\$0

**Last Condition
Survey**

- Valuation dated – March 2018 Desktop Valuation by APV
- Condition assessment undertaken by Clarence Valley Council

Saleyards

General Assessment of Condition	Condition Rating		% of Asset Value		
	1	Very Good condition	48.8		
	2	Good condition	36.1		
	3	Fair or Moderate condition	15.1		
	4	Poor condition	0.0		
	5	Very poor condition	0.0		
Critical Risks & Risk Management	Detail the critical risks and risk management approach taken.				
	Service or Asset at Risk	What can Happen	Risk Rating (VH, H)	Risk Treatment Plan	Residual Risk *
	Saleyards	There is competition from saleyards in neighbouring local government areas	M	Monitor other saleyards within the region	L

General Assessment of Condition	Condition Rating			% of Asset Value	
	1	Very Good condition		48.8	
	2	Good condition		36.1	
	3	Fair or Moderate condition		15.1	
	4	Poor condition		0.0	
	5	Very poor condition		0.0	
	Saleyards	Fluctuations in market forces – number of head, cents/kilogram impact on operations	H	Carefully manage operating costs during lean years Seek out alternate uses/ opportunities	L
	Saleyards	Assets deteriorate to a lesser service standard and higher risk situation	M	Continue to improve data Maintenance is managed appropriately at an operational level Future planning improvements can be made by documented service level risks and utilisation of these in establishing future maintenance priorities	M
	Saleyards	Regulations and legislation are not complied with	M	Ensure funding available for upgrades Implement saleyard management plans	L
	Saleyard operations	Saleyard income makes continued operation unsustainable	H	Work with stakeholders to promote saleyard. Improve sale ring facilities (~. 45,000 head to be sustainable)	M
	Loading Ramps	Loading ramps do not allow enough separation between workers and animals	H	Ensure funding available for upgrades	L
	Treatment Ponds	Treatment ponds fail to comply with EPA	H	Fund upgrade to ponds and treatment plant	L
	Note * The residual risk is the risk remaining after the selected risk treatment plan is operational.				
Main Findings	<ul style="list-style-type: none">• The Saleyards are operated with a 355 Committee.• Overall yard pens are in moderate to good condition.• Other Structures data unreliable, especially for treatment plant.• Major expenditure required on:<ul style="list-style-type: none">○ Renewal and upgrade of the ramps used for loading and unloading of cattle to modern standards.○ Upgrade to the treatment plant.○ Improve customer facilities by providing weather protection for the sale ring.○ Funding for major improvements was secured in 2020-21 and construction will commence in the last quarter.				

	Condition Rating		% of Asset Value
General Assessment of Condition	1	Very Good condition	48.8
	2	Good condition	36.1
	3	Fair or Moderate condition	15.1
	4	Poor condition	0.0
	5	Very poor condition	0.0
Budget Implications	<ul style="list-style-type: none"> Consideration should be given to the percentage of Council's Saleyard assets, which are currently in Fair to Moderate condition. There is a funding shortfall of \$ TBA on average per year over the life of the 10 Year Plan for maintenance, operations, renewals, and upgrade/new asserts: totalling \$ TBA for the life of the Plan. Condition profile will change when other structures review completed. Major future expenditure budget for the effluent management system will be required. 		
Maintenance Programs	<ul style="list-style-type: none"> Appropriate maintenance programs are implemented to ensure all assets reach their maximum useful life within budgetary constraints. Develop and / or review asset inspection programs for the saleyard. Ensure appropriate maintenance programs are implemented to ensure assets reach end of useful life. 		

Saleyards

Objective	To continue providing a livestock marketing facility for the agricultural industry in the Clarence Valley and surrounding area.
Performance Measures	Target
(a) Ensure that maintenance works are undertaken effectively	<ul style="list-style-type: none"> Review and monitor the inspection system to better target maintenance works to areas required. Review and monitor maintenance procedures to ensure effective practices are utilised.
(b) Develop detailed forward works programs	<ul style="list-style-type: none"> Collect detailed data, including updated condition data, on all assets. Develop and implement saleyard management capital works program. Monitor effectiveness of implemented programs through over-all asset condition assessments.
(c) Sustainable operation	<ul style="list-style-type: none"> Develop and review business plan for saleyards. Seek opportunities to promote saleyard. Coordinate WHS with yard users through the saleyards advisory committee.
(d) Asset Management	<ul style="list-style-type: none"> Develop technical standards to assess and prioritise future works. Review and update the Saleyards Asset Management Plan in line with updated asset data on an annual basis. Review and update data from the result of the Annual desktop revaluation of Saleyard assets for market/current value. Review and update data from the full revaluation of saleyard portfolio as per the Non-Current Asset Accounting Procedures.

Activities	Who	When									
(a) Ensure that maintenance works are undertaken effectively		2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Review and monitor the inspection system to better target maintenance works to areas required	MOS&F	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Review and monitor maintenance procedures to ensure effective practices are utilised		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

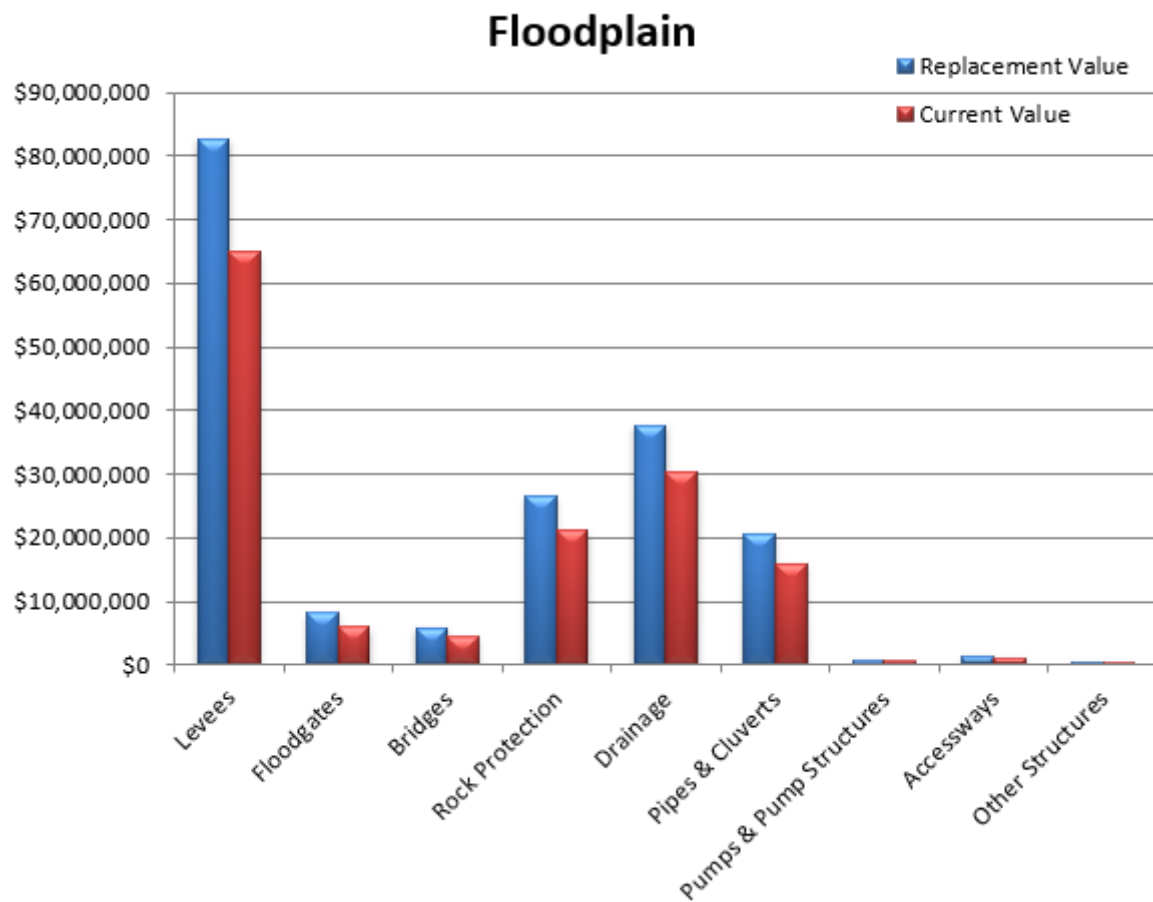
Activities	Who	When									
(b) Develop detailed forward works programs		2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Collect detailed data, including updated condition data, on all assets	MOS&F and F&ASP	✓			✓			✓			✓
Develop and implement waste management capital works program	MOS&F	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Monitor effectiveness of implemented programs through over-all asset condition assessments	MOS&F	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

Activities	Who	When									
(c) Sustainable operation		2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Develop and review business plan for saleyards	MOS&F	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Seek opportunities to promote saleyard		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Coordinate WHS with yard users through the saleyards advisory committee		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

Activities	Who	When									
(d) Asset Management		2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Develop technical standards to assess and prioritise future works	F&ASP	✓									
Review and update the Saleyards Asset Management Plan in line with updated asset data on an annual basis		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

Activities	Who	When									
Review and update data from the result of the Annual desktop revaluation of Saleyard assets for market/current value		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Review and update data from the full revaluation of saleyards portfolio as per the Non-Current Asset Accounting Procedures			✓				✓				✓

Floodplain



Key Data

Executive Summary AM Plan Report

These are figures to be input into the executive summary.

10 year total cost [10 yr Ops, Maint, Renewal & Acquisition Forecast]	16,817,552
10 year average forecast	1,681,755
10 year planned budget [Ops, Maint & Acquisition] (from LTFFP)	16,792,932
10 year average planned budget	1,679,293
10 year AM financial indicator	99.85%
10 year average shortfall	-2,462

Valuation Report

These are asset values either input by the user or system calculated from an asset register uploaded into Renewal Forecast.

Asset Values at start of planning period:

Current or Gross Replacement Cost	184,170,800
Depreciable Amount	145,587,328
Depreciated Replacement Cost	143,432,096
Annual Depreciation Expense	1,553,598
Rate of Annual Asset Consumption	1.1%
Rate of Annual Asset Renewal	0.4%
Rate of Annual Asset Acquisition	0.0%
Rate of Asset Acquisition	0.04%
Asset renewals as percentage of consumption	34.43%
Percentage Increase in asset stock	0.04%

Sustainability Report

These are summaries and calculations to report on sustainability.

Asset Renewal Funding Ratio

Asset Renewal Funding Ratio	100.00%
-----------------------------	---------

Long Term - Lifecycle Costs

Lifecycle Forecast [average 10 years forecast ops, maint and depreciation]	2,648,572
Lifecycle Planned Budget [average 10 years planned budget ops, maint & depreciation]	1,627,370
Lifecycle Gap [lifecycle planned budget - lifecycle forecast (-ve = gap)]	-1,021,202
Lifecycle Indicator [lifecycle planned budget / lifecycle forecast]	61.44%

Medium Term - 10 year financial planning period

10 yr Ops, Maint & Renewal forecast [average]	1,629,832
10 yr Ops, Maint & Renewal planned budget [average]	1,627,370
10 year Gap [lifecycle planned budget - lifecycle forecast (-ve = gap)]	-2,462
10 year Indicator [lifecycle planned budget / lifecycle forecast]	99.85%

Medium Term - 5 year financial planning period

5 yr Ops, Maint & Renewal forecast [average]	1,741,165
5 yr Ops, Maint & Renewal planned budget [average]	1,739,304
5 year Gap [lifecycle planned budget - lifecycle forecast (-ve = gap)]	-1,861
5 year Indicator [lifecycle planned budget / lifecycle forecast]	99.89%

Long Term Financial Plan

This table shows the figures to be entered into the Projected Expenditures for Long Term Financial Plan in nominal (current Year) values.

Year	Acquisition	Operation	Maintenance	Renewal	Disposal	Budget
2021	\$19,234	\$1,070,246	\$427,957	\$876,834	\$0	\$2,394,271
2022	\$500,000	\$639,345	\$408,203	\$631,745	\$0	\$2,179,180
2023	\$0	\$641,195	\$409,303	\$500,000	\$0	\$1,547,435
2024	\$0	\$641,195	\$409,303	\$500,000	\$0	\$1,547,435
2025	\$0	\$641,195	\$409,303	\$500,000	\$0	\$1,547,435
2026	\$0	\$641,195	\$409,303	\$500,000	\$0	\$1,547,435
2027	\$0	\$641,195	\$409,303	\$460,000	\$0	\$1,507,435
2028	\$0	\$641,195	\$409,303	\$460,000	\$0	\$1,507,435
2029	\$0	\$641,195	\$409,303	\$460,000	\$0	\$1,507,435
2030	\$0	\$641,195	\$409,303	\$460,000	\$0	\$1,507,435

Renewals

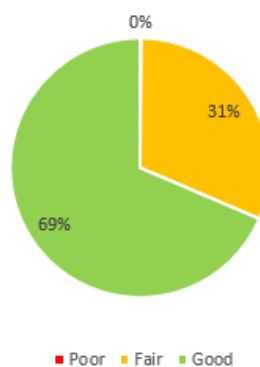
This table shows the renewal forecast and the planned renewal budget and calculates the difference between the two.

Year	Forecast Renewal	Planned Renewal Budget	Annual Renewal Budget Shortfall	Cumulative Renewal Budget Shortfall
2021	\$150,000	\$150,000	\$0	\$0
2022	\$319,118	\$319,118	\$0	\$0
2023	\$210,000	\$210,000	\$0	\$0
2024	\$72,100	\$72,100	\$0	\$0
2025	\$72,000	\$72,000	\$0	\$0
2026	\$72,200	\$72,200	\$0	\$0
2027	\$72,200	\$72,200	\$0	\$0
2028	\$72,200	\$72,200	\$0	\$0
2029	\$72,200	\$72,200	\$0	\$0
2030	\$72,200	\$72,200	\$0	\$0

Last Condition Survey

- Valuation dated – March 2018 Desktop Valuation by APV
- Condition assessment undertaken by Clarence Valley Council

Floodplain



General Assessment of Condition	Condition Rating		% of Asset Value		
	1	Very Good condition	3.2		
	2	Good condition	65.4		
	3	Moderate condition	31.3		
	4	Poor condition	0.1		
	5	Very poor condition	0.0		
Critical Risks & Risk Management	Detail the critical risks and risk management approach taken.				
	Service or Asset at Risk	What can Happen	Risk Rating (VH, H)	Risk Treatment Plan	Residual Risk *
	Levees	The levee wall fails	H	Regular maintenance program 4 yearly condition assessment programs Public Works inspections	L
	Floodplain Infrastructure	Infrastructure is damaged/ destroyed	H	Floodplain infrastructure inspected after events to assess damage.	M
	Floodplain Infrastructure	Floodplain assets fail due to aging infrastructure	M	Regular inspections program	M
	Floodplain Infrastructure	Rising sea levels & changes to weather patterns impacting on the capacity of the system	M	Develop Climate Change Management Plan	M
	Floodplain Infrastructure	Assets reach the end of their usable life but remain in service/use	M	Review asset group useful lives	M
	Floodplain Infrastructure	Failure to inspect occurs	H	Develop/ document inspection maintenance process/ procedure, inc. inspection forms. Commence an inspection program to enable the prioritisation of renewal/ maintenance work	L
	Floodplain Infrastructure	Inspection and maintenance are not recorded	M	Implement inspection process/ procedure Train inspectors on process/ procedure	L

General Assessment of Condition	Condition Rating		% of Asset Value
	1	Very Good condition	3.2
	2	Good condition	65.4
	3	Moderate condition	31.3
	4	Poor condition	0.1
	5	Very poor condition	0.0
Note * The residual risk is the risk remaining after the selected risk treatment plan is operational.			

Main Findings	<ul style="list-style-type: none"> • Council maintains the following major floodplain assets: <ul style="list-style-type: none"> ○ Levees ○ Open drains ○ Culvert assets ○ Floodgates ○ Bridges ○ Rock protection ○ Farm crossings • Floods have a major impact on floodplain asset condition. In general, the restoration cost of these assets has been excluded from the assessment on the basis that Council will receive Natural Disaster Relief Assistance for damage caused by these events. However, damage will occur to assets from repeated flood events that may not be able to be attributed to single events but will cause the increased deterioration of assets over time. The restoration costs of these assets will ultimately be borne by Council. • Major emphasis is to increase maintenance levels in the following areas: <ul style="list-style-type: none"> ○ Rural levee maintenance – increased inspection and maintenance on a four-year cycle. ○ Drain maintenance – implementation of an increased spraying program over a 4 month per annum period plus mechanical cleaning of drains as and where required on a seven-year cycle. • General focus will be on managing condition 4 and 5 floodplain assets and maintaining floodplain assets rated at condition 3 and above. • Additional detailed data is to be gathered on floodplain network, especially rural levees, to better determine the extent of the condition of the assets and to schedule maintenance and capital works more effectively. This is also to include crest surveys of the levees.
Budget Implications	<ul style="list-style-type: none"> • Consideration should be given to the percentage of Council's floodplain assets, which are currently in Fair to Moderate condition. • There is a funding shortfall of \$ TBA on average per year over the life of the 10 Year Plan for maintenance, operations, renewals and upgrade/new assets; totalling \$ TBA for the life of the Plan. • Additional grant funding will be sought for programs, especially for capital programs. • Where grant funding is not certain of being available, it has not been included in the assessment. This is particularly relevant with funding from the Office of Environment and Heritage, which has not been included in this assessment. This funding is typically received on a 2:1 basis for approved projects. Successful funding applications under this program therefore have the potential to significantly affect the nominated deficit figure.

<p>Main Findings</p>	<ul style="list-style-type: none"> • Council maintains the following major floodplain assets: <ul style="list-style-type: none"> ○ Levees ○ Open drains ○ Culvert assets ○ Floodgates ○ Bridges ○ Rock protection ○ Farm crossings • Floods have a major impact on floodplain asset condition. In general, the restoration cost of these assets has been excluded from the assessment on the basis that Council will receive Natural Disaster Relief Assistance for damage caused by these events. However, damage will occur to assets from repeated flood events that may not be able to be attributed to single events but will cause the increased deterioration of assets over time. The restoration costs of these assets will ultimately be borne by Council. • Major emphasis is to increase maintenance levels in the following areas: <ul style="list-style-type: none"> ○ Rural levee maintenance – increased inspection and maintenance on a four-year cycle. ○ Drain maintenance – implementation of an increased spraying program over a 4 month per annum period plus mechanical cleaning of drains as and where required on a seven-year cycle. • General focus will be on managing condition 4 and 5 floodplain assets and maintaining floodplain assets rated at condition 3 and above. • Additional detailed data is to be gathered on floodplain network, especially rural levees, to better determine the extent of the condition of the assets and to schedule maintenance and capital works more effectively. This is also to include crest surveys of the levees.
<p>Maintenance Programs</p>	<ul style="list-style-type: none"> • Appropriate maintenance programs are implemented to ensure all assets reach their maximum useful life within budgetary constraints. • Council is implementing a detailed inspection program to identify and rectify defects, especially those that pose a safety issue, in a timely manner.

Floodplain

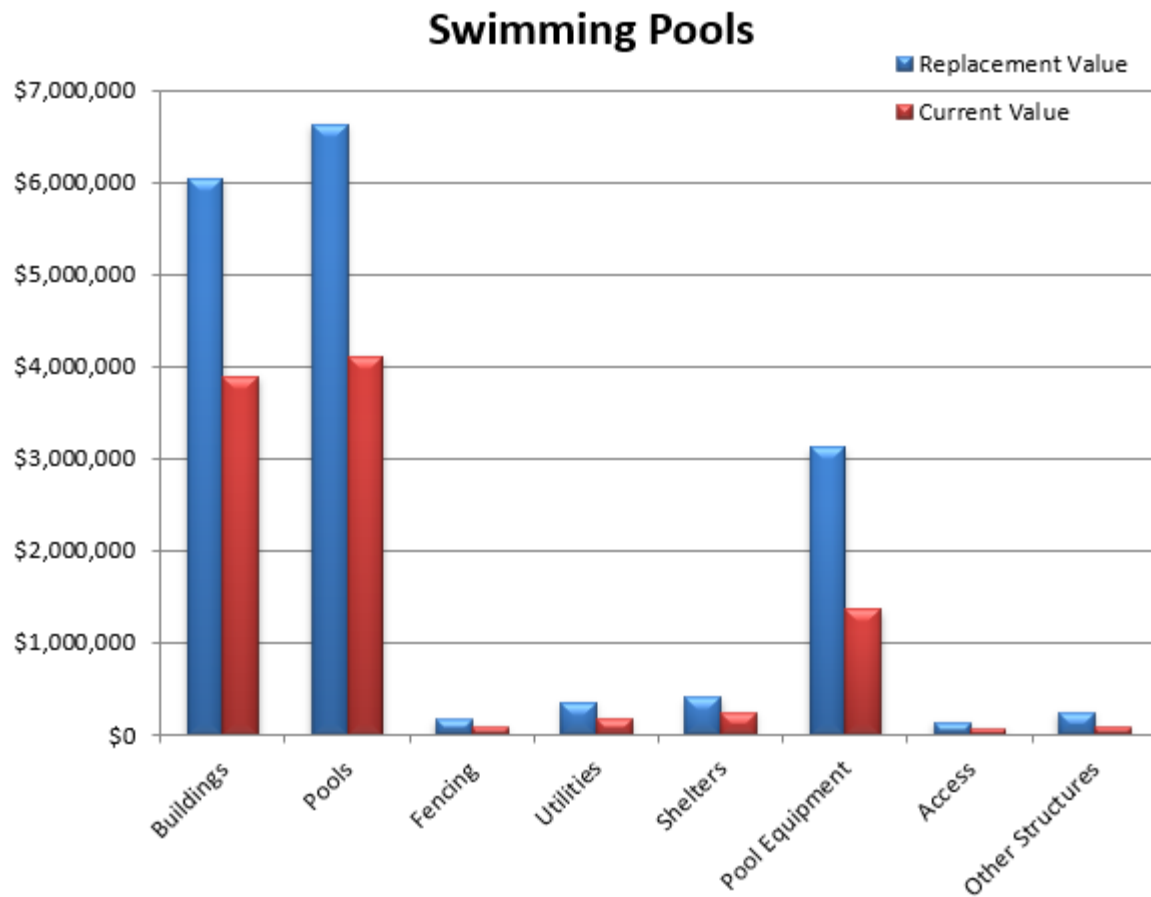
Objective	To provide and maintain floodplain assets that provides protection to urban and rural communities and their assets from flood events.
Performance Measures	Target
(a) Ensure that maintenance works are undertaken effectively	<ul style="list-style-type: none"> Review and monitor the inspection system to better target maintenance works to areas required. Review and monitor maintenance procedures to ensure effective practices are utilised. Implement upgraded maintenance programs.
(b) Develop detailed forward works programs.	<ul style="list-style-type: none"> Collect detailed data, including updated condition data, on all assets. Prepare detailed maintenance works programs. Monitor effectiveness of implemented programs though over-all asset condition assessments. Seek additional sources of funding for capital works.
(c) Asset Management	<ul style="list-style-type: none"> Develop technical standards to assess and prioritise future works (e.g. standards to assess risk-based replacement program). Review and update the Floodplain Asset Management Plan in line with updated asset data on an annual basis. Review and update data from the result of the Annual desktop revaluation of floodplain assets for market/current value. Review and update data from the full revaluation of floodplain assets as per the Non-Current Asset Accounting Procedures.

Activities	Who	When									
(a) Ensure that maintenance works are undertaken effectively.		2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Review and monitor the inspection system to better target maintenance works to areas required	MCS	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Review and monitor maintenance procedures to ensure effective practices are utilised		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Implement upgraded maintenance programs		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

Activities	Who	When									
(b) Develop detailed forward works programs.		2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Collect detailed data, including updated condition data, on all assets	MCS & F&AS P	✓			✓			✓			✓
Prepare detailed maintenance works programs	MCS	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Monitor effectiveness of implemented programs though over-all asset condition assessments	MCS	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Seek additional sources of funding for capital works	MCS	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

Activities	Who	When									
(c) Asset Management		2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Develop technical standards to assess and prioritise future works	F&ASP	✓									
Review and update the Floodplain Asset Management Plan in line with updated asset data on an annual basis		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Review and update data from the result of the Annual desktop revaluation of floodplain assets for market/current value		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Review and update data from the full revaluation of floodplain assets as per the Non-Current Asset Accounting Procedures			✓				✓				✓

Swimming Pools



Key Data

Executive Summary AM Plan Report

These are figures to be input into the executive summary.

10 year total cost [10 yr Ops, Maint, Renewal & Acquisition Forecast]	17,361,756
10 year average forecast	1,736,176
10 year planned budget [Ops, Maint & Acquisition] (from LTFP)	17,361,756
10 year average planned budget	1,736,176
10 year AM financial indicator	100.00%
10 year average shortfall	0

Valuation Report

These are asset values either input by the user or system calculated from an asset register uploaded into Renewal Forecast.

Asset Values at start of planning period:

Current or Gross Replacement Cost	17,100,648
Depreciable Amount	8,606,593
Depreciated Replacement Cost	10,040,950
Annual Depreciation Expense	284,591
Rate of Annual Asset Consumption	3.3%
Rate of Annual Asset Renewal	3.4%
Rate of Annual Asset Acquisition	0.0%
Rate of Asset Acquisition	0.00%
Asset renewals as percentage of consumption	104.26%
Percentage Increase in asset stock	0.00%

Sustainability Report

These are summaries and calculations to report on sustainability.

Asset Renewal Funding Ratio

Asset Renewal Funding Ratio	100.00%
-----------------------------	---------

Long Term - Lifecycle Costs

Lifecycle Forecast [average 10 years forecast ops, maint and depreciation]	1,724,042
Lifecycle Planned Budget [average 10 years planned budget ops, maint & depreciation]	1,736,176
Lifecycle Gap [lifecycle planned budget - lifecycle forecast (-ve = gap)]	12,133
Lifecycle Indicator [lifecycle planned budget / lifecycle forecast]	100.70%

Medium Term - 10 year financial planning period

10 yr Ops, Maint & Renewal forecast [average]	1,736,176
10 yr Ops, Maint & Renewal planned budget [average]	1,736,176
10 year Gap [lifecycle planned budget - lifecycle forecast (-ve = gap)]	0
10 year Indicator [lifecycle planned budget / lifecycle forecast]	100.00%

Medium Term - 5 year financial planning period

5 yr Ops, Maint & Renewal forecast [average]	1,853,248
5 yr Ops, Maint & Renewal planned budget [average]	1,853,248
5 year Gap [lifecycle planned budget - lifecycle forecast (-ve = gap)]	0
5 year Indicator [lifecycle planned budget / lifecycle forecast]	100.00%

Long Term Financial Plan

This table shows the figures to be entered into the Projected Expenditures for Long Term Financial Plan in nominal (current Year) values.

Year	Acquisition	Operation	Maintenance	Renewal	Disposal	Budget
2021	\$0	\$1,815,684	\$163,914	\$898,831	\$0	\$2,878,429
2022	\$0	\$1,215,684	\$163,751	\$30,000	\$0	\$1,409,435
2023	\$0	\$1,215,684	\$163,751	\$244,700	\$0	\$1,624,135
2024	\$0	\$1,215,684	\$163,751	\$297,800	\$0	\$1,677,235
2025	\$0	\$1,215,684	\$163,751	\$297,571	\$0	\$1,677,006
2026	\$0	\$1,215,684	\$163,751	\$298,340	\$0	\$1,677,775
2027	\$0	\$1,215,684	\$163,751	\$250,000	\$0	\$1,629,435
2028	\$0	\$1,215,684	\$163,751	\$250,000	\$0	\$1,629,435
2029	\$0	\$1,215,684	\$163,751	\$200,000	\$0	\$1,579,435
2030	\$0	\$1,215,684	\$163,751	\$200,000	\$0	\$1,579,435

Renewals

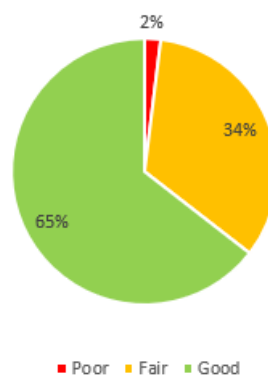
This table shows the renewal forecast and the planned renewal budget and calculates the difference between the two.

Year	Forecast Renewal	Planned Renewal Budget	Annual Renewal Budget Shortfall	Cumulative Renewal Budget Shortfall
2021	\$898,831	\$898,831	\$0	\$0
2022	\$30,000	\$30,000	\$0	\$0
2023	\$244,700	\$244,700	\$0	\$0
2024	\$297,800	\$297,800	\$0	\$0
2025	\$297,571	\$297,571	\$0	\$0
2026	\$298,340	\$298,340	\$0	\$0
2027	\$250,000	\$250,000	\$0	\$0
2028	\$250,000	\$250,000	\$0	\$0
2029	\$200,000	\$200,000	\$0	\$0
2030	\$200,000	\$200,000	\$0	\$0

Last Condition Survey

- Valuation dated – March 2018 Clarence Valley Council
- Condition assessment undertaken by Clarence Valley Council

Swimming Pools



General Assessment of Condition	Condition Rating		% of Asset Value		
	1	Very Good condition	24.2		
	2	Good condition	40.3		
	3	Fair or Moderate condition	33.5		
	4	Poor condition	0.9		
	5	Very poor condition	1.1		
Critical Risks & Risk Management	Detail the critical risks and risk management approach taken.				
	Service or Asset at Risk	What can Happen	Risk Rating (VH, H)	Risk Treatment Plan	Residual Risk *
	Aquatic Facilities	Water quality is below standard	H	Staff at pools required to be qualified and skilled to manage water quality Engage contractor to repair	M
	Aquatic Facilities	Assets fall into disrepair	H	Annual inspection schedule Budgets to be allocated to reflect maintenance of ageing infrastructure. Close and consolidate pools as identified in Aquatic Facilities Strategy. Actively seek grant funding for upgrade/renewal of pool infrastructure	M
	Aquatic Facilities	There is poor accessibility to some pools and amenities	M	Continue to improve accessibility with grant funding where possible	L
	Aquatic Facilities	Unable to meet Royal Life Saving standards, regulations, and legislative requirements	M	Implement pool contracts to comply with Practice Note and Standards, WH&S (lifeguards, first aid etc.)	L
	Grafton Pool	Water loss	M	Investigate the rate of water loss to determine possible cause. Budget for replacement of joint seals	L
	South Grafton Pool	Buildings and amenities will continue to deteriorate	H	Improve ventilation of the facility	L
	Yamba Pool	Water loss	M	Investigate the rate of water loss to determine possible cause	L

General Assessment of Condition	Condition Rating			% of Asset Value	
	1	Very Good condition		24.2	
	2	Good condition		40.3	
	3	Fair or Moderate condition		33.5	
	4	Poor condition		0.9	
	5	Very poor condition		1.1	
				Budget for replacement of joint seals	
	Yamba Pool	Site contamination of chemical	H	Replace/ upgrade bunding	L
	Maclean Pool	Accessible access cannot be provided	H	Continue to improve accessibility with grant funding where possible	L
	Grafton Pool	Waterslide may not meet required standards	H	Continue to get annual inspections	H
	Grafton Pool	Dive tower regulations change preventing recreational use	H	Monitor industry standards and liaise with RLSSA	H
	Maclean Pool	Old asbestos pipes rupture under pressure	H	Test pipe condition	M
	Grafton Pool	Filtration system failure	H	Monitor equipment and address issue in masterplan	M
Note * The residual risk is the risk remaining after the selected risk treatment plan is operational.					
Main Findings	<ul style="list-style-type: none"> The Swimming Pools network comprises of five community pool complexes: <ul style="list-style-type: none"> Maclean Olympic Swimming Pool Grafton Olympic Pool South Grafton Indoor Pool and Boyd-Nattress Complex Yamba Community Heated Pool Glenreagh Swimming Pool Even though 65% are in good condition All the facilities are quite old. Quite a number have major leaks. 				
Budget Implications	<ul style="list-style-type: none"> Consideration should be given to the percentage of Council's Swimming Pool assets, which are currently in Fair to Moderate condition. Over a ten-year period, there is an average funding shortfall of \$ TBA for maintenance, operations, renewals, upgrades and new projects at existing pools; totalling \$ TBA for the life of the Plan. 				
Maintenance Programs	<ul style="list-style-type: none"> Appropriate maintenance programs are implemented to ensure all assets reach their maximum useful life within budgetary constraints. Pool contractors are required to carry out maintenance as scheduled. 				

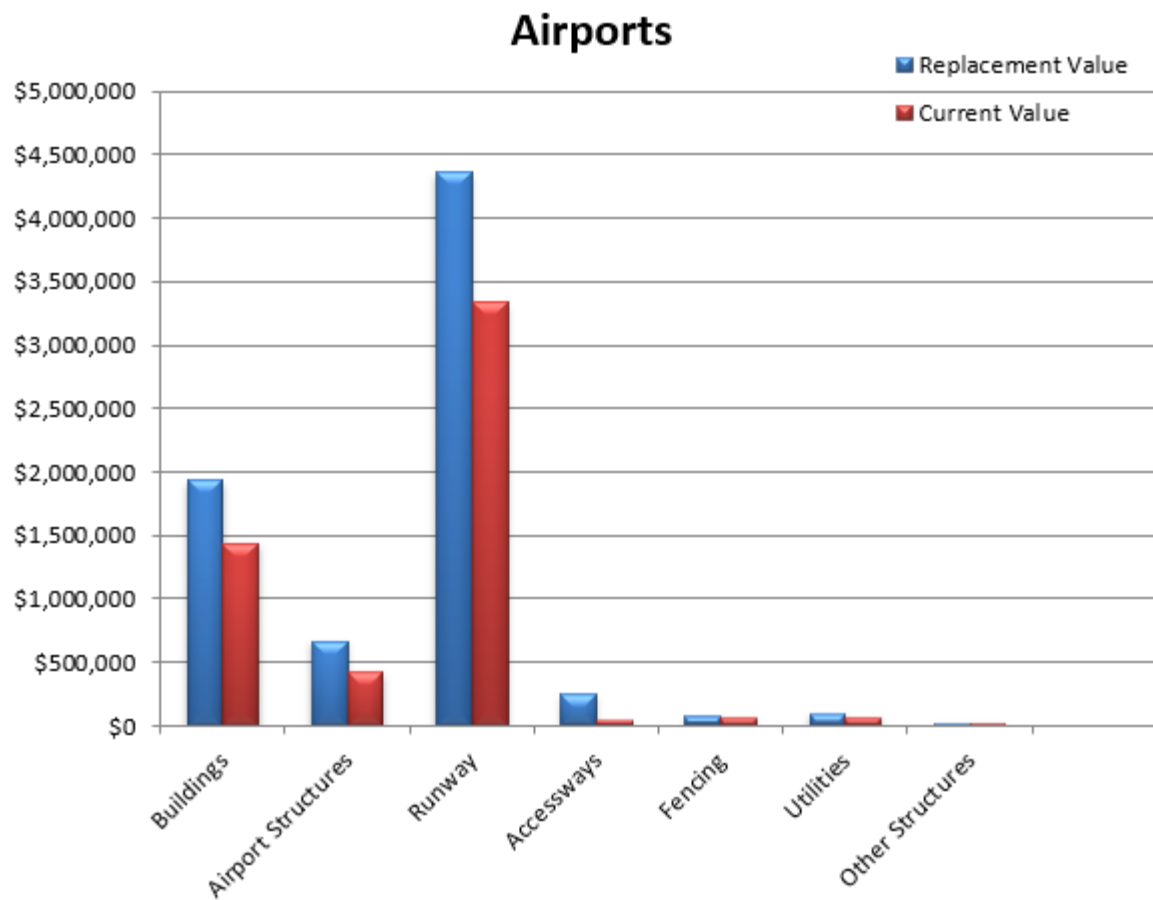
Swimming Pools											
Objective	Provide quality sport and recreation facilities and encourage participation. Ensure access and equity of services to all our residents, and, maintain infrastructure in an efficient and effective manner.										
Performance Measures	Target										
(a) Ensure that maintenance works are undertaken effectively	<ul style="list-style-type: none"> Review and monitor the inspection system to better target maintenance works to areas required. Review and monitor maintenance procedures to ensure effective practices are utilised. 										
(b) Develop detailed forward works programs	<ul style="list-style-type: none"> Collect detailed data, including updated condition data, on all assets. Prepare detailed maintenance, renewal and new/upgraded works programs targeting condition 4 and 5 assets and safety issues aligned to available budgets. Monitor effectiveness of implemented programs by changes in the over-all Swimming Pools asset condition assessments. Seek additional sources of funding for capital works. 										
(c) Ensure good governance and administrative support for the Council and organisation	<ul style="list-style-type: none"> Review and implement adopted Aquatic Facilities Strategy. Continue to review fee structure and implement any changes. Review and monitor Contractor Agreements. 										
(d) Asset Management	<ul style="list-style-type: none"> Develop technical standards to assess and prioritise future works. Review and update the Swimming Pools Asset Management Plan in line with updated asset data on an annual basis. Review and update data from the result of the Annual desktop revaluation of swimming pools portfolio for market/current value. Review and update data from the full revaluation of swimming pools portfolio as per the Non-Current Asset Accounting Procedures. 										
Activities	Who	When									
(a) Ensure that maintenance works are undertaken effectively		2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Review and monitor the inspection system to better target maintenance works to areas required	MOS&F	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Review and monitor maintenance procedures to ensure effective practices are utilised		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

Activities	Who	When									
(b) Develop detailed forward works programs		2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Collect detailed data, including updated condition data, on all assets	MOS&F and F&AS P	✓			✓			✓			✓
Prepare detailed maintenance, renewal and new/upgraded works programs targeting condition 4 and 5 assets and safety issues aligned to available budgets	MOS&F	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Monitor effectiveness of implemented programs through over-all Swimming Pool asset condition assessments	MOS&F	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

Activities	Who	When									
(c) Ensure good governance and administrative support for the Council and organisation		2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Review and implement adopted Aquatic Facilities Strategy	MOS&F	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Continue to review fee structure and implement any changes		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Review and monitor Contractor Agreements		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

Activities	Who	When									
(d) Asset Management		2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Develop technical standards to assess and prioritise future works	F&ASP	✓									
Review and update the Swimming Pool Asset Management Plan in line with updated asset data on an annual basis		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Review and update data from the result of the Annual desktop revaluation of swimming pool portfolio for market/current value		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Review and update data from the full revaluation of swimming pool portfolio as per the Non-Current Asset Accounting Procedures			✓				✓				✓

Airports



Key Data

Executive Summary AM Plan Report

These are figures to be input into the executive summary.

10 year total cost [10 yr Ops, Maint, Renewal & Acquisition Forecast]	4,976,181
10 year average forecast	497,618
10 year planned budget [Ops, Maint & Acquisition] (from LTFP)	4,881,861
10 year average planned budget	488,186
10 year AM financial indicator	98.10%
10 year average shortfall	-9,432

Valuation Report

These are asset values either input by the user or system calculated from an asset register uploaded into Renewal Forecast.

Asset Values at start of planning period:

Current or Gross Replacement Cost	7,395,130
Depreciable Amount	4,974,219
Depreciated Replacement Cost	5,386,472
Annual Depreciation Expense	221,706
Rate of Annual Asset Consumption	4.5%
Rate of Annual Asset Renewal	3.4%
Rate of Annual Asset Acquisition	0.6%
Rate of Asset Acquisition	0.60%
Asset renewals as percentage of consumption	75.45%
Percentage Increase in asset stock	0.60%

Sustainability Report

These are summaries and calculations to report on sustainability.

Asset Renewal Funding Ratio

Asset Renewal Funding Ratio	100.00%
-----------------------------	---------

Long Term - Lifecycle Costs

Lifecycle Forecast [average 10 years forecast ops, maint and depreciation]	522,049
Lifecycle Planned Budget [average 10 years planned budget ops, maint & depreciation]	458,186
Lifecycle Gap [lifecycle planned budget - lifecycle forecast (-ve = gap)]	-63,863
Lifecycle Indicator [lifecycle planned budget / lifecycle forecast]	87.77%

Medium Term - 10 year financial planning period

10 yr Ops, Maint & Renewal forecast [average]	467,618
10 yr Ops, Maint & Renewal planned budget [average]	458,186
10 year Gap [lifecycle planned budget - lifecycle forecast (-ve = gap)]	-9,432
10 year Indicator [lifecycle planned budget / lifecycle forecast]	97.98%

Medium Term - 5 year financial planning period

5 yr Ops, Maint & Renewal forecast [average]	430,190
5 yr Ops, Maint & Renewal planned budget [average]	423,116
5 year Gap [lifecycle planned budget - lifecycle forecast (-ve = gap)]	-7,074
5 year Indicator [lifecycle planned budget / lifecycle forecast]	98.36%

Long Term Financial Plan

This table shows the figures to be entered into the Projected Expenditures for Long Term Financial Plan in nominal (current Year) values.

Year	Acquisition	Operation	Maintenance	Renewal	Disposal	Budget
2021	\$0	\$231,007	\$59,904	\$130,175	\$0	\$421,086
2022	\$300,000	\$231,007	\$59,904	\$0	\$0	\$590,911
2023	\$0	\$240,367	\$62,334	\$173,650	\$0	\$464,561
2024	\$0	\$240,367	\$62,334	\$146,000	\$0	\$436,911
2025	\$0	\$240,367	\$62,334	\$211,200	\$0	\$502,111
2026	\$0	\$240,367	\$62,334	\$211,726	\$0	\$502,637
2027	\$0	\$240,367	\$62,334	\$200,000	\$0	\$490,911
2028	\$0	\$240,367	\$62,334	\$200,000	\$0	\$490,911
2029	\$0	\$240,367	\$62,334	\$200,000	\$0	\$490,911
2030	\$0	\$240,367	\$62,334	\$200,000	\$0	\$490,911

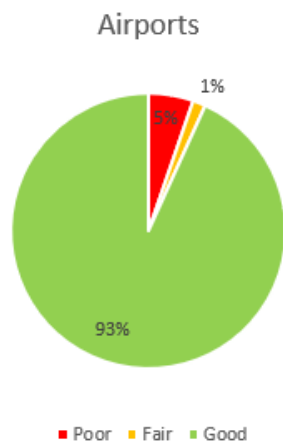
Renewals

This table shows the renewal forecast and the planned renewal budget and calculates the difference between the two.

Year	Forecast Renewal	Planned Renewal Budget	Annual Renewal Budget Shortfall	Cumulative Renewal Budget Shortfall
2021	\$130,175	\$130,175	\$0	\$0
2022	\$0	\$0	\$0	\$0
2023	\$173,650	\$173,650	\$0	\$0
2024	\$146,000	\$146,000	\$0	\$0
2025	\$211,200	\$211,200	\$0	\$0
2026	\$211,726	\$211,726	\$0	\$0
2027	\$200,000	\$200,000	\$0	\$0
2028	\$200,000	\$200,000	\$0	\$0
2029	\$200,000	\$200,000	\$0	\$0
2030	\$200,000	\$200,000	\$0	\$0

**Last Condition
Survey**

- Valuation dated – March 2018 Desktop Valuation by APV
- Condition assessment undertaken by Clarence Valley Council



General Assessment of Condition	Condition Rating		% of Asset Value		
	1	Very Good Condition	79.5		
	2	Good Condition	13.7		
	3	Fair or Moderate Condition	1.5		
	4	Poor Condition	5.3		
	5	Very Poor Condition	0.0		
Critical Risks & Risk Management	Detail the critical risks and risk management approach taken.				
	Service or Asset at Risk	What can Happen	Risk Rating (VH, H)	Risk Treatment Plan	Residual Risk *
	Regional Airport	Failure of the runway	M	Significant pavement strengthening and asphalt sealing	L
	Regional Airport - Terminal	Building not fully utilised	M	Seek alternate service providers when necessary. Make passengers as comfortable as possible.	L
	Regional Airport	Airline discontinues service and usage of airport	M	Seek alternate service providers when necessary.	L
	Regional Airport	Federal security measures imposed	M	Review and prioritise security measures imposed. Apply for available funding.	L
	Regional Airport - Terminal	Customers have a bad experience of the airport which may impact airport usage	H	Investigate complaints and determine whether changes need to be made to ensure patronage continues.	M
	Note * The residual risk is the risk remaining after the selected risk treatment plan is operational.				
	Main Findings	<ul style="list-style-type: none">• Council maintains the following major airport assets:<ul style="list-style-type: none">○ Buildings<ul style="list-style-type: none">– Terminal○ Airport Structures<ul style="list-style-type: none">– Runway– Apron○ Fencing○ Utilities<ul style="list-style-type: none">– Lighting– Water Tanks○ Other Structures<ul style="list-style-type: none">– Internal Roads			

General Assessment of Condition	Condition Rating		% of Asset Value
	1	Very Good Condition	79.5
	2	Good Condition	13.7
	3	Fair or Moderate Condition	1.5
	4	Poor Condition	5.3
	5	Very Poor Condition	0.0
	– Carparks <ul style="list-style-type: none"> • Council has undertaken significant renewal and upgrade works in the past years, including strengthening and sealing the runway, extension of the apron, upgrading of the terminal, replacement of the runway and apron lighting, replacement of the perimeter electric fence and replacement of the generator. • General focus will be on managing condition 4 assets and maintaining assets at condition 3 and above. 		
Budget Implications	<ul style="list-style-type: none"> • Consideration should be given to the percentage of Council's Airport Assets' which are currently in Fair or Moderate condition. • There is a balanced budget over the life of the 10 Year Plan for maintenance, operations, renewals, and upgrade/new assets. • Additional grant funding will be sought for programs, especially for capital programs. 		
Maintenance Programs	<ul style="list-style-type: none"> • Appropriate maintenance programs are implemented to ensure all assets reach their maximum useful life within budgetary constraints. • Council has a detailed inspection program to identify and rectify defects, especially those that pose a safety issue to aircrafts, in a timely manner. 		

<i>Airports</i>	
Objective	To provide a safe and serviceable Regional Airport services to the Clarence Valley area that continually meets and exceeds the CASA operational requirements.
Performance Measures	Target
(a) Ensure that maintenance works are undertaken effectively.	<ul style="list-style-type: none"> • Review and monitor the inspection system to better target maintenance works to areas required. • Review and monitor maintenance procedures to ensure effective practices are utilised. • Implement upgraded maintenance programs.
(b) Develop detailed forward works programs.	<ul style="list-style-type: none"> • Collect detailed data, including updated condition data, on all assets. • Prepare detailed maintenance works programs. • Monitor effectiveness of implemented programs through over-all asset condition assessments. • Seek additional sources of funding for capital works.
(c) Asset Management	<ul style="list-style-type: none"> • Develop technical standards to assess and prioritise future works (e.g. standards to assess risk-based replacement program). • Review and update the Airport Asset Management Plan in line with updated asset data on an annual basis. • Review and update data from the result of the Annual desktop revaluation of Airport assets for market/current value. • Review and update data from the full revaluation of Airport assets as per the Non-Current Asset Accounting Procedures.

Activities	Who	When									
(a) Ensure that maintenance works are undertaken effectively.		2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Review and monitor the inspection system to better target maintenance works to areas required	MCS	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Review and monitor maintenance procedures to ensure effective practices are utilised		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Implement upgraded maintenance programs		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

Activities	Who	When									
(b) Develop detailed forward works programs.		2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Collect detailed data, including updated condition data, on all assets	MCS & F&AS P ⁷	✓			✓			✓			
Prepare detailed maintenance works programs	MCS	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Monitor effectiveness of implemented programs through over-all asset condition assessments	MCS	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Seek additional sources of funding for capital works	MCS	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

⁷ Infrastructure Planning & Strategic Asset Coordinator

Activities	Who	When									
(c) Asset Management		2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Develop technical standards to assess and prioritise future works	F&ASP	✓									
Review and update the Airport Asset Management Plan in line with updated asset data on an annual basis		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Review and update data from the result of the Annual desktop revaluation of Airport assets for market/current value		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Review and update data from the full revaluation of Airport assets as per the Non-Current Asset Accounting Procedures			✓				✓				✓

The Path Forward

Objectives

Clarence Valley Council Community Strategic Plan – The Clarence 2027 outlines the following objectives and strategies to be achieved through the effective management of Council assets:



Society

Objective 1.1	We will have proud and inviting communities
1.1.1	Provide vibrant and welcoming towns and villages
1.1.2	Respect the heritage of the region by highlighting and enhancing our unique characteristics
1.1.3	Support, encourage and celebrate community participation, community organisations and volunteerism
Objective 1.2	We will have a safe, active, and healthy region
1.2.1	Provide, maintain, and develop sport and recreational facilities and encourage greater utilisation and participation.
1.2.2	Improve outcomes for the Clarence Valley through partnerships with key agencies and community organisations
Objective 1.3	We will have a diverse and creative culture
1.3.1	Support arts, learning, cultural services, community events and festivals
Objective 1.4	We will have access and equity of services
1.4.2	Encourage the supply of affordable and appropriate housing
1.4.3	Foster an inclusive and equitable community
1.4.4	Provide required public transport infrastructure and work with key partners to expand the provision of cost-effective public transport



Infrastructure

Objective 2.1 We will have communities that are well serviced with appropriate infrastructure

2.1.1	Maintain and renew water and sewer networks
2.1.2	Ensure adequate natural disaster management
2.1.3	Provide strategic asset management planning
2.1.4	Manage and enhance our parks, open spaces, and facilities
2.1.5	Provide safe and effective vehicular and pedestrian networks that balance asset conditions with available resources



Economy

Objective 3.1 We will have an attractive and diverse environment for business, tourism, and industry

3.1.1	Promote the Clarence region as a wonderful place to live, work, visit and invest
3.1.2	Grow the Clarence Valley economy through supporting local business and industry
3.1.3	Provide land use planning that facilitates and balances economic growth, environmental protection, and social equity



Environment

Objective 4.1 We will preserve and enhance our natural environment

4.1.1	Manage our coastal zone, waterways, catchments, and floodplains
-------	---

Objective 4.2 We will foster a balance between sustainable development and the environment considering climate change impacts

4.2.1	Promote, plan, and implement strategies that reduce carbon emissions, improve energy efficiencies, and increase the use of renewable energy
4.2.2	Plan, resource and respond to natural hazards and disasters considering impacts from climate change
4.2.3	Provide efficient and effective solid waste management services which prioritises resource recovery and minimises environmental impacts

4.2.5

Educate the community, business, and industry about sustainable practices in the home, at work and in public places



Leadership

Objective 5.1

We will have a strong, accountable, and representative Government

5.1.1

Develop a clear plan for the community through Integrated Planning & Reporting

5.1.3

Engage with the community to inform decision making

5.1.4

Ensure transparent and accountable decision making for our community

5.1.6

Ensure decisions reflect the long-term interest of the community and support financial and infrastructure sustainability

5.1.8

Ensure good governance, effective risk management and statutory compliance

Objective 5.2

We will have an effective and efficient organisation

5.2.1

Operate in a financially responsible and sustainable manner

5.2.3

Foster an organisational culture focused on customer service excellence, innovation, and continuous improvement

5.2.4

Ensure a safe and healthy work environment

Critical Assets

In any asset category, the seriousness of risks associated with those assets can vary, making some assets more critical than others. Critical assets are defined as those that have a high consequence of failure if they do not meet their required level of service, as distinct from those not necessarily having a high probability of failure.

Consequences of critical asset failure typically include impacts on customers, operational impacts, safety impacts and possible environmental impacts. Assets nearing the end of their useful life also pose a risk to Council to be able to continue the service provided for by those assets.

Infrastructure assets critical to Council's service provision include utility networks and services such as water and sewer supply, together with the transport road network. These assets are critical in nature due to the risks associated with the possibility of failure and consequences on service provision to the community. Council has in place a Business Continuity Policy and individual Plans to ensure that in the event of disruption to Council's critical services to the community, a strategy is in place to provide for the reinstatement of those services as soon as possible to minimise any disruption to the community.

Risk Management

The individual asset management plans have identified risks by considering the following issues:

- Risks that may delay, reduce, or prevent service delivery
- Natural disasters
- External Impacts
- Physical Failure
- Operational issues

The consequences of asset failure can have implications on the Economic, Social, Environmental and Governance areas of Council, as addressed in Council's Risk Management Plan. Those risks identified as 'catastrophic' are required to have a risk treatment plan developed to manage the risks associated with that particular asset.

Risks assessed as 'very high' or 'critical' require prioritised corrective action and these are detailed in the asset management plan summaries and collated in Appendix 3.

Where Do We Want to Be?

To have a strong future Council needs to demonstrate to its community that it is financially sound, operating efficiently and in a strong position to grow and deliver quality services into the future. This requires Council to be:

- Sustainable
- Efficient
- Effectively managing infrastructure and delivering services for communities
- Has the scale and capacity to engage effectively across community, industry, and government

CVC undertook a service review in 2014, which ensured linkages of service provision to assets and which resulted in rationalisation of some assets. An Asset Management Improvement Plan was developed from this and past asset management strategies, to guide Council from its then current situation through to the desired situation of sustainability and best practice asset management. The Asset Management Improvement Plan is a living document, meaning it will get updated and changed throughout time. Refer to Appendix 2.

The continual development and enhancement of Council's Asset Management System is an essential part of achieving a sustainable and responsible organisation. As Council's Asset Management System develops so, will the accuracy and reliability of the data, enabling improved confidence in associated strategic decision-making. An effective and beneficial asset management system is a continual improvement process, which is a 'work in progress' requiring assessment and development for the betterment of the organisation and the community (SOAP – Strategic Organisational Action Plan), Reporting & Monitoring.

Performance reporting will be undertaken by Council's **Asset Management Steering Group**, which will strategically guide and oversee asset lifecycle management for Council ensuring strategic, financial, and operational goals around Council's asset management are achieved. This will include review of the initial findings from the asset management planning process, and monitoring and reporting on the achievement of the outcomes in the individual Asset Management Plans.

The **Asset Management Steering Group** currently includes:

- Manager Civil Services
- Manager Open Spaces & Facilities
- Manager Water Cycle
- Manager Information and Corporate Systems
- Manager Finance & Supply
- Financial Accountant
- Finance & Asset Strategy Planner
- Infrastructure Asset Planning Supervisor

The members of the group will change over time in line with organisational structure changes and requirements as Council moves from Core to Advanced Asset management.

It is critical that the Review Group ensures that the Strategic Asset Management Plans reflect the operational activities of Council.

Appendices

Appendix 1 – Asset Management Policy

Infrastructure Asset Management

Responsible Manager (Title)	Finance and Asset Strategy Planner		
Adopted by Council	Date	Minute Number	
File Reference Number	ECM	Version 4.0	Review Due July 2024
Document(s) this policy Supersedes	V3.0 – 21/07/2015 – 14.132.15 V2.0 – 24/6/2014 – 12.008/14 V1.0 – 16/10/2007 – 09.162/07		
Community Plan Linkage	5 Leadership		
	5.1 We will have a strong, accountable and representative government		
	5.1.6 Ensures decisions reflect the long-term interests of the community and support financial and infrastructural sustainability		

Purpose

To set guidelines for implementing consistent asset management processes throughout Clarence Valley Council, and that Council's Asset Management System provides a framework within which:

- Infrastructure is reliable and delivered at an agreed level of service that the community has both the capacity, and is prepared, to pay for.
- Ensure assets remain at a satisfactory standard and condition by implementing appropriate asset management strategies and financial treatment of those assets.
- Appropriate risk management and mitigation options for all high-risk critical assets are applied.
- Creates an environment that appropriately apportions resources and responsibility for overall management of assets.
- Transparent and responsible asset management processes are aligned with best practice and legislative requirements.
- Creates lifecycle cost understanding of asset management, enabling management of a sustainable asset base.

Definitions

Asset – A physical component owned or legally controlled by Council, which enables services to the community which has an economic life greater than 12 months and the dollar value can be reliably measured.

Asset Management – The systematic process applied to assets from their planning, acquisition, recording, operation, maintenance, renewal, and disposal, to ensure that the assets meet Council's priorities for service delivery in a sustainable manner.

Asset Management Plan – Details information about infrastructure assets with actions required to provide an agreed level of service in the most cost-effective manner while outlining associated risks. The plan defines the services to be provided, how the services are provided and what funds are required to provide over the planning period i.e. the full lifecycle costs. The plan will link to a Long-Term Financial Plan which typically considers a 10-year planning period.

Asset Management Strategy – Applies to all Infrastructure assets that are critical to Council's operations and outlines risk management strategies for these assets. The Asset Management Strategy will include specific actions required to improve the Council's asset management capability and projected resource requirements and timeframes. The Asset Management Strategy will balance the resources required in the Asset Management Plan and funded in the Long-Term Financial Plan.

Asset Management Steering Committee – Representative cross-organisational management group that reports to the Executive on all Asset Management matters including progress with existing plans and any proposed changes.

Best Practice – The applications of best practice processes in asset management, accounting for the costs and systems that are appropriate to meet the required service levels.

Lifecycle Costs – Includes acquisition, operation, maintenance, renewal, and disposal costs throughout the projected life of the asset.

Background/legislative requirements

The Local Government Act 1993 and the Local Government Amendment (Governance and Planning) Act 2016 place several obligations on councils in relation to asset management.

The Integrated Planning and Reporting legislation requires that the Council must account for and plan for all existing assets under its ownership, and any new assets proposed in its Community Strategic Plan and Delivery Program and associated Resourcing Strategy.

Legislative Requirements		
Related Legislation	Local Government Act 1993 (NSW)	Section 8 of the act outlines council's responsibilities for accounting and managing public assets
	Local Government Amendment (Planning and Reporting) Act 2016	Section 403 of the act requires Council to have a Resourcing Strategy which includes an Asset Management Planning component
Other References	Integrated Planning and Reporting Guidelines for Local Government	The Policy was developed in line with the IP&R guidelines and manual

Legislative Requirements

Local Government Code of Accounting Practice and Financial Reporting
Australian Accounting Standards – AASB 116

The accounting standards and code define how our assets are accounted for

Council is responsible for significant community investment in infrastructure assets to support its core business of delivery of services to the community.

Asset management practices impact directly on the core business of Council and appropriate asset management is required to deliver the Council's asset management vision as stated in councils Asset Management Strategy:

'strategically provide, maintain, renew, and replace an appropriate stock of community infrastructure that is required to support the communities of the Clarence Valley Council; is sustainable across the long term; and is provided at the lowest possible life cycle cost'

Asset management directly relates to the objectives; of Council's Community Strategic Plan and will ensure that Council delivers the appropriate level of service through its assets. This will provide positive impact on:

- Customer and community expectations
- Strategic and corporate goals
- Council's Long-Term Financial Plan
- The political environment in which Council operates
- Legislative requirements

Council must:

- Provide a consistent framework for implementing systematic asset management and appropriate asset management best practice throughout all departments of Council.
- Cover a minimum period of 10 years and have a focus on long term sustainability for the benefit of current and future generations within the Asset Management Strategy (AMS) and Asset Management Plans (AMP's).
- Review the AMS and AMPs annually and modify as required based on community feedback and Community Plan objectives.
- Produce an asset management framework, which incorporate an AMS and AMP's for each class of Council assets. The asset management framework relies on an up to date Asset Management System which should incorporate the following information:
 - Asset registers.
 - Asset condition assessments.
 - Asset maintenance and management systems.
 - Strategic planning capabilities.
 - Predictive modelling.
 - Deterioration modelling; and
 - Lifecycle costing.

- Consider relevant legislative requirements political, social, and economic environments within the asset management process.
- Integrate an asset management system with existing planning and operational processes.
- Prioritise and progressively implement Asset renewal plans based on the level of service required and the effectiveness of the current assets to provide that level of service.
- Apply to all asset classes a systematic and cyclic renewal reviews to ensure that the assets are managed, valued and depreciated in accordance with appropriate best practice, Australian Standards and Legislation.

Policy statement

Council will be transparent in its asset management practice by committing to implementing a systematic asset management framework that ensures assets are planned, created, operated, maintained, renewed and disposed of in accordance with Council's priorities of service delivery at the lowest possible lifecycle cost.

Roles and Responsibilities

The **General Manager** has overall responsibility for developing asset management systems, policies and procedures and reporting on the status and effectiveness of asset management with Council.

The **Asset Management Steering Committee** report directly to the Executive. It provides assurance that all Asset Management activities are consistent with the objectives of the Integrated Planning and Reporting Framework which are supported by the Long-Term Financial Plan. They also monitor the implementation of the Asset Management Improvement and Risk Plans for all asset classes.

Managers are responsible for ensuring that people and processes are in place and work together to implement the 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.

Employees will be tasked under implementation plans and will be responsible for the timely completion of those activities contained within those plans and shall be familiar with asset management and how it applies with Council activities.

Audit and Review

Our financial asset information will be annually audited as part of the external financial audit. Council's Asset Registers will be continually monitored and maintain in line with capitalisation, disposal procedures and specific adopted position papers.

Council's Asset Management Systems shall be reviewed, annually, to ensure data, modelling and planning is accurate and relevant.

Appendix 2 – Asset Management Improvement Plan (To be Reviewed and Updated during 2021-22)

Asset Management Area Priority (as determined in the Asset Management Gap Analysis)	Associated Recommendation	Timeframe	Current Status
Asset Identification and Recording (Asset Strategy 2007)	1. Recommendation 12 That Council develop a funding model that addresses the sustainable renewal of infrastructure and identifies all asset life cycle costs.	Should be commenced ASAP in conjunction with the development of the single asset register – not using single register. Develop funding model	No single assets register development – use existing systems. All registers have been centralised with the Asset Unit. An Integrated Asset Management System is under development and proposed to go live in the 21/22 financial year. Develop funding model in conjunction with AMP review, SS7 & Fit for the Future.
Asset Management Strategy 2015	2. Goal 4 Consider the ongoing ownership costs (recurrent whole of life) of new capital works proposals as part of project scoping and model into Council's LTFP to identify impacts and risks.	In conjunction with the preparation of Asset Management Plans	AMP's consider the impacts of 'whole of life costs' of new capital works and predicts a LTFP
Asset Management Strategy 2015	3. Goal 7 Undertake a detailed assessment of the resources required to implement this Asset Management Strategy and ensure it is integrated with the other Resourcing Strategies so that a program of improvement and milestones can be implemented and performance managed.		
Future Demand Impacts & s94 Plans	4. Recommendation 2 That the impact of new assets from growth be considered as part of Council's 10-year financial plans and life cycle costs in the asset management plans.	In conjunction with the preparation of Asset Management Plans	AMPs consider impact of budgets, gaps and include new assets. To be represented in LTFP

Asset Management Area Priority (as determined in the Asset Management Gap Analysis)	Associated Recommendation	Timeframe	Current Status
(Asset Strategy 2007)	That S94 Plans be reviewed and utilised for infrastructure assets where possible.		
Asset Management Strategy 2015	5. Goal 3 Identify the maintenance and renewal 'shortfall' and any renewal and replacement 'backlogs' for all asset groups.	End of financial year	Conducted annually in conjunction with the preparation of The Report on Infrastructure Assets (SS7)
Asset Management Strategy 2015	6. Goal 5 Review and Update comprehensive Risk Management Plans for all major asset groups.	2021-22	Update required
Asset Management Strategy 2015	7. Goal 6 Integrate all knowledge and asset management systems for infrastructure assets.	Ongoing – full integration ~ 1yr.	All asset data centralised, but not integrated. An Integrated Asset Management System is under development and proposed to go live in the 21/22 financial year.
Asset Data Maintenance (Asset Strategy 2007)	8. Recommendation 6 Develop and implement business processes for planned and unplanned inspections, documenting inspections, results of inspections, issuing of Action Requests and recording of action taken on each action event.	In Planning	WAM for Fleet & IT assets loaded 2015. Each section using systems to record requests and actions. Data flow process will be developed as part of the CiA (Corporate Information) system

Asset Data Maintenance (Asset Strategy 2007)	9. Recommendation 9 That a plan for updating of asset data be developed and integrated into existing business processes and work procedures where possible.	In Planning	To be developed in line with As Constructed data and data flows/transfers -Finance. Info gathering & work group to commence.
Asset Management Plans (Asset Strategy 2007)	10. Recommendation 4 That Existing Service Levels be identified documented and reviewed to ensure that they are appropriate for currently available resources and are sustainable in the long term.	In conjunction with the preparation of Asset Management Plans	Service Levels documented in AMPs as 'what we do now' & loosely defined. Community consultation is ongoing and staged for groups of assets.
Asset Management Plans (Asset Strategy 2007)	11. Recommendation 5 That a performance reporting system for Service Levels is developed to report on performance against adopted Service Levels.	In conjunction with the preparation of Asset Management Plans	Currently use P&R (customer request system) but without determined and agreed to service levels it is difficult to monitor. Some Levels of Service are provided by contracted service agreements, which are monitored.
Asset Management Strategy 2015	12. Goal 2 Review and maintain Asset Management Plans for all major asset groups already developed.	AMP Revision Schedule and IP&R Framework driven	Update required
Asset Data Maintenance (Asset Strategy 2007)	13. Recommendation 10 That a process for formal 'handover' of new and renewed assets from construction to operational status be developed to ensure that asset capitalisation information is identified and documented as an integral component of the project management process. The process to include assets constructed by and donated to Council by developers and others.	During 2021-22	Contributed Asset Process started being reviewed in 2020-21. This needs to be completed as soon as possible.,
Asset Data Maintenance (Asset Strategy 2007)	15. Recommendation 8 That greater use of the GIS for operational purposes including making asset attribute data available to all staff and automating asset related business processes is investigated.	Ongoing	GIS data is currently being updated by each section. With the centralisation of asset registers some GIS data updates are now been processed by the Asset Unit. Awaiting a internal audit report on the processes and recommendations

Appendix 3 – Consolidated Risk Identification and Treatment Table (To be Reviewed and Updated during 2021-22)

RISK IDENTIFICATION					RISK TREATMENT		
Asset at Risk	What can Happen?	When can it Occur?	Possible Cause	Existing Controls	Treatment Options	Residual Risk	Risk Treatment Plan
Footpaths/ Cycleways	Injury from trip on footpath	Anytime now	-Concrete movement due to tree roots, subsoil subsidence etc.	-Footpaths are inspected annually -Footpath Maintenance Policy	Improve inspection process and increase programmed maintenance	Low	Complete footpath audit and schedule routine inspections from which regular maintenance can be prioritised.
Sealed Roads	Vehicle accident	Anytime in the future	-Narrow roads -Roughness and cracking -Driver error -wet weather	-Inspections Programs developed on a risk basis such as: -Shoulder works and widening -Drainage maintenance -Signage	Increased minor rehabilitation and maintenance works	Low	Increased inspections, minor rehabilitation works and maintenance. Conduct roughness and cracking analysis.
					Roughness and cracking analysis to correct road condition ratings	Low	
					Implement sealed road widening program	Low	
Sealed Roads	Reduction on vehicle travel speed from poor condition roads	Anytime in the future	-age -flooding -lack of inspection and maintenance -severe storm event	-Inspections -Prioritised reseal program -Prioritised rehabilitation and reconstruction projects -Reactive maintenance when reported -Apply for funding	Reseal all roads on a 15-year cycle for Regional Roads, 20-year cycle for Local Roads	Low	Reseal all roads on a 15 year cycle for Regional Roads, 20 year cycle for Local Roads
Road Culverts	Pipe collapse in roadway	Anytime now	-age -flooding -lack of inspection and maintenance -severe storm event -poor design	-Inspection procedures in place which includes a schedule (every 4 years) -Prioritise work within available budgets	Complete culvert audit and commence programmed maintenance on a priority basis	Low	Complete culvert audit and commence programmed maintenance on a priority basis
Road Culverts	Localised flooding	Anytime in the future	Capacity of asset inadequate because: - under designed - under sized - poorly constructed - increased development upstream -age -severe storm event Lack of maintenance results in: -blockage by silt or debris - collapsed pipe - Infiltration of tree root	-Reactive maintenance/ renewal as overflows are reported to Council -insurances -Inspection procedures in place which includes a schedule (every 4 years) -Prioritise work within available budgets	Complete culvert audit and commence programmed maintenance on a priority basis	Low	Complete culvert audit and commence programmed maintenance on a priority basis
Guardrail	Guardrail is dangerous to vehicles	Anytime now	-Not compliant with regulations -Old, rusted, fallen over -lack of inspection and maintenance -cannot fulfil its purpose of protecting vehicles from hazards	-Guardrail audit	Complete guardrail audit and commence programmed maintenance on a priority basis	Low	Complete guardrail audit and commence programmed maintenance/replacement

Quarries	Legislation or regulations are not complied with	Within 1 year	Inadequate management	-Plan of management for each quarry -annual audits -DA compliance checks	Induction document for quarry users	Low	Create induction document and sign on register for quarry users
					Sign on register at quarry entrances	Low	
Quarries	Unauthorised access leading to Injury or accident in the quarry	Anytime now	-Not all quarries have gates and fences due to cost -signage is inadequate	-Some quarries have fences and gates -Signage	Gates installed on all quarries	Low	Improve Signage
					Fences erected	Low	
					Improve signage	Low	
Quarries	Authorised access leading to Injury or accident in the quarry	Anytime now	-signage is inadequate -Inadequate induction	-Signage -Verbal induction	Induction document for quarry users	Low	Create induction document and sign on register for quarry users
					Sign on register at quarry entrances	Low	
					Improve signage	Low	
Quarries	Illegal Dumping of hazardous materials	Anytime in the future	-Dumping of materials containing asbestos -Dumping of vegetation including noxious weeds	-Decontaminate illegal dumping of asbestos following the CVC Asbestos Management Plan and SWMS 238 -Bio Security Act outlines how to deal with noxious weeds -Public education campaign	Gates installed on all quarries	Low	Gates installed on all quarries
					Fences erected around quarries	Low	
Bus Shelters	Community expectation and demand not being met	Within 1 year	-limited funding -Inappropriate Levels of Service -lack of inspections and maintenance	-Ad hoc cleaning and maintenance in response to customer request -Bus shelter request list kept, and funding applied for as opportunities arise.	Confirm which shelters are maintained by Council	Low	Confirm which shelters are maintained by Council then inspect and clean them monthly
					Urban bus shelters inspected and cleaned monthly	Low	
Bus Shelters	Failure to inspect and maintain	Anytime in the future	-Inadequate defect identification and rectification -Limited funding -Mixture of contract and council owned/maintained shelters	Ad hoc cleaning and maintenance in response to customer request	Confirm which shelters are maintained by Council	Low	Confirm which shelters are maintained by Council then inspect and clean them monthly
					Urban bus shelters inspected and cleaned monthly	Low	
Boat Ramps, Wharves and Jetties	There is an impact by Natural Disasters (during and post natural disasters)	Within 1 year	-Higher water levels due to flood -Wharves and jetties have moving parts by design which increases the risk of injury to customers in fast moving and heightened levels of water -Some parts of the asset may become submerged -Assets may become displaced -Assets may be dirty or damaged by the natural disaster	-Water facilities inspected and cleaned after a flood event. -Often the road is closed during a flood event preventing access to the wharf, jetty or boat ramp.	If road is not already closed, display a closed sign at water facilities during flood events.	Low	If road is not already closed, display a closed sign at water facilities during flood events.
Bridges	Failure to inspect and maintain	Anytime in the future	-Staff unaware of or ignoring procedures -Staff have low level of computer skills	-Timber and concrete bridges (highest risk) are inspected routinely throughout the year (level 1 inspection) -Timber bridges (highest risk) are structurally inspected (Level 2 inspection) on a four-year cycle. -Prioritisation of maintenance works and bridge renewals -Regular inspections and maintenance (surface inspection recorded)	Concrete bridges (highest risk) structurally inspected on a four-year cycle (Level 2 inspection)	Low	Concrete bridges (highest risk) structurally inspected on a four year cycle (Level 2 inspection)
Water Construction	Changing legislative requirements (including changes in drinking water)	Within 20 years	Changes in legislation	Only possible mitigation is political approach	Only possible mitigation is political approach	Medium	Only possible mitigation is political approach

	quality standards) require Council to undertake unplanned/unfunded work						
Construction work – Water	There is a death or injury to staff or public	Anytime in the future	Human error Machinery failure Accident	Risk assessment completed before task Compliance with WH&S legislation SWMS/SOP are followed Incidents reported for continuous improvement	Risk assessment completed before task Compliance with WH&S legislation SWMS/SOP are followed Incidents reported for continuous improvement	Low	Risk assessment completed before task Compliance with WH&S legislation SWMS/SOP are followed Incidents reported for continuous improvement
Recycled Water Management	Water quality does not meet AGWR	Anytime in the future		Critical control points Chlorine residuals	Critical control points Chlorine residuals	Medium	Implement critical control points and monitor chlorine residuals
Buildings	Materials containing Asbestos within existing buildings are disturbed/broken	Anytime in the future	Management of Asbestos Containing Materials (ACM) within existing buildings is inadequate	Asbestos Management Plan, Policy, Safe Work Procedures. ACM Inspection and management program	Asbestos identified in buildings is managed according to the CVC Asbestos Management Protocol.	Low	Asbestos identified in buildings is managed according to the CVC Asbestos Management Protocol and recorded on the Asbestos Risk
					Effectuated buildings recorded in Asbestos Risk Register together with control measures and completion date for removal	Low	Register together with control measures and completion date for removal.
Buildings	Building under utilised	Within 2-3 years	Changing demographics result in a lack use No longer suitable for purpose	Ad-hoc review of capacity/ utilisation of buildings	Review buildings usage and recommend outcomes to improve utilisation	Low	Review the usage of groups of Buildings - such as Public Halls, and recommend outcomes to improve utilisation
Buildings	Buildings deteriorate to a lesser service standard and higher risk situation due to Maintenance costs increasing from an inadequate renewal program	Anytime in the future	Underfunding Inadequate information	Reactive maintenance works undertaken when identified	Maintenance is managed appropriately at an operational level	Low	Continue to improve data Maintenance is managed appropriately at an operational level Future planning improvements can be made by documented service level risks and utilisation of these in establishing future maintenance priorities
					Future planning improvements can be made by documented service level risks and utilisation of these in establishing future maintenance priorities	Low	
					Continue to improve asset data	Medium	
Buildings	Increasing financial pressure to adequately maintain the building portfolio	Within 10 years	Growth in building portfolio to provision of grants	Monitor implement any possible efficiencies to reduce costs Seek additional funding opportunities Review building portfolio if efficiencies or funding opportunities are not effective or available	Consideration should be made to ensure sufficient ongoing operation and maintenance funds can be provided to support these additional assets	Low	Consideration should be made to ensure sufficient ongoing operation and maintenance funds can be provided to support these additional assets
Open Spaces & Facilities	The loss of appointment as Trust Manager	Anytime in the future	Negligent management of Crown Land, contrary to the requirements of the Crown Lands Act occurs	Crown Land Management Act 2016; Division 3.4 Crown land managed by councils	Financial management of Crown Land in accordance with Division 3.4 of the Crown Land Management Act 2016	Low	Financial management of Crown Land in accordance with Division 3.4 of the Crown Land Management Act 2016
					Quarterly meetings with Crown Lands Department	Low	

RISK IDENTIFICATION					RISK TREATMENT		
Asset at Risk	What can Happen?	When can it Occur?	Possible Cause	Existing Controls	Treatment Options	Residual Risk	Risk Treatment Plan
Sporting Facilities	There is injury to users/ spectators	Anytime now	Hazard on/around playing surface and/or spectator areas Worn ground from overuse on natural surfaces/prolonged drought	Pre-play risk assessments and checklists completed Reported hazards are actioned Sports Users Policy in place Hiring agreements required which include insurance cover Some sporting facilities leased to sporting bodies, thus reducing risk to Council	Improvement of ground conditions	Low	Improvement of ground conditions; clarification and documentation of responsibilities; establish formal criteria guidelines for closing fields or reducing use.
					Clarification and documentation of responsibilities	Low	
					Establish formal criteria guidelines for closing fields or reducing use	Low	
Sporting Facilities	There is injury to users/ spectators	Anytime now	Conflicting sport activities	Sports Users Policy in place Hiring agreements required which include insurance cover	Undertake review of use and sporting conflicts	Low	Undertake review of use and sporting conflicts; clarification and documentation of use criteria, capacity and responsibilities
					Clarification and documentation of use criteria, capacity and responsibilities	Low	
Trees	Serious injury to public	Anytime now	Falling limbs Exposed tree roots/roots lifting pavements causing uneven surface Entire tree fails	Inspections carried out under the Statewide Best Practice Manual - Trees and Tree Roots or QTRA	Formalise staff checking process with the introduction of a formal inspection and recording system	Low	Formalise staff checking process; introduce formal inspection and recording system; develop standard processes for actioning faults.
BBQ's	Serious injury to public	Anytime now	Burns from faulty equipment Electrocution caused by damaged wiring Cuts from damaged cooking surface / structure Illness from unclean cooking surface	Ad-hoc inspections not recorded	Formalise staff checking process with the introduction of a formal inspection and recording system	Low	Formalise staff checking process; introduce formal inspection and recording system; develop standard processes for actioning faults.
Open Spaces & Facilities	Needle stick injury to public	Anytime now	Inappropriate disposal of used syringes	Inspect known hotspots for used syringes by appropriately trained staff	Formalise staff checking process with the introduction of a formal inspection and recording system	Medium	Formalise staff checking process; introduce formal inspection and recording system; develop standard processes for actioning faults.
Open Spaces & Facilities	Serious injury to public	Anytime in the future	Lighting not installed to Standard Failed lamps reducing illumination Failed solar system reducing power Failed timer / PE cell impact timing Electrocution caused by damaged wiring	Response to CRM's and correspondence in accordance with Council policy	Review and improve floodlighting to comply with standard; documented lux level on each lit field or court	Low	Review and improve floodlighting to comply with standard; documented lux level on each lit field or court; Inform parks committees of applicable standards, existing lux levels and what is permissible
					Inform parks committees of applicable standards, existing lux levels and what is permissible	Low	
Open Spaces & Facilities	Serious injury to public	Anytime in the future	Injury caused by poor fencing including temporary fencing	Response to CRM's and correspondence in accordance with Council policy	Formalise staff checking process with the introduction of a formal inspection and recording system	Low	Formalise staff checking process; introduce formal inspection and recording system; develop standard processes for actioning faults.
Open Spaces & Facilities	Irrigation system malfunction	Anytime in the future	Energy surges or lighting strike to the system Vandalism	Response to CRM's and correspondence in accordance with Council policy	Develop maintenance plan Upgrade monitoring of key sites	Low Low	Develop maintenance plan; upgrade monitoring of key sites.
Open Spaces & Facilities	Falls from shade cloth occurs	Anytime in the future	Unauthorised access by the public Inadequate harness points for staff/contractors	Inspections undertaken during maintenance period	Install anti climbing devices on poles on shade structures reported to have been accessed by unauthorised persons	Low	Secure any egress points onto shade structures Install harness points to shade structures which require access by authorised persons.
					Secure any egress points onto shade structures reported to have been accessed by unauthorised persons	Low	
					Install harness points for authorised persons	Low	

RISK IDENTIFICATION					RISK TREATMENT		
Waste	Safety concerns for public and workers at waste facilities	Anytime now	Design of Waste Facility/ Staff Noncompliance with SWP's or EPA Licence conditions/Public not complying with waste facility directions	Public education program Asbestos Management Plan Safe Work Method Statements Appropriate training according to the licensing requirements EPA Licence conditions	Maintain waste disposal sites and replace equipment and safety equipment as necessary	Low	Maintain waste disposal sites and replace equipment and safety equipment as necessary. Training for staff in asbestos waste management. Ensure waste staff follow safe work procedures and patrons follow safety procedures.
					Training for staff in asbestos waste management	Low	
					Clear procedures followed as per EPA Licence	Low	
					Safe work procedures followed by waste staff and patrons at waste sites follow safety directions	Low	
Waste	Injury at unsupervised Baryulgil Waste transfer station	Anytime now	Transfer Station open 24/7 with no supervision	Unsupervised WTS regularly maintained and designed to minimise hazards	Regularly maintain site	Low	Review Operation of the site in line with Waste Management Strategy
					Remove hazards when identified	Low	
Waste Recycling	External processing facilities refusing waste recycling materials	Anytime in the future	Waste recycling materials have high contamination levels	Assess the impact of restrictions and implement and changes recommended by Council	Assess the impact of restrictions and implement changes recommended by Council	Low	Assess the impact of restrictions and implement changes recommended by Council
					Reinforce public education programs on recycling	Low	Reinforce public education programs on recycling

RISK IDENTIFICATION					RISK TREATMENT		
Asset at Risk	What can Happen?	When can it Occur?	Possible Cause	Existing Controls	Treatment Options	Residual Risk	Risk Treatment Plan
Waste	Regulatory action from the EPA at landfill or Transfer Stations if regulations and legislation are not complied with	Anytime in the future	Council and or transfer station contractor failing to comply with regulatory requirements. Rapid changes in legislative requirements	Review of proposed changes to evaluate the effects Regular WHS inspections Solid Waste Resource Management Strategy	Review and report on effects of implementing changes in regulations/ legislation	Low	Review and report on effects of implementing changes in regulations/ legislation
Stormwater Infrastructure	Failure to inspect Assets occurs	Anytime in the future	Insufficient funding to conduct inspections	-Inspections are reactive as failures/ issues are reported to Council -Currently only a sample are inspected every 4yrs for condition	Develop/ document inspection maintenance process/ procedure, inc. inspection forms	Low	- Develop/ document inspection maintenance process/ procedure, inc. inspection forms - Commence an inspection program to enable the prioritisation of renewal/ maintenance work
					Commence an inspection program to enable the prioritisation of renewal/ maintenance work	Low	
					Engage consultants to inspect the network	Low	
Stormwater Infrastructure	Failure to inspect Assets occurs	Anytime now	Difficult to access or pipes too long to easily inspect	Urban stormwater drains not inspected due to length and difficulty of access	Engage consultants to inspect the network	Low	Engage consultants to inspect the network
Stormwater Infrastructure	Stormwater asset collapses	Anytime now	Stormwater Pits & Pipes fail due to aging infrastructure	Inspections are reactive as failures/ issues are reported to Council	Commence an inspection program to enable the prioritisation of renewal/ maintenance work	Low	Commence an inspection program to asses condition and enable the prioritisation of renewal/ maintenance work
					High priority renewal works identified and submitted for funding	Low	
					Undertake CCTV inspections of areas of highest risk	Low	
Stormwater Infrastructure	Drainage overflows causing localised flooding	Anytime in the future	<ul style="list-style-type: none"> - Capacity of asset inadequate because: - under designed - under sized - poorly constructed - increased development upstream 	<ul style="list-style-type: none"> -Identified as issues reported to Council -stormwater maintenance program in place -insurances 	Identified/requested drainage upgrades prioritised for future funding programs.	Low	<ul style="list-style-type: none"> -Identified/requested drainage upgrades prioritised for future funding programs. -Capital upgrades to existing systems where overflows occur most frequently and with the most impact
					Capital upgrades to existing systems where overflows occur most frequently and with the most impact	Low	
Stormwater Infrastructure	Drainage overflows causing localised flooding	Anytime in the future	<ul style="list-style-type: none"> - drains, pits or pipes blocked by silt or debris - collapsed pipe - Infiltration of tree root -Illegal dumping of waste -Lack of maintenance -Ageing infrastructure 	Reactive maintenance/ renewal as overflows are reported to Council	Commence a proactive maintenance/ renewal program	Low	<ul style="list-style-type: none"> -Commence a proactive maintenance/ renewal program -Prioritise any identified maintenance and/or renewal work -Capital upgrades to existing systems where overflows occur most frequently and with the most impact
					Identified/requested drainage upgrades prioritised for future funding programs.	Low	
					Capital upgrades to existing systems where overflows occur most frequently and with the most impact	Low	
Stormwater Infrastructure	Assets reach the end of their usable life but remain in service/use	Anytime now	<ul style="list-style-type: none"> -Useful life set too low for asset group -Asset exceeding useful life; exception to the norm -Inspection or maintenance are not recorded 	<ul style="list-style-type: none"> - Annual review of useful lives for assets - Condition of asset confirmed and monitored 	Review inspection and maintenance recording procedures and provide training where required	Low	<ul style="list-style-type: none"> -Review asset group useful lives -Review inspection and maintenance recording procedures and provide training where required
Stormwater Infrastructure	Rising sea levels & changes to weather patterns impacting on the capacity of the system	Within 20 years	<ul style="list-style-type: none"> - sea level rise - more extreme storm events - more king tides 	<ul style="list-style-type: none"> -Climate Change Advisory Committee -Incorporated climate change data into Coastline and Estuary Management Plans 	Develop Climate Change Management Plan	Medium	Develop Climate Change Management Plan

RISK IDENTIFICATION					RISK TREATMENT		
				-Participation in the Local Government and Shires Association (LGSA) Climate Change Action Planning for local government project -Participation in Statewide Mutual climate change risk assessment project -Subscription to web-based forums/networks covering sustainability & climate change topics -Employment of a Sustainability & Climate Change Project Officer			
Holiday Parks	The loss of appointment as Crown Land Manager	Anytime in the future	Negligent management of Crown Land, contrary to the requirements of the Crown Lands Act occurs	Crown Land Management Act 2016; Division 3.4 Crown land managed by councils	Financial management of Crown Land in accordance with Division 3.4 of the Crown Land Management Act 2016	Medium	Financial management of Crown Land in accordance with Division 3.4 of the Crown Land Management Act 2016
					Quarterly meetings with Crown Lands Department	Medium	
Holiday Parks	Assets deteriorate to a lesser service standard and higher risk situation	Anytime now	Failure to inspect and maintain occurs Maintenance costs increasing from an inadequate renewal program Underfunding Inadequate information Service levels insufficient	Reactive maintenance works undertaken when identified	Maintenance is managed appropriately at an operational level	Low	Continue to improve data Maintenance is managed appropriately at an operational level Future planning improvements can be made by documented service level risks and utilisation of these in establishing future maintenance priorities
					Future planning improvements can be made by documented service level risks and utilisation of these in establishing future maintenance priorities	Low	
					Continue to improve asset data	Medium	
Saleyards	There is competition from saleyards in neighbouring local government areas	Anytime in the future	Downturn in the Livestock Market Improved facilities for stock at neighbouring saleyards	Review and implement marketing plan and service plan	Monitor Casino yards and other yards in region	Low	Monitor other saleyards within the region

RISK IDENTIFICATION					RISK TREATMENT		
Asset at Risk	What can Happen?	When can it Occur?	Possible Cause	Existing Controls	Treatment Options	Residual Risk	Risk Treatment Plan
Saleyards	Fluctuations in market forces – number of head, cents/kilogram impact on operations	Anytime in the future	Weather conditions – periods of drought, flooding impact on operations	Review and implement marketing plan and saleyard management plans	Carefully manage operating costs during lean years	Low	Carefully manage operating costs during lean years
					Seek out alternate uses/opportunities	Low	Seek out alternate uses/ opportunities
Saleyards	Assets deteriorate to a lesser service standard and higher risk situation	Anytime now	Failure to inspect and maintain occurs Maintenance costs increasing from an inadequate renewal program Underfunding Inadequate information Service levels insufficient	Reactive maintenance works undertaken when identified	Maintenance is managed appropriately at an operational level	Low	Continue to improve data Maintenance is managed appropriately at an operational level Future planning improvements can be made by documented service level risks and utilisation of these in establishing future maintenance priorities
					Future planning improvements can be made by documented service level risks and utilisation of these in establishing future maintenance priorities	Low	
					Continue to improve asset data	Medium	
Saleyards	Regulations and legislation are not complied with	Anytime in the future	Changes in legislative requirements	Review of proposed changes to evaluate the effects Regular WHS inspections	Implement saleyard management plans	Low	Ensure funding available for upgrades Implement saleyard management plans
					Ensure funding available for upgrades	Low	
Saleyard operations	Saleyard income makes continued operation unsustainable	Anytime in the future	Downturn in the Livestock Market More Pastoralist sell directly to vendor from the paddock.	Review and implement marketing plan and service plan	Work with stakeholders to promote saleyard. Improve sale ring facilities (~. 45,000 head to be sustainable)	Medium	Work with stakeholders to promote saleyard. Improve sale ring facilities
Loading Ramps	Loading ramps do not allow enough separation between workers and animals	Anytime now	Loading ramps built to a superseded standard	Implement upgrade when funds are available	Ensure funding available for upgrades	Low	Ensure funding available for upgrades
Treatment Ponds	Treatment ponds fail to comply with EPA	Within 2-3 years	Saleyard wastewater treatment plant not suited to the way it is used	Implement upgrade when funds are available	Fund upgrade to ponds and treatment plant	Low	Fund upgrade to ponds and treatment plant
Levees	The levee wall fails	Anytime in the future	<ul style="list-style-type: none"> - overtopping the levee wall - erosion - trees growing in levee wall - vermin digging into wall - unauthorised work dis-stabilising the wall Slumping or undermining 	General inspections when in the area Periodic drone inspections. Periodic condition assessment inspections.	Regular maintenance program	Low	Regular maintenance program 4 yearly condition assessment program Public Works inspections
					4 yearly condition assessment programs	Low	
					Public Works inspections	Low	
Floodplain Infrastructure	Infrastructure is damaged/ destroyed	Anytime in the future	<ul style="list-style-type: none"> - major flood event - fire - vandalism 	Infrastructure covered by insurance	Floodplain infrastructure inspected after events to assess damage.	Medium	Floodplain infrastructure inspected after events to assess damage.
Floodplain Infrastructure	Floodplain assets fail due to aging infrastructure	Anytime in the future	Floodplain asset collapses	Inspections are reactive as failures/ issues are reported to Council	Regular inspections program	Medium	Regular inspections program

Floodplain Infrastructure	Rising sea levels & changes to weather patterns impacting on the capacity of the system	Beyond 20 years	- sea level rise - more extreme Flood events - more king tides	Draft Climate Change Management Plan	Develop Climate Change Management Plan	Medium	Develop Climate Change Management Plan
Floodplain Infrastructure	Assets reach the end of their usable life but remain in service/use	Anytime now	Useful life set too low for asset group	Annual review of useful lives for assets	Review asset group useful lives	Medium	Review asset group useful lives
Floodplain Infrastructure	Failure to inspect occurs	Anytime in the future	- insufficient funding to conduct inspections - insufficient resources to conduct inspections	Inspections are reactive as failures/ issues are reported to Council	Develop/ document inspection maintenance process/ procedure, inc. inspection forms	Low	- Develop/ document inspection maintenance process/ procedure, inc. inspection forms - Commence an inspection program to enable the prioritisation of renewal/ maintenance work
					Commence an inspection program to enable the prioritisation of renewal/ maintenance work	Low	
					Engage consultants to inspect the network	Low	

RISK IDENTIFICATION					RISK TREATMENT		
Floodplain Infrastructure	Inspection and maintenance are not recorded	Anytime now	- no record management system in place - lack of training on inspection process/ procedure	Asset maintenance management system in place	Implement inspection process/ procedure	Low	- Implement inspection process/ procedure - Train inspectors on process/ procedure
					Train inspectors on process/ procedure	Low	
Aquatic Facilities	Water quality is below standard	Anytime now	Water treatment malfunction Pump system malfunction	Daily checks of plant and equipment and chemical testing of the water quality	Staff at pools required to be qualified and skilled to manage water quality	Low	Staff at pools required to be qualified and skilled to manage water quality Engage service contractor to repair
					Engage service contractor to repair faulting equipment	Medium	
Aquatic Facilities	Assets fall into disrepair	Anytime in the future	Insufficient funding for maintenance or renewal as assets reach end of useful life Inspections not undertaken or recorded Failure to act on reports of hazards occurs	Regular inspection of assets for obstructions/ damage, prioritisation of maintenance schedules Prioritisation of renewal Response to CRM's and correspondence in accordance with Council policy	Annual inspection schedule	Medium	Annual inspection schedule Budgets to be allocated to reflect maintenance of ageing infrastructure Close and consolidate pools as identified in Aquatic Facilities Strategy Actively seek grant funding for upgrade/renewal of pool infrastructure
					Budgets to be allocated to reflect maintenance of ageing infrastructure	Low	
					Close and consolidate pools as identified in Aquatic Facilities Strategy	Medium	
					Actively seek grant funding for upgrade/renewal of pool infrastructure	Low	
Aquatic Facilities	There is poor accessibility to some pools and amenities	Anytime now	Buildings and facilities built at a time of older standards	Accessibility issues have been identified	Continue to improve accessibility with grant funding where possible	Low	Continue to improve accessibility with grant funding where possible
Aquatic Facilities	Unable to meet Royal Life Saving standards, regulations and legislative requirements	Anytime in the future	Changes in legislative requirements	Review of proposed changes to evaluate the effects on the aquatic facility Regular WHS inspections	Implement pool contracts to comply with Practice Note and Standards, WH&S (lifeguards, first aid etc.)	Low	Implement pool contracts to comply with Practice Note and Standards, WH&S (lifeguards, first aid etc.)
Grafton Pool	Water loss	Anytime now	Movement of pool joints Joints seals deteriorated Pipework leaking Filters leaking	Monitor water loss	Investigate the rate of water loss to determine possible cause	Low	Investigate the rate of water loss to determine possible cause Budget for replacement of joint seals
					Replace joint seals	Low	
South Grafton Pool	Buildings and amenities will continue to deteriorate	Anytime now	Lack of ventilation	Monitor deterioration of the buildings	Improve ventilation of the facility	Low	Improve ventilation of the facility
Yamba Pool	Water loss	Anytime now	Movement of pool joints Joints seals deteriorated Pipework leaking Filters leaking	Monitor water loss	Investigate the rate of water loss to determine possible cause	Low	Investigate the rate of water loss to determine possible cause Budget for replacement of joint seals
					Replace joint seals	Low	
Yamba Pool	Site contamination of chemical	Anytime now	Chemical bunding inadequate	Review with contractors and develop contingency	Replace/ upgrade bunding	Low	Replace/ upgrade bunding
Maclean Pool	Sand filter vessel leaks and pool filter ceases operation	Anytime now	Filter near end of useful life Filter media highly contaminated and unable to be cleared through backwash process Pressure seals deteriorated	Monitor leaks and attempt repairs	Seek a back-up filter vessel	High	Replace the Sand Filter
					Close pool if urgent repairs are required	High	
					Replace the Sand Filter	Low	
Maclean Pool	Accessible access cannot be provided	Anytime now	Pool built at a time of older standards	Accessibility issues have been identified	Continue to improve accessibility with grant funding where possible	Low	Continue to improve accessibility with grant funding where possible
Grafton Pool	Waterslide may not meet required standards	Anytime now	Age, natural deterioration	Inspected annually by structural engineer	Continue to get annual inspections	High	Continue to get annual inspections
Maclean Pool	Pumps fail	Anytime now	Age, natural deterioration	Serviced regularly	Seek a back up pump	High	Replace pumps
					Close pool if urgent repairs are required	High	

RISK IDENTIFICATION					RISK TREATMENT		
					Replace equipment	Medium	
Grafton Pool	Dive tower regulations change preventing recreational use	Anytime now	Change in legislation, identified as a risk	Lifeguard stationed at tower when in use	Monitor industry standards and liaise with RLSSA	High	Monitor industry standards and liaise with RLSSA
Maclean Pool	Old asbestos pipes rupture under pressure	Anytime now	Water pressure on pipes, age and condition	Monitor	Test pipework for condition	Medium	Test pipe condition
					Monitor water flow through pipes	Medium	
					Replace pipe network	Medium	
Grafton Pool	Filtration system failure	Within 5 years	Age, natural deterioration	Regular inspection, regular servicing	Monitor equipment and service regularly	Medium	Monitor equipment and address issue in masterplan
					Replace equipment	Medium	
Regional Airport	Failure of the runway	Within 10 years	-Long-term deterioration -Pavement movement causing minor failures -Unattended minor failures causing major failure	-Daily inspection procedure -Annual Technical Inspection (ATI)	Significant pavement strengthening and asphalt sealing	Low	Significant pavement strengthening and asphalt sealing
Regional Airport - Terminal	Building not fully utilised	Within 5 years	- decline in passengers - withdrawal of flight services	-Marketing strategies to encourage visitors to the Clarence Valley. -Economic development strategies to encourage business growth -low costs to providers makes Clarence Regional airport an attractive choice economically	Seek alternate service providers when necessary	Low	Seek alternate service providers when necessary. Make passengers as comfortable as possible.
					Ensure comfort of passengers in terminal	Low	
Regional Airport	Airline discontinues service and usage of airport	Within 5 years	- Reducing passenger numbers - flight numbers reduce - Economically unviable - Business decision	-Marketing strategies to encourage visitors to the Clarence Valley. -Economic development strategies to encourage business growth -contractual agreements -low costs to providers make Clarence Regional airport an attractive choice economically	Seek alternate service providers when necessary	Low	Seek alternate service providers when necessary. Make passengers as comfortable as possible.
					Ensure comfort of passengers in terminal	Low	
Regional Airport	Federal security measures imposed	Anytime in the future	- Political decision - Terrorist attack - Airport size reaches threshold for security measures to be necessary	- A political decision or a terrorist attack cannot be controlled. - Monitoring passenger numbers annually until threshold is reached (Revenue passenger numbers increase above 30,000p.a. and operating aircraft maximum take-off weight is greater than 20,000kg)	Review and prioritise security measures imposed	Low	Review and prioritise security measures imposed. Apply for available funding.
					Apply for available funding	Low	
Regional Airport - Terminal	Customers have a bad experience of the airport which may impact airport usage	Anytime now	-No complimentary cold drinking water -Passenger terminal is not air conditioned and therefore very hot in summer	-ceiling fans provide inadequate air flow and cooling -vending machine is an extra cost and is frequently empty	Install air-conditioning	Low	Consider quotes for air-conditioning and water fountain. Install chosen options
					Install water fountain (plumbed in) with filter	Medium	
					Install water cooler (bottles)	Medium	

Appendix 4 – Glossary

Asset Condition: Is the measurement and interpretation of the resultant data to indicate the physical state of the asset or asset component.

Asset Management Framework: The overarching asset management hierarchy including the Asset Management Policy, objectives, strategies and the Asset Management Plans.

Capital Expenditure:

- **New acquisition/New Works** to create an asset that did not previously exist. New assets can be acquired by purchase, construction, donation, or contribution. This includes new assets created by Council in response to demand from community expectations and future planning.
- **Asset Renewal** is expenditure on an existing asset or its components that return the same service potential or life of the asset to that which it was originally intended, including replacement with the modern equivalent. It can be relatively large in material value and reinstates the existing service potential and has no impact on revenue, but it may reduce future operating and maintenance expenditure if completed in the optimum time.
- **Asset Upgrade** is expenditure on an existing asset to provide a higher level or service, increasing the life of the asset beyond the life that was originally intended.
- **Asset Expansion** is expenditure that extends the capacity of an existing asset to provide benefits, at the same standard as is currently enjoyed by existing beneficiaries, to a new group of users. It is discretionary expenditure that increases future operating and maintenance costs because it increases Council's asset base.

Core Asset Management: Asset management which relies primarily on the use of an asset register, maintenance management systems, top-down condition assessment, simple risk assessment and defined levels of service, to establish a long-term cashflow projection.

Mature Asset Management: Asset management where there is a high level of confidence in data, due to robust business process and integrated data systems. High level of; strategic planning, policy, procedures, review processes. Comprehensive; Service Level analysis, demand driver analysis, condition inspections and assessments. Performance evaluations, improvement planning, support, and leadership.

Infrastructure Assets: Physical assets that contribute to meeting the needs of organisations or the need for access to major economic and social facilities and services for the whole community. The components of these assets may be separately maintained, renewed, or replaced individually so that the required level and standard of service from the network of assets is continuously sustained.

Life Cycle Cost: The total cost of an asset throughout its life including planning, design, construction, acquisition, operation, maintenance, and rehabilitation and disposal costs.

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

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

Generally, maintenance expenditure includes materials; contractor costs; plant hire; inspections and audits; cleaning & associated consumables; pest control; fire protection; maintenance consumables.

Operation Expenditure is recurrent expenditure, that is continuously required to ensure the asset is appropriately used and operated.

Generally, operational expenditure includes administrative salaries; electricity gas & other power; rates and annual utility charges; security; insurance; and cleaning but excludes maintenance and depreciation.

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

Carrying Amount/Current Value: The amount at which an asset is recognised at, after deducting any accumulated depreciation/amortisation and accumulated impairment losses; from the current replacement value. It is also known as Written-down value or book value or net book value.

Source: International Infrastructure Management Manual 2015, IPWEA