

*A progressive, diverse and caring community,
with access to modern services and infrastructure,
in a unique part of the world*

Minutes

of the

Special Meeting of Council

held

WEDNESDAY 23rd JUNE 2021

Shire of Cuballing,
Council Chambers
Campbell Street, Cuballing

COUNCIL MEETING PROCEDURES

1. All Council meetings are open to the public, except for matters raised by Council under “confidential items”.
2. Members of the public may ask a question at an ordinary Council meeting at “Public Question Time”.
3. Members of the public who are unfamiliar with meeting procedures are invited to seek advice at the meeting. If unsure about proceedings, just raise your hand when the Presiding Member announces Public Question Time.
4. All other arrangements are in accordance with the Council’s standing orders, policies and decisions of the town.

DISCLAIMER

No responsibility whatsoever is implied or accepted by the Shire of Cuballing for any act, omission or statement or intimation occurring during Council/Committee meetings or during formal/informal conversations with staff. The Shire of Cuballing disclaims any liability for any loss whatsoever and howsoever caused arising out of reliance by any person or legal entity on any such act, omission or statement or intimation occurring during Council/Committee meetings or discussions. Any person or legal entity who acts or fails to act in reliance upon any statement does so at that person’s or legal entity’s own risk.

In particular, and without derogating in any way from the broad disclaimer above, in any discussion regarding any planning application or application for a licence, any statement or limitation of approval made by a member or officer of the Shire of Cuballing during the course of any meeting is not intended to be and is not taken as notice or approval from the Shire of Cuballing. The Shire of Cuballing warns that anyone who has an application lodged with the Shire of Cuballing must obtain and only should rely on WRITTEN CONFIRMATION of the outcome of that application and any conditions attaching to the decision made by the Shire of Cuballing in respect of the application.

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1. DECLARATION OF OPENING:

The Shire President, Cr Conley, declared the meeting open at 4.02pm.

2. ATTENDANCE/APOLOGIES/LEAVE OF ABSENCE:

2.1.1 Attendance

Cr Mark Conley	President
Cr Eliza Dowling	Deputy President
Cr Scott Ballantyne	
Cr Dawson Bradford	
Cr Robert Harris	
Cr Deb Hopper	
Mr Gary Sherry	Chief Executive Officer
Ms Bronwyn Dew	Deputy Chief Executive Officer
Mr Bruce Brennan	Manager of Works and Services

2.1.2 Apologies

Nil

2.1.3 Leave of Absence

Nil

3. STANDING ORDERS:

COUNCIL DECISION – 2021/069:

That Standing Orders be suspended for the duration of the meeting to allow for greater debate on items.

Moved: Cr Ballantyne

Seconded: Cr Hopper

Carried 6/0

4. PUBLIC QUESTION TIME:

4.1 RESPONSE TO PREVIOUS QUESTIONS TAKEN ON NOTICE:

Nil

4.2 WRITTEN QUESTIONS PROVIDED IN ADVANCE:

Nil

4.3 PUBLIC QUESTIONS FROM THE GALLERY:

Nil

5. APPLICATIONS FOR LEAVE OF ABSENCE:

Nil

6. CONFIRMATION OF MINUTES:

Nil

The confirmation of minutes from the previous Ordinary Meeting of Council will be included in the Agenda for the next Ordinary Meeting to be held at 2pm, Wednesday 21st July 2021.

**7. PETITIONS/DEPUTATIONS/PRESENTATIONS/
SUBMISSIONS:**

Nil

8. DISCLOSURE OF FINANCIAL INTEREST:

Nil

9. REPORTS OF OFFICERS AND COMMITTEES:

9.1 DEPUTY CHIEF EXECUTIVE OFFICER:

9.1.1	Draft 2021/22 Budget
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Applicant:	N/A
File Ref. No:	ADM214
Disclosure of Interest:	Nil
Date:	14 th June 2021
Author:	Bronwyn Dew
Attachments:	9.1.1A Draft 2021/22 Budget - INCLUDED SEPARATELY

Summary

Council is to review a Draft 2021/22 Budget and the priority of discretionary items to be included in the 2021/22 Budget.

Background

Council is to discuss Council's 2021/22 Draft Budget with a view to finalising the priority of those discretionary matters to be included in the document.

The finalised Council's 2020/21 Budget is expected to be considered at the Ordinary Council Meeting to be held on Wednesday 21st July 2021.

Comment

In reviewing the Draft 2021/22 Budget, Council should note that while staff have attempted to finalise the calculations used in the draft Budget, there is a likelihood that some amounts will change prior to the presentation of a finalised draft budget at the July 2021 Ordinary Meeting.

The Draft 2021/22 Budget, as presented in the Attachment 9.1.1A Draft 2021/22 Budget, included separately in Councillors Agenda package, includes:

1. A 5% rate increase has been included in calculations;
2. A 5% increase to fees and charges has been included in calculations;
3. Changes to staffing and wages of:
 - Wage increases for the majority of staff as per the Local Government Industry Award of 3.00%;
 - given the significant increase in road works tasks in the Draft 2021/22 Budget, a new, full time, General Hand/Plant Operator to join the Works crew at a wage cost of \$67,495 per annum;
 - additional project management resource of a new part time Project Officer to join the Administration Staff at a wage cost of \$56,082 per annum;
4. Some grant funding – including the MRWA Roads Direct Grant amount and Grants Commission Financial Assistance Grant (FAG) – have yet to be confirmed. The Draft 2021/22 Budget includes indicative figures and estimates for this grant income.

5. Council has received an advance of about 50% of the 2021/22 FAGs in June 2021 totalling \$487,288. This, now annual occurrence, reduces the anticipated receipt of FAG income in 2021/22;
6. Insurance cost increases are expected to be between 3%-10% after no increase in the 2020/21 financial year.
7. Completion of the construction of four aged person units in Cuballing. This \$1,608,789 project will be part funded by a loan of \$850,000.
8. Road construction projects totalling \$2,263,907 including:
 - the first stage of the Wheatbelt Secondary Freight Network project completing works on the Cuballing East Road. This project includes funding income of \$1,171,254 with expenses of \$1,331,319;
 - a Regional Road Group project on Stratherne Road that was not completed in the 2020/21 year and works of \$103,604 has been carried over into the 2021/22 Budget;
 - a Regional Road Group project to widen and reconstruct a section of Stratherne Road in totalling \$160,343;
 - a Regional Road Group funded project to reconstruct a section of Wandering Narrogin Road totalling \$352,151;
 - a Roads to Recovery funded gravelling project on Popanyinning East Road that was not completed in the 2020/21 year and works of \$41,975 has been carried over into the 2021/22 Budget;
 - a Roads to Recovery funded project to reconstruct a section of Popanyinning West Road totalling \$215,044;
9. The Draft 2021/22 Budget includes Local Roads and Community Infrastructure (LRCI) projects the Federal Governments response to COVID-19. These LRCI funds need to be expended on Infrastructure projects brought forward from future years. The projects included in the Draft 2021/22 Budget include;
 - Popanyinning Main Street Refurbishment Stage 2 – \$114,311 This project also includes a carry over amount of \$ 47,875 from LRCI Stage 1;
 - Shire Administration Building – Stage 2 - \$73,211. This project also includes a carry over amount of \$62,833 from LRCI Stage 1; and
 - LRCI Phase 3 Project(s) –\$495,536. These project(s) will be decided by Council at a future date. In the past Council has indicated that aspects of the Cuballing Rail Reserve Concept Design would be prioritised. Staff have separately included expenditure of \$35,000 to complete a business case in the Draft 2021/22 Budget. A business case would allow Council to then seek additional funds to leverage the LRCI Stage 3 grant and obtain additional funds to complete more of this project.
10. The Draft 2021/22 Budget includes purchases of new plant and equipment including;
 - Prime Mover - \$190,000 and a trade in of \$35,000;

- Bomag Roller - \$170,000 and a trade in of \$30,000;
- Manage Works & Services' Vehicle - \$53,000 and a trade in of \$25,000;
- Works Supervisor's Vehicle - \$48,000 and a trade in of \$25,000; and
- a Works Crew Communication System - \$15,000. This project was initially anticipated to be a digital radio system, but an alternative system, maybe using multiple technologies and devices, will be significantly less cost.

11. The Draft 2021/22 Budget includes building construction projects including;

- complete the Cuballing War Memorial Upgrade. Council has completed some works on this project with the remaining \$85,693 carried over into the Draft 2021/22 Budget;
- Upgrade Eastern Fence & Gates at Shire Depot totalling \$25,000. This project would replicate the automatic gate at the western side of the depot to make vehicles movements more efficient. The Shire depot is increasingly becoming crowded with larger trucks and their trailers requiring increased parking and larger turning circles. Also at times there are not alternative sites to store product such as road aggregate which further crowds the Depot;
- Installing a cement floor in the shed at a cost of \$9,960 at the Cuballing Transfer Station. This will improve worker comfort and continue a range of improvements at this site. Council could also fund this work from the Waste Reserve;

The Draft 2021/22 Budget, currently has no budgeted surplus available for application to discretionary items. Staff have prioritised the discretionary expenditure in the Officer's Recommendation, with the first activities listed being those activities assessed as a higher priority. These discretionary activities are listed in priority order in the Officer's Recommendation.

For alternative items to be included in the Draft 2021/22 Budget, the value of these alternative discretionary items will need to be cut from expenditure programs and/or increase revenue collections to balance the Draft Budget.

Strategic Implications – Nil

Statutory Environment – Nil

Policy Implications – Nil

Financial Implications

The budget will set Council's approved expenditure for the 2021/22 financial year.

Economic Implication – Nil

Environmental Considerations – Nil

Social Implications

Many projects contained within the 2021/22 Annual Budget are focused on improving facilities within the general community.

Consultation – Nil

Options

Council may resolve:

1. the Officer's Recommendation;
2. an amended Officer's Recommendation; or
3. to not set any priority at this time and set a meeting date to further discuss this matter.

Voting Requirements – Simple Majority

Cr Dowling left the Meeting 5.45pm.

Cr Dowling returned to the Meeting at 5.47pm.

Cr Hopper left the Meeting at 5.55pm.

Ms Dew left the Meeting at 6.20pm.

Ms Dew returned to the Meeting at 6.22pm.

OFFICER'S RECOMMENDATION:

That Council adopt the priority ranking, from highest to lowest priority, of discretionary activities for possible inclusion of these discretionary activities in Council's 2021/22 Budget as follows:

Details	Cost
1. Works Crew Communications System	15,000
2. Cuballing Rail Reserve Development Business Case	35,000
3. Portion of regular roadside vegetation pruning	20,000
4. Upgrade Eastern Fence & Gates at Shire Depot	25,000
5. Cuballing Transfer Station – Cement Shed Floor	9,960
6. Reserve Transfer Plant & Equipment Reserve	(\$111,000)
7. Reserve Transfer Refuse Site	(\$9,960)

MOTION:

That Council adopt the priority ranking, from highest to lowest priority, of discretionary activities for possible inclusion of these discretionary activities in Council's 2021/22 Budget as follows:

Details	Cost
1. Include an 8% Rate Increase	(37,803)
2. Works Crew Communications System	15,000
3. Cuballing Rail Reserve Development Business Case	35,000
4. Portion of regular roadside vegetation pruning	20,000
5. Additional Bridal Creeper Weed Spraying	10,000
6. Upgrade Eastern Fence & Gates at Shire Depot	25,000
7. Cuballing Transfer Station – Cement Shed Floor	9,960
8. Reserve Transfer Plant & Equipment Reserve	(\$111,000)
9. Reserve Transfer Refuse Site	(\$9,960)

Moved: Cr Ballantyne

Motion lapse for want of a Secunder.

COUNCIL DECISION – 2021/070:

That Council adopt the priority ranking, from highest to lowest priority, of discretionary activities for possible inclusion of these discretionary activities in Council's 2021/22 Budget as follows:

	Details	Cost
1.	Include a 10% Rate Increase	(63,005)
2.	Works Crew Communications System	15,000
3.	Cuballing Rail Reserve Development Business Case	35,000
4.	Portion of regular roadside vegetation pruning	20,000
5.	Additional Bridal Creeper Weed Spraying	10,000
6.	Upgrade Eastern Fence & Gates at Shire Depot	25,000
7.	Cuballing Transfer Station – Cement Shed Floor	9,960
8.	Reserve Transfer Plant & Equipment Reserve	(\$111,000)
9.	Reserve Transfer Refuse Site	(\$9,960)

Moved: Cr Bradford

Seconded: Cr Harris

Carried 5/0

9.1.2 Shire of Cuballing – Asset Management Plan 2021-2035

Applicant: N/A
File Ref. No: ADM96
Disclosure of Interest: Nil
Date: 14th June 2020
Author: Bronwyn Dew
Attachments: 9.1.2A Draft Shire of Cuballing Asset Management Plan 2021-2035

Summary

Council is to consider adoption of the Shire of Cuballing 15 Year Asset Management Plan for the period 2021 to 2035.

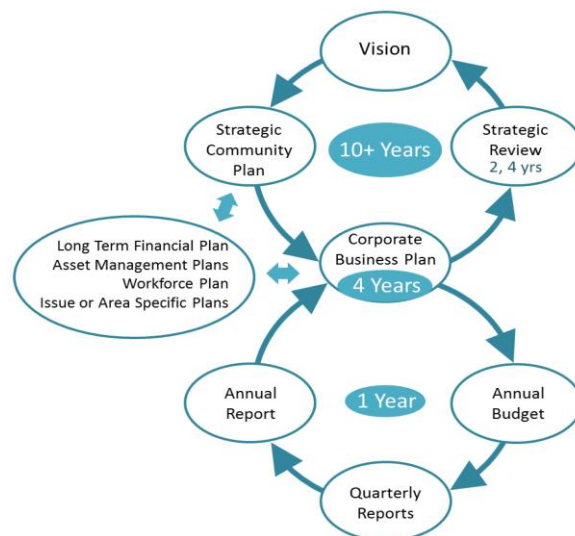
Background

The Asset Management Plan identifies the required asset renewals in order to maintain and/or increase the Shire’s level of service to the community and is therefore an integral part of the Long Term Financial Plan. The plan spans 15 years and a whole of life view is taken to operational, maintenance, renewal and acquisition plans and funding levels, ensuring that assets deliver the required levels of service. Levels of service and risks are considered in the development of operational, maintenance, renewal and acquisition plans and the performance of assets are measured and reported as appropriate

Under section 5.56 of the Local Government Act 1995 a local government is to have a plan for the future. While this Plan for Future only requires the Community Strategic Plan and the Corporate Business Plan, both Long Term Financial Plans and Asset Management Plans are required to calculate key asset financial ratios which are included as part of the Shire’s annual audit process.

The core components of the Integrated Planning and Reporting Framework (IPRF) consist of the Strategic Community Plan, Corporate Business Plan, Long Term Financial Plan Asset Management Plans, Workforce plans, Area Specific Plans and the Annual Budget.

Below is an outline of the Integrated Planning and Reporting Cycle.



Comment

The primary purpose of this Asset Management Plan is to ensure that assets provide their required levels of service in the most cost effective manner to cater for both the present and future community. This Asset Management Plan has been prepared to assist Council's long term financial planning and support the delivery of Council services to the community through its infrastructure including buildings, roads, bridges, footpaths, stormwater drainage, parks and recreation facilities, and other infrastructure.

The Asset Management Plan covers the period from adoption to 30th June 2035.

The primary objective of this plan is to ensure the current assets owned and operated by the Shire of Cuballing are managed in terms of ongoing maintenance, renewal activity and expenditure, such that all desired levels of service are met now and into the future.

Generally speaking, the cost of maintaining an asset decreases with planned maintenance rather than unplanned maintenance, however, excessive planned maintenance increases costs. An objective of asset management is to strategically time infrastructure renewals before unplanned maintenance costs become excessive, but not so soon that assets are renewed before it is really needed. Council's goal in managing assets is to meet the required levels of service in the most cost effective manner for present and future customers.

To achieve this objective, a number of goals have been identified, in line with Council's strategic vision, including:

- the effective management of Council's assets in line with corporate policies, strategies and objectives, statutory and legislative requirements and regulations.
- ensuring that assets are safe, appropriately accessible, well maintained and meet customers' needs in a manner that is sustainable.
- recognising appropriate levels and sources of capital investment required to meet Council's asset renewal and replacement needs.
- maximising the service potential of current assets by ensuring they are used and maintained appropriately.
- achieving better value for money through evaluation processes that consider lifecycle costing.
- minimising Council's exposure to risk as a result of asset failures.

Strategic Implications

Shire of Cuballing Strategic Community Plan 2017–2027

ECONOMY - Our Economy, Infrastructure, Systems and Services.

Goals

- Managing community assets in a whole of life and economically sustainable manner.

	Strategy	Outcome
3.5	Maintain a robust asset management practices and maintenance programs.	Assets which meet the expectations of the community.

Statutory Environment

Local Government Act 1995, Section 5.56.

Section 5.56(1) and (2) of the Local Government Act requires that each local government is to "plan for the future of the district", by developing plans in accordance with the Regulations. The Local Government Administration Regulations 1996 were amended to require each local government to adopt a Strategic Community Plan and a Corporate Business Plan.

Local Government (Administration Regulations) 1996, 19DA (3)(c) A Corporate Business Plan for a district is to – develop and integrate matters relating to resources, including asset management, workforce planning and long-term financial planning.

Policy Implications – Nil

Financial Implications

The Shire of Cuballing’s Asset Management Plan 2021–2035 is an informing document for the preparation of Council’s annual budget and long term financial plan, ensuring long term sustainability of funding decisions of Council.

Economic Implications

The preparation of the IPRF documents will establish the long term financial planning from the Community Strategic Plan for projects and service expectations.

Social Implications

The preparation of the IPRF documents will establish the Asset Management planning from the Long Term Financial Plan for the expenditure on new assets and the upgrade/expansion of existing assets.

Environmental Considerations - Nil

Consultation

No direct community consultation is required when compiling this plan. The document is reflective of the community sentiment that the Council achieves objectives outline in the Community Strategic Plan.

Options

Council may resolve:

1. the Officer’s Recommendation; or
2. to adopt the draft Shire of Cuballing Asset Management Plan 2021–2035 included at Attachment 9.1.2A with minor amendment; or
3. to defer consideration of this matter to obtain additional information or advice on identified areas of the draft Shire of Cuballing Asset Management Plan 2021–2035 included at Attachment 9.1.2A.

Voting Requirements – Simple Majority

COUNCIL DECISION – 2021/071:

That Council adopt the Shire of Cuballing Asset Management Plan 2021–2035 included at Attachment 9.1.2A.

Moved: Cr Dowling

Seconded: Cr Ballantyne

Carried 6/0



Shire of Cuballing

Asset Management Plan

2021-2035

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EXECUTIVE SUMMARY

This Asset Management Plan (AMP) has been prepared to assist the Shire of Cuballing Council's long term financial planning and support the delivery of Council services to the community through its infrastructure including buildings, roads, bridges, footpaths, stormwater drainage, parks & recreation facilities and other infrastructure. The Shire of Cuballing Council has a stewardship role for \$109m worth of infrastructure and land assets.

The primary purpose of this AMP is to ensure that assets provide their required levels of service in the most cost effective manner to cater for both the present and future community. This AMP has been prepared to assist Council's long term financial planning and support the delivery of Council services to the community through its infrastructure including buildings, roads, bridges, footpaths, stormwater drainage, parks and recreation facilities, and other infrastructure.

In total, the portfolio has a replacement value of \$109m and a "Fair Value" (depreciated replacement value) of \$72m. The effective and efficient management of the portfolio will ensure the assets are maintained at an appropriate level and at an affordable cost to the community.

The projected renewal expenditure necessary to meet the service standards for these asset averages around \$2.42m per year over the next 15 years. This is the average annual level of spend required to ensure all assets are maintained in accordance with current standards and service levels, and renewed at appropriate times. Actual annual expenditure requirements will differ from year to year as specific assets are due to be renewed.

What is an asset?

An asset is an item of property owned by the Council regarded as having value. Council's assets range from roads and footpaths to buildings, playgrounds, stormwater infrastructure and street furniture.

What is an asset management plan?

The purpose of an asset management plan is to help an organisation effectively manage their infrastructure and other assets to an agreed standard of service. The plan outlines what needs to be invested in each asset group in order to meet these defined service standards over the next ten years.

What is a service level?

A service level (or level of service) refers to a defined level of quality against which service performance can be measured. Service levels can relate to quality, quantity, reliability, responsiveness, environmental, acceptability and cost.

How do we determine service levels?

Service levels have been developed based on legislative requirements, customer research and feedback, and strategic goals.

How do we determine when renewals are required?

Renewals are determined by considering the ability of an asset to meet an agreed standard of service. This is done by regularly reviewing the condition and performance of assets and using that information as a basis to prioritise renewals.

Why does Council need an Asset Management Plan?

Under section 5.56 of the Local Government Act 1995 a local government is to have a plan for the future. While this Plan for Future only requires the Community Strategic Plan and the Corporate Business Plan, both Long Term Financial Plans and Asset Management Plans are required to calculate key asset financial ratios which are included as part of the Shire's annual audit process.

Introduction

Shire Profile

The Shire of Cuballing is approximately 190 kilometres south east of Perth. It is located on the Great Southern Highway and encompasses the Cuballing, Popanyinning and Yornaning townsites. The total population of the Shire is 863 and the local economy is reliant on agriculture and local industries. Council's assets represent a capital investment of over \$72m in Net Assets with an operational budget in excess of \$4.23m per annum, supporting the delivery of essential services to the community.

The Asset Management Plan identifies the required asset renewals in order to maintain and/or increase the Shire's level of service to the community and is therefore an integral part of the Long Term Financial Plan. The plan spans 15 years and a whole of life view is taken to operational, maintenance, renewal and acquisition plans and funding levels, ensuring that assets deliver the required levels of service. Levels of service and risks are considered in the development of operational, maintenance, renewal and acquisition plans and the performance of assets are measured and reported as appropriate.

Purpose

Asset management is critical to meeting local government strategic goals within an Integrated Planning approach. Asset Management Policies, Asset Management Strategies and Asset Management Plans are informed by, and in turn inform, the community aspirations and service requirements in the Strategic Community Plan. They are also integral to developing and delivering the local government's strategic direction, service plans, projects and operational plans in the Corporate Business Plan.

Asset management ensures that robust Long Term Financial Plans and Annual Budgets are developed and that local governments have the financial capacity to deliver their strategic priorities into the future. The AMP presents the current state of Council's asset portfolio and its asset management system highlighting the improvements necessary to meet service delivery requirements as described in the Shire's Community Strategic Plan and Asset Management Policy.

Goals and objectives

The primary objective of this plan is to ensure the current assets owned and operated by the Shire of Cuballing are managed in terms of ongoing maintenance, renewal activity and expenditure, such that all desired levels of service are met now and into the future.

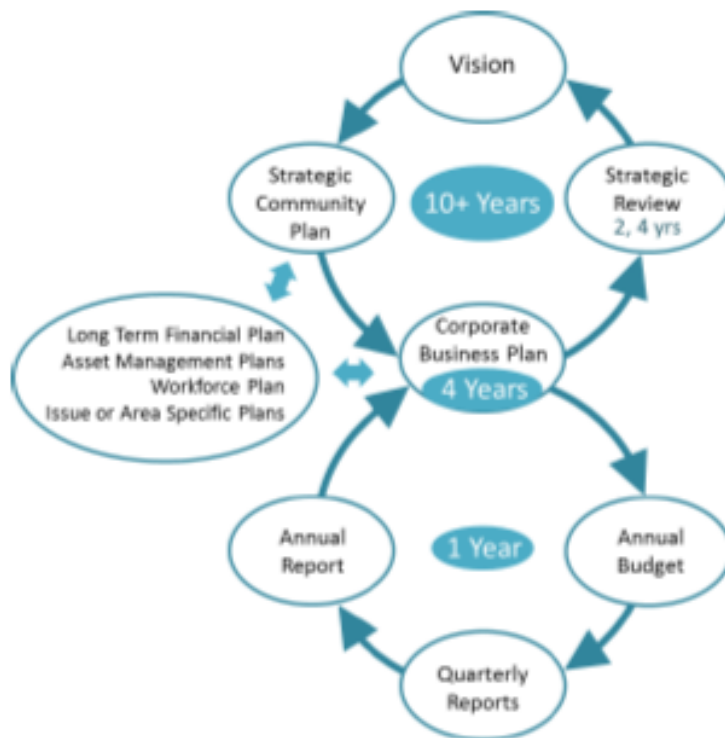
Generally speaking, the cost of maintaining an asset decreases with planned maintenance rather than unplanned maintenance, however, excessive planned maintenance increases costs. An objective of asset management is to strategically time infrastructure renewals before unplanned maintenance costs become excessive, but not so soon that assets are renewed before it is really needed. Council's goal in managing assets is to meet the required levels of service in the most cost effective manner for present and future customers.

To achieve this objective, a number of goals have been identified, in line with Council's strategic vision, including:

- The effective management of Council's assets in line with corporate policies, strategies and objectives, statutory and legislative requirements and regulations.
- Ensuring that assets are safe, appropriately accessible, well maintained and meet customers' needs in a manner that is sustainable.
- Recognising appropriate levels and sources of capital investment required to meet Council's asset renewal and replacement needs.
- Maximising the service potential of current assets by ensuring they are used and maintained appropriately.
- Achieving better value for money through evaluation processes that consider lifecycle costing.
- Minimising Council's exposure to risk as a result of asset failures.

Overview

The core components of the Integrated Planning and Reporting Framework consist of the Strategic Community Plan, Corporate Business Plan, Long Term Financial Plan, Asset Management Plans, Workforce Plans, Area Specific Plans and the Annual Budget. Below is an outline of the Integrated Planning and Reporting Cycle.



Activities to ensure alignment between Asset Management Plans and other elements of the Integrated Planning and Reporting Framework suite include:

- Supporting ongoing policy and strategy development for the management of assets, and service level reviews.
- Capturing and evaluating proposals wherever new assets, upgrades, replacements, or asset disposals are involved, utilising whole of life costings.
- Including asset requirements associated with any future changes identified in the Workforce Plan.
- Maintaining an up to date asset register and asset condition assessments in order to show the current state of the assets and provide an indication of the extent of upgrade or renewal required to keep the asset at an acceptable level.
- Monitoring key asset ratios.
- Regularly review risk assessment and strategies to ensure that risks to critical assets are managed and minimised.

The effective management of assets is crucial to the sustainable delivery of local government services. Assets need to serve the needs of the community, in alignment with the Strategic Community Plan and the Corporate Business Plan. Local governments hold a large portfolio of long-lived assets, so it is critical to plan and prioritise the maintenance, renewal and replacement of existing assets and the acquisition of new assets. This requires a long-term "whole of life" view of asset management.

Asset management ensures that robust Long Term Financial Plans and Annual Budgets are developed and that local governments have the financial capacity to deliver their strategic priorities into the future.

Vision

To ensure Council's long-term financial sustainability, it is essential to balance the community's expectations for services with their ability to pay for the infrastructure assets used to provide those services. To assist in achieving this balance, the Cuballing Council aspires to develop and maintain its asset management system (including governance, skills, process, tools and data) to provide cost-effective and fit for purpose assets and services to meet current and future community needs.

Cuballing Council's Asset Management Strategy objectives are shown in the table below.

Objective	What it means
Holistically manage Council's total asset portfolio in consideration of current and future community equity, benefits, burdens and legacies.	<ul style="list-style-type: none"> ❖ Analysis and decision making will consider long-term implications and outcomes across the municipality regarding current and future needs, benefits and obligations.
Minimise cost over the whole life of the asset, including ongoing operations, maintenance and renewal timing.	<ul style="list-style-type: none"> ❖ The right timing of asset renewal will cost the organisation and community less over the lifetime of the asset. ❖ Delaying renewal too long leads to extra maintenance cost as the asset deteriorates. ❖ Renewing assets too soon means the community does not get the full value out the asset. Ideally, an asset should be renewed just before it can no longer meet its level of service under general use. ❖ Seek third party funding wherever possible to reduce Council budget requirements.
Prioritise investment in assets and communities that will significantly improve Cuballing's health and wellbeing outcomes.	<ul style="list-style-type: none"> ❖ Prioritise investment in assets that enhance Health and wellbeing outcomes within areas of most need.
Provide a portfolio of fit for purpose assets that balance the tension between what the community desires from its public infrastructure with what it can afford and is willing to pay for.	<ul style="list-style-type: none"> ❖ Work closely with the community to establish the right solution/s (type and/or level of service) that will be appropriate for the need within different communities. ❖ Provide assets that are fit for purpose rather than providing unsustainable "gold-plated" solutions.
Integrate asset investment and management activities with council plans and strategies.	<ul style="list-style-type: none"> ❖ Investment is prioritised and tied to acknowledged and authorised projects with community consultation already completed
Provide a clear direction for asset management within the organisation.	<ul style="list-style-type: none"> ❖ This strategy guides improvement, evaluation and change programs to ensure community levels of service are maintained.

Furthermore, it is only through robust asset planning and costings that different options for the future can be explored with the community. For example, it is natural for communities to desire new facilities and oppose asset retirements, but with an understanding of the long term costs of the existing asset base plus potential changes, they are able to engage meaningfully with the choices.

Asset Management Plans are therefore a key part of the Integrated Planning and Reporting Framework, both as a core informing strategy and as a tool for effective implementation.

There are three core asset planning outputs – asset management policy, asset management strategy and asset management plans – as outlined below. These may be separate documents, with the first two overarching all asset classes, accompanied by a set of documents comprised of a Plan for each asset class separately. However, in a small local government with relatively few assets, it may make more sense to have a single document with the Policy, Strategy and each asset class forming chapters, possibly with more detailed schedules (attached or separate).

Asset Management Policy

An Asset Management Policy outlines a local government's asset management objectives, targets and plans. It establishes a platform for service delivery and provides the framework that enables the Asset Management Strategy and Plans to be produced. The Asset Management Policy must support a 'whole of life' and 'whole of organisation' approach to asset management. The Administration develops the Asset Management Policy for consideration and adoption by the Council, based on Council priorities and community needs.

Asset Management Strategy

An Asset Management Strategy outlines how the local government's assets will meet the service delivery needs of its communities into the future, enable the local government's Asset Management Policy to be achieved, and ensure that asset management is established as an integral part of the local government's IPR suite. This includes the governance and management arrangements for asset management.

Asset Management Plans

Asset Management Plans define levels of service and should be linked to the Strategic Community Plan and Corporate Business Plan. They should be developed for all major asset classes, including but not limited to, roads, drainage, paths, parks and buildings. As mentioned above, there is discretion in the form of documentation, according to the size and nature of the asset base involved.

Activities to ensure alignment between Asset Management Plans and other elements of the Integrated Planning and Reporting Framework suite include:

- Supporting ongoing policy and strategy development for the management of assets, and service level reviews.
- Capturing and evaluating proposals wherever new assets, upgrades, replacements, or asset disposals are involved, utilising whole of life costings.
- Including asset requirements associated with any future changes identified in the Workforce Plan.
- Maintaining an up to date asset register and asset condition assessments in order to show the current state of the assets and provide an indication of the extent of upgrade or renewal required to keep the asset at an acceptable level.
- Monitoring asset ratios.
- Regularly review risk assessment and strategies to ensure that risks to critical assets are managed and minimised.

Governance and Management Arrangements

Good governance and management arrangements ensure that asset management is adequately linked to service delivery. Governance and management arrangements within the Asset Management Plan shall be identified as;

- Key roles and positions to undertake asset management.
- The asset management roles and responsibilities.
- Address staff resourcing, funding and training needs.
- Implement high level audit or oversight mechanisms for Asset Management Plan development and service delivery.
- Implement mechanisms for reporting Asset Management Plan progress against elements of the plan for the future.

These arrangements should be reviewed annually to determine ongoing and future governance and management requirements and their financial impacts.

Data and Systems

Systems should be put in place for the collection and analysis of asset management data to ensure the following;

- development of efficient maintenance and capital works programs
- asset management performance is adequately measured over time
- infrastructure gaps are identified
- minimum reporting requirements prescribed under the legislation are achieved

When data systems are used, adequate links must be made between asset management and financial systems, particularly in the recording and management of capital expenditure and allocations for depreciation, maintenance, renewal and upgrade.

Skills and Processes

Programs of continuous improvement that instil a 'whole of organisation', best practice approach to asset management should be implemented. In partnership with appropriate peak bodies and agencies, ongoing training in key asset management topics such as improving condition assessments, valuation of assets and accounting treatment should be provided to administration staff. Elected members should be provided with training to help them understanding the importance of asset management.

Relevant Legislation

The AMP has been prepared giving consideration to the following legislative practices;

Local Government Act & Regulations

Land Administration Act 1997

Building Act 2011

Occupational Health & Safety Act 1984

Aboriginal Heritage Act 1997

WA Disability Services Act 1993

Conservation & Land Management Act 1984

Environmental Protection and Biodiversity Conservation Act 1999

Country Areas Water Supply Act 1947 & Regulations 1981

Waterways Conservation Act 1976 & Regulations 1981

Heritage Act of Western Australia

Road Traffic Act 1974 & Various Regulations

Main Roads Act 1930

Road Traffic Code 2000

Building Regulations 2012

Stakeholders

Asset management is critical to meeting local government strategic goals within an Integrated Planning approach. Asset Management Policies, Asset Management Strategies and Asset Management Plans are informed by, and in turn inform, the community aspirations and service requirements in the Strategic Community Plan. They are also integral to developing and delivering the local government's strategic direction, service plans, projects and operational plans in the Corporate Business Plan.

The Shire has engaged the community through the development of the Strategic Community Plan 2017-2027 and identified the key priorities for service delivery. The following sets out the key objectives relating to infrastructure asset management and the commitment for the provision and management of infrastructure assets.

Defining Levels of Service

What is it?

The defined service quality for a particular activity (e.g. roads) or service area (e.g. street lighting) against which service performance can be measured. Defining the levels of service that will be provided by the asset portfolio is a key process in the development of Asset Management Plans.

Who is involved?

Community:

The Community provides service requirements, expectations and satisfaction input as part of the local government's ongoing community engagement activities.

Council:

Council will then approve the determined levels of service.

Local Government Administration:

The CEO & staff are then required to provide all relevant information to assist Council to make informed decisions as well as reviewing and defining service levels to align with reviews of the Strategic Community Plan and Asset Management Plans.

Key issues facing the Shire and local governments throughout Australia include:

- Ageing infrastructure requiring attention not previously needed or planned for, which may represent a backlog.
- Long lived assets such as roads, drainage and buildings present challenges as their condition and longevity can be difficult to forecast.
- Increased demand, in terms of quality and standards, and for higher levels of service and competing priorities.
- Increasing cost of plant, materials and labour required to operate, maintain and construct infrastructure assets.
- Ongoing cost shifting from state to local government across several service areas.

As assets are usually acquired during specific periods of strong economic growth or of economic stimulus, the financial burdens of renewing also appear in peaks and troughs many years later.

The creation of new assets also presents financial challenges in terms of funding for initial construction, but even more so for ongoing operations, maintenance and replacement costs over the whole of life of the asset. Asset management is about ensuring that the Shire has the necessary plans in place so that funds and resources are available at the appropriate time to address ageing assets to ensure that they can provide ongoing delivery of services at an acceptable level.

Future Considerations

Future Demand

The ability to predict future demand for services enables the Shire to plan ahead and identify the best way of meeting that demand. Drivers affecting demand include political factors, economic factors, social factors, changes in demographics, changes in technology, new assets from growth, legislation changes, tourism growth and climate change.

Political Factors

Local government policy changes, as well as State government service reallocation, can often affect the demand for community services. For example, a cut in funding would place more pressure on municipal revenue to fund infrastructure projects. This could result in lower levels of service being delivered to the community. Conversely, increases in funding could also have a distinct effect, as they often require construction of new assets.

Economic Factors

The Shire currently features a relatively small residential population, with the majority of residents located in Cuballing. The economic base of the Shire is strongly influenced by agriculture, with other important industries including education & training, public administration and health care services.

Factors

The last national census revealed that the population of the Shire is 863. It is not expected that there will be any significant increase in population in the next 10-15 years.

Demographic Change

Factors affecting demand for infrastructure include population growth, changes in demographics, customer preferences and expectations. An ageing population will mean a greater need for aged care facilities and disability access. Increase in age of population will also require improvements for other infrastructure and services.

Changes in Technology

Changes in material and construction techniques could lead to improved service levels and asset standards, and ultimately reduced maintenance requirements. However, it is difficult to predict whether newer materials, construction and maintenance techniques will affect demand.

New Assets from Growth

The new assets required to meet growth will be acquired from land developments and constructed by the Shire. Acquiring these new assets will commit the Shire to fund ongoing operations and maintenance costs for the period that the service provided from the asset is required.

Legislation

The Shire is bound to meet a range of legislative requirements which if altered, could affect the Shire's management obligations. A current legislative driver of change is the amendment of the Local Government Act 1995. The Act promotes integrated planning and ensures that long term financial planning, asset management planning and workforce planning become standard business practices for all local governments. This means that a majority of WA local governments will have to notably improve their current practices and processes, which the Shire is currently working towards.

Tourism Growth

Tourism can have a significant effect on assets. An increase in tourism will result in higher utilisation of assets, and this in turn would mean the Shire will incur higher costs for asset maintenance, upgrade and replacement.

Climate Change

There is increasing evidence that the Earth's climate is changing, which could have direct and indirect impacts on assets. This could be from a range of factors including changing climatic conditions and fluctuations in seasons.

Whole of Life Asset Management Strategies

An integral part of asset management is service delivery and taking a long term view of forward planning with the use of forward works programs. The whole of life needs of assets are also impacted by the demand for the service, the level of service provided, and the willingness of the Shire to accept risks.

Operations

Includes regular activities (that do not affect the assets' physical condition) to provide services such as public health, safety and amenities. These activities affect service levels, including quality and function through, for example, street sweeping and grass mowing frequency, cleaning frequency and opening hours of building and other facilities.

Maintenance

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

- **Routine maintenance (Preventative)** is the regular on-going work that is necessary to keep assets operating, and prevent untimely and costly failures, e.g. regular servicing of an air conditioner.
- **Reactive maintenance** is unplanned repair work carried out in response to identified failure or breakdown of service, e.g. repair pathway damaged due to burst water main.
- **Planned maintenance** is repair work that is identified and managed through a maintenance management program. These activities include inspections, assessing the condition against failure/breakdown experience, prioritising, scheduling, actioning the work and reporting what was done to develop a maintenance history and improve maintenance and service delivery performance.
- **Deferred maintenance** includes works that are identified for maintenance but unable to be funded or to be undertaken when required.

Renewal

This expenditure is for major work, which does not increase an asset's design capacity, but restores, rehabilitates, replaces or renews an existing asset to its original or lesser required service potential. Work over and above restoring an asset to its original service potential is referred to as **upgrade/expansion** expenditure.

New and upgrade

New works are those works that create an asset that did not previously exist. Upgrade works are those that upgrade or improve an existing asset beyond its existing capacity. They may result from growth, social or environmental needs.

Expenditure on new assets and upgrade/expansion of existing assets and services in the Shire's 15 year capital works program are reflected in the Long Term Financial Plan and are predominantly funded through external resources such as grants.

Disposal

Disposal includes any activity associated with disposal of a decommissioned asset, including sale, demolition or relocation. No disposal strategy has been developed for Shire infrastructure assets at this stage. Any cash flow resulting from asset disposals have been included in the Shire's Long Term Financial Plan.

Risk management

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

Asset Portfolio

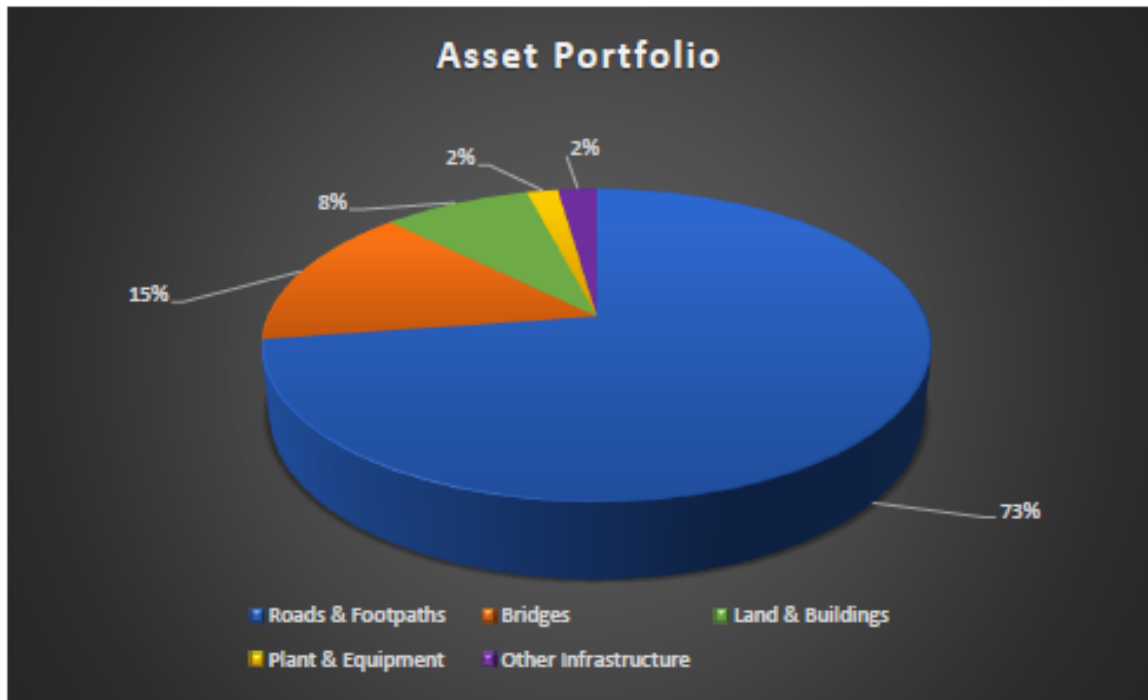
The primary purpose of Council's asset portfolio is to support and enable the delivery of required services to the community in an effective and cost efficient manner. Council assets are acquired through various means such as purchase, construction or gifted from developers and others. Council's goal is to provide the community with infrastructure that meets defined requirements for the services offered at the most reasonable cost so that the assets provide benefit to the current community and future generations.

Council uses infrastructure assets to provide services to the community. The range of infrastructure assets and the services offered by these assets are shown in the Table below.

Table: Council Assets and Current Replacement Values

Asset Class	Description	Services Provided	Estimated Replacement Value
Land & Buildings	Building and facilities including town halls, shire administration, sporting clubs and heritage buildings	Facilities for community services and general community activities including tourism	\$9,292,700
Furniture & Equipment	Information and communications technology and office equipment	Support delivery of Council services and activities	\$40,526
Plant & Equipment	Heavy plant and small plant such as vehicles and equipment	Support delivery of Council services and the mobility of staff	\$1,921,200
Roads	Sealed and unsealed roads, road pavements, sub-base and other related road assets	Roads of significance to allow regional development and community transportation needs	\$78,566,167
Bridges	Bridges and associated structures	Vital link of road and pathway networks	\$16,115,115
Footpaths	All footpath structures including concrete, asphalt, brick paving and unsealed	Access needs of pedestrians	\$638,244
Other Infrastructure	Parks & gardens, recreation, sporting & related structures and community assets including lighting, fencing and associated structures	Social and club-based recreational activities, open space areas, tree management and recreation support.	\$2,440,960
TOTAL			\$109,014,912

The graph below shows the asset portfolios as a percentage of Council's total asset value. The Asset Categories are expressed as a percentage of the Total Replacement Value.



Financial Assessment

Valuation of infrastructure assets

The asset register used as part of the financial reporting system is currently separate from the asset management inventory used for asset management planning. The Shire will consider looking at asset management information systems that can provide a sufficient level of detailed information to the financial system. Below is a table showing the scheduled revaluation dates.

Asset Class	Last Valuation Completed	Next Valuation Due Date
Land & Buildings	June 2017	June 2022
Furniture & Equipment *	June 2019	N/A
Plant & Equipment *	June 2019	N/A
Roads	June 2018	June 2023
Footpaths	June 2018	June 2023
Bridges	June 2018	June 2023
Other Infrastructure	June 2018	June 2023

* Following a change to Local Government (Financial Management) Regulation 17A in November 2020, Plant and Equipment type assets (being plant and machinery and furniture and equipment) are to be measured under the cost model, rather than at fair value. This change is effective from 1 July 2019 and represents a change in accounting policy.

The following asset classes and useful lives have been applied in the modelling.

Asset Classes	Useful Life
Roads	
- Formation	Not Depreciated
- Pavement	50 years
- Bitumen Seal	20 years
- Asphalt	25 years
- Gravel	50 years
Bridges	40 years
Footpaths	20 years
Drainage	75 years
Sewerage	100 years
Buildings	30-50 years
Furniture & Equipment	3-10 years
Plant & Equipment	5-15 years
Parks & Ovals	50 years
Other Infrastructure	20-50 years

Forecast Expenditure & Cash Flows

Much of the organisation's infrastructure network was funded from various state and federal government grants, often provided and often accepted without consideration of ongoing operations, maintenance and replacement needs. Many of these assets are approaching the later years of their life and will require replacement in the near future. The serviceability of these assets is decreasing, and maintenance costs are increasing. The Shire's present funding levels together with current methodologies and practices make it difficult to maintain existing service levels.

Renewal shortfall

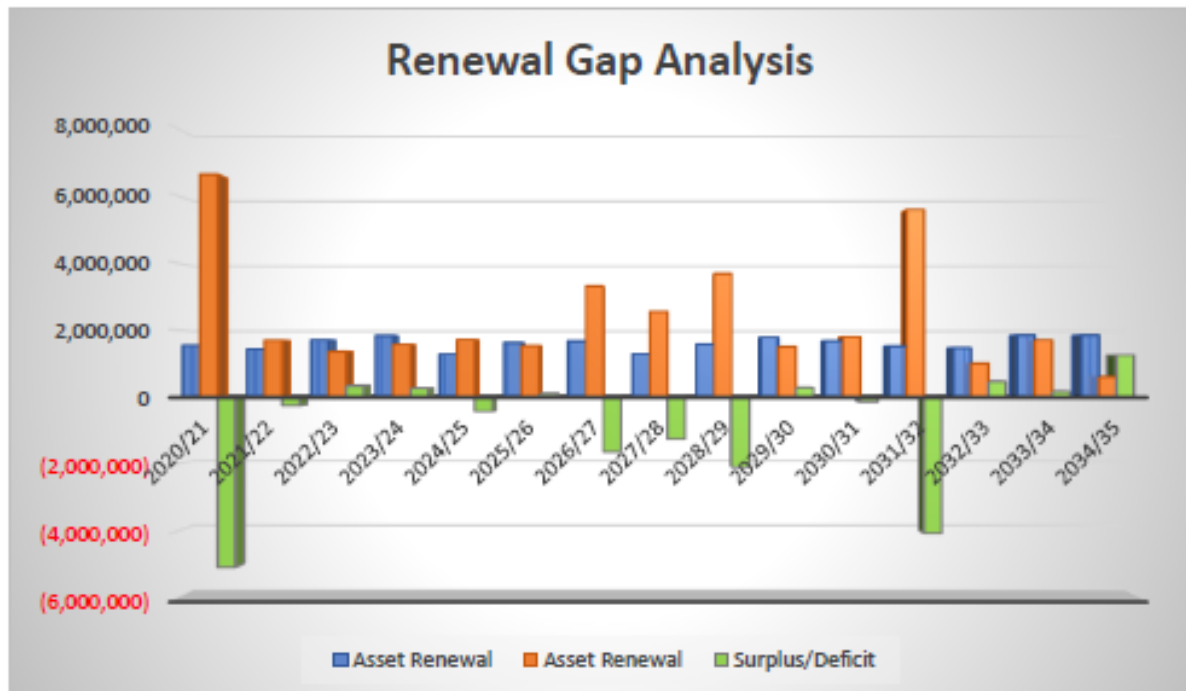
Providing services in a sustainable manner will require matching of forecasted asset renewal and replacement expenditure to meet agreed service levels, with the corresponding capital works program accommodated in the Long Term Financial Plan.

The Table below shows the shortfall between forecast required renewal and replacement expenditure and the planned expenditure accommodated in the Long Term Financial Plan.

Year	Planned Asset Renewal \$	Required Asset Renewal \$	Asset Renewal Surplus/Deficit \$
2020/21	1,543,972	6,622,115	(5,078,143)
2021/22	1,440,995	1,688,840	(247,845)
2022/23	1,702,995	1,363,257	339,738
2023/24	1,842,500	1,574,952	267,548
2024/25	1,290,500	1,713,989	(423,489)
2025/26	1,622,500	1,532,675	89,825
2026/27	1,668,500	3,303,730	(1,635,230)
2027/28	1,298,500	2,546,358	(1,247,858)
2028/29	1,585,500	3,678,887	(2,093,387)
2029/30	1,791,500	1,504,410	287,090
2030/31	1,672,500	1,808,945	(136,445)
2031/32	1,522,500	5,583,924	(4,061,424)
2032/33	1,472,500	1,006,123	466,377
2033/34	1,855,100	1,696,466	158,634
2034/35	1,855,100	599,198	1,255,902
TOTAL	24,165,162	36,223,868	(12,058,706)

The asset renewal surplus/(deficit) column represents the difference between the planned and required asset renewals. A gap between forecasted required asset renewal/replacement expenditure and amounts accommodated in the LTFP indicates that further work is required to manage Shire assets in a sustainable manner.

The 'gap' will be managed by developing this and future asset management plans to provide guidance on future service levels and resources required to provide these services, and to review future services, service levels and costs in consultation with the community.



Like any plan there are underlying assumptions on which the basis of the plan is derived. The AMP reflects the current timing of the renewal of assets. Asset renewal requirements are arrived at based on current estimates of replacement cost and remaining useful life of each asset, assessed from the asset's condition or age. Therefore maintaining, and in some instances improving the accuracy of the data in the asset inventory, could help align the priorities identified within the LTFP and AMP. Other factors such as grant funding and cash reserves will also have an impact on Council's ability to deliver certain projects.

Resolving the funding shortfall involves some of the following steps:

- Improving the accuracy of data in the asset inventory, so it is possible to better determine how assets are performing and at which stage assets are not able to provide the required service levels.
- Improving methodologies and practices used in operations, maintenance and renewal activities to optimise whole of life costs.
- Identifying and managing risks associated with providing services from infrastructure assets.
- Making trade-offs between service levels and costs to ensure that the community receives the best return from infrastructure assets.
- Identifying assets surplus to needs and arranging for their disposal to make savings in future operations and maintenance costs.
- Consulting with the community to ensure that infrastructure services and costs meet community needs and are affordable.
- Developing partnerships with other bodies (where available) to provide services.
- Seeking additional funding from governments and other bodies to better reflect a 'whole of government' funding approach to infrastructure services; and
- Reducing the Level of Service in some areas, unless new sources of revenue are found.

Evaluation & Reporting

Asset management programs should include evaluation mechanisms to measure their effectiveness against the targets and outcomes of the Asset Management Strategy and Plans.

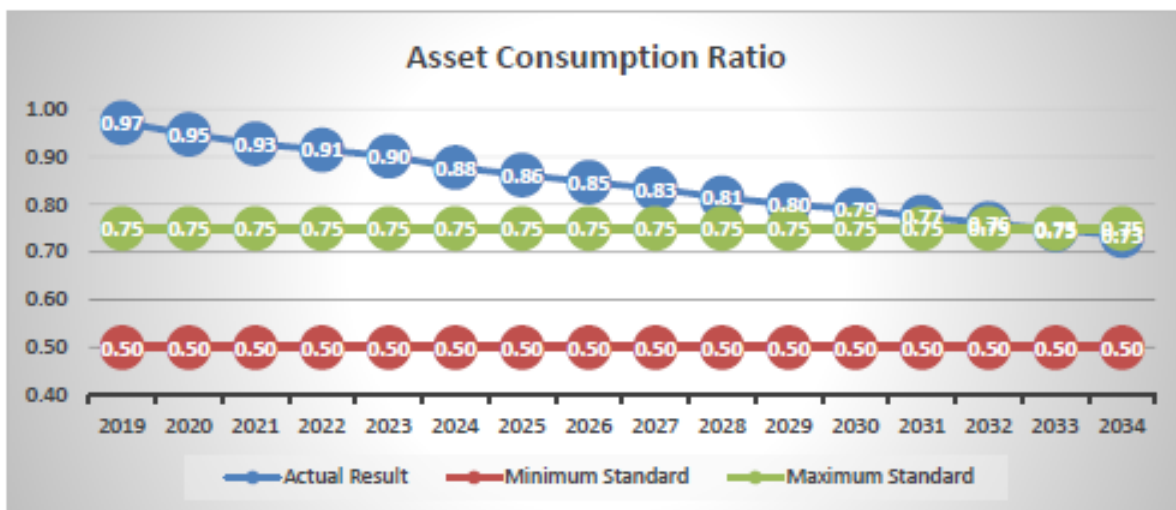
Local governments should also report the short and long-term service delivery levels provided by their asset portfolios in the Annual Report and seek community feedback on the performance of their asset portfolios.

A series of performance indicators, in the form of financial ratios set out below, have been used to assess the financial performance of the Shire in the form of asset sustainability ratios.

Asset Consumption Ratio

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

The Basic standard for this ratio is 0.50, while the Maximum Standard is achieved when the ratio reaches 0.75. A result in the centre of the target range indicates that the Shire are renewing assets at adequate levels to maintain the average age of assets throughout the course of the 15 year plan.



Asset Sustainability Ratio

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

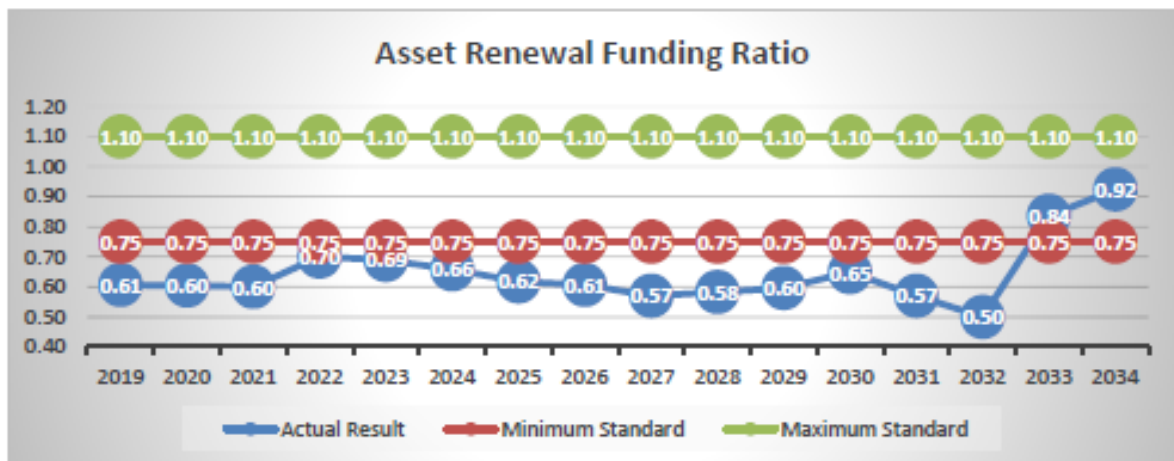
The Basic standard for this ratio is 0.90, while the Maximum Standard is achieved when the ratio reaches 1.10. The challenge in achieving this standard is to maintain a level of expenditure for capital renewal that is neither too low (less than 0.90) or too high (greater than 1.10), with the optimum level being around 1.00.



Asset Renewal Funding Ratio

This indicator is a measure of the ability of the local government to fund its projected asset renewals and replacements in the future. The local government’s Long Term Financial Plan makes annual provisions to renew assets where their condition has degraded beyond an objective threshold. This requirement will vary from year by year, potentially creating different short term and long term renewal funding needs. A local government must have developed a Long Term Financial Plan supported by Asset Management Plans to determine this ratio.

The Basic standard for this ratio is 0.75, while the Maximum Standard is achieved when the ratio reaches 1.10. The result is in the centre of the target range. It should be noted that the outcome of this ratio is dependent on the data provided by the Asset Management Plan so this ratio is susceptible to change if there any significant changes to the assumptions or valuations in the AMP.



Improvement Plan

In every asset management plan, an improvement plan is included. All strategic plans require continuous development in order to improve the quality of planning. The following asset management areas are suggested as worthy of focus in the future. Council will look to undertake improvements actions within each of the initiatives identified in the table below;

CATEGORY	IMPROVEMENT OBJECTIVES	TARGET
Levels of Service	Council will document the community's level of service for its core asset classes and has processes in place to measure, meet and maintain those levels of service.	22/23
Governance and Management	Asset Management Plans inform an agreed delivery program of new, expansion, upgrade, renewal and maintenance projects.	22/23
Asset Management Plans	The Asset Management Plans need to reflect what both the Council and community expect.	22/23
Skills and Processes	Council has robust asset management processes and skilled staff engaged in learning programs to maintain and enhance asset management skills and capabilities.	22/23
Data and Systems	All Council infrastructure assets are to be recorded within the Shire's asset management databases. Understanding of the whole of life cost of building, operating, replacing and disposing of assets is an important element of this practise. .	23/24
Evaluation	Service/Operational Plans that identify how Council provides and manages assets for the community. Asset performance will be monitored and reported against the Levels of Service.	23/24

9.2 CHIEF EXECUTIVE OFFICER:

Nil

9.3 MANAGER OF WORKS AND SERVICES:

Nil

10. ELECTED MEMBERS' MOTION OF WHICH PREVIOUS NOTICE HAS BEEN GIVEN:

Nil

11. URGENT BUSINESS WITHOUT NOTICE WITH THE APPROVAL OF THE PRESIDENT OR MEETING:

Nil

12. CONFIDENTIAL MATTERS:

Nil

13. NEXT MEETING:

Ordinary Council Meeting, 2.00pm, Wednesday 21st July 2021 at the Shire of Cuballing Council Chambers, Campbell Street, Cuballing.

14. CLOSURE OF MEETING:

There being no further business, the Shire President, Cr Conley, closed the meeting at 6.23pm.